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**NORTH ATLANTIC TREATY ORGANIZATION**  
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SUBJECT: Report from the FFAO Workshop, Rome, Italy

DATE: 21 April 2017

1. Supreme Allied Commander Transformation (SACT) is pleased to report the findings of the Framework for Future Alliance Operations (FFAO) workshop held in Rome, Italy from 28-30 March 2017.

2. The FFAO is one of the key components of the Alliance's Long Term Military Transformation (LTMT) Programme. This programme serves to create a shared understanding of the future operating environment and to describe its potential military implications for the Alliance to inform the NATO Defence Planning Process (NDPP).

3. The FFAO workshop was a three-day working-level event held at the NATO Defence College (NDC) which brought together more than 115 participants from 20 NATO and Partner Nations (17 NATO, 3 Partners), NATO Commands and Agencies, 16 Centres of Excellence (COEs), European Committee and Defence Agency, think tanks and academia. The primary deliverable for this conference were recommended changes to the draft Chapter 2 of FFAO 2018.

4. The workshop began with a plenary session for introductory remarks, discussion of workshop concept and objectives, survey results, and discussion of applicable lessons learned. Then the workshop participants broke down into small syndicates for facilitated syndicate work to address the core question: *Based on the possible INSTABILITY SITUATIONS in the future security environment of 2035 and beyond, what is a FRAMEWORK that will enable the success of NATO military forces at its core tasks?* The first day concluded with a brief icebreaker event. The second day of the workshop began with a plenary session on ACT's Urbanization Project followed by continued syndicate work. The last day consisted of continued syndicate work followed by out-briefs commencing in a plenary session. Closing remarks from COL Szabo concluded the workshop in the afternoon. Overall, the major findings from the session were as follows:

- a. Overall, although the concept of a central idea was largely accepted, the FFAO should keep the idea of a simple list of Strategic Military Perspectives (SMPs) to stay consistent with the previous version of the FFAO. The FFAO needs to keep the ideas discussed in the tenets and enabling elements but keep them in the background with the SMPs as the big message of the FFAO.

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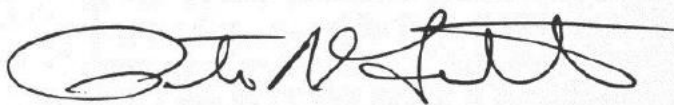
b. The FFAO should increase the emphasis on strategic communication, operating and adapting at the same time, innovation, adaptability, being multi-purpose by design and the ethical questions.

c. The syndicates discussed at great length idea of “federation” as a key and persistent characteristic of the future force. Many syndicates felt that the term federated itself is not clearly understood and we need to clearly and succinctly define what we mean by the word. The syndicates developed a draft definition of federation for consideration during the workshop as follows: *Efforts to enhance strategic awareness to leverage and explore options via dialogue, linkages, synchronization, de-confliction and collaboration with a broad cross-section of stakeholders (both internal and external, without ceding autonomy) to promote a unity of effort and efficiency to achieve a well-defined end-state.*

5. The Long-Term Military Transformation Programme will continue with the aim of completing the FFAO in 2018. Moving forward, we will make needed adjustments to the draft Chapter 2, staff the document for adjudication and approval, and brief Supreme Allied Commander Transformation in June to provide and update on the status of the document. Following that review the FFAO will conduct the next workshop in October 2017 in Stavanger, Norway to discuss Chapter 3 of the FFAO, *Military Implications*.

6. Workshop files and announcements concerning future events are posted on the ACT website: <http://www.act.nato.int/futures-work>. Should there be any questions, points of contact are COL Tibor SZABO, ([tibor.szabo@act.nato.int](mailto:tibor.szabo@act.nato.int)) and LTC Aaron BAZIN, ([aaron.bazin@act.nato.int](mailto:aaron.bazin@act.nato.int)) for FFAO matters.

FOR THE SUPREME ALLIED COMMANDER TRANSFORMATION:



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ENCLOSURE:

1. Framework for Future Alliance Operations (FFAO) Workshop Report

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