

# Evaluation, evidence and decisions

Geoff Mulgan



# The Art of Public Strategy

Mobilizing Power and Knowledge For  
the Common Good

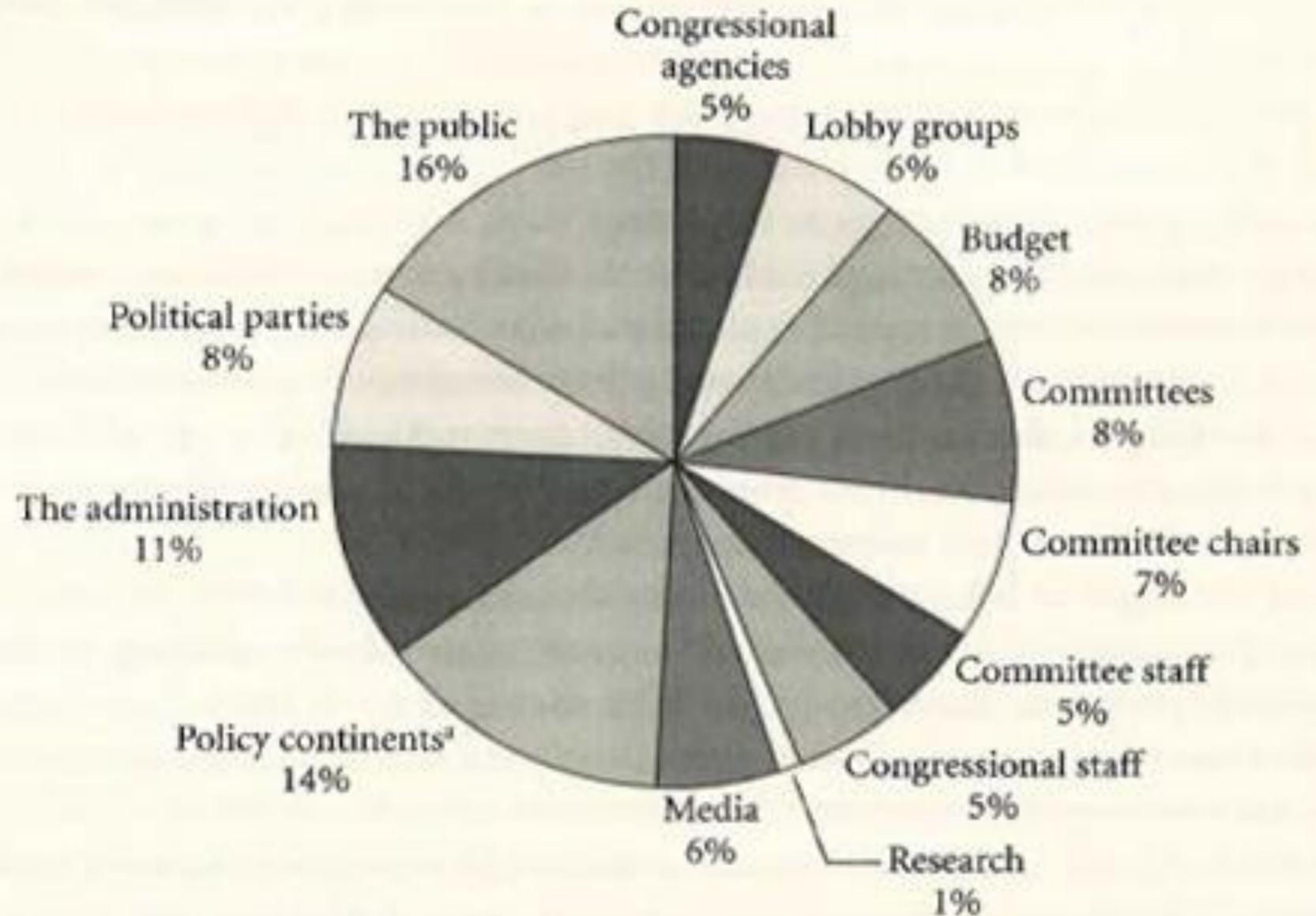
Geoff Mulgan



OXFORD

## U.S. Congress research-use

Figure 1-1. *Model of Factors That Influence Legislation*



Source: Author's compilation.

a. "Policy continents" refers to the complex set of statutes, regulations, lobbying groups, congressional factions, committees of jurisdiction, and so forth that affect legislation in each area of social policy.

**Source:** R. Haskins, 2014  
*Show Me the Evidence:  
Obama's Fight for Rigor  
and Results in Social Policy*

# The world of evidence is shifting ...

- .From assertion to stories and explanation
- .From supply to demand, and towards ...
- .More experiments
- .More real time data embedded in collective intelligence
- .More focus on absorptive capacity

Supply to demand  
(with standards)



**90% of evidence is not the  
evidence ...**

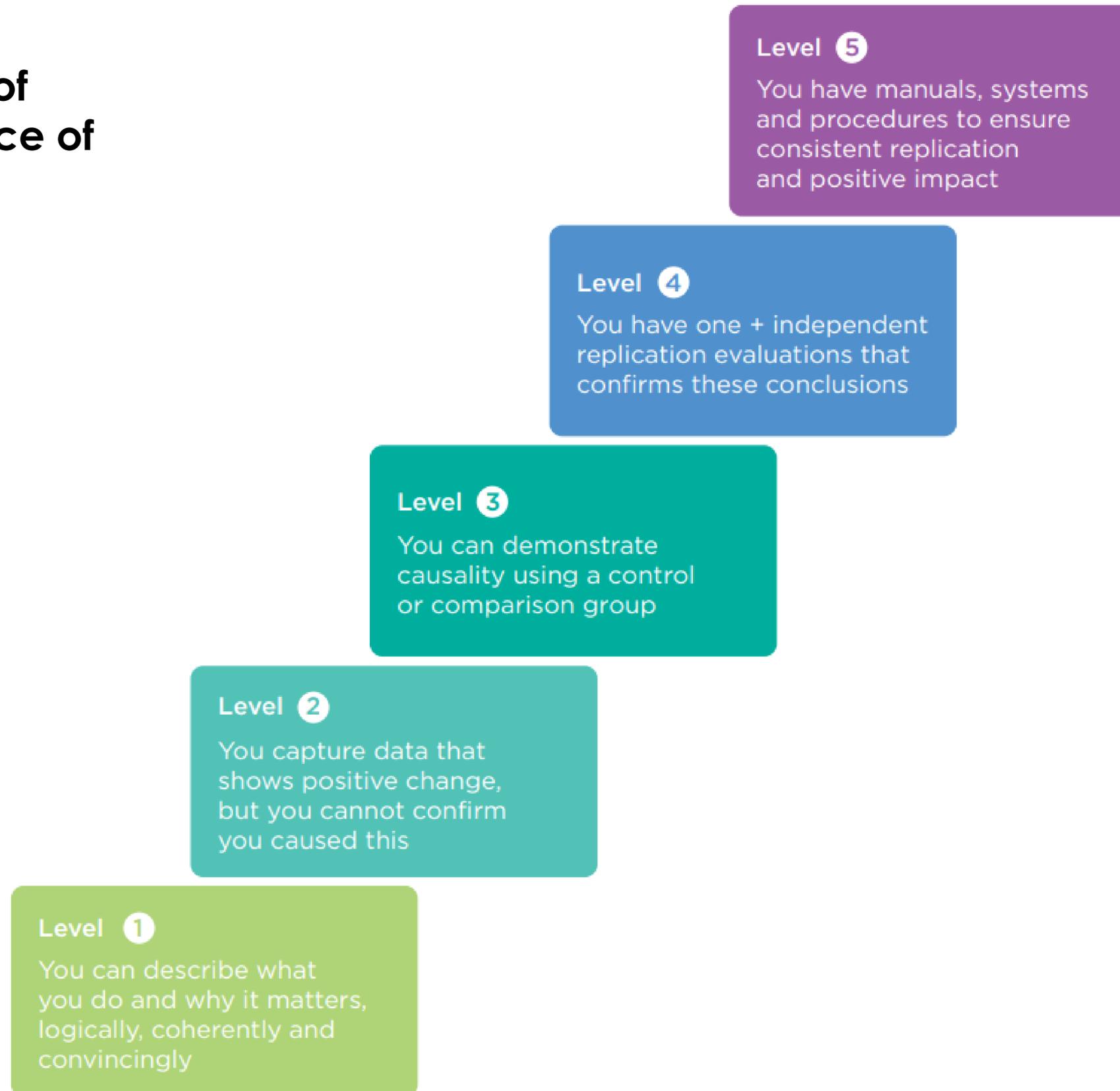
**...but the implementation,  
adaptation and learning**



# We champion the smarter use of evidence in social policy and practice

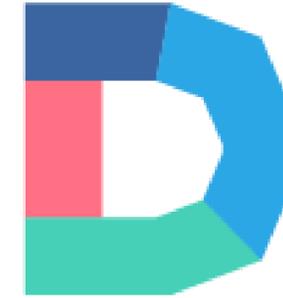
The Alliance for Useful Evidence is a network, hosted by Nesta, that champions the smarter use of evidence in social policy and practice. We do this through advocacy, organising events, sharing ideas, and delivering training and support.

