Ministry of Defence

2018
Defence White Paper
Investing in our people, capabilities and visibility

Foreword

We present to you a realistic and future-oriented Defence White Paper, a white paper which we firmly believe constitutes a starting point for strengthening trust in the Defence organisation; the trust of our people, trust in our organisation and the trust of society in the Defence organisation.

After decades of budget cuts, there are new prospects for the future of the Defence organisation. We are moving forward with a realistic point of view. The discussions conducted by the state secretary and myself gave us a first-hand impression of just how important this is.

We discussed matters with individuals at all levels both within and outside our organisation.

Those discussions will continue, because it is our people who are the strength of the Defence organisation!

We wish to be transparent and reliable in what we do and what we achieve.
We wish to be an attractive and reliable employer. We are working to firmly embed the Defence organisation as a whole in society.

Above all, we are realistic. The additional investments will be used to take a major step forward. A step which we believe should become visible quickly. At the same time, however, we are aware that a process of building and strengthening takes time.

We are making a good start and realise that we need to think in terms of long-term objectives. These long-term objectives are set out in this white paper.

And that is because the Ministry of Defence protects what we value!

Also for the State Secretary for Defence,

THE MINISTER OF DEFENCE

A.T.B. Bijleveld-Schouten

Contents

Summary 7
Current developments 8
Introduction 9
What we want to achieve 10
What we want to be 11
What we are going to do 13
- People 13
- Means 14
- Methods 15

What we will be capable of doing 17
How we will achieve future-proof funding 21
Appendix I Charter, Constitution, main tasks and treaty obligations 23
Appendix II The measures 24
- People 24
- Means 25
- Methods 26

Appendix III The funding 27
Appendix IV The investment programme 28

Summary

MAIN TASKS OF THE DEFENCE ORGANISATION

(as laid down in the Constitution of the Kingdom of the Netherlands)

- Protection of Dutch and NATO territory
- Promotion of the international legal order
- Support of civil authorities

CURRENT DEVELOPMENTS

Driving forces: geopolitical shifts, imbalance in world population growth, digital information revolution, evolving human-machine relationship, diverging values.

Threat landscape: more complex, more diverse and more uncertain.

Security politics: more compelling NATO and EU demands on the Netherlands to meet NATO and other targets.

Society: interests of the Kingdom of the Netherlands and the international legal order at risk.

WHAT WE WANT TO ACHIEVE

- **Remain safe**
  In the Kingdom of the Netherlands and Europe.
- **Foster security**
  In Europe's neighbouring regions.
- **Secure connections**
  From the Netherlands as a hub and its lines of communication.

WHAT WE WANT TO BE

- A reliable and committed employer.
- A safe organisation that learns from mistakes.
- Transparent and visible in an engaged society.
- A good partner to civil authorities, civil society organisations, the business community and our strategic partners and allies.
- An organisation whose fundamentals are as they should be.
- An organisation that meets high quality and technological standards at all times.
- Information driven.
- Robust and agile.
- Rapidly deployable at all levels of force.

WHAT WE CAN SPEND

Investments that will amount to EUR 1.5 billion a year will enable us to make a good start. Further investment is required to meet NATO's capability targets.

WHAT WE ARE GOING TO DO

People
An organisation that provides a safe working environment and enjoys the trust of its people, can retain them and recruits a sufficient number of new employees.

Means
Information-driven armed forces that can deal with technologically advanced adversaries and hybrid threats.

Methods
robust and agile organisation that focuses on cooperation and innovation.

LONG-TERM TOWARDS THE FUTURE

What we are going to do now

Further enhancement of operational capabilities

Expansion of combat units (in accordance with the NATO target)

March 2018

2% of GDP (NATO)

Current developments

Kingdom
Vulnerable to social disruption (effects of terrorism, cyber attacks, foreign interference and irregular migration). The fragile situation in Venezuela, drug trafficking and natural disasters constitute a security risk in the Caribbean.

Russia
Modernisation and strengthening of the Russian armed forces. Increasing military activity and hybrid threat.

Instability near europe and the Kingdom
Unstable security situation and conflict, such as in the Middle East, North Africa and parts of sub Saharan Africa and West Africa.

New technologies
New technologies can be used for warfare: artificial intelligence, big data analytics, quantum computing, robotics, biotechnology, 3D printing.

Hybrid warfare
A combination of misleading, undermining and overtly disruptive activities. This threat is posed primarily by state actors.

Proliferation
The risk of the use of chemical, biological, radiological and/or nuclear weapons has increased.

Introduction

The Ministry of Defence protects what we value. Based on the Charter for the Kingdom of the Netherlands and the Constitution of the Kingdom of the Netherlands, this overarching mission encompasses three main tasks:

1. **Protecting national territory, including the Caribbean part of the Kingdom of the Netherlands, and the territory of allies.**
2. **Protecting and promoting the international legal order and stability.**
3. **Supporting civil authorities with respect to law enforcement, disaster relief and humanitarian assistance, both nationally and internationally.**

We operate in a world that is changing and becoming less safe. Threats are complex, diverse and unpredictable. The vulnerability of the Netherlands and of people throughout the world has increased. As a nation, we are strongly connected with the rest of the world. The security of the Netherlands is thus also intertwined with security situations in other parts of the world.

The first main task, protecting national territory and the territory of allies, has therefore become more important in recent years.
The importance of the other two main tasks has likewise increased. Because of the greater instability in the world, a greater commitment is required for all of the main tasks. It was with this in mind that we considered how the additional investments amounting to EUR 1.5 billion a year could best be spent. This is based on the Netherlands integrated foreign and security strategy of the Minister of Foreign Affairs.

First, we will invest in our people. They keep us safe and are there when they are needed. We want to restore their trust in the organisation and thereby ensure that they remain with the organisation. Moreover, we want to recruit new employees and will focus on diversity. We will also invest in means. The emphasis in this regard will be on modernising our current strike capabilities and strengthening our information-driven operating methods. The third key area of investment will be methods. We will focus efforts in this area on increasing and improving national and international cooperation to ensure that the organisation evolves into one that is robust and agile.

We will make every effort in the coming years to implement the measures set out in this white paper. In many cases, results will only become visible after a few years. That is unfortunately the reality we face. It takes time to attract and train people, produce material and make it operational. Nevertheless, a number of changes will become apparent in the short term. New colleagues will be joining us, supply levels will be improved and more exercises are being planned. Furthermore, unnecessary rules will be abolished and commanders will have greater discretionary power in the sphere of practical execution.

