spotlight on 2016
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Introduction

2016 will be remembered by its highly charged political debates. Hard-fought referendums in the UK and Italy, and elections in the US and Austria, revealed sharply polarised opinions.

While spirited public debate and arguments over policy are elements of a healthy political process, the policy context shifted in 2016. Oxford Dictionaries named *post-truth* as its 2016 international word of the year, defining it as ‘relating to or denoting circumstances in which objective facts are less influential in shaping public opinion than appeals to emotion and personal belief’. This new outlook was crystallised in the UK’s debate on Brexit, with one influential British politician claiming that people had had enough of experts.

At RAND Europe we believe passionately that experts and truth still matter. There are few simple answers to complex questions. Evidence must be at the heart of policymaking: to frame questions, gather and analyse relevant data, indicate what options may be viable and understand what we don’t know yet. But all evidence is not the same and it allows for different interpretations. An observation of the political upheavals of 2016 is that many voters felt that their local perspective as a source of evidence was being overlooked. One of the many future challenges for policymakers is to consider the array of evidence available and to expand people’s thinking to better understand it, in the effort to make policies that address society’s needs.

RAND Europe’s *Spotlight on 2016* features examples of our contributions to building an informed evidence base from which to help improve policy and decisionmaking. In the fractured political environments we know today, a transparent, objective and multifaceted approach is more essential than ever.

Hans Pung, President  
hans_pung@rand.org
As a result of the highly politicised events of 2016, two concerns have emerged about the concept of an ‘echo chamber’ and its possible effects on democratic debate. The first is that targeted Internet and social media may overly narrow access to information that matches the views and opinions of users. The second concern is that users may then cherry pick information, choosing only to follow sources that conform to their beliefs. Both trends reinforce viewpoints rather than challenge them.

At RAND Europe, we provide evidence-based insight across many different policy areas. We seek to expand perspectives, rather than to narrow them, through thought-provoking, impartial and robust analysis of key policy issues.

Whether by shedding light on a new and emerging area, such as the ‘dark web’, highlighting all the possible consequences of a policy decision, such as the roll-out of body-worn cameras in police forces, or by showing the gaps in current knowledge, as with our work on UK Armed Service Leavers, we aim to ensure that decisionmakers understand the whole picture, based on evidence and fact, before they commit to major policy decisions. The following pages highlight some of the ways that RAND Europe’s work has helped to push boundaries and expand perspectives in 2016.
The impact of Brexit on UK and European defence and security

Defence and security were not the main talking points during the UK referendum on leaving the European Union. However, the impact of Brexit on the UK and Europe’s defence and security capabilities must now be considered.
Given high levels of speculation since the referendum result, RAND Europe’s *Defence and Security after Brexit* study sought to provide an evidence-based analysis of the different plausible post-Brexit futures that might unfold. It brought together a literature review, interviews and a workshop with defence and security experts to deliver an in-depth review across the range of different policy areas related to defence and security.

Unlike some other areas of European Union (EU) policy, the UK is seen as a net contributor to European security and defence. This raises difficult questions for both sides about whether, when and how this perception can be leveraged in wider Brexit negotiations. All parties risk becoming weaker and less secure if Brexit talks provoke a ‘zero-sum’ approach to security and a messy divorce.

RAND Europe’s work highlighted some important post-Brexit areas to ponder. These include the potential impact on the strategic ambitions and defence capabilities of both the UK and EU; the regional and domestic implications for the UK, especially for Scotland and Northern Ireland; the impact on defence spending, R&D and innovation; and future cooperation on issues such as counterterrorism, space and cyber.

Defence may be less immediately affected by Brexit than labour policy or trade, as much international defence cooperation takes place through NATO or bilateral means. This is likely to remain the case after the UK leaves the EU.

Nonetheless, Brexit will require both the UK and EU to re-evaluate their strategic goals, whether they have the necessary capabilities and collaborative frameworks to achieve them, and what role they want to play in the world.

