



**nesta**

# Creating a culture of experimentation

A global perspective

Brenton Caffin

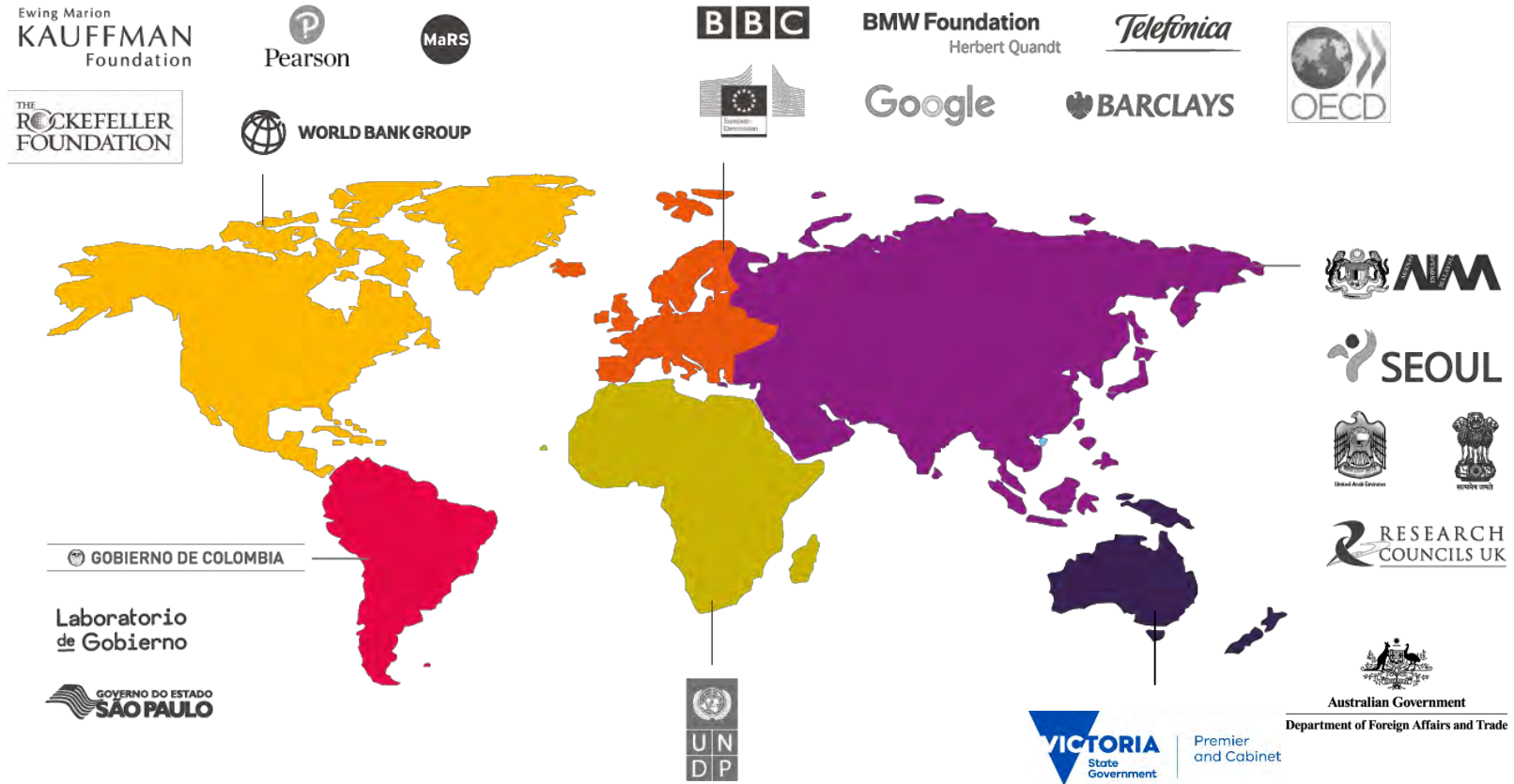
# About Nesta

Promote innovation and  
help ideas come to life





# We are a global innovation foundation



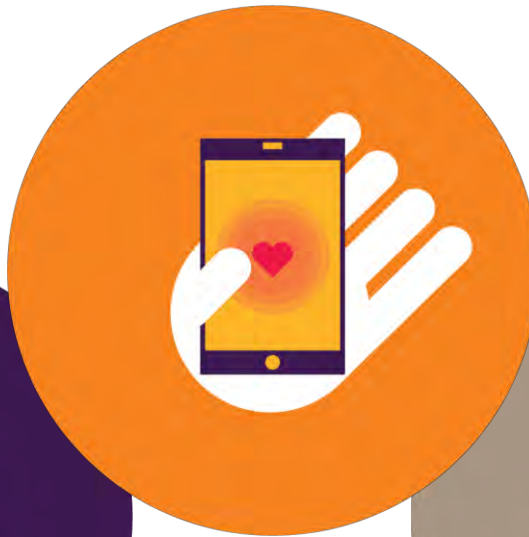


## Our priority fields of work

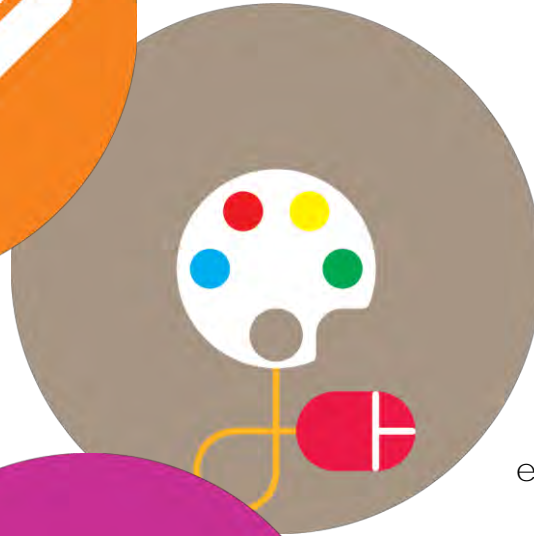
Government  
innovation



Health



The creative  
economy, arts &  
culture



Education



Innovation  
policy



How do we create a culture of experimentation?

From this week in The Observer...

The image shows a newspaper clipping with a red header that reads "KEY QUOTE". The quote is in a large, bold, serif font and reads: *'Government is an experimental science – its conclusions are the creatures of experience'*. Below the quote, in a smaller font, it says: "Thomas Macaulay MP in the House of Commons". To the right of the quote, there is a red header that reads "TALK" and some text that is partially cut off, including "Mac", "incl", "a go", "faul", "the", "an", "wit", "Ma", "up", "cor".

ons  
re

KEY QUOTE

*'Government is  
an experimental  
science – its  
conclusions are  
the creatures of  
experience'*

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Thomas Macaulay MP in the  
House of Commons

TALK

Mac  
incl  
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Re  
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Th

...in 1832!



