



WESTMINSTER
International University in Tashkent

Anticipatory Innovation Governance

Friday, 26 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?



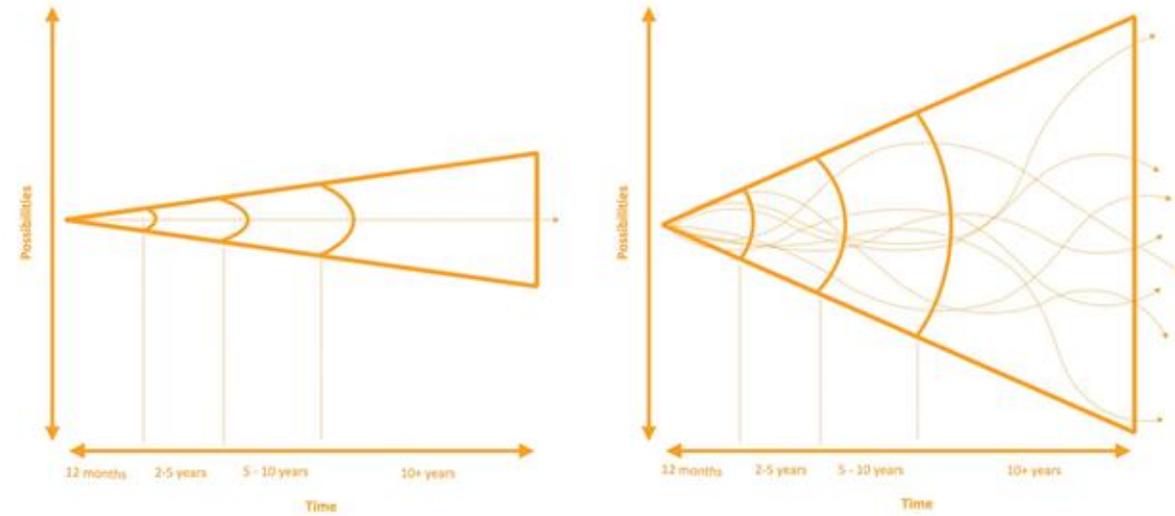
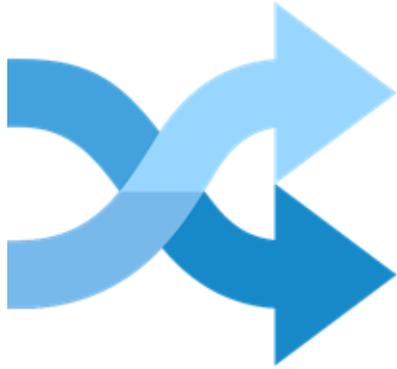
Thursday **Implications and Policy Response**

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



Friday - **Implications and Policy Response**

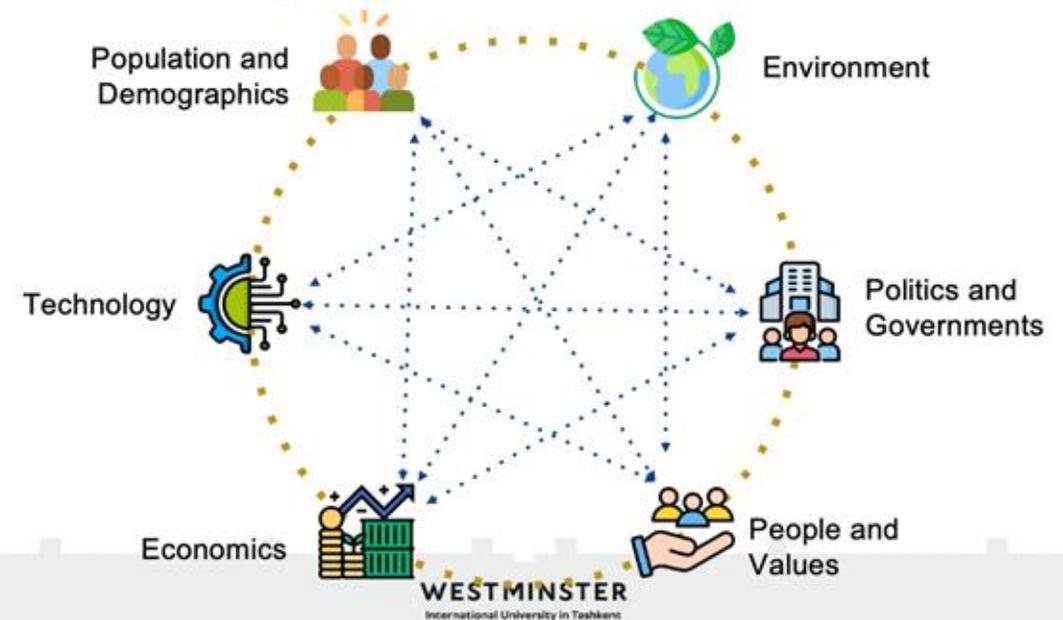
What are the potential
implications and how
might we respond?

