



Joint Support Command  
*Ministry of Defence*

*Welcome at Netherlands  
Defence Academy!*

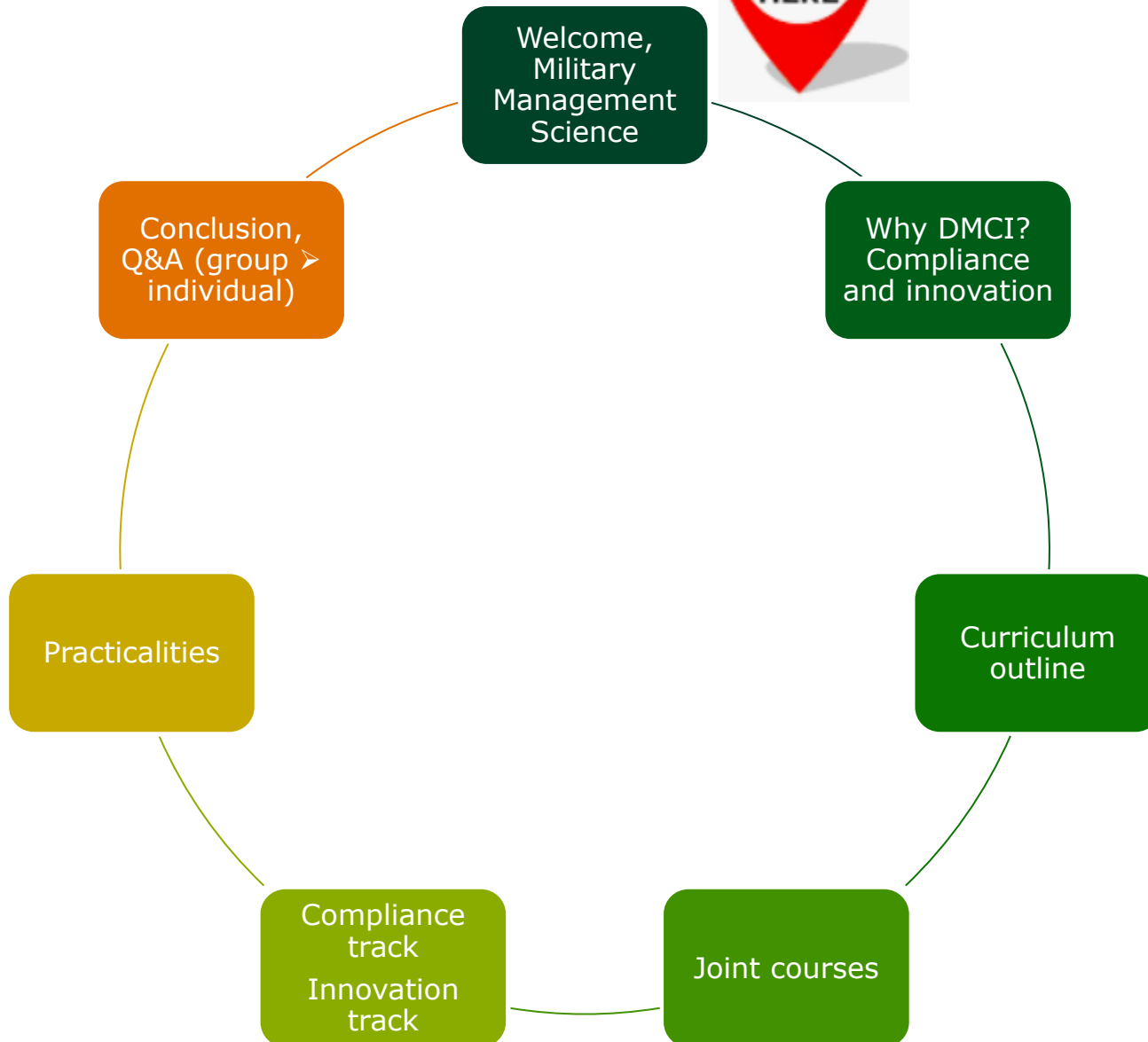
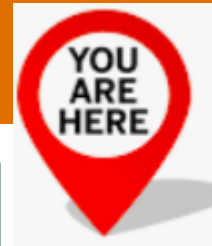
Paul van Fenema  
Robert Beeres  
Hans van Lamoen  
Stefan Soeparman

## DMCI Briefing

Master  
**Defence Management  
of Compliance and  
Innovation** (60 EC)

Based on the accredited  
MSc master *Compliance  
and Integrity in  
International Military  
Trade*

# Outline of this meeting





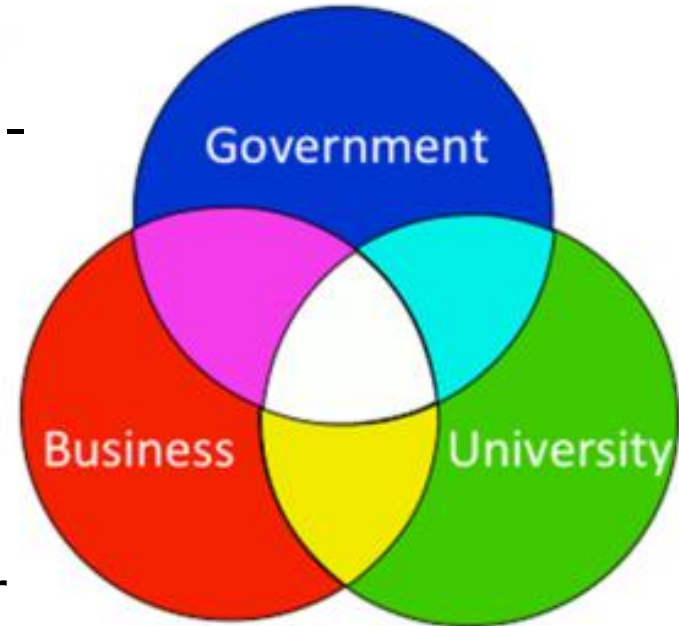
# Military Management Science – Paul van Fenema

- Netherlands Defence Academy (umbrella organization) ➤ Faculty of Military Sciences (FMS)
- FMS is an independent knowledge institute within the Netherlands Ministry of Defence that bridges academia and the Ministry.
- Reflective practitioner foundational for our teaching and research
  - Dual rooting in military and scientific debates;
  - Knowledge-based decision making & leadership in crises;
  - Interested in field problems, BYOP
  - Responsible for actions in/ affecting the military field.