We will also become visible again in society. Military personnel may once again travel in uniform. After further consideration, certain Defence sites throughout the country that had previously been earmarked for closure will be maintained. Royal Netherlands Marechaussee personnel will also become more visible at the border. Furthermore, the recruitment of new employees will be organised at regional level to augment current national-level efforts and we will strengthen our cooperation with other organisations. We are also collaborating in the preparation of the community work placement programme for young people.

All this will contribute to the versatility and readiness of the Netherlands armed forces. NATO has drawn up capability targets for the Netherlands which require further steps. Given the foregoing, this white paper does not constitute an end point. Rather, it is a step that is in line with the long-term objectives that were included in the NATO agreements made during the 2014 Wales Summit.

What we want to achieve

To remain safe
In the Netherlands, the Kingdom, the EU and NATO territory.

For example:

- Enhanced Forward Presence (NATO) contribution.
- NATO Rapid Response Force/Very High Readiness Joint Task Force (VJTF) (readiness).
- Support for St Maarten and St Eustatius following hurricane.
- Surveillance and security in the Netherlands.

To foster security
Around Europe (the Middle East, North Africa and parts of sub-Saharan Africa and West Africa).

For example:

- The fight against ISIS.
- The UN mission in Mali.
- Rapidly deployable units of the EU (readiness).
- Capacity building in vulnerable countries.

To connect securely
From the Netherlands as a hub and its lines of communication.

For example:

- Protecting vital infrastructure.
- Keeping global commons accessible.
- Ensuring undisrupted access to Dutch ports.
- Monitoring passenger flows.

What we want to be

The past decades have been challenging for our people. We want to restore trust and be an organisation that people are proud to work for. We also intend to be an organisation that is visible in society. We do not want the armed forces to be eroded by an imbalanced composition (means) or by the imposition of unrealistically high demands on our people. We are therefore working to ensure that the fundamentals of the organisation are as they should be, also as regards safety. This process will take time and requires perseverance and a change in organisational culture.

At the same time, the deterioration of the security situation means that the armed forces are now expected to perform an increasing number of tasks, both within the Netherlands and in the context of NATO's common defence and EU defence cooperation. NATO stresses that larger and more robust units are needed. These units must also be rapidly deployable. The probability that the armed forces will be required to simultaneously conduct operations in the Netherlands and abroad has also increased. We are therefore abandoning "level of ambition" as the yardstick for determining what we can do, because the armed forces are not deployed as a matter of "ambition", the armed forces are deployed as a matter of necessity.

We must be capable of taking effective action if necessary (robustness) and of responding appropriately to the rapid and unpredictable changes that are taking place around us (agility). We are meeting this need with the adaptive forces concept. Cooperation with our partners is essential in this regard. Focusing on the development of an information-driven organisation that meets high quality and technological standards at all times will also significantly increase our robustness and agility.

NATO has stated that, despite the investments, the Netherlands remains incapable of meeting many of the capability targets fully. In a world that is changing and becoming less secure, we must above all strengthen our strike capabilities and sustainability (the length of time we can sustain a mission). NATO has expressed concerns in this regard. We take those concerns seriously.

In the current government's term of office, therefore, we will work to further detail the long-term objectives that need to be in place to ensure the stable funding and strengthening of the armed forces. We will do this on the basis of the 2014 NATO agreement, under which NATO member states pledged to increase their defence spending to two percent of GDP by 2024. A step-by-step increase in the context of these long-term objectives aimed at achieving NATO's capability targets will be included in the review of the Defence White Paper. This review is scheduled to take place in 2020.

Any potential further step in the current government's term of office will be considered at the appropriate time in the light of developments in the security situation, government-wide priorities, and within the agreed budgetary frameworks.

What we want to be

- **A reliable and committed employer that people are proud to work for.**
- **A safe organisation that learns from mistakes.**
- **Transparent and visible in an engaged society.**
- **A good partner to civil authorities, civil society organisations, the business community and our strategic partners and allies.**
- **An organisation whose fundamentals are as they should be.**
- **Robust and agile.**
- **Rapidly deployable at all levels of force.**
- **An organisation that meets high quality and technological standards at all times.**
- **An information-driven organisation.**

Being an information-driven organisation means that we are capable of acquiring, processing and disseminating, in good time and at any level required, all relevant information so that, to the greatest extent possible, we can be in the right place at the right time with the specific assets required in the given context. The ability to take intelligence led action imposes requirements regarding the materiel used by the armed forces and the organisation's way of working.

What we are going to do

People

Our people have been through a difficult time. We wish to close that particular chapter. We spent the past months talking to people: what are they unhappy about, what can we do better, and how? We will make the personnel system more flexible, offer personalised solutions, provide stability and good equipment and help to create opportunities prior to, during and after the military career. We must also work together to achieve a working environment that is as safe as possible. A plan of action is being drawn up. This plan will contain measures to make working for the Defence organisation safer.

In the meantime, the labour market is evolving rapidly. The composition of the working population is changing. The number of women and individuals with an immigrant background is increasing, for example. The wishes and requirements of the new generation of jobseekers in terms of their employer are changing too.

It is clear that we must make additional efforts to be an attractive employer, not least because to fully staff our organisation will be a major challenge. We will therefore focus on overcoming this challenge with a strategic personnel policy and by identifying other ways of recruiting and retaining personnel, entering into partnerships in the recruitment of scarce personnel, appropriately amending internal regulations and giving commanders more powers and options. Further measures that we will be taking are described in **Appendix II.**

Measures

- **Our people will have more career opportunities, also in terms of training courses, and future prospects. The agreement on terms and conditions of employment provides points of reference in this regard.**
- **We will improve and simplify the allowances system, with a specific focus on allowances, including those for the Royal Netherlands Marechaussee, that are linked to regular absences from home.**
- **We will offer personalised solutions, such as the option of temporary departure from the organisation, flexible (part-time) employment contracts and of course the option of serving as a reservist.**
- **We will modify the personnel system (FPS) as soon as possible to ensure that the right people get the right jobs and are retained by the organisation.**
- **We will make it possible for employees to hold a specific position for longer, which will result in greater stability and knowledge for both the organisation as a whole and its individual employees.**
- **Our people will have high-quality equipment and more opportunities to participate in exercises and training.**
- **We will improve accommodation and healthcare for our people.**
- **The availability of wireless internet will be improved at all locations.**
- **We will work to make the organisation more diverse in terms of its human capital by broadening the appeal of our recruitment effort.**
- **We will ensure that the working environment is as safe as it can be for our people.**
- **We will become an organisation that learns from mistakes.**
- **We will increase the current compensation arrangement for the state pension shortfall from 90% to 100%.**
- **We will set up a national "debt of honour" fund *(Nationaal Fonds Ereschulden)* for military personnel who have sustained a disability, trauma or other illness or injury during a mission abroad.**
- **As a tribute to the sacrifices of our veterans and the veterans of other countries, we are supporting the initiative to host the Invictus Games in The Hague in 2020.**
- **We will undertake efforts to conclude a social agreement with other government organisations and the business community to jointly guarantee training and career opportunities.**
- **We will shorten waiting times so that people, including reservists, can start working for the Defence organisation sooner.**