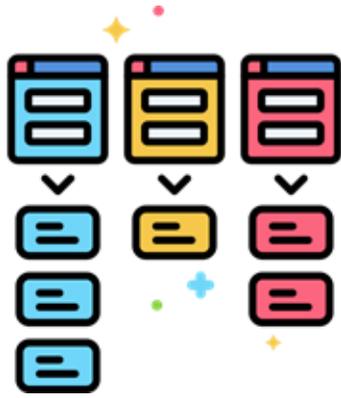


Exploring Change:

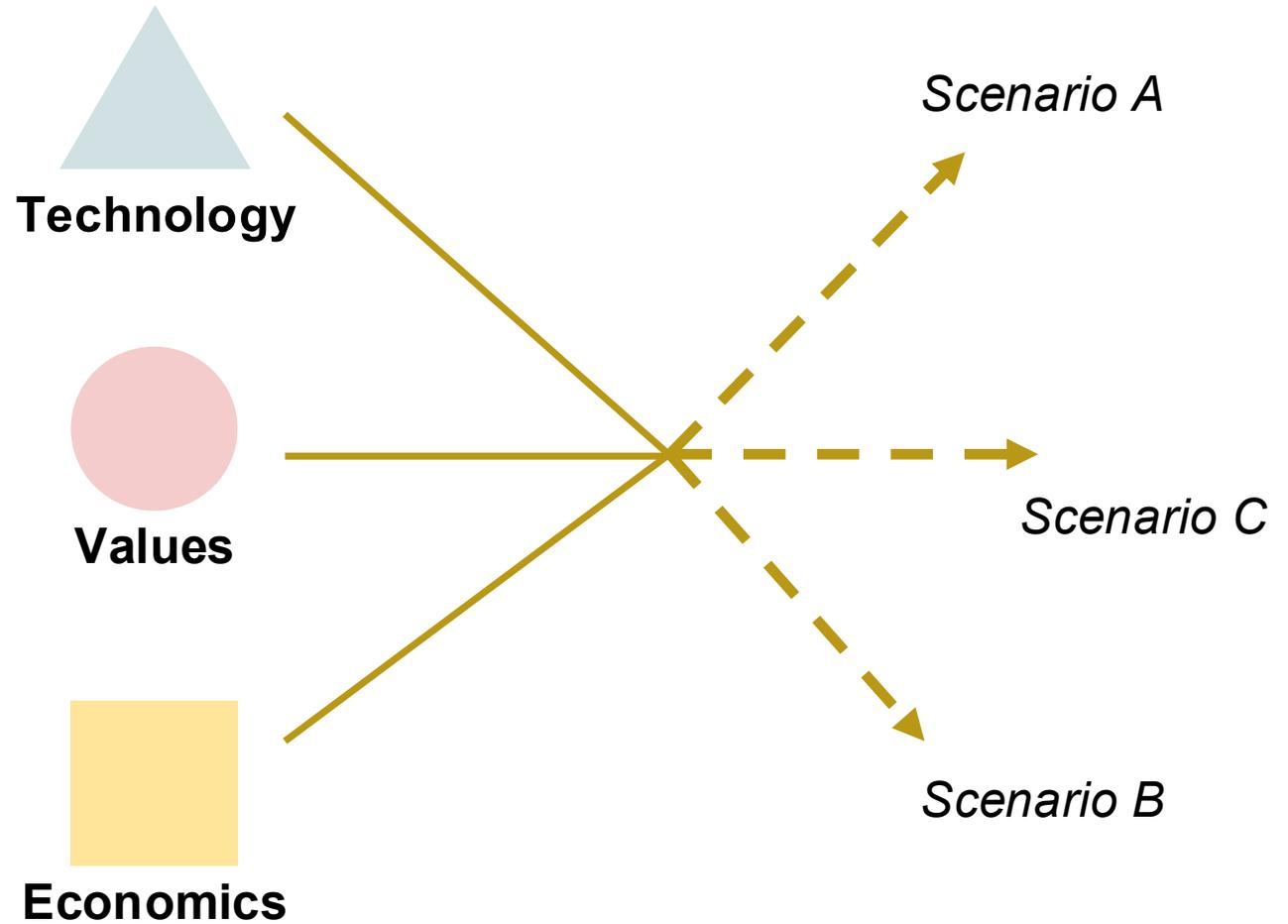
- System Thinking
- Drivers of Change

Drivers of Change



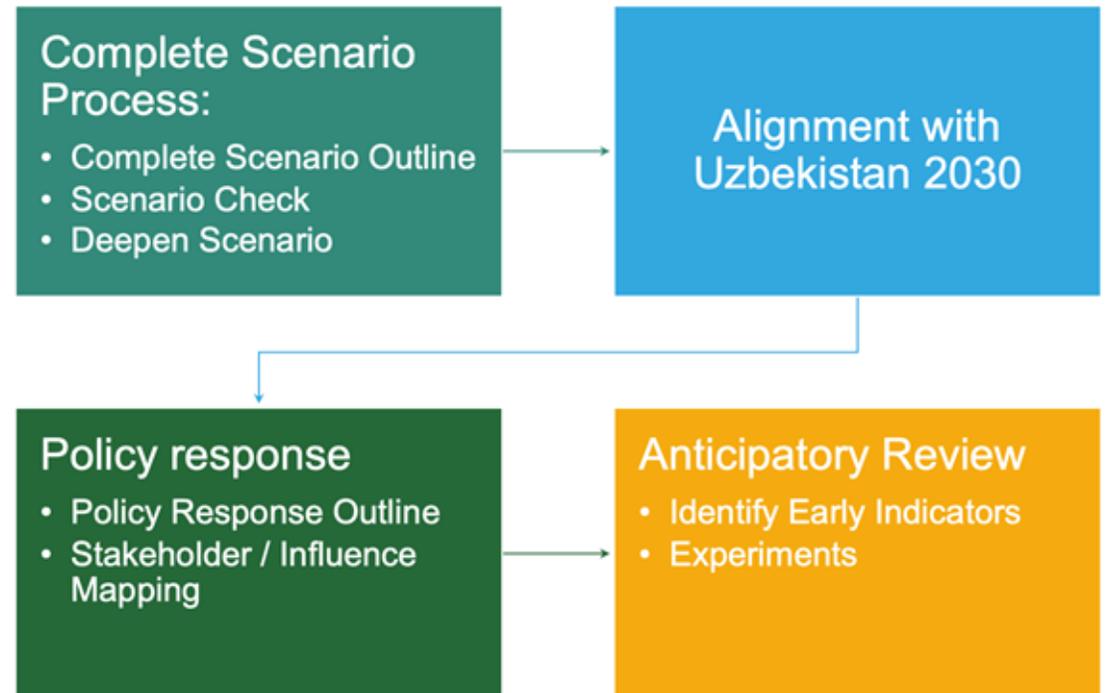


Understanding how different factors of change can create different possibilities, scenarios





Translating Implications to Policy Options and Planning





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No Regret Option

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No-regret options are:

"adaptation options (or measures) that would be justified under all plausible future scenarios"



THE WORLD BANK

Creating a “No Regret” Option

Step 1. Discuss

Assess each of the scenario-specific recommendations.

- Are there “no regrets” actions that would be wise in all scenarios?
- Are there “good bet” actions which are helpful in some scenarios and unlikely to be overly harmful in others?

Step 2. Write

(a) Describe the overall “no regrets” action in 2-3 sentences

(a) How does it address:

Transformation scenario:

Continuation scenario:

(c) What are its limitations for each scenario?

Transformation scenario:

Continuation scenario:



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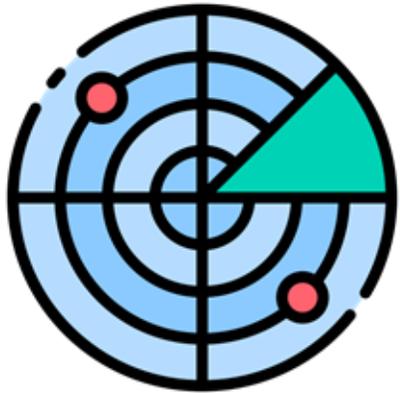
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Anticipation - Early Indicators & Innovation - Experiments)

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What are Early Indicators?