For the UK, economic uncertainty precipitated by Brexit raises questions about the long-term affordability of
The UK contributes the following defence capabilities to the EU:

- Aircraft carriers: 50%
- Nuclear submarines: 50%
- Ground-based radar systems: 37%
- Naval surface combatants: 16%
- Armoured reconnaissance forces: 15%
- Transport helicopters: 11%
- Combat aircraft: 11%
- Armoured fighting vehicles: 11%

Brexit may represent a significant loss for the EU in terms of defence. Some estimate that it could reduce the EU’s defence capabilities by a quarter. European leaders are now working on plans to promote more EU defence integration, perhaps through a European operational headquarters - a plan long blocked by the UK while a member of the EU.
Brexit may pose more immediate practical challenges to UK and European security rather than defence. However, both are subject to long-term uncertainty. Compromise and continued engagement between the UK and EU on defence and security will be important during Brexit negotiations.
The costs of reversing Schengen

The Schengen Agreement, which removes border checks between 26 European countries, has come under strain from the escalating migrant crisis.

In a report for the European Parliament, RAND Europe found that reversing the Schengen Agreement would come at a high economic cost. Physically rebuilding the border infrastructure could generate a one-off cost of up to €20 billion, plus up to €3 billion in annual operating costs.

A reversal of Schengen could also undo many positive social and political developments made over the past decade, such as reductions in levels of crime and improved trust between citizens and government institutions.

To manage the movement of people in the Schengen Area, our report endorsed the EU decision to establish the European Border and Coast Guard. It also recommended reforming the EU asylum system to process applications more effectively.

Re-establishing border controls could mean to up to €3 billion in annual operating costs.
The growing challenges ahead in the Mediterranean region

"The Mediterranean region faces many diverse political, security, social and economic challenges that require coherent and coordinated responses from multiple stakeholders, both within the region and outside."

Giacomo Persi Paoli is a research leader who specialises in global defence and security issues. An Italian Navy veteran who has experience rescuing migrants at sea, he was lead author for our study of the current challenges in the Mediterranean region.
The Mediterranean region is once again an area of global strategic interest due to the multiplying political, security, social and economic challenges that have arisen in recent years.

RAND Europe explored a variety of different policy responses to these challenges through the RAND Corporation-sponsored Mediterranean Foresight Forum. The project looked at three broad areas – foreign policy, defence and security and criminal activities – all of which are interlinked and have regional impacts.

For example, the armed conflicts and terrorism in Syria and Libya have fuelled a growing criminalisation of the Mediterranean region by mobilising the highest number of refugees in European history. Criminal enterprises then exploit those fleeing from conflict, profiting from smuggling and trafficking activities.

Other factors undermining the stability of the region include widespread economic, political and social insecurity, the volatility of some key coastal states around the Mediterranean basin and a lack of coherent and coordinated policy responses.

Sadly, new risks to security and stability seem likely to emerge, as the EU fails to deal successfully with the complexities of the refugee crisis, the United States increasingly prioritises the Far East over Europe and Russia increases its influence and presence in the region.
Educating Syrian refugee children in Jordan

As of May 2016, 640,000 Syrian refugees live in Jordan, representing a 10 per cent increase in the country’s population since 2011. Around 250,000 of these refugees are children.

In response to so many Syrian refugee children being in the country, UNICEF, the government of Jordan and partners launched the Emergency Education Response programme in 2012 to offer free public education and other educational services to Syrian children. RAND Europe evaluated the performance of this programme, involving both the Syrian children themselves and the wider Jordanian community.

The programme has made impressive strides, providing 130,000 Syrian children with access to formal schooling. However, at least 97,000 children still remain outside the formal education system.