Means

These measures will modernise and strengthen our striking power and our sustainability. All of the measures relate to capabilities required by NATO and are in keeping with the Netherlands integrated foreign and security strategy. The measures are necessary for the execution of our constitutional tasks and, in this context, for deployments in the Netherlands and under NATO, EU or UN auspices. In view of the financial resources available, however, we cannot meet all of NATO's capability targets. We have therefore set the following priorities:

1. The armed forces must remain versatile in terms of deployability because threats differ greatly in nature and intensity and the security environment is constantly changing.
2. We will first modernise our existing weapon systems. Our adversaries are producing or acquiring increasingly technologically advanced weapons. We must respond to this development, also to keep our people as safe as possible.
3. We will increasingly operate on an information-driven basis with the aid of a solid IT infrastructure.

The priorities outlined above result in an investment programme as set out in **Appendix IV**.

Considerable efforts are being made to improve readiness (are we ready to do what is necessary?) and strengthen operational (combat) support (the support required prior to and during an armed deployment).
The level of readiness and quality of operational support must be high because readiness and operational support constitute the foundation of all our deployments. This is a continuous process that never ends.

Moreover, much depends on achieving and maintaining appropriate staffing of the organisation. Fortunately, the results are becoming increasingly tangible in the workplace. Examples in this regard include the availability of spare parts, maintenance capacity and ammunition for training.
All this should result in a modern force that is better equipped to deal with current and future threats. Further measures are described in **Appendix II.**

Measures

- **We will ensure that fundamentals are as they should be in terms of readiness, operational support and the necessary replacement of weapon systems.**
- **We will modernise and strengthen the armed forces and adhere in this regard to high-quality technological standards. What we do we will do well, also in terms of future proofing.**
- **We will make information-driven performance a reality by investing heavily in cyber, intelligence, IT, and information-gathering capabilities and the Defence Intelligence and Security Service, and in the information domain as a whole.**
- **We will replace the fleet and focus expressly in this regard, as will be the case in all replacement programmes, on international cooperation.**
- **We will increase the deployability of fighter aircraft and helicopters.**
- **We will modernise our weapon systems (midlife updates), such as the Bushmaster (all wheel drive armoured vehicle), Fennek (armoured reconnaissance vehicle), CV90 (infantry fighting vehicle), self-propelled howitzer, Apache (attack helicopter), landing transport dock (LPD) and hydrographic survey vessels.**
- **We will increase the capacity of the Defence Explosive Ordnance Disposal Service.**
- **We will strengthen defences against chemical, biological, radiological and nuclear (CBRN) threats.**
- **We will replace the personal equipment of military personnel, including the tactical vests and ballistic protection gear. All handguns will also be modernised gradually.**
- **We will keep open certain Defence sites that had previously been earmarked for closure. We will therefore be able to accommodate the organisation's expansion. Moreover, keeping these sites open will raise our profile in society.**
- **On the basis of earlier decisions, Royal Marechaussee capacity will be increased for border control and the management of migration flows.**

Methods
Organisational agility is vital to improving our ability to respond to the constantly changing security environment. Knowledge and means must be available at the right time. At the same time, we have to be there when we are needed, and that requires robustness. Being both agile and robust requires smart solutions, flexibility and collaboration. Developments in NATO, the EU and the Netherlands are providing new opportunities in this regard. To ensure agility and robustness, we will change our way of working, our conduct and our organisational culture: we have responsibility and we take it, we are transparent and open, and we do not make a means to an end an end in itself.

An **adaptive force** responds rapidly to changes in the security environment
- We can be deployed more effectively and for longer periods of time through **collaboration** (with, for example, hospitals, educational institutions and technology companies, and by engaging reservists).
- We continuously **innovate** to anticipate new threats and developments more rapidly and accurately.
- By adjusting our **internal processes** (procurement and readiness, for example), we can make additional capabilities available as and when necessary.

Further measures are described in **Appendix II**.

Measures

- **We will cooperate more closely with our allies and strategic partners, other government organisations, civil society organisations and the business community. This cooperation will focus on personnel, knowledge and innovation, the procurement and maintenance of materiel, and exercises, training and deployment. It will make us stronger and help us to respond to new developments.**
- **Together with the Ministry of Justice and Security, we are reviewing civil military cooperation. Our aim in this regard is to increase the resilience of society and better protect the vital infrastructure and digital security of the Netherlands.**
- **We will improve the coordination and management of Host Nation Support. It is important for us to be capable of providing the support and security required if our allies need to transport their units and equipment via the Netherlands. Host Nation Support will be required more frequently in the coming years. Moreover, we will undertake efforts to simplify the cross-border transport of military capabilities within Europe (military mobility).**
- **We will form a conflict prevention unit that will serve as the coordinator of foreign defence efforts aimed at preventing conflict and as the point of contact for partners in the Netherlands and abroad. This unit will be formed in close cooperation with the Minister of Foreign Affairs and the Minister for Foreign Trade and Development Cooperation.**
- **We are among the leading nations of the Permanent Structured Cooperation (PESCO) pact in intensifying military cooperation in the EU and are actively contributing to the EU planning process established last year.**
- **We will press for a more open European defence market with a level playing field.**
- **In the case of tendering processes, we will interpret Article 346 of the TFEU (Treaty on the Functioning of the European Union) broadly and thereby take the security interests of the Netherlands into account.**
- **As regards procurement, we will adhere to the principles of "fast, unless" and "off the shelf, unless". This will of course apply in the case of proven technology.**
- **Where possible, we will leave the procurement of non-defence-specific items and services to external parties.**
- **We will prioritise research into new threats and opportunities posed by new technologies. We will join the European Defence Fund and the Top Sectors policy.**
- **We will scrutinise internal regulations and processes.**
- **Commanders and units will be granted more powers and resources to ensure that they are in a position to make the right choices. This independence on the part of commanders and units will make the organisation more effective and agile.**

What we will be capable of doing

After the measures set out in this White Paper have been implemented, we will be capable of doing the following:

ROYAL NETHERLANDS NAVY (RNLN)

For a limited period of time, a maritime task force of five ships; acting in concert, the fleet and marines conduct missions at and from sea in the context of allied defence or crisis management operations

