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FROM: JAPCC Director

SUBJECT: JAPCC 2006 Annual Report

Overview: Although only in our second year as an organization, 2006 was a very successful year for the JAPCC. The organization grew; Romania joined our list of sponsoring nations and provided an officer to the organization.

I also declared the JAPCC full operationally capable (FOC). We determined that the JAPCC had sufficient resources in manning, infrastructure, funding, and procedures. Specifically, we saw manning grow to over 80% fills including joint representation from each of the services (land, sea and air). All of our key leadership positions in the Directorate and all Branch Head billets have been filled by the nations.

Additionally our sponsoring nations not only provided sufficient funding for JAPCC projects and operations, they provided additional funds for renovations of an adjacent building necessary to house JAPCC expanded workload. The new facility will house a first-class conference centre, journal publication office, and several working areas, adaptable to working with industry, academia and other priorities. Our Senior Resource Committee also authorized rolling over 2006 information technology (IT) funds into 2007 to pay for critical IT infrastructure upgrades to a communication cabling network that was years past its expected lifespan.

Most importantly, as a result of the support of our sponsoring nations and the soldiers, sailors and airmen they have sent to the JAPCC, we were able to get to the important work of being a value-added organisation, transforming joint air and space power for NATO and its nations. Below, I provide a synopsis of key projects this past year within the framework of Supreme Commander, Allied Command Transformations (SACT) priorities and vision on our program of work for 2007.

JAPCC 2006 Key Activities:

Unmanned Aerial Systems (UAS) Flight Plan for NATO. This project was the major theme around which many other projects all contributed to help JAPCC gain an understanding of

the problem of exploding numbers of UAS and the need to optimize their use within NATO. The result of this effort is the publishing of an *UAS Flight Plan for NATO* and a briefing available to decision makers and commanders within ACT, ACO and our Alliance nations. The purpose is to develop standardized doctrine and techniques, tactics, and procedures as well as interoperable systems that not only meet national needs but also the Alliance as a whole. The project included an Air Forum and Journal Edition Three all focused on the UAS subject.

Due to these efforts, the JAPCC has become NATO's UAS experts and, as such, asked to chair the NATO Standardization Committee's Joint Unmanned Vehicle Panel (JUAVP). JAPCC has agreed to chair JUAVP and will host the semi-annual meetings of the JUAVP and the Conference of National Armaments Directors (CNAD) Joint Capabilities Group for UAVs in March. Additionally, ACT has asked JAPCC to continue its work on UAS and provide a NATO Concept of Operations for UAS. (*Supports ACT Priorities: Improve Alliance Interoperability, Enhance Air Integration, Support Nations Transformation Efforts, Support Operations with better JISR, Improve Force Intelligence and Information Sharing, Deliver Doctrine and Deliver Concepts*).

C4ISR Roadmap for NATO (Baseline). Problems and gaps identified in JAPCC work to develop the *UAS Flight Plan for NATO* were just a microcosm of the larger issues within the C4ISR realm. The JAPCC C4ISR team has worked to establish the baseline for C4ISR for the individual Alliance nations and within NATO as whole. This project identifies gaps and work continues to provide options to overcome shortfalls and provide a road ahead for NATO.

Work will continue into 2007. The goal of the project is to clearly show where NATO and its nation's C4ISR capabilities are and provide a recommended path forward for all to follow. (*Supports ACT Priorities: Improve the Preparation of Forces, Improve Alliance Interoperability, Support ACO in Fixing AFG C2, Enhance Air Integration, Develop and Implement NNEC/C2, Improve Future Training, Support Nations in Transformation Efforts, and Support Operations With Better JISR*)

Holistic Air Defence Exploratory Study. This project involved a study to take a holistic look at how NATO conducts Air Defence. The study was presented to both the NADC and CNAD during their autumn meetings. Although the Committees agreed with the analysis, they felt that the transformational recommendations the study group made in the report would not be easily adopted; particularly the recommendation to have one committee responsible for all Joint Air Power issues. Both Committees forwarded the recommendations to their subordinate groups and asked them for advice on how to proceed. We are awaiting the results of the subcommittee recommendations and possible further tasking for the JAPCC. (*Supports ACT Priorities: Improve Alliance interoperability and Enhance Air Integration*)

NRF Air Operations in Chemical, Biological, Radiological and Nuclear (CBRN) Environment. At CC-Air Ramstein's request, the JAPCC studied NRF Air Operations in a CBRN environment. In our report, presented to the Deputy Commander, CC-Air Ramstein, the JAPCC found that there is no existing concept of NRF operations in a CBRN environment; NATO is still using the "survive to operate" concept from the Cold War era. Additionally, the Alliance nations severely lack sufficient individual protection and collective protection capabilities.

