



WESTMINSTER
International University in Tashkent

Anticipatory Innovation Governance

Wednesday, 24 September, 2025

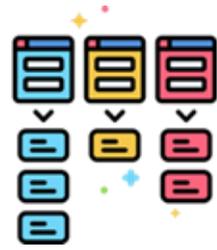
Our 4 Day Agenda



Tuesday **Situating**

What is Anticipatory
Innovation
Governance?

How do we think about
change?



Wednesday **Potential Scenarios**

What are the forces
shaping the future of?

What are the different
ways these forces
could shape the future?



Thursday **Implications and Policy Response**

What are the different
ways these forces
could shape the future?



Friday - **Implications and Policy Response**

What are the potential
implications and how
might we respond?



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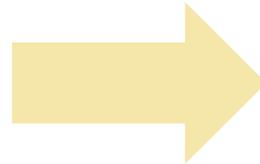
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Welcome and Reflections

Assessing Drivers Exercise

Individually, take a moment to reflect:

- **Which 2 drivers stand out as surprising or important to you?**
- **Any would you change?**
Write it down, up to 2 drivers
- **Would you add a driver?**
Write it down, up to 2 drivers



Now share with your colleague next to you

What does your driver look like in your community/context?

What differences do you have? And why?

What has stayed with you?

- Questions about where we are headed?
- Questions about the drivers/trend cards?
- Questions about history/context of Anticipatory Innovation Governance from Daniel or Aziza?



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Images of the Future

The future does not exist yet, but we do have images of possible futures.

We have **individual** and **collective imaginations** about what we expect the future will be

But who and how is that shaped?



The Future & Dominant Images of 'Progress'



Modern, developed, futuristic...





Modern,
developed,
futuristic...

Is this also a possible future?





**Built in 2010
in Dubai**



**Built in 2011
in Singapore**



**Built in 2018
in Frankfurt**

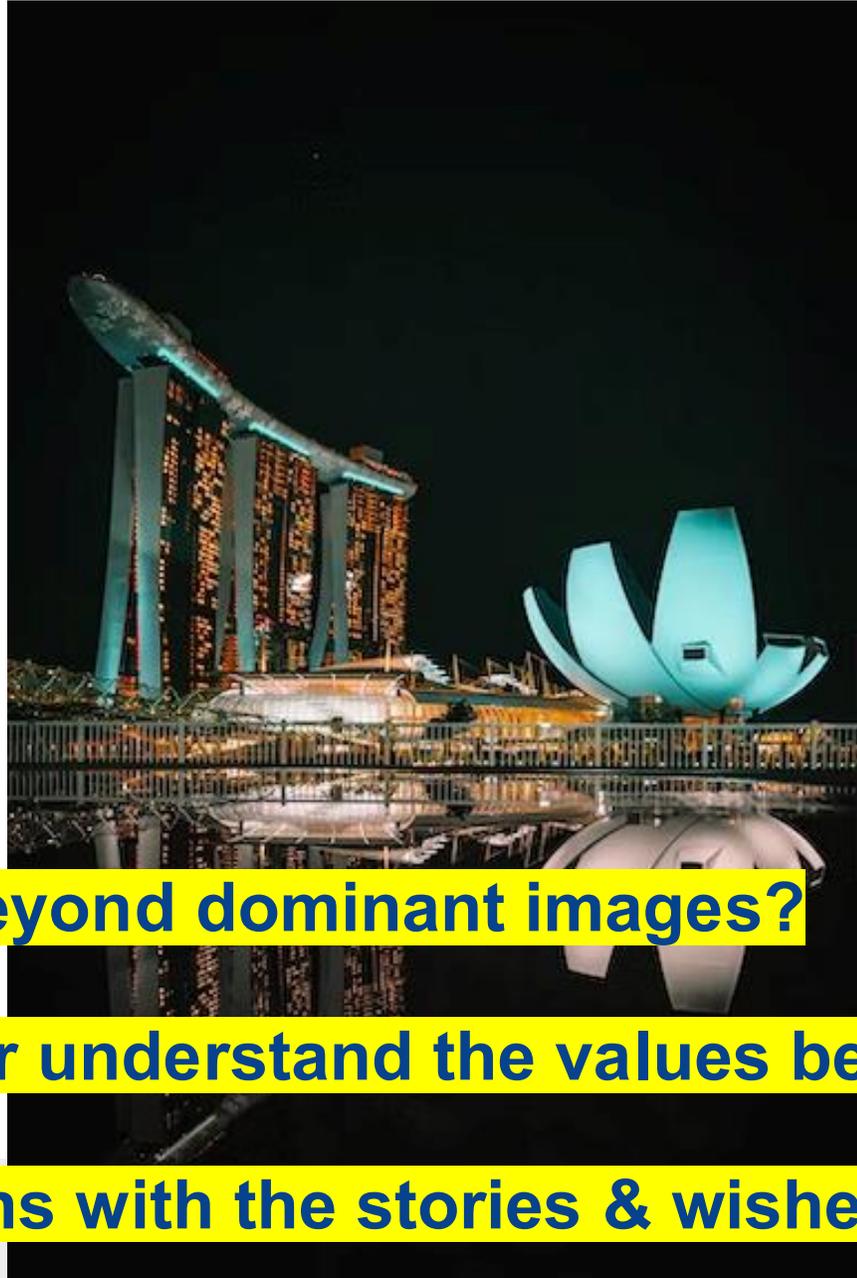
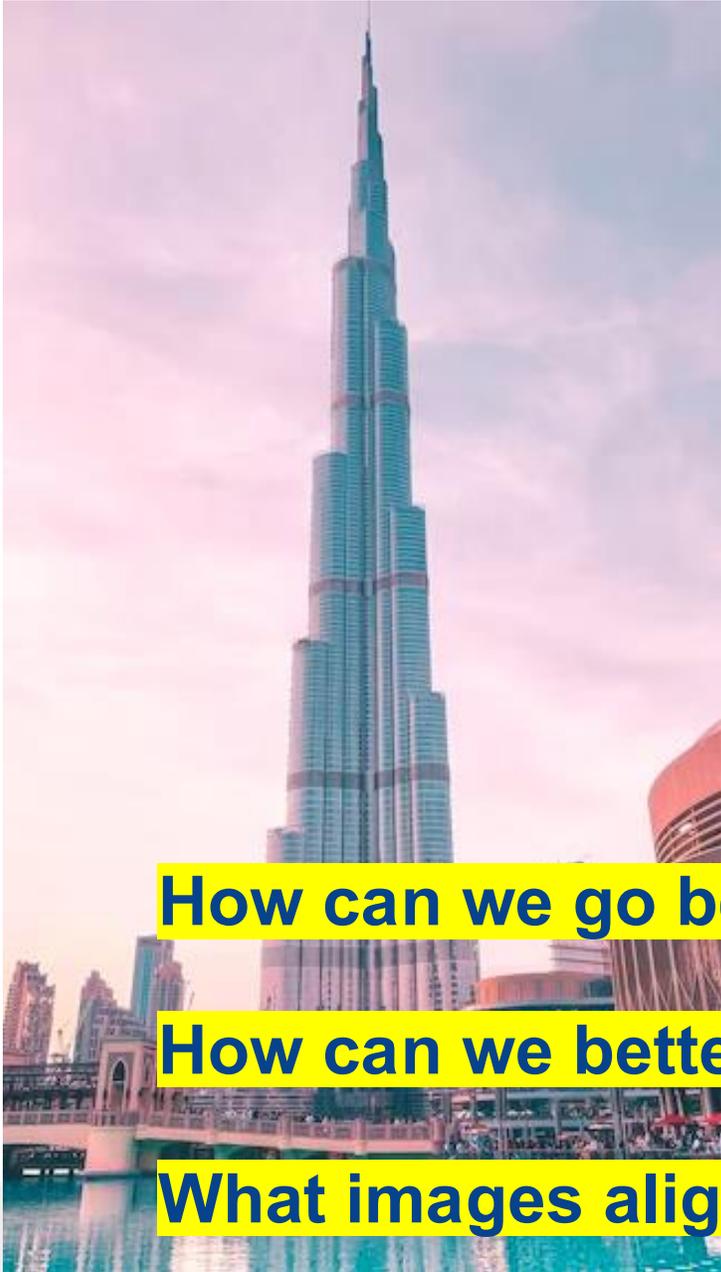


Which could be seen as 'used future'?



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How can we go beyond dominant images?

How can we better understand the values behind them?

What images aligns with the stories & wishes of the people?



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Introducing the Topic



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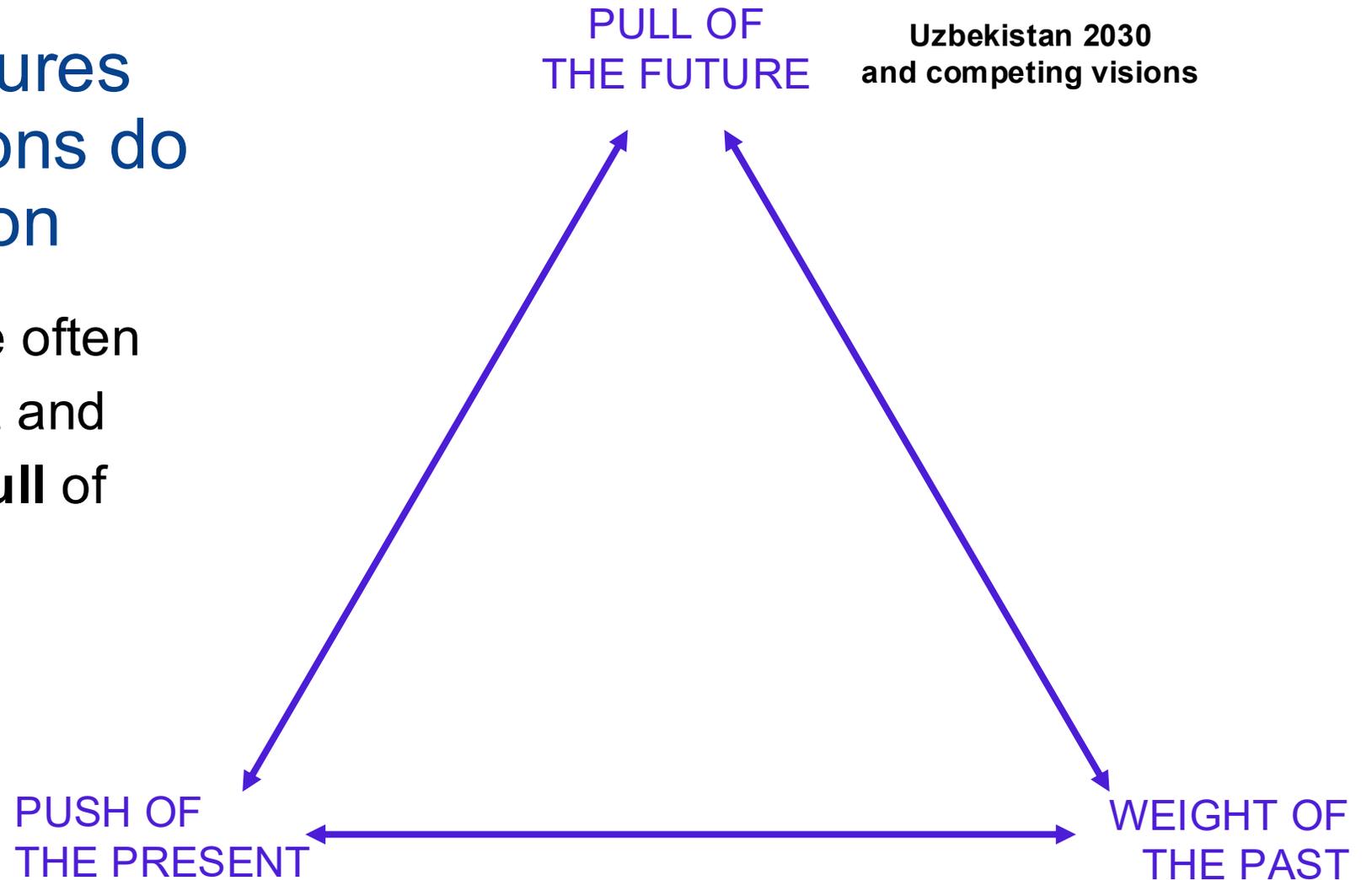
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Tensions that influence Visions and “Images of the future”

Images of the Futures and National Visions do not exist in isolation

Images of the Future are often in tensions with the **past** and **present** and also the **pull** of other possible **futures**



Images of the Future are often in tensions with past, present and other possible futures

Push of the Present: Current trends, forces, or pressures that are actively influencing and driving change right now.

