

Diana

Princess of Wales Memorial Fund
THE WORK CONTINUES

Strategic Plan 2007-2012

The Diana, Princess of Wales Memorial Fund

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EXECUTIVE SUMMARY

The Diana, Princess of Wales Memorial Fund is an independent grant-giving charity established in September 1997 to continue the Princess's humanitarian work in the United Kingdom and overseas. Its vision is a world in which the rights of the disadvantaged are respected.

The Strategic Plan 2007-2012 sets out the Fund's corporate strategy for the next five years, detailing our strategic goals, how we propose to achieve them and how we will measure success. It emerges from a process that took place over 2005-2006 that included strategic planning, consultation, and dialogue with the voluntary sector.

The Fund will spend out its existing capital over a period of between five and nine years from early 2007. In order to achieve its aims in this limited time span it has needed to change the way it works. So it is moving from being a criteria-led grant maker to being a pro-active and objective-driven one. It will focus on three initiatives, each of which has a desired outcome and a set of strategic objectives to be achieved over five years.

Under the Palliative Care Initiative, the Fund is committed to spending up to £10 million to promote the scale-up of palliative care in Africa. The desired outcome is that palliative care is accepted as an essential part of, and integrated into, the care and treatment of people with HIV/AIDS, cancer and other life-limiting illnesses.

Under the Refugee and Asylum Seekers Initiative, the Fund is committed to spending up to £10 million to raise awareness and highlight the needs and issues of young refugees and asylum seekers. The desired outcome is that the rights of young refugees and asylum seekers in the UK are upheld.

Under The Partnership Initiative, the Fund is committed to spending up to £5 million to build on previous investments in selected programme areas, to ensure that they are leveraged to their fullest potential. The desired outcome is that systemic change takes place in the UK in penal affairs, mental health and other areas, towards better outcomes for young people, and internationally in the area of landmines and explosive remnants of war.

For the next five years the Fund will engage primarily in pro-active grant-making. Grants will be provided on an invitation-to-bid basis or through negotiated partnerships with selected organisations. The Fund has identified this as the optimal means of attaining our strategic objectives. Therefore, apart from a restricted amount of funding to be made available through an open grants process under the Refugee and Asylum Seekers Initiative, as of early 2007 no other demand-driven open grants rounds are envisaged.



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INTRODUCING THE FUND

The Diana, Princess of Wales Memorial Fund is an independent grant-giving charity established in September 1997 to continue the Princess's humanitarian work in the United Kingdom and overseas.

The Fund was established with donations given in memory of the Princess by people around the world in the days and months following her death on 31 August 1997. These totalled about £20 million. In addition, a further £80 million was generated through commercial activities – including a large donation from Sir Elton John and Polygram's *Candle in the Wind '97*, as well as the sale of products under the Fund's commercial licensing programme.

In the first nine years of its existence, the Fund pledged some £70 million in grants to over 350 organisations around the world. Charities with which the Princess had a close connection in her lifetime were invited to submit proposals for funding, and more than 90 such organisations received money from the Fund in the first year. Since then, the Fund has worked in the spirit of the Princess's humanitarian work by focusing on disadvantaged and marginalised people, providing them with support, a voice and an opportunity to realise their full potential.

Following the Princess's example, the Fund is not afraid to respond to emerging issues of the day and speak out on behalf of causes that are not widely recognised or popular. The Fund is proud to support groups and causes that would otherwise find it difficult to gain funding.

The Fund's Vision and Mission

Vision: A world in which the rights of the disadvantaged are respected.

Mission: By giving grants to organisations, championing charitable causes, advocacy, campaigning and awareness-raising, the Fund works to secure sustainable improvements in the lives of the most disadvantaged people in the UK and around the world.



THE FUND'S CORPORATE STRATEGY

The Strategic Plan 2007-2012 sets out The Diana, Princess of Wales Memorial Fund's corporate strategy for the next five years, detailing our strategic goals, how we propose to achieve them and how we will measure success.

