



WESTMINSTER
International University in Tashkent

Anticipatory Innovation Governance

Thursday, 25 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?



Implication & Policy Response

Complete Scenario Process:

- Complete Scenario Outline
- Scenario Check
- Deepen Scenario

Alignment with Uzbekistan 2030

Policy response

- Policy Response Outline
- Stakeholder / Influence Mapping

Anticipatory Review

- Identify Early Indicators
- Experiments



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Complete Scenario Process

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Complete 1 paragraph summary for your scenario (10 min)

Consolidate ideas for your scenario into one paragraph, in only 3-6 sentences.

This exercise helps you zoom-in on the most distinctive and provocative aspects for your scenario.

To save time, consider nominating 1 person as the main writer for this paragraph

Your summary should answer the following questions

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?

Quick Check on Scenarios (20 min total)

Ensure your scenario is distinct, challenges conventional wisdom, are plausible, are consistent. Update your scenario's 1-paragraph description accordingly.

They are Distinct Scenarios:

Are the scenarios distinct from each other and also from the present? Does it show how current forces today can play out in different ways?

They Challenge Conventional Wisdom:

Does the set of four scenarios force us to reconsider our deeply held beliefs about the future? Do they go far enough beyond our typical strategic planning horizon?

They are Plausibility:

Is this future genuinely plausible, even if it seems uncomfortable or unlikely? What is a logical sequence of events that could lead to this scenario?

They have Internal Consistency:

Are the factors chosen for each scenario present in the other scenarios? They can behave differently (high factor vs. low factor), but it is important that they still exists and not just disappear.

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Are the scenarios distinct from each other and also from the present? How do current forces today create different ways?

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Based on your discussions, update your 1-paragraph description (as need)

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Does the set of four scenarios force us to reconsider our deeply held beliefs about the future? Do they go far enough beyond our typical strategic planning horizon?

Internal Consistency:

Are the factors chosen for each scenario present in the other scenarios? They can behave differently (high factor vs. low factor), but it is important that they still exists and not just disappear.



