

DR. RANIA BADER

Health Policy, Pharmaceutical Governance and Transparency Expert

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Professional Summary

Senior **health policy and pharmaceutical governance expert** with more than **20 years of experience advancing transparency, accountability, and evidence-based policy in health systems across Jordan and the MENA region**. Extensive experience working with **international development organizations including the World Bank, WHO, USAID, UNDP, and DFID**, leading large-scale health policy reform initiatives, governance assessments, and pharmaceutical sector transparency programs.

Proven track record in:

- Strengthening **good governance and integrity in health systems**
- Improving **access to medicines and pharmaceutical policy frameworks**
- Promoting **transparency in public procurement and supply chains**
- Supporting **gender-sensitive health governance**
- Facilitating **multi-stakeholder policy dialogue between governments, civil society, and development partners**

Recognized for mobilizing coalitions of policymakers, civil society, and international agencies to advance **health sector reform, regulatory strengthening, and accountability mechanisms**.

Areas of Expertise

Health Governance and Accountability

Pharmaceutical Policy and Regulation

Transparency in Public Procurement

Access to Medicines and Pricing Policy

Health Systems Strengthening

Civil Society Engagement in Health Policy

Gender and Health Governance

Health Workforce Policy and Regulation

Health Information Systems and Digital Health

Health Program Monitoring and Evaluation

Education

Institution	Degrees / Diplomas/ Certificates obtained
The Hague Academy, the Netherlands, 2018	Gender Sensitive Governance
Harvard School of Public Health, (HSPH), 2010	Public Policy
World Health Organization (WHO) HQ, Geneva, Switzerland, 2007	Pharma & Health Policies
Health Link/ Health Action International, (HAI) Puidoux, Switzerland, 2007	Communication and Advocacy
Jordan University of Science & Technology JUST, 2003	M.Sc. / Master of Pharmacy - Pharmaceutical Technology and QA. (Honor list graduate)
Jordan University of Science & Technology, JUST 1993	Bachelor's degree in pharmacy / BSc

Membership of Professional Bodies

- Board Member – Amman Group for Future Dialogues Think-Tank group, since 2015
- Board Member – Jordan Food and Drug Administration (JFDA). 2014-2017
- Chairman– Rasheed for Integrity and Transparency, Jordan Chapter for TI since 2015
- Board Member – Civil Society Organizations Alliance, since 2010
- Member – Jordanian Pharmacy Association, since 1993
- Drafting the Pharmaceutical Cost Containment Strategy Steering Committee, 2010
- Drafting Jordan National Drug Policy (NDP) Steering Committee, 2009
- Board Member of Jordanian Liver Patients Association, since 2009
- Board member – Jordan Medicine Transparency Alliance (MeTA) Council, 2007-2012
- Board Member – National Society for Consumer Protection (NSCP) 2007-2009

Professional Experience

Jan 2019 – Jan 2026

General Manager, IQVIA – Jordan & Iraq

General Manager for Jordan and Iraq, Own and drive P&L performance for the global Benefits business unit, optimizing costs and revenue across all services. with total revenue of 5.5M USD on annual basis. Develop and execute a comprehensive business strategy to meet diverse customer needs across multiple employment types and geographies. Drive innovation in benefits technology integration and administration to improve user experience and operational efficiency, and act as a key decision-maker and advocate for the Benefits business within the broader organization. Responsible of sales & marketing. regulatory, medical affairs, market access and tender. Leading the transformation of IQVIA business by remodelling portfolio, promotional set up and go-to-market model to double the size of the business within the coming 5 years. IQVIA is a human data science company and is a global leader in providing healthcare technology platforms, consulting, advisory, research, machine learning and data analytics solutions to the public & private healthcare sector. IQVIA has one of the largest public health practices with nearly a decade of service devoted to the public sector and an internal structure to support & enhance our services to Governments & multi-lateral funding agencies.

December 2018 – January 2019

Consultant: Analysis of Health Unified Data - Caritas Jordan

The main purpose of this assignment was to analyze Caritas Jordan Health Unified Data for years 2017 and 2018 and to conduct a Numeric and Narrative Comparison between results of 2016, 2017 and 2018. Results of the study will be a useful tool for Caritas Jordan to look for new strategies and concerns that might be related to their healthcare services in Jordan and will enable Caritas Jordan management to take an appropriate actions and decisions in addressing the healthcare needs of extremely vulnerable refugees and host communities.

