

Profile:

A thought leader, facilitator, cross-disciplinary organiser and mobiliser of people and ideas who has led significant cultural and organisational developments across sectors, with governments and civil society. Renowned for founding new movements and groups, most recently the global SheDecides movement and the Women's Network at St John's College, Oxford. After 30 years working in international development, gender equality and health, now working on a memoir reflecting on 30 years of the AIDS movement and women's rights, and looking for exciting ways to transfer my skills and interests to lead organisations through a period of development.

Core Skills:

- **Accomplished leader with over three decades' experience** working across international development, gender equality, global health, AIDS, women's health, human rights;
- **Reflective practitioner**, having worked extensively with academics and policy, sole & primary author of books, book chapters and several papers;
- **Clear strategic vision**: exceptional experience co-creating strategies, leading and consulting, and delivering consensus that is grounded and deliverable.
- **Core strengths**: external relations, stakeholder management, communication, resource mobilisation, strategy development, creative vision, political awareness, change management, advocacy and policy;
- **Significant track record of resource mobilisation**, securing long-term support, and attracting novel donors in all previous leadership roles.
- **Exceptional communicator and negotiator** who enjoys the challenge of selling a compelling vision to a diverse global and local audience, including to mobilise resources;
- **Extensive wide-ranging networks, strong political awareness**, experience of working at country level, across the global development community, inside & beyond government, civil society and the UN.
- **Experienced facilitator, highly skilled at achieving consensus across diverse groups**, building and sustaining partnerships, translating strategies into concrete action, mobilizing and supporting young people, and encouraging them to expand their skills and leadership;
- **Inspiring leader** of people and partners, recognised for an energetic, warm, passionate, inclusive and direct style that inspires, engages, motivates and empowers diverse, multidisciplinary, international staff teams and organizations.
- **Substantial experience leading, managing and influencing** a broad range of complex, diverse, high level stakeholders; skilled at working across disciplines and structures;
- **Flexible big picture thinker** with strong problem-solving skills and proven ability to innovate, and deliver results within a multi-cultural context;
- **Renowned for achieving lasting results** at country, regional and global levels.

**8G Ltd
Director**

Brighton, UK
November 2018–present

Current roles:

Strategic Adviser to the global Women4GlobalFund movement (co-founded in 2012);

Co-convener for Power of Law, Power of People: Movement Lawyering for Global Justice Conference (Bellagio, Italy; September 2019), overseeing participant selection, agenda, structure of convening; researching overview essay on How to Build Movements for the book of essays that will be published after the convening and related articles;

Researching and writing Act Six: AIDS and Global Feminism - a feminist memoir of the global AIDS response; how to strengthen social movements, especially women's rights and the climate emergency; Strategic adviser on new governance arrangements, including strengthening the operating procedures and processes, and Retreat Facilitator for the Implementers Group to the Board of the Global Fund to fight AIDS, TB and Malaria, (Dakar, Senegal; September 2019);

Revision of the Governance Framework for the African Constituencies Bureau to the Board of the Global Fund to fight AIDS, TB and Malaria, to include governance engagements with GAVI, UNITAID and other global health instruments.

SheDecides Support Unit (SDSU)

London, UK

Lead

May 2017– April 2019

Key responsibilities:

Co-creating and leading the start up phase of a new support team (SDSU) to support the development of a global political movement driving change, fuelled by community action and with young people at its heart. Well described in [this article in the Guardian](#), I played a central role in building the SheDecides movement that now brings together 42 Champions (Ambassadors) and over 120,000 friends of the movement in 183 countries to advance the rights of girls and women to decide about their bodies, and in particular to access sexual and reproductive health and realize their rights. My role has been to grow and expand the movement reaching out especially to leaders in African countries and beyond the original northern European donor governments who sparked the movement. My core roles are to: oversee establishment of the movement; motivating a high quality small team; create and support a nimble, inclusive governance structure; develop and implement a strategic direction; high impact communication strategy with a novel narrative to change social norms as well as policies and to unlock resources; oversaw complex move from CIFF to IPPF, securing finances and infrastructure. Secured active engagement & ownership across stakeholders, reaching diverse countries and regions.

