

**AMANDA GLASSMAN**  
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## **WORK EXPERIENCE**

**Chief Operating Officer & Senior Fellow, December 2016 - present**  
**Center for Global Development, Washington, DC**  
<http://www.cgdev.org/expert/amanda-glassman>

Responsible for ongoing development and execution of a strategic vision to ensure CGD's continued impact and growth. Drive CGD's mission forward by aligning organizational resources, strategy, and goals, simultaneously building internal organization and infrastructure. Oversee leadership, programs, fundraising, governance, operations, and outreach. Responsibilities include:

- working closely with the President/CEO to develop and implement institutional strategy;
- providing day-to-day leadership and management to the organization that reflects the mission and core values of the Center;
- meeting with high level allies, policy makers and press, representing CGD with outside constituencies;
- working with executive committee and the Board of Directors;
- managing organization in absence of President;
- working closely with CFO on day-to-day management of operations;
- motivating and leading a high performance management team;
- working with Director of Institutional Advancement on development and implementation of fundraising strategy;
- continuing own research and outreach on global health policy issues, chairing working groups, presenting work and discussing implications with media and stakeholders.

**Vice President of Programs & Director for Global Health Policy, December 2014 – November 2016**  
**Director for Global Health Policy & Senior Fellow, October 2010 – November 2014**  
**Center for Global Development, Washington, DC, USA**

Lead the Center's policy research and action program on global health, gender, data and social protection issues that matter for low- and middle-income countries. Lead the Center's fundraising and institutional advancement efforts related to foundations, bilateral donors and health-related corporations. Responsibilities include:

- providing strategic direction to and management of the Center's overall global health strategy and team, and the Institutional Advancement and Fundraising team;
- conducting own empirical research in the field of global health, data and social protection;
- mobilizing and managing financial resources to support the Center's work on global health, population and social protection policy, data, biometrics and other Center priorities;
- engaging in policy outreach activities, including speaking engagements, blogging, and interacting at a high level with key individuals and groups in the donor and technical communities;
- lead expert group consultations and working groups on data for African development, value for money, donor alignment and priority-setting for UHC, family planning, among others;
- follow up working group recommendations with funders and related agencies, resulting in the establishment of the [International Decision Support Initiative](#), the adoption of a value for money framework at the Global Fund to Fight AIDS, TB and Malaria, among others;

- publish books, policy briefs, and/or short commentaries targeted to policy makers, academics and the general public;
- country work in India (fiscal transfers for health), Kenya (data), Liberia (cash transfers, health aid effectiveness), South Africa (health benefits plans) and Vietnam (health benefits plans).

**Principal Technical Lead – Health and Social Protection, January 2010-October 2010**

**Principal Social Development Specialist, January 2009-December 2009**

**Senior Social Development Specialist, February 2008-December 2008**

**Inter-American Development Bank, Washington, DC, USA**

Led social protection and health policy dialogue, technical cooperation, lending and evaluation program in Colombia, Mexico, Peru and other countries in the region. Highlights include:

- Led IDB support to Mexico's *Oportunidades* conditional cash transfer program (\$2 billion in lending) including planning, supervision and execution of policy research to assess the particular human capital accumulation challenges in urban areas in Mexico and design modifications to improve program effectiveness, leading a team of 20 Bank staff and researchers.
- Led IDB support to social sector reforms in Peru (\$300 million in lending), focused on the development of a targeting mechanism, a public sector health services purchasing agency for the poor (Seguro Integral de Salud) and the introduction of incentives for better provider performance, among others.
- Led Bank-wide teams of more than 25 people on new health initiatives, including Salud Mesoamerica 2015, intended to close the coverage equity gap for the health MDG and deliver primary healthcare services, funded by \$150 million grants from the Bill & Melinda Gates Foundation, the Instituto Carlos Slim de la Salud and the Government of Spain.
- Led and conducted policy research for programming and dialogue with IDB countries, including a multi-center study on chronic disease prevention and management (2009, results published in *Health Affairs* 2010) and health benefits packages (2010).
- Served as cluster leader for health for the Bank. Supported division chief in matters of quality assurance, human resource recruiting and mobility, among others.
- Member of the IDB Sanctions Committee for External Consultants and Firms and the Committee on IDB Health and Life Insurance.