# Military Management Science – Paul van Fenema

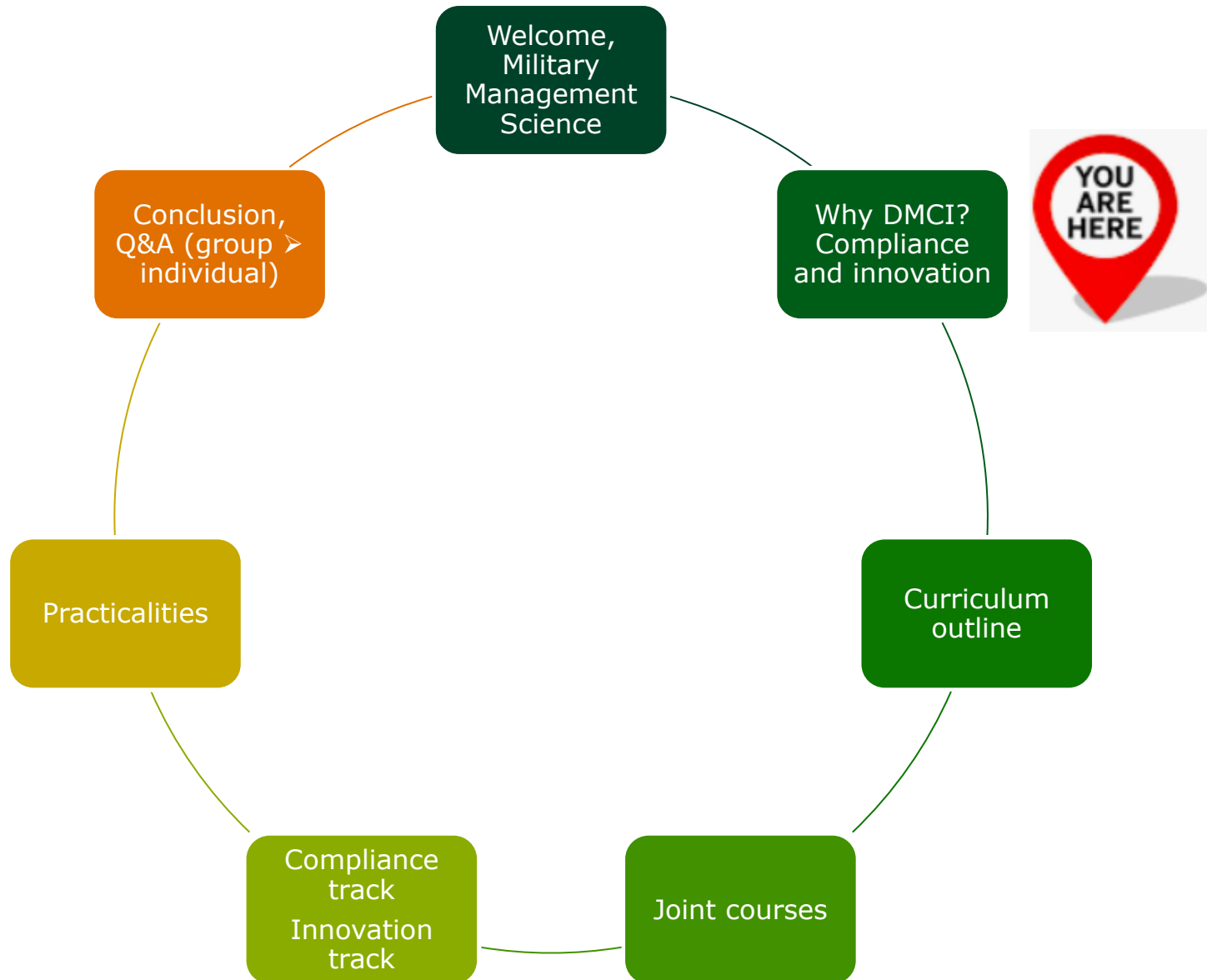
- Proud international-level group of academics from multiple universities, enthused by the challenges of military organizations and their security partners
- Unique culture:
  - Multidisciplinary, and
  - Mixed culture of military scholars, non-military scholars (with and without a prior military career)
- Triple helix: government, business and university
- Our research feeds and benefits from our myriad of educational programs (bachelor, master, professional, executive, PhD)



# Military Management Studies Research Centre



# Outline of this meeting





# Why DMCI? Compliance and innovation – Hans van Lamoen



*Why is compliance frequently perceived as a constraining framework that complicates rather than facilitates our work?*



*Why do we so often encounter challenges when attempting to implement innovations or other promising ideas?*

*What would it take to balance these two perspectives, to make them into a helpful twin in continuously improving our capabilities?*