Weight of the Past: Historical legacies, systems, or cultural norms that continue to shape current behavior or decisions.

Pull of the Future: Aspirations, visions, or emerging opportunities that guide and inspire actions toward a preferred future.

PULL OF THE
PRESENT

What are the different 'images of the futures' that influence society, political, economic systems?

These can be also be more generalized 'beliefs' of the future people want

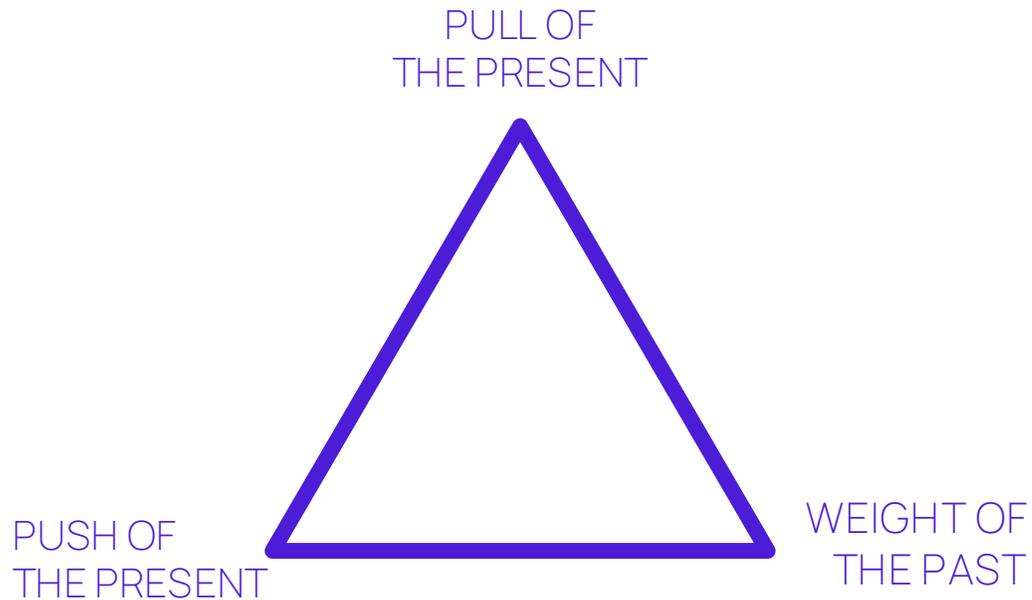
What are the current qualitative and quantitative trends pushing us to particular futures?

PUSH OF
THE PRESENT

What are the different infrastructures and powers (legal, culture, economic, etc) that resist change or favor certain futures?

WEIGHT OF
THE PAST

Futures Triangle: So What?



Futures Triangle is a Powerful Sensemaking Tool

The Futures Triangle is an easy way to invite participants to articulate the interactions of images of the future with the push of the present and weights of the past – in a simple, holistic way.

This tool can be used to support:

- Identify the most **plausible future**
- Developing new **preferred futures**
- **Developing strategic options** and planning on how to use the pushes and weights to support a preferred future



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A Futures Triangle Example

Example: Food Landscape

Push of the Present (Trends)

- Rapid urbanization
- Double burden of malnutrition (over & undernutrition)
- Climate emergency (stress on food production)
- Geopolitical threats (supply chain issues)

PULL OF THE
PRESENT

Dominant Images / Beliefs

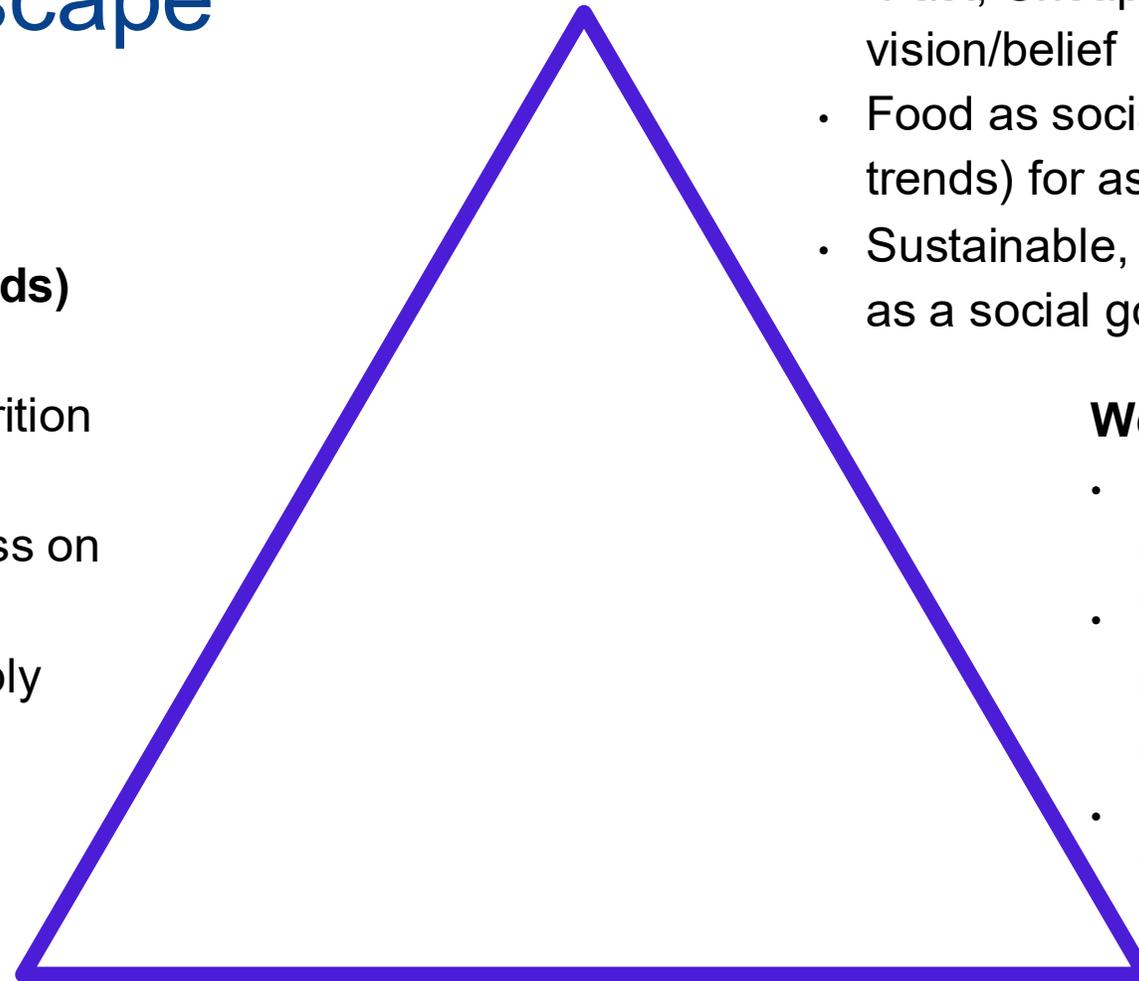
- “Fast, Cheap, Filling” as a dominant vision/belief
- Food as social signals (Instagram/TikTok trends) for aspirational middle class
- Sustainable, healthy, and less-meat diets as a social goal (preferred)

Weights of the Past

- Neglected farmers (lack of economic and policy support)
- “Big Food” companies dominate social, political and economic spaces
- Regulations designed for “legacy” food systems

PUSH OF
THE PRESENT

WEIGHT OF
THE PAST



Example: Food Landscape

Push of the Present (Trends)

- Rapid urbanization
- Double burden of malnutrition (over & undernutrition)

IMPLICATIONS

- “Fast, Cheap, Filling” in tension with climate emergency - and with geopolitical threats (opening for more political support to localize food production)
- Urbanization translate to eating more processed foods

PULL OF THE PRESENT

IMPLICATIONS

- Can we leverage social media as way to support sustainable, healthy, less meat diet vision for food?

Dominant Images / Beliefs

- “Fast, Cheap, Filling” as a dominant belief
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IMPLICATIONS

- “Big Food” and “legacy” regulations support “Fast, Cheap, Filling”
- Better support of farmers can be a lever to enable “sustainable, healthy, less meat diets” as a more plausible future

