

Sarah Middleton-Lee Ltd

Consultant and Writer:
AIDS and Community Development



Summary

I am an **independent consultant** based in the UK, with over 15 years of experience. I support institutions working in the fields of AIDS and community development at the global level, in developing countries and in my local city of Brighton.

My **skill areas** include:

- **Writing, editing and communications.**
- **Policy and advocacy development.**
- **Good practice research, analysis and evaluation.**
- **Participatory consultation and facilitation.**
- **Project design, planning and management.**

My particular **interests** include:

- **Promoting the role and needs of civil society within national and global responses to AIDS.**
- **Enhancing the involvement and capacity of marginalised groups within action on AIDS.**
- **Using knowledge management to incorporate community lessons into national/global policies.**
- **Integrating good practice principles (gender-sensitivity, rights-based approaches, greater involvement of people living with HIV, etc) into programme/policy development.**

Consultancy

March '00 – (current) Independent Consultant

Examples of consultancies include:

- **Global Fund to Fight AIDS, Tuberculosis and Malaria:** Facilitated a series of consultation meetings – in Kampala, Geneva and Maputo – to gain stakeholder perspectives on the findings and results of the Five Year Evaluation. Designed and implemented sessions and coordinated Facilitation Teams.
- **NGO Delegation to the Programme Coordinating Board of UNAIDS:** Wrote and consulted key stakeholders on a paper for the 23rd Meeting of the Board on key recommendations to increase and improve the meaningful involvement of civil society in UNAIDS governance and decision-making.
- **International Council of AIDS Service Organisations (ICASO):** Researched and wrote a global report on civil society perspectives (based on research in four countries and four regions) on progress towards the Declaration of Commitment and Political Declaration on HIV/AIDS for UN High Level Meeting, June 2008.

- **International Council of AIDS Service Organisations (ICASO), African Council of AIDS Service Organisations (AfriCASO) and International HIV/AIDS Alliance:** Was the lead writer of 'Coordinating with Communities: Guidelines on the Involvement of the Community Sector in the Coordination of National AIDS Responses' to enhance the meaningful involvement of civil society in the 'Three Ones'.
- **International Planned Parenthood Federation (IPPF) and United Nations Population Fund (UNFPA):** Researched and wrote 'Making it Matter' - an international advocacy guide on HIV prevention for girls and young women. Incorporated messages, evidence and strategies focused on enhancing access to gender and youth-friendly sexual and reproductive health services.
- **UNAIDS:** Led a review of civil society involvement in the Programme Coordinating Board. Carried out a literature and peer practice review and interviewed over 35 senior-level stakeholders, including from Member States and UN Co-sponsors. Presented recommendations to the Board to improve future practice.
- **UNAIDS and International HIV/AIDS Alliance:** Designed and implemented a methodology to map the extent to which human rights-related programming is integrated into national responses to AIDS in over 60 countries.
- **International Planned Parenthood Federation (IPPF):** Was the lead consultant on a project with UNFPA, UNAIDS and Young Positives to develop Report Cards on HIV prevention for girls and young women in 12 countries. Designed key elements of the methodology and developed core resources. Supervised in-country consultants and chaired 'country conferences' to develop recommendations.
- **Global Fund to Fight AIDS, Tuberculosis and Malaria:** Analysed the results of a 360° Stakeholder Assessment to inform the organisation's Five Year Evaluation. Identified the key findings and proposed recommendations within a synthesis report for members of the Board and other international stakeholders.
- **International Council of AIDS Service Organisations (ICASO):** Coordinated and supported civil society delegates on the UNAIDS Global Task Team to enhance the harmonisation of HIV and AIDS responses. Facilitated conference calls, provided thematic briefings and produced an e-bulletin on the Team's results.
- **International HIV/AIDS Alliance:** Wrote policy papers consolidating consultations among, and advocacy messages from, global civil society: '*Bringing Prevention Back to the Forefront*' (to inform the UNAIDS Global Prevention Strategy); and '*Civil Society and the 'Three Ones'*' (to inform the UNAIDS principles).
- **Southern Africa AIDS Trust:** Wrote or edited a series of communication materials to promote the organisation's practical experiences, including a manual on mainstreaming gender and a leaflet on involving men in home based care.
- **Save the Children:** Developed '*Effective Peer Education*', a handbook for young people. Devised tools for cross-cultural audiences, incorporated feedback from field tests and produced a final resource, emphasising participatory approaches.
- **Oxfam Australia, South Africa:** Designed and led an external evaluation of the Joint Oxfam HIV and AIDS Programme to fund and train community groups. Developed evaluation questions focusing on the programme's partnerships, management and governance, and led semi-structured interviews with over 50 stakeholders. Presented the final report to an international meeting in The Hague.

