MULTI-YEAR PROJECT · GRANT G8882 · SFAGULF

Methodology Workshop

Strategic Foresight Analysis: Methodology, Emerging Challenges, and AI Integration

First of two methodology workshops of the NATO Science for Peace and Security project “Strategic Foresight Analysis for Emerging Challenges in the Gulf Region”. A programme and participant catalogue.

DATE 23–24 Oct 2026	PLACE Bodrum, Türkiye	PARTICIPANTS 14	FORMAT Working session

NATO OTAN

This workshop is supported by: The NATO Science for Peace and Security Programme

OVERVIEW

About the workshop

This is the first of two methodology workshops of the NATO Science for Peace and Security project “Strategic Foresight Analysis for Emerging Challenges in the Gulf Region” (SFAGULF). Conclusions will be carried directly into the project’s SFA Methodology Handbook.

OBJECTIVES

01 Build a shared understanding of Strategic Foresight Analysis.

02 Identify categories of emerging challenges, together with their indicators, weak signals and data sources.

03 Determine where AI adds analytical value to SFA, where it does not, and which ethical limits should govern its use.

04 Agree on a draft architecture for the SFA Methodology Handbook, to be reviewed at Workshop-1-2 in Istanbul (December 2026).

2	7	14	8
DAYS	SESSIONS	PARTICIPANTS	REFLECTION POINTS

ARRIVAL	WORKSHOP	DEPARTURE
Thursday, 22 October 2026	**23–24 October 2026**	**Sunday, 25 October 2026**

PROGRAMME

DAY 1

Friday, 23 October 2026

SFA Methodology and the Regional Context

TIME	SESSION	SPEAKERS
10:00 – 10:30	**Opening & Framing** Welcome remarks by the Project Directors; aims of the workshop and expected outputs; round of introductions.	WELCOME Prof. Haldun Yalçınkaya (NATO Country Project Director); Asst. Prof. Ali Bakır (Partner Country Project Director) WORKSHOP AIMS Assoc. Prof. Başar Baysal
10:30 – 11:30	SESSION 1 **The Logic of Strategic Foresight Analysis** Core concepts and logic of Strategic Foresight Analysis: horizon scanning, trends, weak signals and scenarios.	SPEAKER Col. (Ret.) Dr. Mehmet Kınacı
11:30–11:45	Coffee break	
11:45 – 12:45	SESSION 2 **The NATO SFA Methodology** How NATO conducts Strategic Foresight Analysis in practice, followed by an open discussion.	SPEAKERS Col. (Ret.) Dr. Mehmet Kınacı; Lt. Col. (GS. Ret) Dr. Juha Mäkelä DISCUSSANT Brig. Gen. (Ret.) Erdoğan Çatal
12:45–13:45	Lunch	
13:45 – 14:30	SESSION 3 **SFA Across Sectors and Big Data Utilization** Applying foresight in different sectors and policy domains; using big data analytics, tech mining and scientometrics into SFA.	SPEAKER Prof. Özcan Sarıtaş DISCUSSANT Prof. Serhat Burmaoğlu
14:30–14:45	Coffee break	
14:45 – 15:45	SESSION 4 **Regional Geopolitical Assessment and Implications for SFA** A geopolitical assessment of the Gulf region and its implications for a Gulf-specific Strategic Foresight Analysis, followed by an open discussion.	SPEAKER Prof. Şaban Kardaş DISCUSSANT Dr. Grace Wermenbol