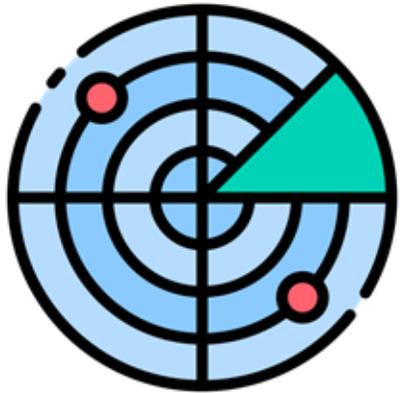


Your scenarios speak to possibilities about the future

What are ways to identify if elements of these futures may happen?

What changes should we look for? Which one points to a potential large impact - **both risks and opportunities.**

What are Early Indicators?



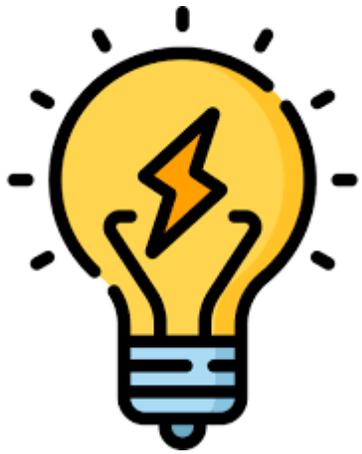
For Your Scenario - respond with 3-5 sentences each

(1) What are the key factors driving your scenario?

(2) How might early shifts of the key factors look like? What is the potential timeline for these shifts?

(3) What would constitute validation that these shifts requires action? What types of changes, and how much change, would be enough for you to consider government action?

What are potential policy experiments?

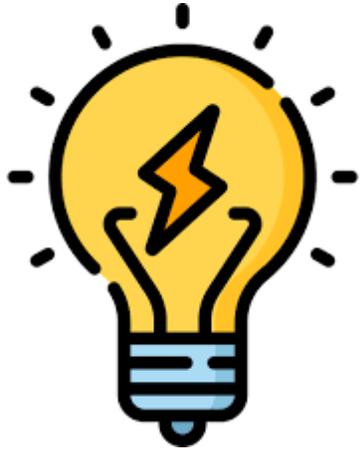


Financial Regulatory Sandboxes in Singapore

Singapore's Monetary Authority (MAS) established FinTech Innovation Lab in 2015, which partnered with the private sector, allowing:

- MAS to actively learn from cutting-edge emerging developments in the field, to which it previously did not have real-time access
- FinTech solutions to be tested within a **limited customer base**, following a **limited timeframe** and given lighter legal and regulatory requirements
- Promote Singapore's financial sector (a key development policy goal)

What are potential policy experiments?



For Your Scenario - respond with 3-5 sentences each

What specific implications (positive/negative) of the scenarios are you addressing?

(1) How can we create safe-to-fail conditions while maintaining real-world relevance?

How is this test 'bounded' – limited by geography, time, partners involved?

(1) Who needs to be included in the experiment for legitimacy and learning?



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Sharing Your Work

Presenting Your Work

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Please take 10 minutes to briefly share:

- 1 Paragraph Summary of Your Scenario
- Policy Response
- Early Indicators
- Potential Policy Experiments

Shared:

- "No Regret" Option



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Exploring Futures-led Policy Approaches in Government

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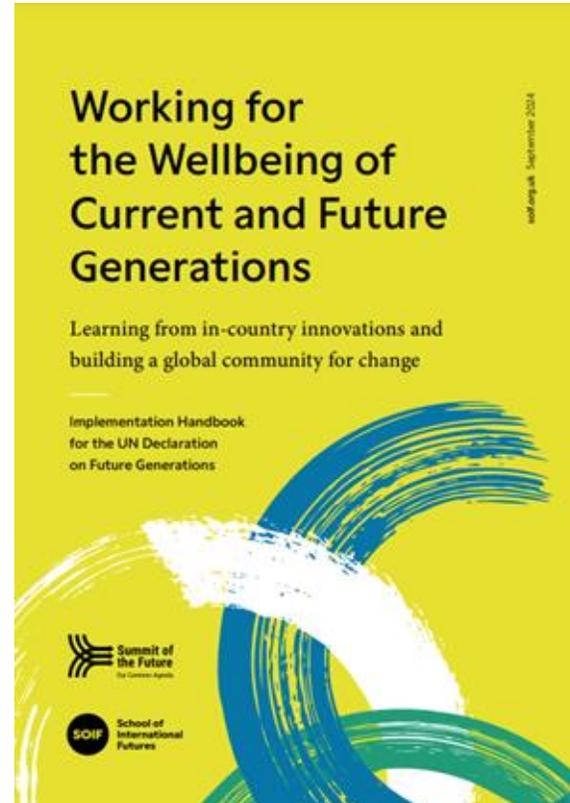
There are many we can learn from...

