

Robin GORNA

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Profile:

A thought leader, advocate, strategist, cross-disciplinary organiser and mobiliser of people and ideas who has led significant cultural and organisational developments across sectors, with governments and civil society. Exceptional, broad understanding of women's health, global health, AIDS, COVID and gender equality, working at leadership level, developing strategies and advancing policies in Whitehall, at UN level and in civil society. Renowned for strong and flexible communication skills, a big picture, visionary approach, leading and advancing people and policies; and founding new movements and groups, including the global SheDecides and Women4GlobalFund movements, as well as the Women's Network at St John's College Oxford, and the online Weekend Morning Writers groups. With over 35 years' experience working in global health, gender equality, diversity and inclusion, currently contributing to the NHS Long COVID Taskforce as a "Public and Patient Voice representative", serving as Vice Chair of the Technical Review Panel (TRP) of the Global Fund to fight AIDS, TB and Malaria, and working on a memoir reflecting of life lived between two pandemics.

Professional roles:

Global Fund to fight AIDS, TB and Malaria (Global Fund) TRP *Geneva/Virtual since 2020*
Vice Chair (formerly Human Rights and Gender Equality Focal Point)

Vice-Chair of the Global Fund's independent Technical Review Panel (TRP), a leadership role to which I was elected by the membership of 120 experts. Responsible for leading and supporting globally recognised technical experts working across six different expert areas, and based in over 70 countries. TRP experts come together throughout the year (now virtually) to review and assess funding requests for funding allocations totalling US\$14 billion over a three-year period. Our primary role is to ensure that Global Fund investments are technically sound, strategically focused and poised for impact; as Leadership we are responsible for an additional layer of quality control and peer review. As Focal Point for the Human Rights and Gender equality experts I oversaw contribute cross-cutting advice across all activities of the TRP, including input to the new Global Fund strategy and advocated for the establishment of a new working group on Decolonization; Racial, Ethnic and Indigenous Inequalities, whose findings are designed to enhance and improve all of the TRP's work.

NHS Long COVID Taskforce *Virtual since 2021*
Patient and Public Voice Partner (PPV4)

Appointed by NHS England to serve on the Long COVID Taskforce as one of the six PPV4 partners to represent the diverse, and often unmet needs of people living with, and recovering from Long COVID (also known as Post-COVID Syndrome). My role centres on gathering perspectives from a wide range of people currently living with Long COVID, coordinating with the other PPVs, including a broader groups of PPV3s who do not share the representation role, and engaging with a broad range of professionals from all disciplines to ensure that the lived experiences of people with ongoing symptoms is centred as collectively we deliver the NHS England Long COVID plan. Engagement is principally through the various governance structures, including the Programme Board, Taskforce, sub-groups on Education and Information and Research, as well as the Long COVID Advisory Forum.

Brighton College *Brighton, UK 2020–2021*
Head of Diversity and Inclusion

Establishing new role, overseeing policies and practices to step up the range of approaches to embed equality, diversity and inclusion throughout the family of Brighton College schools – focusing principally on Brighton College, the independent "UK School of the Decade". Priority focus: embedding all aspects of diversity throughout the curriculum studied by pupils aged 11-18; identifying strategies to increase the number of black, brown and mixed heritage teaching staff, overseeing the first ever "Explore Teaching Diversity Internships" for black, Asian and mixed heritage undergraduates and post-graduates exploring teaching careers, women interested in STEM and men exploring primary teaching.

8G Ltd *Brighton/London, UK; Cape Town, South Africa since 2018*
Director

Key projects:

- Strategic Advisor to the global Women4GlobalFund movement (co-founded 2013) diversifying funding, strengthening governance and enhancing communications;
- UK Covid-19 Correspondent, Maverick Citizen, South Africa;
- Revision of the Governance Framework for the African Constituencies Bureau to the Board of the Global Fund; expanding the mandate for Ministers to serve on other global health Boards;

- Strategic Advisor: established new governance arrangements, and facilitated Retreat for the Implementers Group to the Board of the Global Fund (Dakar, Senegal; September 2019);
- Team Lead: Building evidence-informed community advocacy, supporting UNAIDS East & Southern Africa regional support team to facilitate seven community networks to develop research and advocacy tools for more powerful shared impact;
- Co-convended Power of Law, Power of People: Movement Lawyering for Global Justice Conference (Bellagio, Italy; September 2019), selecting participants, setting agenda and process; prepared framing essay on How to Build Movements for Social Change for the book of essays and multi-media products, as well as related articles.