We see this as a gap in NRF doctrine and, therefore, the JAPCC will develop a Concept, Doctrine and TTP for NRF Operations in a CBRN environment. (*Supports ACT Priorities:*

Improve the Preparation of Forces, Improve Alliance Interoperability, Improve Force Protection Capabilities, Deliver Doctrine, and Deliver Concepts).

Simulation Mission and Rehearsal Training-Air (SMART-A). The purpose of this project is to provide a distributed simulation capability for NATO warfighters. Under the JAPCC leadership/chairmanship, the SMART- (A) team developed the User's Requirements Document. Work continues to get NATO and nations' commitments for an initial operating capability in 2009. *(Supports ACT Priorities: Improve the Preparation of Forces, Improve Alliance Interoperability, Improve Future Training, and Support Nation in Transformation Efforts)*

Bi-SC Maritime Air Coordination Conference. For the first time, JAPCC hosted/co-chaired this conference between the Air Component and Maritime (Air) Component. We were successful in raising the level of discussion from the tactical to operational level and the Maritime Component agreed to place its Maritime Air Operations Centre within CC-Air Ramstein's Operations Centre during Exercise STEADFAST JAW. *(Supports ACT Priorities: Improve Alliance Interoperability, Enhance Air Integration, Improve Force Intelligence and Information Sharing)*

Afghanistan/Support to Joint Analysis and Lessons Learned Centre (JALLC) and SACT. The JAPCC sent one staff officer to Afghanistan to aid the JALLC in providing analysis on the ISAF transition. The JAPCC officer was responsible for all issues, analysis, and lessons relating to airpower.

While our staff officer was in theatre, there was a friendly fire incident. The officer provided background and other information to Allied Command Transformation's Assistant Chief of Staff for Transformation in their effort to prevent similar events in the future. The ACT report into the friendly fire incident is close to completion and release. The JAPCC has been asked to contribute to the team, which will be formed to take forward the recommendations. *(Supports ACT Priorities: Improve Alliance Interoperability, Support ACO in Fixing AFG C2, Enhance Air Integration, and Improve the Lessons Learned Process).*

Joint Intelligence Surveillance Reconnaissance (JISR) Concept. The JAPCC produced a Joint ISR Concept for SACT. The Concept was provided to SACT for integration into the SACT JISR Concept. *(Supports ACT Priorities: Improve Alliance Interoperability, Support Operations With Better JISR, and Deliver Concepts).*

The Deployed Airfield Activation Wing (DAAW) Concept. DAAW is complete. The European Air Group has taken our work and continues to build handbooks and tactics, techniques, and procedures, and the Defence Requirements Review, with JAPCC support, are both working to move the DAAW concept to capabilities for bare-basing the nations support. *(Supports ACT Priorities: Improve Alliance Interoperability, Improve Use of the NRF as a Tool for Transformation, Improve Force Deployability and Sustainment, Improve Multi-national Logistics, and Deliver Concepts).*

European Union Military Staff Support. Based on our previous work and expertise gained in our Air Mobility Study and Deployed Air Activation Wing Concept, the JAPCC answered a request to support the EU Military Staff in their work on Rapid Response Air Initiative. The EU Military Staff was pleased with the support and have asked that JAPCC continue to help them in the future. *(Supports ACT Priorities: Improve Alliance Interoperability, Improve Use of the NRF as a Tool for Transformation, Support Nations in Transformation Efforts, Improve Force Deployability, Improve Multi-national Logistics and Sustainment and Deliver Concepts).*

Preliminary Report for the Bi-SC Alliance Ground Surveillance (AGS) System Main Operating Base (MOB) Evaluation. JAPCC was able to use its “independent-status” to establish and evaluate criteria to aid the ultimate decision of where to base AGS. This was only the preliminary phase and JAPCC has been asked to continue its work in follow-on phases. (*Supports ACT Priorities: Support Nations in Transformation Efforts*).