# Compliance and innovation



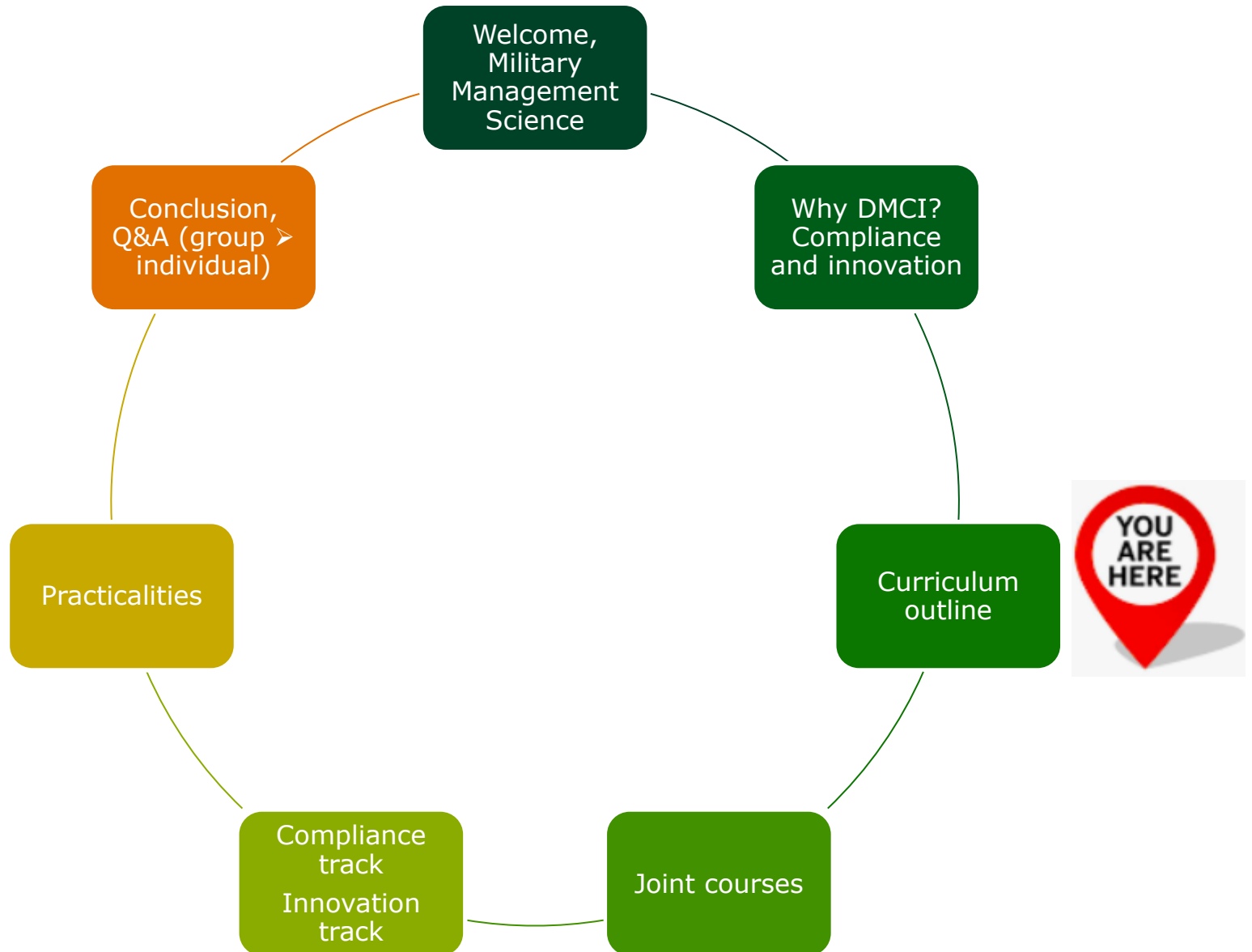
*Related concepts*



Strategically navigate the tension



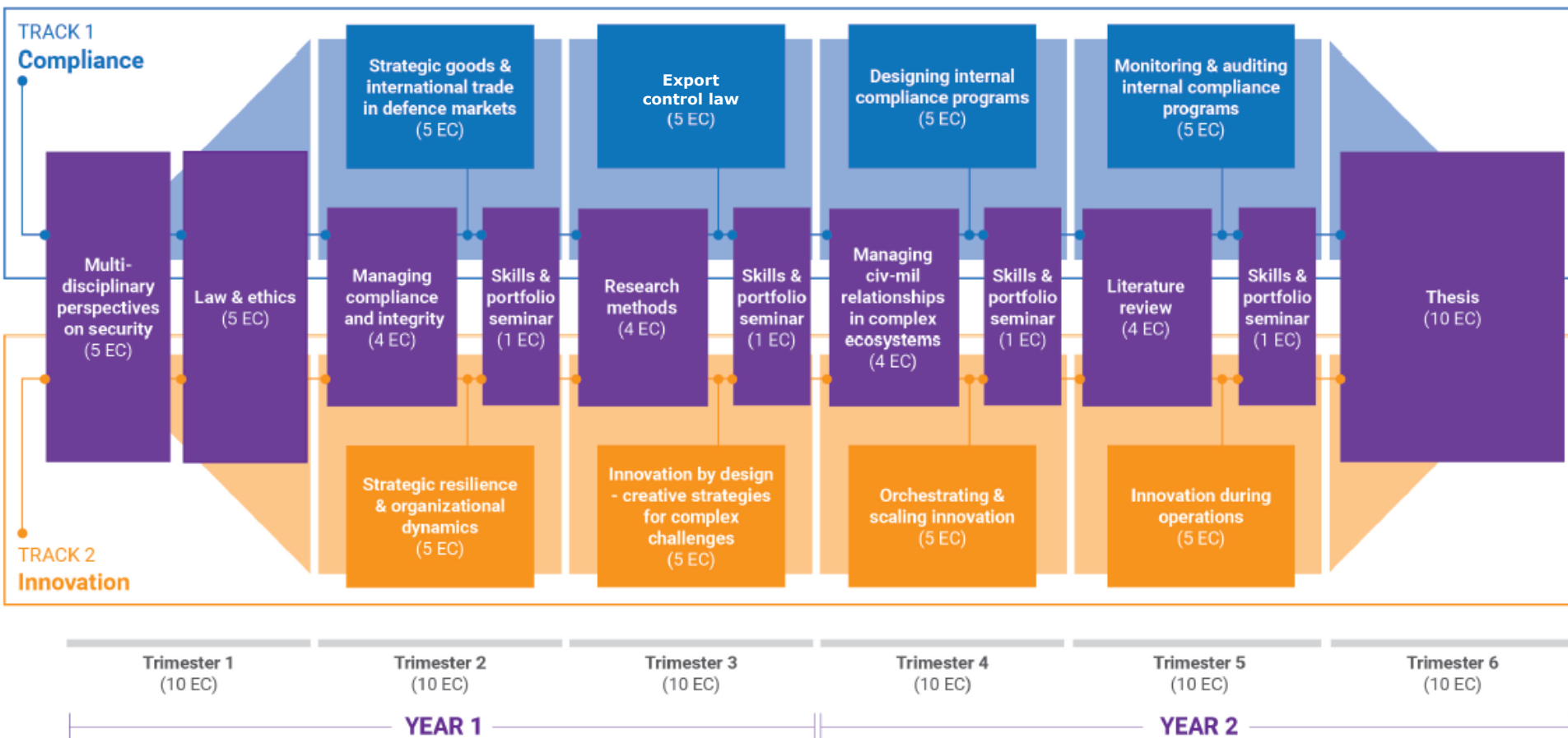
# Outline of this meeting



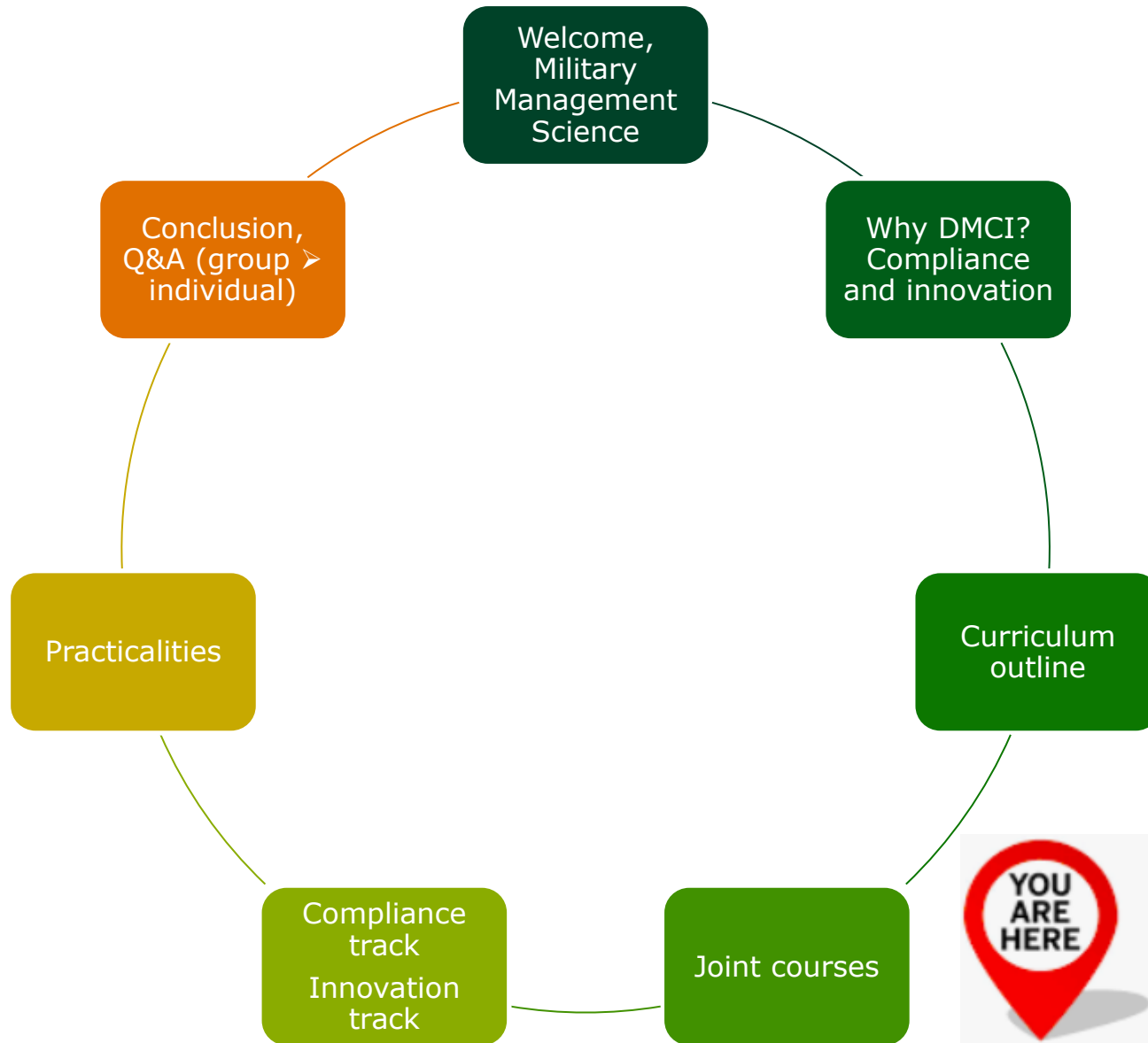