WEIGHT OF THE PAST



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Futures Triangle - Exercise

Let's start with the first set of slides

Example: Food Landscape

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PULL OF THE
PRESENT

Dominant Images / Beliefs

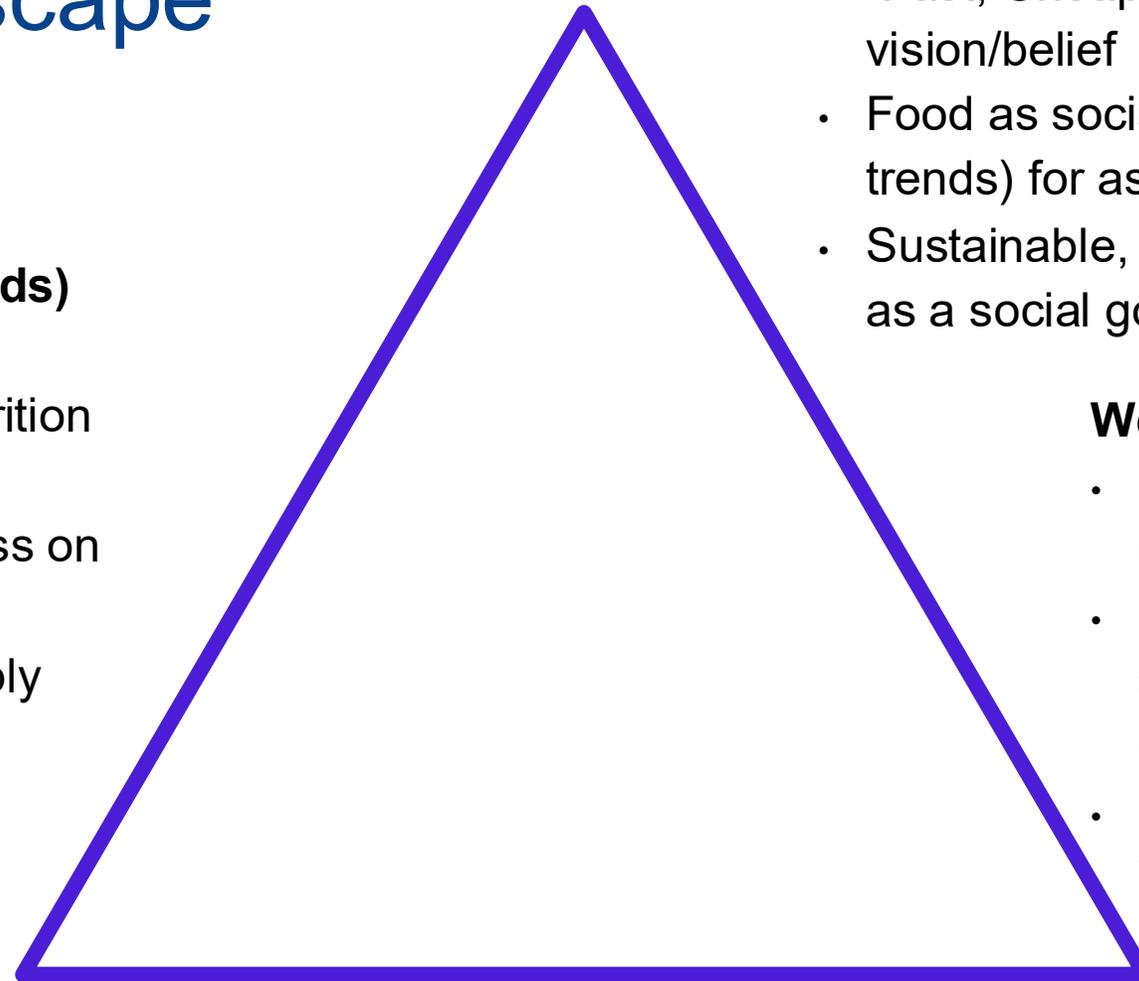
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PUSH OF
THE PRESENT

WEIGHT OF
THE PAST



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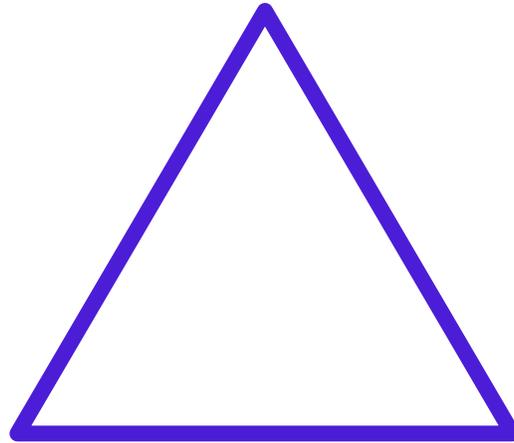
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WEIGHT OF THE PAST

Futures Triangle

PULL OF
THE PRESENT

Write all the different “Images of the Future”
that applies on this topic



PUSH OF
THE PRESENT

Social
Technological
Economic

Write all the possible
key pushes of the
present

Environmental
Political

Write all the
possible key
weights of the past

WEIGHT OF
THE PAST

What are the different infrastructures
and powers (legal, culture, economic,
etc) that resist change or favor only
certain futures?



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Futures Triangle - Reflection

Futures Triangle - Reflection

WIUT

Tensions and Contradictions

Are there contradictions between past, present, and future forces ?

What has the most influence helps clarify the dynamics at play

Considering Different Perspectives.

How might the pushes, pulls, and weights might look different for various social groups, such as those in urban versus rural areas?



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Isomiddin Akramov, UNDP

Foresight Workshop: Co-Designing the Just Energy Transition Roadmap for Uzbekistan



Recognising that a successful energy transition must be inclusive, equitable, and forward-looking, the **Promoting Just Energy Transition (JET) in Uzbekistan** project

Jointly implemented by UNDP, UNECE, and the ILO, supports the Government of the beneficiary State in integrating just transition principles into energy, labour, and economic policies.



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Introduction to Scenarios

Let's start with the first set of slides

Wargaming (Kriegsspiel) - Scenarios



THE AUTUMN MANŒUVRES—OFFICERS PLAYING AT KRIEGSSPIEL, OR THE "GAME OF WAR"



A black and white close-up photograph of Stanley Kubrick. He is smiling, wearing round-rimmed glasses, and has his hand near his chin. The background is blurred, showing what appears to be a crowd of people at an event.

If you happen to like Stanley Kubrick...

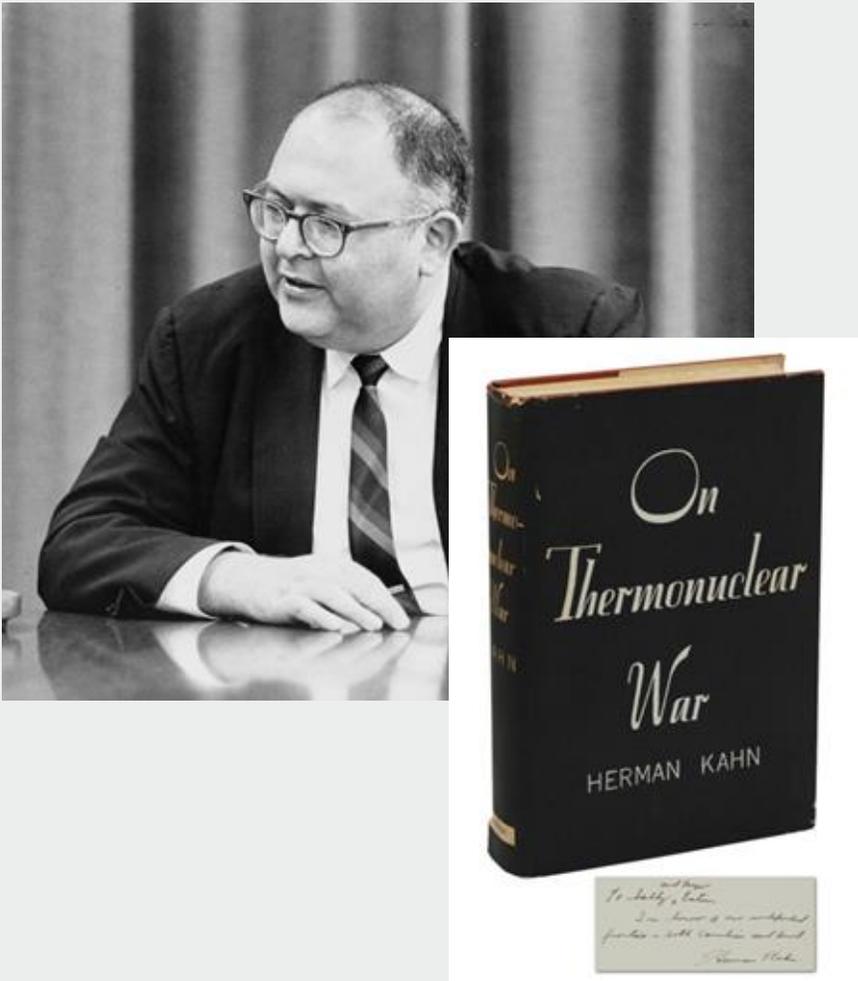
The Birth of Scenario Planning

Herman Kahn

Post-WWII American military strategist at the RAND Corporation and Hudson Institute.

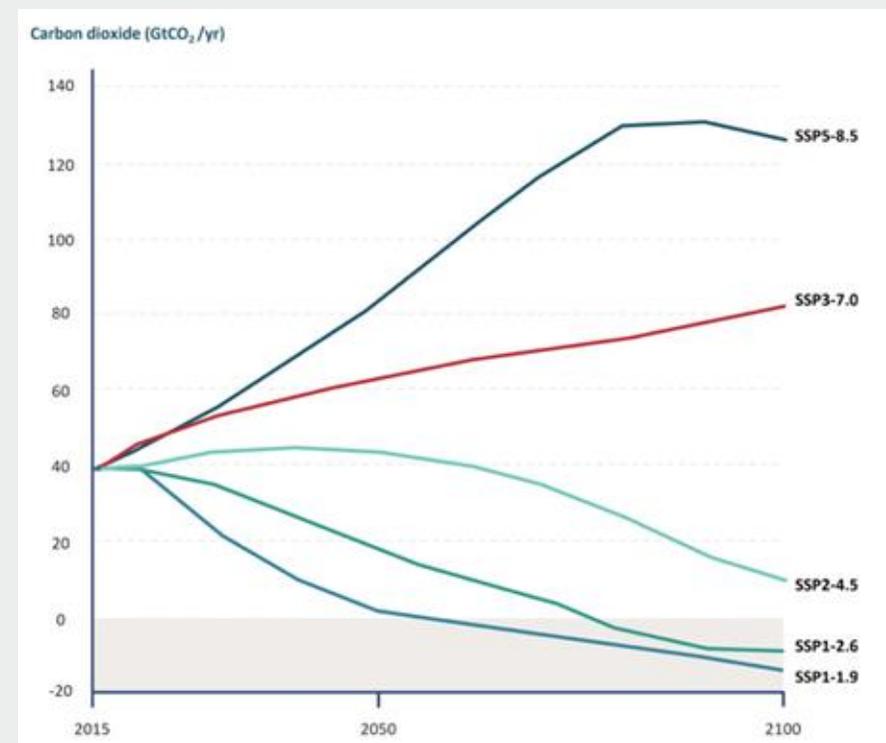
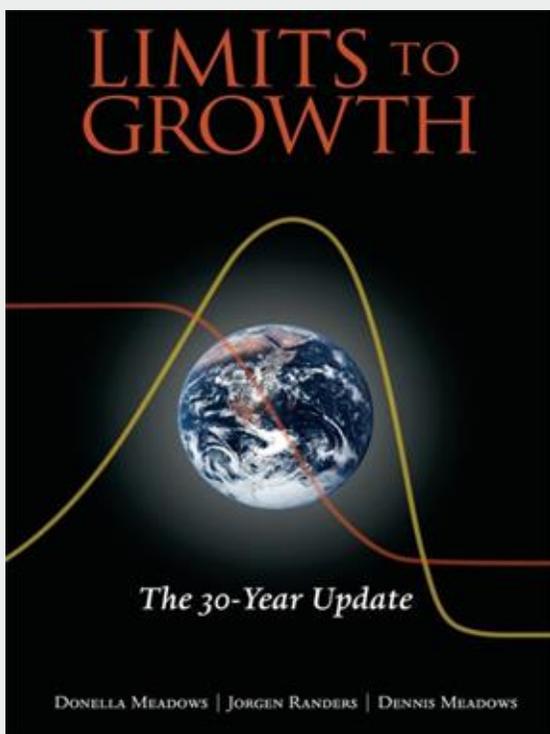
Attempted systematically to address long-term and difficult economic and military issues by applying:

- Scenario Planning
- Monte Carlo Simulations
- Game Theory
- Systems Theory



Scenarios role in Climate Change Modeling

Combining statistical forecasting with scenario approaches

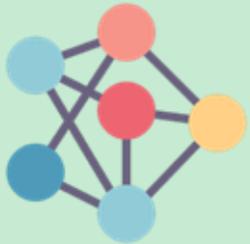


Building Blocks of Scenarios



Megatrends, Drivers, Weak Signals

The individual forces of change – from the structural (megatrends) to tentative (weak signal)



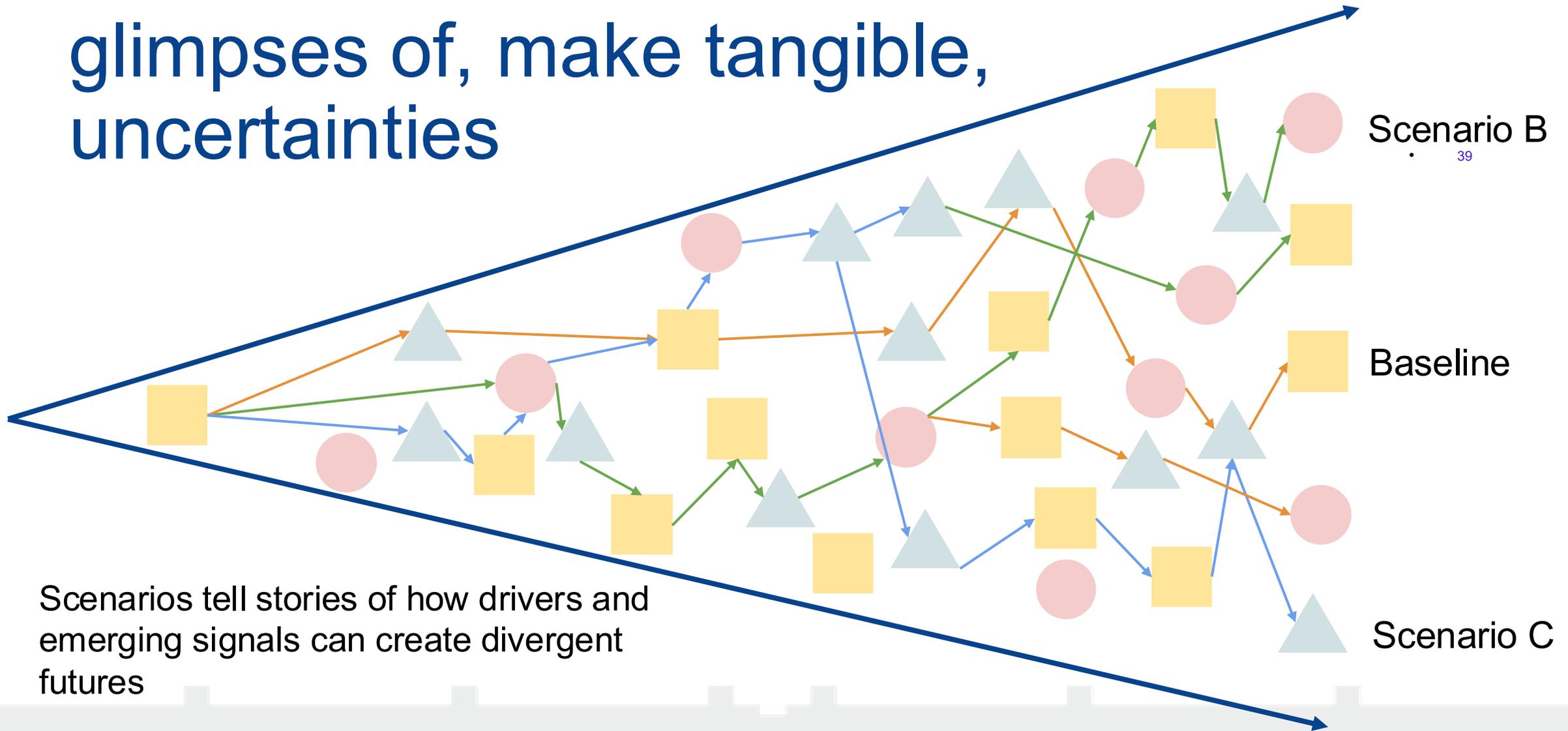
Systems Thinking

A way of seeing connections, the ripple effect they create, how they often create non-linear change



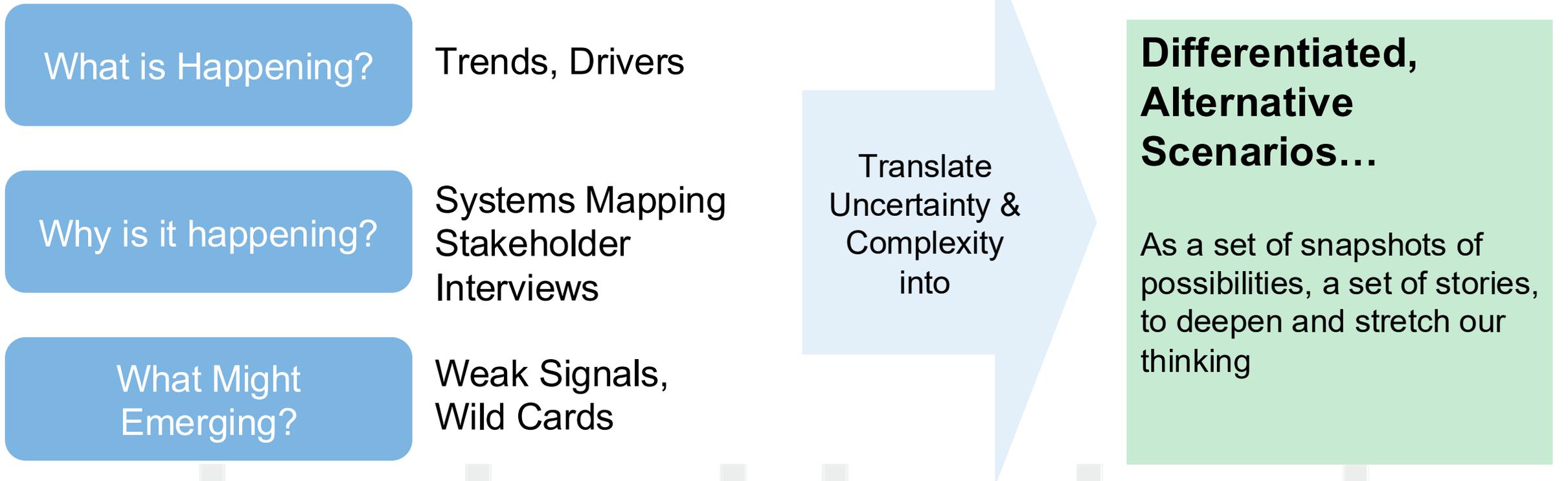
What our images of the future? What are alternatives images?

Scenarios allow us to see glimpses of, make tangible, uncertainties



Scenarios tell stories of how drivers and emerging signals can create divergent futures

Scenarios tell stories of how drivers and emerging signals can create divergent futures



Scenarios within the Strategic Process

1. Sensing

What is
Happening?

Trends, Drivers

Why is it
happening?

Systems Mapping,
Stakeholder Interviews

What is emerging?

Weak Signals

2. Sensemaking

What might happen
that we have not
thought about

Scenarios

What do we want
to experience in
the future?

Visioning

3. Strategic Implications

What might we
want to do
differently?

Scenario
Implications, Wind-
Tunneling

What do we want
to do differently?

Planning,
Pathways,
Backcasting

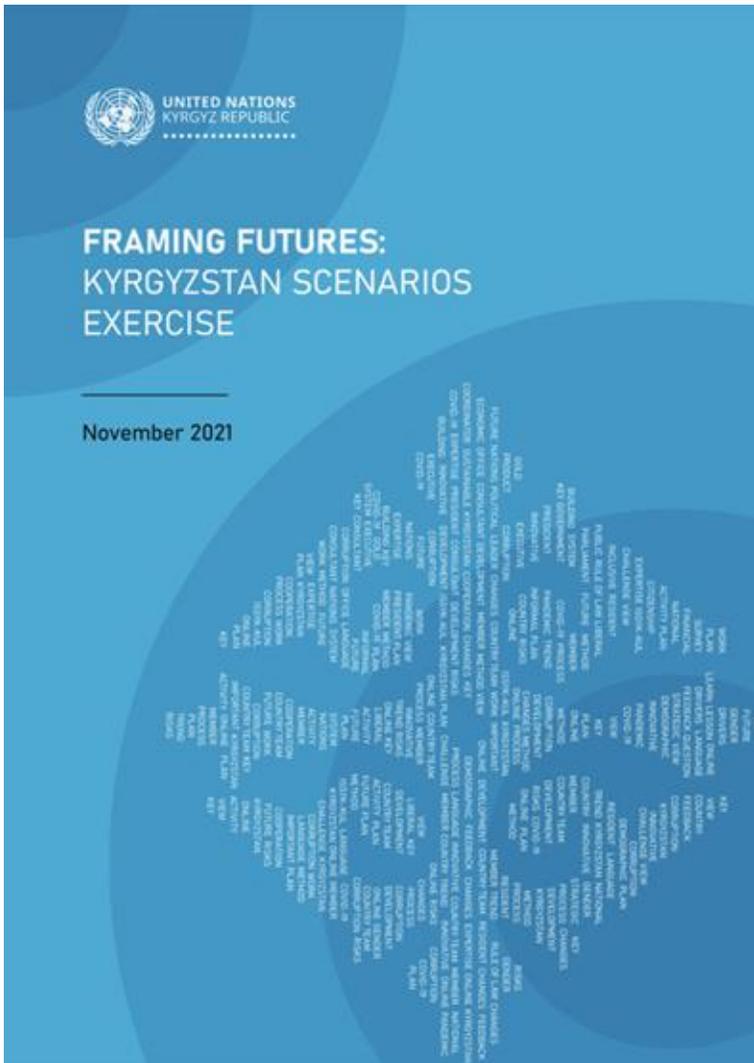


Scenario as Mental Stretching



FRAMING FUTURES: KYRGYZSTAN SCENARIOS EXERCISE

November 2021



Framing Futures: Kyrgyzstan Scenario Planning 01 November 2021

“The foresight workshop for the UNCT in the Kyrgyz Republic was primarily a learning experience, that brought the UN and external experts together, to think different, collectively, and beyond individual agency mandates.

The results were surprising, seemingly ‘crazy’ and ‘fantastic’, and the process was painful.

However, if you feel too comfortable during a scenario analysis and planning exercise, you are probably doing it wrong. “

Ozonnia Ojielo, PhD
UN Resident Coordinator in the Kyrgyz Republic



Scenarios

are also about the People...

Scenarios are stories about the future designed to challenge our thinking and help us learn.

And, they have value as both a product and process.

Dr. John Sweeney

Scenarios as a Generative Conversation



We learned that scenario processes are effective because they have an unusual combination of characteristics:

They are informal and noncommittal, logical and challenging, inclusive and holistic, collective and constructive, and choice-eliciting and generative.