Or

For an extended period of time, two surface ships (separate), of which one air defence and command frigate with radar systems can contribute to defence against incoming ballistic missiles from high-risk nations, one submarine and a mine countermeasures vessel; the fleet and marines act in concert

A marine battalion for a limited period of time

Maritime logistics capability for a limited period of time

ROYAL NETHERLANDS ARMY (RNLA)

A composite task force of brigade size for a limited period of time

Or

A composite task force of battalion size for an extended period of time

Smaller contributions for an extended period of time

A composite task force of battalion size for a limited period of time

And

For a limited period of time, an army corps headquarters to direct (multinational) land operations (German-Neherlands Corps Headquarters)

Air defence capability (Patriot air defence system) for a limited period of time

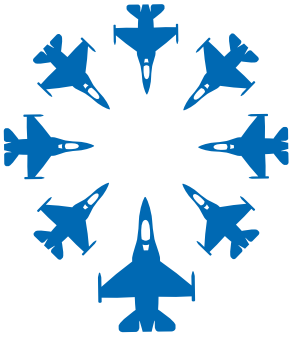
SPECIAL OPERATIONS UNITS

For a limited period of time, headquarters (together with Belgium and Denmark) for the command and control of multinational special operations

For an extended period of time, a unit of company size that forms part of a multinational special operations task force (land or maritime)

Permanent capability to conduct a special operation with a short response time and of short duration outside the Netherlands

ROYAL NETHERLANDS AIR FORCE (RNLAF)

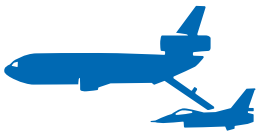


Until the replacement of the F-16, a group of eight fighter aircraft for a limited period of time and a group of four fighter aircraft for an extended period of time

- During the transition to the F-35: a group of four fighter aircraft for a limited period of time
- Following the introduction of the F-35: a group of four fighter aircraft for an extended period of time

For an extended period of time, strategic and tactical air transport in support of operations on land, at sea and in the air

For an extended period of time, helicopters in support of operations on land and at sea

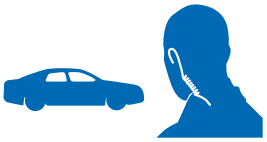


For a limited period of time, air to air refuelling capability

ROYAL NETHERLANDS MARECHAUSEE (RNLM)

For the Ministry of Defence

Deployment for a limited period of time of one platoon for crowd and riot control tasks



Deployment for an extended period of time for close protection tasks

For an extended period of time, civil police missions in areas of operations and limited deployment for stability policing

For the Ministry of Justice and Security (selection relevant to broader defence deployment)

A contribution for an extended period of time to the control of Europe's external borders

A forensics team for a limited period of time

For an extended period of time, military police support tasks in the case of deployment and exercises outside NL (based on Section 4 of the Police Act)

CYBER

Support of current operations for an extended period of time

Execution of one defensive and/or offensive cyber operation

NATIONAL SECURITY TASKS*

Permanently available capabilities

Marine brigade and Special Security Missions Brigade (BSB) contribution to the Special Interventions Service (DSI)

Two composite units for port security

One CBRN unit (within a maximum of 6 hours)

Four EODD teams (within a maximum of 3 hours)

Performance of statutory national police tasks by the RNLM (including support of the police)

Two F-16s/F-35s for the Quick Reaction Alert (including tactical control)

Contributions to the defence of the Netherlands against digital threats (cyber security)

A mine countermeasures vessel for tasks on the North Sea

Host Nation Support coordination and management

Capabilities from sustained operations capacity**

At least 4,600 military personnel for the provision of military assistance and support (short response time; support in terms of command and control, intake and transportation of persons, radar, UAVs, communications, firefighting helicopters, military engineering, logistics and medical care)

Two watch vessels in the Netherlands to support civil authorities

A ground-based unit of, at most, battalion size for surveillance and security (within a maximum of 48 hours)

KINGDOM-RELATED TASKS

Permanently available capabilities

A ship, a marine company (Aruba), a marine detachment (St Maarten), a boat platoon, a support ship in the Caribbean and the Dutch Caribbean coastguard

An RNLM detachment in the Caribbean

Capabilities from sustained operations capacity***

On a rotational basis, one company in the Caribbean (RNLA)

** Deployment periods may be shorter depending on the threat level and the agreements made with the Ministry of Justice and Security.*
*** Deployment of these means will reduce deployability of the capabilities in the units from which these means are taken.*
**** Deployment of these means will reduce deployability of the capabilities in the units from which these means are taken.*

How we will achieve future-proof funding

Our aim is to make the funding, like the organisation, shock resistant, transparent and predictable. These qualities constitute an important step towards achieving stable and future-proof funding of the armed forces. They will also make it easier to plan materiel projects, which will in turn expedite progress. After all, we have no time to lose. **Appendix III** provides a brief overview of how the additional financial resources made available under the coalition agreement are being spent.

It is important to be aware that implementation of the measures set out in this policy document will not be completed overnight. This is true not only with respect to achieving and maintaining staffing levels and the purchase of major equipment, such as ships. It also often takes a considerable amount of time to make more "ordinary" items, such as ammunition and communications equipment, deployment ready. This also means that, in the first years of the current government's term of office, we will not be spending the entire amount made available for those years under the coalition agreement. Information about the planning of expenditure will be provided within the framework of the regular budget cycle.

Measures

- **Investments amounting to EUR 1.5 billion a year will make it possible for us to fund the current armed forces on a sustainable basis (and achieve a better balance between support and combat units).**
- **We will draft proposals aimed at increasing the predictability and shock resistance of the materiel budget. Measures in this regard may include the use of a specific price index or a structural solution to currency fluctuations, for example.**
- **We are working on the basis of an investment programme in which all replacement and modernisation-related investments, also regarding IT and property, have been included for the next fifteen years. From the 2019 budget onwards, the investment programme will be included in Article 6 "Armed Forces Investments", the planning horizon of which will then be extended to fifteen years. The programme for all investments in excess of EUR 25 million is set out in Appendix IV.**
- **We will inform you on an annual basis of all current and future investment projects in the material projects overview (*Materieel Projecten Overzicht*, MPO). The reporting period in the MPO will also be extended to fifteen years.**
- **Each year, prior to the budget debate, we will comprehensively discuss all of the investment plans with the House of Representatives. Investment planning will therefore constitute the starting point for the investment decisions that need to be made, and the annual budget debate in the House of Representatives means that we will implement those decisions. In accordance with the Defence materiel process (*Defensie Materieel Proces*, DMP), the House of Representatives will receive information letters regarding the statement of requirements (A letter), the investigation phase (B letter) and any follow up investigation (C letter). Procurement decisions (D letter) will be submitted to the House of Representatives for debate.**
- **We are working on a cost-to-readiness model to gain better insight into the relationship between costs and readiness. Development of the model will take at least three years. It is a complex system that other countries are also finding problematic. We are trying to learn from the experiences of these other countries (such as Denmark).**
- **We will review the Defence White Paper in 2020.**

[1] *Projects that are already being implemented are not included. These are listed in the MPO that you received with the 2018 budget.*

Appendix I

Charter, Constitution, main tasks and treaty obligations

The defence efforts of the Netherlands are based on the Charter for the Kingdom of the Netherlands, the provisions pertaining to the armed forces in the Constitution of the Kingdom of the Netherlands, the main tasks of the armed forces and international treaty obligations. It is therefore appropriate to consider what the provisions referred to actually mean.

