



**AGE PLATFORM EUROPE
TRIENNIAL STRATEGIC PLAN
2011-2013**

**Submitted to the European Commission in response to
the Call for Proposals VP/2010/012**

1.- AGE presentation and short history

AGE Platform Europe is the new name of AGE - the European Older People's Platform, a European network bringing together [156 organisations](#) of people aged 50+, directly representing over 28 million older people in the European Union. AGE also represents indirectly a wider network of organisations and citizens through the [European federations and European organisations](#) who are members of AGE.

With the support of its membership, AGE aims to voice and to promote the interests of the 150 million inhabitants aged 50+ in the European Union and to raise awareness of the issues that concern them most as an integral and responsible part of the social fabric of Europe.

AGE was set up in January 2001 following a process of discussion on how to improve and strengthen co-operation between older people's organisations at EU level. Membership of AGE is open to European, national and regional non-governmental non-profit-making organisations. AGE is a self-advocacy network: our Statutes state clearly that organisations of older people must have the majority of votes in AGE's decision-making bodies and the President must come from an organisation of older people.

AGE works at European level to raise awareness of the opportunities and challenges that arise from the ageing of our society, to shape appropriate policy responses and to promote the interests and active participation of older citizens in a coordinated civil dialogue at European and national levels. AGE's work focuses on a wide range of policy areas that impact on older and retired people. These include issues of anti-discrimination, employment, active ageing, lifelong learning, volunteering, citizenship, social protection, pension reform, social inclusion, health, research, accessibility of public transport and of the built environment, and new technologies.

AGE's role is to monitor EU policy development, to inform our members of its relevance to older people and to voice their concerns in a coordinated way in order to influence the EU policy agenda and its implementation at national level. AGE policy work is informed by input from a pool of about one hundred experts nominated by our Council to provide national feedback and expertise on AGE policy priorities through the work of expert groups.

2.- AGE institutional vision

AGE aims to be the key network representing senior citizens' concerns and expectations across the European Union. We also want to become a reliable reference centre on European policies which are relevant to older people and to be able to respond to the rapidly growing requests for information and co-operation from external stakeholders on age related issues: EU institutions, national, regional and local public authorities, civil society organisations, social partners, media, universities and research institutes, industry sectors, etc.

Given the increasing number of policies addressed at EU level which are of direct interest and relevance to older people, AGE wants to build the capacity of organised groups of senior citizens and organisations working with older people to become more actively involved in

these important debates to advance the fundamental rights and interests of senior citizens across Europe. AGE members are convinced that their direct involvement in the policy making process at EU and national level will help develop stronger public support to fight discrimination, promote equal opportunities for all, and modernise our social protection systems across the EU while ensuring their adequacy and long-term sustainability.

AGE considers itself as a highly representative organisation of older people. Nevertheless, in a few countries the representativity and capacity of AGE members need to be improved. Our aim will be to recruit new members in countries where AGE is not yet sufficiently representative and help them become actively involved in AGE's work to ensure that the needs and concerns of older people from these countries are better reflected in AGE's position papers.

We will also continue to do our best to help organisations from candidate countries get involved in the AGE network and to remain as inclusive as possible of minority groups and organisations representing specific dimensions such as older women's organisations, ethnic minority seniors' groups, etc.

3.- AGE Mission

As the leading European network bringing together older people's organisations and organisations providing support to older people across the European Union, AGE seeks to empower our members to take full opportunity of the new EU legal framework provided by the Lisbon Treaty to voice and defend the interests of older and retired people in the European Union and to raise awareness on the issues that concern them. The new Lisbon Treaty paves the way for a more democratic and transparent Union and introduces new forms of public participation in European Union policy shaping.

The new Treaty also aims to further promote a Europe of rights and values, as well as solidarity and security, notably through the incorporation of the European Union Charter of Fundamental Rights into European primary law through new solidarity mechanisms aiming at a better protection of European citizens.