SheDecides Support Unit (SDSU)

London, UK

Lead

2017–2019

Well described in *this article in the Guardian*, my role was central role to building SheDecides movement - taking two words into a global movement for change. It now brings together 42 Champions and over 120,000 friends of the movement in 183 countries to advance the rights of girls and women to decide about their bodies, in particular to access sexual and reproductive health care and to realize their rights.

Key Achievements:

- Co-created and led the start-up phase of a new support team (SDSU) to support the development of a global political movement driving change on sexual and reproductive health and rights (SRHR), fueled by community action and with young people at its heart;
- Delivered a high impact communication strategy with a novel narrative to change social norms and policies, and to unlock resources;
- Oversaw establishment, growth and expansion of the movement reaching out, especially, to leaders in African countries, beyond the original northern European donor governments;
- Developed and implemented the strategic direction, securing active engagement & ownership across stakeholders, reaching diverse countries and regions,;
- Hired and motivated a high-quality small team, securing finances and infrastructure;
- Created and supported a nimble, inclusive governance structure, and oversaw a complex move of hosts from CIFF (Children's Investment Fund Foundation) to IPPF;

International Planned Parenthood Federation (IPPF)

London, UK

Consultant

2017

Key Achievements:

Interviewed broad range of stakeholders in eight countries. Prepared IPPF's "Snapshot Research" to provide insights into the current state of implementation of the Sustainable Development Goals (SDGs) at national level, related to gender equality, health and SRHR, to inform global advocacy plans.

Partnership for Maternal, Newborn and Child Health (PMNCH)

WHO, Geneva, Switzerland

Executive Director

2015–2017

Key achievements:

- Leadership and management of a secretariat of 30+ staff, consultants and interns serving 700+ organizations from eight diverse constituencies (Academics, Research & Training Institutions; Adolescents & Youth; Donors & Foundations; Health Care Professionals; Multilateral agencies; NGOs; Partner country governments; Private sector);
- 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, youth and adolescents and people from Africa, Asia & Latin America;
- 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;
- Managed the diverse needs and expectations of members, donors and other key stakeholders (inc UNSG's office), and communicated an energetic new vision to all stakeholders;
- 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 new role to secure independent accountability; reshaped evidence-based advocacy and communications;
- Re-positioned and promoted the Partnership, expanded 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 business planning and budget oversight successful mobilization from new donors and sustained growth for annual budget (over \$12 million);
- Initiated and oversaw a Governance Reform process, including delivering a new staffing structure, re-deploying and recruiting team members for a lean effective, fit for purpose secretariat.

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

UK and South Africa

2010–2015

Key achievements:

- Established new community-based consultancy with offices in the UK and South Africa;
- Recruited and supervised (over 30) highly skilled associates from Africa, Asia, Europe and the US, supporting their performance and professional growth;
- Mobilized resources for a broad range of projects, selected to impact the quality of sustainable work at country level, and focused on AIDS, TB, malaria, SRHR, maternal and child health, gender-based violence, gender equity;
- Project management and delivery of high quality projects by diverse teams, working across continents and time zones, consistently delivering results on budget & on time, for a broad range of clients (multilaterals, governments, civil society and private sectors).

Major projects included:

- Global advocacy and strategic planning (eg mothers2mothers, MTV, UNICEF);
- Design of new entities (eg Women4GlobalFund, Robert Carr civil society Network Fund);
- Research and evaluations (eg UN Women, UNAIDS, MSF (Médecins Sans Frontières), The Lancet-UNAIDS Post-2015 Commission, Standard Chartered Bank);
- Resource mobilization (eg PMNCH, for Global Fund, including Communities Delegation);
- Mentorship of CEOs and young professionals, facilitation and team building.