Alternative education programmes are helping address this urgent need to some degree by providing flexible classes and educational activities to an additional 35,000 Syrian children, but these initiatives lack a full-time and structured curriculum, or clear pathways into formal, certified education. Further investments in specialist psychosocial support and training are also needed to help teachers support traumatised pupils.

The Jordanian public school system is under pressure too, as the country struggles to meet the educational needs of both Syrian children and its own citizens. An inadequate public school infrastructure means a shortage of school spaces and overcrowded classrooms, exacerbating quality concerns.

250,000
Syrian refugee children now live in Jordan
Focusing on immediate education needs has enabled many refugee children to enrol in school, but a strategy for the next five years is now essential to provide an effective response to the continuing crisis.

Jennie Corbett is a research analyst whose specialist areas are migration and social policy.
Europe’s fight against antimicrobial resistance
Antimicrobial resistance (AMR) promises to be one of the biggest global threats to public health and the economy over the next 50 years. RAND Europe’s earlier work in this area found that the potential global costs of AMR range between $2.1 trillion and $124.5 trillion worldwide by 2050 if the problem is not addressed.

The European Commission put in place an action plan to fight AMR in 2011. RAND Europe has provided a comprehensive evaluation of the plan’s implementation over its five-year term.

The evaluation highlighted some positive achievements, including significant funding for AMR-related research and innovation, new EU animal health policies and new guidelines for the prudent use of antimicrobials in veterinary medicine.

The action plan was broadly coherent with wider EU policies on human health, animal health and welfare, food safety and research. However, many environmental issues related to AMR transmission, such as the impacts of agricultural and human waste, were not adequately addressed.

Looking at individual EU member states, RAND Europe found that national AMR plans were highly variable, though the Commission’s plan had stimulated greater efforts. A one-size-fits-all European approach to tackle AMR cannot deal with the diverse challenges in each country, and more specific support will be required.

“Europe has made significant progress and is leading the global fight against AMR. The next step is a more comprehensive plan that supports activities within individual member states and internationally beyond the EU.”

Elta Smith is the AMR evaluation report’s lead author and a research leader at RAND Europe. Her expertise is in science and food policy.
The price of not sleeping enough

Sleep is considered essential for individual health and wellbeing. Insufficient sleep is associated with a higher mortality risk but also with productivity losses at work. Both these factors can harm a nation’s economy.
A person who sleeps fewer than six hours a night on average has a 13 per cent higher mortality risk than someone sleeping between seven and nine hours, generally considered to be the ‘healthy sleep’ range. In the workplace, productivity losses encompass both absenteeism, employees being absent from work, and presenteeism, employees being at work but performing at a sub-optimal level. For adolescents, insufficient sleep may impair skill accumulation with potentially negative effects over their lifetime.

A RAND Europe study considered all these factors when quantifying the economic and social costs of insufficient sleep across five OECD countries: the US, the UK, Canada, Germany and Japan. We developed a novel methodology consisting of bespoke economic modelling, and which used a large employer–employee dataset as well as data on sleep duration from each country. Figures from VitalityHealth’s *Britain’s Healthiest Workplace* study were used.

As the chart below shows, the US incurs the biggest economic losses (up to $411 billion, which is 2.28 per cent of its GDP) and most working days lost (1.2 million) due to insufficient sleep among its workforce, closely followed by Japan (up to $138 billion, which is 2.92 per cent of its GDP, and around 600,000 working days lost).

Germany (up to $60 billion, which is 1.56 per cent of its GDP, and just over 200,000 working days lost) and the

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**Economic costs of sleep deprivation**

- **Canada** $21.4 billion
  - 1.35% GDP

- **United States** $411 billion
  - 2.28% GDP

- **United Kingdom** $50 billion
  - 1.86% GDP

- **Germany** $60 billion
  - 1.56% GDP

- **Japan** $138 billion
  - 2.92% GDP
A range of health, lifestyle, socio-demographic and work factors have a direct impact on sleep duration. These include gender (men are more likely to sleep less than women), being obese and overweight, having mental health needs, being a smoker, levels of physical activity (those who exercise more sleep better), having financial concerns, working irregular hours and the length of the commute to work.
The effects of insufficient sleep are significant. Low sleep levels are bad for individual health and wellbeing but they can also hurt a nation’s economy through lower productivity levels and a higher mortality risk among the working population.