Article 3.3 of the Lisbon Treaty states that the Union "*shall combat social exclusion and discrimination, and shall promote social justice and protection, equality between women and men, solidarity between generations and protection of the rights of the child.*"

It is important therefore to ensure that older citizens across the EU can benefit equally with other age groups from the progress that the Lisbon Treaty brings in terms of democracy and active citizenship.

AGE believes that there is a need for a greater recognition and understanding at the European level of the impact of European policies on older or retired people. People aged 50+ must have greater opportunities to promote and advance their rights and interests. AGE works for a more effective civil dialogue and seeks to ensure that this dialogue recognises and takes account of the needs and expectations of older and retired people.

AGE is involved in a range of policy and information activities to put older people and ageing issues firmly on the EU agenda and to support networking among older people's groups. With the support of our expert groups and Council members, AGE develops position papers on relevant EU initiatives, outlining specific policy views and recommendations. These are then endorsed by our membership.

AGE members share the conviction that a change of attitudes is needed to achieve a society for all ages and to ensure that the rights of all age groups including older people are enhanced. AGE promotes greater solidarity and co-operation between generations in a way that recognises and values older people's contributions to society.

AGE is consulted by various Directorates General of the European Commission and sits on several advisory committees set up by the European Commission (European Pension Forum, European Health Policy Forum, Advisory Group on e-Health, Advisory Group on e-Inclusion, Advisory Group on Digital Literacy). AGE also works closely with the European Parliament's Intergroup on Ageing and Intergenerational Solidarity, the Committee of the Regions ECOS Committee, the European Economic and Social Committee (EESC) through its NGO Liaison Group, the European Foundation for the Improvement of Living and Working Conditions and the European Trade Union Confederation (ETUC). AGE is regularly invited by the Social Protection Committee to contribute to and participate in peer reviews on ageing issues.

AGE is also invited to play a key role in EU Presidency events in the ageing field and is often invited to be part of the Steering Group helping to build the programmes of key European events.

AGE tries to build consensus and alliances with other relevant stakeholders. AGE is a member of the Platform of European Social NGOs (Social Platform), the European Anti-Poverty Network (EAPN) and the European Public Health Alliance (EPHA) to bring the perspective of older people into their work. AGE also works closely with the following EU funded social networks to coordinate our actions and help address the issue of multiple discrimination and the gender dimension:

- European Disability Forum (EDF)
- European Network against Racism (ENAR)
- European Region of the International Lesbian and Gay Association (ILGA- Europe)
- European Women's Lobby (EWL)
- European Youth Forum (YFJ)
- European Roma Information Office (ERIO)

AGE's mission is to promote a Europe for all ages based on greater solidarity and cooperation between the generations. For the last few years AGE has been leading a large [coalition of European NGOs sharing the same aim](#) and willing to find fairer and more sustainable ways of organising our ageing society. This coalition is composed of:

- AEIP - European Association of Paritarian Institutions of Social Protection
- AIM - International Association of Mutual Benefit Societies
- CECODHAS - The European Liaison Committee for Social Housing
- COFACE - Confederation of Family Organisations in the European Union
- EAPN – European Anti-Poverty Network
- ENAR – European Network Against Racism
- EUROCHILD
- EWL - European Women's Lobby
- FEFAF – Fédération européenne des Femmes actives au Foyer
- FERPA- The European Federation of Retired and Older People
- RED CROSS EU Office
- YFJ - European Youth Forum

4.- AGE Values

AGE is governed by a series of guiding principles to which all its member organisations must adhere. These principles serve as a guide to AGE members and its Secretariat when carrying out all our activities.

Towards a European Union for all ages

AGE members believe that in the European Union of the XXIst century individuals of all ages should enjoy equal rights in terms of their living conditions, their economic situation, their participation as citizens and their access to fundamental goods and services. They are convinced that achievement of age equality not only benefits older individuals as citizens but it also gives the proper value to their wisdom and experience and serves the general interest of our ageing society.