Angela Wilkinson
Secretary General of the World Energy Council



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Connecting Scenarios to Strategy / Policy Formulation

Green Transition Scenarios for Uzbekistan (2023)

UNDP Uzbekistan applied participatory futures and foresight tools to explore possibilities for a Green Transition in Uzbekistan.

The process produced a range of outputs, including a signals database, drivers, narrative scenarios, and a custom scenario exploration system.

They were used to develop policy ideas, which outline innovative approaches.

The Future of Green Transition in Uzbekistan



Scenario One

SITUATION

Investment in nuclear power by US and EU countries gained momentum with focus on spent fuel reactors. After the Russo-Ukraine war, heavy sanctions left Russia isolated and economically devastated. With the coming depopulation of China, the co diaspora back its own count sustainable, a



What are the biggest impacts (near-term) on the development of Uzbekistan's

SCENARIO TITLE

Uzbekista

THIS IS A WORLD IN WHICH...

In light of the US switched t China is busy is left with no strategy.

THREE YEARS

- From Russ
- Resource
- Greasing

SIX YEARS

- Demograp
- Digitalizat
- Transpare
- Anti-Corr

NINE YEARS

- Capacity
- Results ba
- More inve
- Incentive

KEY DRIVERS & DISRUPTORS

In 2030, Uzbek but this was ne effects of the

LOCAL NARRATIVE

its investors and has shifted its focus on internal resources to gain back its position in the market and to attract investors, in order to improve the situation Uzbekistan focused on private sector development and privatization. But, then, Uzbekistan realized it needs major reforms to attract investors leading to more reforms.



What are some implications (mid- to long-term) for the development of Uzbekistan's

- **For the energy sector:** investments in renewable micro-hydro power
- **For business:** investments or subsidies would m capacities and skills, as well as some access to t
- **For the environment:** waste management, e-vel
- **For government:** green policy framework devel

- Liberalization and privatization in energy sector emergence of energy market
- Perhaps a carbon trading system regional (CA) c in the global market (if emerges, alike what we s restore forests; monitoring and verification syste
- For businesses and the general population, then capacities and awareness; the population will st energy use and consumption more; the Governr subsidizing fossil fuels and energy following priv
- Increased efficiency of the energy as a resul energy and technology and sustainable cleaner air, less Co₂ and methane emission

Push of the Pre



Triangulated...

Across Central Asia, Russia's influence is without equal. But, China and India have emerged as players seeking to gain a foothold.

How can Uzbekistan take advantage of its geography while also being mindful of the (self-)interest of its suitors?



And not a drop to drink...

The Aral Sea is a cautionary tale but also a sign of things to come. Water and food system insecurity (from climate change and conflicts) are critical issues.

Can Uzbekistan lessen its reliance on imports and find ways to confront

Key Idea #3: Beyond External Experts and "Shiny Tech"

What's the key idea?

In order for Uzbekistan to seed a sustainable and substantive green transition, it must develop internal capabilities and capacities across key sectors and industries.

Without the right personnel, investment and even "shiny tech" will not make a difference.

Who owns it?

Who needs to support it?

Government, private sector, education, society-at-large

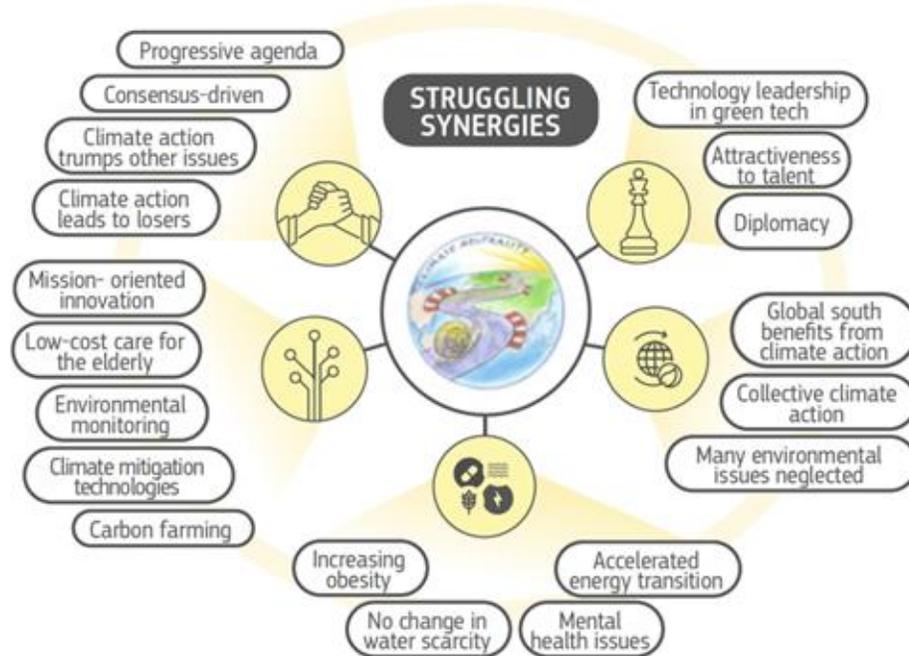
What do you expect/ think it will achieve?

- Forming a local base for innovation and technology
- Reducing the cost of foreign experts and technology towards making more efficient use of existing resources
- Greater long-term effect by building local expertise
- Increased capacity of the country in the world arena within green industries and sectors

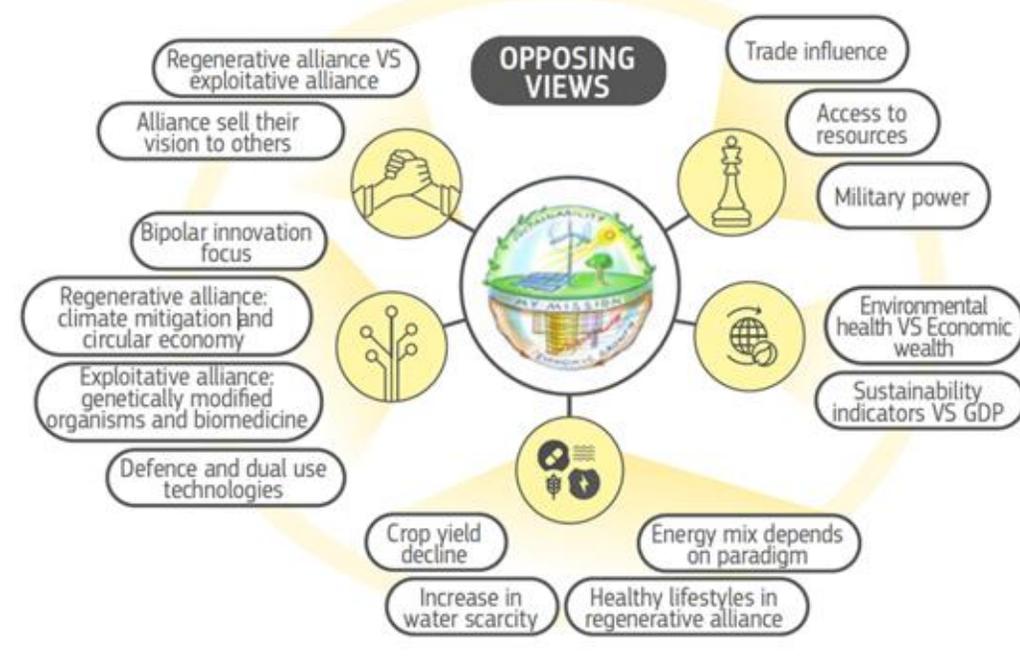
What might be some unintended consequences?

- Increase in social stratification
- Slowdown in the development of our own highly skilled

EU's 2040 Reference Scenarios



This is a world where...
 there is a strong multilateral determination to fight climate change while side-lining other aspects of sustainability.



This is a world where...
 society is divided into a regenerative and an exploitative alliance and both try to impose their paradigm.

Testing Against Reference Scenarios

Figure 18: Summary of stress testing of policy options in future scenarios, June 2022

	OPTION 1	OPTION 2	OPTION 3	OPTION 4	OPTION 5	OPTION 6
STORMS	Slightly positive	Slightly positive	Slightly positive	Positive	Positive	Negative
ENDGAME	Slightly negative	Positive	Neutral	Neutral	Very negative	Very negative
STRUGGLING SYMERGIES	Slightly negative	Positive	Positive	Slightly positive	Negative	Slightly negative
OPPOSING VIEWS	Neutral	Positive	Positive	Slightly positive	Negative	Negative

Reference scenarios can be used in creative foresight exercises, such as serious games. Through them participants can develop futures literacy, discuss future policy designs, or gain new perspectives on the future. This use was recently tested in a multi-stakeholder workshop on the digital transformation of public administration (Figure 19).

Figure 19: The use of reference scenarios in the FuturGov game, January 2023⁷



The game contributed to expanding the participants' views on alternative futures and elaborating on potential challenges and opportunities.

FAO's Reference Scenarios

Building blocks for FOFA alternative narratives

Building blocks/ scenarios	Geopolitics and power	Economic growth and employment	Demography	Resources and climate	Agriculture (Technology investment)	Poverty, inequality, FS nutrition
More of the same (MOS)	Increasing power concentration	Fossil-based jobless growth	Diverging dynamics. Migrations	Progressive degradation	Investment in conventional agriculture	Progressively degrading well- being
Adjusted future (AFU)	As MOS but more social focus	As MOS but more <u>short term</u> fixes	As MOS	As MOS	Some quick fixes for smallholders	Only quick fixes for short-term (2030)
Race to the bottom (RAB)	Elites dominate. stratified societies	Working poor; Collapse	Diverging. Mass forced migrations	Exacerbated overuse. Collapses	Exacerbated grabbing at all levels	Exacerbated inequalities in all respects
Trading off for sustainability (TOS)	More Balanced power across stakeholders	Strong investment; new metrics	Converging? Managed migrations	Strong investment for long-run fixes	Very strong investment; Circular agriculture	Diets shifts; reduced inequalities

FAO's Reference Scenarios

Building blocks for EOEFA alternative narratives

Building blocks/ scenarios	Geo and
More of the same (MOS)	Incre pow conc
Adjusted future (AFU)	As M mor focu
Race to the bottom (RAB)	Elite dom strat socie
Trading off for sustainability (TOS)	Mor pow stak

EXERCISE: Scenario Testing

STEP 1: 2 Minutes

- Review the description of each scenario
- Focus on “Trading of Sustainability” (TOS) and “Race to the Bottom” (RAB)

STEP 2: 28 minutes

- What adjustments would you need to make to your program to work well and account for risks and opportunities under TOS and RAB scenarios?
- What mitigation actions would be required?