The question is:

What might be Uzbekistan's pathways for bringing in anticipatory innovation and foresight approaches and tools that work for Uzbekistan's context and priorities?

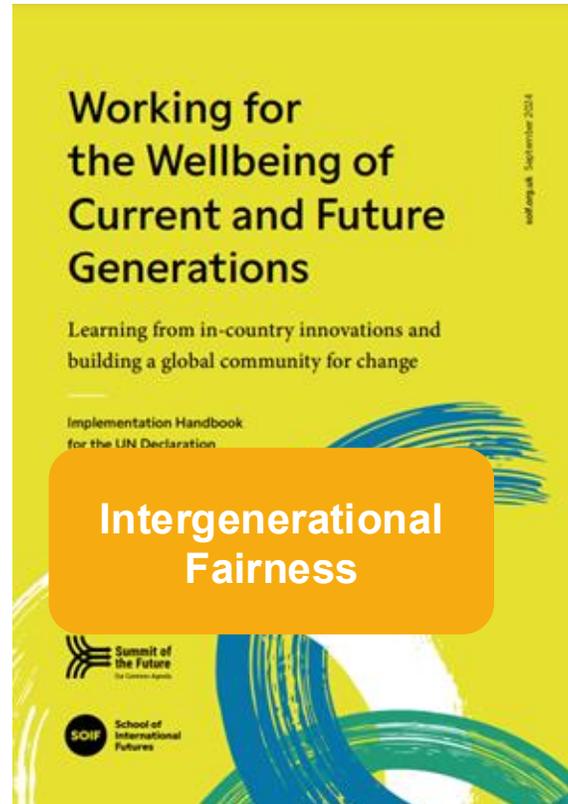
School of International Futures: Work on Futures-led Policy Approaches

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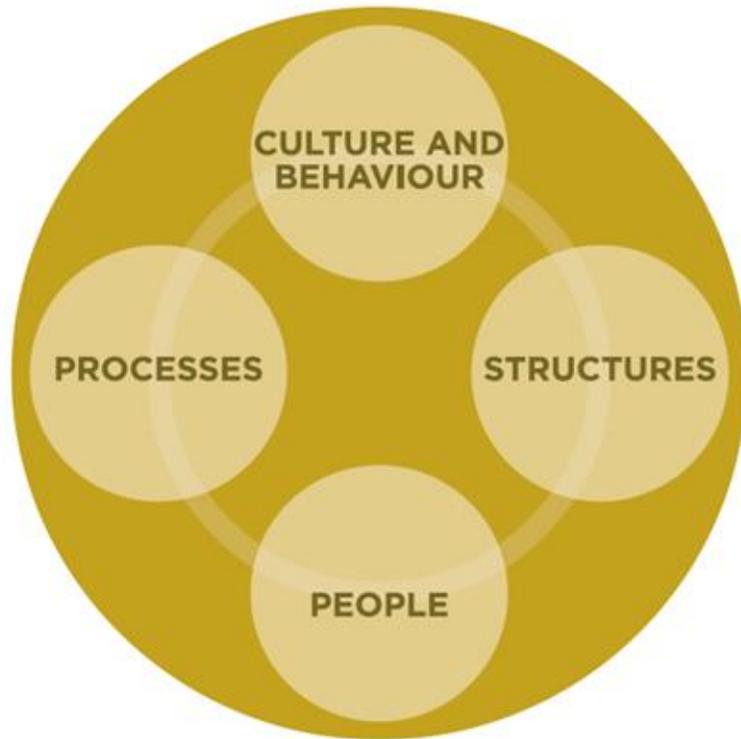


School of International Futures: Work on Futures-led Policy Approaches

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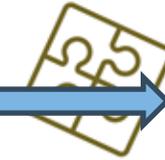


Four features of an effective foresight ecosystem.



Culture and behaviour

- focus on creating commitment
- bring policy-makers into foresight
- meet policy-makers where they are
- support short-term work with long-term perspective
- generate shared ownership and buy-in



Structures

- have central units sitting in or near the heart of government
- build and foster capacity in departments and agencies
- work to have courts, elected officials and audit officials involved
- put in place coordinating and sharing groups



People

- make sure that there are in-house skills and capacity
- invest in the development of the next generation
- have visible consistent champions
- support and nurture people working in strategic foresight
- build local and international experts



Processes

- work across all of government and use all government levers
- deliver a small number of set piece activities
- develop their own work
- draw on diverse methods and disciplines
- invest in ongoing research and innovation around strategic foresight