## Nesta's standards of evidence - for evidence of impact



**bond**

**nesta**



**DARTINGTON  
SOCIAL  
RESEARCH  
UNIT**

 | **HACT**  
ideas and innovation in housing



Pearson

**DFID** Department for  
International  
Development



EARLY  
INTERVENTION  
FOUNDATION



**realising  
ambition**

**NPC**



Cabinet Office

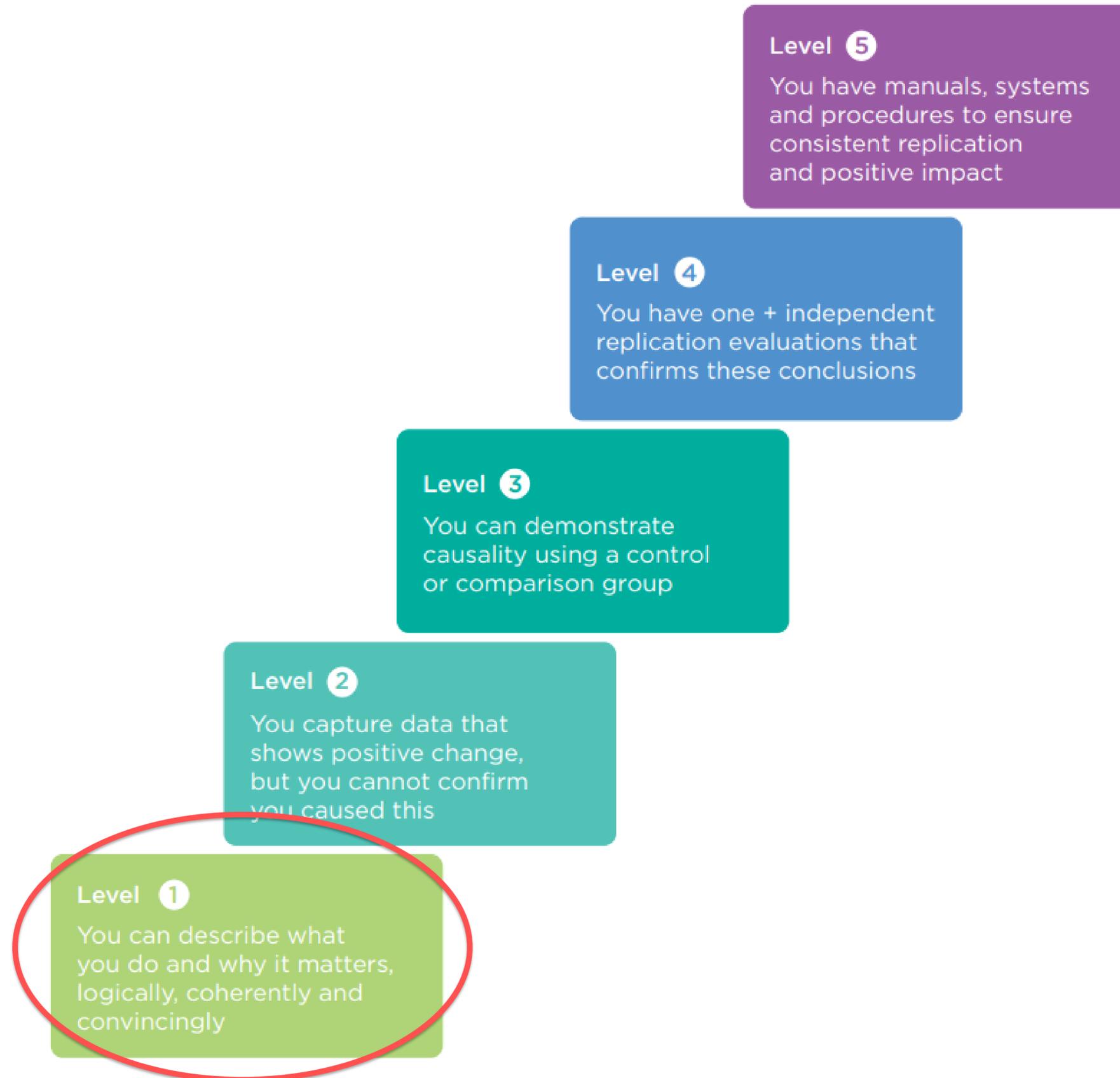
**What  
Works** **W**  
Crime Reduction **W**



nesta  
impact  
investment

**project  
ORACLE**  
CHILDREN & YOUTH  
EVIDENCE HUB

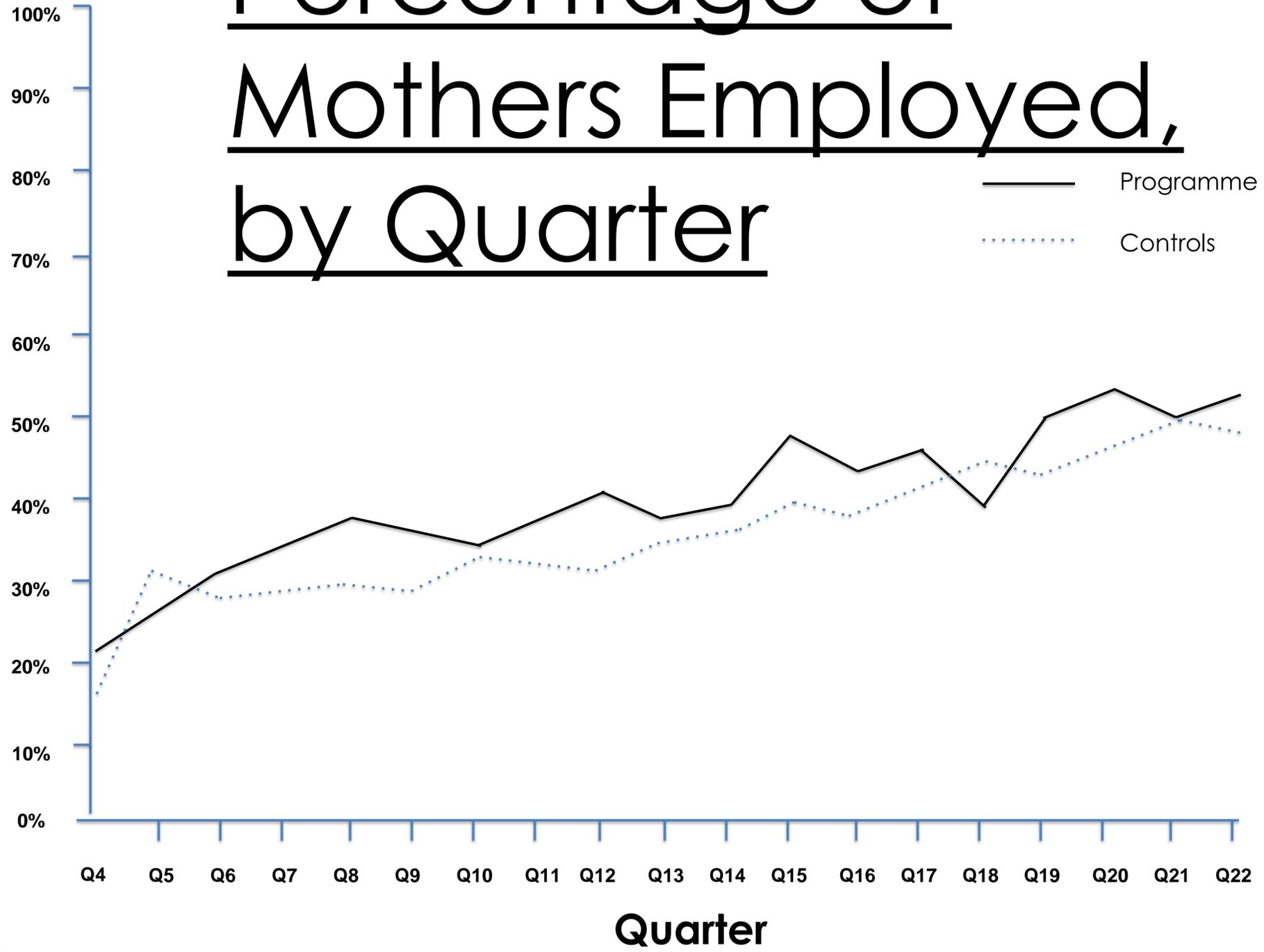
**TSIP** | The Social Innovation Partnership