AGE actively campaigns for the inclusion and involvement of all citizens in society, whatever their ages, and for greater solidarity and cooperation between generations and among older people. To respond to the challenge of demographic ageing, major reforms need to be implemented at EU and national level. AGE cooperates with AEIP, AIM, CECODHAS, COFACE, EUROCHILD, EWL, EAPN, ENAR, FEFAF, FERPA, Red Cross-EU and the YFJ to promote intergenerational fairness and social justice in these debates.

Older and retired people are a resource

One of the main underlying principle of AGE's work is the recognition of older people as a resource. The ageing of society is too often seen in terms of challenges posed to the age structure of the workforce, the sustainability of social protection schemes and the organisation and financing of services, including those of health care. This negative image does not do justice to the enormous cultural and professional resource represented by older people. Their vast contribution to society, often in a voluntary capacity, is too often overlooked and needs to be better recognised. A change of attitudes is needed if a true society of all ages is to be created.

Older people as self-advocates

AGE believes that older or retired people should be able to speak out on their own behalf. To this end, AGE places great importance on their leadership and active involvement in all of its activities. This includes paying due attention to the gender dimension of ageing and empowering older women to take an active part in our decision making structures.

AGE independence and image

AGE considers that it is of the utmost importance for civil society organisations seeking to voice citizens' concerns to be independent of industry, commercial, business or other conflicting interests. While AGE acknowledges the wide cultural diversity amongst its membership with regard to corporate sponsorship and respects the various approaches taken by its members, it has adopted the following ethical principles to be applied to all its fund-raising activities:

In order to protect the independence and image of AGE as the voice of older people in Europe, AGE's regular work programme should be exclusively funded by membership fees, subscriptions, donations from members and grants from public authorities (European, national, regional or local), or similar sources.

However, for specific activities (such as seminars, workshops on specific issues, concrete field projects, etc...), corporate funding could be raised provided that:

- it would not pose a threat to the independence or image of AGE as the independent voice of older people;
- it would not jeopardise AGE's regular sources of income, present and future (EU grants and membership fees);
- it complies with EU and Belgian legislation;
- there is an open signed agreement stating clearly the rights and obligations of sponsors and of AGE and information on how the funds are going to be used and applied;
- it does not create a monopoly of one company (sources should be diversified).

After having received full information on the proposal, the AGE Executive Committee decides on the recommendation to make to the Council which takes the final decision by vote in accordance with AGE Statutes and Internal Rules.

5.- Contextual scans and assessments

5.1. External strategic issue identification

AGE Strategic Plan 2011-2013 will be implemented in a new European context

The Treaty of Lisbon: The Lisbon Treaty provides a new institutional and legal framework for the European Union and its implications are not yet fully known. The impact that the legally binding European Union Charter of Fundamental Rights will have on citizens' lives is not yet clear. The increased influence that the European Parliament will have on EU policy development and the new opportunities that will result from the Article 11 on participative democracy have yet to be understood by citizens' groups such as AGE members. To help its members understand better the new EU institutional and legal framework, AGE has published an update of its [brochure on EU institutions and decision making processes of relevance to older people](#)¹. EU processes will continue to evolve in the coming years to comply with the new EU legal framework. AGE will need to inform its members of these new developments and our network will need to adapt its work priorities accordingly. The new role of national parliaments in the decision making process will give national civil society organisations greater opportunities to become more directly involved in shaping EU policy if national MPs consult with national NGOs on relevant EU dossiers. AGE will seek to promote such civil dialogue at national/local level to reinforce citizens' participation in the development of EU policies and in the Social Open Method of Coordination process.

A new EU institutional framework: In June 2009 a new **European Parliament** was elected and its role has increased in several areas of direct concern to older people. This increases the need for AGE members to establish good working relations with their respective MEPs, in particular the members of the Intergroup on Ageing and Intergenerational Solidarity and relevant EP committees.