Socio-Cultural Context



Successful foresight ecosystems are culturally relevant

- ***“Because of what we are – we can’t afford to turn inward, we have to remain connected to the world because of how we live...the income and the prosperity of our people depend on remaining open and part of a global system that allows cities like us to flourish - so some are driven by fear and vulnerability and we have to know what is coming before it is too late, to adapt before it is too late ”***

Government Context



“Sustained political leadership or champions were often a major driver of foresight ecosystems particularly in governments where power is more centralised. ”

“Cyclical interest in foresight and long-term policy-making; the response to that challenge was unique to each case ”

Foresight Ecosystem



“Create demand for foresight work and its integration into policy-making ”

“Ensure the supply of high quality strategic foresight – both the content and the insights and the capabilities to produce and apply this information ”

- Timely
- Accessible (Communication)
- Integrated with Policy

Foresight Gov't Ecosystem

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Legislature - Finland:

Set up in 1993, the Finnish parliament's Committee for the Future considers future trends, particularly around science and technology policy. **17 Members of the Finnish Parliament sit on the committee** and work to “generate dialogue with the government on major future problems and opportunities.

Executive - Singapore

The Centre for Strategic Futures (CSF) and Strategic Foresight Unit (SFU) were both established in 2010.

CSF – Knowledge share

SFU – Within Ministry of Finance, ensure government futures work is built into the ministries' budgeting work

Audit in the United State

(Within Government Accountability Office (GAO) in 2018)

Public Body in Finland

Sitra foundation that reports to Parliament

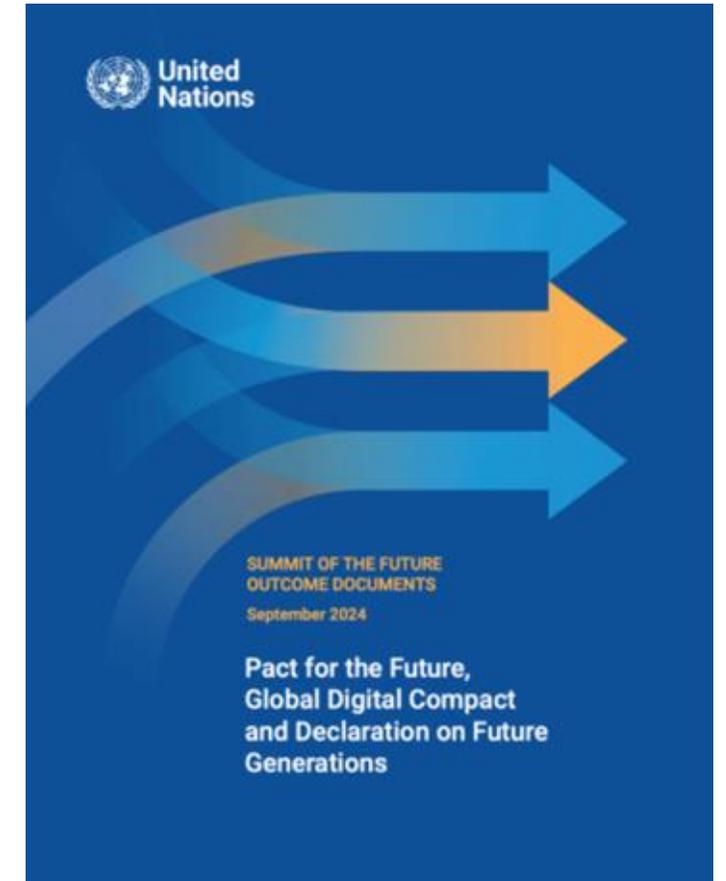
Commissioner in Wales

Future Generations Commissioner for Wales

Intergenerational Fairness

**Meeting the needs of the present
without compromising the ability
of future generations**

1987 Brundtland Report, titled *Our Common Future*



Intergenerational Fairness Policy Assessment Tool

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K1B

Click here to return to the introduction

From Today to Tomorrow: Intergenerational Fairness Policy Assessment

Diagnostic Part 2: Assessment

Objective: Scan for ways the policy may be unfair and build a heatmap of potential impacts over time, identifying those which require further analysis

Step 2: Define the time horizon

Please use this link to record supporting materials, and include references to them in your comments

Time horizon	Short term	Medium term	Long term	Comments
Define what is meant by short, medium and long term				

Step 3: Define counterfactual

Please use this link to record supporting materials, and include references to them in your comments

Counterfactual	Short term	Medium term	Long term	Overall description
Describe the counterfactual for the assessment, highlighting any key changes over the time horizon				