**Fellow & Deputy Director, Global Health Financing Initiative, February 2006 – February 2008**

**The Brookings Institution, Washington, DC, USA (on leave from IDB)**

With financial support from the Bill & Melinda Gates Foundation and the University of Toronto, carried out and directed policy research on innovative financing for health in developing countries. Highlights include:

- Conducted policy research on domestic health financing and its fiscal sustainability, insurance, aid effectiveness, performance-based aid, and leveraging of commercial finance and investment. Wrote and published articles and editorials, provided advice and conducted outreach in support of objectives.
- Supervised a diverse and highly qualified staff of 15 professionals working on the Foundation grant.
- Worked collaboratively with US and European bilateral aid agencies, global health partnerships and civil society organizations on aid effectiveness issues in the health and social protection sectors.

- Provided analytical support to a high-level task force on health financing led by David de Ferranti and composed of Mary Robinson, Ngozi Okonjo-Iweala, Julio Frenk, HRH Hassan of Jordan and Viroj Tangcharoensathien.
- Developed proposal for the Ministerial Leadership Initiative, a joint project of the Ethical Globalization Initiative and the Health Financing Task Force.

**Senior Social Development Specialist, Office of Evaluation & Oversight, May 2005 – January 2006  
Inter-American Development Bank, Washington, DC, USA**

Participated in initiative to carry out impact evaluation of Bank programs in the social sectors, with emphasis on health and social protection. Carried out country program evaluations. Provided advice to project teams in the development of evaluation frameworks.

**Social Development Specialist, Social Programs Division Region 3, January 1998 – April 2005  
Inter-American Development Bank, Washington, DC, USA**

Led teams in the approval and disbursement of more than US\$3 billion in lending and technical cooperation in the areas of health, poverty and social protection, working with national and sub-national governments in the preparation of economic, financial and technical analyses. Highlights included:

- Team leader for a US\$107 million performance-driven loan to strengthen the Expanded Program on Immunization in Colombia.
- Team leader for a US\$1.25 billion emergency sector loan designed to protect social spending, extend health insurance for the poor and maintain social sector reforms during a period of fiscal adjustment in Colombia.
- Team leader for a US\$400 million policy-based loan to deepen health reform in Colombia, including the rationalization of autonomous public hospitals, the legal separation of the Instituto de Seguros Sociales insurance and provision functions and the extension of health insurance to the poor.
- Team leader for a US\$400 million sector and technical cooperation loan program aimed at the rationalization of the social protection system in Colombia. In this capacity, analyzed cyclicality of social protection and overall spending, designed fiscal stabilization fund to finance targeted social protection programs during future economic crises and forecasted the proposed fund's consistency with macroeconomic scenarios. Designed the extension of social health insurance to cover the self-employed and analyzed the fiscal impact of such measures. Participated in the design and analysis of a program for minimum pensions for the indigent elderly and disabled. Supervised studies to assess the labor market and fiscal effects of modifying social protection-related payroll taxes.
- Team leader for US\$5 million loan program for the modernization of a health insurance scheme directed to the rural informal sector in Ecuador (*Seguro Social Campesino*), with a focus on reproductive health.
- Team leader for US\$5 million loan program to improve the effectiveness of primary health care provision in Suriname, with a focus on reproductive health and HIV/AIDS.
- Team leader on a US\$270 million loan program for the development of three poverty-targeted social protection programs (workfare, youth job training, conditioned cash transfers) in Colombia. Directed study of safety net programs in Colombia and their effects. Directed the design and launch of a quasi-experimental impact evaluation.
- Team leader on a US\$2 million grant to develop a regulatory institution for private insurers and health services providers in Peru.

**Young Professional, Women in Development Unit, September 1997 – December 1997**

**Inter-American Development Bank, Washington, DC, USA**

Coordinated consultations on the integration of health sector reform initiatives with vertical health programs, with financial support from the Ford and MacArthur Foundations. Served as co-author of IDB-World Bank-Pan American Health Organization cross-country women's health study in Latin America focusing on analysis of public and private expenditure in relation to women's health services.

**Research Specialist, September 1996 - August 1997**

**Partnerships for Health Reform Project, Harvard School of Public Health, Boston, MA, USA**

Coordinated initiative and provided technical assistance to national country teams in the development of national health expenditure and financing accounts in 7 Latin American countries for use in health policy-making and economic evaluation associated with reform.