In December 2009, the **European Council** became a full-fledged institution and nominated its first permanent President. Given the central role that this institution will play in EU policies, the European Council and its President will become key targets of European NGOs' lobby action and AGE must develop its ability to influence its work.

¹ http://www.age-platform.eu/images/stories/EN/CoverAGE/EN/brochure_eu_institutions_final-en.pdf

Since February 2010, a new **European Commission** is installed with many new faces and a totally different division of portfolios and responsibilities. AGE must re-establish good working relations with the relevant cabinets and Directorates General.

A new EU legal framework for decision-making: The Lisbon Treaty introduces major changes to the legal framework. It increases the number of areas where the European Parliament shares the decision-making power with the Council of Ministers - the so-called co-decision procedure. That means that the Members of the European Parliament (MEPs) - who are directly elected by citizens - will have much more to say in lawmaking and on the EU budget. Qualified majority voting is the form of decision-making used for many Council of Ministers' decisions. Under the Lisbon Treaty, it is extended to many new areas and the way it works is redefined. AGE members will need to assess how this may have an impact on their working methods, including on their relations with national Parliaments and Members of the European Parliament.

Europe 2020: the future EU workplan: The European Union is currently developing a new common European growth and jobs strategy: the 'Europe 2020 Strategy', which will become the EU workplan for the coming decade. The 'Europe 2020' Strategy for smart, sustainable and inclusive growth will seek to overcome the shortcomings of its predecessor, the so-called Lisbon Strategy. It remains to be seen how ambitious the Europe 2020 Strategy will be in terms of promoting greater social cohesion and responding to the demographic challenge. This will greatly depend on Member States' commitment and ability to develop a feeling of ownership of the reforms among EU citizens and on their openness to NGOs' recommendations when they implement the Europe 2020 Integrated Guidelines.

The Europe 2020 Integrated Guidelines: On 27 April 2010, the European Commission published its proposal for a Council Recommendation on the Europe 2020 Integrated Guidelines. Member States will have to design their National Reform Programmes on the basis of these Integrated Guidelines which include broad economic and employment policy guidelines. The most relevant guidelines for AGE members are:

Guideline 4: Optimising support for R&D and innovation, strengthening the knowledge triangle and unleashing the potential of the digital economy

AGE priorities under this guideline: ICT and ageing at work, in the community and at home, e-inclusion of older people, e-government, e-health, accessibility standards for new technologies, etc.

Guideline 6: Improving the business and consumer environment and modernising the industrial base

AGE priorities under this guideline: protection of older and vulnerable consumers in the single market, European quality standards for long-term care, removal of barriers to free movement of older citizens, etc.

Guideline 7: Increasing labour market participation and reducing structural unemployment

AGE priorities under this guideline: employment of older workers, fight against age discrimination in the labour market, mandatory retirement ages, gender equality in employment and employment related fields, pension reform (Green Paper on Pensions).

Guideline 8: Developing a skilled workforce responding to labour market needs, promoting job quality and lifelong learning

AGE priorities under this guideline: older workers' access to lifelong learning, more flexible working conditions adapted to older workers' needs, reconciliation of work and private life from an older worker's perspective, creating an age-friendly environment to support longer working lives, the specific challenges faced by older female workers.

Guideline 9: Improving the performance of education and training systems at all levels and increasing participation in tertiary education

AGE priorities under this guideline: improving adult education systems, including post retirement education

Guideline 10: Promoting social inclusion and combating poverty

AGE priorities under this guideline: minimum pensions, age-friendly environment, promotion of a society for all ages, age discrimination in access to goods and services, intergenerational solidarity, the gender dimension of poverty and social exclusion, access to quality health and long-term care, fight against elder abuse, transport and mobility issues, housing, participation in civil dialogue, civic participation in old age, etc.