# Curriculum based on the master *Compliance and Integrity in International Military Trade*

Extension with innovation track and joint courses

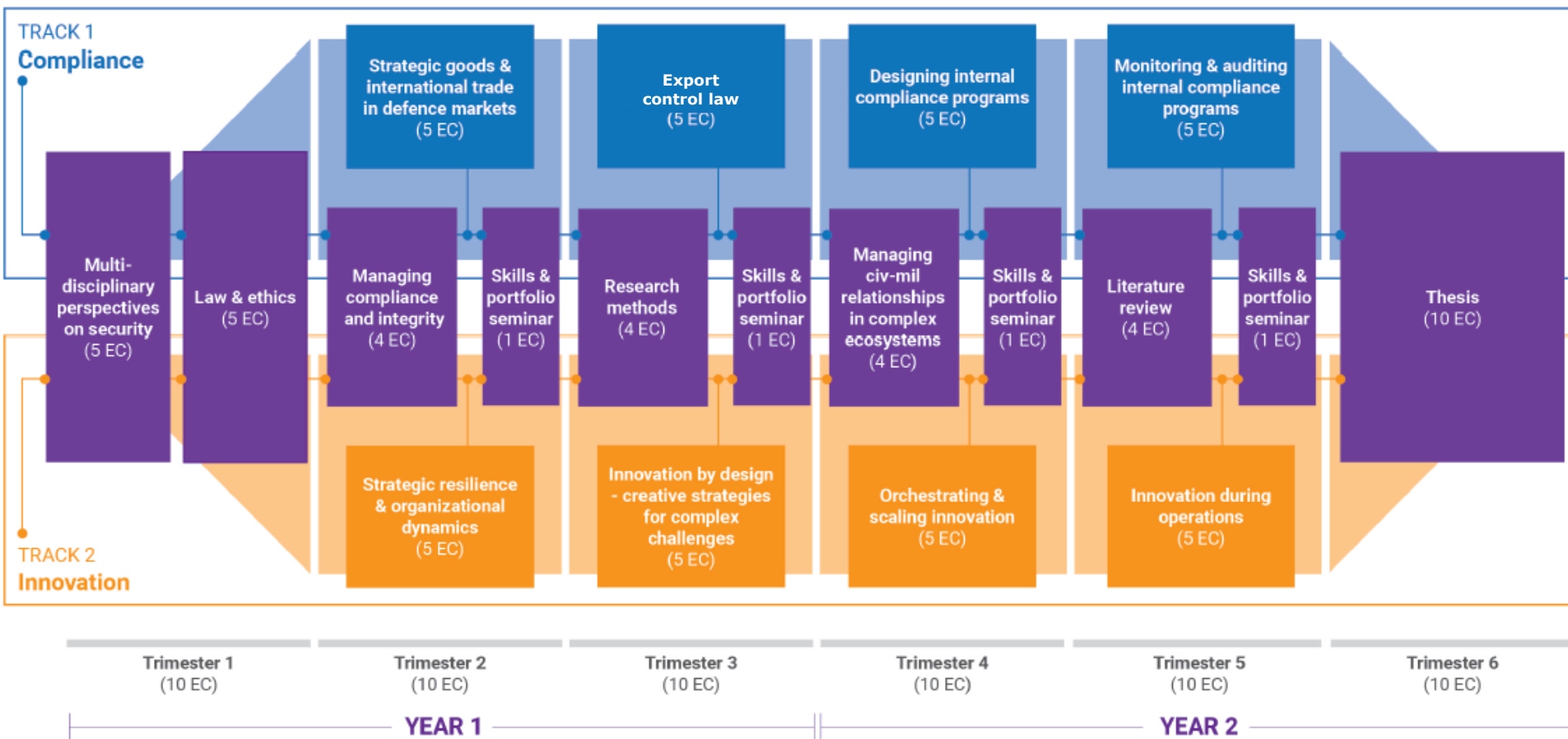
Name will be changed in about a year's time to DMCI