Constitution and main tasks

According to Article 2 of the Charter, maintaining the independence of the Kingdom and the defence of the Kingdom are a matter for the Kingdom. Article 97 of the Constitution goes on to state the following: "There shall be armed forces for the defence and protection of the interests of the Kingdom, and in order to maintain and promote the international legal order." The reference in this article to the national legal order is closely linked to Article 90, which states that the government shall promote the development of the international legal order. Pursuant to Article 100 of the Constitution, the government shall "inform the States General in advance if the armed forces are to be deployed or made available to maintain or promote the international legal order. This shall include the provision of humanitarian aid in the event of armed conflict." The specific Frame of Reference ("*Toetsingskader*") is used in this regard. The tasks performed by the armed forces in support of civil authorities are largely based on legislation and a variety of administrative agreements. These tasks include planned and regular activities and the provision of military assistance and support.

Based on the constitutional provisions referred to above and other legislation and regulations, the Ministry of Defence has the following three main tasks:

1. Protecting national territory, including the Caribbean part of the Kingdom of the Netherlands, and the territory of allies.
2. Protecting and promoting the international legal order and stability.
3. Supporting civil authorities with respect to law enforcement, disaster relief and humanitarian assistance, both nationally and internationally.

International treaty obligations

The most important international treaty obligations of the Netherlands arise from the Charter of the United Nations (UN Charter), the North Atlantic Treaty and the EU Treaty of Lisbon. The UN Charter prohibits the threat or use of force in international relations. By virtue of this general prohibition, if the UN Security Council determines that there is a threat to the peace or that a breach of the peace or an act of aggression has occurred, it may decide that armed force should be employed to maintain or restore international peace and security. Furthermore, self-defence is permitted under Article 51 of the UN Charter.

The obligation of collective defence of NATO territory as laid down in Article 5 of the North Atlantic Treaty (1949) is a key starting point for Dutch security policy. Under Article 5, in the event of an armed attack against a NATO member in Europe or North America, each of the other NATO members must forthwith take, individually and in concert, such action as it deems necessary, including the use of armed force, to restore and maintain the security of the North Atlantic area. The Treaty of Lisbon (2009) on the functioning of the EU also imposes a mutual assistance obligation on EU Member States. This states, for those EU Member States which are also members of NATO, that NATO is the basis for the collective defence of its members and the instrument for the execution of that collective defence. The Treaty further states that the Union has a common security and defence policy (CSDP).

Appendix II
The measures

People

- We will implement all arrangements laid down in the agreement on terms and conditions of employment, including the transition to a more future proof pension system for military personnel.
- We will provide individual career counselling that includes training.
- We will create more work experience positions.
- We will take a tailored approach when assisting military personnel who drop out of initial training to secure a more suitable position.
- We will grant commanders more powers, also in relation to budget, so that, within the existing budgetary frameworks, they can meet their personnel requirement as they see fit.

- We will introduce new forms of employment to increase the range available and develop new, more flexible (part-time) forms of contract that more closely match the needs of our personnel.
- We will make it possible for employees to leave the organisation temporarily.
- We will encourage (temporary) exchange with other organisations.
- We will make it possible for employees to remain in a specific position for longer.

- We will modify the personnel system (FPS) as soon as possible to recruit and retain the employees required by the organisation.
- We will introduce retention bonuses for military personnel in FPS phase 2.
- We will encourage the voluntary departure of military personnel in FPS phase 3 so that more opportunities for progression become available for people in phase 1 and phase 2.

- We will improve and simplify the allowances system, with specific focus on allowances, also for the Royal Marechaussee, that are linked to absences from home.
- We will increase the current compensation arrangement for the state pension shortfall from 90% to 100%.
- Our people will have high-quality equipment and will have more opportunities to participate in exercises and training as a result of the investments in operational (combat) support.

- We will improve healthcare, specifically in terms of ICT and the modernisation of equipment.
- Working for the Defence organisation can be highly demanding for our personnel. We will keep providing the right support, for example through the Spiritual Welfare Service.
- The availability of wireless internet will be improved at all Defence accommodation sites to facilitate contact with the home front. Office IT will also be modernised to make the performance of work less dependent on time and place.

- We will set up a national "debt of honour" fund (*Nationaal Fonds Ereschulden*) for members of the military who have sustained a disability, trauma or other illness or injury during a mission abroad. We will take responsibility for our current and former employees who have work related health problems.

- We are supporting the initiative to host the Invictus Games in The Hague in 2020.
- We will raise the organisation's profile by organising our recruitment activities at the regional level as well.
- Military personnel may again travel in uniform.
- We will work to make the organisation more diverse in terms of its human capital by broadening the appeal of our recruitment effort.

- We will improve the selection and assessment process, as well as the acceptance and educational entry requirements, to prevent unnecessary drop out.
- We will shorten waiting times so that people, including reservists, can start working for the Ministry of Defence sooner.
- We will ask all military personnel leaving the organisation to become a reservist.
- We will establish a dedicated "reservist desk" to make it easier for interested persons and employers.

- Inspired by the "*school of the nation*" concept, we are undertaking efforts to conclude a social agreement with other government organisations and the business community to jointly guarantee training and career opportunities for people (for positions that are scarce). In this context, we are developing new concepts regarding work and careers. In partnership, we are also studying options with respect to the reintegration of our people.
- We will make it possible for young people to complete a community work placement programme in the Defence organisation.

- We will ensure that our people have a working environment that is as safe as possible by heavily investing in organisational learning ability (including internal audits and incident investigations), the safety culture, the safety structure, capacity and supervision. We will send you a plan of action that specifies the measures that will be taken in this regard.
- We will ensure that the fundamentals are as they should be in terms of readiness, operational support and the necessary replacement of weapon systems.