5.2. Internal strategic issue identification

Finding a more sustainable model for the Secretariat: As highlighted by our external evaluators, AGE's workload has increased a lot over the last few years. The increased visibility of our network results in greater expectations from external stakeholders (MEPs, European Commission officials, national ministries, journalists, researchers, etc.) as well as older people's organisations across the EU who call on AGE Secretariat when they need a European perspective on age related issues. The range of issues that AGE covers has increased and includes age discrimination in and outside employment, pension reforms, active ageing, social protection, long-term care, social inclusion, health and long-term care, volunteering, life-long learning, transport, housing, new technologies and e-inclusion, citizenship, civil dialogue, etc.

AGE is also increasingly asked to join European research projects to advance older people's interests and fundamental rights and, although temporary staff are employed for the projects, this means that the Secretariat permanent staff now has more to do to follow and coordinate these projects in addition to ensuring that the core work programme is properly implemented. The proposed European Year 2012 on Active Ageing and Intergenerational Solidarity will increase the workload for the team and especially for the Director. With the support of our external evaluators, AGE Director and Executive Committee are looking for solutions to address staff chronic overload and find a more sustainable organisational model. This is a real challenge because we do not have the opportunity to extend our permanent staff under our PROGRESS funded budget.

Strengthening the role of Council members as representatives of AGE members: The Council is the governing body of the organisation. As well as fulfilling that role, Council members have a very important role to play as representatives of their national members in the Council. Through the triennial membership survey (2011), AGE members will be consulted on ways to improve the interaction between the Council representatives and AGE members in their countries. The General Assembly 2010 has already agreed to set up a new reporting system for Council members. They will be asked to report at least once a year (prior to the spring Council meeting) on their activities to inform and consult AGE members in their country, on the use they make - individually and collectively - of AGE's policy work to influence national policies, and on their input to AGE's common work. Council members will be encouraged to share good practice and examples of successful initiatives that have delivered positive policy change and/or greater awareness of EU policies and older people's concerns at national level.

Improving interaction between experts and members in their countries and cross border: The membership survey will also address the role of experts and will seek to gather the recommendations of the wider membership. Experts are nominated by the Council members

to bring their expertise and national perspective in AGE work. Experts are expected to reconcile national perspectives to inform AGE positions and to liaise with AGE members in their country and their national representative(s) in AGE Council in order to keep them informed about the debates going on within the expert groups and to seek their views on relevant dossiers. The General Assembly 2010 has agreed to ask experts to report at least once a year (prior to their spring meeting) to their Council member and the Secretariat on their activities to inform and consult AGE members in their country, on the use they make of AGE's policy work to influence national policies, and on their input to AGE's common work. The membership survey will seek to gather AGE members' views on how best to use the expertise available in the AGE network and to promote greater cross border cooperation.

Fine tuning our evaluation and reporting method: Since 2008, AGE has followed a triennial evaluation and reporting exercise. An external evaluator (Isee) monitors our work on an on-going basis and provides us with guidance to improve our tools and working methods. The external evaluator also reports back once a year on AGE's performance with regard to the implementation of our Strategic Plan and work programme. In addition, a membership survey is carried out during year 1 to collect members' views about AGE's work and achievements and to gather feedback on members' expectations and on what needs to be improved. During year 2, the external evaluator conducts a series of interviews with the key external stakeholders whom AGE tries to influence (European Commission officials, Members of the European Parliament, EU Presidencies and high officials in national Ministries, social partners, etc.). At the General Assembly during year 3, the external evaluator facilitates a discussion with our whole membership on the next Strategic Plan based on the outcomes of the membership survey and external stakeholders' interviews.

An important objective of our Strategic Plan 2011-2013 will be to develop on-line tools to gather the necessary data to facilitate the reporting exercise and to help the evaluator and the European Commission assess AGE's performance.