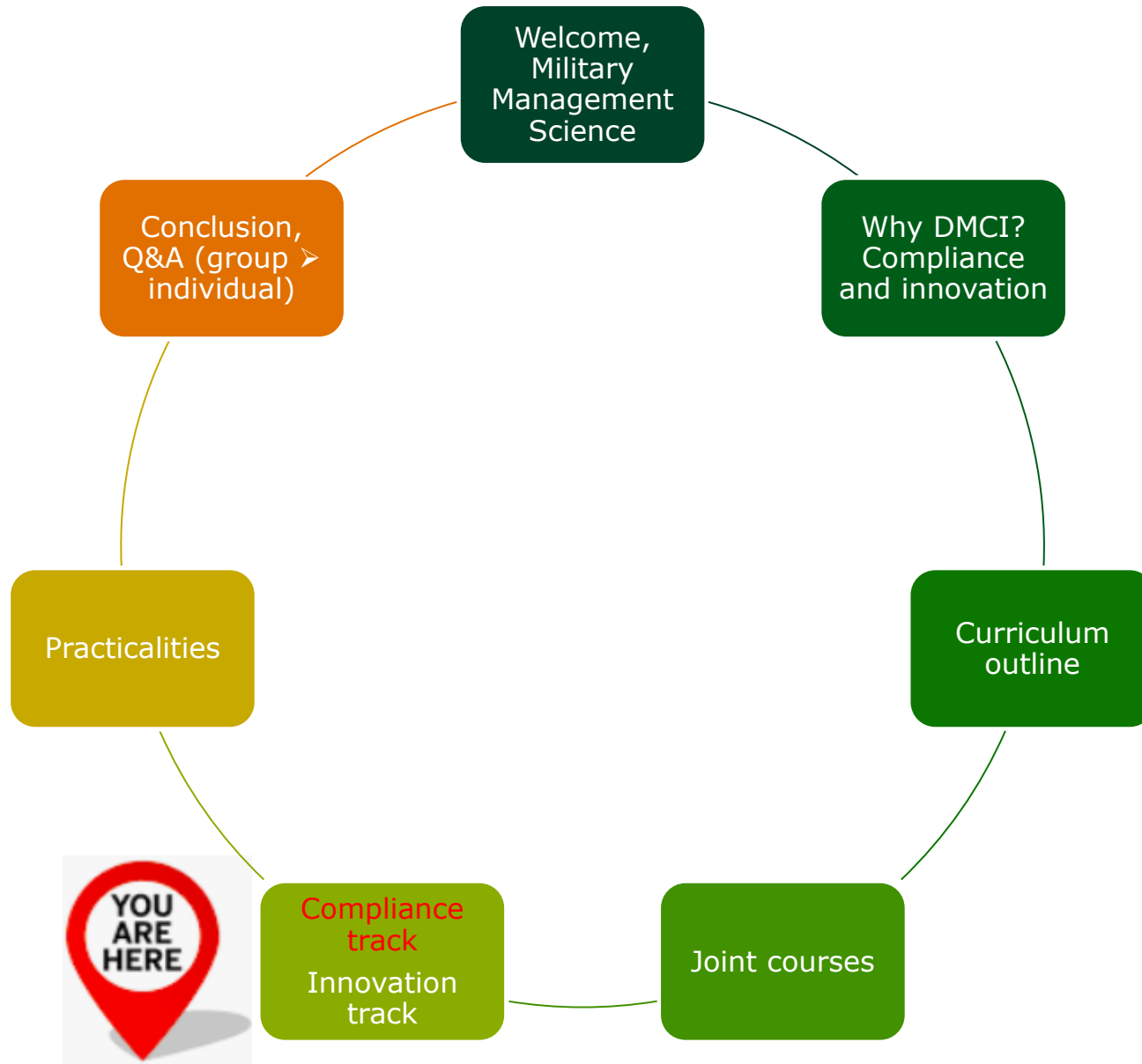
# Outline of this meeting



# Joint courses: linking compliance and innovation



# Outline of this meeting





## Compliance track





## Building blocks

International military trade

Compliance / Integrity

Export controls

**?**



## International military trade

- International trade in strategic goods
- International trade in military useful goods and services
- International trade in military/dual-use goods and services



## International military trade

- Weapons of mass destruction;
- Major weapon systems;
- Small arms and light weapons;
- Dual use technologies;
- Services.



## Weapons of mass destruction



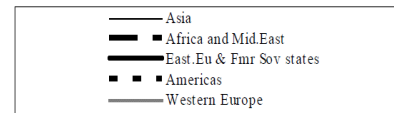
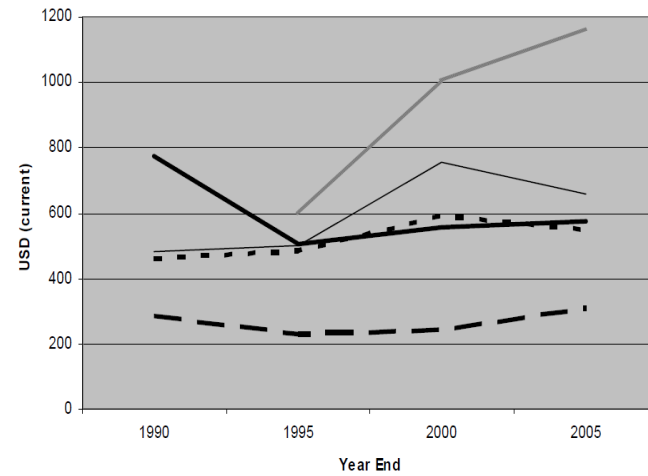