PROGRAMME

DAY 2

Saturday, 24 October 2026

AI Integration & Reflections

TIME	SESSION	SPEAKERS
10:00 – 10:45	SESSION 5 **AI Integration in SFA Processes** Where and how artificial intelligence can be integrated into the stages of the foresight process.	SPEAKER Assoc. Prof. Dr. Enis Karaarslan
10:45 – 11:30	SESSION 6 **Applying SFA with Local AI Tools** Requirements for local AI tools, fine-tuning processes and training materials for AI-supported SFA.	SPEAKER Murat Görkem Kahya
11:30–11:45	Coffee break	
11:45 – 12:45	SESSION 7 **Reflections and Discussion (Part I)** Participants share reflections from the perspective of their own fields, guided by the Reflection Points (see next page).	CHAIR Assoc. Prof. Başar Baysal PARTICIPANTS Prof. Haldun Yalçınkaya; Asst. Prof. Ali Bakır; Prof. Şaban Kardaş; Assoc. Prof. Başar Baysal; Col. (Ret.) Dr. Mehmet Kınacı; Prof. Özcan Sarıtaş; Prof. Serhat Burmaoğlu; Prof. Rita Floyd; Lt. Col. (GS. Ret) Dr. Juha Mäkelä; Dr. Grace Wermenbol; Assoc. Prof. Dr. Enis Karaarslan; Murat Görkem Kahya; Brig. Gen. (Ret.) Erdoğan Çatal; Axel Birgmeier-Haenisch
12:45–13:45	Lunch	
13:45 – 15:30	SESSION 7 **Reflections and Discussion (Part II)** Continuation of reflections, followed by an open discussion.	CHAIR Assoc. Prof. Başar Baysal PARTICIPANTS All participants (continued)
15:30 – 16:00	**Closing & Next Steps** Synthesis, writing plan for the draft Handbook and the road to Workshop-1-2 (Istanbul, December 2026).	Prof. Haldun Yalçınkaya; Asst. Prof. Ali Bakır; Assoc. Prof. Başar Baysal

SESSION 7 · REFLECTIONS AND DISCUSSION

Reflection Points

Each participant is invited to reflect from the perspective of their own field of expertise. The points below are indicative. Contributions on other topics are equally welcome.

01 **Data sources**
Which sources should be used to collect data for SFA, particularly on the Gulf region?

02 **Weak signals**
Where should weak signals be looked for, and how can they be distinguished from noise?

03 **Horizon scanning**
What should be monitored under each environment, for example under the environmental domain?

04 **STEEP categories**
Are the five STEEP categories (Social, Technological, Economic, Environmental and Political) sufficient, or should other categories be added?

05 **Insights from your field**
Which processes, methods or cautions from your own field should the SFA Methodology Handbook take into account?

06 **AI support**
In light of the Day 2 sessions, where can AI tools support these steps, and where should human judgement remain decisive?

07 **Gulf relevance**
What would make the framework usable in the Gulf and for mid-sized and partner states?

08 **Other topics**
Any other issue you consider important for the framework or the Handbook.

PARTICIPANTS

Who is in the room



Prof.
Haldun Yalçınkaya
TOBB University of Economics and Technology / ISSR — NATO Country Project Director



Asst. Prof.
Ali Bakır
Middle East Council on Global Affairs — Partner Country Project Director



Prof.
Şaban Kardaş
Gulf Studies Center, Qatar University



Assoc. Prof.
Başar Baysal
Social Sciences University of Ankara



Col. (Ret.) Dr.
Mehmet Kınacı
NATO Allied Command Transformation



Prof.
Özcan Sarıtaş
Rochester Institute of Technology (RIT) Dubai



Prof.
Serhat Burmaoğlu
İzmir Katip Çelebi University



Prof.
Rita Floyd
University of Birmingham



Lt. Col. (GS. Ret) Dr.
Juha Mäkelä
Finnish Institute in the Middle East (FIME)



Dr.
Grace Wermenbol
Georgetown University (Adjunct Professor)

The Hague Centre for Strategic Studies (HCSS) (Senior Fellow)



Assoc. Prof. Dr.
Enis Karaarslan
Muğla Sıtkı Koçman University



Murat Görkem Kahya
Muğla Sıtkı Koçman University



Brig. Gen. (Ret.)
Erdoğan Çatal
Turkish Armed Forces (Retired); last post: Turkish General Staff



Axel Birgmeier-Haenisch
Bundeswehr (German Armed Forces)

PARTICIPANTS · BIOGRAPHIES



01 · PARTICIPANT

Prof.

Haldun Yalçınkaya

TOBB University of Economics and Technology / ISSR — NATO Country Project Director

ROLE IN WORKSHOP

Opening · Session 7 · Closing

Haldun Yalçınkaya is an academic at the Department of Political Science and International Relations at TOBB Economics and Technology University in Ankara / Türkiye. Yalçınkaya graduated from Kuleli Military High School and later Turkish Military Academy. During his military service as an officer, he completed his post-graduate studies in International Relations at İstanbul University. Prof. Yalçınkaya studied “peacekeeping” at MA level and “transformation of war” at Ph.D. level. After earning his Ph.D. degree, he had post-doctoral Research and joined the Changing Character of War Project in Oxford University between 2009-2010. Furthermore, during his military service, he served in Afghanistan in 2005. He published several books on war and terrorism issues as well as academic articles/edited books/book chapters on International Security issues focusing on new actors of the battlefields as well as terrorism. He served as an academic advisor for the NATO Center of Excellence Defence Against Terrorism between 2019-2023. After serving more than ten years at Turkish Military Academy he has been Professor in International Relations at TOBB University of Economics and Technology since 2013 and founder of Bodrum Institute.