6.- AGE Strategic objectives and key planned activities

To prepare AGE Strategic Plan 2011-2013, discussions were held with the broad membership at the General Assembly 2009 and 2010.

On 8 May 2009, AGE General Assembly adopted a [Declaration](#) which includes the major policy objectives we want to work on in the coming years. These policy priorities remain valid for the Strategic Plan 2011-2013.

On 7 May 2010, AGE General Assembly adopted a [Resolution](#) which covers the main outcomes of the discussions and decisions made by our members on our strategic objectives on governance and the main campaigns we will run in the coming three years.

These strategic objectives and planned activities are outlined in the table below.

Next year AGE will celebrate its 10th anniversary. This will be a good opportunity not only to look backward and assess progress achieved so far, but also to look at the longer term and decide how AGE should develop in the next decade both in terms of governance and broad policy objectives. An internal membership survey will collect members' views and the Council will present a proposal to the General Assembly in May 2011.

I.- IMPROVE THE ORGANISATIONAL CAPACITY AND MANAGEMENT OF AGE

- AGE Strategic objective I.1: ***Improve AGE Secretariat's working methods to increase the understanding of EU policies and AGE's work among its members and facilitate their active involvement in the development of AGE positions.***

Planned activities: the Secretariat will produce regular briefings and updates about the main dossiers it is working on with clear information about what is at stake, why these are relevant to older people and what members can do to contribute to the debate. The Secretariat will pay particular attention to translate EU issues most relevant for older people in short and easy to understand documents to help members share the information with their wider membership. The Secretariat will produce process trackers on the main policy dossiers to help members follow the development of EU policies. Activities under this objective will also include staff training and the development of more sustainable organisational model for the Secretariat. Evaluation activities will include the development of new on-line tools to facilitate data retrieval on the quantitative and qualitative performance indicators, a membership survey (2011), an external stakeholders' survey (2012) and a broad discussion with our members at the General Assembly 2013 to prepare the next Strategic Plan in line with the triennial evaluation method we have developed under our PROGRESS funded Strategic Plan 2008-2010. (Key activities: staff training, staff management, development of evaluation methodology and tools)

- AGE Strategic objective I.2: ***Support transversal cooperation and exchange of good practice between members and promoting greater involvement of members/experts in AGE work***

Planned activities: Tools and methods will be developed to help members share information directly and seek cooperation with other member organisations. The Secretariat will encourage members' participation in EU funded cross-border projects such as Citizens' Panels and other programmes enabling citizens to share views and discuss issues of common interest. The Members' section on the public part of AGE website will be developed to help raise visibility of AGE members at European level including among EU institutions and to promote partnership between members based on members' own work priorities. Members will be consulted on ways to improve interaction between the Council representatives and AGE members in their countries. Council members will report at least once a year (prior to the spring Council meeting) on their activities to inform and consult AGE members in their country, on the use they make - individually and collectively - of AGE's policy work to influence national policies, and on their input to AGE's common work. Council members will be encouraged to share good practice and examples of successful initiatives that have delivered positive policy change and/or greater awareness of EU policies and older people's concerns at national level. (Key activities: Statutory meetings, development of website Members' section and information tools, development of reporting mechanism for Council members)

- AGE Strategic objective I.3: ***Develop AGE membership and representativeness***

Planned activities: AGE Council and Secretariat will seek to recruit new members in particular in countries where AGE is not yet adequately represented or not very representative of the older people's community. The Secretariat will support Council members in their recruitment efforts for example by providing information on AGE work or participating in meetings organised at national levels by Council members. To improve the visibility of AGE network's representativeness, the Secretariat will develop the website section on AGE members with information provided by its members on their organisation, membership, aim and mission. The Secretariat will prepare special induction material to newcomers and tailored support to under resourced organisations to facilitate their full participation in AGE's work. This may take the form of training sessions for organisations willing to learn more about EU institutions, policies and processes. The information material developed for such training will be shared with the wider membership through our website. (Key activities: visits to potential members, development of induction material and training sessions).