It emerges from a process of organisational change that included strategic planning, consultation, and dialogue with the voluntary sector. The consultative process began with the dissemination to stakeholders of *A Consultation Document* in 2005, the analysis of responses and the release in July 2006 of the report *Our Findings, Our Future*. In 2006, as part of this organisational change, the Fund went through a major restructuring.

The Strategic Plan seeks to make the greatest use of our assets, both financial and those arising from our knowledge, experience and unique position as The Diana, Princess of Wales Memorial Fund.

Lifespan of the Fund

One of the key recommendations emerging from the consultative process was that the Fund should draw down its capital and not limit spending to its income. It has been decided that the Fund will spend out its existing capital over a period of five to nine years from early 2007. Its operational capacity will then be reduced and it will sometime thereafter cease operating.

This decision is not new – the Fund was never intended to exist in perpetuity and was always seen as having a finite lifespan. However, it does re-focus attention on the importance of identifying the most effective ways, in the time remaining, to ensure that we achieve our goal of creating opportunities for positive change in society and leave a lasting legacy of social change that impacts directly on people's lives.

An objective- and outcome-driven organisation

In order to achieve its aims in a limited time span, the Fund has needed to change the way it works. It is therefore moving from being a criteria-led grant maker to being a pro-active and objective-driven one.

The Fund will focus on three initiatives, each of which has a desired outcome and a set of strategic objectives to be achieved over five years. Success will be gauged by the extent to which we are able to meet these strategic objectives and help bring about lasting societal change in specific, clearly defined areas of work.

Initiatives

The Fund's three initiatives are: the Palliative Care Initiative, the Refugee and Asylum Seekers Initiative, and The Partnership Initiative. They reflect the ethos of the Princess's charitable work in supporting the vulnerable and the marginalised and the Fund's commitment to continuing her work by identifying and embracing the cause of disadvantaged people in the UK and overseas.

Under these initiatives, the Fund is committed to spending up to £10 million over the next five years to promote the scale-up of palliative care in Africa and its integration into government health policies; up to £10 million to raise awareness and highlight the needs and issues of young refugees and asylum seekers and up to £5 million to follow-up and add leverage to our previous investments into penal affairs, mental health and other areas in the UK, and internationally into our programme on landmines and explosive remnants of war.



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Some objectives may be realised more quickly than expected or lose relevance owing to changing circumstances and newly emerging priorities. Strategies may be superseded or become invalidated by factors outside the Fund's control, or emerge as new and more appropriate methods to achieve our objectives. The ability to respond to changes in the environment and adopt emergent objectives and strategies underpins the Fund's new ethos of being an agile and flexible organisation.

The adoption of these three initiatives and their strategic objectives means that there will be a shift in the way we make grants.

Pro-active grant making

The Fund will for the next five years engage primarily in pro-active grant-making. Grants will be provided on an invitation-to-bid basis or through negotiated partnerships with selected organisations that have the capacity to deliver the initiatives' desired outcomes. Projects will be rigorously assessed against the strategic objectives, and to maximise impact grants will be awarded for up to five years with a mid-term review.

The Fund has identified pro-active grant making as the optimal means of attaining our strategic objectives. Therefore, apart from a restricted amount of funding to be made available through an open grants process under the Refugee and Asylum Seekers Initiative, as of early 2007 no other demand-driven open grants rounds are envisaged.

Evaluation and communications

Our strategy includes a new approach to the evaluation and communication of our work. The Fund will operate evaluation strategies at three levels. We will evaluate the Fund, the

initiatives and the projects we support. This will enable us to judge progress against objectives as money is spent, as well as understand the social change that achieving these objectives has created or supported. Our commitment to evaluation will enable us to speak with authority at a campaigning level.

Communications will be one of the key tools used to achieve the objectives of the three initiatives. The synergy between the Fund's grants programmes and our communications is critical to the success of each initiative and hence to ensuring that each leaves a lasting legacy of change.

Supporting the Voluntary Sector

From its inception, the Fund has sought to promote and support the voluntary sector in whatever ways it can. In addition to its grant-making programmes the Fund lets out meeting rooms at its offices in County Hall to other voluntary sector organisations that meet our criteria, free of charge. The Fund will continue to make these facilities available in this way for the foreseeable future.