02 · PARTICIPANT

Asst. Prof.

Ali Bakır

Middle East Council on Global Affairs — Partner Country Project Director

ROLE IN WORKSHOP

Opening · Session 7 · Closing

Ali Bakır is a Research/Assistant Professor of International Affairs, Security, and Defense at Qatar University. He is also a Nonresident Senior Fellow at the “Middle East Council on Global Affairs”, and a former Nonresident Senior Fellow with the "Scowcroft Middle East Security Initiative" at the “Atlantic Council”, and a Task Force member of the “Center for Strategic and International Studies” (CSIS) in Washington, DC. As a senior foreign policy and security analyst, regional expert, and consultant, Bakır has over 20 years of professional experience working with senior officials, decisionmakers, and stakeholders for governmental, non-governmental, and private sector institutions. His research interests include great power politics in the Middle East, small states’ behavior, and emerging unconventional risks and threats. His work focuses on the foreign, security, and defense policies of the Gulf countries and Türkiye, as well as Türkiye-Arab/Gulf relations, Gulf security, great power competition in the Middle East, the behavior of small states, and the geopolitics of the MENA region and the Eastern Mediterranean. He had his education, fieldwork, and work experience in several countries, including Kuwait, Jordan, Iraq, Syria, Lebanon, Türkiye, and Qatar.

PARTICIPANTS · BIOGRAPHIES · CONTINUED



ROLE IN WORKSHOP

Session 4 (Speaker) · Session 7

03 · PARTICIPANT

Prof.

Şaban Kardaş

Gulf Studies Center, Qatar University

Prof. Şaban Kardaş is a research professor and program coordinator at the Gulf Studies Center at Qatar University. He has published books, articles and book chapters on Turkish domestic and foreign policies, energy policies and international security, regional security issues in the Middle East and Gulf, and has been an occasional contributor to international media. Previously he has worked at Middle East Technical University, Sakarya University, and TOBB University of Economics and Technology. He received his doctoral degree in political science from the University of Utah. Prof. Kardaş also holds a master's degree in international relations from the Middle East Technical University in Ankara, and a second master's degree in European Studies from the Center for European Integration Studies in Bonn, Germany.



ROLE IN WORKSHOP

Opening (Workshop aims) · Session 7 (Chair) · Closing

04 · PARTICIPANT

Assoc. Prof.

Başar Baysal

Social Sciences University of Ankara

Başar Baysal is an Associate Professor at Ankara Social Sciences University. He previously held a postdoctoral research position at Universidad del Rosario in Colombia, where his research focused on the Colombian peace process. He earned his master's degree from Marmara University in 2013 and his PhD from Bilkent University in 2017.

His research interests encompass Critical Security Studies, Securitization Theory, Environmental and Climate Security, Peace Studies, Disarmament, Demobilization and Reintegration (DDR), as well as Türkiye–Latin America relations. He is the author of Securitization and Desecuritization of FARC in Colombia. His other publications include two books published in 2022: Eleştirel Güvenlik ve Türkiye (Critical Security and Türkiye) and Uluslararası İlişkilerde Güvenlik (Security in International Relations).

PARTICIPANTS · BIOGRAPHIES · CONTINUED



ROLE IN WORKSHOP

Sessions 1–2 (Speaker) · Session 7

05 · PARTICIPANT

Col. (Ret.) Dr.

Mehmet Kınacı

NATO Allied Command Transformation

Dr. Mehmet Kınacı has served at the strategic and operational levels in NATO and national headquarters. He took part in NATO operations in the Balkans, the Mediterranean and Afghanistan, and in NATO partnership programmes such as the Partnership for Peace and the Mediterranean Dialogue. His appointments include J3 (Operations) in Naples and Deputy Chief of Staff Operations (DCOS OPS) at the NATO Rapid Deployable Corps in Istanbul. He holds a PhD in International Relations, an M.A. in International Security Management and Leadership, and a B.Sc. in Civil Engineering.

After retiring from military service, he joined Allied Command Transformation (ACT) in 2010. His areas of expertise include strategic foresight, international relations and energy security. He led the team that developed NATO's Strategic Foresight Analysis (SFA) 2013 Report, its 2015 Update and the 2017 Report, and he completed the NATO Executive Development Programme in 2011–2012. His research covers Russia, Russia–Europe energy security relations and pipeline politics.