November 2018 – January 2019

Consultant: Assess Access to Public Health Services in Jordan - IRC

The main purpose of this assessment was to assess Syrian refugees access to public health services in Jordan living in non-camp setting; and better understand how the 2018 MOH health policy driven by a fiscal gap, affected Syrian refugees access to public health services; explore the available options for them to receive health services and medications; understand the access to health services; capture current attitudes towards seeking health services; and understand the coping mechanisms adopted by the Syrian refugees to meet their health needs. The assessment methodology considered a desk review and qualitative data utilizing key informant's interviews (KIIs), in-depth interviews (IDIs) and focus group discussions (FDGs) guides. Findings mainly to develop an advocacy tool and engage stakeholders from government, private sector, development partners and civil society to influence the policy.

July 2017 – Oct 2018

Health workforce Competency - Team Leader, Chemonics International, USA

Under the USAID Human Resources for Health 2030 (HRH2030) Activity, Rania worked with the national HRH stakeholders to improve the health workforce's competency, she managed to build strong relation with key stakeholders aiming at increasing support for CPD and re-license of health workers. Under her responsibility she successfully managed to pass the health professionals' license renewal bylaw No. (46) for year 2018 and to be published in the Official Gazette in April 2018. The Bylaw is based on the participation of health professionals in continuing professional development activities. She initiated a network for women in leadership, secured funding through fundraising to support the network and under her component she facilitated a national event in Jordan to promote women's leadership in the health sector. Introducing the Bylaw supported GOJ receiving to US\$50 million to contribute the health sector.

Jan 2017 – June 2017

Consultant: End of Programme Evaluation of Four Health Projects, Jordan, Project Manager- Caritas International

The main purpose of the evaluation was to explore outcomes and impact of four health projects implemented by Caritas Jordan, to facilitate an understanding among Caritas International the extent to which the envisioned change has been realized. Rania has used a mixed-methods approach, combining qualitative and quantitative methodologies to arrive at objective findings and thorough recommendations. The programme was evaluated against five broad evaluation themes guided by the Organisation for Economic Cooperation and Development's (OECD) - Development Assistance Committee (DAC) criteria: Relevance and Appropriateness, Effectiveness, Efficiency, Outcomes and Impact, and Sustainability, she also assessed Gender and Equity.

April 2015- Dec 2016

Policy and Advocacy -Team Leader, Avenir-Health, USA

Under the USAID Jordan Communication, Advocacy and Policy (JCAP) Activity; Rania managed a team of technical specialists and experts to strengthen the policy and advocacy environment in support of FP; that involved women empowerment programs, building a trusted relationship with the key policy makers and mobilizing key stakeholders and local NGOs to address and influence policy issues related to women empowerment to participate fully in economic life across all sectors to build stronger economies, developing and managing awareness sessions on FP, gender equity and on early marriage. Her work included management of development communication materials, brochures and flyers and advocacy briefs to reinforce the FP campaign's messages and distribution of the materials to 400 MOH health centers and through the campaign's community-based activities.

Oct 2013- March 2015

CEO/ H2P Consultants

Managed day to day operations at the company; the company provides world class services through highly qualified and experienced trainers and consultants with proven track record in enabling and helping leaders and organizations to transform their businesses in highly demanding industry, offering training courses on many topics, and offering building capacity programs. Identifying investors and presenting Jordan as the country to invest in, emphasizing that Jordan's regulations adapt high level of transparency and security.

March 2009 – Aug 2013

Executive Director of Medical Applications at Electronic Health Solutions, Hakeem (EHS)

Under EHS (Hakeem's initiative) which started as a Royal Initiative by His Majesty King Abdullah II to implement Health Information System and to computerize the healthcare system in Jordan; Rania managed a team of experts and worked directly with appointed department heads and managers to delegate responsibilities and ensure that all aspects of the company are running efficiently. She negotiated and approved contracts with vendors and suppliers. Under this position she was at the heart of the decision-making process and was actively involved in developing new strategies

Nov-Feb 2011

Consultant: Measure Integrity Level in the Public Sector, UNDP

Measure the Integrity Level in the Public Sector, for the Jordanian Anti-Corruption Commission (JACC), the assessment was funded by the UNDP. She looked pointedly at the areas of public procurement, mainly Ministry of Health procurement of medications, medical devices, and medical supplies. The approach Dr. Bader considered in the assessment was focusing on the level of integrity rather than dealing purely with identifying corruption. She managed to list good governance concept in the Joint Procurement Department.