International Planned Parenthood Federation (IPPF)

London, UK

Researcher (consultancy)

March-May 2017

Key responsibilities:

Conducting "Snapshot Research" to provide insights into the current state of implementation of the Sustainable Development Goals (SDGs) at national level as they relate to gender equality, health, and sexual and reproductive health and rights (SRHR).

Sabbatical

UK

July 2016–February 2017

Partnership for Maternal, Newborn and Child Health (PMNCH)

WHO, Geneva, Switzerland

Executive Director

February 2015–June 2016

Key responsibilities:

Leadership of the secretariat serving 700+ organizations from eight diverse constituencies (Academics, Research and Training Institutions; Adolescents & Youth; Donors & Foundations: Health Care Professionals; Multilateral agencies; NGOs: Partner country governments; Private sector); developing, sustaining and managing relationships with diverse range of stakeholders; overseeing annual budget and substantial resource mobilization (\$12million+); leadership and management of a secretariat of 30+ staff, consultants and interns; securing Strategic and Business Planning process for PMNCH; overseeing major consultation process to update the UN Secretary General (UNSG)-led Global Strategy for Women's Children's and Adolescents' Health; maintaining effective Board and Executive Committee relations; growing and delivering evidence-based advocacy and communications.

Key achievements:

- Re-positioned and promoted the Partnership; expanded the membership by over 100 new partners (15% growth) established a new, effectively resourced and structured Adolescent and Youth constituency; secured the meaningful engagement of youth and adolescents;
- Substantial resource mobilization, including successful mobilization from new donors and sustained growth for annual budget (over \$12 million), including through development of 1st-ever 3 year Business Plan for multi-year resource mobilisation;
- Leadership and management of secretariat, including securing new organizational structure and filling key positions, in line with WHO HR and admin requirements;
- Led a tough and successful Strategic Planning process, aligning PMNCH with the SDGs, the updated Global Strategy, and Every Woman Every Child movement; carved out a major new role to secure independent accountability; managed the diverse needs and expectations of members, donors and other key stakeholders (eg UNSG's office); communicated an energetic new vision to all stakeholders;
- Oversaw major consultations with 7000 stakeholders to shape the SDGs, and the updated Global Strategy on Women's, Children's and Adolescents' Health (launched at the SDG Summit) ensuring integration of diverse perspectives and voices, notably from marginalised communities, people from the global South, youth and adolescents;
- Communicated diverse stakeholder views and advocated for change on multiple senior bodies, including FP2020 Reference Group, Global Finance Facility Investors Group and SCG developing the updated Global Strategy;
- Innovated new approaches to communication, securing the first strategic approach to

- communications with an annual road map, inc presenting monthly Video Blogs digests;
- Regular speaker at high level events, including the keynote lecture at Australia's prestigious Nossal lecture on Global Health; speaking at multiple events at the UNGA; Women Deliver; side events at WHA; Lancet Adolescent Commission etc;
- Initiated and oversaw a Governance Reform process, including delivering a new staffing structure for the secretariat to deliver in the 4 new Strategic Objectives; re-deploying staff and recruiting new team members to secure a lean effective, fit for purpose secretariat.

**ASAP (AIDS Strategy, Advocacy and Policy)
Founder and Executive Director**

*UK and South Africa
October 2010–January 2015*

Key responsibilities

Establish and lead new community-based consultancy with offices in the UK and South Africa; recruit and supervise (over 30) highly skilled associates from Africa, Asia, Europe and the US; mobilizing resources for a broad range of projects, selected to impact the quality of sustainable work at country level, and focused on AIDS, TB, malaria, maternal and child health, sexual and reproductive health, gender-based violence, gender equality; overseeing project management and delivery of high quality projects for a broad range of clients (multilaterals, governments, civil society and private sectors).

Key achievements:

- Establishing and growing a new organization, opening a 2nd office in South Africa;
- Establishing quality teams to deliver high quality projects, bringing together diverse teams across continents and time zones, consistently delivering results on budget & on time;
- Mentorship of CEOs and young professionals; facilitation and team building;
- Growing core staff team; supporting the performance and professional growth of junior & senior Associates.

Major projects include:

- Resource mobilization (eg PMNCH, for Global Fund, including Communities Delegation);
- Research and evaluations (Standard Chartered Bank, The Lancet-UNAIDS Post-2015 Commission, MSF, UNAIDS, UN Women);
- Strategic planning (eg UNICEF-WHO PMTCT IATT, mothers2mothers, MTV);
- Design of new entities (Robert Carr civil society Network Fund, Women4GlobalFund).