JAPCC Journal Edition 4. The JAPCC produced and published its fourth Journal focusing on Air Logistics, Combat Support and Combat Service Support. (*Supports ACT Priorities: Improve Alliance Interoperability, Improve Use of the NRF as a Tool for Transformation, Support Nations in Transformation Efforts, Improve Force Deployability, Improve Multi-national Logistics and Sustainment and Deliver Concepts*).

Exercise Support and Participation. JAPCC has also provided support to experimentation exercises like Multinational Experiment (MNE 4) examining how an ad hoc coalition conducts Effects-Based Operations (EBO) and Effects-Based Planning (EBP), Joint Project Optic Windmill (JPOW 9) Theatre Missile Defence Exercise, and Steadfast Series Exercises. (*Supports ACT Priorities: Improve Alliance Interoperability, Improve Use of the NRF as a Tool for Transformation, Develop and Implement EBAO, Develop and Implement NNEC/C2, Improve Lessons Learned Process, and Improve Future Training*).

2007 Outlook:

Major Focus Areas. During 2007 the JAPCC program of work will focus on four major areas, completing the *UAS Flight Plan for NATO*, completing the *C4ISR Roadmap for NATO*, Joint Air and Space Power Support to Expeditionary and Stability Operations, and increased involvement in NATO’s Defence Requirements Review (DRR) process

UAS Flight Plan for NATO. JAPCC will complete work on capturing all the knowledge gained over the last year into an executable UAS Flight Plan in both written and briefing formats. We expect residual work throughout the year briefing senior leaders and decision makers, providing support to the DRR process, and as Chairman of the NATO Standardisation Committee’s Joint UAV Panel.

Additionally, ACT has requested that we take this work forward and expand it into a General Concept of UAS Operations for NATO. This effort will begin in coordination with work already done in the US in the first quarter of the year.

C4ISR Roadmap for NATO. JAPCC will continue its efforts to baseline the NATO C4ISR capabilities and provide recommendations on a broad-based way forward to improve C4ISR capabilities within NATO. Efforts will be focused on proper presentation of recommendations in the areas of technology, leadership, governance, and interoperability. We expect this work to be refined throughout the year and disseminated and briefed throughout the NATO command structure.

Joint Air and Space Power Support to Expeditionary and Stability Operations. This is the JAPCC’s main theme and focus for the year for which most of our program of work will contribute. We plan to take a broad, multidimensional approach to cover this topic to include: Effects Based Operations, Civil Military Affairs, Sustainment and Logistics, Force Protection, C4ISR, Urban CAS, Support to Urban Operations, and Time Sensitive Targeting and other Force Application.

This topic is the theme of our Annual JAPCC Conference in October and our fall edition of the JAPCC Journal. Additionally, smaller working groups will work specific areas within the larger theme throughout the year.

Defence Requirements Review (DRR) Process. The JAPCC will increase its focus and level of effort to support DRR 09 to help move concepts developed at JAPCC into fielded capabilities. JAPCC will provide comprehensive air power expertise linked to JAPCC on-going and completed projects to better enable getting the valuable knowledge gained and recommendations of these projects into force planning requirements.

Other Key Work.

Concept for Alliance Future Joint Air and Space Operations (CAFJASO). CAFJASO aims to complement the Bi-SC Strategic Vision “The Military Challenge” by providing a transformational outline of the range of effects and capabilities NATO expects from the Alliance’s Air and Space Power in the future. This project encompasses future Air and Space Power requirements derived from the Bi-SC Strategic Vision, SACT’s Concept for Allied Future Joint Operations (CAFJO) and MC 477. This comprehensive concept paper will encompass the work of many of the other JAPCC projects into one document.

Support to NATO Command Structure. JAPCC will continue to support the NATO Command Structure with Air and Space Power subject matter expertise through its position on various working groups and committees and custodianship of various NATO doctrine and other documents. The JAPCC will also remain active in supporting and participating in NATO exercises.

For more information on JAPCC, its organisation, subject matter experts, and projects please visit our JAPCC website on CRONOS or on the worldwide web at www.japcc.de.

(Original Signed)
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