Means

- We will increase our cyber capabilities to ensure that the Netherlands is better protected against digital threats. This objective is also stated in the integrated foreign and security strategy.
- We will modernise the Defence cyber strategy in association with the National Cyber Security Research Agenda (NCSRA).
- We will link sensors and information systems in a network to enhance our ability to operate on an information-driven basis. In this context, we will also invest in our IT infrastructure and intelligence, information-gathering and analysis capabilities and the Defence Intelligence and Security Service.
- Based on a NATO concept, we are working with partners (Germany and other countries) to improve our joint information-driven capability.

- We are working with Belgium to replace the multipurpose frigates.
- The air defence and command frigates are currently undergoing a modernisation programme. Regarding the replacement of these frigates, a statement of requirements will be issued in a few years.
- We are also working with Belgium to replace the current mine countermeasures capability. We are working on an innovative concept of mother platforms and unmanned mine countermeasures systems. The development of this concept is one of the PESCO projects in which we are participating.
- The current submarines will be replaced by manned submarine capability. A study carried out by the Netherlands Organisation for Applied Scientific Research (TNO) has shown that variants other than manned submarines cannot meet the requirements (and are very expensive). The variants referred to will therefore not be developed further in the DMP B phase. The DMP B letter regarding this matter will be sent this year.
- We will increase the deployability of fighter aircraft and helicopters.
- We will modernise our weapon systems (midlife updates), such as the Bushmaster (all wheel drive armoured vehicle), Fennek (armoured reconnaissance vehicle), self propelled howitzer, CV90 (infantry fighting vehicle), short-range air defence system (on land), landing transport dock (LPD) and hydrographic survey vessels. We will also modernise the electronic simulation system for land operations, the surface to surface missiles and the air defence missiles (Evolved Sea Sparrow Missile) on frigates, the guns on the air defence and command frigates, the Goalkeeper close-in weapon system (CIWS) on all surface vessels, the Apache (attack helicopter) and the Chinook (transport helicopter). Furthermore, three Chinooks will be added to the current fleet.

- A small unit is experimenting with unmanned systems in land operations.
- We will increase ammunition and other deployment stocks.
- We will increase the capacity of the Defence Explosive Ordnance Disposal Service.
- We will strengthen defences against chemical, biological, radiological and nuclear (CBRN) threats. The Fuchs reconnaissance vehicles equipped for CBRN detection will be replaced. Moreover, a system will be introduced that will make is possible for a mobile hospital to function in an area affected by CBRN contamination.
- We will replace the personal equipment of military personnel, including the tactical vests and ballistic protection gear. All handguns will also be gradually modernised.
- For the F-35, we will purchase systems that counter air-to-air and surface to air threats. We will also purchase medium-range and long-range missile systems.
- We will replace the C-130 (transport aircraft), the air to air refuelling capability (KDC-10) and the air transport capability (*multi-role* tanker transport aircraft, or MRTT). The MRTT aircraft will be purchased in partnership with Belgium, Germany, Luxembourg and Norway. It will also be possible to deploy these aircraft for the provision of humanitarian emergency assistance and (medical) evacuations.

- Under the responsibility of the Ministry of Justice and Security, we will form a Royal Netherlands Marechaussee Passenger Information Unit. This unit will be tasked with inspecting airline passenger data for the prevention, detection, investigation and prosecution of terrorist offences and serious crime. We will thus be implementing the relevant EU directive.
- On the basis of earlier decisions, Royal Netherlands Marechaussee capacity will be increased for border control and the management of migration flows.
- The following Ministry of Defence sites in the Netherlands will remain open: *Brasserskade* Complex in The Hague, the ammunition complex in Alphen, *Korporaal van Oudheusdenkazerne* in Hilversum, *Joost Dourleinkazerne* on Texel, *Kamp Nieuw Milligen* in Uddel and Koningin Wilhelminakazerne in Ossendrecht. We are also considering the future of a number of other sites.

Methods

» Together with the Ministry of Justice and Security, we are reviewing civil military cooperation. With other security partners, we are developing as comprehensive an overview as possible of relevant civil and military capabilities for national crisis management and the provision of support in disaster relief.
» Together with the Ministry of Justice and Security and a number of companies, we are working to identify the kind of assistance that would be required to protect vital infrastructure and ensure digital security in the event of an emergency.
» We will improve the coordination and management of Host Nation Support. Together with the Ministry of Justice and Security and the security regions, we are studying ways in which a new civil-military partnership could contribute to this improvement. It is important for us to be capable of providing the support and security required if our allies need to transport their units and equipment via the Netherlands.
» We will undertake efforts to simplify the cross-border transport of military capabilities within Europe (military mobility).

» We will form a conflict prevention unit that will serve as the coordinator of foreign defence efforts aimed at preventing conflict and as the point of contact for partners in the Netherlands and abroad.
» We will increase the number of international military positions to make it possible to contribute to the expansion of NATO's command structure.
» We will strengthen our leading role in international cooperation by cooperating more closely with our strategic partners.

» With a number of strategic partners, we have placed seven procurement projects under PESCO. These projects concern logistics, medical capabilities, maritime mine countermeasures, the cyber domain and radio communication.
» We are actively cooperating in the EU planning process, the Coordinated Annual Review on Defence (CARD), to more rapidly identify and make use of opportunities to cooperate and jointly develop capabilities.
» Once the defence development programme of the European Defence Fund is operational, we will participate in various projects.

» We will press for a more open European defence market with a level playing field. In the case of tendering processes, we will interpret Article 346 of the Treaty of Lisbon (Treaty on the Functioning of the European Union) broadly and thereby take the security interests of the Netherlands into account.
» With regard to procurement, we will operate on the principles of "fast, unless" and "off the shelf, unless". This will of course apply to proven technology.
» Where possible, we will leave the procurement of non-defence-specific items and services to external parties.

» In cooperation with the Ministry of Economic Affairs and Climate Policy, we want to be the launch customer more frequently in order to stimulate innovation and give companies a good chance of succeeding in the market.
» We will update the defence industry strategy this year. The strategy will explain how, in cooperation with the Ministry of Economic Affairs and Climate Policy, we will stimulate innovation in the context of the Top Sectors policy and provide a foundation for strengthening cooperation with the business community.