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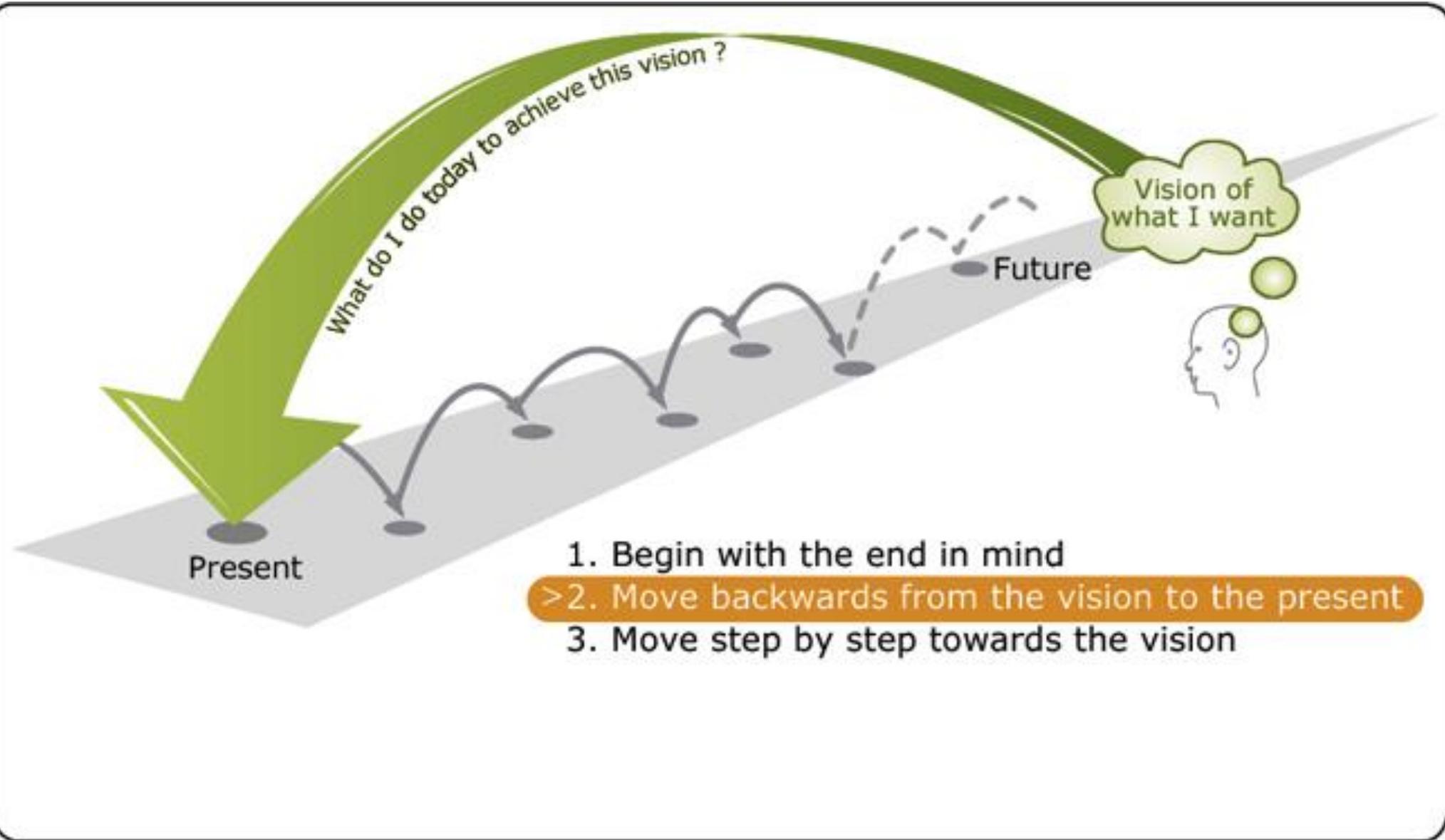
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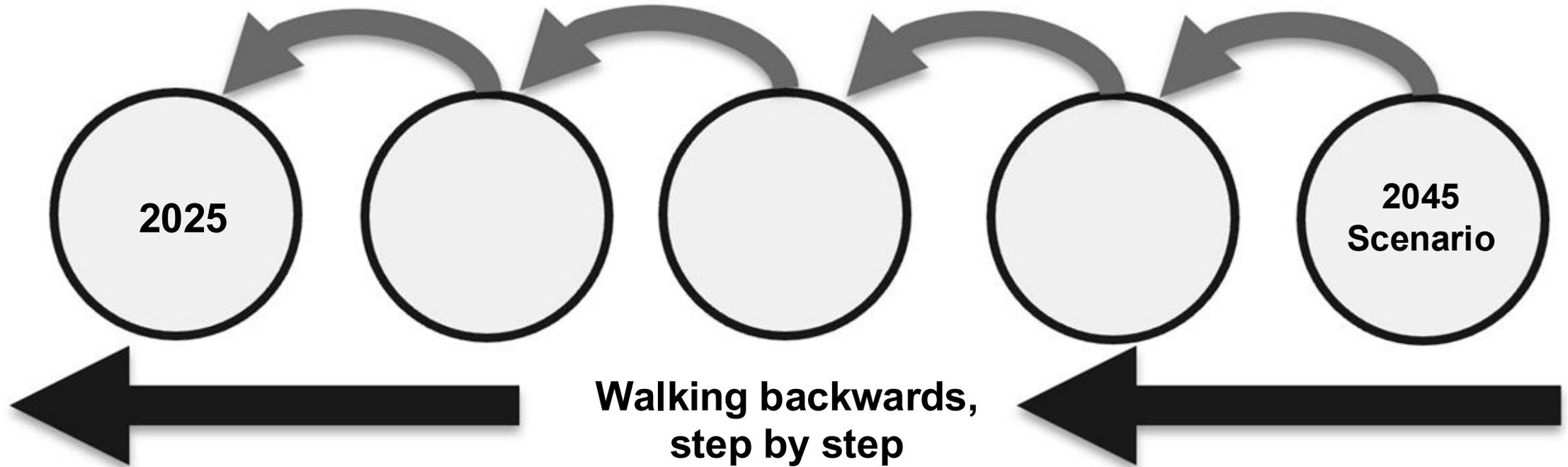
Deeping Your Scenario: Using Backasting to Build Pathways