The future has already arrived.



المuseum

Source: Museum of the Future, Dubai

It's just not evenly distributed yet.

nesta

William Gibson

مسرعات دبي المستقبل

DUBAI FUTURE ACCELERATORS

HOME

ABOUT US

APPLICATION

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CHALLENGES

HUMANITARIAN ACCELERATORS

COHORTS

PRESS

FAQ

العربية

# PULLING THE FUTURE FORWARD FASTER



BE PART OF  
IT

Dubai Future Accelerators is an intensive 9-week program pairing the world's most exciting technology companies with leading government organisations to create transformational solutions.

Applications for our 3rd program, starting October 1st, are now open. We are also accepting applications for our inaugural Humanitarian Accelerators program, connecting exciting technology companies with the UAE's humanitarian sector.

مؤسسة دبي للمستقبل  
DUBAI FUTURE FOUNDATION

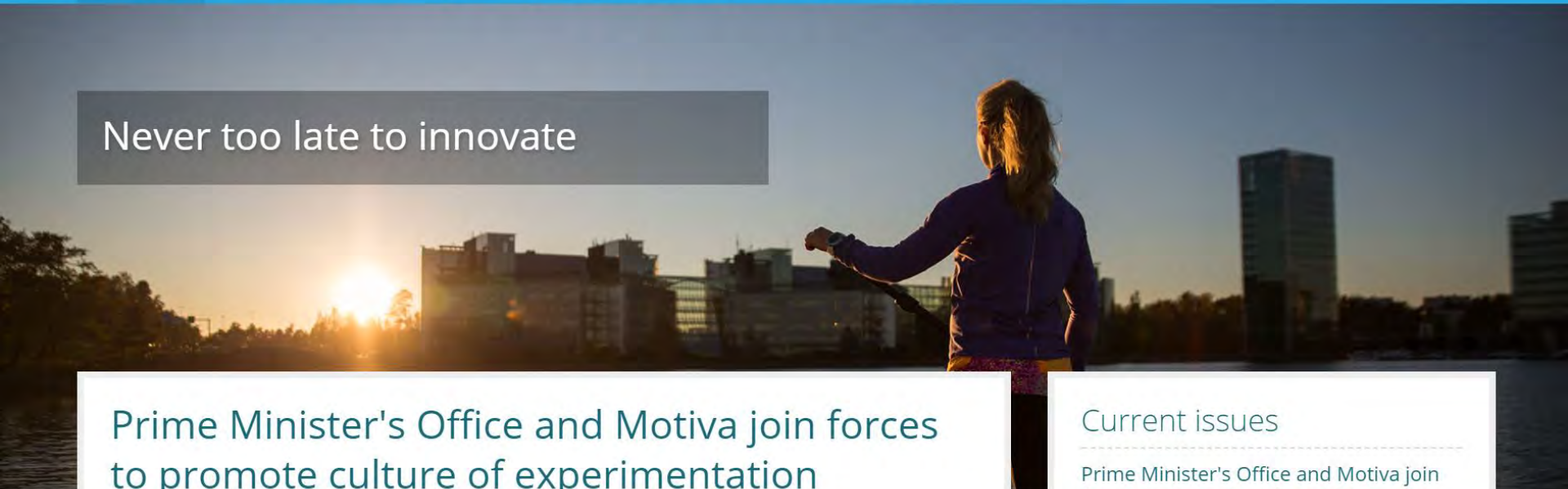


APPLY NOW

RECENTLY LAUNCHED

HUMANITARIAN  
ACCELERATORS

حكومة دبي  
GOVERNMENT OF DUBAI

[Front page](#)[Piloting and experimenting ▼](#)[Support for piloting and experimenting ▼](#)[Key project](#)[Contact us](#)

Never too late to innovate

## Prime Minister's Office and Motiva join forces to promote culture of experimentation

© 9.11.2017 12.31

Promoting piloting and experimenting is one of the key

### Current issues

Prime Minister's Office and Motiva join forces to promote culture of experimentation

PRESS RELEASE © 8.11.2017 15.02





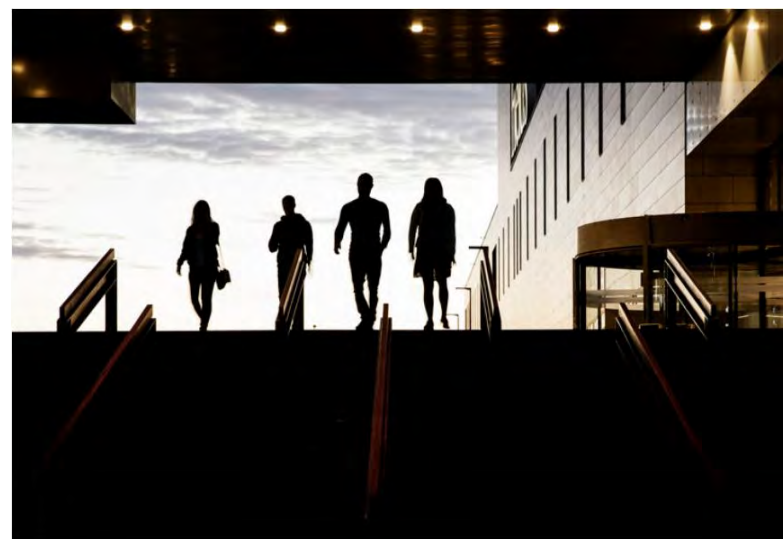
Search 

Danish Design Centre

Activities → CitiesByDesign

# CitiesByDesign

CitiesByDesign is the vision to create a new platform for urban innovation: A global co-creation framework for leading design-driven operators working with urban development throughout the world - across the public sector, businesses, designers and citizens.



# Teaching and Learning Toolkit

An accessible summary of the international evidence on teaching 5-16 year-olds

Filter Toolkit

Toolkit Strand ^

Cost ▾

Evidence Strength ▾

Impact (months)

Filter results by keywords



Cost



Evidence



Months Impact

Reset ↻

## Arts participation

Low impact for low cost, based on moderate evidence.



+2

## Aspiration interventions

Very low or no impact for moderate cost, based on very limited evidence.



0

## Behaviour interventions

Moderate impact for moderate cost, based on extensive evidence.



+3



# UNITED NATIONS GLOBAL PULSE

Harnessing big data for development and humanitarian action

SEARCH



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## PULSE LAB DIARIES

### Inferring Jakarta Commuting Statistics from Twitter

by Pulse Lab Jakarta

May 30, 2017



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# we have built a digital society and so can you

Named 'the most advanced digital society in the world' by [Wired](#), ingenious Estonians are pathfinders, who have built an efficient, secure and transparent ecosystem that saves time and money. e-Estonia invites you to follow the digital journey.