Marco Hafner is a senior economist at RAND Europe, and was the lead author of the study. His specialist research interests are employment, wellbeing and social policy.
Mapping mental health research

Who funds mental health research? RAND Europe collated funding acknowledgements for over 220,000 journal papers published between 2009 and 2014 and conducted interviews with leading research funders to create a comprehensive ‘map’ of the global mental health research funding ecosystem.

The largest number of research funders, around 40 per cent of the total, came from the ‘charity, foundation and non-profit’ sector. Surprisingly, this included charities, such as the British Heart Foundation, the primary remit of which is not mental health. Alongside better-known charities and government bodies, we also found that a number of new charities were funding mental health research.

Our work resulted in a series of maps that allow funders to locate themselves within the full global mental health research funding ecosystem, and within particular subfields. Funders can also identify organisations that fund similar work. Individual funder profiles provide a stimulus for new collaborations and illustrate the variety of practice in the field.

Over 1,900 funders supported mental health research papers from 2009 to 2014
Using technology to deliver mental health support
Over 6 million working-age people in the UK have mental health needs. Access to mental health services remains limited, however, and the cost to government to maintain these services is significant – £34 billion a year for England alone, according to 2016 estimates from the UK’s Mental Health Task Force.

Given such budgetary pressures, a 2014 RAND Europe study for the UK’s Department for Work and Pensions (DWP) explored some innovative approaches that could deliver mental health services more effectively, and gave cost-benefit estimates for each. One of the options examined was providing online access to mental health assessment and support.

Building on this earlier research, in 2016 RAND Europe was asked to look at the availability, use and effectiveness of computerised Cognitive Behavioural Therapy (cCBT) tools: online platforms and mobile applications that aim to tackle common mental health conditions such as depression, anxiety or insomnia.

A comprehensive assessment of the literature on cCBT tools found that they had developed significantly since 2013, as had the evidence behind them. The new evidence showed that cCBT tools have a largely positive impact, and that some condition-specific tools can even reduce the symptoms of other conditions. For example, a tool to tackle insomnia may simultaneously reduce the symptoms of depression.

There is a risk, though, that such platforms will fail to reach out to some groups with mental health needs who may be less likely to use cCBT tools or participate in studies that test their effectiveness. We found, for example, that the average user of cCBT was a university-educated woman in her late 30s in full-time employment.

The DWP is now trialling a number of mental health programmes based on RAND Europe’s work, with one pilot covering how technology can be used to deliver services to individuals with mental health needs.
Galvanising the NHS to adopt innovation

The UK Government’s Accelerated Access Review interim report puts forward several proposals to improve the adoption of innovation in the National Health Service.

RAND Europe engaged a wide range of key health stakeholders, such as clinical leaders, Academic Health Science Networks (AHSNs) and other clinical networks, through workshops and interviews, to explore the feasibility of the interim propositions. The project looked in particular at how best to mobilise people and networks.

Stakeholders stressed the need to mobilise clinical leaders to push for change. Financial incentives and encouraging secondary care organisations to take on ‘innovation’ champion roles were seen as important for improving adoption. These are some of the actions that could encourage AHSNs and other clinical networks to lead system redesign to embrace innovation.

The project is part of a broader portfolio of work that RAND Europe is conducting on innovation in the health system, which is due to be published in 2017.
Shaping the Internet of Things

A growing number of ‘things’ around the world today now have sensors to capture data, photos and video and can interact directly with people, IT systems and other things through the Internet.