Step 4: Identify impacts

Please use this link to record supporting materials, and include references to them in your comments

Human domains	Short term	Assessment Medium term	Long term	Does the policy move the domain towards or away from the vision?	Comments
Identify policy impacts for each domain over time, as compared to the counterfactual					
Food					
Health					
Education					
Income and Work					
Drinking Water and Sanitation					
Energy					
Networks - social capital					

Introduction | Diagnostic 1 Policy info | **Diagnostic 2 Assessment** | Impacts | Scenarios | Process | Conclusions

Ready | Accessibility: Investigate | 100%

IGF Policy Assessment

Future Check: Police, Crime, Sentencing and Courts Bill

The Police, Crime, Sentencing and Courts Bill makes provision for new offences and the modification of existing offences, the sentencing, detention, release, management and rehabilitation of offenders, the powers of the police and other authorities for the purposes of preventing, detecting, investigating, prosecuting crime, and maintaining public order.

IMPACTS ON FUTURE GENERATIONS

- Provisions in the Bill including the treatment and rehabilitation of youth offenders will have positive outcomes for social security.
- Providing clarity on issues such as the Police Covenant and processes for police and the courts makes rights and obligations clearer.
- The Bill's intention to combat knife crime recognizes an escalating problem and we welcome the 'Public Health' approach.
- The long-term impact of increased police powers, and the transfer of power from the courts to the Secretary of State, need further consideration to avoid threatening the separation of powers and altering our democracy for future generations.
- This bill gives police additional powers to crack down on protests. Protests are critical for future generations since they typically address long term issues which governments aren't addressing.

POLICY GAPS IN THE LONG TERM

and suggested questions and interventions for Parliamentarians

Protests are a manifestation of a disconnect between current legislation and state views, and the current and future experiences of the public. Mass protests have historically been agents of positive social change (e.g. suffragettes, climate marches); limitations will have a negative impact on the development of a fairer society. Any provision that limits the right to protest is a provision which threatens the political freedom, social security, and well-being of future generations.

AMENDMENTS FOR FUTURE GENERATIONS

Amendment Stage: Committee Stage (18th May)

- An amendment recognising that protests are instigated to safeguard the rights of Future Generations, therefore amending sections [Right to Protest] 54-56 and 60.
- An amendment that inserts a future generations defence provision into Bill: 'For the purposes of this Bill, the protection and rights of Future Generations shall be taken into account in any assessment undertaken by the Secretary of State.'
- An amendment to remove the requirement of the courts to impose the minimum statutory term for certain repeat offences unless there are exceptional circumstances (outlined in Part 7, Chapter 1 of the Bill), in order to safeguard long-term judicial fairness and proportionality.

SUGGESTED QUESTIONS AND INTERVENTIONS

Answering Department: The Ministry of Justice

- To ask the Secretary of State to confirm whether he used standard procedures set out in the government's Green Book to compare the potential short-term disruption caused by a demonstration against long-term benefits of the rights to protest?
- To ask the Secretary of State what additional codes of practice, reporting and liaison requirements he will put in place to ensure that additional police powers are being used a) proportionately and b) without discrimination.

FUTURE CHECK

MAY 2021

Future Check: Police, Crime, Sentencing and Courts Bill

SUGGESTED QUESTIONS AND INTERVENTIONS

Answering Department: Ministry of Justice

- To ask the Secretary of State to provide evidence that provision for new offences and the modification of existing offences maintains consistent proportionality between crimes and their respective punishments? The proposed changes (relating to public order) place a higher sentence on inflicting under £5,000 worth of damage to statues and monuments than they do for inflicting grievous bodily harm, violent disorder and upskirting.
- To ask the Secretary of State to clarify the scope of the provision which increases the severity of sentences for acts of criminal damage under £5,000 to statues or monuments? Does this apply to perpetrators of racism/sexism/offensive damage or intent, or specially those protesting against it?

TO CONSIDER

Provisions which increase penalties for damage to memorials do not take into account that many memorials in the UK would not be permitted to be erected under current legislation, since they celebrate individuals or causes which are no longer considered acceptable, or cause offence to sections of society.

Future Generations will suffer if their country does not support the values of their time.

For support drafting questions or amendments for future generations, contact secretariat@appgfuturegenerations.com

Future Check is adapted under Creative Commons license for non-commercial use from the Framework for Intergenerational Fairness, created by the Calouste Gulbenkian Foundation and School of International Futures. The framework – which allows for the systematic evaluation of public policies for intergenerational fairness – can be applied by national and local government, international organisations, foundations, businesses and special interest groups. Policies that are fair from an intergenerational standpoint allow people of all ages to meet their needs in the present without compromising the ability of future generations to meet their own needs in the future.