30 Minutes





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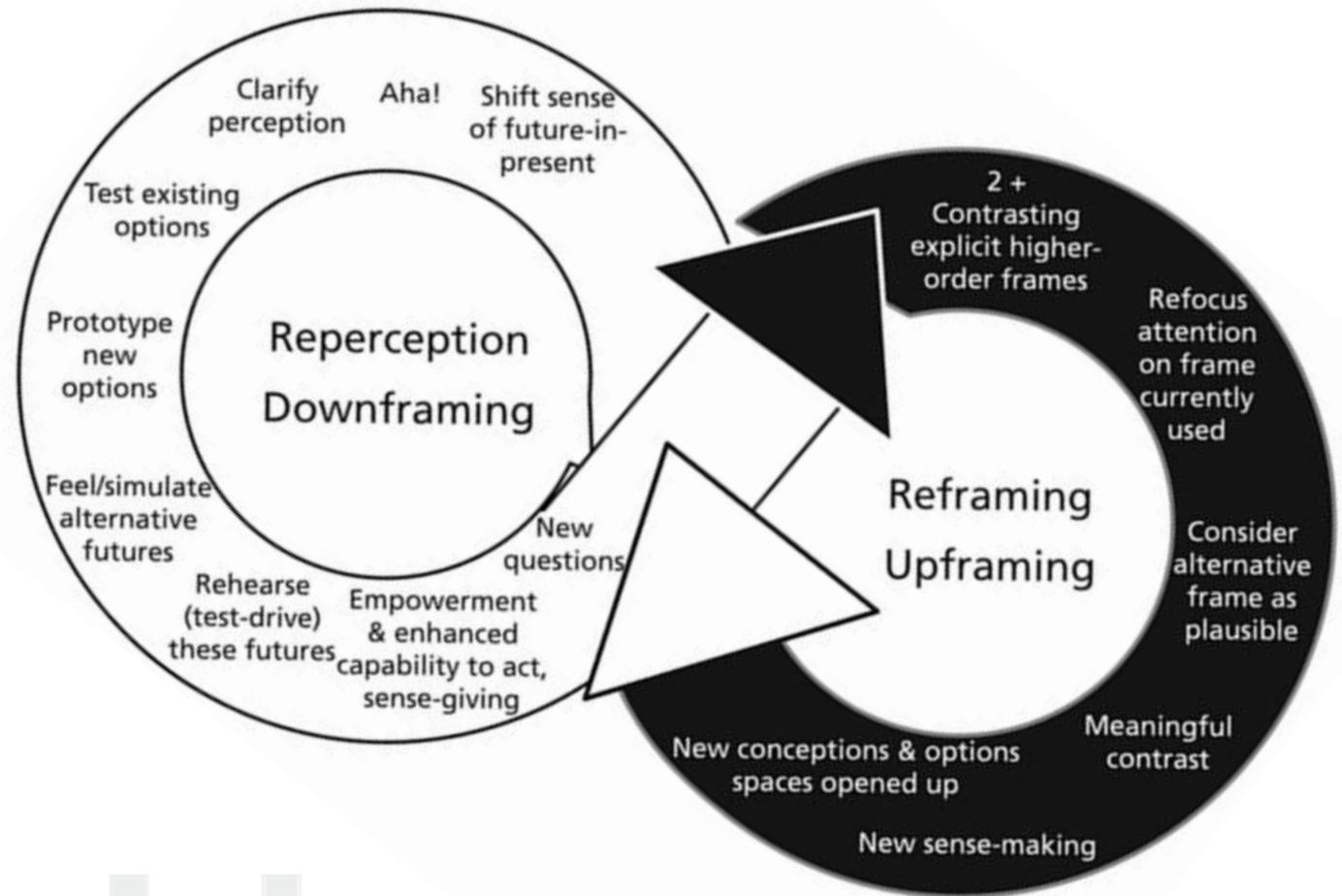
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Scenarios as a Learning Process

Scenarios: Reframing to Re-perception

Scenarios should help **reframe** perspectives and context of the of what might unfold...

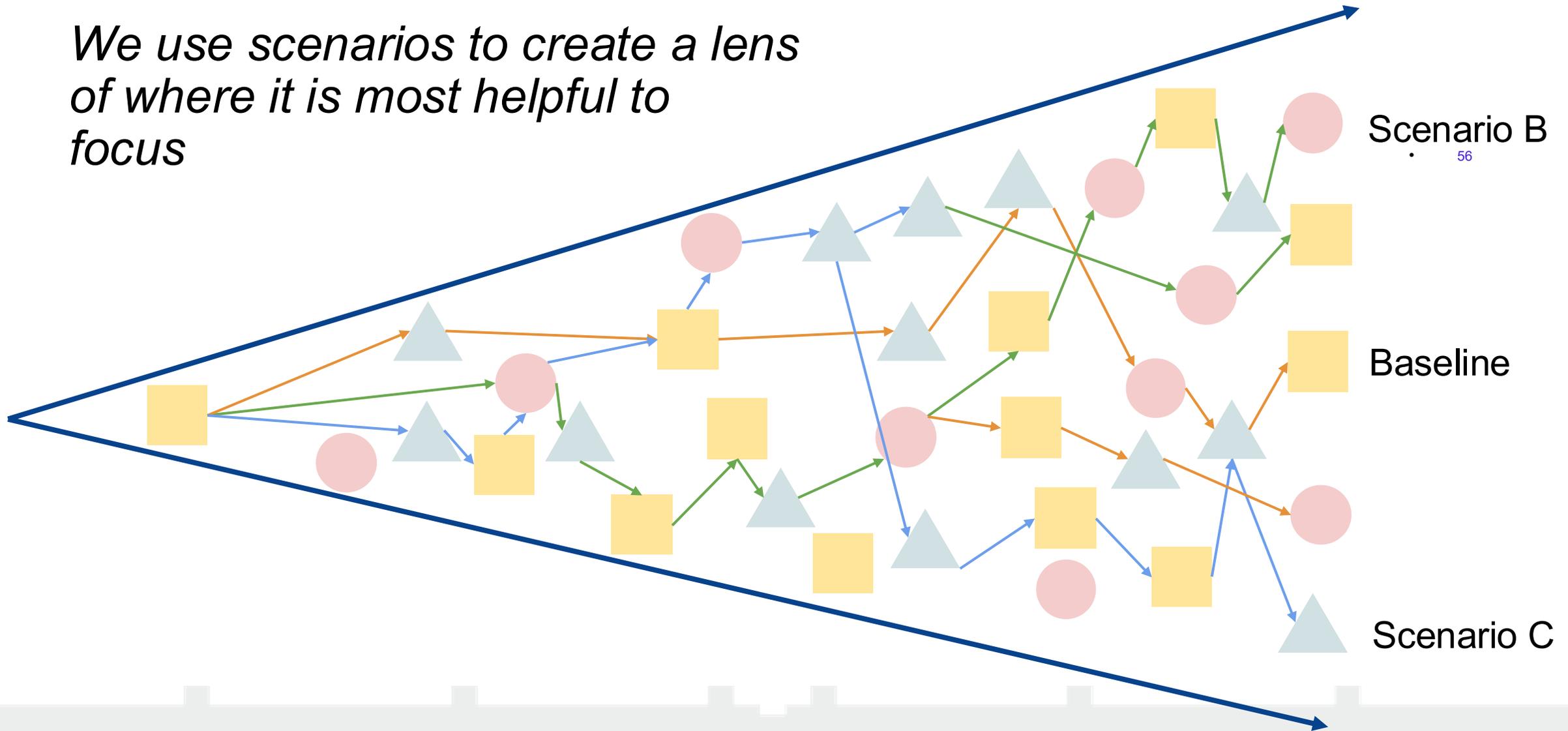
...and help people **re-perceive** : “feel and work through existing and new courses of action, and to do so in detail with those who must work with the implications”



Adapted from Strategic Reframing: The Oxford Scenario Planning Approach, Rafael Ramirez and Angela Wilkinson

The possible futures are many...

We use scenarios to create a lens of where it is most helpful to focus



Purpose of Scenarios



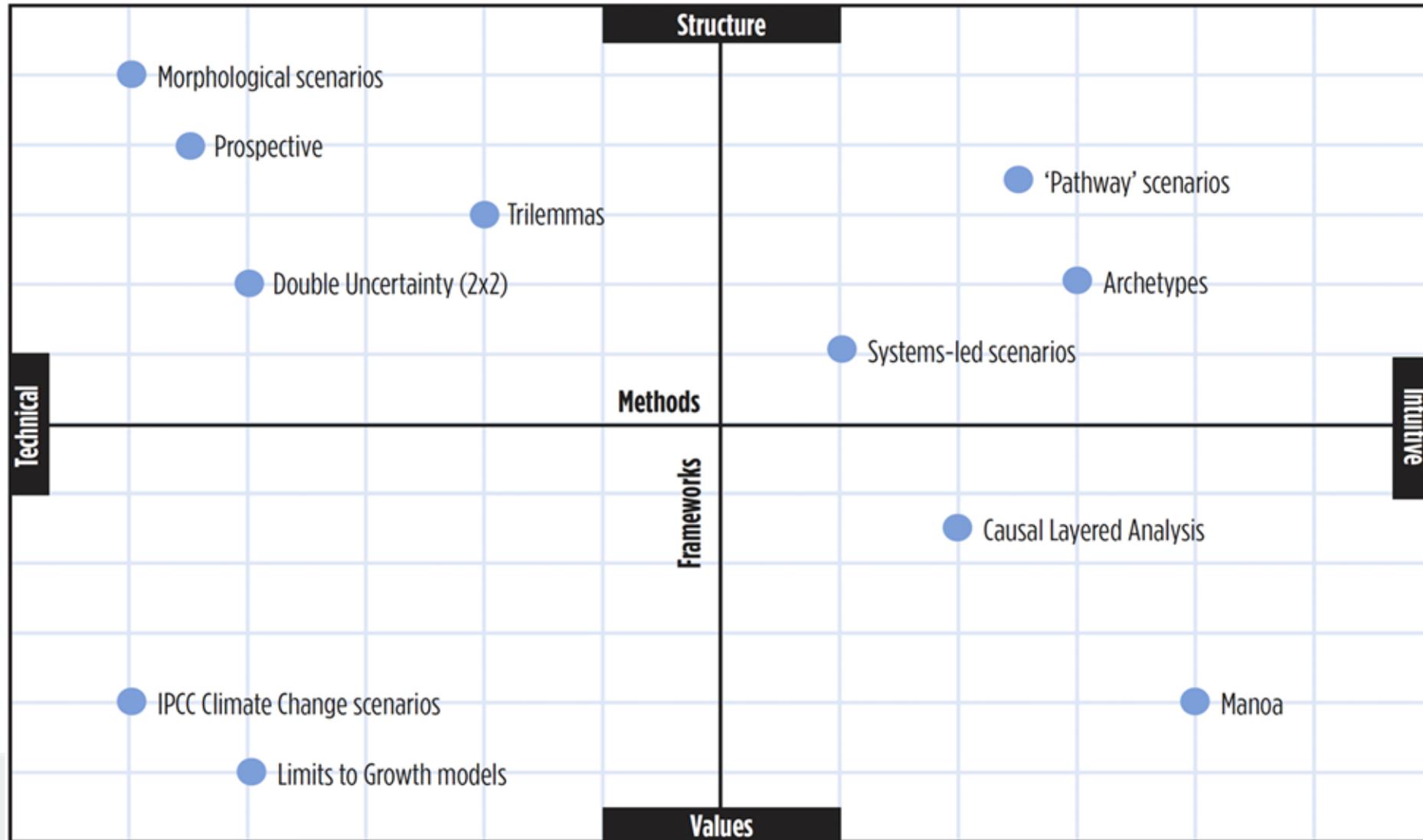
Challenge our assumptions

Avoid future surprises and threats

Generate future possibilities

Anticipate and shape the future

Many scenario “lens”, dependent on objectives and context

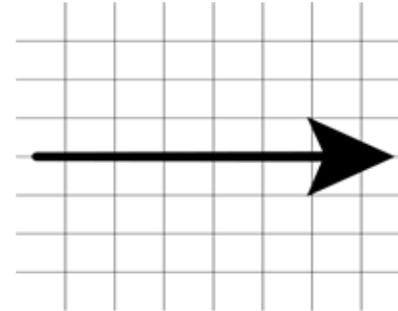


Archetype Scenarios

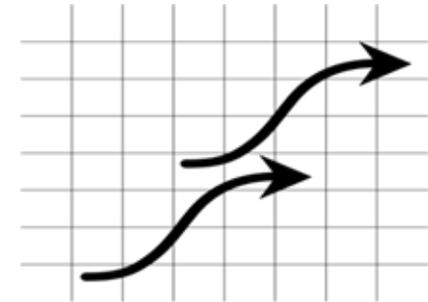
Archetype Scenarios describe **distinctive, patterns of change in a system.**

Allows one to readily, construct distinctive futures.