This is known as the Internet of Things (IoT), and its rapid development makes it a critical area of interest to policymakers. RAND Europe carried out a study to gain a better understanding of what is happening ‘on the ground’ in the UK, based on insights from IoT implementations and informed users of technology. The aim of the research, commissioned by IoTUK and BCS, The Chartered Institute for IT, was to support a process for policy feedback that will inform the development and adoption of the IoT in the UK.

Our work showed that the IoT offers some promising opportunities, particularly its potential to deliver socio-economic benefits. It also poses challenges, however, notably around security, privacy and trust. A careful balance of policies will be needed that encourage businesses not only to innovate new solutions, services and products, but also build public trust and confidence in the IoT.
Untangling the ‘dark web’

Drug trade on the ‘dark web’ was made famous by Silk Road, the biggest and best-known cryptomarket for trading illegal products and services. A RAND Europe study extracted data from eight of the largest cryptomarkets during January 2016 to examine the size and scope of the illicit drugs trade online.
In 2013 the FBI shut down the infamous Silk Road ‘dark web’ site, but that did not halt the growth of illegal cryptomarkets. These are online marketplaces that operate similarly to online e-commerce platforms such as Amazon, displaying a range of products, and even user feedback, but can only be accessed using special encryption software. RAND Europe’s study found that illicit drug transactions on the ‘dark web’ have tripled since 2013, and revenues have doubled. Almost 60 per cent of all cryptomarket vendors sell nothing but drugs.

Despite this strong growth, cryptomarkets still appear to be only niche emporia compared to the offline market for illicit drugs. Total global drug revenues on cryptomarkets (excluding prescription drugs, alcohol and tobacco) during January 2016 were estimated at between $12.0 and $21.1 million – a tiny fraction compared to average offline drug sales of $2.3 billion

### Monthly revenue by drug type ($)

<table>
<thead>
<tr>
<th>Drug Type</th>
<th>2013 Revenue</th>
<th>2016 Revenue</th>
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</thead>
<tbody>
<tr>
<td>Cannabis</td>
<td>$1m</td>
<td>$2m</td>
</tr>
<tr>
<td>Stimulants</td>
<td>$2m</td>
<td>$4m</td>
</tr>
<tr>
<td>Ecstasy-type</td>
<td>$1m</td>
<td>$2m</td>
</tr>
<tr>
<td>Prescription</td>
<td>$2m</td>
<td>$3m</td>
</tr>
<tr>
<td>Psychedelics</td>
<td>$1m</td>
<td>$2m</td>
</tr>
<tr>
<td>Opioids</td>
<td>$1m</td>
<td>$2m</td>
</tr>
<tr>
<td>Other drugs</td>
<td>$2m</td>
<td>$3m</td>
</tr>
</tbody>
</table>
Total global monthly illicit drug revenues from cryptomarkets are estimated to be between $12.0 and $21.1 million (c. €2bn) per month for Europe alone, according to the European Drug Report 2016 from the European Monitoring Centre for Drugs and Drug Addiction (EMCDDA).

However, our report did uncover some evidence that drugs sold on cryptomarkets are fuelling offline drug markets by helping buyers source stock for offline distribution. Some 25 per cent of total cryptomarket drug revenues account for transactions that were greater than $1,000, and it seems likely that these large consignments were bought for resale. The majority of drug transactions were under $100, so likely to be for personal use, but these generated only 18 per cent of total revenues.

Buyers are attracted to cryptomarkets because they are perceived as being safer than offline markets, with
Cryptomarkets are growing and have attracted a range of new drug users, but their full impact on the overall drug market remains inconclusive.

Stijn Hoorens is the head of the RAND Europe Brussels office. He specialises in drug policy and was the lead author of this study.