## Major weapon systems





# Small arms and light weapons





## Dual-use technology

Dual-use item	Military use	Civilian use
Titanium alloy	Gas centrifuge for uranium enrichment	Watches, eye-glass frame
Carbon Fibre	Missile components	Golf club shafts, fishing rod, bicycle
Triethanolamine	Chemical weapons	Shampoo
Encrypted chip for mobile phone	Encrypted communications	Mobile phone
Telematics	Military operations facilitation	Navigation
Fertilizer	Explosive devices	Fertilize soil
>400 brake horse power diesel engine	Pulling heavy trailers for tanks	Civilian construction works
Night vision glasses	Identify enemy movements	Studying night animals /neighbours



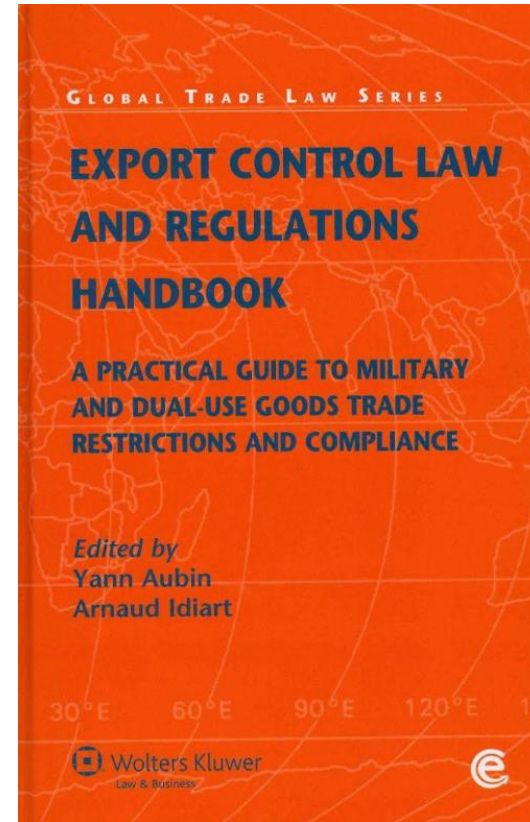
## Services





## Export controls

- Arms control
- Arms export control





## Compliance track

WHY?

(FOR) WHOM?

WHAT?



## WHY?

In defence procurement (monitoring) compliance to contractual restraints and regulations has become increasingly important.

Depending on the number of market imperfections, the need for extra regulations and compliance therewith increases.

The market for defence procurement is subject to specific regimes of international agreements concerning non-proliferation of knowledge and technology.



## For WHOM:

### Students:

1. Involved/interested in international military trade
2. Engaged in/seeking a career in international trade of military useful goods and services. Both on the demand (governmental) side and supply (defence related industry) side,
3. Involved in (inter)national regulatory agencies or research centers.



## WHAT?





## Compliance track focuses on:

- military dimension in international military trade
- managerial questions regarding export control of military useful goods and services
- organizational, legal, ethical and strategic dimensions that interact directly with defence economic concerns ranging from bright, gray to dark economies
- compliance and integrity in international military trade are linked, at least in bright economies



ASSER PRESS

# NL ARMS Netherlands Annual Review of Military Studies 2021

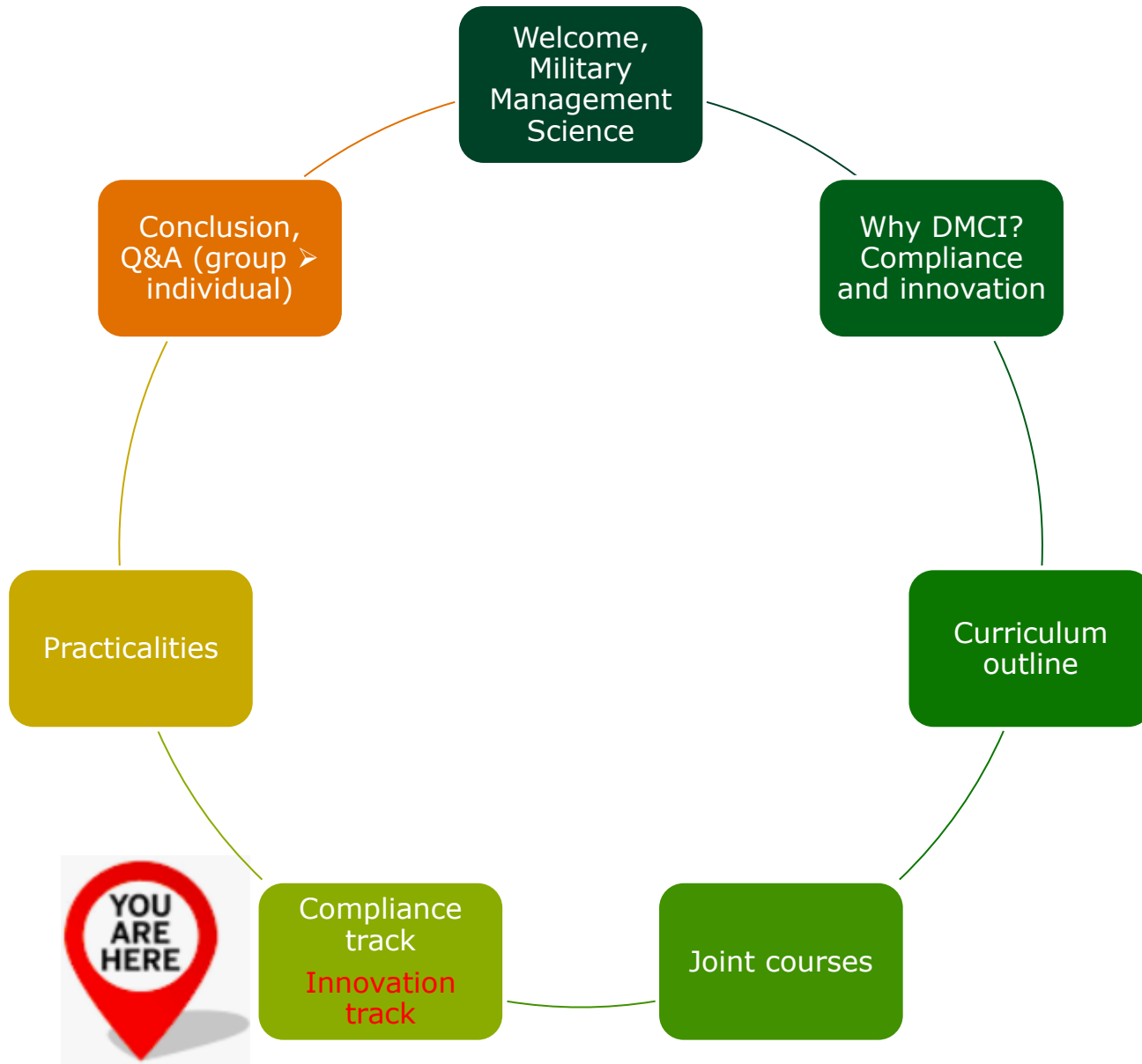
Compliance and Integrity in  
International Military Trade