**Population Reference Bureau Fellow**

**Policy and Evaluation Division, Office of Population, June 1992 - August 1994**

**U.S. Agency for International Development (USAID), Washington, DC, USA**

Provided technical advice to the Policy and Evaluation Division and its projects, particularly in the area of data collection and analysis. Served as acting manager of the Demographic and Health Surveys project. Coordinated the Adolescent Reproductive Health Working Group. Provided technical support to USAID mission project design efforts in family planning and reproductive health in Peru, Egypt, the Philippines, and Morocco. Wrote U.S. position papers in preparation for the 1994 UN International Conference on Population and Development.

**EDUCATION**

**Harvard School of Public Health, Boston, MA, USA**

Course work in health economics, demography and evaluation  
Department of Population and International Health  
Master of Science (2 year) June 1996

**Brown University, Providence, RI, USA**

Bachelor of Arts with Honors 1992

**BOARD MEMBERSHIPS AND ADVISORY GROUPS**

Vice Chair, Board of Trustees, [Population Reference Bureau](#), 2015 – present.

Member, Board of Directors, [New Incentives](#), 2014 – present.

Member, UK NICE International Advisory Group (<http://www.nice.org.uk/about/what-we-do/nice-international/about-nice-international/nice-international-advisory-group>), 2013 – 2016.

## PUBLICATIONS

Silverman, Rachel and *Amanda Glassman*. Aligning to 2020: How the FP2020 Core Partners Can Work Better, Together. Washington, DC: Center for Global Development, 2016. (<http://www.cgdev.org/sites/default/files/Aligning-to-2020.PDF>)

*Glassman, Amanda*. Millones salvados: como asegurarse de que los programas de salud funcionan. *El Pais*, October 26, 2016. ([http://elpais.com/elpais/2016/10/26/3500\\_millones/1477458971\\_147745.html](http://elpais.com/elpais/2016/10/26/3500_millones/1477458971_147745.html))

*Glassman, Amanda* and Rachel Silverman. First Hundred Days for Global Health. Presidential Transition Memo. Washington, DC: Center for Global Development, 2016. (<http://www.cgdev.org/publication/first-hundred-days-global-health>)

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Mukherjee, Anit, *Amanda Glassman* and Rafaiyat Mahbub. India's States Increase Health Spending, But Will They Spend Effectively? Policy Brief. Washington, DC: Center for Global Development, October 18, 2016. (<http://www.cgdev.org/sites/default/files/indias-states-increase-health-spending-will-they-spend-effectively.pdf>)

*Glassman, Amanda* and Lauren Post. Evolving the US Model of Global Health Engagement. White House and the World. Washington, DC: Center for Global Development, August 8, 2016. (<http://www.cgdev.org/publication/evolving-us-model-global-health-engagement>)

Mirelman, Andrew, *Amanda Glassman* and Miriam Temin. Estimating the avertable disease burden and cost-effectiveness in Millions Saved. Working Paper 429. Washington, DC: Center for Global Development, July 2016. (<http://www.cgdev.org/publication/estimating-avertable-disease-burden-and-cost-effectiveness-millions-saved-third-edition>)

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Savedoff, William, *Amanda Glassman* and Janeen Madan. Global Health, Aid and Corruption: Can We Escape the Scandal Cycle? Policy Paper. Washington, DC: Center for Global Development, June 14, 2016. (<http://www.cgdev.org/publication/global-health-aid-and-corruption-can-we-escape-scandal-cycle>)

Silverman, Rachel, Nancy Birdsall and *Amanda Glassman*. Can access to contraception deliver for women's economic empowerment? What we know – and what we must learn. CGD Note. Washington, DC: Center for Global Development, May 11, 2016. (<http://www.cgdev.org/publication/can-access-contraception-deliver-women%E2%80%99s-economic-empowerment-what-we-know>)

De Menil, Victoria and *Amanda Glassman*. Making room for mental health: recommendations for improving mental health care in low- and middle-income countries. Brief. Washington, DC: Center for Global Development, April 13, 2016. (<http://www.cgdev.org/publication/ft/making-room-mental-health-recommendations-improving-mental-health-care-low-and-middle>)

