



**NORTH ATLANTIC TREATY ORGANIZATION**  
**ORGANISATION DU TRAITÉ DE L'ATLANTIQUE NORD**  
HEADQUARTERS, SUPREME ALLIED COMMANDER TRANSFORMATION  
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TO : See Distribution  
SUBJECT : FFAO Workshop, Rome, Italy, 28-30 March 2017  
DATE : 3 February 2017

Supreme Allied Commander Transformation (SACT) is pleased to announce the convening of the Framework for Future Alliance Operations (FFAO) workshop at the NATO Defence College (NDC) in Rome, Italy, 28-30 March 2017. We would like to invite representatives from all NATO organizations, NATO and Partner Nations, NATO Centres of Excellence as well as all those individuals that have participated in SFA and FFAO workshops in the past. The purpose of this workshop will be to address the problem:

*Based on the possible instability situations in the future security environment of 2035 and beyond, what is an operational framework that will enable the success of NATO military forces to perform the three core tasks?*

The FFAO informs the transformation of NATO's military forces and provides input to the NATO Defence Planning Process. Therefore we must deliver the next version of the FFAO on time and on target. We cannot do this alone and look forward to seeing you in Rome so that we can discuss critical issues that will help make our Alliance even stronger as it seeks to contribute to stability in an increasingly complex and challenging world.

The workshop agenda and administration instructions are attached. Read ahead material, as well as the products of the workshop, will be posted on the ACT Futures Work website (<http://www.act.nato.int/futures-work>) when available. We request that you complete your registration by **10 March 2017**. In addition we kindly request your participation in our workshop survey. It will be used to assign you into appropriate working syndicates and to shape the discussions at the workshop. Details for the registration and survey can be found in the administration instructions.

Should there be any questions, the points of contact are:

COL T. SZABO, ([tibor.szabo@act.nato.int](mailto:tibor.szabo@act.nato.int)) Strategic Analysis Branch, branch head;

LTC A. BAZIN, ([aaron.bazin@act.nato.int](mailto:aaron.bazin@act.nato.int)) for FFAO matters; and

LTC R. PLEIJSANT, ([richard.pleijsant@act.nato.int](mailto:richard.pleijsant@act.nato.int)) (+1(757)747-3268 or NCN 555-3268) for coordination issues.

A handwritten signature in black ink, appearing to read "Peter GUMATAOTAO". The signature is stylized and cursive.

Peter GUMATAOTAO  
Rear Admiral, USN  
DCOS Strategic Plans and Policy

ANNEXES:

- A. Workshop Agenda
- B. Administration instructions

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