



NORTH ATLANTIC TREATY ORGANIZATION
ORGANISATION DU TRAITÉ DE L'ATLANTIQUE NORD
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TO : See Distribution
SUBJECT : SFA/FFAO Joint Workshop, Bydgoszcz, Poland, 26-30 Sep 16
DATE : 29 July 2016

1. Supreme Allied Commander Transformation (SACT) is pleased to announce the convening of the Strategic Foresight Analysis (SFA) and Framework for Future Alliance Operations (FFAO) joint workshop at the Joint Force Training Centre (JFTC) in Bydgoszcz, Poland 26-30 September. The purpose will be:

- a. 26-27 Sep Finalise defence and security implications for SFA 2017.
- b. 28-30 Sep Describe the opportunities and challenges in the future security environment out to 2035 and beyond for Chapter 1 of the FFAO 2018.

2. To ensure success for both portions of the workshop, the SFA and FFAO teams seek to gather the broadest possible participation. This invitation is being extended to 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. Please join us in Bydgoszcz for an exciting exchange of ideas and insights.

The SFA/FFAO joint workshop agenda and administration instructions are attached. Read ahead material will be posted on the ACT website <http://www.act.nato.int/futures-ws-5> and sent via e-mail when available. Should there be any questions, the ACT points of contact are COL T. SZABO, tibor.szabo@act.nato.int Strategic Analysis Branch, branch head, Mr M. KINACI, mehmet.kinaci@act.nato.int for SFA matters, LTC A. BAZIN, aaron.bazin@act.nato.int for FFAO matters and CDR David Sherriff, david.sherriff@act.nato.int, (+1(757)747-3426 or NCN 555-3426) for coordination issues.

3. We kindly request that you complete your registration by **5 Sep 16** via the link provided in the administration instructions.

4. The administrative instructions also contain a link to the pre-workshop survey. You are kindly requested to complete this survey by **9 Sep 16**. It will be used to place you in appropriate working syndicates and to shape the discussion at the workshop.

A handwritten signature in blue ink, appearing to read 'Peter GUMATAOTAO'.

Peter GUMATAOTAO
Rear Admiral, USN
DCOS Strategic Plans and Policy

ANNEXES:

- A. Workshop Agenda
- B. Administration instructions

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