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Backcasting



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

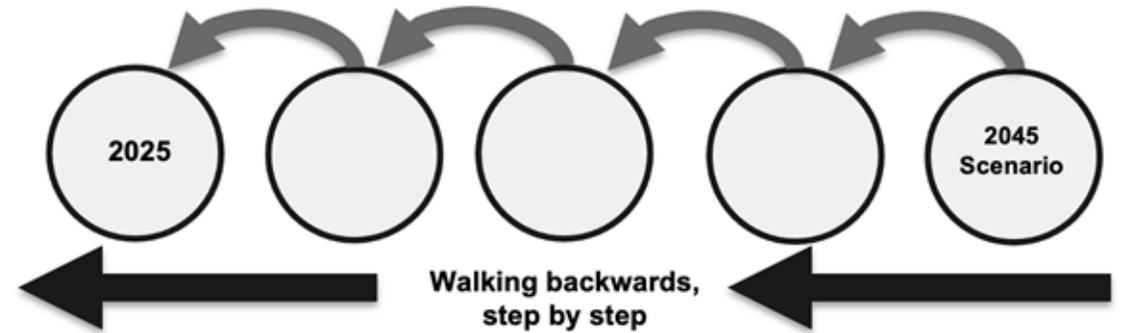
Backcasting helps us avoid the 'present bias' and focus on the steps rather than than getting to the end

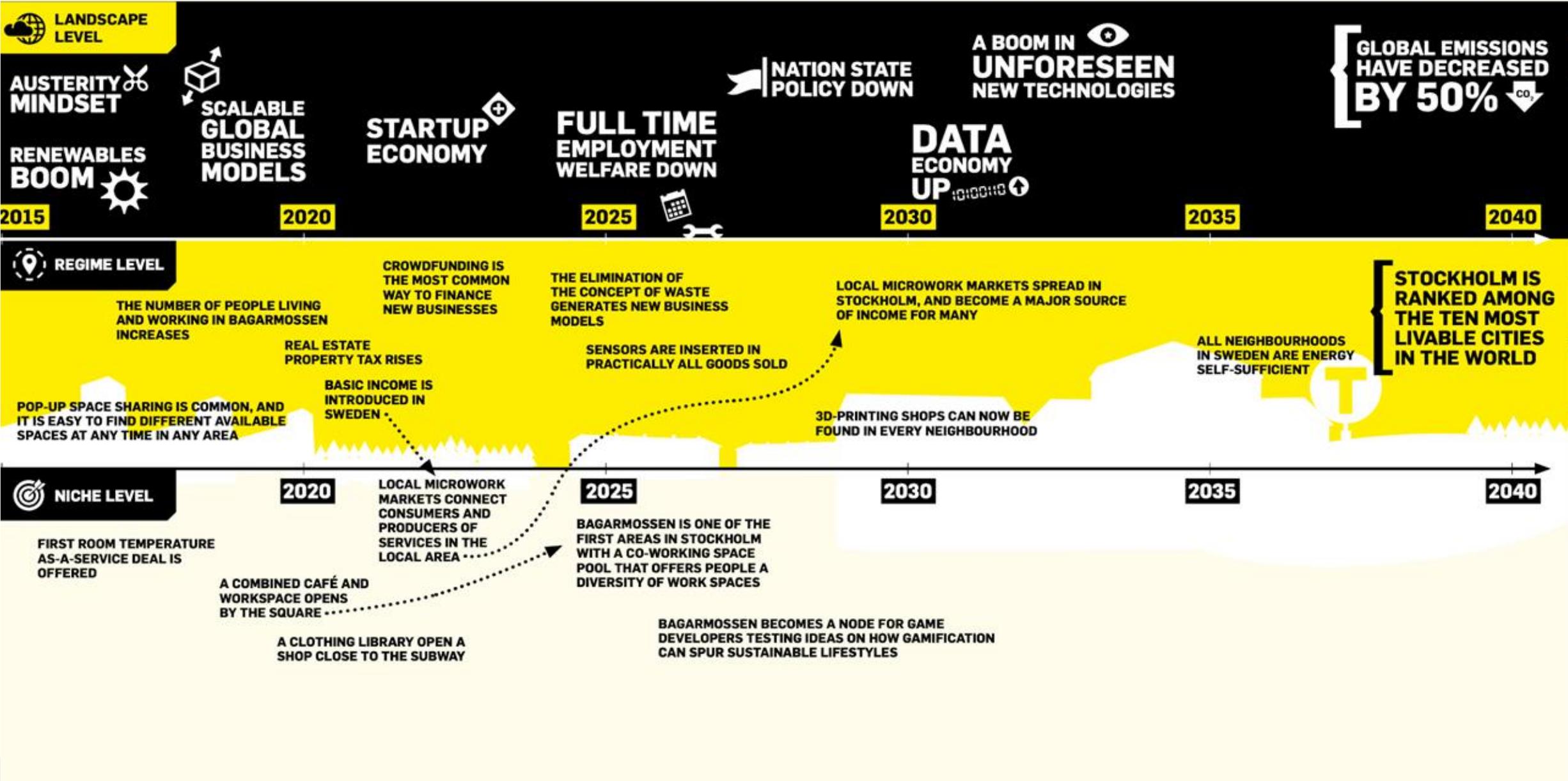
By using a backcast, we can better:

Outline how a scenario or vision to emerge.

Better Identify...

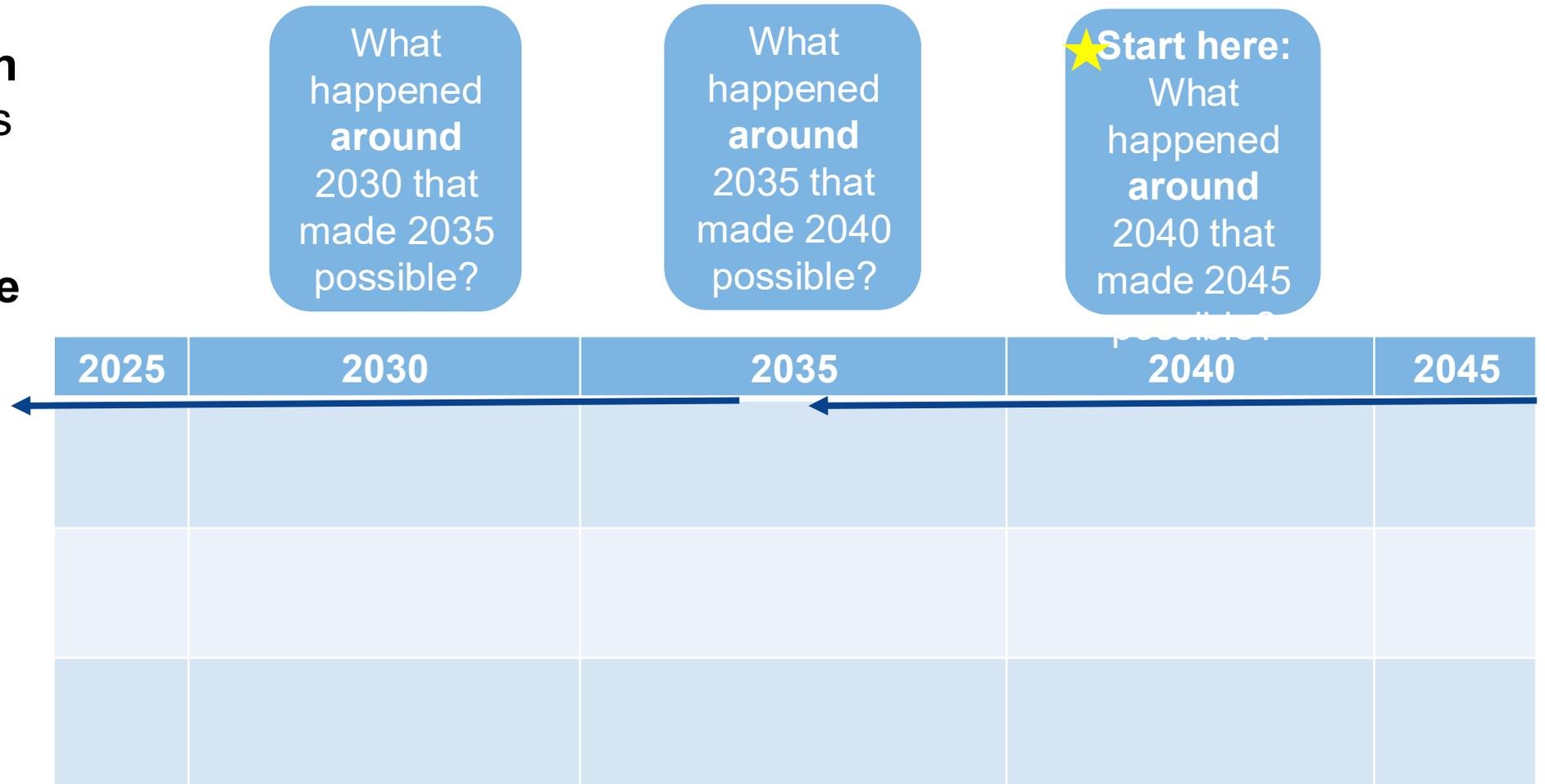
- what is to be managed and what is in the control of policymakers
- new initiatives to enhance desirable changes or mitigate against undesirable events