*Glassman, Amanda*. A Progress Report on the West Africa Ebola Epidemic. Testimony before the Senate Foreign Relations Committee, Sub-Committee on Africa and Global Health Policy. April 7, 2016. (<http://www.cgdev.org/sites/default/files/Glassman-Testimony-West-Africa%20Ebola-Epidemic.pdf>)

*Glassman, Amanda*. After Ebola. Finance & Development, Magazine of the International Monetary Fund, Spring 2016. (<http://www.imf.org/external/pubs/ft/fandd/2016/06/glassman.htm>)

*Glassman, Amanda*. Millions saved: how to make sure global health programs work. The Guardian Labs, Spring 2016. (<https://www.theguardian.com/health-revolution/2016/mar/22/millions-saved-book-healthcare-global-aid-policy>)

*Glassman, Amanda* and Miriam Temin with the Millions Saved Team. Millions Saved: New Cases of Proven Success in Global Health including a foreword by Bill Gates. Washington, DC: Center for Global Development and Brookings Institution Press, 2016. (<http://www.amazon.com/Millions-Saved-Proven-Success-Global/dp/1933286881>)

*Glassman, Amanda*, Ursula Giedion, Yuna Sakuma and Peter Smith. Defining a health benefits package: what are the necessary processes? Health Systems and Reform, Volume 2, Issue 1, 2016. (<http://www.tandfonline.com/doi/abs/10.1080/23288604.2016.1124171>)

Chalkidou, Kalipso, *Amanda Glassman*, et al. Priority-setting: what is it, and why is it critical for achieving universal health coverage? WHO Bulletin, 2016; 94: 462-467. (<http://www.who.int/bulletin/volumes/94/6/15-155721.pdf>)

Fan, Victoria, Anit Mukherjee, *Amanda Glassman*, Yamini Aiyer, Avani Kapur. Power to the States: Making Fiscal Transfers Work for Better Health in India. Washington, DC: Center for Global Development, 2015. (<http://www.cgdev.org/publication/power-states-making-fiscal-transfers-work-better-health>)

Dykstra, Sarah, *Amanda Glassman*, Charles Kenny and Justin Sandefur. The impact of Gavi on Vaccination Rates: Regression Discontinuity Evidence. Washington, DC: Center for Global Development, Working Paper 394, 2015. (<http://www.cgdev.org/publication/impact-gavi-vaccination-rates-regression-discontinuity-evidence-working-paper-394>)

*Glassman, Amanda* and Rachel Silverman. Restructuring US Global Health Programs to Respond to New Challenges and Missed Opportunities. The White House and the World 2015. Washington, DC: Center for Global Development, 2015. (<http://www.cgdev.org/publication/ft/restructuring-us-global-health-programs-respond-new-challenges-and-missed-opportunities>)

Over, Mead and *Amanda Glassman*. Strengthening incentives for a sustainable response to AIDS: a PEPFAR for the AIDS Transition. The White House and the World 2015. Washington, DC: Center for

Global Development, 2015. (<http://www.cgdev.org/publication/ft/strengthening-incentives-sustainable-response-aids-pepfar-aids-transition>)

Iyer, Ananth, Gemma Berenguer, Prashant Yadav and *Amanda Glassman*. Benchmarking Supply Chains for Better Performance. Center for Global Development Policy Paper 057, March 4, 2015. Washington, DC: Center for Global Development, 2015. (<http://www.cgdev.org/publication/benchmarking-supply-chains-better-performance>)

Sandefur, Justin, *Amanda Glassman*. The Political Economy of Bad Data: Evidence from African Survey and Administrative Statistics. Journal of Development Studies, Volume 51, Issue 2, 2015. (<http://www.tandfonline.com/doi/full/10.1080/00220388.2014.968138>)

*Glassman, Amanda*. Deliver a data revolution in health. Essay included in the book To Save Humanity from Hell: What Matters Most for a Healthy Future, Julio Frenk and Steven Hoffman, eds. Forthcoming from Oxford University Press, 2015. (<http://global.oup.com/academic/product/to-save-humanity-from-hell-9780190221546;jsessionid=4D8B376E3B73D0E4FFF4B83D4645B68B?cc=us&lang=en&>)