[LEARN HOW](#)

PANGEA

PUBLIC NOTARY

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PROJECTS & RESOURCES

→ LOGIN

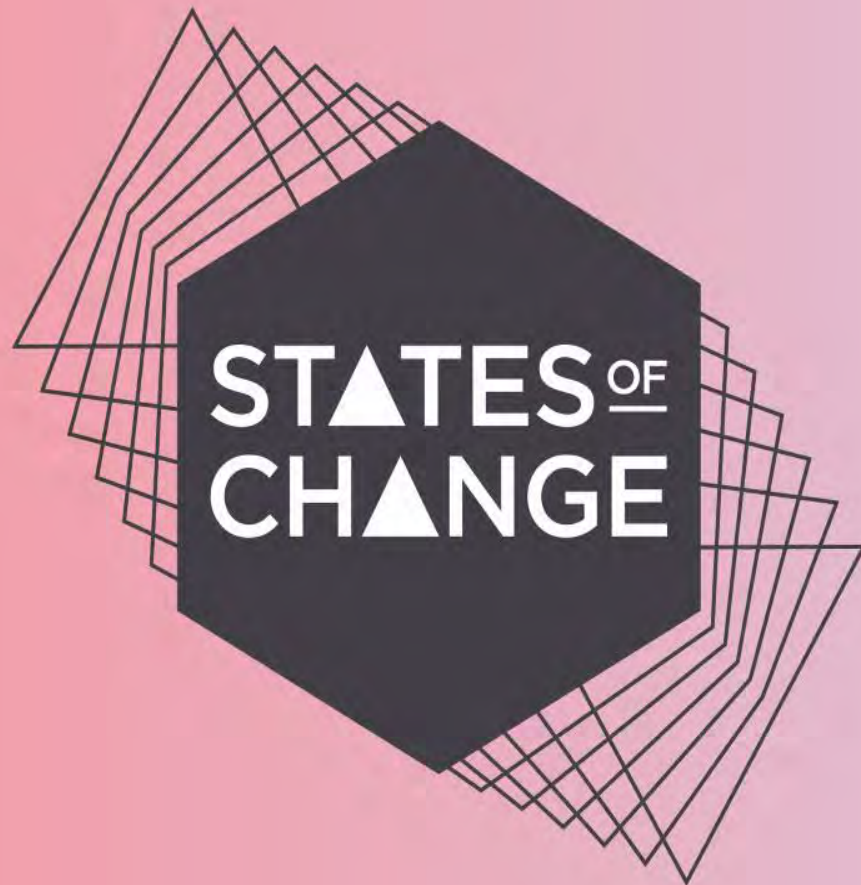
⊞ JOIN



# BITNATION

BECOME A  
WORLD CITIZEN





**Building the next generation  
of public innovation**



## Our faculty so far...



## Supported by



United Kingdom



Australia



Australia



Austria



Argentina



Canada



Canada



Chile



Colombia



Denmark



Finland



France



Georgia



Georgia



Empowered lives.  
Resilient nations.