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

(15 minutes)



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?



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Deeping Your Scenario: Looking at **STEEPLE** and other perspectives

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Deepen Your Scenario with STEEPLE

Look at 2045 in your scenario, describe how these different aspects of Uzbekistan and the world (as relevant) looks like? What is most different?

STEEPLE Categories		
Society		
Technology		
Environment		
Economics		
Political		
Legal		
Ethical		

Deepen Your Scenario with STEEPLE

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Goal: 1-2 ideas for each category in 15 minutes.

Go for quantity, over quality

Discuss questions below, write down insights if relevant

Look back at your scenario paragraph, backcast, and STEEPLE - and discuss:

- Who would be the winners and losers in this future? How might that change behaviour and incentives?
- What political pressures may appear domestically?
- How is the private sector responding in this scenario?

STEEPLE Categories

Society

Technology

Environment

Economics

Political

Legal

Ethical



Implication & Policy Response

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Alignment with the Uzbekistan 2030 Strategy

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Uzbekistan 2030 Strategy



Alignment with the Uzbekistan 2030 Strategy

DO INDIVIDUALLY (5 min)

Step 1.

Quick glance through Uzbekistan 2030 Strategy

Step 2.

Identify sections, objectives, goals that connect with migration and the issues in your scenario

DISCUSS IN YOUR GROUP DO COLLECTIVELY (10 min)

Step 3.

Compare notes with your colleague

Step 4.

Write down 2-3 initial ideas for your group

In the next session you will go through your ideas again and go deeper



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Policy Response Ideas

Policy Response Questions

Consider connecting to the 2030 plans (where relevant)

What specific aspects of this future will most impact the issue of migration?

What actions would you take today if you knew this specific future were going to come to pass?

Identify the challenges and opportunities this specific strategy would bring to the issue of migration:

(1) What specific policies, programs or initiatives would need to be adjusted if this scenario were to play out?

(2) What actions would we ideally be taking today if we knew this scenario were going to play out?



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Connecting Policy Idea to People: Stakeholder Mapping

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Influence Map: Who should be involved in your project?

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 project, who are are impacted by them.

The benefit of a influence map is to get a visual representation of all the people who can influence and are impacted by your project, 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**

<p>Governments</p> <p>Who influences your project?</p> <p>Who are influenced by your project?</p>	<p>Universities & Research institutions</p> <p>Who influences your project?</p> <p>Who are influenced by your project?</p>	<p>Civil society</p> <p>Who influences your project?</p> <p>Who are influenced by your project?</p>	<p>INGO</p> <p>Who influences your project?</p> <p>Who are influenced by your project?</p>	<p>Private organizations & SMEs</p> <p>Who influences your project?</p> <p>Who are influenced by your project?</p>
<p>Rural Communities</p> <p>Who influences your project?</p> <p>Who are influenced by your project?</p>	<p>Financial Institutions</p> <p>Who influences your project?</p> <p>Who are influenced by your project?</p>	<p>Who influences your project?</p> <p>Who are influenced by your project?</p>	<p>Who influences your project?</p> <p>Who are influenced by your project?</p>	<p>Who influences your project?</p> <p>Who are influenced by your project?</p>

How does the map change over time?

Step 1

In 2045:

Who are **impacted by** your policy idea?

Who are **influential to** your policy idea?