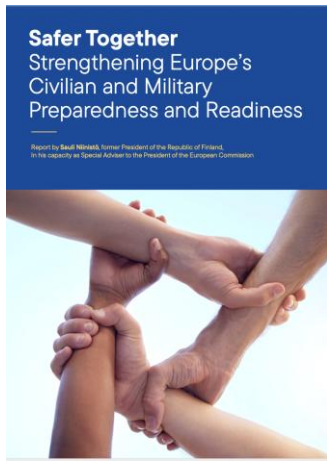
Robert Beeres · Robert Bertrand ·  
Jeroen Klomp · Job Timmermans ·  
Joop Voetelink *Editors*

 Springer

OPEN ACCESS

# Outline of this meeting

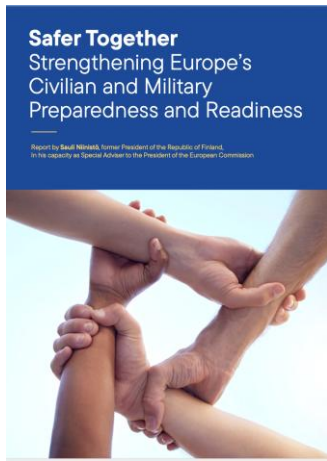




## Recent policy fundamentals

Despite their different scopes (EU-wide, pan-European, Dutch strategic, and Dutch operational), all four documents move in the same direction:

- **One shared end-state:** a secure, resilient Europe that is no longer dependent on external actors for its defence.
- **Innovation as the engine:** speed, dual-use creativity, and robust financing must secure a lasting technological edge.
- **Co-operation as the prerequisite:** from individual citizens to multinationals, from regions to EU institutions—only through close public-private, civil-military, and international networks can that end-state be achieved.



2025–2029

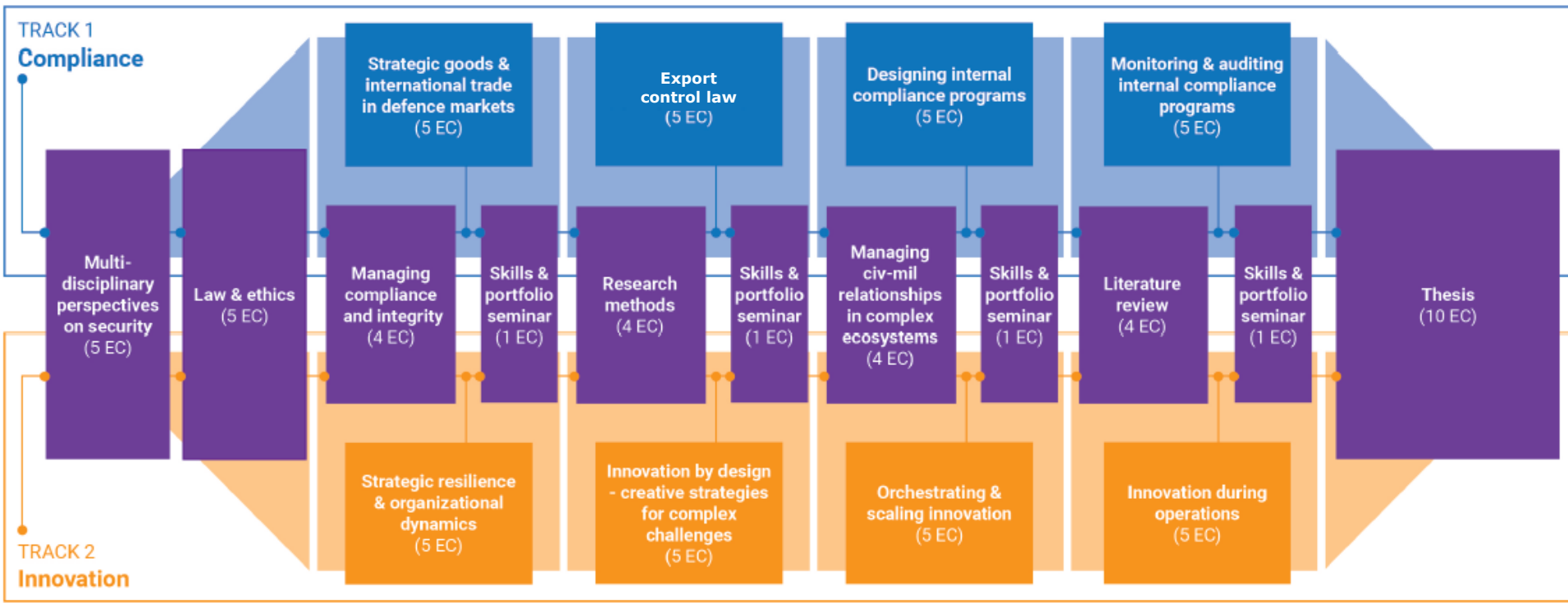
## Defensie Strategie voor Industrie en Innovatie



An ambitious drive to make Europe faster, stronger and smarter,

- **Technology is necessary but never sufficient.** Both the Niinistö report and *Readiness 2030* stress that disruptive innovations (AI, quantum, hypersonics) deliver value only when people, organisations and processes absorb them through a “whole-of-society” approach.
- **Public-private ecosystems require social, organizational and institutional innovation.** The Dutch D-SII and STRAIK-D introduce Defport, “De samenwerking wordt ingericht via verschillende ecosystemen, per onderwerp (NLD-gebied) en per regio. Iedere partner heeft hierin zijn eigen rol.”
- **Legal and ethical boundaries are explicit pre-conditions.** All reports warn that acceleration must not undermine democratic values. e.g. ; The D-SII works with “responsible innovation” while Niinistö calls for EU-wide harmonisation of dual-use rules and safeguards against technology leakage.