Before and after measures

# Percentage of Mothers Employed, by Quarter

Percentage of Mothers Employed

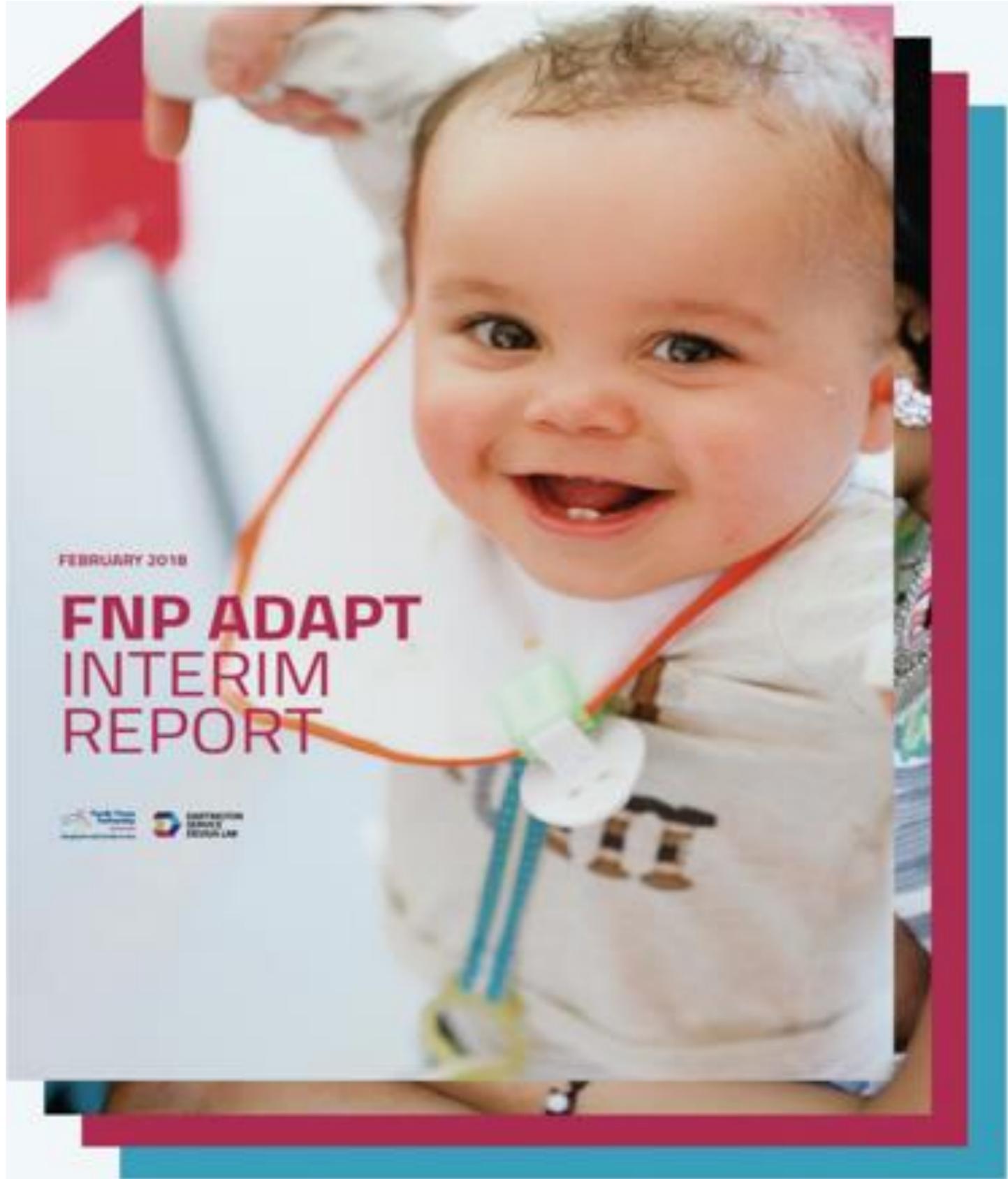


Source: Arnold Foundation









FEBRUARY 2018

# FNP ADAPT INTERIM REPORT





# The rating system

## How useful are different treatments?



These treatments are very useful. They are strongly supported as effective by scientific evidence.



These treatments are useful. They are supported by scientific evidence as effective, but the evidence is not as strong.



These treatments are promising and may be useful. They have some evidence to support them, but more evidence is needed to be sure they work.



On the available evidence, these treatments do not seem to be effective.



These treatments have not been properly researched. It is not possible to say whether they are useful or not.



Safety or other concerns have been raised for the use of these treatments.

- ▶ Home
- ▶ Symptoms
- ▶ Treatments
  - › [The rating system](#)
  - › Scientific evidence
  - › What works
- ▶ Help & resources
- ▶ Prevention
- ▶ About

# Using research evidence

A practice guide

**nesta**



Alliance for  
Useful Evidence

# Experiment

## Amazon A/B Testing Service (beta)

10/24/2014 10:23am

# A/B Testing

A simple way to run in-app experiments to create a better experience for your users



### DOCUMENTATION

[A/B Testing for iOS](#)

[A/B Testing for Android / Fire OS](#)

[FAQ](#)

[Download Amazon Insights SDK \(beta\)](#)

By downloading the Amazon Mobile App SDK, you agree to our [Program Materials License Agreement](#)



# Use of RCTs increasing around the world

## Health



## Development

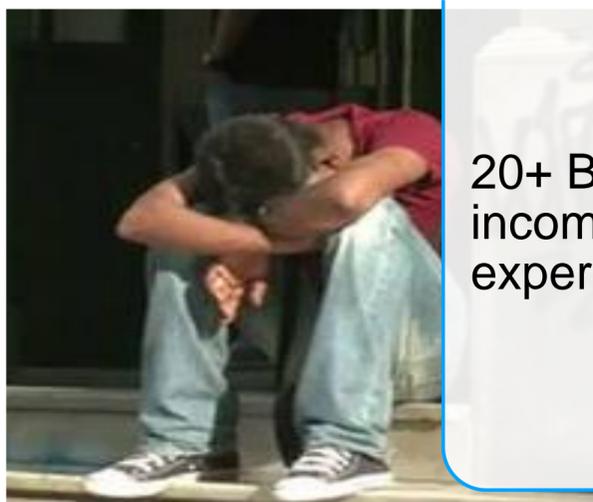


JPAL, IPA, World Bank, Oxfam...

THE BEHAVIOURAL INSIGHTS TEAM.