» We will draw up an innovation strategy this year. To accelerate and strengthen our own innovation, we will look for new partners. Partnerships may be formed with start-ups, for example, and we will also look at innovative forms of cooperation, such as field labs at which ideas are developed, tested and implemented.
» We will invest in acquiring and developing knowledge with respect to the cyber domain, information-driven operations, strike capabilities on land, at sea and in the air, and new technologies such as artificial intelligence, robotics, 3D printing, biotechnology and nanotechnology.
» We will include a fixed range in the investment plan for the acquisition and development of knowledge, defence-specific research, technological development and innovation.

» We will scrutinise internal regulations and processes.
» We will grant more powers to commanders and units regarding deployment, personnel, materiel and funds. This change will require different working relationships.

Appendix III
The funding

In EUR million	2018	2019	2020	2021	Struct.
Original spending budget	8.784	8.822	8.828	8.687	8.596
Intensification, of which for:	910	1.210	1.410	1.510	1.510
• Support of the armed forces*	254	301	350	400	400
• Investments in the modernisation of the armed forces (see table below)	475	725	775	825	825
• Enhancement of striking power, cyber capabilities and employment practices,* of which:	113	246	263	275	275
» Enhancement of striking power	6	15	20	27	27
» Cyber Capabilities	0	12	16	20	20
» Employment practices and occupational safety	102	209	211	211	211
» National and international cooperation	5	10	16	17	17
• Intensification of Dutch Caribbean coastguard	10	10	10	10	10
• Transfer of Dutch Caribbean coastguard budget**	48	37	36	36	36
New spending budget	**9.741**	**10.069**	**10.274**	**10.232**	**10.142**
Percentage of GDP* **	**1,29%**	**1,29%**	**1,30%**	**1,28%**	**1,25%**

* During the first three years, the "Support of the armed forces" and "Enhancement of striking power, cyber capabilities and employment practices" series occasionally differ somewhat from the series in the coalition agreement (in connection with transition). The series add up to the correct total.
** Revenue amounting to approximately EUR 5 million was has also been structurally transferred.
*** Percentages at the time of compilation of this White Paper.

Support of the armed forces and Dutch Caribbean coastguard

The intensification regarding support of the armed forces was largely added to the defence budget by virtue of the two memorandums of amendment to the 2018 budget.
The remaining amount will be explained in the Spring Memorandum. The coastguard budget was also transferred from the budget of the Ministry of the Interior and Kingdom Relations to that of the Ministry of Defence.

Investments in the modernisation of the armed forces

The investments in the modernisation of the armed forces (series in the coalition agreement) for the years 2018 up to and including 2033 are shown in the table below (cumulative amounts). Appendix IV contains the investment programme. All replacement and modernisation-related investments in excess of EUR 25 million for the next fifteen years have been included.

In EUR million	
Royal Netherlands Navy investments	6.374
Royal Netherlands Army investments	2.025
Royal Netherlands Air Force investments	1.074
Smaller, ministry-wide projects	337
Provision for infrastructure	752
Provision for ICT	1.794
Knowledge and innovation/scientific research	345
Total	**12.700**

The resources for the measures set out in this policy document will be added to the defence budget on the basis of a spending plan.

[2] *The first memorandum of amendment concerns the decisions pertaining to the strengthening of support (Parliamentary Paper 34 775, no. 25, 17 November 2017). The second memorandum of amendment concerns the transfer of the Dutch Caribbean coastguard budget (Parliamentary Paper 34 775, no. 64, 15 December 2017).*