**International AIDS Society (IAS)
Executive Director**

*Geneva, Switzerland
September 2009–September 2010*

Key responsibilities:

Leadership of Secretariat serving the global membership organization of 14,000 professionals from a broad range of scientific and health backgrounds, and working in 190 countries; maintaining effective Board (Governing Council) relations; develop new Strategic Plan; leadership and management of Secretariat serving the membership, comprised of 40+ staff, consultants and interns; plan and deliver a major international conference every year; deliver evidence-based policy and advocacy activities and programmes; Resource mobilisation; external representation and communication; building effective partnerships.

Key achievements:

- Substantial resource mobilization to secure recurrent funds for annual budget over \$30million from diverse sources (governments, foundations, private sector, members);
- Delivered a new Strategic Plan, steering a participative strategic planning process with staff, Board and key stakeholders;
- Initiating an organizational effectiveness process that re-shaped the organization and continues to have substantial impact;
- Innovated new policy and advocacy campaigns.

**DFID Southern Africa
Senior Regional Health and AIDS Adviser**

*Pretoria, South Africa
January 2007–July 2009*

Key responsibilities:

High quality professional health advice; external representation; leading the design, delivery and accountability of quality programmes (portfolio value: £115 million) and policies on Health and AIDS in Southern Africa, covering the SADC (Southern Africa Development Community) region, and bilateral programmes in Angola, Lesotho and the Republic of South Africa.

Key achievements:

- Performance management and conclusion of complex technical assistance programme working across 5 provinces and several National Ministries across South Africa, to sharpen and focus the programme to deliver stronger results and greater impact;
- Devised and implemented innovative, flexible short-term £5m fund for new South African Health Minister Barbara Hogan to re-invigorate the health response and reverse historic

policies and mismanagement at the National Department; design of £25m long term support for Minister Motsoaledi to scale up integrated programmes on HIV, sexual health and maternal & child health;

- Re-shape Angola programme, with government of Angola and UNICEF, to focus on maternal & child health as well as HIV and sexual health;
- Enhance and developed innovative programme in Lesotho working with the private sector to protect and promote health among highly vulnerable women working in the garment industry;
- Supported innovative behaviour communication strategies, working through the multi-media programme Soul City to scale up programmes and capacity building across SADC;
- Finalized new SADC-wide regional programme on access to medicines, after nearly 10 years of design process, and bureaucratic challenges;
- Designed new regional programmes of support for WHO Afro and sub-regional offices, UNAIDS East & Southern Africa programme and for key regional civil society networks;
- Integrated health issues into DFID's broader development, in particular trade & economic growth work, to ensure health enhancing sectors achieve results.

**DFID (UK Department for International Development)
Global AIDS Policy Team Leader**

*London, UK
January 2003-December 2006*

Key responsibilities:

Establishment and leadership of innovative multi-sectoral global policy team on AIDS in the newly re-organised DFID headquarters Policy division; developing and managing team of 14+ permanent & temporary staff and consultants from diverse backgrounds and countries; regular submissions, briefings and strategic advice for Ministers, other government departments, the Prime Minister's office; leadership of international negotiations and partnerships on AIDS.

Key achievements:

- Co-ordinated and delivered first government-wide strategy on AIDS, triggering global policies, eg Universal Access agreements (through G8 and UN resolutions);
- Led global processes resulting in novel approaches to coordination of cluttered sector to improve performance at country level through better working across UN agencies and key donors in support of countries, notably acting as UK lead to deliver "The Three Ones", and co-convening the *Global Task Team on Improving AIDS Coordination Among Multilateral Institutions and International Donors*;
- Ensured Ministers were well supported to respond to extensive public interest in DFID position on AIDS, delivering quality responses to extremely high volume of public enquiries, multiple parliamentary questions and debates;
- Established and convened first ever cross-Whitehall group on AIDS, and worked with other departments on key policy issues (eg TB and HIV screening for students);
- Represented the UK on delegations to the UN GA, UNAIDS and the Global Fund to fight AIDS, TB and Malaria; advocating successfully for UK positions on harmonization and alignment, scaling up of rights based response to HIV, Global Fund reform processes.