PALLIATIVE CARE INITIATIVE

Palliative care is an affordable and appropriate approach to health care that improves the quality of life of patients and their families facing problems associated with HIV/AIDS, cancer and other life-limiting illnesses. It involves the prevention and relief of suffering by means of early identification and careful assessment and treatment of pain and other problems – physical, psychosocial and spiritual. Ideally suited to home-based care, it enables people to die with dignity and with the least possible amount of pain.

Launched by the Diana, Princess of Wales Memorial Fund in 2001, the Palliative Care Initiative seeks to ensure that high-quality palliative care is accessible to all who need it and that its essential role is recognised at local, national and international level by national governments, their citizens and donors.

Working in sub-Saharan Africa, the initiative has between 2001 and 2007 spent more than £3 million, and has helped position the Fund as a leader in the field, recognised by international donors and other health care organisations in Africa. Under this initiative, the Fund is committed to spending up to £10 million over the next five years to promote the scale-up of palliative care in Africa and its integration into government health policies.

Vision and Mission

Vision: A world where high-quality palliative care is accessible to all those with life-limiting illnesses.

Mission: Focusing on nine countries in sub-Saharan Africa (Ethiopia, Kenya, Malawi, Rwanda, South Africa, Tanzania, Uganda, Zambia and Zimbabwe), we will promote palliative care as an essential part of the continuum of care for people with life-limiting illnesses. We will work to ensure that the crucial role of palliative care

is recognised by national governments, their citizens and the international development community.

Desired Outcome and Objectives

The desired outcome of the initiative is that palliative care is accepted as an essential part of, and integrated into, the care and treatment of people with HIV/AIDS, cancer and other life-limiting illnesses.

In working to achieve this outcome the Palliative Care Initiative will work at an international, regional and national level, in partnership with other donors and national and international organisations. It will use the Fund's unique name and associations to promote palliative care.

The initiative has six objectives, with planned activities for each:

Objective 1

An HIV/AIDS community and donors that has integrated palliative care into the continuum of care for people with HIV/AIDS and their families

In working towards this objective, we will:

1. Advocate for the inclusion of palliative care into national and regional HIV/AIDS policies
2. Target HIV/AIDS funders and networks working in Africa and lobby them to incorporate palliative care into their strategies and service delivery
3. Support schemes integrating palliative care and anti-retroviral (ARV) treatment into home-based and hospital/clinic based care
4. Work with HIV/AIDS networks and organisations at all levels



Objective 2

A strong palliative care sector capable of scaling up delivery and influencing health policy

In working towards this objective, we will:

1. Increase the capacity of existing palliative care providers to scale up palliative care in-country and to advocate at local and national government level, focusing on organisations where the Fund's contribution will have the most effect
2. Seed-fund work in countries where there is currently little palliative care, but the prospect of scaling up
3. Work with other donors and partners for maximum impact and integration of services, using the Funders' Collaborative for Children, Malawi as one model
4. Support the development of paediatric palliative care as an essential part of the care and treatment of children
5. Work with others to advocate for the availability of morphine and other pain and symptom-controlling medicines

Objective 3

A workforce, from medical professionals to informal carers, that is trained to ensure the delivery of high quality palliative care

In working towards this objective, we will:

1. Promote the inclusion of palliative care in the curriculum for all health professionals
2. Support the development of culturally-relevant training programmes for health professionals, informal carers, communities and families

3. Ensure the dissemination of good practice regionally
4. Support the development of high-quality resources and information

Objective 4

An increase in long-term donor funding for palliative care that makes it a sustainable intervention

In working towards this objective, we will:

1. Lobby donors to include palliative care in their strategies and criteria
2. Strengthen our existing relationships with key donors and develop new ones
3. Develop an exit strategy for the Palliative Care Initiative, working with partners to ensure sustainability

Objective 5

A strong, effective and sustainable regional organisation that effectively promotes and supports palliative care in Africa

In working towards this objective, we will:

1. Support the African Palliative Care Association (APCA) in its work with its members to scale up and integrate palliative care provision and to develop capacity and standards
2. Take a public health approach to this partnership that seeks to establish a balance between coverage and quality