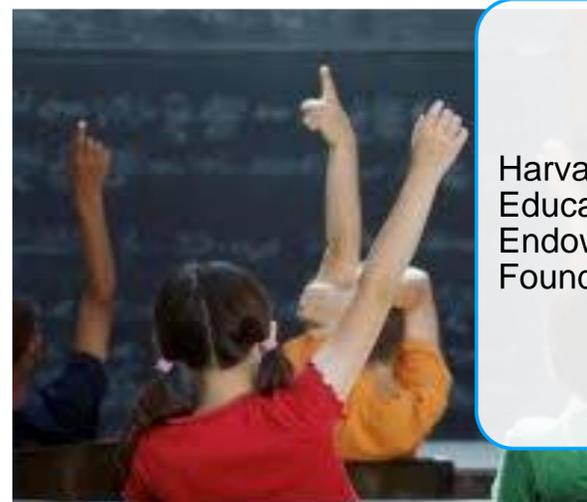


## Social Experimentation



20+ Basic income experiments

## Education



Harvard EdLabs, UK Education Endowment Foundation, Nesta

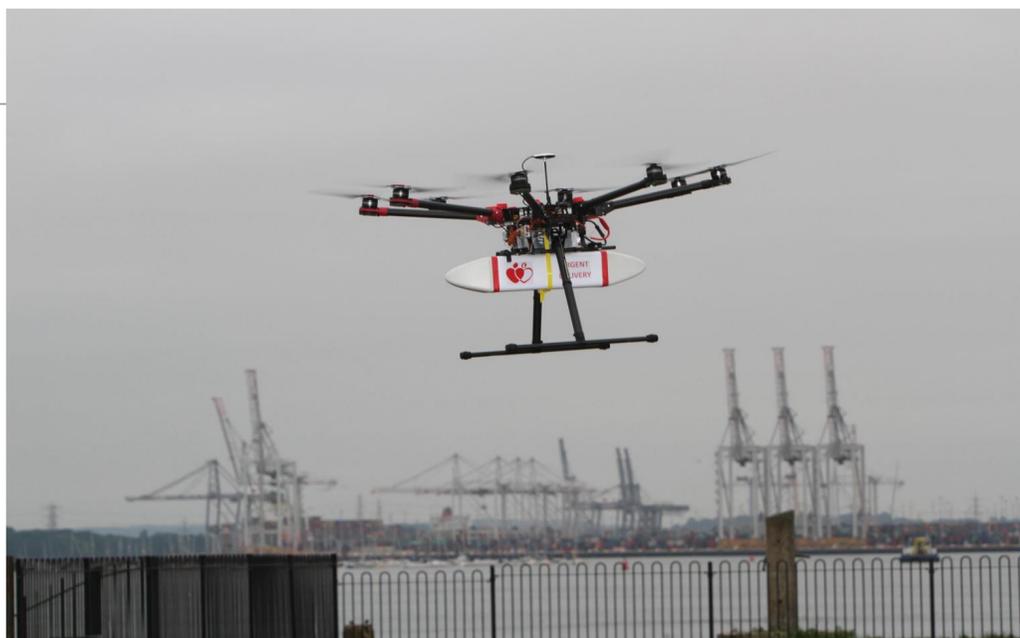


12 governments pooling resources in RCTs

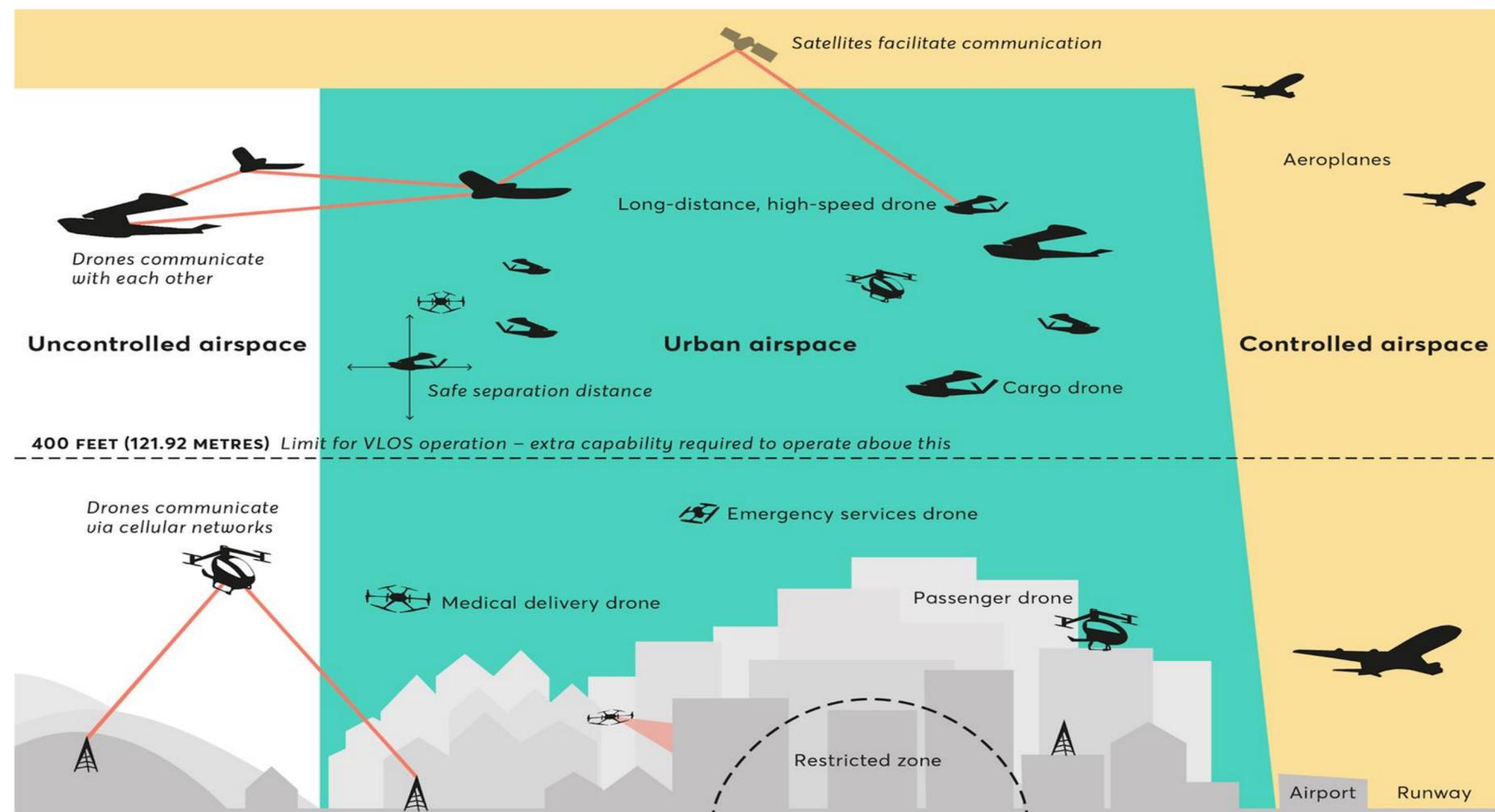
# fly:ng high

Shaping the future of  
drones in UK cities

July 2018



nesta

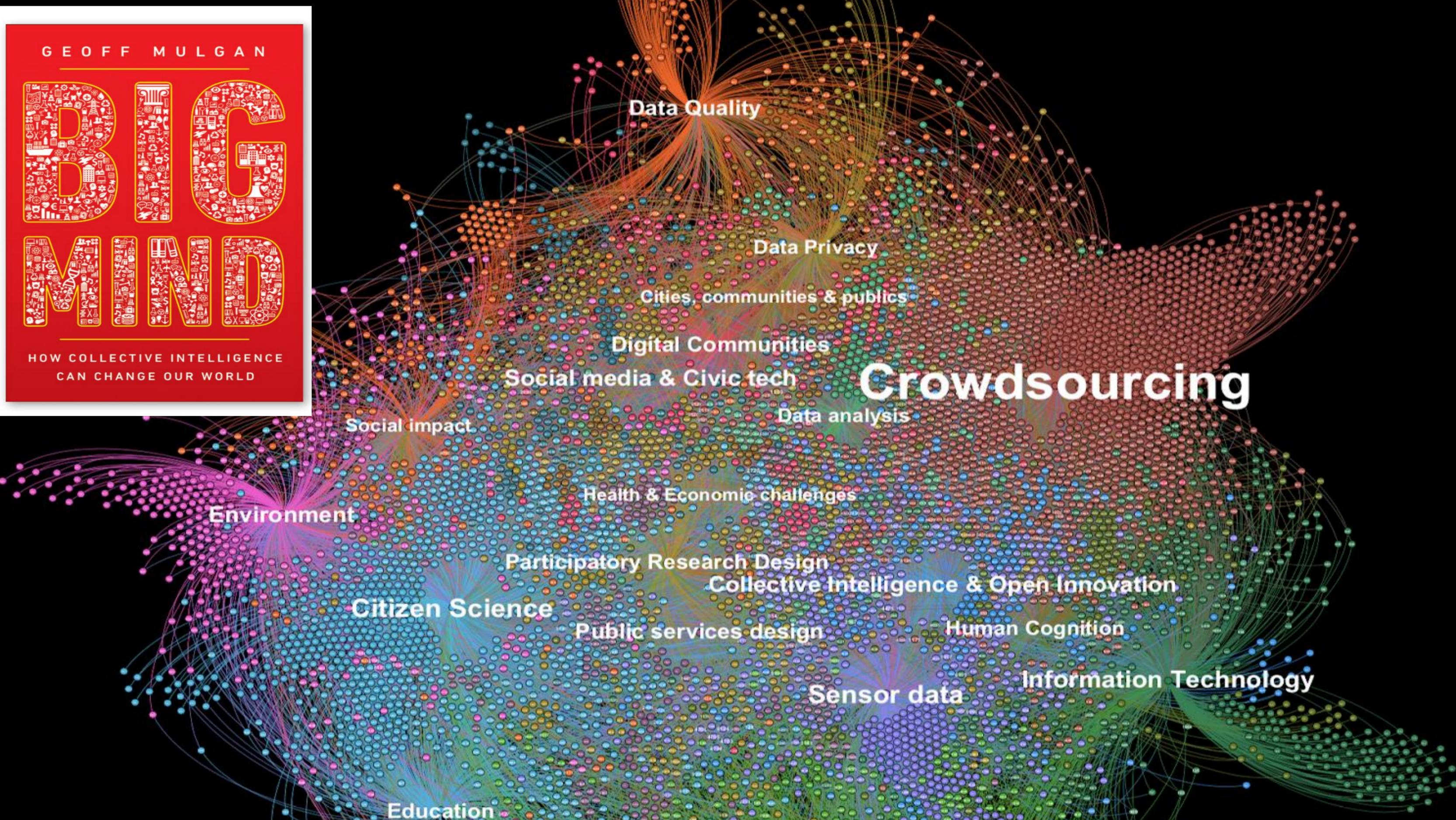


Occasional to real  
time - embedded in  
collective intelligence

G E O F F M U L G A N

**BIG  
MIND**