Long-term contracts and staff positions

**Aug '07 – Aug '08 Head of Team: Policy (Maternity cover)
International HIV/AIDS Alliance**

- Providing maternity cover for manager of team of staff and programme of work to enhance national, regional and global-level policy development on AIDS.
- Responsible for coordinating strategic planning, budgeting and monitoring of policy initiatives.
- Particular responsibility for supervising work relating to: Action for Global Health (European NGO network advocating on health-related Millennium Development Goals); and Stop AIDS Alliance (Brussels-based advocacy office).
- Examples of specific activities include:
 - Facilitating a two-day strategic retreat for the civil society delegations to the Board of the Global Fund to Fight AIDS, Tuberculosis and Malaria.
 - Promoting the involvement of civil society within a panel discussion at the Global Staff Meeting of UNAIDS, Geneva.
 - Facilitating a policy planning meeting among NGO partners of the Alliance's Africa Regional Programme, Johannesburg.

**Feb '95 – Feb '00 Inter-Regional and Communications Programme Coordinator
International HIV/AIDS Alliance**

- Senior manager at an international NGO supporting community action on HIV/AIDS in developing countries.
- Responsible for strategy, plans, staff, budgets and fundraising for:
 - Corporate communications, including developing the 'brand', managing publications and co-ordinating promotional events.
 - A programme of multi-country projects to research good practice, identify lessons learned and promote policy action.
- Facilitated over 25 participatory skills-building workshops with NGOs in Africa, Asia and Latin America on subjects such as advocacy and communications.
- Piloted the development of participatory toolkits to share the organisation's good practice, for example in external relations.
- Promoted multi-sectoral responses among civil society partners, involving strategic alliances with business, government, media, etc.
- Represented the organisation at national and international policy forums.

July '94 – Jan '95 Emergency Press Officer, Actionaid (Rwanda)

Dec '92 – Sept '93 Researcher, Mashambanzou AIDS Centre (Zimbabwe)

Dec '90 – Nov '92 Press Officer, Greenpeace

Aug '88 – Nov '90 Assistant Press Officer, Amnesty International

Education

MA in 'Cultural Politics', University of Sussex 2001-2002

Examples of written work

Policy papers and consultation reports:

- *'Submission to: 23rd Meeting of the UNAIDS Programme Coordinating Board Geneva, 15 - 17 December 2008'* (re enhancing civil society involvement), policy paper, NGO Delegation to the UNAIDS Programme Coordinating Board, 2008.
- *'Declaration of Commitment on HIV/AIDS and Political Declaration on HIV/AIDS: A Review on Programme from the Community Sector'*, policy paper, International Council of AIDS Service Organisations, 2008.
- *'NGO/Civil Society Participation in the Programme Coordinating Board of UNAIDS'*, report of review, UNAIDS and NGO Delegation to the PCB, 2007.
- *'360° Stakeholder Assessment'*, report of consultations, Global Fund to Fight AIDS, Tuberculosis and Malaria, 2006.
- *'HIV Prevention for Girls and Young Women'*, report cards on Jamaica, the Philippines, Malawi, Uganda, China and Mozambique, International Planned Parenthood Federation, 2006.
- *'The Global Task Team and Civil Society'*, e-bulletin, International Council of AIDS Service Organisations, 2005.
- *'Global Task Team: Technical Support'*, report of civil society consultation, International Council of AIDS Service Organisations and International HIV/AIDS Alliance, 2005.
- *'Bringing Prevention Back to the Forefront'*, report of civil society consultation, International HIV/AIDS Alliance, 2005.
- *'Civil Society and the 'Three Ones''*, policy paper, International Council of AIDS Service Organisations and International HIV/AIDS Alliance, 2005.
- *'The Role and Added-Value of NGO-Based CBO/NGO Support Providers in the Response to HIV and AIDS in Southern and Eastern Africa'*, workshop report, Southern Africa AIDS Trust, 2004.
- *'Community Responses 1: Mobilising Men as Home Based Care Volunteers'*, good practice leaflet, Southern Africa AIDS Trust, 2004.
- *'Taking Action: The Experiences of the Joint Oxfam Programme in Malawi in Mainstreaming HIV/AIDS'*, case study, Oxfam GB, 2001.

Toolkits and guides:

- *'Coordinating with Communities: Guidelines on the Involvement of the Community Sector in the Coordination of National AIDS Responses'*, guidelines, International Council of AIDS Service Organisations, African Council of AIDS Service Organisations and International HIV/AIDS Alliance, 2007.
- *'Make it Matter: 10 Key Advocacy Messages to Prevent HIV in Girls and Young Women'*, advocacy guide, International Planned Parenthood Federation and UNFPA, 2007.
- *'Tools Together Now: 100 Participatory Tools to Mobilise Communities for HIV/AIDS'*, handbook, International HIV/AIDS Alliance, 2006.
- *'Effective Peer Education: Working with Children and Young People on Sexual and Reproductive Health and HIV/AIDS'*, handbook, Save the Children UK, 2004.
- *'Counselling Children Infected or Affected by HIV and AIDS'*, guidelines, Southern Africa AIDS Trust, 2004.
- *'Access to HIV and AIDS Related Treatment'*, handbook, International HIV/AIDS Alliance, WHO and UNAIDS, 2003.
- *'Pathways to Partnerships'*, toolkit, International HIV/AIDS Alliance, 1999.