International AIDS Society (IAS)

Geneva, Switzerland

Executive Director

2009–2010

Key achievements:

- Leadership of Secretariat, comprised of 40+ staff, consultants and interns, serving the global membership organization of 14,000 professionals from a broad range of scientific and health backgrounds, and working in 190 countries;
- Delivered a new Strategic Plan, steering a participative strategic planning process with staff, Board and key stakeholders;
- Planned and delivered a major international conference every year, with new evidence-based policy and advocacy activities and programmes;
- Substantial resource mobilization, secured recurrent funds for an annual budget over \$30million from diverse sources (governments, foundations, private sector, members);
- Maintained effective Board (Governing Council) relations and initiated an organizational effectiveness process that re-shaped the organization and continues to have substantial impact.

DFID Southern Africa

Pretoria, South Africa

Senior Regional Health and AIDS Adviser

2007–2009

Key achievements:

- Provided high quality professional health advice, managing a portfolio of £115 million, and supporting UK engagement in policies on Health and AIDS in Southern Africa, covering the SADC (Southern Africa Development Community) region, with investments in bilateral programmes in Angola, Lesotho and the Republic of South Africa;
- Integrated health issues into DFID's broader development, in particular trade & economic growth work, to ensure health enhancing sectors achieved results;
- 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; design £25m long term support for Minister Motsoaledi to scale up integrated programmes on HIV, sexual health, maternal & child health and gender-based violence;
- Re-shaped Angola programme, with government of Angola and UNICEF, to focus on maternal & child health as well as HIV and sexual health;
- Enhanced 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;
- 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;
- Finalized design of new SADC-wide regional programme on access to medicines;
- 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.

DFID (UK Department for International Development)

London, UK

Global AIDS Policy Team Leader

2003- 2006

Key achievements:

- Established and led innovative multi-sectoral global policy team on AIDS in the newly re-organised DFID headquarters Policy division;
- Regular briefings and strategic advice for Ministers, other government departments, including the Prime Minister's office;
- Co-ordinated and delivered first government-wide strategy on AIDS, triggering global policies,

- eg Universal Access agreements (through G8 and UN resolutions);
- 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);
- 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;
- Represented the UK on delegations to the UN GA (General Assembly), 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;
- Led global processes resulting in novel approaches to coordination 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*;
- Developed and managed diverse team of 14+ staff and consultants from varied countries.

Australian Federation of AIDS Organisations (AFAO)

Sydney, Australia

Executive Director

1998- 2002

Key achievements:

- Led Australia’s peak organization of 9 State AIDS Councils & four national population-focused organizations, setting a new strategy for AFAO, diversifying organizational reach by securing sustainable funds to grow the organisation’s future when it was unclear that it would continue;
- Represented the membership, in particular advocacy with federal government and maintaining quality communications strategy with national media presence;
- Key leadership role on *Australian National Councils*, including chairing the *HIV Committee* to deliver Australia’s Fourth National Strategy on AIDS, including Hepatitis C and related diseases;
- Co-created innovative partnership with biomedical scientists, clinicians, private sector and public health specialists, including to develop new HIV vaccine candidates;
- Established new international programme, financed by private donations and AusAID;
- Developed and managed 40-person secretariat team in multiple locations, leading organizational change processes to secure a fit-for-purpose secretariat.

Terrence Higgins Trust

London, UK

Director of Health Promotion

1995- 1998

Key achievements:

- Innovated dynamic new campaigns for vulnerable populations, especially gay men, drug users and women, as well as for people living with HIV and AIDS;
- Drafted innovative new government strategy and secured partnership with National Department of Health, with new funding for national multi-media gay men’s campaigns;
- Multiple media appearances as spokesperson with broadcast & print media;
- Led department of 16 staff & 350 volunteers (member of Senior Management Team).

DGV, Commission of the European Communities

Luxembourg, Luxembourg

Consultant on AIDS, Drugs, NGOs

1991- 1992

Key achievements:

- Established new funding, 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

Oxford, UK

AIDS Liaison Officer

1988- 1990

Key achievements:

- Coordinated new multi-stakeholder strategy, programmes and campaigns;
- Secured joint working across local authority and health authority partners, with university engagement.