2008-2010

Project Manager: Contracted by the World Bank

Managed the Medicine Transparency Alliance project (MeTA) project in Jordan which was funded by the WHO, WB and DFID, with responsibilities: drafting the Country Workplan, overseeing the implementation of all activities, training and building capacity of Civil Society Organizations on Advocacy and health related issues, to participate in the decision making process and to advocate towards health policy interventions. Succeeded to bring together Jordan's policymakers, healthcare providers, civil society, advocates, and other development partners including the private sector to catalyze improvements in primary health care in Jordan through better measurement and knowledge-sharing.

July- 2009

Consultant; Contracted by the World Bank

Analysed pharmaceutical supply chain in Jordan and provided an overview of the stakeholders from the public, private-for-profit and private-non-profit sectors, their roles, and functions within the public and the

private sector supply chains for medicines. The study traced the flow of essential medicines from the manufacturer to the patient. Primary research was conducted using in-person interviews with various stakeholders in the supply chain in Jordan.

2009

Program Director; Contracted by MeTA (WHO, the WB and DFID)

Built capacity of Joint Procurement Department staff on international pharmaceutical procurement at the JPD in Jordan; also was one of two consultants who supported in a consultancy for capacity building in international pharmaceutical procurement for staff at the JPD, tasks executed were: a quick organizational scan, train selected JPD staff in international pharmaceutical procurement and make recommendations for further support. The project included Capacity Building of Local Governments.

July 2008

Consultant: Contracted by the World Bank (WB)

Assessed the Joint Procurement Department (JPD) performance and to set Key Performance Indicators KPIs; to improve the efficiency and effectiveness of pharmaceutical procurement and to examine the JPD structure and operations and to identify any issues that may be negatively impacting on the current and future success of the Joint Procurement process. The JPD is the agency responsible for Jordan's government purchasing and procurement of Medicines and Medical Supplies. The assessment involved emphasizing on the good governance concept in the Joint Procurement Department.

July-Oct 08

Consultant: Contracted by the World Health Organization (WHO)

The project entitled "Improving Quality of all levels of Health Care Services Provided to Displaced Iraqis (DIs) in Jordan." This work was commenced with collaboration with Johns Hopkins Bloomberg School of Public Health-Center for Communication Program.

2007

Project Manager: Contracted by Health Action International (HAI)

Initiated the formation of CSO alliance in Jordan, to work closely with the Civil Society Organizations in Jordan, to build their capacity in CSO on Advocacy and Health Related Issues and Patients' Rights, the project included training of civil society members.

2006

Health Policy Expert: Contracted by the Executive Office (Government of Dubai)

The main purpose of this project was to propose a Health Insurance Scheme for The Government of Dubai along with a team of experts, work involved developing a National Health Insurance Scheme for Dubai Citizens and Residents; the outcome of introducing the Health Insurance scheme was accompanied with a significant recommendation on Establishing a Health Regulatory Commission, DHA currently.

2005

Consultant: Contracted by the World Bank (WB)

Drafted the World Bank- Jordan Health Sector Reform Project Implementation Completion Report (ICR) along with other two team members, submit the final draft to The WB and the Government of Jordan.

2004

Project Manager: Contracted by WHO/HAI

Promoted transparency and advocate for affordable prices for medicines. To conduct a survey, collect and analyze data and draft a final report including recommendation for the Minister of Health; Under the World

Health Organization/ Health Action International (WHO/HAI) pricing project - the project measured the Medicine Prices Availability and Affordability in Jordan.

2003-2005

Project Manager: Contracted by the World Bank (WB)

Managed a team of international experts, to provide technical advice and to report to the JFDA Director General and to the Minister of Health in Jordan; The Health Reform Project - Pharmaceutical Policy Studies is one of the crucial projects under the “WB Public Health Sector Reform in Jordan” The program covered a series of pharmaceutical studies in support of the newly established Jordan Food and Drug Administration (JFDA). The studies covered a range of crucial pharmaceutical issues and were conceived to identify critical issues that may have been affecting pharmaceutical governance and the efficiency and effectiveness of pharmaceutical utilization and to suggest recommendations.

