RAND CORPORATION

RAND's Impact *in the* Middle East

Education Health and Health Care

Capacity-Building Labor Market Reform

Youth **Private-Sector Development**

Planning for the Future **Energy and Environment**

The RAND Corporation is a leader in developing objective insights and solutions to real-world policy problems. Our Middle East work is driven by client needs, not by ideology or preconceived answers; it is fact-based and culturally relevant. We have a proven track record of policy impact in the region.

Supporting Youth

RAND is working to improve the lives of young people in the region through its Initiative for Middle East Youth.

- An innovative program is tackling youth unemployment in regions including the Middle East by expanding learning, knowledge-sharing, and funding for new initiatives. RAND was a founding partner of the program, Solutions for Youth Employment, working alongside the World Bank, the International Labour Organization, and other leading nongovernmental organizations (NGOs).
- Our research on Jordanian youth, carried out in partnership with a Jordanian survey research firm, informed policymakers on education and employment constraints keeping young workers—and especially women—from success in the job market.
- Syrian refugees will remain a policy challenge for many years. Our researchers have made recommendations for the host communities and NGOs to improve education for refugee children and to broaden the services available for refugees in urban areas.

Health and Health Care

RAND's work on health system reform has produced new ideas to improve access to and enhance the governance, financing, and quality of health care in the Middle East.

- Qatar created a National Health Authority that separated regulation and oversight from the delivery of health services, based on our recommendations. This led to a Supreme Council for Health and a newly implemented national strategy for health care services. Qatar also implemented an employer-based health insurance program similar to one we recommended.
- We created a health management information system for the Kurdistan Region—Iraq (KRI) to track whether health centers have the staffing and equipment they need and are providing expected services.
- Kurdistan Regional Government (KRG) health leaders are implementing a quality institute in partnership with us to guide health care providers toward international standards for safety and quality.
- As a result of regional pandemic influenza tabletop exercises we conducted, the Israeli, Jordanian, and Palestinian ministries of health were prepared for and engaged in cross-border cooperation in response to H5N1 (avian flu) cases and the subsequent H1N1 (swine flu) pandemic.

"RAND helped us think more comprehensively about innovation and how to measure progress and impact. Their support improved our ability to focus on and scale up our most successful programs."

—Tarik Yousef, Chief Executive Officer, Silatech

Education

RAND research has led to major reforms that improved educational quality and access at all levels.

- The KRG used our research to anticipate the need for 2,000 new K–12 schools over the next decade. It also began training teachers to implement a rigorous new curriculum and developed a quality assurance system based on our findings.
- The KRG is also developing its technical and vocational education to better support the needs of employers, drawing on a "road map" that we created.
- Twenty thousand children in Qatar are now attending independent schools under a voucher program we helped develop that allows their families to access public funding.
- Abu Dhabi revitalized its relationships with the branch campuses of two foreign universities based on our analysis of the performance and prospects of those campuses.
- A standardized measure of college and university performance that we developed is helping residents of Abu Dhabi decide where to pursue their educations and guiding the government in allocating resources.

Energy and Environment

RAND has been an instrumental player in developing sustainable and economical policies as populations and development needs grow.

- The Israeli government shifted toward greater use of natural gas and postponed building a new coal-fired power plant based in part on our research.
- The government of Abu Dhabi adopted a wide range of air and water pollution indicators as a result of an environmental health strategy and action plan that we created with the Secretary General of the Environment Agency—Abu Dhabi.

"RAND has changed the way we think. They believe in and demonstrate capacity-building for our people."

— Dr. Ali Sindi, Minister of Planning, Kurdistan Regional Government

Labor Market Reform and Private-Sector Development

RAND has helped Middle East governments expand their private sectors, streamline their civil services, and understand labor market opportunities.

- The KRG now knows that many of its government workers can succeed in the private sector, based on our review of the skills and education of government and private-sector employees.
- The Kurdistan Region Statistics Office (KRSO) developed the first-ever labor force survey for the KRI, working hand in hand with our researchers. The survey provides information on unemployment and other aspects of the labor market and is routinely featured in policy discussions and the media.
- Qatar reformed its civil service functions, structure, hiring, and rewards systems, following our recommendations. The reforms encouraged more private-sector employment.

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Capacity-Building

RAND has helped build the capacity of governments and institutions throughout the Middle East to conduct research and analyze problems, greatly improving their decisionmaking and encouraging more effective and sustainable policies.

- The Qatar National Research Fund has distributed more than $620 million since 2007 in merit-based research grants supporting collaboration between researchers in Qatar and institutions around the world. We helped Qatar create the fund, as well as a national research strategy.
- The Research Council of Oman sought our guidance to develop and help implement a system to better understand and improve the impact of the research it sponsors.
- The KRSO developed its first gross regional product calculation with our help, allowing future investors to assess the structure and health of its economy.
- The Israel police force is undertaking reforms to improve professionalism and transparency after our examination of police interactions with the public using body cameras. Our recommendations addressed issues of public perception and trust, created a performance measurement system, and identified crime prevention strategies.

Planning for the Future

RAND research in the Middle East is forward-looking.

- We have been working since 2002 with Palestinians, Israelis, and the international community to demonstrate how an independent Palestinian state could succeed—particularly through the design of a groundbreaking infrastructure and development plan for the West Bank and Gaza called "the Arc."
- Our researchers have provided an accounting of the costs and consequences of the continuing impasse between Israelis and Palestinians that underlines the stakes of finding a sustainable solution to the conflict.
- Qatar formed its Ministry of Development Planning and Statistics on the foundation of our analysis. The Ministry oversees the implementation of Qatar's National Development Strategy.

RAND Center for Middle East Public Policy

The RAND Center for Middle East Public Policy (CMEPP) combines rigorous multidisciplinary policy research with regional expertise to address the most critical political, social, and economic challenges facing the Middle East today. RAND's work throughout the region helps decisionmakers better understand how to tackle their domestic challenges and build capacity in ways that will make their societies safer, smarter, and more prosperous.

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RAND CENTER FOR MIDDLE EAST PUBLIC POLICY

The RAND Corporation is a research organization that develops solutions to public policy challenges to help make communities throughout the world safer and more secure, healthier and more prosperous. RAND is nonprofit, nonpartisan, and committed to the public interest. Learn more at www.rand.org.

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