**Australian Federation of AIDS Organisations (AFAO)
Executive Director**

*Sydney, Australia
August 1998-August 2002*

Key responsibilities:

Leadership of Australia's peak organization of nine State AIDS Councils & four national population-focused organizations; maintaining quality, coherent partnership with shared policy direction and new strategy. Developing & managing 40-person secretariat team in multiple locations. Substantial media presence; external representation and advocacy with government.

Key achievements:

- Key leadership role on *Australian National Councils*, inc chairing the *HIV Committee*; delivered Australia's Fourth National Strategy on AIDS, including Hepatitis C and related diseases;
- Oversaw new strategy for AFAO, diversified organizational reach;
- Leadership of organizational change: securing a fit-for-purpose secretariat, restructured the staff team;
- Established new international programme, financed by private donations and AusAID;
- Resource mobilization to diversify funding and maintain quality services;
- Co-created innovative partnership with biomedical scientists, clinicians, private sector and public health specialists, including to develop new HIV vaccine candidates.

**Terrence Higgins Trust
Director of Health Promotion**

*London, UK
January 1995-July 1998*

Senior manager, leading department of 16 staff & 350 volunteers; secured innovative new strategy and partnership with National Department of Health; spokesperson for THT with broadcast & print media.

**DG, Commission of the European Communities
Consultant on AIDS, Drugs, NGOs**

*Luxembourg, Luxembourg
January 1991-March 1992*

Established new partnerships, programmes and networks for Europe-wide action; undertook substantial external representation of EC Commissioner and EC interests.

**Oxford City Council and Oxford Health Authority
AIDS Liaison Officer**

*Oxford, UK
July 1988-December 1990*

Coordination of new multi-stakeholder strategy, programmes and campaigns. Securing joint working across local authority and health authority partners.

PUBLICATIONS:

Books:

Act Six: AIDS and Global Feminism (in development)

Vamps, Virgins and Victims: How can women fight AIDS? Cassells, 1996

Positive Practice: a guide to caring for families and children, Health Visitors Association, 1994

Book chapters include:

The architecture of AIDS: building a movement, sustaining a response; in *AIDS Today*, ed. Msimang; International HIV/AIDS Alliance, 2014

Dangerous Vessels: Feminism and the AIDS Crisis; in *ACTING ON AIDS: Sex, Drugs & Politics*, ed. Oppenheimer & Reckitt; Serpents Tail, 1997

Treatment Update; in *Positively Women: Living with AIDS*, ed. O'Sullivan and Thomson; Pandora Press, 1996

Pleasure Practice; in *Pleasure Principles: Politics, Sexuality and Ethics*, ed. Harwood, Oswell, Parkinson, Ward; Lawrence and Wishart, 1993

Delightful Visions: from anti-porn to eroticizing safer sex; in *Sex Exposed: Sexuality and the Pornography Debate*, ed. Segal and McIntosh; Virago, 1992

Recent articles include:

Opinion: How to build a SRHR movement, Gorna R, Devex, 11 July 2019

Investing in sexual and reproductive health and rights of women and girls to reach HIV and UHC goals, (Narasimhan M, Pillay Y, García PJ, Allotey P, Gorna R, Welbourn A, Remme M, Askew I, Nordström A, Haufiku B) *The Lancet*, July 2018;

Knowledge for effective action to improve the health of women, children and adolescents in the sustainable development era, (Bustreo F, Gorna R, Nabarro D) *WHO Bulletin*, 2016;

Latching On: Why Breast Is Best for Every Baby, Everywhere, Huffington Post, February 2016; *Why We Must Break the Silence Around Stillbirths to Fulfill Our Pledge to Women and Children*, Huffington Post, January 2016;

Women's, Children's, and Adolescents' Health Needs Universal Health Coverage, *The Lancet*, December 2015;

Fresh perspectives on maternal, child and adolescent health, Devex, March 2015;

Women's, Children's, and Adolescents' Health: Who Will Lead? *The Lancet*, January 2015;

AIDS: Transforming Global Health, *The Lancet*, December 2014;

The place of AIDS in a post-2015 world, Huffington Post, September 2014;

UK's Global Health Power Play, Huffington Post, September 2013;

Once Upon a Time in Gleneagles..... Huffington Post, April 2013;