Portugal



Singapore



UAE



United Kingdom



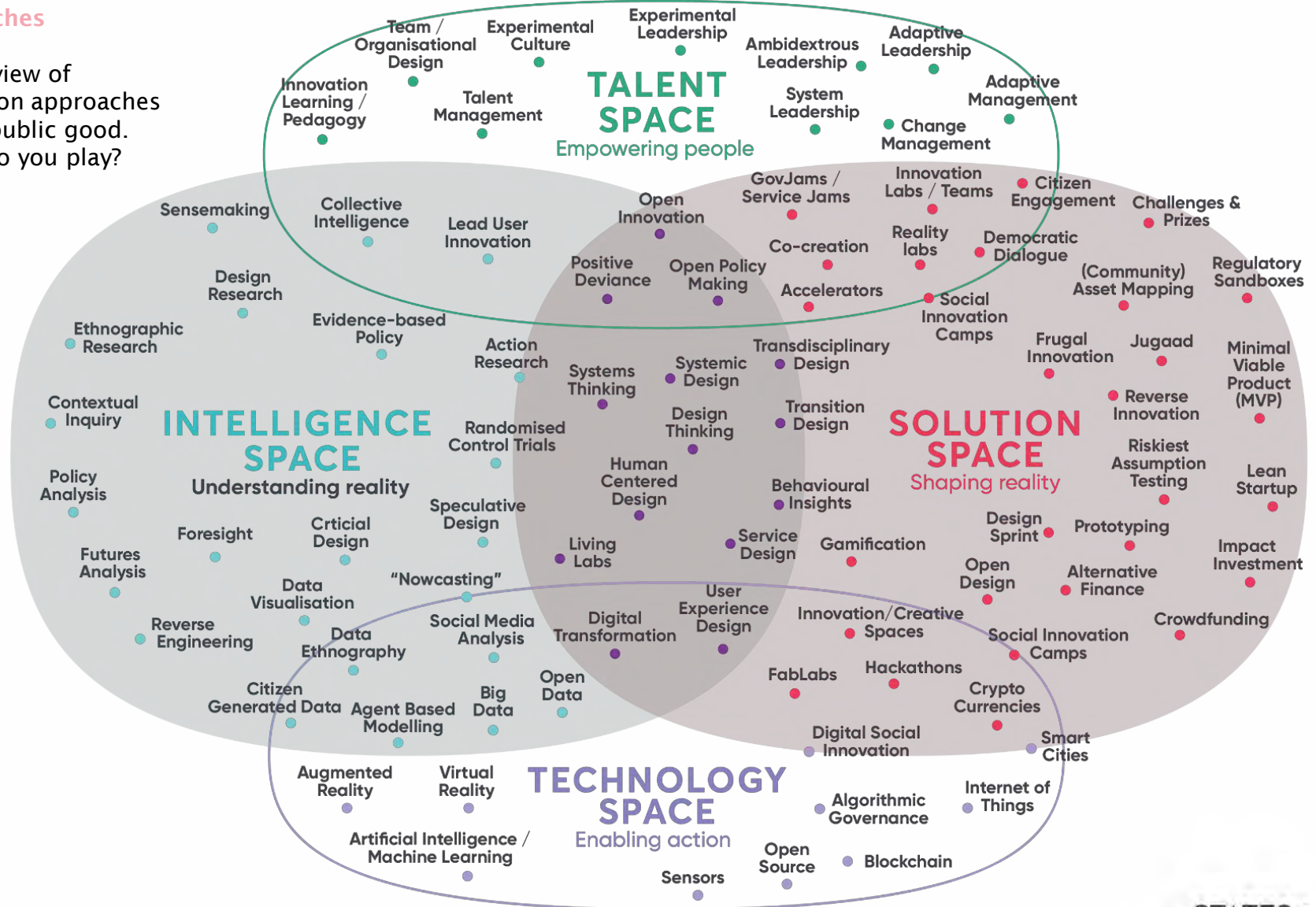
USA

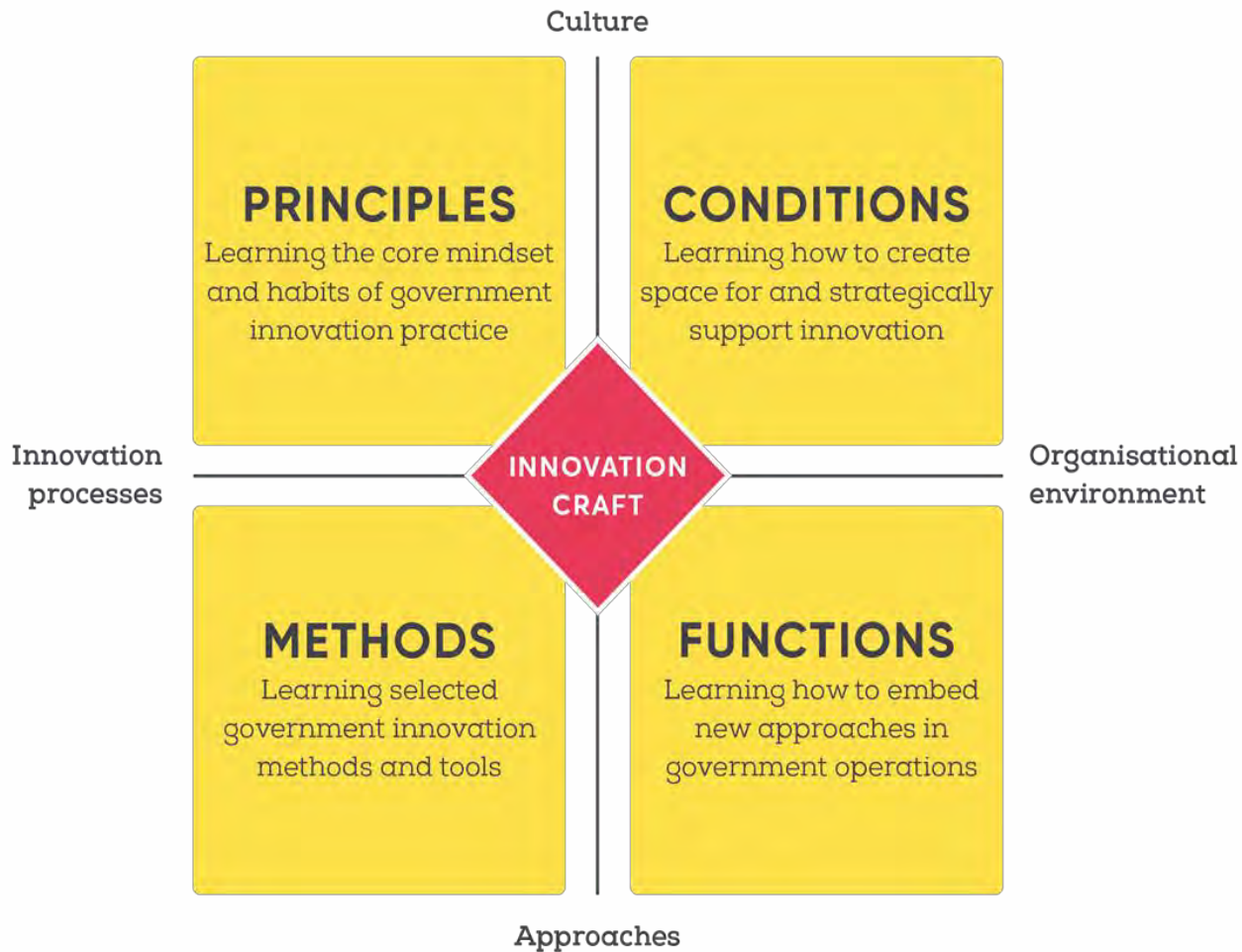
Overall trend: towards culture  
change

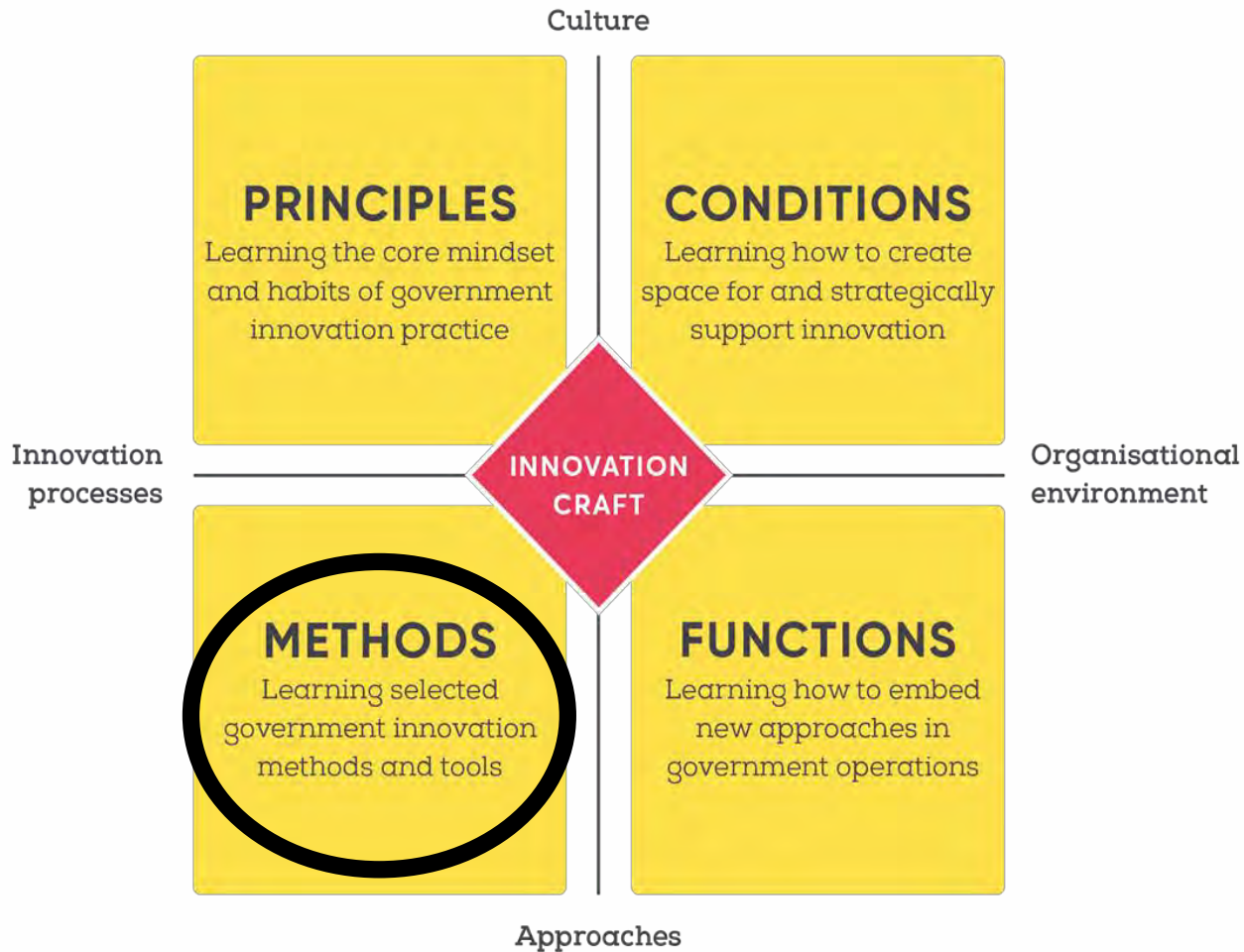


## Landscape of Innovation Approaches

An overview of innovation approaches for the public good. Where do you play?









From labs to wider capability & lab mentality

# From labs to wider capability & lab mentality

**New spaces.** Dedicated spaces (real or virtual) for experimentation and developing new capacity and capability of governments.

**Co-creation.** The active involvement of users at all stages of development

**Collaboration.