1994-1999

Pharmacist at RM&E Community Pharmacy and Clinical Pharmacist at Kingston General Hospital (KGH), Kingston, Ontario, Canada

Published Reports, Studies and Presentations in Journals and Websites:

<i>Published Articles and Studies:</i>	Date	Description
<i>Journal Of Generic Medicines</i>	June 2012	The Price of Medicines in Jordan: The Cost of Trade-Based Intellectual Property Journal of Generic Medicines (2012), 9(2) 75–85 Rayan B Abbott, Rania Bader, Lina Bajjali, Taher Abu ElSamen, Thamer Obeidat, Hanan Sboul, Mustafa Shwayat and Ibrahim Alabbadi http://jgm.sagepub.com/content/9/2/75.full.pdf+html
<i>International Journal For Technology Assessment In Healthcare</i>	April 2011	Piloting The Development Of A Cost-Effective Evidence-Informed Clinical Pathway: Managing Hypertension In Jordanian Primary Care International Journal For Technology Assessment In Healthcare (2011), 27 (2), 151-158 Kalipso Chalkidou, Joanne Lord, Nour A. Obeidat, Ibriham A. Alabbadi, Adrian G. Stanley, Rania Bader, Aiman Momani, Rachel M. O'Mahony, Lara Qatami, Derek Cutler http://journals.cambridge.org/action/displayAbstract?fromPage=online&aid=8251425&fulltextType=RA&fileId=S0266462311000122 http://www.nice.org.uk/media/E91/1F/JordanPilot.pdf http://www.nice.org.uk/media/759/50/NICE_International_-_Developing_a_clinical_guideline_for_treating_hypertension_in_Jordan.pdf
<i>Essential Medicines And Pharmaceutical Policies Unit/ WHO, EMRO</i>	2007	Jordan Medicine Prices, Availability, Affordability And Price Components/ Summary Report. Document no. WHO-EM/EDB/087/E (©World Health Organization 2007) (WHO/HAI) Bader, R http://www.medicines Transparency.org/fileadmin/uploads/Documents/WHO-HAI-summary-report.pdf
<i>WHO/ Essential Drug Monitor Journal</i>	2005	Rational Drug Use: Workshop Boosts Rational Use Activities In Jordan WHO Essential Drugs Monitor 2005; 34: 22-23/ Funded by WB Bader R, Mawajdeh S, Harvey K http://apps.who.int/medicinedocs/documents/s14078e/s14078e.pdf
<i>Pending</i>	2008	Assessment of Implementation of 2004 Health Sector Reform Project “Pharmaceutical Reform Studies” In Jordan. Funded by the WB October 2010 Bader, R. Parkes, A
<i>Pending</i>	2008	Pharmacy Policy Paper, Consumer, and Their Medicines - Jordan Context. Patient Compliance: Knowledge, Attitude, and Practice about Prescription And Non-Prescription Medicines. Cooper, L, Bader, R, Mawajdeh, S
<i>Report available on: HAI website MeTA, WHO and UN Websites</i>	2008	Prices, Availability And Affordability of Selected Medicines In Jordan Report The Survey was Conducted During in May, 2004” Using A Standardized Methodology Developed By The World Health Organization (WHO) and Health Action International (HAI). Final report drafted and submitted in 2008 Bader, R http://www.haiweb.org/medicineprices/surveys/200405JO/survey_report.pdf http://www.medicines Transparency.org
<i>Report Submitted And Approved By JACC. UNDP and JACC Own</i>	2012	Integrity Assessment In Jordan Health Sector Report. For Jordan Anti Corruption Commission (JACC)

