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**NORTH ATLANTIC TREATY ORGANIZATION**  
**ORGANISATION DU TRAITÉ DE L'ATLANTIQUE NORD**  
HEADQUARTERS SUPREME ALLIED COMMANDER TRANSFORMATION  
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SUBJECT: **SECOND SFA WORKSHOP ON REGIONAL PERSPECTIVES,  
6-8 NOVEMBER 2018**

DATE: 21 September 2018

1. Headquarters, Supreme Allied Command Transformation (HQ SACT) is pleased to announce the convening of the Strategic Foresight Analysis (SFA) workshop in Budapest, Hungary on 6-8 November 2018. Building on the discussions at the SFA workshop in Cadiz, Spain, the aim of this workshop is to continue working on the Regional Perspectives: North Africa, Russia and Eastern Europe, and the Arctic/High North. The Cadiz workshop was the first step in this process and the Cadiz Workshop Report is available on the link provided here: [https://www.act.nato.int/images/stories/events/2012/fc\\_ipr/180430\\_sfa-ws-report.pdf](https://www.act.nato.int/images/stories/events/2012/fc_ipr/180430_sfa-ws-report.pdf)

2. This workshop will also provide an opportunity to demonstrate the application of data science to improve the efficiency and increase the capacity of our foresight methodology. A small team from Microsoft will be on hand to demonstrate and discuss how we could utilize this technology going forward.

3. This invitation is extended to all NATO organisations, NATO and Partner Nations, NATO Centres of Excellence, as well as all those individuals who have participated in SFA and FFAO workshops in the past. Please join us in Budapest for an informative exchange of ideas, insights, and new opportunities. While discussions will be directed through the lenses of the SFA Themes, the participants will focus on the following regions: North Africa, Russia and Eastern Europe, and the Arctic/High North. Therefore, NATO and Partner Nations are requested to encourage their Subject Matter Experts in these regions to attend.

4. The SFA workshop agenda and read ahead materials are attached. Administrative instructions will be forwarded separately. We kindly request that you complete your registration by 12 October 2018 via the link provided here: <https://www.surveygizmo.com/s3/4548787/SFA-Workshop-November-2018>

The registration link also contains a series of questions for the pre-workshop survey. You are kindly requested to complete this survey that will be used to place you in appropriate working syndicates and to shape the discussion at the workshop.

5. Should there be any questions, please contact: COL Tibor Szabo, Strategic Foresight Branch Head, [tibor.szabo@act.nato.int](mailto:tibor.szabo@act.nato.int); (NCN:555-3374, +17577473374) Mr Mehmet Kinaci,

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SFA Team Leader, [mehmet.kinaci@act.nato.int](mailto:mehmet.kinaci@act.nato.int); or COL Sven Szabo, SFA Workshop  
Administrative Coordinator, [sven.szabo@act.nato.int](mailto:sven.szabo@act.nato.int).

FOR THE SUPREME ALLIED COMMANDER TRANSFORMATION:



William B. HICKMAN  
Major General USA A  
Deputy Chief of Staff, Strategic Plans and Policy

ENCLOSURE:

1. Workshop Agenda
2. Read-ahead Material for the Workshop

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