

training, instruction, equipment and supplies.

- Compliance with the political-military agreements between Romania and NATO countries.
- Clear deadlines for the time when forces must be operationally ready to the time of actual action in a theatre of operation.
- The achievement of in-theatre exchange and rotation, and a level of readiness for the operational capabilities, as well as their support according to the funding possibilities and the economic status of the country.
- Alignment of capabilities throughout all services within the Romanian Armed Forces.
- The ability to act within the European Union also, according to pre-existing agreements.
- Improving and providing flexibility to develop the Forces' leadership.
- Considering the new operational concepts and the operational way to apply them (network-based warfare, effects-based approach to operations, and decisive rapid operations).

The key to achieve the winding transformation process is to apply solutions, which allow the Romanian leadership to address challenges brought by exercises and operations. In a nutshell, military structures do not transform by themselves. What is needed is a change in behaviour, at the staff and organisational level, and the ability to face challenges collectively amongst both military and civilian leaders. Such change of mindset allows a root transformation to occur in a way in which military operations are planned and unfolded. The future will not necessarily belong to the most technologically advanced militaries, but to those who will be able to adequately understand the character of the conflict and to properly transform themselves,

and obtain or maintain their competitive advantage.

Adapting to become Flexible and Agile

The ROU AF has made huge strides on its journey of transformation. Within this edition of the JAPCC Journal, the Chief of the Romanian Air Force Staff, Lieutenant General Croitoru, offers a comprehensive view of our transformational progress. The ROU AF has come a long way since 2002, when we deployed a C-130 aircraft into Afghanistan in support of the coalition effort there. This was the first deployment mission that our Air Force carried out abroad since WWII. In 2005, we deployed four IAR-330 SOCAT helicopters into Bosnia and then in 2006, Romania became lead nation of the KAIA (Kabul Afghanistan International Airport). In the KAIA mission, we realised the vital role of our ground personnel operating in this most demanding environment. Lessons learnt from these missions have served to help the ROU AF evolve towards a more deployable and expeditionary force.

Full integration into NATO is our foremost goal. From the first day Romania entered NATO, the ROU AF conducted air policing under

NATO command in accordance with NATO standards. Currently, more than 60% of NATO-designated forces are certified through the NATO TACEVAL³ programme. The acquisition of a Link-16 capable multi-role aircraft, which will replace the MiG-21 LanceR aircraft, will position the ROU AF as an expeditionary and network-enabled force, capable of integrating with other Air Forces in the Alliance. Equally important will be Romania's realisation of its goal to fully integrate into the Alliance's homogeneous Air Command and Control System (ACCS) with the implementation of an ARS⁴ in Romania.

Significant change is underway in the ROU AF, a force that is adapting to become flexible and agile in this new age. ■

Endnotes:

1. Lieutenant General Constantin Croitoru, *Current Directions and Priorities of the Air Force Transformation*, The Romanian Military Thinking, No. 5 / 2007, page 11, Bucharest, Romania
2. Ibid, page 12.
3. TACEVAL, an abbreviation for Tactical Evaluation, is a training and evaluation programme which tests, unit by unit, the operational readiness of NATO forces.
4. ARS, an Air Command and Control System (ACCS) entity, is composed of the Air Control Centre (ACC), the RAP Production Centre (RPC), and the Sensor Fusion Post (SFP). The ARS may be static or deployable.



IAR-330 SOCAT helicopter.

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