** Multiple partners from public, private, civic sectors and bringing together different disciplines and approaches

**New principles.** Combining:

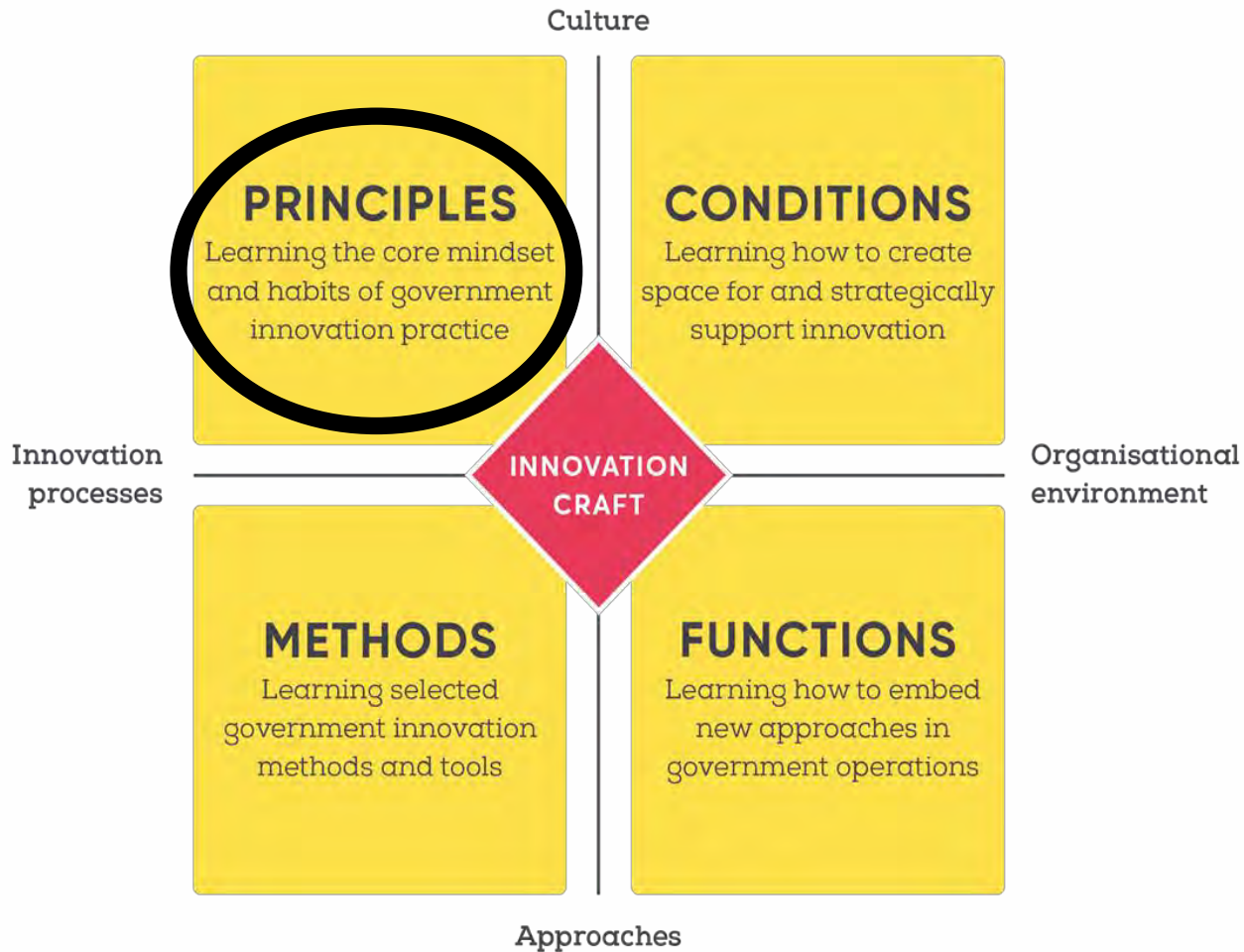
- User-orientation (outcomes)
- Systems thinking (holistic, interconnectedness)
- Design thinking (action, making things concrete)



# Laboratorio de Gobierno







# Embracing experimentation

~~IDEAS → SOLUTION~~

IDEAS → HYPOTHESIS



## CONTINUUM OF EXPERIMENTATION

Embrace uncertainty

Manage risk



### SOLUTIONS ARE UNKNOWN

Understanding of the problem is unclear. Risk cannot be managed.

### SOLUTIONS ARE KNOWN

Understanding of the problem is clear. Risk can be managed.