Illicit drugs sold on cryptomarkets were dominated by cannabis (37 per cent of total revenues), stimulants such as cocaine and amphetamines (29 per cent) and ecstasy-type drugs (19 per cent). These proportions are similar to EMCDDA estimates of drugs sold offline, though the ratio of ecstasy-type drugs appears higher (just 3 per cent of the total European market share offline) and heroin lower (28 per cent offline, but only 6 per cent of total drugs revenues for cryptomarkets).

Despite a host of new findings related to the revenues and transactions of illicit drugs sold on the ‘dark web’, evidence on the full impact of cryptomarkets remains inconclusive, as it is difficult to make a causal link to their impact on offline drug sales.
In the public policy context, corruption means paying bribes or exercising power to get privileged access to public services, goods or contracts. Corruption has significant social, political and economic costs and leads to more unequal societies, more organised crime, weaker rule of law and lower trust in public institutions.

RAND Europe was commissioned by the European Parliament to investigate and quantify the true extent of corruption in Europe. A detailed economic analysis considered both direct effects on GDP, such as lost tax revenues and inflated procurement costs, and indirect effects, such as disincentives for companies to invest in EU member states.

We found that up to €990 billion in GDP terms is lost annually each year in Europe due to corruption. This is far higher than the initial estimate provided by the European Commission of €120 billion.
The introduction of body-worn cameras led to a **93 per cent** drop in police complaints. Rates of assault against police officers were **15 per cent** higher when body-worn cameras were in use. The rate of use-of-force by police officers was **unchanged** by the presence of body-worn cameras.
The effects of body-worn cameras in policing

Billions are being spent worldwide on rolling out body-worn cameras in police forces. The theory is that these devices should benefit both police officers and the public, helping with prosecutions and stopping inappropriate behaviour on both sides.

A collaboration between RAND Europe and the University of Cambridge found that the overall picture is more complex, however. The project used one of the largest ever randomised-controlled trials in criminal justice research, involving eight UK and US police forces and 2,122 participating officers.

The research focused on complaints against police officers, assaults against officers and the use of force during arrest by officers wearing body-worn cameras.

Surprisingly, the study found that assaults against officers wearing body cameras were 15 per cent higher than for officers not wearing cameras. And, also contrary to current thinking, the rate of use of force by police on members of the public was unchanged by the presence of body-worn cameras. Further analysis showed that this varied depending on how and when cameras were used: if an officer turned on their camera during an encounter, this could escalate the situation.

Cameras do appear to have more impact on complaints against police officers. We have recently found that the introduction of body-worn cameras led to a 93 per cent drop in police complaints made by the public.

Some of the results were certainly surprising. There are several possible explanations, but more work and research is needed to unpick the detailed reasons behind each finding.

Alex Sutherland is a research leader who specialises in criminal justice research, and was a co-author for this study.
Identifying vulnerable people in the criminal justice system

Liaison and Diversion (L&D) schemes aim to improve the early identification of people with vulnerabilities, such as mental health issues or learning disabilities, as they pass through the criminal justice system. This can speed up case processing and enhance decisionmaking around remand and prosecution case management.

RAND Europe evaluated the early roll-out of a new model for L&D schemes that aims to harmonise practices across England.

We found that the new model appeared to be effective, with many people identified as having vulnerabilities in police stations and courts. Police, magistrates and judges were receiving relevant information about detainees and defendants more quickly as a result.

In a follow-on project, RAND Europe is now looking at the impact of the new L&D model on reoffending, diversion from prosecution and use of healthcare services.

Each year around 17,000 personnel leave the UK Armed Forces and return to civilian life.
Approximately 17,000 active service personnel leave the UK Armed Forces and return to civilian life each year. This represents approximately 10 per cent of the total regular service personnel in the UK.

Despite much anecdotal evidence of problems and challenges related to the transition process faced by the families of Services Leavers, a systematic review of literature by RAND Europe found little or, in some areas, no existing information on family breakdown, housing and spousal employment.