Fan, Victoria, *Amanda Glassman* and Rachel Silverman. How a new funding model will shift allocations from the Global Fund to Fight AIDS, Tuberculosis and Malaria. Health Affairs 33, No. 12 (2014). (<http://content.healthaffairs.org/content/early/2014/11/07/hlthaff.2014.0240>)

Fan, Victoria and *Amanda Glassman*. Going local: In emerging and developing countries, public health spending is increasing in states and municipalities. Finance & Development, Magazine of the International Monetary Fund, Fall 2014. (<http://www.imf.org/external/pubs/ft/fandd/2014/12/fan.htm>)

*Glassman, Amanda* and Juan Ignacio Zoloa. How much will health coverage cost? Long-term fiscal projections in Brazil, Chile and Mexico. Washington, DC: Center for Global Development, 2014. (<http://www.cgdev.org/publication/how-much-will-health-coverage-cost-future-health-spending-scenarios-brazil-chile-and>)

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Trujillo, Antonio, *Amanda Glassman*, Lisa K Fleisher, Divya Nair and Denizhan Duran. Applying behavioral economics to health systems of low- and middle-income countries: what are policymakers and practitioners' views? Health Policy & Planning, Volume 29, Issue 7, October 2014: czu052v1-czu052. (<http://heapol.oxfordjournals.org/content/early/2014/06/26/heapol.czu052.abstract?sid=7da87b3c-8d49-45e5-a4a9-e3030acc1ee>)

*Glassman, Amanda*. Africa's Necessary Data Revolution. Project Syndicate, August 12, 2014. (<http://www.project-syndicate.org/commentary/amanda-glassman-maps-out-how-african-governments-and-external-donors-can-improve-official-statistics>)

*Glassman, Amanda* and Alex Ezeh. Delivering on the data revolution in Africa. Washington, DC, and Nairobi, Kenya: Center for Global Development and the African Population and Health Research Center, 2014. (<http://www.cgdev.org/publication/delivering-data-revolution-sub-saharan-africa-0>)

*Glassman, Amanda*. More health for the money at the Global Fund: achieving efficiency in resource allocation. Harvard International Review, Winter 2014, Vol. XXXV, No. 3. (<http://hir.harvard.edu/winter-2014/>)

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*Glassman, Amanda* and Jenny Ottenhoff. Clear direction for a new decade: priorities for PEPFAR and the next US Global AIDS Coordinator. Washington, DC: Center for Global Development, 16 December 2013. (<http://www.cgdev.org/publication/clear-direction-new-decade-priorities-pepfar-and-next-us-global-aids-coordinator>)

McQueston, Kate, Rachel Silverman and *Amanda Glassman*. The Efficacy of Interventions to Reduce Adolescent Childbearing in Low- and Middle-Income Countries: A Systematic Review. Studies in Family Planning, Volume 44, Number 4, December 2013, pp 369-388. (<http://onlinelibrary.wiley.com/doi/10.1111/j.1728-4465.2013.00365.x/abstract>)

Fan, Victoria, Denizhan Duran, Rachel Silverman and *Amanda Glassman*. HIV/AIDS Intervention Packages in Five Countries: A Review of Budget Data. Washington, DC: Center for Global Development, October 2013. (<http://www.cgdev.org/publication/hivaids-intervention-packages-five-countries-review-budget-data>)

*Glassman, Amanda*, Victoria Fan and Mead Over. More Health for the Money: Putting Incentives to Work for the Global Fund and its Partners. Washington, DC: Center for Global Development, 2013. ([www.morehealthforthemoney.org](http://www.morehealthforthemoney.org))

Fan, Victoria, Rachel Silverman, Denizhan Duran and *Amanda Glassman*. The Financial Flows of PEPFAR: A Profile. Washington, DC: Center for Global Development, 29 July 2013. (<http://www.cgdev.org/publication/financial-flows-pepfar-profile>)

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*Glassman, Amanda*. Beyond methods and studies: building institutions for better public spending on vaccination. Vaccine, Volume 31, Supplement 3, 2 July 2013, Pages C10-C11. (<http://www.sciencedirect.com/science/article/pii/S0264410X13006397>)

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recommendations to the Global Fund. *Globalization and Health* 2013, 9:35 doi:10.1186/1744-8603-9-35 Published: 21 August 2013 (<http://www.globalizationandhealth.com/content/9/1/35/abstract>)