<i>Publishing Authorization</i>		Under UNDP Regional Project: Anti-Corruption And Integrity In The Arab Countries (ACIAC), 3 rd Component Anti Corruption In Sectors. Final Report Submission was on Jan 2012. Approved By JACC, and the main Recommendations were sent to Jordan's Prime Minister Bader, R http://www.jo.undp.org/content/dam/jordan/docs/Publications/Gov/INTEGRITY%20ASSESSMENT%20IN%20THE%20HEALTH%20SECTOR-JO-Eng.pdf
<i>Report Submitted And Approved/ WB Owns Publishing Authorization</i>	2008	Assessment of Jordan Joint Procurement Department (JPD) Performance August, 2008 Funded by the WB Parkes, A, Bader, R ,
<i>Report available on: MeTA, Docstoc Websites</i>	2009	Analysis of The Pharmaceutical Supply Chain In Jordan Funded By the WB Yadav, P, Conesa, S, Bader, R http://www.docstoc.com/docs/9692661/Analysis-of-the-Pharmaceutical-Supply-Chain-in-Jordan http://www.medicines Transparency.org/fileadmin/uploads/Documents/countries/Supply_Chain_Reports/MeTA_Jordan_Supply_Chain_Report.pdf
<i>Report available on: WB Website</i>	2005	Health Reform Sector, Implementation Completion Document of The WB Report No: 31986 (PPFB-P3530 TF-29400 SCL-44490) Annex 7/ 10- Report Of Consultants Financed Under The Project By The Bank As Part Of Supervision . The ICR National Report was Drafted For The GOJ and the WB. A Team of Three Consultants Participated in The Assignment. Dr. Bader was one of the three Consultants. http://www-wds.worldbank.org/servlet/WDSContentServer/WDSP/IB/2005/06/01/000090341_20050601121727/Rendered/PDF/31986.pdf
<i>Summary Report available on: MeTA Website</i>	2010	Pharmaceutical Sector Scan Conducted in Jordan. Summary Report September 2010 Bader, R http://www.medicines Transparency.org/fileadmin/uploads/Documents/countries/Pharma_Scan/MeTA_Jordan_Pharmaceutical_Sector_Scan_-_Summary_report.pdf
<i>Report available on: MeTA AND DFID Websites</i>	2008	Medicines Transparency Alliance "Jordan MeTA National Work-Plan for the Pilot Phase 2008-2010" Bader, R http://www.medicines Transparency.org/fileadmin/uploads/Documents/MeTA-Jordan-workplan.pdf
<i>Case-Study available on: MeTA Website</i>	2010	Case Study on Medicines Availability, Jordan moves to increase availability of medicines in the public Sector and Tackling issues in the Public Supply Chain Presented in MeTA Global Forum, London, UK Bader, R http://www.medicines Transparency.org/fileadmin/uploads/Documents/Global_Forum/Global_Forum_-_case_studies/MeTA_Jordan_-_availability.pdf
<i>Presentation at The 62nd WHA</i>	2009	Measuring Transparency To Improve Good Governance In The Public Pharmaceutical Sector. Presented at the 62 nd World Health Assembly (WHA), Geneva, Switzerland
<i>Presentation at The 61st World Health Assembly, Presentation on: MeTA, HAI, WHO Websites</i>	2008	Civil Society Mobilization In Jordan And Engaging Them In Policy Planning Related To Health Presented at The 61 st World Health Assembly (WHA), Geneva, Switzerland http://www.haiweb.org/05062008/(2)%20Rania.pdf http://apps.who.int/gb/e/e_wha61.html http://www.slideshare.net/MeTApresents/meta-process-and-progress-in-jordan
<i>Presentation available on: MeTA Website</i>	2010	Transparency Progress in Health and Pharmaceutical Sector In Jordan Presented At The MeTA Global Forum, London, UK http://www.slideshare.net/MeTApresents/meta-process-and-progress-in-jordan
Initiatives: Workshops And Training Courses Initiated and Organized By Dr. Bader:		
Conference	2018	CPD by law in Jordan, contributing to Medical Tourism
Conference	2018	Women in Health Leadership
Campaign	2015	Advocacy campaign on early marriage
Campaign	2015	Advocacy campaign on flexible working hours
Workshop	2010	CSO Building Capacity on Health Policies and Issues, Funded Under MeTA Project. Dead Sea, Jordan
Workshop	2010	Pharmaco-Economics and Evidence Based Medicines, Funded Under MeTA Project. Amman, Jordan
Training Course	2009	Using Health Technology Assessment To Inform Decision-Making In Healthcare, Funded by WB, Organized by NICE, UK
Training Course	2009	CSO Building Capacity on Advocacy and Communication, Funded Under MeTA Project. Dead Sea, Jordan
Training	2008	Applied for a fund for Training Course on International Procurement Policy for Two Staff at the Joint Procurement Department (JPD) Training was Undertaken in Dubai, Funded by The WB
Workshop	2008	Towards Equitable and Affordable Medicine Prices Policies, Funded Under MeTA Project. Dead Sea, Jordan
Workshop	2007	Initiated CSO Meeting To Disseminate the 2004 (WHO/HAI) Survey Results, The Meeting Was Organized By the National Society for Consumer Protection (NSCP). Funded By HAI, Amman, Jordan http://www.alghad.com/index.php/article/317529.html
Workshop	2007	Towards Equitable And Affordable Medicine Prices Policies in Jordan. To identify policies and programmes to improve availability of medicines in the public sector and prices in the private sector, organized by the JFDA, Funded by HAI, Dead Sea, Jordan http://www.haiweb.org/07022008/FinalAgenda.pdf

		A brief on workshop “Jordan Tackling Medicines Price an Access Problem” was published in the MEDICINE PRICES MATTERS BULEITIN/ Number I / Page 3
Two Workshops	2004	Dr. Rania Has Initiated Two International Workshops thst were Funded by The WB And PHR <i>plus</i> . Both workshops were under the Patronage of His Excellency Minister of Health <ul style="list-style-type: none"> 1- Rational Use of Drugs. Outcomes: drafted and published, the report, and established a RDU Unit 2- The Role of the Pharmacist