Dr. Kınacı retired from his NATO civilian position in November 2025 and continues to work at Allied Command Transformation as a contractor. In this role he focuses on partnership-related issues, contributing to strategy development, strategic foresight and other.



ROLE IN WORKSHOP

Session 3 (Speaker) · Session 7

06 · PARTICIPANT

Prof.

Özcan Sarıtaş

Rochester Institute of Technology (RIT) Dubai

Professor Özcan Sarıtaş, Ph.D., is the Director of Foresight and Strategic Planning at the Rochester Institute of Technology (RIT) Dubai. He is a member of the United Nations Department of Economic and Social Affairs (UN DESA) Committee of Experts on Public Administration (CEPA). He is also Editor-in-Chief of Foresight, the international journal of applied futures, strategic thinking, and policy. Professor Sarıtaş holds a Ph.D. in Foresight and Prospective Studies from Manchester Business School, University of Manchester, and has gained international recognition for his work in Foresight and Futures Studies, Science, Technology and Innovation (STI) Policy, and Strategic Planning. His work combines Foresight, systems thinking, AI-driven analysis, and strategic planning to support decision-making and the development of more anticipatory, resilient, and future-oriented organizations and public institutions. Professor Sarıtaş has collaborated extensively with prominent international organizations, including the United Nations, OECD, European Commission, UNESCO, UNIDO, UNDP, and the World Bank. He advises national and regional governments and works with leading organizations and corporations on developing long-term policies, strategies, and transformation pathways in response to socio-economic, technological, environmental, and geopolitical change. As a researcher and practitioner in Foresight, he has authored and co-authored numerous scientific articles, books, book chapters, and research and policy reports published by leading international academic and policy institutions.

PARTICIPANTS · BIOGRAPHIES · CONTINUED



07 · PARTICIPANT

Prof.

Serhat Burmaoğlu

İzmir Katip Çelebi University

ROLE IN WORKSHOP

Session 3 (Discussant) · Session 7

Prof. Serhat Burmaoğlu is a leading academic and Head of the Department of Data Science and Analytics at İzmir Katip Çelebi University (İKÇÜ). He completed his doctorate in Quantitative Methods and conducted research on strategic technology management at the Georgia Institute of Technology (Georgia Tech), alongside serving as a Visiting Research Fellow focusing on technology foresight at the Manchester Institute of Innovation Research (MOiR), University of Manchester.

Prof. Burmaoğlu's primary research and expertise center on technology foresight, technology assessment, innovation management, scientometrics, and quantitative decision methods. He specializes in applying forward-looking analysis and data-driven intelligence to emerging technological trajectories and innovation policies. With over 2,000 citations and numerous publications in high-impact international journals, his work also emphasizes the ethical deployment of artificial intelligence and machine learning analytics in academic and industrial collaborations.



08 · PARTICIPANT

Prof.

Rita Floyd

University of Birmingham

ROLE IN WORKSHOP

Session 7

Professor Floyd researches and teaches in security studies. She is interested in the ethics of emergency politics, in security theory and climate/environmental security. Floyd also has a general interest in IR theory, especially the English school.

Floyd is the originator of Just Securitization Theory. Her 2019 book The Morality of Security: A theory of Just Securitization (Cambridge University Press) combines insights from the just war tradition and securitization studies to provide a theory of morally permissible security practice. This book was shortlisted for the Susan Strange Best Book Prize in 2020. A symposium on the book was published in the European Journal of International Security in 2022.

Floyd has been in Birmingham since April 2012 when she was appointed Birmingham Fellow in Conflict and Security. Before then she was a British Academy Post-doctoral Fellow at the University of Warwick and before then an ESRC post-doctoral fellow. She received her PhD in 2007 from the University of Warwick. Her PhD was published in 2010 by Cambridge University Press as Security and the Environment: Securitisation theory and US Environmental Security Policy. It appeared in paperback in 2014, and it was translated into Chinese in 2021.

PARTICIPANTS · BIOGRAPHIES · CONTINUED



09 · PARTICIPANT

Lt. Col. (GS. Ret) Dr.

Juha Mäkelä

Finnish Institute in the Middle East (FIME)

ROLE IN WORKSHOP

Session 2 (Speaker) · Session 7

Dr. Juha Mäkelä is a Finnish General Staff (G.S.) officer and retired Lieutenant Colonel. He is Middle Eastern researcher and senior defence and security expert with more than three decades of active duty in Finnish Defence Forces. Expertise on Russia, Middle East/Gulf security policy, hybrid threats, defence cooperation, geopolitics and international affairs. Combines military and security expertise with analyst and adviser's roles, academic research, and regional expertise in the Arabian Peninsula, Levant and Maghreb.