HOW COLLECTIVE INTELLIGENCE  
CAN CHANGE OUR WORLD



Data Quality

Data Privacy

Cities, communities & publics

Digital Communities

Social media & Civic tech

**Crowdsourcing**

Data analysis

Social impact

Health & Economic challenges

Environment

Participatory Research Design

Collective Intelligence & Open Innovation

Citizen Science

Public services design

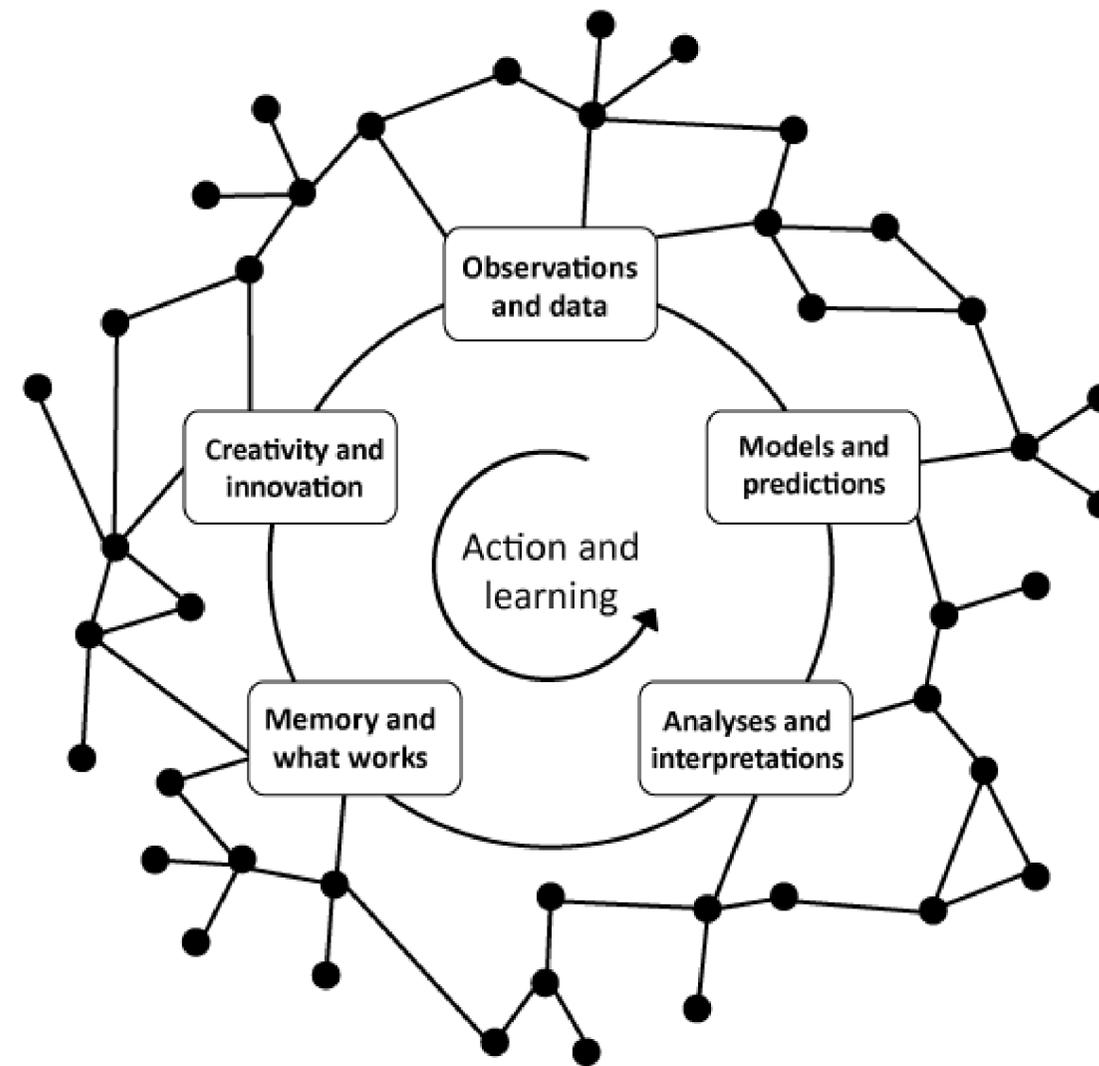
Human Cognition

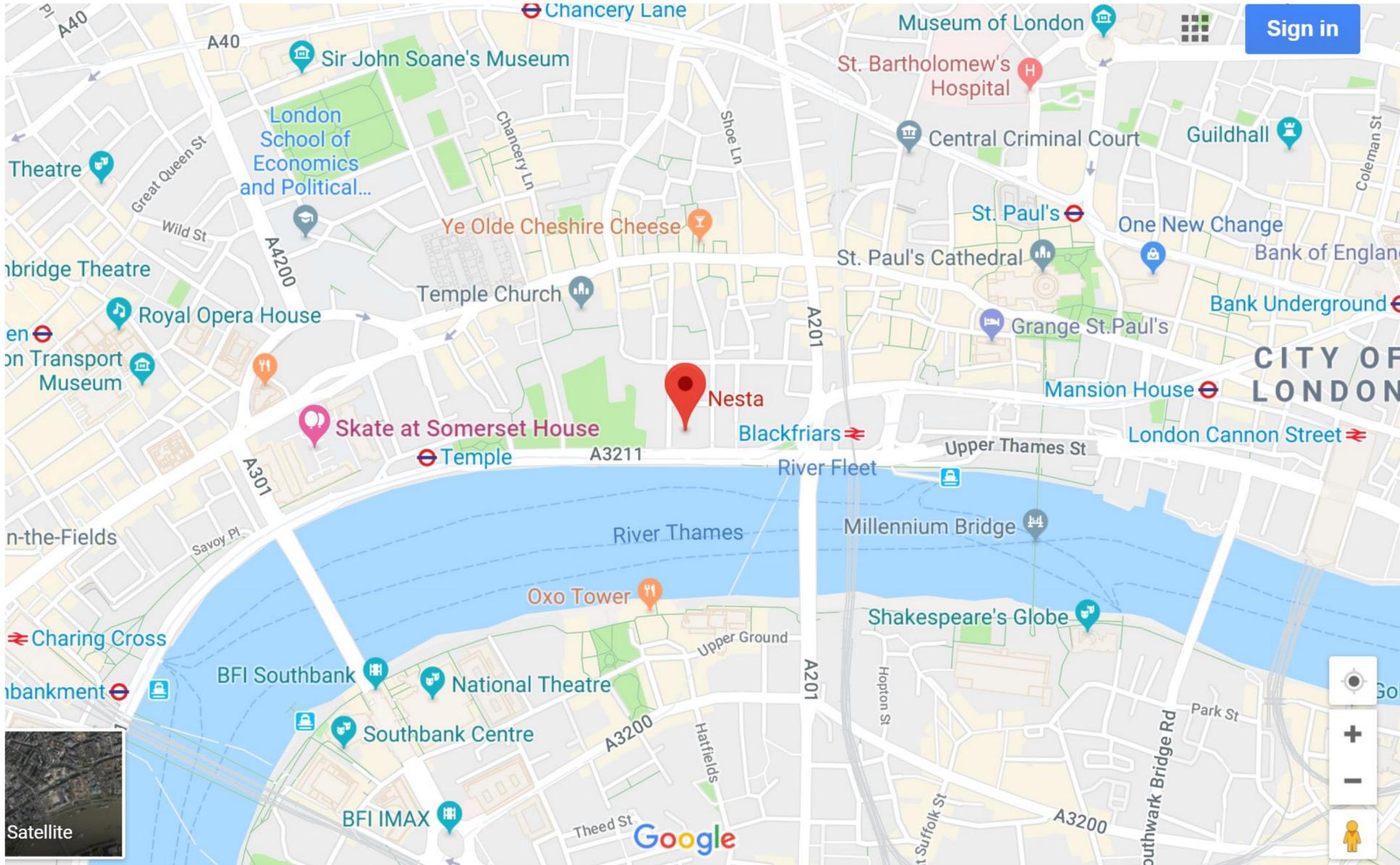
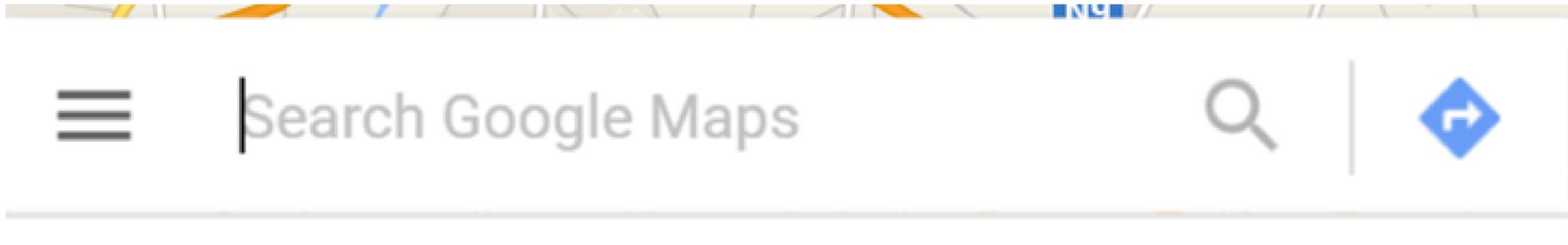
Sensor data