Objective 6

An increased evidence base to demonstrate the effectiveness and impact of palliative care in Africa

In working towards this objective, we will:

1. Fund Africa-based research that demonstrates the value of palliative care, assesses its impact and leads to improvement in service delivery and demonstrable benefits to patients and their families
2. Support, as appropriate, research partnerships between organisations and institutions in Africa and in the North
3. Encourage the development of palliative care research in academic institutions
4. Develop a robust evaluation and learning strategy for funded projects and the Palliative Care Initiative itself using, where possible, tools that have been developed and tested in Africa
5. Ensure research results and lessons learnt are disseminated widely



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REFUGEE AND ASYLUM SEEKERS
INITIATIVE

REFUGEE AND ASYLUM SEEKERS INITIATIVE

A distinctive feature of the charity work of Diana, Princess of Wales was her special interest in the most marginalised people in society. Refugees arriving in a new country are by definition among the most marginalised. They may not speak the language, their qualifications may not be recognised, they will often have lost family and belongings, and have limited support in their new country. In supporting work with young refugees and asylum seekers in the UK, the Fund reflects the values and spirit of the Princess's work.

The Fund is proud to have been one of the first independent grant makers to offer funding specifically for young refugees and asylum seekers – this has been part of the Fund's thematic criteria since the first UK grants round of 1999. Awards have been made to a variety of organisations from large national bodies to smaller local refugee organisations. Between 1999 and 2007, we awarded grants totalling more than £6 million to the programme.

Under this initiative, the Fund is committed to spending up to £10 million over the next five years to raise awareness and highlight the needs and issues of young refugees and asylum seekers.

Vision and Mission

Vision: A world in which the rights of refugees and asylum seekers are upheld.

Mission: Focusing on the four countries of the United Kingdom, we will work with selected partner organisations to encourage positive attitudes towards refugees and asylum seekers; support unaccompanied children; promote children's rights and stop their detention; and disseminate good practice.

Desired Outcome and Objectives

The desired outcome of the initiative is that the rights of young refugees and asylum seekers in the UK are upheld.

The initiative has five objectives, with specific approaches and planned activities for each:

Objective 1

Encourage positive attitudes of host communities towards refugees and asylum seekers, working toward equal access

In working towards this objective, we will:

1. Fund partner organisations to work with schools and host communities in the dispersal areas with a focus on citizenship in the curriculum and work on bullying and integration issues
2. Work with partners in all four countries of the UK to bring about change in attitude to displaced children, through media campaigning and awareness-raising initiatives
3. Support activities and events celebrating the positive contribution and impact of refugees, for example in the context of Refugee Week in June of each year
4. Fund projects that engender pride in the long history of synergies the host community has with other cultures

Objective 2

Stop the detention of children

In working towards this objective, we will:

1. Support advocacy and campaigning activities led by our selected partners
2. Undertake research into alternatives to detention and support our partners to use this evidence for lobbying and advocacy
3. Fund (for up to three years) direct work in support of young people and their families affected by detention

Objective 3

Change immigration legislation (including Section 9) to meet international standards on children's rights and ensure the priority of the best interests of the child

In working towards this objective, we will:

1. Support work to remove the UK Government's UNCRC reservation that keeps children's rights from being protected
2. Advocate for a statutory system of guardianship for a young person separated from their parent or carer
3. Seek to ensure that asylum determination is based on child-specific and current information from country of origin, and advocate for legal challenges to asylum decisions where the best interests of the child have not been taken into account
4. Seek to improve decision-making on age-disputed cases

5. Promote the introduction of independent assessment for voluntary, mandatory and forced returns

6. Support the direct lobbying of the UK government via advocacy in each of the four countries

7. Develop strong relations with the four Children's Commissioners of the UK and with partner organisations nationally and regionally

Objective 4

Create support structures for unaccompanied children

In working towards this objective, we will:

1. Fund and support appropriate partner organisations working with unaccompanied children and with the Home Office on policy change
2. Undertake research into the impact of deferred removal on the mental health of young refugees and asylum seekers
3. Support established refugee community organisations working with unaccompanied children to ensure that we remain connected to the issues and are able to distil knowledge, operate with agility and disseminate key findings