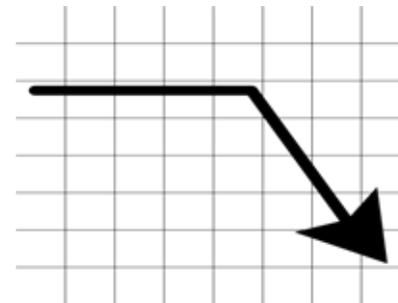
Directs us to see how the same drivers can lead us to distinctly different possibilities.



Continuation



Transformation

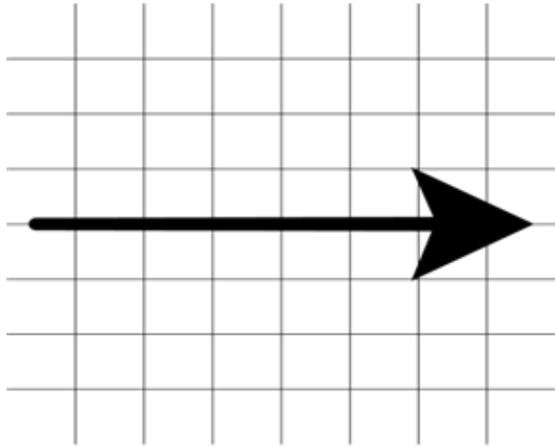


Decline



Disciplined

Archetype Scenarios

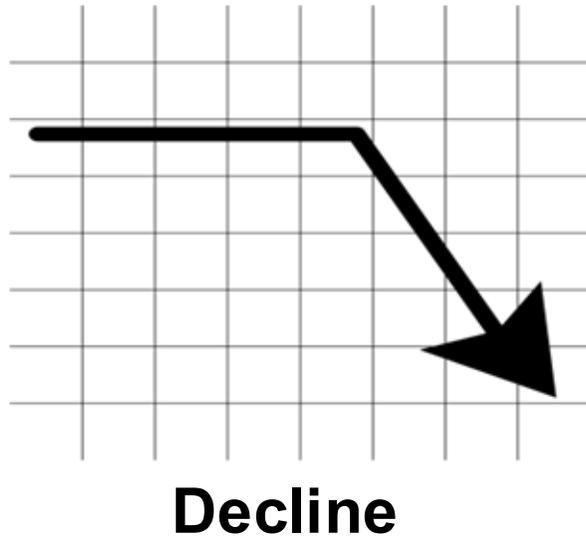


Continuation

Continuation envisions a future without changes with respect to current factors and other trends *without major disturbances*.

This future is a continuation of the status quo, where existing patterns and trajectories, negative and positive, persist.

Archetype Scenarios



In Decline, the world faces severe challenges that lead to a breakdown in its current structure or functioning.

Decline does not necessarily imply an apocalypse, but rather a substantial decline in the dominate system's capabilities (e.g. scenario where UN declines in power due to the raise of BRICS).

Archetype Scenarios

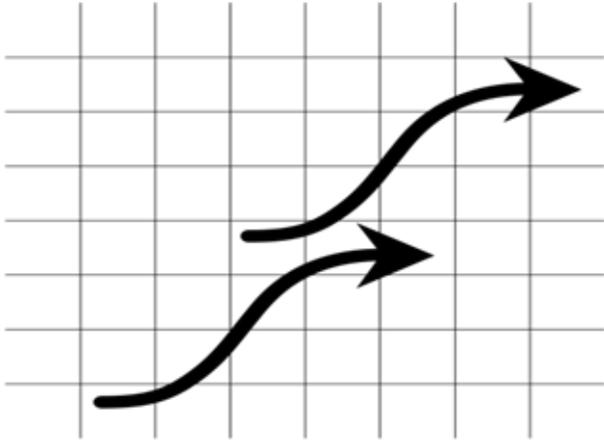


Disciplined

Discipline is a future where challenges presented by the factors are met by careful management, such as a top-down response or a collective collaborative.

In Discipline, the world is not transformed, but a disciplined response leads to a new stabilizing state without overhauling the system.

Archetype Scenarios



Transformation

Transformation is a future where a profound change in society has occurred, which can include the technological, spiritual, governance, technological, and ideological dimensions.

In this scenario, existing factors play out in novel ways that change the world in unexpected ways.



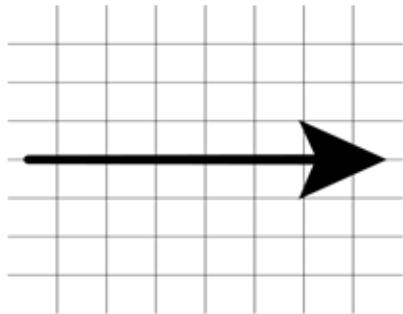
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Developing your Scenarios

Archetype Scenarios



Continuation

Continuation envisions a future without changes with respect to current factors and other trends *without major disturbances*.

This future is a continuation of the status quo, where existing patterns and trajectories, negative and positive, persist.



Transformation

Transformation is a future where a profound change in society has occurred, which can include the technological, spiritual, governance, technological, and ideological dimensions.

In this scenario, existing factors play out in novel ways that change the world in unexpected ways.

What makes a good scenario?

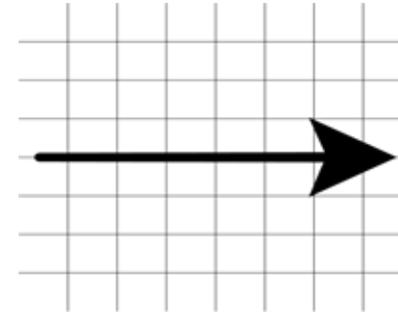
- **Provocative** – explores the significant issues in a vivid and strategic manner
- **Provocative *but also Logical*** – while exploring/challenging widely held assumptions, the causal pathways that explore low probability, high impact developments seem reasonable
- **Explore assumptions** – move beyond conventional thinking
- **Concise and clear** – convey images more than facts; elements are at the same level of generality; contains the essence, not the details

In 2045, for your scenario...

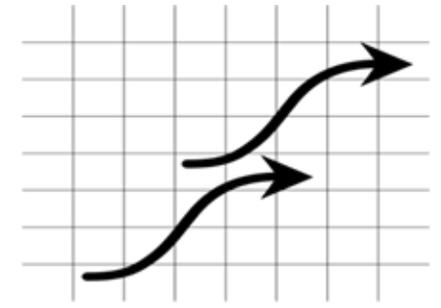
1. How are these drivers shaping the migration issue in Uzbekistan?

2. In what areas of the migration issue is there the most change? Some change? No change? Who is winning and losing?

3. What are the key challenges and opportunities?



**Continuation
Group**



**Transformation
Group**

By 15.10 (3:10pm) write 3-5 sentences that answers the 3 questions

In 2045, how do they impact society, technology, economics...

What will these dimensions look like 20 years from now?

Society

Social changes, such as demographic change, change of people behaviour and lifestyle

Technology

Technological advance and integration such as innovations and product development trends

Economics

Economic environments such as overall economic growth, interest, income, market and competitor

Ecological

Ecological impacts of products and/or services, both physically and biologically

Politics &

Governance

Political changes involving laws, regulations and policies such as development goals, incentives or policy burdens

Values

Cultural, ethical, and moral principles that shape societal preferences, beliefs, and behaviors, influencing decision-making, and patterns.



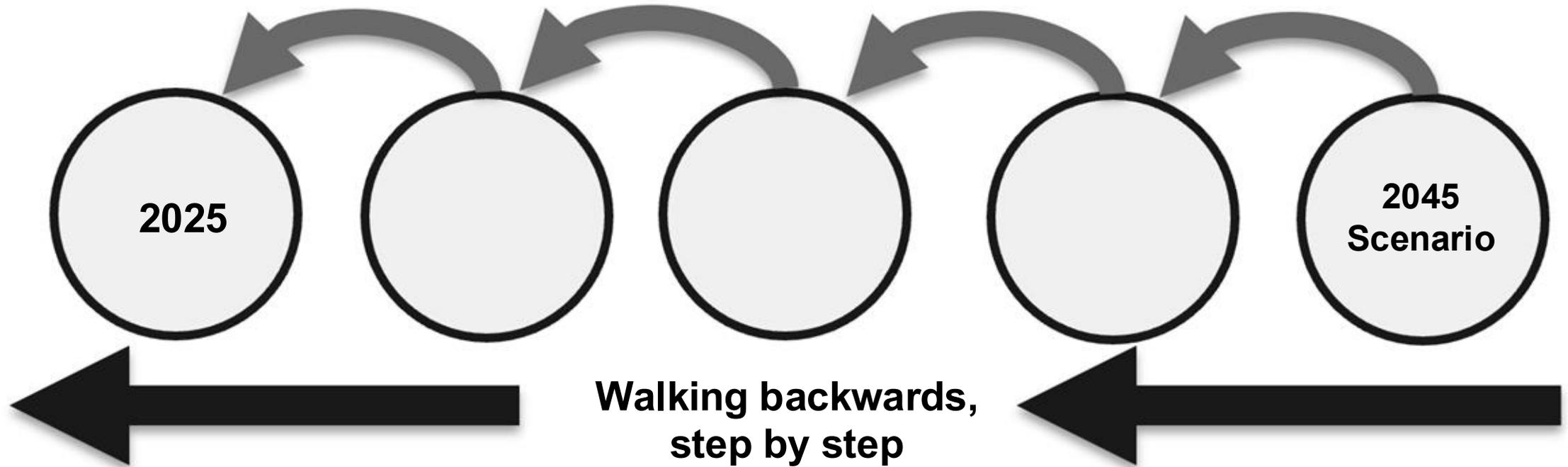
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Backcasting: Building a pathway from the future to the present

Backcasting



Identify the factors and events that led to a specific scenario, and strategies to influence it