Information Technology

Education

# Intelligence Assemblies





**Google Maps =  
Google**

**+ Where 2 Technologies**

**+ Keyhole**

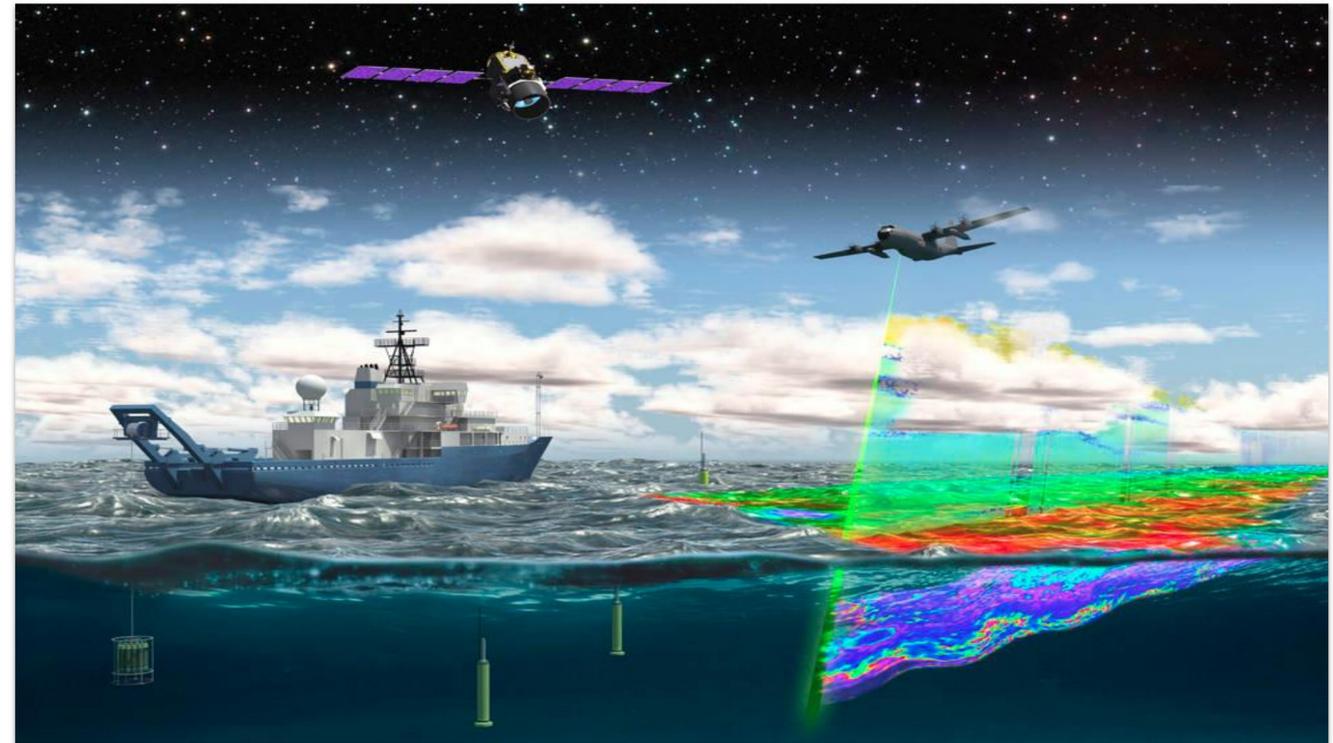
**+ ZipDash**

**+ Google Maps API**

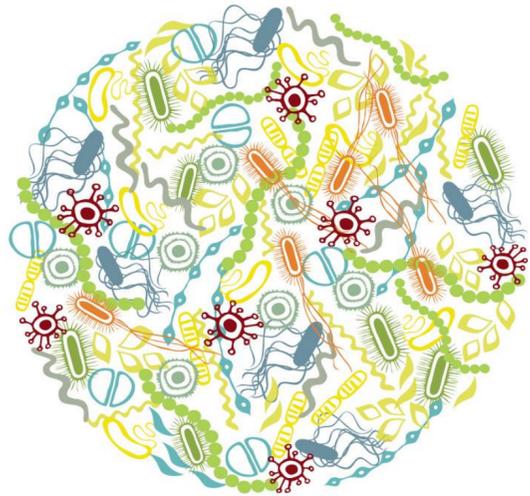
**+ Vutool**

**+ iPhone loading**

**+ Google Map Maker....**

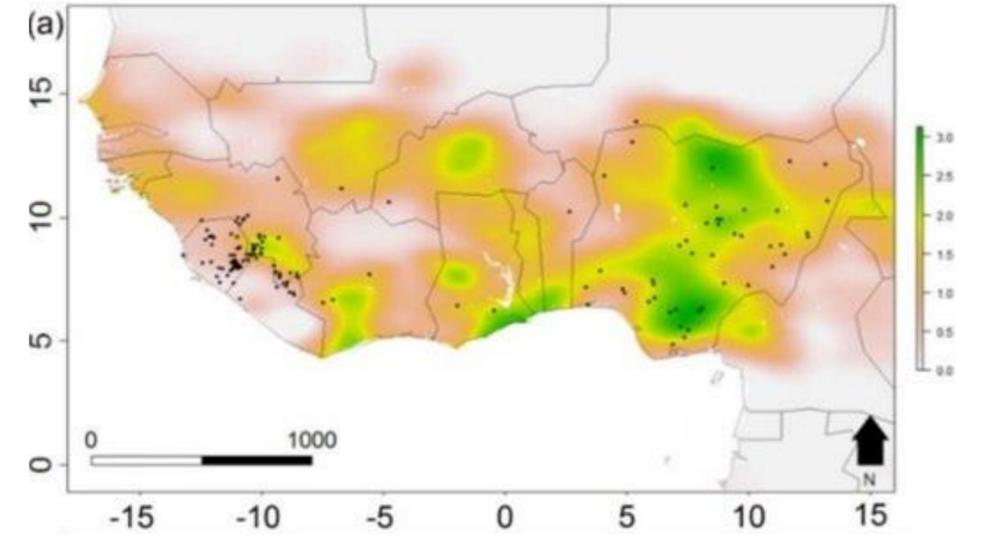


## Epidemiology



**DISEASE  
OUTBREAK  
PREDICTION**

## Machine Learning



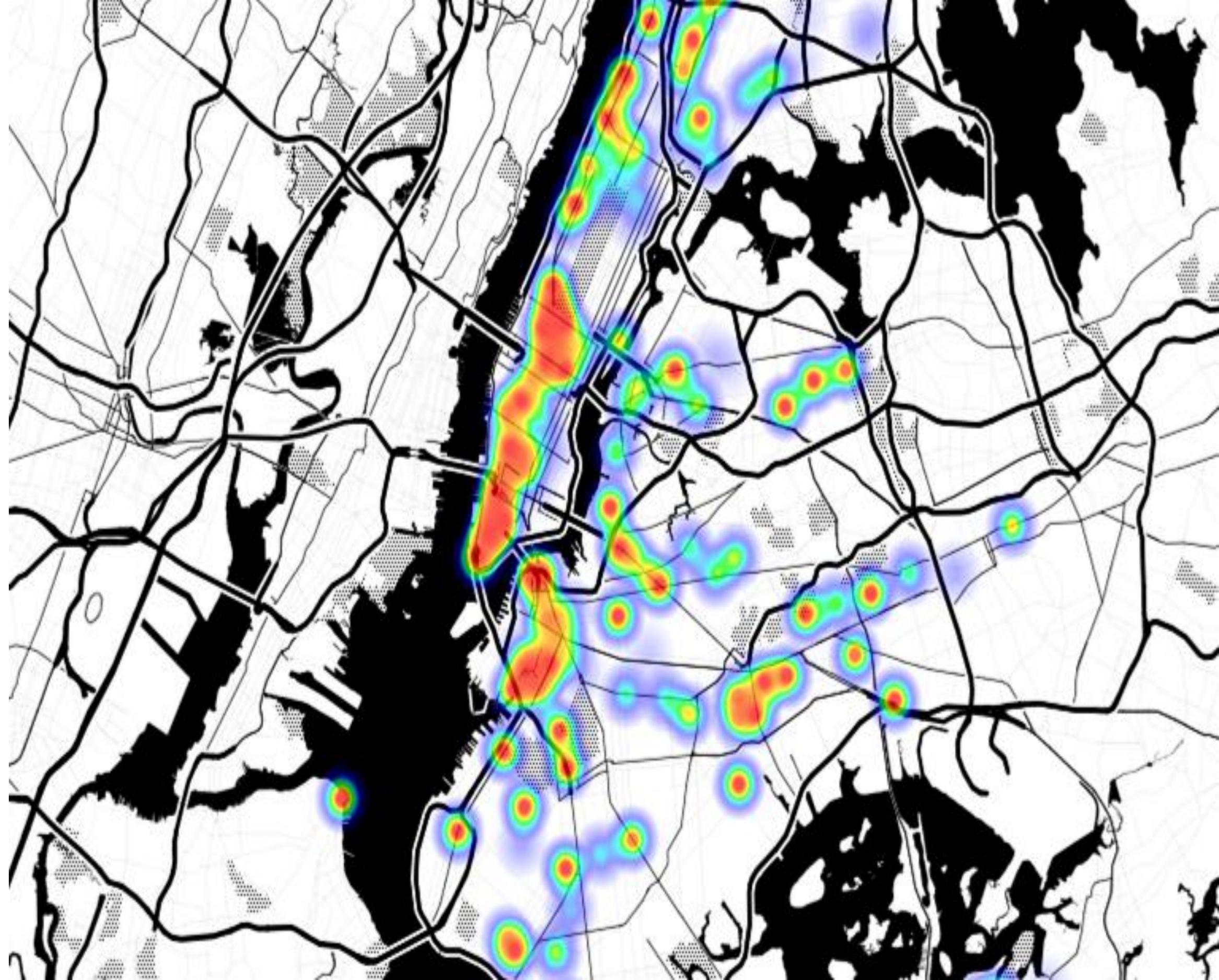
## PathoMap

PathoMap was a research project to study the microbiome and metagenome of the built environment of NYC.

PathoMap has now expanded into a global study called **MetaSUB**.