#### EXPLORE

#### GENERATING HYPOTHESES

What might be

#### Shaping direction

Action is taken to open up new possibilities

#### TRIAL-AND-ERROR

#### ESTABLISHING A HYPOTHESIS

What could be

#### Creating basis for redesign

Action is taken to find out what works

#### VALIDATE

#### VALIDATING A HYPOTHESIS

What should be

#### Legitimising initiative

Action is taken to justify decision-making

#### METHODS

Speculative Design, Horizon scanning, Foresight, Ethnographic Research, Citizen Science, Crowdsourcing, Positive Deviance, etc

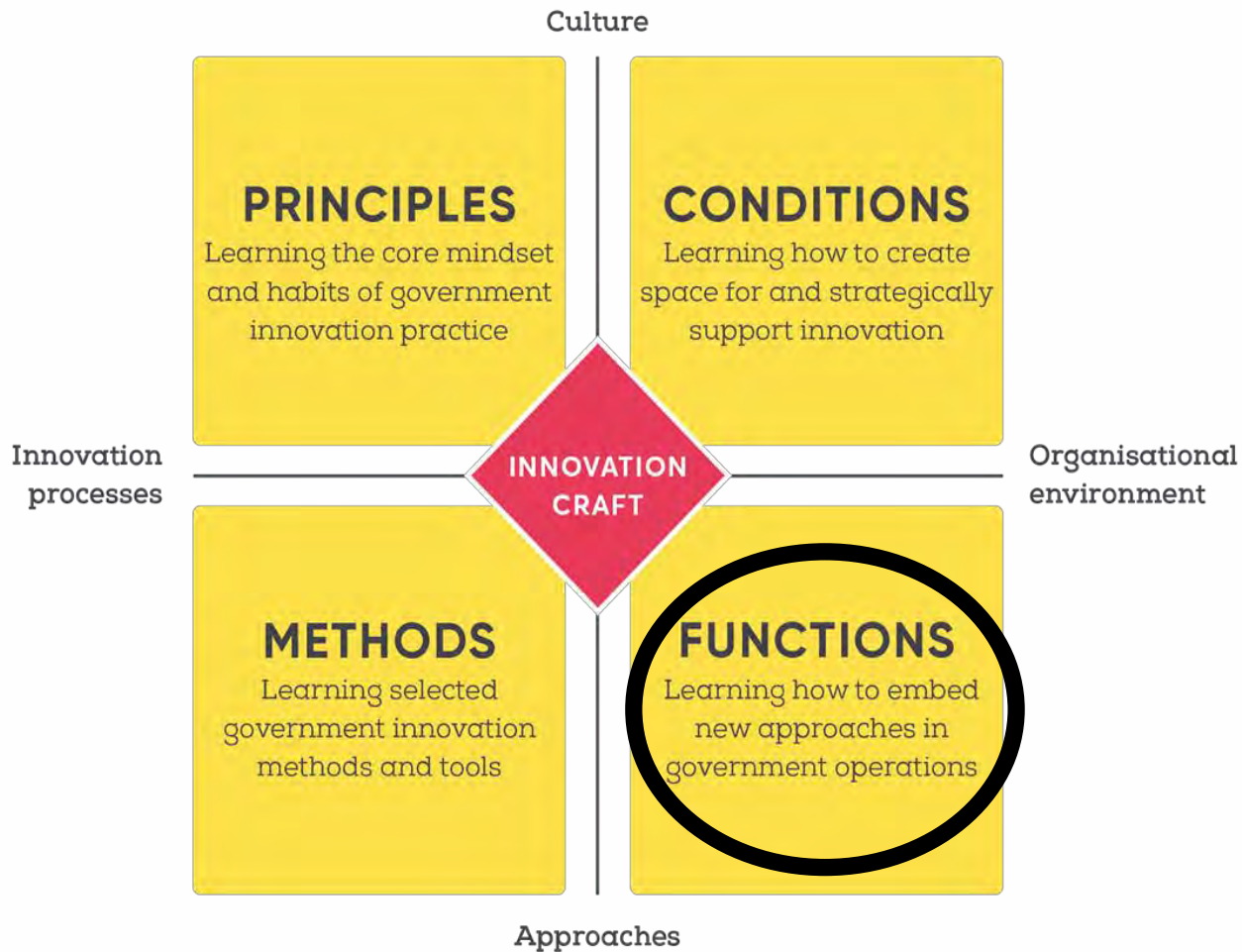
Prototyping, Human-Centred Design, Behavioural Economics, Data-led approaches, Open Innovation, etc

Randomised Control Trials, Pilots, A/B testing, Multiple Parallel Experiments, Quasi-Experimental Designs, Development Evaluation, etc