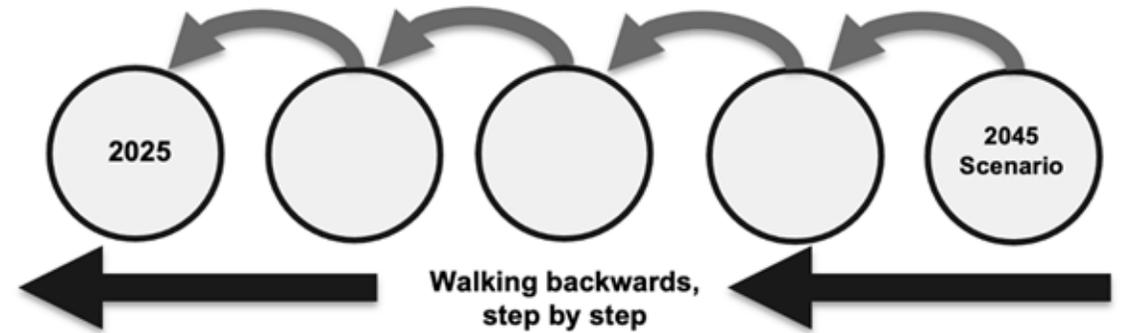
Backcasting helps us avoid the 'present bias' and focus on the steps rather than than getting to the end

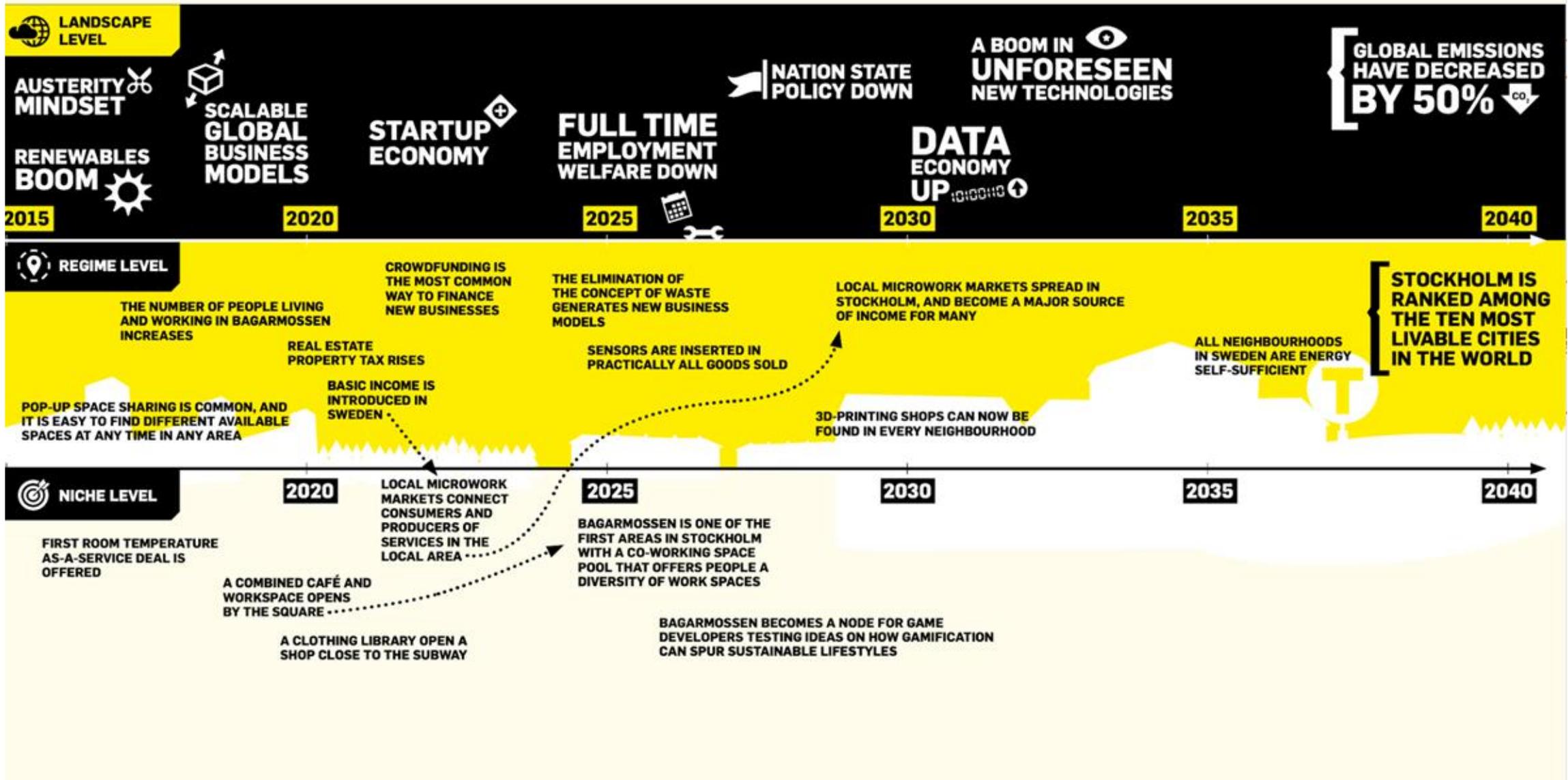
By using a backcast, we can better:

Outline how a scenario or vision to emerge.

Better Identify...

- what is to be managed and what is in the control of policymakers
- new initiatives to enhance desirable changes or mitigate against undesirable events





Backcasting **starts in the future** and works backwards, asking **“What happened right before to make this happen?”**

What happened **around 2030** that made 2035 possible?

What happened **around 2035** that made 2040 possible?

 **Start here:** What happened **around 2040** that made 2045 possible?

2025	2030	2035	2040	2045

Test your backcasting

1. Play your backcast forward

- Check that it makes sense, is feasible.
- Questioning the cause and effect of each step can help identify missing milestones that are critical to the development of the Scenario

2. Test your logic

- Are there any missing steps?
- What assumptions are you making?

Our 4 Day Agenda



Tuesday **Situating**

What is Anticipatory
Innovation
Governance?

How do we think about
change?



Wednesday **Potential Scenarios**

What are the forces
shaping the future of?

What are the different
ways these forces
could shape the future?



Thursday **Implications and Policy Response**

What are the different
ways these forces
could shape the future?



Friday - **Implications and Policy Response**

What are the potential
implications and how
might we respond?



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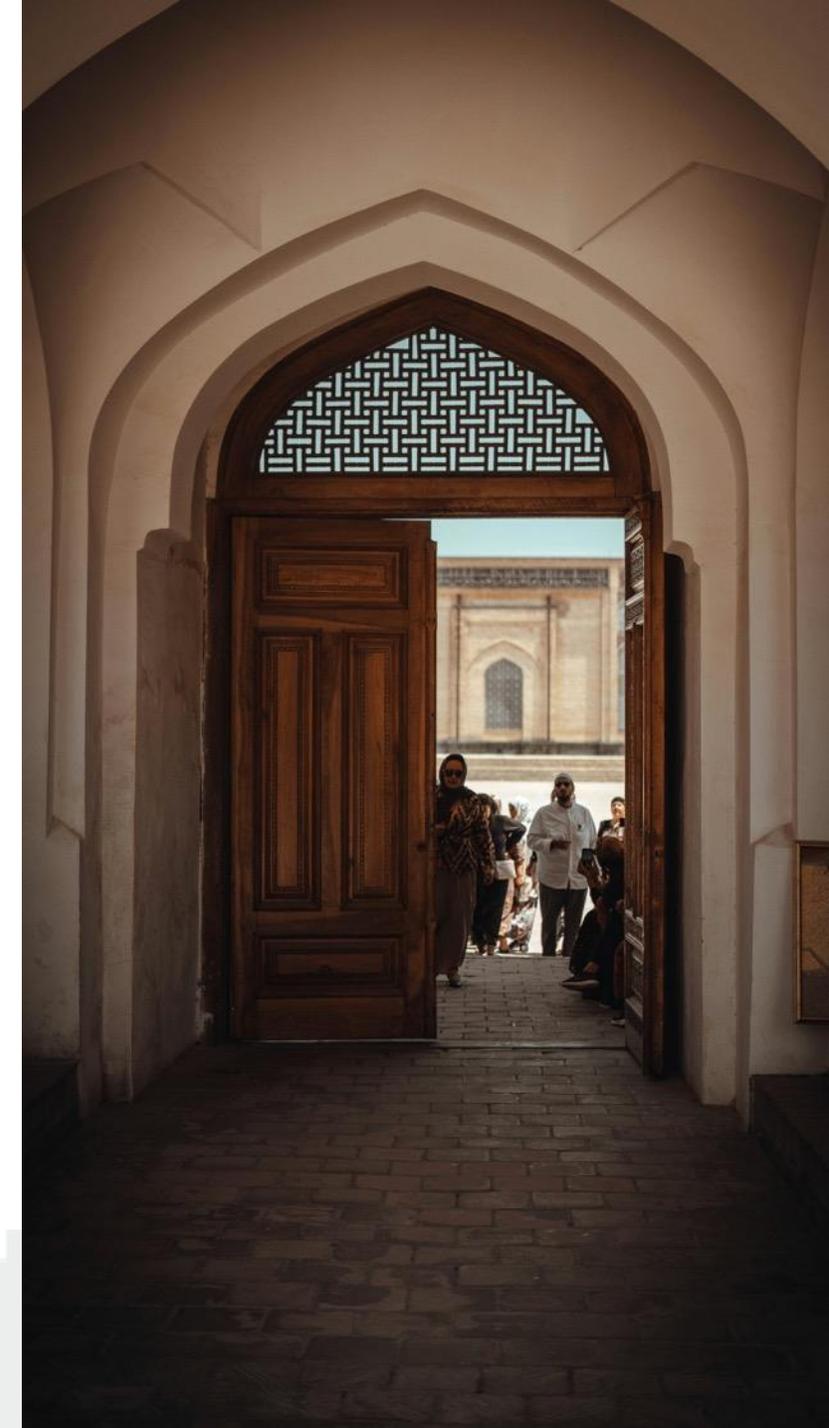
Connect Policy to Stakeholders

Influence Map: Who are connected to your policy response?

Influence mapping is the **visual process of laying out all the stakeholders of a product, project, or idea on one map.**

This map should include who influences your policy response, who are are impacted by them.

The benefit of an influence map is to get a visual representation of all the people who can influence and are impacted by your policy response, and how they are connected.



Influence Map for Your Policy Response

Your Name: _____

Your Group: _____

Instructions:

- 1) List all the stakeholders that **influences your policy response**
- 2) List all stakeholders that are **influenced by your policy response**
- 3) **Re-label the categories as needed**

Governments

Who influences your project?

Who are influenced by your project?

Universities & Research institutions

Who influences your project?

Who are influenced by your project?

Civil society

Who influences your project?

Who are influenced by your project?

INGO

Who influences your project?

Who are influenced by your project?

Private organizations & SMEs

Who influences your project?

Who are influenced by your project?

Rural Communities

Who influences your project?

Who are influenced by your project?

Financial Institutions

Who influences your project?

Who are influenced by your project?

Who influences your project?

Who are influenced by your project?

Who influences your project?

Who are influenced by your project?

Who influences your project?

Who are influenced by your project?

Now quickly map out

For 2045:

Who influences your policy response?

Who are impacted by your policy response?

For 2025:

Who influences your policy response?

Who are impacted by your policy response?



THANK YOU

Let's start with the first set of slides