*Glassman, Amanda*, Ursula Giedion and Kate McQueston. Priority-setting for health in emerging markets. *Journal of Comparative Effectiveness Research*, May 2013, Volume 2, Issue 3, pp 283-291. (<http://www.futuremedicine.com/doi/abs/10.2217/cer.13.12>)

*Glassman, Amanda*, Denizhan Duran and Marge Koblinsky. Impact of conditional cash transfers on maternal and newborn health. Washington, DC: Center for Global Development, April 2013. (<http://www.cgdev.org/publication/impact-conditional-cash-transfers-maternal-and-newborn-health>) Also published in *Journal of Health Population and Nutrition* 31 (4 Suppl 2):48-66, December 2013 (<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4021703/>).

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*Glassman, Amanda*, Juan Ignacio Zoloa and Denizhan Duran. Measuring government commitment to vaccination. *Vaccine*, Volume 31, Supplement 2, 18 April 2013, pages B32-B42. (<http://www.sciencedirect.com/science/article/pii/S0264410X1201821X>)

*Glassman, Amanda*. GAVI Alliance in the Second Obama Term in *Global Health Policy in the Second Obama Term*. Washington, DC: Center for Strategic and International Studies, February 2013. ([https://csis.org/files/publication/130214\\_Morrison\\_GHTransitionVolume\\_Web\\_FINAL.pdf](https://csis.org/files/publication/130214_Morrison_GHTransitionVolume_Web_FINAL.pdf))

*Glassman, Amanda* and Nancy Birdsall. Can India defeat poverty? *Foreign Policy*, January 8, 2013. ([http://www.foreignpolicy.com/articles/2013/01/08/can\\_india\\_defeat\\_poverty](http://www.foreignpolicy.com/articles/2013/01/08/can_india_defeat_poverty))

Fan, Victoria, Rachel Silverman and *Amanda Glassman*. Does HIV/AIDS Funding Undermine Health Systems? *Am J Trop Med Hyg.*, 87(3), 2012, pp. 579-580. (<http://www.ncbi.nlm.nih.gov/pubmed/22956718>)

*Glassman, Amanda*, Juan Ignacio Zoloa and Denizhan Duran. A Commitment to Vaccination Index: Measuring Government Progress toward Global Immunization. Washington, DC: Center for Global Development, August 2012. (<http://www.cgdev.org/content/publications/detail/1426396>)

Wilson, Paul and *Amanda Glassman*. Getting better value for money in malaria control. Washington, DC: Center for Global Development, July 2012. (<http://www.cgdev.org/content/publications/detail/1426332>)

*Glassman, Amanda* and Kalipso Chalkidou. Priority-Setting in Health: Building Institutions for Smarter Public Spending. Washington, DC: Center for Global Development, June 2012. (<http://www.cgdev.org/content/publications/detail/1426240>)

*Glassman, Amanda*, Denizhan Duran and Andy Sumner. Global health and the new bottom billion: what do shifts in global poverty and health mean for global funders? *Global Policy*, Volume 4, Issue 1, February 14, 2013, pages 1-14. <http://onlinelibrary.wiley.com/doi/10.1111/j.1758->

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*Glassman, Amanda*, Kalipso Chalkidou, Ursula Giedion, Yot Teerawattananon, Sean Tunis, Jesse B. Bump and Andres Pichon-Riviere. Priority-Setting Institutions in Health: Recommendations from a Center for Global Development Working Group. *Global Heart*, Volume 7, Number 1, 2012, 13-34. ([http://www.globalheart-journal.com/article/S2211-8160\(12\)00010-5/abstract](http://www.globalheart-journal.com/article/S2211-8160(12)00010-5/abstract))

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Hughes, Jacob and *Amanda Glassman*. "Innovative Financing in Early Recovery: The Liberia Health Sector Pool Fund." CGD Working Paper 288. Washington: Center for Global Development, 2012. (<http://www.cgdev.org/content/publications/detail/1425944/>)

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*Glassman, Amanda* and William Savedoff. "The Health Systems Funding Platform: Resolving Tensions between the Aid and Development Effectiveness Agendas." CGD Working Paper 258. Washington: Center for Global Development, 2011. (<http://www.cgdev.org/content/publications/detail/1425300/>)

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## **LANGUAGES**

Fluent English and Spanish, Basic French.