The Forces in Mind Trust, a charity that aims to improve the lives of ex-Service personnel and their families, is using RAND Europe’s study to inform research that can fill this gap in the evidence.
2016 in events

In 2016, RAND Europe both hosted and participated in some memorable events, covering a wide range of themes.

Guests attending our annual Brussels and Cambridge receptions enjoyed hearing Carl Bildt and Professor Patrick Maxwell reflect upon RAND Europe’s contributions to policymaking.

The effectiveness of body-worn cameras on policing was the topic of a RAND Europe-sponsored panel discussion for the University of Cambridge’s Festival of Ideas.

Martin Roland, Emeritus Professor of Health Services Research at the University of Cambridge, took A Brief History of NHS Politics 1948–2030 as his theme for the annual lecture sponsored by the Cambridge Centre for Health Services Research (CCHSR). His presentation was a tour de force, pointing out similar challenges for the NHS — past, present and, most likely, future. The CCHSR is a collaboration between the University of Cambridge and RAND Europe.

An event to launch RAND Europe’s study on the effectiveness of computerised solutions to deliver cognitive behavioural therapies was hosted at the House of Commons by Norman Lamb MP, a former Minister of State for Care and Support and keen supporter of policies helping people with mental health problems. Ingeus, a provider of social services, commissioned the study.
At the European Evaluation Society Conference in Maastricht, RAND Europe’s IMPACT Europe team won the award of Best Paper, decided by peer review and considered the most prestigious accolade in the European evaluation research community. The paper introduced the Violent Extremism Evaluation Measurement Framework to help assess the impact of counter-violent extremism initiatives on key behavioural indicators. The award recognises originality, rigour, innovation, practical policy relevance and contribution to international evaluation debate.

Professor Mary Dixon-Woods, the RAND Professor of Health Services Research at the University of Cambridge and co-director of the CCHSR, presented her inaugural lecture on improving quality and safety in healthcare. Professor Dixon-Woods works closely with RAND Europe’s Chief Economist, Jon Sussex, her fellow co-director.

An event at the House of Lords showcased RAND Europe’s collaboration on a Thought Leadership Programme with the Corsham Institute and St George’s House, Windsor, on the digital society. The Key Findings report summarised the themes of multiple Thought Leadership events in 2016, including cybersecurity, trust and ethics, and health.
Clients and collaborators

Foundations, charities and universities

Public sector

Areas of expertise

RAND Europe’s in-house teams offer both multi- and interdisciplinary research strengths. The multilingual skills and diverse academic backgrounds of our staff add to the quality of our work.

Policy domains

- Defence & Security
- Drugs, Policing & Criminal Justice
- Education
- Employment, Social Inclusion, Population & Migration
- Health & Healthcare
- International Development
- Science, Technology & Innovation
- Transport

Capabilities and methods

- Choice Modelling & Behavioural Research
- Economics & Econometrics
- Evaluation for Better Performance

For more information, please visit our website www.randeurope.org or email reinfo@rand.org

Council of Advisors

Members of our Council of Advisors share their time, experience and expertise to support RAND Europe. We warmly welcome the recent appointment of Professor Dame Carol Black DBE, FRCP, FMedSci to the Council. Dame Carol, Principal of Newnham College, Cambridge, continues to build on her vast experience gained from top positions in medicine and high-level advisory roles on health and work. She also devotes time to supporting women to fulfil their greatest potential. She was included in the 2013 BBC Woman’s Hour Power List.