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**REFUGEE AND ASYLUM SEEKERS
INITIATIVE**

Objective 5

Disseminate good practice

In working towards this objective, we will:

1. Undertake a rigorous evaluation of the Refugee and Asylum Seekers programme, examining beneficiary case studies and testimonials and advancing understanding of what has worked and where
2. Establish a monitoring and evaluation system for the programme
3. Disseminate evaluation and best practice information through the press, journals, lectures and other channels



THE PARTNERSHIP INITIATIVE

Under The Partnership Initiative, the Fund is committed to spending up to £5 million over the next five years to evaluate and disseminate lessons learned in its work to date in support of disadvantaged people in the UK and overseas. The Initiative will build on previous investments in selected programme areas and ensure that they are leveraged to their fullest potential.

Working with selected partners, the Initiative will seek to create sustainable systemic change in these key areas:

- in the UK, penal affairs, mental health, and other areas in which the Fund has already made significant investments; and
- internationally, landmines and explosive remnants of war.

Between 1997 and 2007, the Fund awarded more than £3 million to prison related work. Under the theme of Transition to Adulthood and Independence, the Fund has supported work with young people and the penal system and funded well-disseminated, persuasive research on the needs and experiences of young people with a parent in prison. The Fund has enabled a significant increase in the capacity of voluntary organisations to organise and advocate for their needs.

The issue of landmines and explosive remnants of war has been a focus of the Fund's work from the beginning. It supported the campaign for a worldwide ban on landmines, and it has spoken up and supported action on behalf of those whose everyday lives are blighted by landmines and other lethal litter. The Fund has called for an immediate ban on cluster munitions and is a founding member of the Cluster Munitions Coalition. Between 1997 and 2007, the Fund awarded more than £15 million to landmine and post-conflict related programmes.

Desired Outcome and Objectives

The desired outcome of The Partnership Initiative is that systemic change takes place in the UK in penal affairs, mental health and other areas, towards better outcomes for young people, and internationally in the area of landmines and explosive remnants of war.

The initiative has a total of six objectives, with planned activities for each of the two programme areas.

Under Penal Affairs, the objectives are as follows:

Objective 1

Reduce child and youth imprisonment

Objective 2

Change government policy to ensure that young people with mental health needs receive appropriate care and treatment whether they are diverted from court or enter the criminal justice system

Objective 3

Champion the development and adoption as government policy of effective alternatives to custody

In working towards these objectives, we will:

1. Fund an independent inquiry into the treatment of, and conditions for, young prisoners and their families, conducted in partnership with the Children's Commissioners and independent monitoring boards
2. Fund an examination of the social and economic costs of such imprisonment
3. Fund a review of the range and effectiveness of alternatives to custody



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THE PARTNERSHIP INITIATIVE

4. Fund an exploration of diversion from the criminal justice system and sentencing practice with a focus on mental health needs
5. Support work on an authoritative international overview of policy and practice

The Landmines and Explosive Remnants of War programme has the following objectives:

Objective 4

Increase the protection of civilians from the effects of cluster munitions and other explosive remnants of war

Objective 5

Ensure effective public scrutiny of the mechanisms of state sanctioned violence

Objective 6

Increase adherence to International Humanitarian Law

In working towards these objectives, we will:

1. Support partner organisations working to achieve a legally binding instrument prohibiting cluster munitions and to limit or eliminate their use
2. Support and work jointly with selected partner organisations to raise public awareness of the humanitarian effects of cluster munitions
3. Fund research and monitoring of weapon specific issues, including cluster munitions, landmines, 'non-lethal' weapons and incendiaries
4. Promote universal adherence to International Humanitarian Law

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The Diana, Princess of Wales Memorial Fund
The County Hall
Westminster Bridge Road
London
SE1 7PB
Chief Executive: Dr. Astrid Honeyman

Telephone: 020 7902 5500
Email: memorial.fund@memfund.org.uk
www.theworkcontinues.org.uk

Charity Registration Number 1064238

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