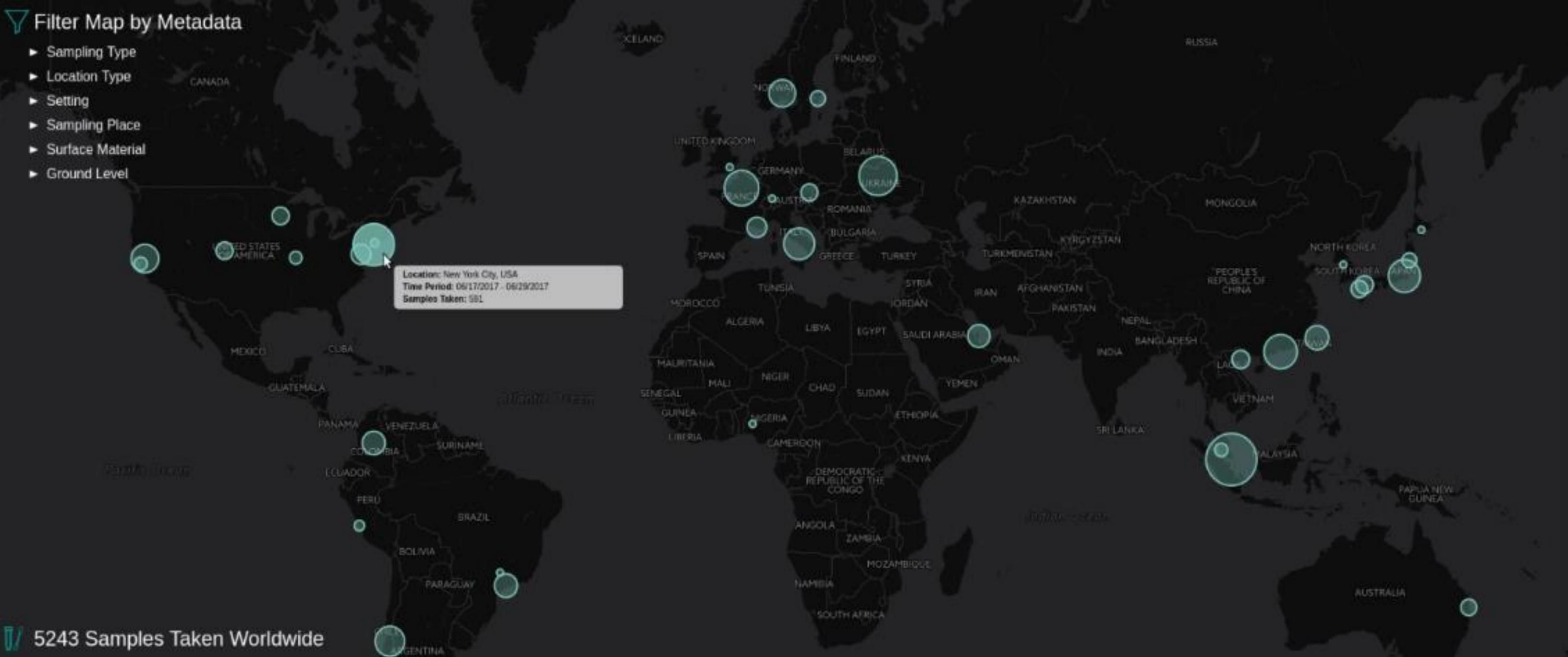


**nesta**



# Filter Map by Metadata

- ▶ Sampling Type
- ▶ Location Type
- ▶ Setting
- ▶ Sampling Place
- ▶ Surface Material
- ▶ Ground Level



## 5243 Samples Taken Worldwide



# Open Jobs

Combing real time data with human know-how to empower your employment. For job-seekers, advisers and employers to connect.

## My search wizard

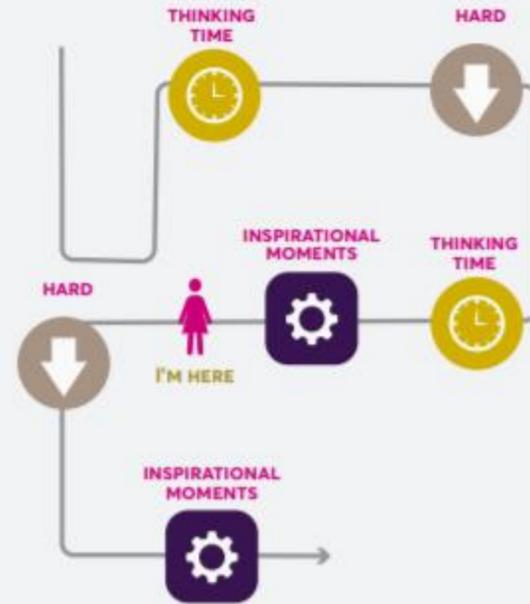
Answer questions to let the tool know you and tailor its career suggestions to suit you. Input 'type of job' you want, the 'working lifestyle' you need, the you've 'subjects studied', your 'skills and qualifications', and your 'passions'.