In short, the collective message is clear: **building military and economic resilience demands more than high-tech hardware; it requires orchestrating human behaviour, collaboration and governance within robust legal and ethical frameworks.** That makes the ambition, at its core, a socio-technical challenge.



Trimester 1  
(10 EC)

Trimester 2  
(10 EC)

Trimester 3  
(10 EC)

Trimester 4  
(10 EC)

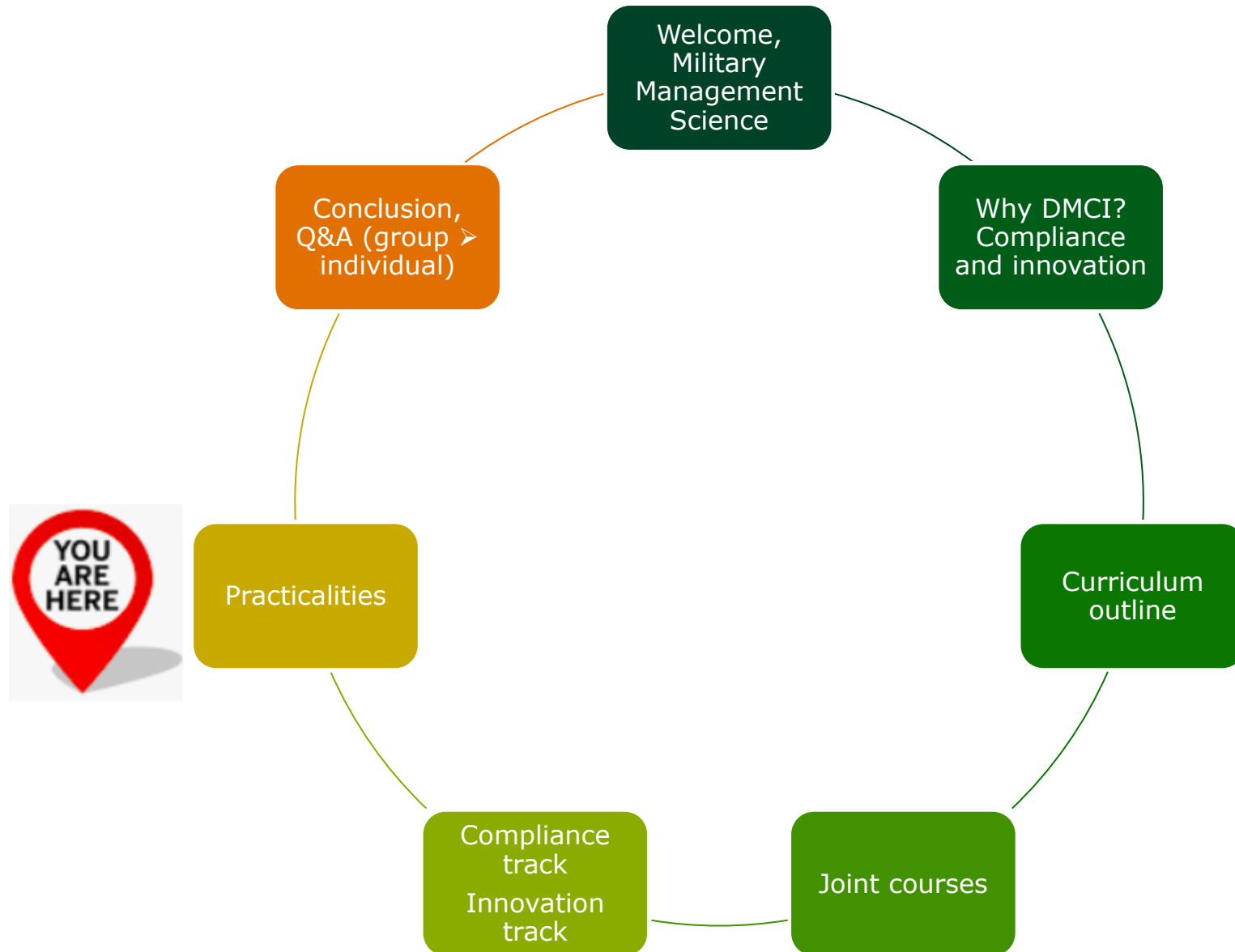
Trimester 5  
(10 EC)

Trimester 6  
(10 EC)

YEAR 1

YEAR 2

# Outline of this meeting





## Practicalities – Paul van Fenema

- Target groups (NATO and EU)
  - Military professionals
  - Governmental officials, professionals
  - Business professionals
  - Consultants and policy makers
- English master
- Application criteria cf CIIMT, e.g., university bachelor, proof of English language skills required
- Selection based motivational letter and previous experience
- One of two tracks to choose (2x 15 students, 2025-2026), no switching



## Your investments

- NL MoD employees, EU/ NATO military and civil/ military from other NATO institutes: no costs except for books
- Others:
  - Without a master degree: € 2.601
  - With a master degree € 5.202
- Fridays meetings, and about 12hrs each week
- Possibly 3-day trip in September/October to Finland-Baltics (Wednesday-Friday)





## Practicalities – Paul van Fenema

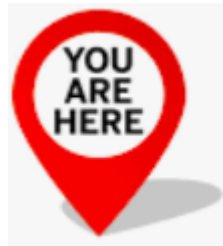
- Application form available soon, it will be **mailed**. Ensure your internal approval process.  
NL MoD: Rekest formulier DFE056
- Annual planning: start 5 Sept 2025, regular main holidays, 'breathing' weeks. Preliminary planning will also be **mailed**
- Deadline July 1, 2025



Finally, why choose DMCI?

- Intersection compliance-innovation
- International level faculty
- Cases-problems integrated
- Boutique, small scale master program
- Excellent academic library

# Outline of this meeting



**Thank you!**

**Contact:**  
[master.dmci@mindef.nl](mailto:master.dmci@mindef.nl)



Meet us on June 3<sup>rd</sup>

Research day Utrecht (Kromhout).

New book NL ARMS:

*The Art of Scaling: Organizing Swift Adaptation to cope with Crisis and War*

Kromhout barracks: military facility, pre-registration required, bring ID, start 9AM