PUBLICATIONS:

Books:

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

Action on AIDS in UK communities, Community Projects Foundation, 1990

Book chapters include:

Global Health: An Early Case of Zoom; in *You’re On Mute!*, ed. Connock, Bite-Sized Books, 2020

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 Positively Women: Living with AIDS, ed. O’Sullivan, 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:

The quarantine convert: balancing public health and human rights, Gorna R, *Maverick Citizen*, 13 December 2021

Those who live in glass houses shouldn't smack travel restrictions on others: The real view from Britain's Covid-19 crisis, Gorna R, *Maverick Citizen*, 29 November 2021

A life lived in pandemics: 40th Anniversary of AIDS, Gorna R, *The Independent*, 15 June 2021

Long Covid guidelines need to reflect lived experience, Gorna R, McDermott N, Evans S, Agyen L et al, *The Lancet*, 21 December 2020

Long Covid: Time for Action, Gorna R, Nutland W, Shakya C, Tony Blair Institute for Global Change, 28 October 2020

Living with Covid-19 is an unpredictable roller coaster of a ride, Gorna R, *Daily Maverick*, 18 June 2020

Rest in Power, Larry Kramer, Gorna R, *Maverick Citizen*, 28 May 2020

Living with Covid-19 infection is weird as hell, Gorna R, *Maverick Citizen*, 19 May 2020

Boris and the Great British Bungle, Gorna R, *Maverick Citizen*, 14 May 2020

Covid-19: A hard truth – poverty kills, Gorna R, *Maverick Citizen*, 6 May 2020

Covid-19 in the UK: Who cares for care workers? Gorna R, *Maverick Citizen*, 27 April 2020

How to have sex in an epidemic - without getting caught up in polemic, Gorna R, *Maverick Citizen*, 2020

Lessons of AIDS for Covid-19: Don't sacrifice science for expediency, Gorna R, *Maverick Citizen*, 9 April 2020

Underfunded and under pressure: Britain's NHS extends a helping hand to a country in intensive care, Gorna R, *Maverick Citizen*, 7 April 2020

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)

Options for MTV Exit Foundation and MTV Staying Alive Foundation, MTV, 2013

UNAIDS Engagement with Civil Society, UNAIDS, 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^[1]_{SEP}

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^[L1]_[SEP]
From Soho to Southend: Researching Sex Education Provision, North Thames Health Authority, 1993

Qualifications:

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

Recent academic engagement includes

Panellist, *The Role of the Arts and Humanities during a Pandemic*, Gibbs College of Architecture, University of Oklahoma, July 2020; *Living with Pandemics: Finding New Narratives*, TORCH (The Oxford Research Centre in the Humanities), Oxford University, May 2020; Faculty, *Leadership Values and Leadership in the Third Sector*, Women's Leadership Programme, St John's College Oxford, February 2020, January 2019, February 2018; Seminar co-lead, *Developing Strategies for the Protection of Human Rights: Health & Human Rights*, Bonavero Institute, October 2019; Lecturer, *She Decides: Women and Bodily Autonomy*, Mansfield College Oxford, February 2019.

Management and leadership courses, include 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:

Leadership roles

Global Fund to fight AIDS, TB & Malaria, Technical Review Panel, Vice-Chair November 2021 – current; *Focal Point, Human Rights and Gender Equality experts*, November 2020-October 2021; *St John's College, Oxford University, Women's Network, Founder and Emeritus Chair*, 2016-current; *Weekend Morning Writers, co-founder and co-convenor*, July 2020-current; *Women4GlobalFund, co-Founder and Strategic Adviser*, 2013-2020
Australian National Council on HIV, Hepatitis C & Related Diseases: HIV Committee, Chair, 1999–2001
Power of Law and the Power of People: Movement Lawyering for Global Justice Conference, Co-Chair, Bellagio, Italy, September 2019;
6th International Congress on AIDS in Asia & the Pacific, Co-Chair, Melbourne, Australia, October 2001;
12th World AIDS Conference, Co-Chair, Geneva, Switzerland, July 1998

Trustee:

Orchid Project, 2014–15;
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:

Fellow of the RSA, London, UK, from 2021
Bogliasco Foundation, Villa Bogliasco, Genova, Italy; January-February 2020
Rockefeller Foundation, Bellagio Center, Lago di Como, Italy; March-April 2018

Member:

NHS Long COVID Taskforce (inc Research and Information sub-groups) 2020-current;
St John's College Oxford University, Development & Alumnae Relations Committee, 2016-2020;
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