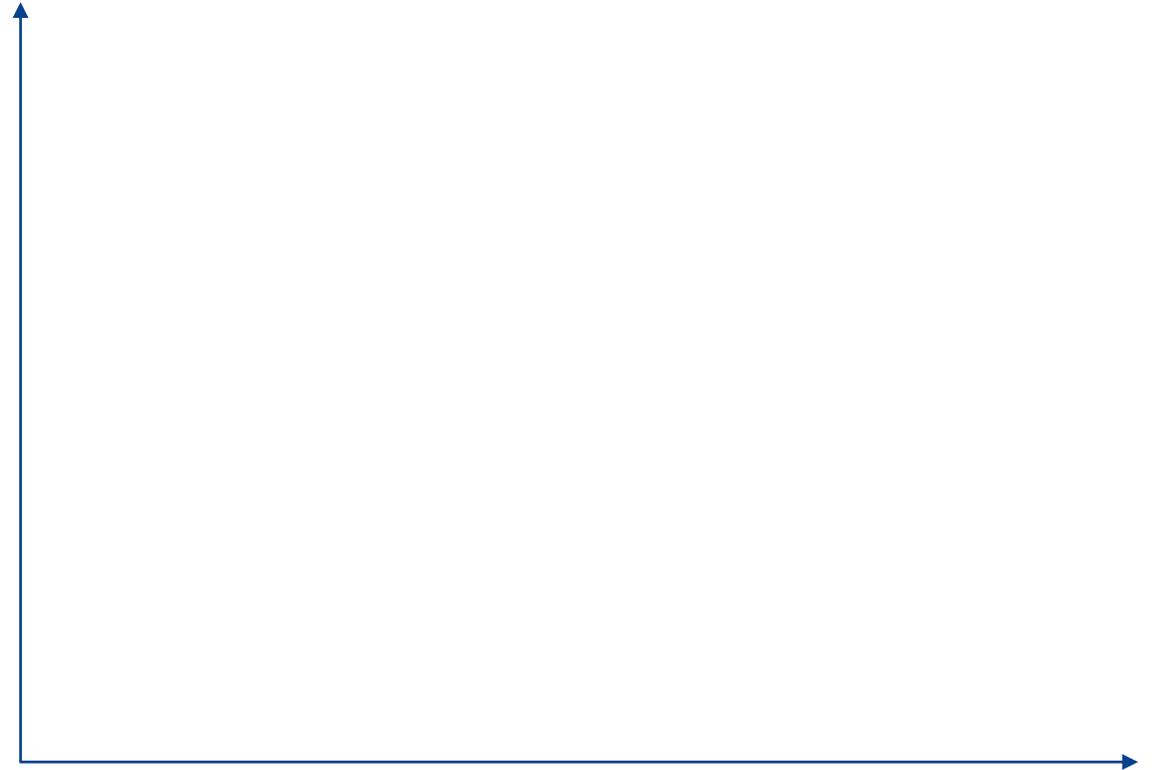
Step 2

In 2025:

Who are **impacted by** your policy idea?

Who are **influential to** your policy idea?

Influential to



Impacted by



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Consolidating Your Work into a Policy Idea

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Informal Policy Idea Outline

A. Policy Idea

Policy Goal: Clear objective in 1-2 sentences

Key Recommendation: Primary policy action in bullet form

B. Key Influential Stakeholders

Who are the potential partners and coordinators who need to be involved? Consider across all sectors, include those abroad.

C. Most Affected Populations

Who are most impacted? Where?

Any specific segment of society?

C. Immediate Actions (If this future were certain)

1. **Preparatory measure #1** - specific, actionable
2. **Preparatory measure #2** - specific, actionable
3. **Preparatory measure #3** - specific, actionable

D. Policy Adjustments Required

- Existing policies needing revision: List 2-3 with brief rationale
- New programs needed: 2-3 concrete initiatives
- Resource reallocation? Money? Personnel? Expertise?



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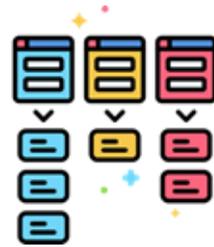
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implications and how
might we respond?



Friday -
**Finalize Policy
Responses and
Anticipatory
actions**

What are potential
'no regret options'?
What early
indicators should we
monitor?



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Thank You

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