Michael D. Rich (Chairman)
President and Chief Executive Officer, RAND Corporation

Paul Adamson OBE
Partner and Chairman, Forum Europe
Editor-in-Chief and Founder, E!Sharp

László Andor
Former EU Commissioner for Employment, Social Affairs & Inclusion

Carl Bildt
Former Prime Minister, Former Minister for Foreign Affairs, Sweden
Dame Carol Black DBE, FRCP, FMedSci
Principal, Newnham College, University of Cambridge

Sir John Boyd KCMG
Chairman, Asia House

Philippa Foster Back CBE
Director, Institute of Business Ethics

Susan Hitch
Manager, Lord Sainsbury of Turville’s pro bono programme

A. Michael Hoffman
Chairman and Co-founder, Palamon Capital Partners LLP

David Howarth
Professor of Law and Public Policy, University of Cambridge

Gunvor Kronman
Chief Executive Officer, Hanasaari, the Swedish-Finnish Cultural Centre

Dr Gill Samuels CBE
Member, Council of University College London Trustee, Science Museum

Sir Gregory Winter CBE, FRS
Master, Trinity College, University of Cambridge
RAND Europe’s big moments over 25 years

RAND Europe has been providing impartial and expert analysis to policymakers for 25 years. Over that time, a number of key events, some organisational and some research-related, have proved pivotal in building and expanding RAND Europe’s expertise.

- **1992**
  - RAND Europe establishes a presence in Europe as the European-American Center for Policy Analysis (EAC) in the Netherlands.

- **1996**
  - The EAC is rebranded RAND Europe.

- **1997**
  - RAND Europe publishes seminal research for the Dutch Government, providing an integrated analysis of the country’s freight transport needs.

- **1998**
  - Acquisition of Dutch research company Stratagem BV strengthens RAND Europe’s capabilities in infrastructure planning and transport.

- **1999**
  - Positioning the Information Assurance Advisory Council (IAAC) Secretariat and research support at RAND Europe builds expertise in information assurance, cybersecurity and the emerging digital society.

- **2001**
  - The acquisition of Hague Consulting Group deepens RAND Europe’s expertise in transport policy and provides a new office location in Cambridge, UK.

- **2002**
  - A strategic partnership with the UK’s National Audit Office strengthens RAND Europe’s performance audit and evaluation activities.

- **2003**
  - RAND Europe broadens its choice modelling methods outside the transport area to health, helping to understand patient choice in London.
RAND Europe’s extensive and in-depth expertise in military shipbuilding helps shape UK MoD naval maritime industrial strategy.

RAND Europe is designated as a Health R&D Policy Research Unit by the UK’s Department of Health. This leads to the PRiSM project on research funding allocation, and enhances RAND Europe’s capabilities to measure the value of research.

RAND Europe builds on earlier expertise gained in measuring the value of research to help the Higher Education Funding Council for England (HEFCE) include the impact of publicly funded research in the Research Excellence Framework.

The President of the European Commission, José Manuel Barroso, helps launch RAND Europe’s Brussels Office.

The Cambridge Centre for Health Services Research (CCHSR), a collaboration between RAND Europe and the Institute of Public Health at the University of Cambridge, is established to inform policy through evidence-based research on health services, with Professor Martin Roland as the founding chair.

RAND Europe begins work for the European Defence Agency on two studies investigating European defence industrial issues.

The Cambridge Centre for Health Services Research (CCHSR), a collaboration between RAND Europe and the Institute of Public Health at the University of Cambridge, is established to inform policy through evidence-based research on health services, with Professor Martin Roland as the founding chair.
Publication of a study that examines global societal trends to 2030 to help the newly elected European Parliament and Juncker Commission prioritise policy challenges for the European Union

RAND Europe provides analysis for the Britain’s Healthiest Workplace competition and starts to build a dataset that supports additional wellbeing studies

RAND Europe’s research into psychological wellbeing in the workplace leads to the UK’s Department of Work and Pensions commissioning three ‘RAND pilots’ that aim to help people with mental health problems find a job or remain in employment

In response to former British Prime Minister David Cameron’s call to tackle antimicrobial resistance (AMR), RAND Europe calculates the global economics costs of AMR, which begins a body of ongoing work

Professor Mary Dixon-Woods becomes the RAND Professor of Health Services Research at the University of Cambridge
To view more about the research featured in Spotlight please visit: www.randeurope.org/spotlight2016

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