FUTURE CHECK

MAY 2021

About Future Check

Future Check is a citizen-led service supported by the APPG for Future Generations and the School of International Futures.

It's designed to help parliamentarians, policymakers and the public consider the long-term impact of proposed legislation.

Each Future Check uses a structured methodology across over 40 impact areas and is reviewed by at least one other volunteer before being reported by the APPG to parliamentarians and the public.

A Future Check cannot guarantee to find all of the potential consequences of a policy or make a final judgement of whether the policy is fair or unfair to people now and in the future. But it can highlight issues that might not be visible at first glance and create conversations about the future we want to shape through our actions today.

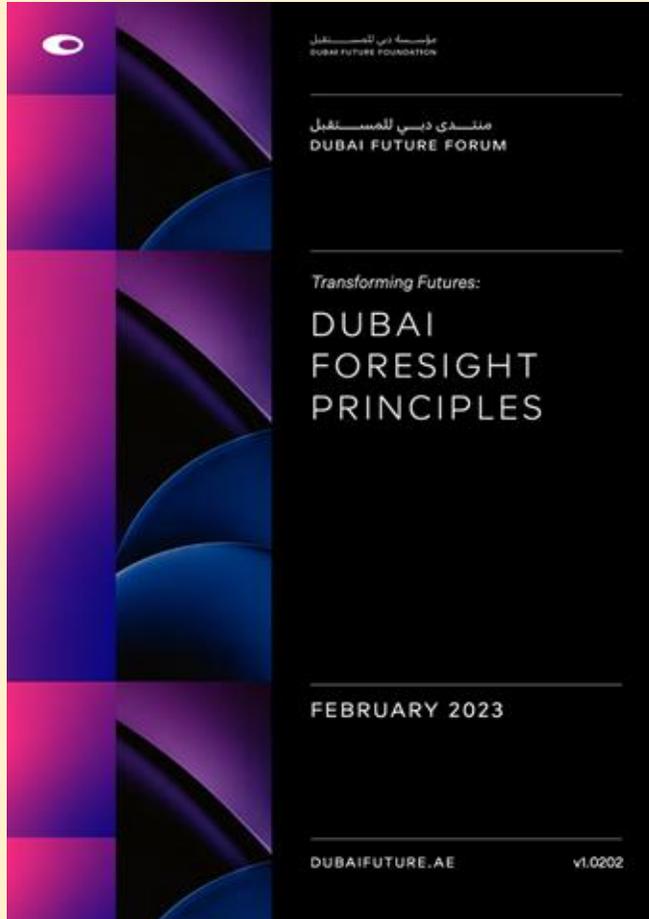
Alongside impacts and policy gaps, the Future Check outlines questions and amendments that Parliamentarians may use to increase the long-term focus of the proposed legislation.

To Learn More and Get Involved

- Learn about at APPG Future Generations Events at www.appgfuturegenerations.com
- Read about the Framework for Intergenerational Fairness at soif.org.uk/igf
- Volunteer to help do Future Check assessments at secretariat@appgfuturegenerations.com

Principles and Competency Frameworks

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The Principles

- 01 Value
- 02 Imagination
- 03 Agency
- 04 Impact
- 05 Reflexivity
- 06 Plurality
- 07 Feeling
- 08 Ancestry



Foresight Competency Model - 1.1

August 2016





There are many we can learn from...

The question is:

What might be Uzbekistan's pathways for bringing in anticipatory innovation and foresight approaches and tools that work for Uzbekistan's context and priorities?

Do you have questions? Want to follow-up on anything?



Daniel Riveong,
Foresight Lead at
Plural Futures

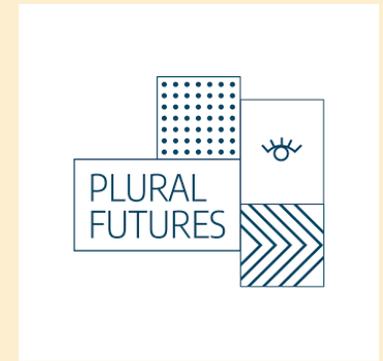
Please feel free to reach out to me!

Email: Daniel@PluralFutures.com

WhatsApp:



LinkedIn:



About Plural Futures

Since 2013, Plural Futures has helped organizations translate uncertainty and emerging trends into opportunities and new strategies.

Plural Futures has worked across the public and private sector in Europe, Asia-Pacific and Beyond.





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Thank You

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