Appendix IV
The investment programme

Description of project	Project requirement	*	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Maritime																		
Replacement of submarine capability	> 2,5 billion		B letter			D letter						Entry →						
Replacement of air defence and command frigates (incl. studies)	> 2,5 billion					A letter		B letter		D letter				Entry →				
Replacement of multipurpose frigate	1000-2500 million		A letter	B letter	D letter				Entry →									
Replacement of maritime mine countermeasures capability	250-1000 million		A letter	D letter					Entry →									
Acquisition of combat support ship (CSS)	250-1000 million	Yes	A letter	B/D letter			Entry											
Acquisition and integration of Evolved Sea Sparrow Missile (ESSM) Block II	250-1000 million		A letter	B letter	D letter		Entry →											
Replacement of all-terrain vehicle (ATV)	250-1000 million			A letter		B letter	D letter		Entry →									
Replacement of Standard Missile 2 Block IIIA (SM2-IIIA)	250-1000 million							A letter		B letter	D letter			Entry →				
Replacement of HNLMS Rotterdam (LPD-1)	250-1000 million							A letter		B letter	D letter				Entry →			
Replacement of HNLMS Johan de Witt (LPD-2)	250-1000 million									A letter		B letter	D letter				Entry →	
Midlife update (MLU) of air defence and command frigates	100-250 million		Entry →															
Replacement of the guns of air defence and command frigates	100-250 million	Yes	A letter	B/D letter	Entry →													
Replacement of the MK46 lightweight torpedo	100-250 million				Entry →													
Acquisition of a torpedo defence system (fleet-wide)	100-250 million	Yes	A letter	B letter	D letter	Entry →												
Replacement of the Harpoon missile (surface-to-surface missile)	100-250 million	Yes	A letter	B letter	D letter			Entry →										
Replacement of the Goalkeeper (close-in weapon system)	100-250 million		A letter	B letter	D letter			Entry →										
Replacement of the medium landing craft vehicle personnel (LCVP)	100-250 million				A letter	B letter	D letter		Entry →									
Replacement of HNLMS Mercuur and hydrographic survey vessels	100-250 million				A letter	B letter	D letter				Entry							Entry
Midlife Update (MLU) Oceangoing Patrol Vessel (OPV)	100-250 million					A letter	B letter	D letter		Entry →								
Midlife Update (MLU) Zr. Ms. Karel Doorman (Joint Support Ship, JSS)	100-250 million						A letter		B letter	D letter			Entry →					
Replacement of the MK48 heavyweight torpedo	100-250 million								A letter		B letter		D letter			Entry →		
Replacement of heavy landing craft utility (LCU)	100-250 million									A letter		B letter	D letter			Entry →		
Midlife update (MLU) of hydrographic survey vessels	25-100 million	Yes	A letter	B/D letter	Entry →													
MMidlife update (MLU) of HNLMS Johan de Witt (LPD-2)	25-100 million	Yes	A letter		D letter	Entry →												
Addition regarding Standard Missile 2 Block IIIA (SM2-IIIA)	25-100 million	Yes		A letter	B/D letter	Entry →												
Participation in development of Standard Missile 2 Block IIIC (SM2-IIIC)	25-100 million	Yes		A letter	B/D letter	Entry →												
Replacement of self-propelled variable depth sonar (SPVDS)	25-100 million	Yes		A letter	B letter	D letter	Entry											
Replacement of fast raiding, interception and special forces craft (FRISC)	25-100 million	Yes		A letter	B letter	D letter			Entry →									
Replacement of Van Kinsbergen naval training vessel	25-100 million	Yes			A letter		B/D letter			Entry								
Replacement of port diving support vessel	25-100 million	Yes					A letter		B/D letter			Entry →						
Replacement of HNLMS Pelikaan (support ship in the Caribbean)	25-100 million	Yes								A letter		B/D letter			Entry			
Replacement of low-frequency acoustic sonar (LFAS)	25-100 million	Yes								A letter		B/D letter			Entry →			
Land																		
Replacement of Fennek	1000-2500 million													A letter		B letter	D letter	Entry
Midlife update (MLU) of CV90	250-1000 million	Yes	A letter		B letter	D letter	Entry →											
Midlife update (MLU) of Fennek	250-1000 million	Yes	A letter	B letter	D letter	Entry →												
Replacement of the flatrack system	250-1000 million			A letter	B letter	D letter	Entry →											
Replacement of the medium and short-range anti-tank (MRAT/SRAT) capability	250-1000 million					A letter		B letter	D letter	Entry →				Entry →				
Replacement of the self-propelled howitzer	250-1000 million											A letter		B letter	D letter	Entry →		
Acquisition of C-RAM/Class 1 UAV detection capability	100-250 million	Yes	Entry →															
Replacement of the chassis of bridge-laying tanks	100-250 million		Entry →															
Acquisition of Defence operational clothing system (DOKS)	100-250 million		D letter	Entry →														
Acquisition of very short range air defence (VSHORAD) capability	100-250 million			A letter	B letter	D letter	Entry →											
Replacement of Amarok	100-250 million					A letter	B letter	D letter	Entry →									
Replacement of Bushmaster	100-250 million									A letter		B letter	D letter	Entry →				
Midlife update (MLU) of Boxer	100-250 million	Yes								A letter		B letter	D letter	Entry →				
Replacement of instrumented exercise and training capability for ground-based units	100-250 million										A letter		B letter	D letter	Entry			
Extension of the service life of the instrumented exercise and training capability for ground-based units	25-100 million	Yes	A letter	B/D letter	Entry →													
Acquisition of anti-access/area denial capability	25-100 million	Yes	A letter	B letter	D letter	Entry			Entry →									
Replacement of CBRN Fuchs (detection, identification and monitoring)	25-100 million	Yes	A letter	B letter	D letter	Entry →												
Midlife update (MLU) of self-propelled howitzer	25-100 million	Yes	A letter		B letter	D letter	Entry →											
Replacement of scissors bridge	25-100 million	Yes		A letter	B/D letter	Entry →												
Replacement of tractor-trailer combinations (400 and 650 KN)	25-100 million	Yes		A letter	B letter	D letter	Entry →											
Midlife update (MLU) of Bushmaster	25-100 million	Yes		A letter	B letter	D letter	Entry											
Defence-wide replacement of wheel storage capability	25-100 million	Yes		A letter	B letter	D letter	Entry →											
CBRN-related acquisition: Collective Protection (COLPRO) command and control installations	25-100 million	Yes		A letter	B letter	D letter	Entry →											
CBRN-related acquisition: COLPRO medical installations	25-100 million	Yes		A letter	B letter	D letter	Entry →											
Extension of the service life of the heavy recovery vehicle	25-100 million	Yes		A letter		B letter	D letter	Entry →										
Replacement of light indirect fire weapon system	25-100 million	Yes		A letter	B letter	D letter	Entry →											
Replacement and midlife update (MLU) of SQUIRE	25-100 million	Yes						A letter		B letter	D letter	Entry →						
Midlife update (MLU) of army ground-based air defence system (AGBADS)	25-100 million	Yes							A letter	B letter	D letter	Entry →						
Replacement of special forces vehicles	25-100 million	Yes								A letter		B letter	D letter	Entry →				
Midlife update (MLU) of very short range air defence (VSHORAD) capability	25-100 million	Yes										A letter		B letter	D letter	Entry →		
Air																		
Acquisition of F-35	> 2,5 billion			Entry →														
Replacement and modernisation of Chinook	250-1000 million				Entry →													
Acquisition of multi-role tanker transport (MRTT) capability	250-1000 million				Entry →													
Apache remanufacture	250-1000 million		A/D letter				Entry →											
Replacement of C-130	250-1000 million						A letter		B letter									
Acquisition of medium-altitude long-endurance unmanned aerial vehicle (MALE UAV)	100-250 million		D letter			Entry →												
Block upgrade of NH90	100-250 million				A letter				B letter	D letter	Entry →							
Replacement of PC-7	100-250 million				A letter		B letter	D letter		Entry →								
Acquisition of F-35 tactical air-to-ground weapons	25-100 million	Yes	B letter	D letter				Entry →										
Multi-ship, multi-type (MSMT) helicopter simulator	25-100 million	Yes	A letter	B letter	D letter		Entry											
C-130 sustainment programme	25-100 million	Yes		A letter	B letter	D letter	Entry →											
Acquisition of F-35 strategic air-to-ground weapons	25-100 million	Yes		A letter	B letter	D letter			Entry →									
Acquisition of NH-90 piloting forward-looking infrared (PFLIR)	25-100 million	Yes			A letter	B letter	D letter		Entry →									
Replacement of Gulfstream	25-100 million	Yes			A letter	B/D letter	Entry											
Defence-wide																		
Addition to ammunition stocks	250-1000 million		A letter	B letter	Implementation →													
Replacement of combat gear	100-250 million	Yes	A letter	B/D letter	Entry →													
Replacement of small-calibre weapons	100-250 million						A letter		B letter	D letter	Entry →							
Acquisition of Defence surveillance and security system (DBBS)	100-250 million						Entry											
Replacement of improved operational soldier system (VOSS)	100-250 million												A letter	B letter	D letter	Entry →		
Operational infrastructure and medical consumables	25-100 million	Yes	A letter	B/D letter	Entry →													
Defence-wide replacement of handheld thermal imaging device	25-100 million	Yes								A letter	D letter	Entry →						
Structural investment budgets																		
Infrastructure	100-250 million p/y		Structural →															
IT	100-250 million p/y		Structural →															
Scientific research	25-100 million p/y		Structural →															
Other investment budgets																		
Projects < 25 million	0 - 25 million	Yes																
Total investment budget			**2.877**	**2.803**	**2.716**	**2.608**	**2.557**	**2.636**	**2.651**	**2.670**	**2.671**	**2.693**	**2.689**	**2.681**	**2.681**	**2.672**	**2.674**	**2.674**

*INTENT TO AUTHORISE