Mäkelä holds a Doctor of Military Sciences degree from the Finnish National Defence University (FNDU). His Middle East assignments among other things include a position as Visiting Researcher at the al-Ahram Centre for Political and Strategic Studies in Cairo, Egypt, in 2011. Between 2019 and 2022, he worked as Finland's Defence Attaché for Türkiye, Lebanon, and Georgia. After his retirement from active duty in March 2026, Dr. Mäkelä was appointed Director of the Finnish Institute in the Middle East (FIME) to Beirut, Lebanon.



10 · PARTICIPANT

Dr.

Grace Wermenbol

Georgetown University (Adjunct Professor)
The Hague Centre for Strategic Studies (HCSS) (Senior Fellow)

ROLE IN WORKSHOP

Session 4 (Discussant) · Session 7

Dr. Grace A. Wermenbol is a Senior Visiting Fellow at the German Marshall Fund, a Senior Fellow for International Security and Geopolitics at the Hague Centre for Strategic Studies, Executive Director of the Paris-based global advisory firm Boussole Mondiale, and an Adjunct Professor at Georgetown University's School of Foreign Service. Her expertise spans U.S. foreign policy, national security, transatlantic relations, and Middle Eastern geopolitics. She previously held senior positions at the U.S. Department of State and the Office of the Director of National Intelligence, where she contributed to strategic planning, intelligence assessments, and policy advice on the Middle East, including counterterrorism issues in Iraq, Syria, and Lebanon. She is the author of A Tale of Two Narratives (Cambridge University Press, 2021), which examines Israeli and Palestinian societies in the post-Oslo era, and co-authored the International Institute for Strategic Studies' Armed Conflict Survey in 2020 and 2021. She has held research and teaching positions at the University of Oxford and fellowships at the Wilson Center and the Middle East Institute. Recognized among the Middle East Policy Council's 40 Under 40 in 2023, she has received multiple awards for her public service, including the U.S. Department of State's Meritorious Honor Award in 2025. Dr. Wermenbol holds a master's degree and a DPhil from the University of Oxford's St Antony's College and is fluent in English, German, French, and Dutch, with proficiency in Arabic and Hebrew.

PARTICIPANTS · BIOGRAPHIES · CONTINUED



ROLE IN WORKSHOP

Session 5 (Speaker) · Session 7

11 · PARTICIPANT

Assoc. Prof. Dr.

Enis Karaarslan

Muğla Sıtkı Koçman University

Assoc. Prof. Dr. Enis Karaarslan is a faculty member in the Department of Computer Engineering at Muğla Sıtkı Koçman University (MSKU), Türkiye, and a member of its interdisciplinary Artificial Intelligence graduate program. He is among the founding members of the AI and Cybersecurity disciplines at MSKU, and he is the Head of the Cybersecurity Division.

His primary research interests span computer networks, cybersecurity, blockchain and decentralized systems, AI safety, digital twins, and the metaverse. He has published extensively on decentralized technologies, holds a patent in blockchain-based smart metering, and currently focuses his research on data analytics with AI, large language models (LLMs), and AI security.

Dr. Karaarslan founded the Network and DTCS (Digital Technologies and Cyber Security) Laboratories at MSKU to support both network/security education and applied research. He provides consultancy to industry partners and research projects in these areas. He also serves as Editor-in-Chief of the international Journal of Metaverse.



ROLE IN WORKSHOP

Session 6 (Speaker) · Session 7

12 · PARTICIPANT

Murat Görkem Kahya

Muğla Sıtkı Koçman University

Murat Görkem Kahya holds a bachelor’s degree in Computer Engineering from Muğla Sıtkı Koçman University, where he is pursuing a master’s degree in Artificial Intelligence. His research, at the intersection of autonomous systems, cybersecurity, and distributed systems, centers on a fundamental question: how can trust be established among cooperating autonomous systems?

In his TÜBİTAK-funded project, conducted as his undergraduate thesis, he developed zero-knowledge membership verification mechanisms for robotic swarms. This approach lets a unit prove it belongs to the swarm without revealing sensitive membership information, and aims to prevent unauthorized participation. Extending this work to satellite swarms, he designed the zkSwarm protocol and presented the paper "zkSwarm: Post-Quantum Secure Zero-Knowledge Protocol for Cooperative Satellite Swarms" at the 77th International Astronautical Congress (IAC) in Antalya in 2026. Built on NIST-standardized post-quantum algorithms, the protocol addresses the risk that encrypted communications intercepted today could be decrypted by future quantum computers.