PHYSIOTHERAPY      PART TIME & FAMILY      COMMS SKILLS      SPORTS

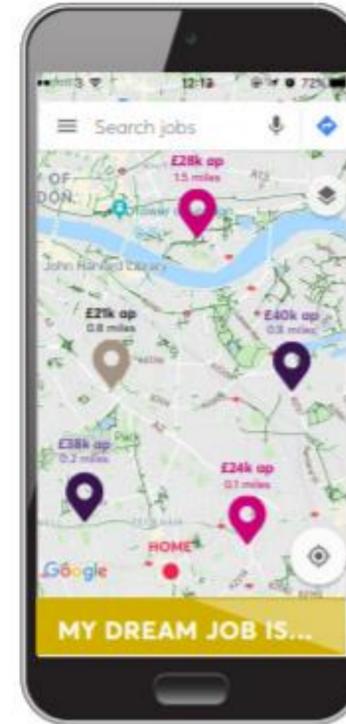
## My career journey

Understand how to get the right job with a personalised career action plan broken down. See when to make bigger decisions (GCSE's, apprenticeship, university career change) and when you have space for experimenting and reflection. Be nudged and signposted to make you take your next action and move further along your journey.



## My real time suggestions

If it's a job or education, input your location and see where your real opportunities are right now in real time! See location, cost of commute and expected salary.



## Future jobs 2030

Have wild job adverts and employers suggested to you daily. Tailor these to your desired occupation, lifestyle or dream location - click through to connect to the job advert - and let the future become now!



## My suggested occupations

Based on 'search wizard' results, the tool will suggest different occupations and industries, and compare likely outcomes - earnings, satisfaction rating, future-proof and how strongly your skills match.

MEDICAL ASSISTANCE		NURSING	
SUBJECT MATCH	HIGH	SUBJECT MATCH	LOW
AVERAGE SALARY	£18,900	AVERAGE SALARY	£34,500
JOB SATISFACTION	LOW	JOB SATISFACTION	HIGH
FUTURE PROOF	MEDIUM	FUTURE PROOF	MEDIUM



**Therapist**  
NHS



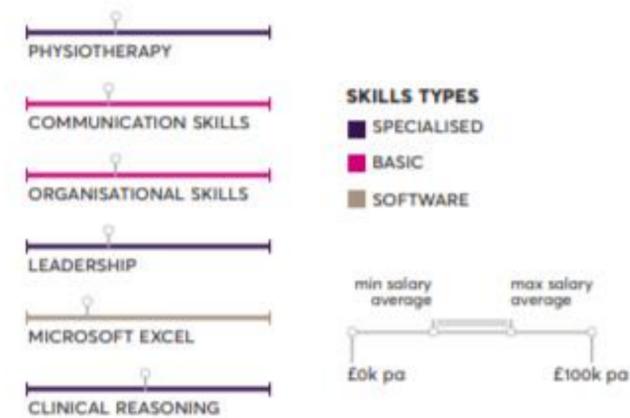
**Nurse**  
Royal Hospital



**Caregiving**  
Private Clinic

## Map my skills

See your skill set and understand how and when to gain new skills to get that better job. See new different occupations with similar skill sets to yours, and be inspired by where your skills could take you.



## My daily mix

Have wild job adverts and employers suggested to you daily. Tailor these to your desired occupation, lifestyle or dream location - click through to connect to the job advert - and let the future become now!



## Case studies



### Tim, 52. Sales consultant.

**Problem:** He is at risk of becoming unemployed with due to advancing Technology  
**Solution:** input skills to see what jobs require similar skills and where to upskill to transfer to her dream job. See live jobs adverts and choose knowing your job will be safe in 2030.



### Sarah, 34. Single Mother of 2, personal trainer.

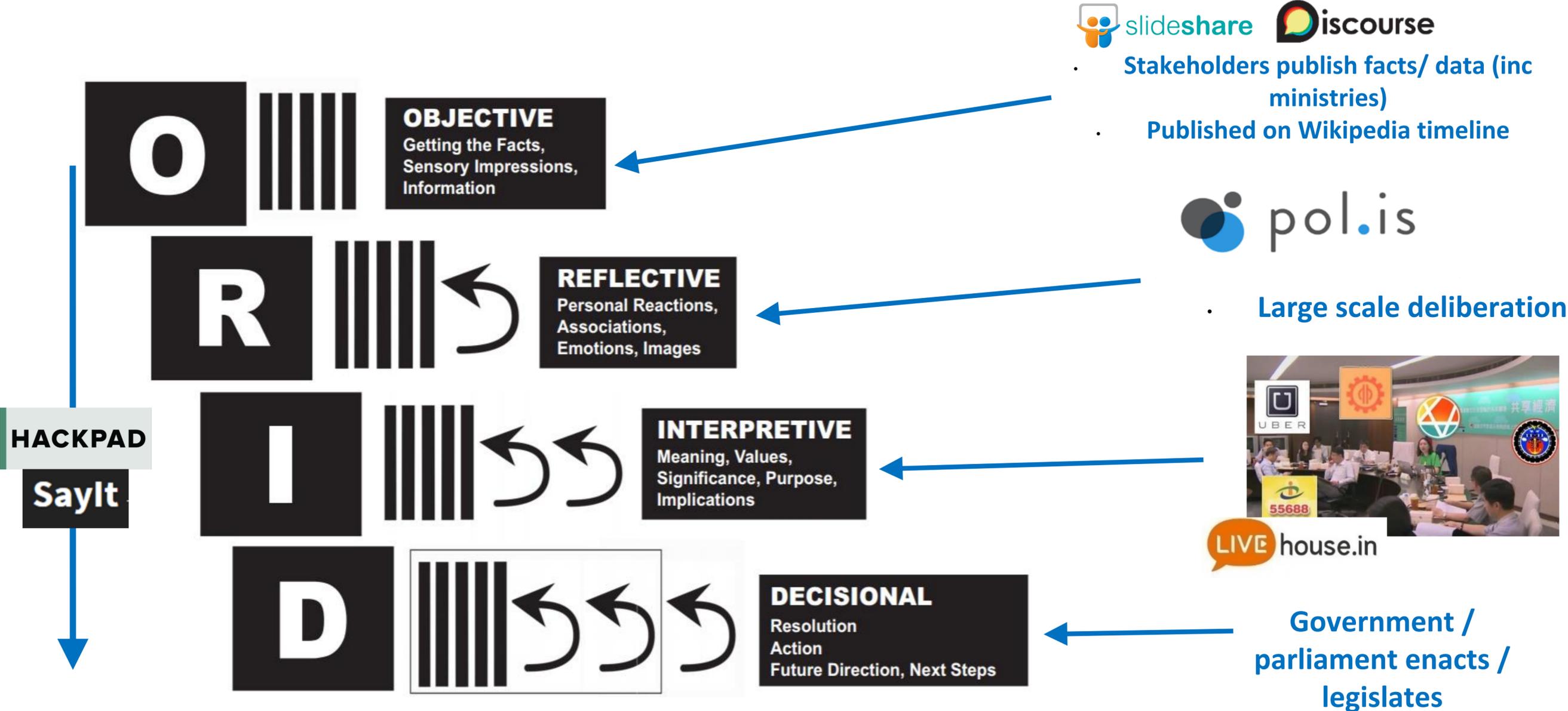
**Problem:** juggling busy home life and financial stress. Dreams of an online sports coaching offer.  
**Solution:** input your skills and dream worklife into the search wizard, and plot your new career journey. See what skills you need and where to study them to land that dream job!



### Billy, 15. Student.

**Problem:** stressed studying for GCSEs and has no idea what job he wants.  
**Solution:** input passions, subjects and dream job lifestyle to have occupations suggested to you. Explore job through video and live chat to professionals to hear what it's really like. Pick and plot your journey to get there.

# New models of policy making vTaiwan



Absorptive capacity  
(or why skills and  
capacity matter)

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# **The universal lesson of learning**

All new knowledge has to be  
integrated into an existing  
structure of knowledge

The world of evidence is fighting a war against enemies, but also shifting ...

- To stories as well as data
- From supply to demand
- To more experiments
- More real time data embedded in collective intelligence
- More focus on absorptive capacity



**Gracies/Gracias!**