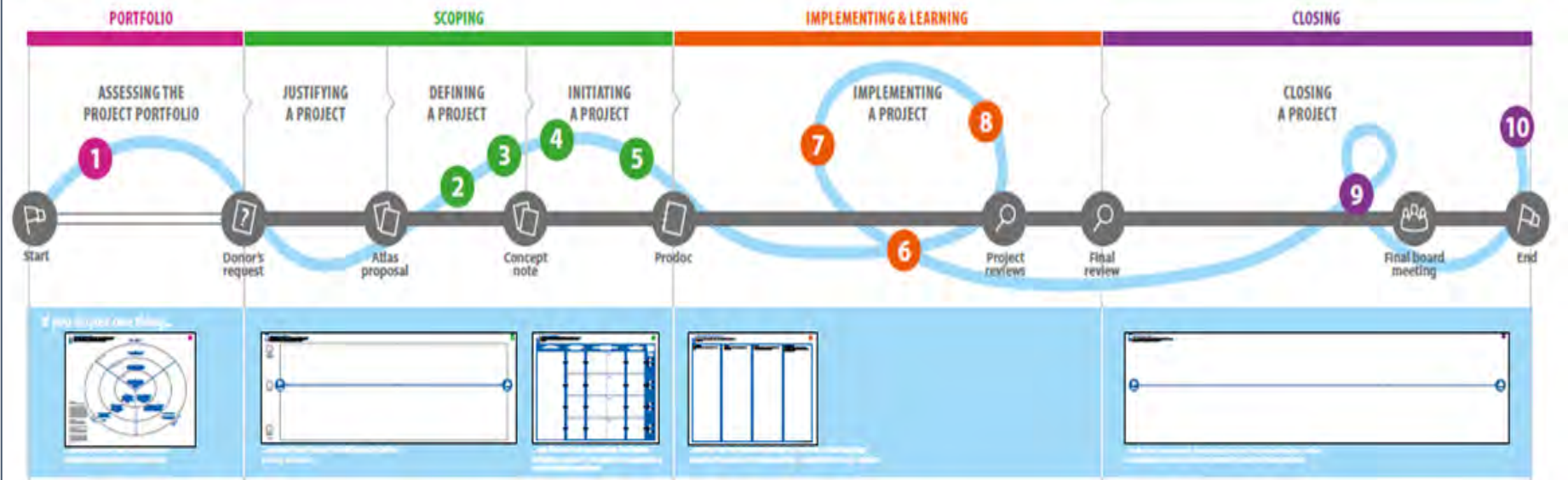


“Hacking” the current system processes &  
functions

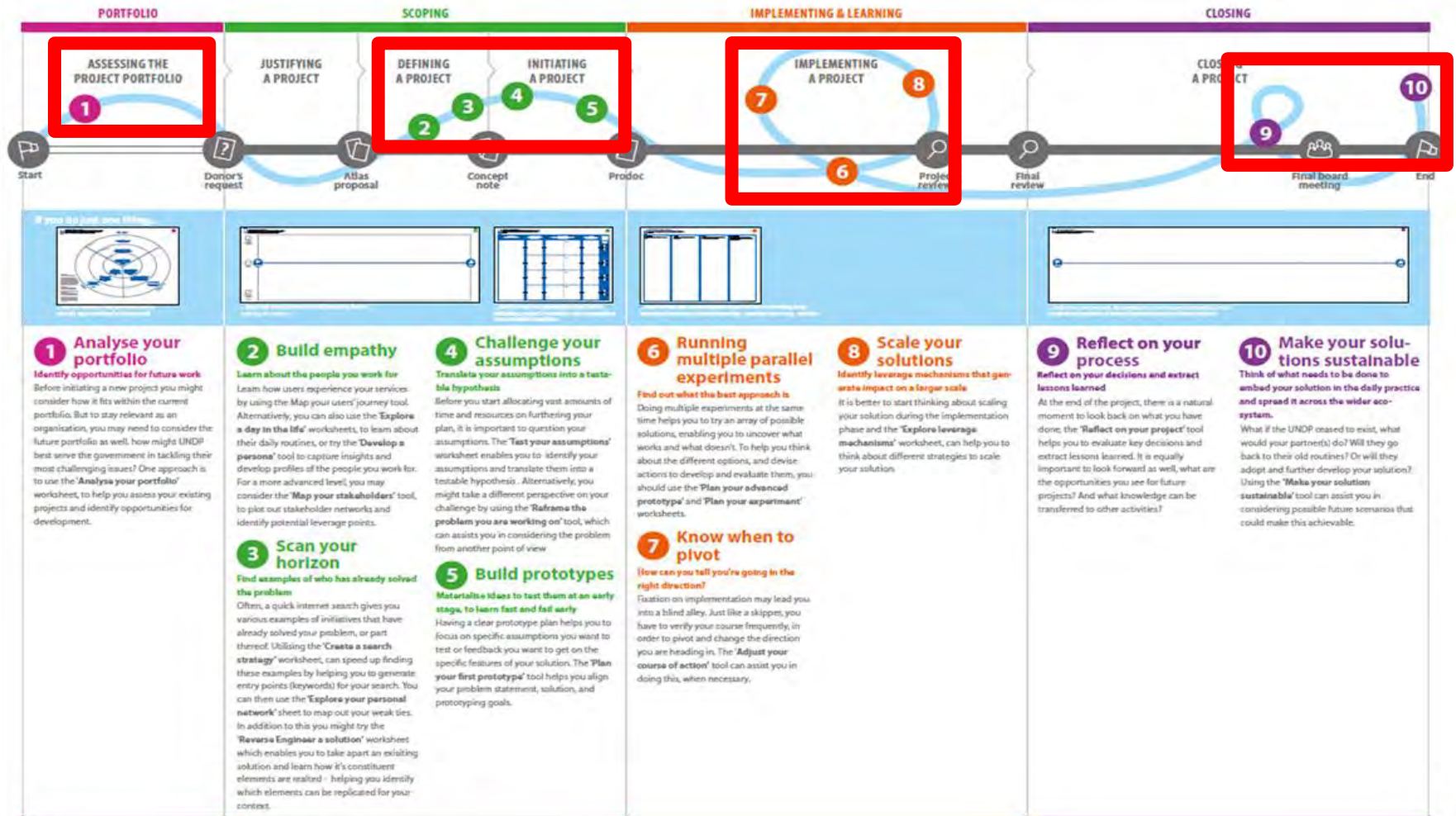


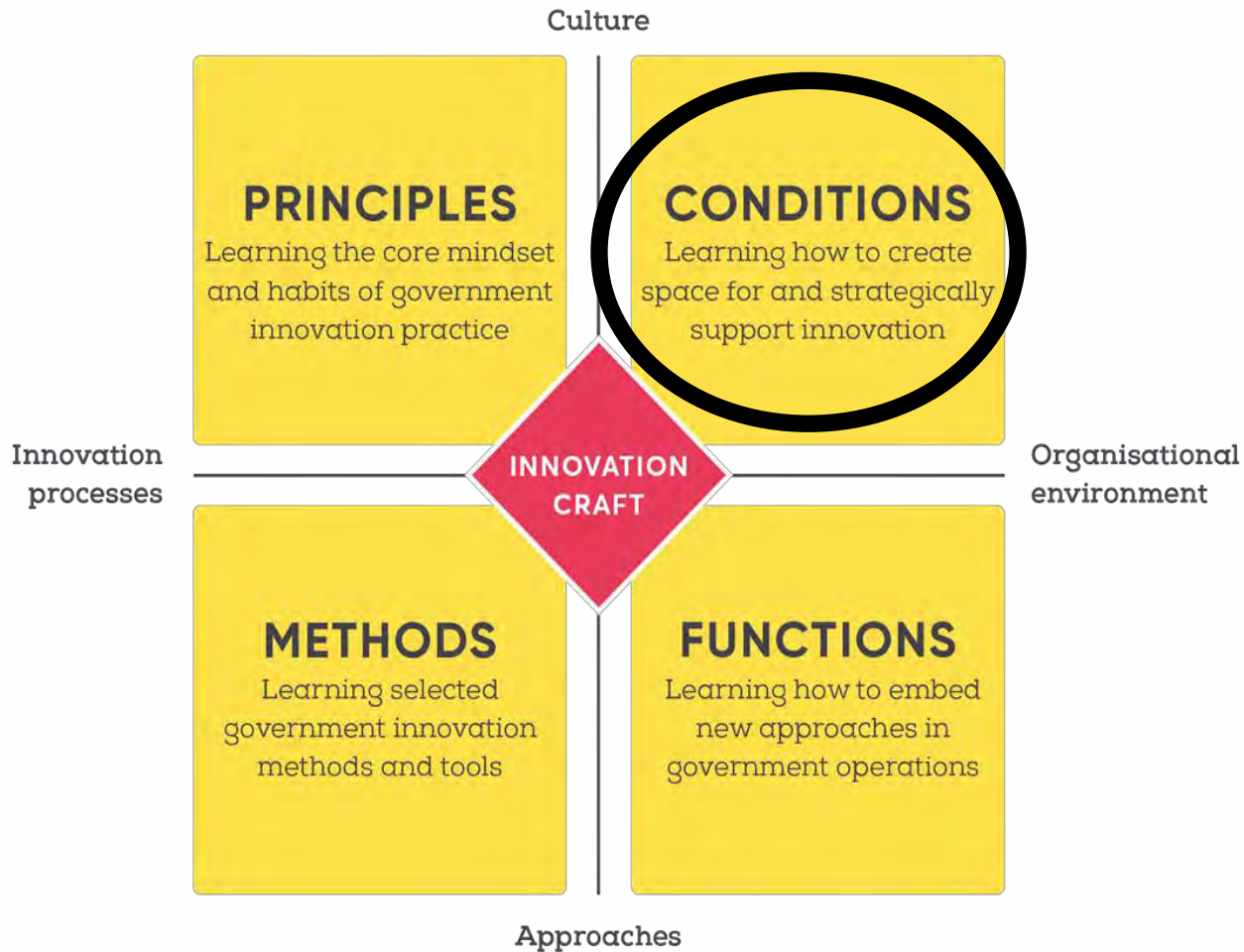


## PROJECT NAVIGATION MAP: ENTRY POINTS FOR INNOVATION IN THE UNDP PROCESS CYCLE



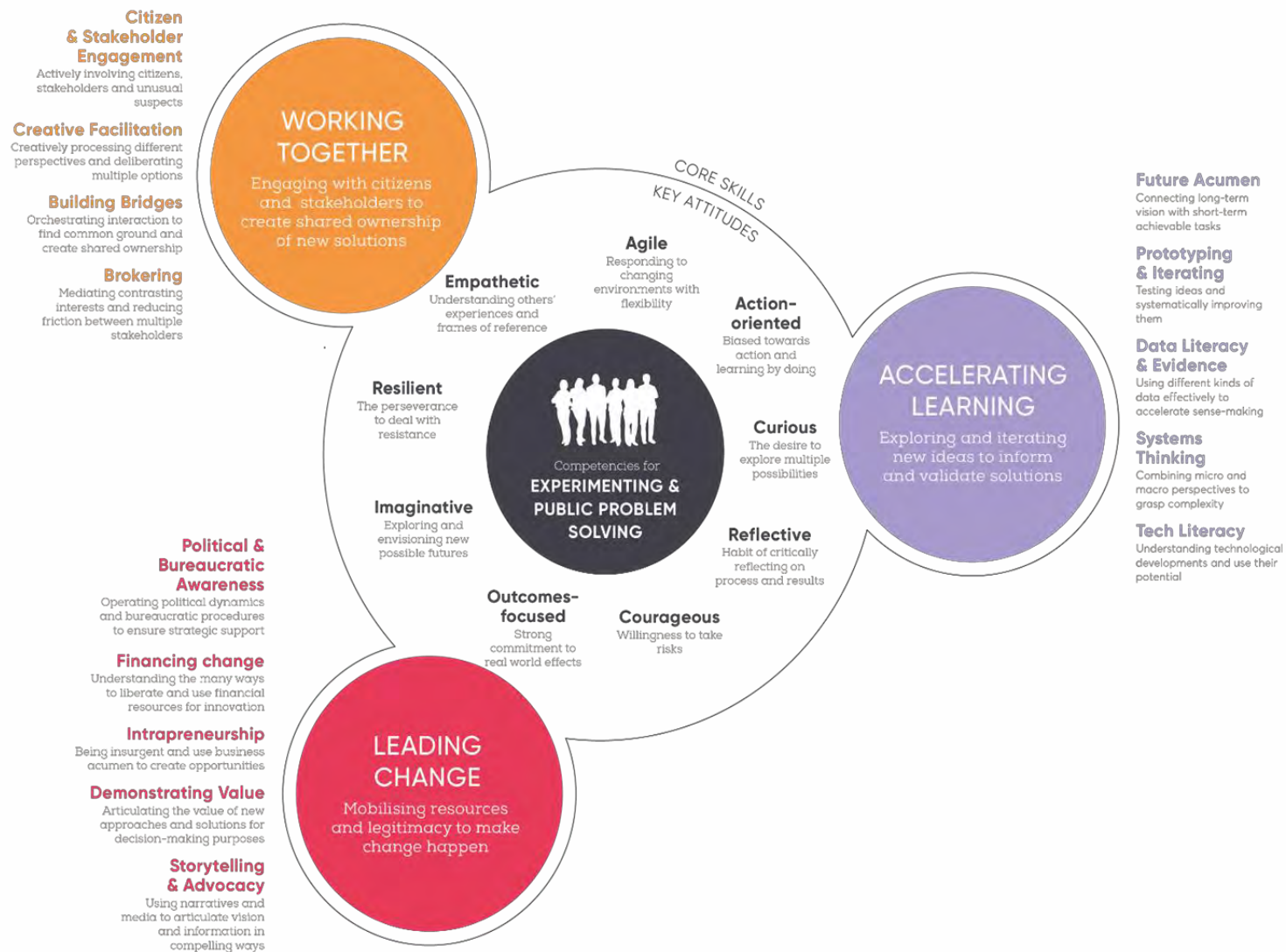
# PROJECT NAVIGATION MAP: ENTRY POINTS FOR INNOVATION IN THE UNDP PROCESS CYCLE







# Profiling the job descriptions of the future



ideals, from which actions can be deduced, with the collective imagination crystallized in political parties, movements, and intellectual currents. What is, the world around us, cannot be the best possible world.

Engagement with the ideas of collective intelligence indicates a synthesis that challenges both of these stances. It suggests that societies evolve best through imaginative trial and error. *What is* is most certainly not the best, and is highly unlikely to be the best for those who fate has born poor or powerless. But what *could be* will never be born fully formed; it needs to be tested out, honed, and recast through experience. In other words, progress has to be incubated in a dialectical way, through praxis not pure intellect, and part of that involves continually questioning the abstractions of theory—abstractions like “the market,” “the state,” or “society.”

Together these points suggest a political stance that leaps beyond the conventional poles of enthusiasm, on the one hand, and fear, on the other. Instead, a more mature politics would fight for wider access to the tools of intelligence and a better allocation of those resources to the things that matter. It would demand that our institutions unleash the full potential of intelligence of every individual and group, mobilize their productivity in the economy, tap their brains in democracy, and expand their agency in private life. That project would be an alternative to the trends of growing inequality along with a widening gulf between a mobile, technologically empowered elite and more passive, impoverished subordinate class. Its project would be the greatest agency of the greatest number.



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Questions & feedback