Kahya believes the operational value of AI in defense depends not only on algorithmic performance but also on reliability, verifiability, and interoperability. His work therefore examines both what autonomous systems can do and the conditions under which they can securely cooperate and establish trust.

PARTICIPANTS · BIOGRAPHIES · CONTINUED



13 · PARTICIPANT

Brig. Gen. (Ret.)

Erdoğan Çatal

Turkish Armed Forces (Retired); last post: Turkish General Staff

ROLE IN WORKSHOP

Session 2 (Discussant) · Session 7

Brigadier General (Retired) Erdoğan Çatal is a Turkish Army officer with over 30 years of military service. He retired in 2026; his last active post was Head of the Foreign Relations Division at the Turkish General Staff. Throughout his career, he has held various command and staff positions within the Turkish Armed Forces and NATO, specializing in intelligence, strategic planning, counterterrorism, and international security. His previous assignments include senior intelligence positions at NATO Joint Force Command Naples and the Turkish General Staff, as well as operational deployments in Türkiye and Northern Iraq. He holds a Master's degree in International Relations from Bilkent University, an MBA from Selçuk University, and a Bachelor's degree in Mechanical Engineering from the Army War Academy.



14 · PARTICIPANT

Axel Birgmeier-Haenisch

Bundeswehr (German Armed Forces)

ROLE IN WORKSHOP

Session 7

Commander Axel Birgmeier-Haenisch is a military officer in the German Armed Forces (Bundeswehr) with extensive experience in operational planning, concept development, capability integration, and strategic management. Throughout his career, he has held various command and staff positions at national and NATO levels, including assignments at NATO's Joint Warfare Centre. His operational experience includes participation in UN and NATO maritime missions. He currently serves as Staff Officer for Future Analysis at the Bundeswehr Planning Office in Berlin.

PROJECT TEAM

Project Assistants

The project assistants support the organisation of the workshop. They are not workshop participants or speakers.



ROLE

Project Assistant

ASSISTANT · NATO SPS SFAGULF PROJECT

Dr.

Gülay Kılıç Mutlu

TOBB University of Economics and Technology

Gülay Kılıç Mutlu is a TÜBİTAK 2218 Postdoctoral Research Fellow at TOBB University of Economics and Technology and an Assistant for the NATO SPS SFAGULF project. She holds a PhD in Regional Studies from Middle East Technical University (METU), where her doctoral research examined China's border policy towards its northern neighbours. Her research interests include Central Asian geopolitics, foreign policy, regional security, and international relations. She has also taught courses on Eurasian Politics and Digital Tools and AI for Social Sciences at TOBB ETÜ.



ROLE

Project Assistant

ASSISTANT · NATO SPS SFAGULF PROJECT

Dr.

Sevsu Önder

Sevsu Önder received her PhD in Political Science and International Relations from TOBB University of Economics and Technology, Türkiye. Her research lies at the intersection of international security and international norms, with a particular focus on norm contestation and normative change. Her research and publications explore the normative dimensions of international relations, particularly in the context of alliance politics and foreign policy.

INSTITUTIONS AND SUPPORT

Who is behind the project

SFAGULF is carried out by the International Studies and Security Research Association (ISSR) in Türkiye together with the Middle East Council on Global Affairs in Qatar, under the co-direction of a NATO-country Project Director and a Partner-country Project Director.

UÇGA
Uluslararası Çalışmalar ve Güvenlik Araştırmaları — International Studies and Security Research

NATO-COUNTRY INSTITUTION

International Studies and Security Research Association (ISSR / UÇGA)

Ankara, Türkiye. Hosts the NATO-country Project Director and is accountable for the execution of the project and its budget.

Middle East Council on Global Affairs

PARTNER-COUNTRY INSTITUTION

Middle East Council on Global Affairs

Doha, Qatar. Hosts the Partner-country Project Director and leads coordination of the Gulf workshops, fieldwork and the Qatar pilot.

BODRUM INSTITUTE

WORKSHOP HOST · BODRUM

The methodology workshop takes place in Bodrum, Türkiye, on 23–24 October 2026.

NATO OTAN

This workshop is supported by: The NATO Science for Peace and Security Programme

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