Curing HIV in One Baby, Preventing HIV in Many... Huffington Post, March 2013;

Is an HIV free generation an achievable aim? *British Medical Journal*, November 2012;

Multiple articles in Journal of the International Association of Physicians in AIDS Care (US), National AIDS Bulletin (Australia), National AIDS Manual Newsletter (UK)

Editor: *Demi-Mondaine: A magazine for the immuno-compromised woman*, pub. IAPAC, 1993

Reports include (for ASAP Ltd):

Gender Based Violence and Gender Equality – A review International HIV/AIDS Alliance, 2015 (with Anaïs Bertrand-Dansereau and Hilary Nkulu)

Achieving undetectable: what questions remain in scaling-up HIV virologic treatment monitoring? *Medicins San Frontiers*, 2014 (with Jeff Hoover)

How can the experience of the AIDS response serve as a transformative force in global health and development? UNAIDS and Lancet Commission, 2013 (with Minister Dr Aaron Motsoaledi, Ambassador Prof Mark Dybul, Jeff Hoover)

Gender Equality Strategy Action Plan, Global Fund to fight AIDS, Tuberculosis and Malaria, 2013 (with Anaïs Bertrand-Dansereau)
UNAIDS Engagement with Civil Society, UNAIDS, 2013
Options for MTV Exit Foundation and MTV Staying Alive Foundation, MTV, 2013
Analysis of Gender-responsiveness of Global Fund Round 8 and 9 HIV Programs, Global Fund to fight AIDS, Tuberculosis and Malaria, UN Women, 2012 (with Hanke Bokma de Boer-Nube)
UNAIDS guidance for partnerships with civil society, including people living with HIV and key populations, UNAIDS, 2011
Here for Good Health: An Independent Review of Standard Chartered Bank's Living with HIV Programme, Standard Chartered Bank, 2011 (with Jeff Hoover, Marie Renaux)
Developing Harmonized Indicators for Measuring Progress on the Gender Equality Dimensions of HIV and AIDS, UN Women, 2011

Other Reports include:

Women Like Us: Positively Women's Survey on the Needs and Experience of HIV Positive Women, Positively Women, London, 1994
From Soho to Southend: Researching Sex Education Provision, North Thames Health Authority, London, 1993

Qualifications:

M.A. (Hons) Theology, St John's College, Oxford University 1994; 1987

Management & leadership courses, inc Women's Leadership residential, Ashridge Business School; High Performance People Management, London Business School.

Languages: Fluent in English and French; conversational in Dutch, German and Italian.

Professional and Volunteer Appointments include:

Chair and Founder:

St John's College, Oxford University, Women's Network, 2016-current;

Chair:

Australian National Council on HIV, Hepatitis C and Related Diseases: HIV Committee, 1999–2001

Co-Chair:

Power of Law and the Power of People: Movement Lawyering for Global Justice Conference, Bellagio, Italy, September 2019;
6th International Congress on AIDS in Asia and the Pacific, Melbourne, Australia, October 2001;
12th World AIDS Conference, Geneva, Switzerland, July 1998

Trustee:

Orchid Project, 2014–15;
Women4GlobalFund (Co-founder) 2013-2015;
CAFOD HIV Advisory Group, 2012–15;
STOP AIDS UK, 2011-13;
Red Hot AIDS Charitable Trust, 1994-96;
National AIDS Manual, 1992-96
European AIDS Treatment Group, (Co-founder) 1993-94;
Terrence Higgins Trust, 1988-90

Fellowships:

Bogliasco Foundation, Villa Bogliasco, January-February 2020
Rockefeller Foundation, Bellagio Center, March-April 2018

Member:

St John's College Oxford University, Development & Alumnae Relations Committee, 2016-current;
St John's College, Oxford University, Associate member, Senior Common Room, from 2018
UNICEF HIV Experts Group, 2016-2017;
UN Secretary General's Strategy and Co-ordination Group (SCG), 2015-16;
Family Planning 2020 Reference Group, 2015-2016;
Global Finance Facility Investors Group, 2015-2016;
Global HIV Prevention Working Group, 2004-2010;
Australian HIV Vaccine Consortium, 2000–2002;
Australian Advisory Group on International Health, 2000-2001;
Australian NCHECR, Scientific Advisory Committee, 1998–2002