➤ AGE Strategic objective I.4: ***Improving AGE financial independence***

Planned activities: Under the guidance of the Treasurer, the Executive Committee and the Secretariat will seek to improve AGE financial independence through the development of a set of proposals to raise funds from both internal and external sources in line with AGE [ethical rules](#). This will include a strategy on the yearly increase of membership fees, members' contributions toward the overall cost of the General Assembly, and donations from members and external sponsors. (Key activities: development and implementation of agreed fundraising strategy)

II. Improve AGE capacity to voice the concerns and expectations of older people and to influence policy making at EU and national levels

➤ AGE Strategic objective II.1: **Improve AGE communication tools**

Planned activities: AGE communication tools have evolved a lot over recent years. Yet they can still be improved to ensure that our information reaches a wider audience and to help AGE members disseminate relevant information to their own members and contacts in a format that is easy to understand. The Secretariat will continue to develop both the public part and the members' section of AGE's new website and will explore other communication tools such as skype, facebook, etc. Special attention will be paid to making information accessible to a wider audience, using short, punchy, accessible tools and easy to understand language that members can send to their national media. (Key activities: website development, interactive tools, drafting of campaign material)

➤ AGE Strategic objective II.2: **Improve communication with and from members/experts**

Planned activities: The AGE network will seek to promote contacts between its members and experts as this can foster better cooperation and sharing of information and good practices between members. The members' section of our website will be developed to include information about our member organisations and experts' areas of expertise and work at national level. Members and experts will be encouraged to send in information about what they do to influence policy development at national level and updates on the situation of older people in their respective countries. The Secretariat will develop templates to help present national information in a coherent way so it can be used by a wider public. The members' section will also be developed to include the possibility for members and experts to share information on policy dossiers which they are working on. (Key activities: development of templates and data collection on members' activities and national news)

➤ AGE Strategic objective II.3: **Develop other ways to improve the advocacy and campaigning skills of AGE and its members**

Planned activities: The Secretariat will develop support material for the main campaigns and policy priorities agreed for the coming 3 years. Basic information will be translated into several languages as far as possible and will be posted on the public part of the website for use by a wider public. Training sessions on our main campaigns will be organised for Council members and experts during their bi-annual meetings. If necessary the Secretariat will provide information and campaign material for members who wish to organise national training seminars. (Key activities: training sessions for Council and experts on main campaigns)

➤ AGE Strategic objective II.4: **Developing a more efficient communication strategy to better influence EU and national policy makers, social partners, media, etc, and other relevant stakeholders**

Planned activities: With the help of its members, AGE will seek to develop a media strategy targeting both European and the major national media to raise the visibility of AGE network's positions. AGE will seek to establish partnerships with the social partners at European level (through the Secretariat) and national level (through AGE members) on active ageing and intergenerational solidarity. This could include joint recommendations on measures to support the employment of older workers, such as more flexible working conditions, carers' leave, phased retirement, the combination of paid employment and retirement, access to training and employment support for those who seek to return to the labour market after a career break, etc.

Both the Secretariat and members will intensify their respective work and involvement in the European years. Centred on a particular issue every year, these cross-EU awareness raising campaigns present an important lever for disseminating information on specific aspect of ageing. European Years should be seized upon by AGE not only as an opportunity to convey our messages to the broad public, but also to influence EU and national policy makers, social partners, media or other relevant stakeholders, so that they better take into account the needs of ordinary older people.

Finally AGE will seek to develop a methodology to ensure a wider dissemination of our positions addressing issues around language, accessibility, targeting the message to the audience, etc.

(Key activities: development and implementation of media strategy, establishing contacts and developing joint position papers with social partners, active participation of AGE members in European Years, developing a communications strategy)

III. REINFORCE THE ADVOCACY AND CAMPAIGNING SKILLS OF AGE AND ITS EUROPEAN/NATIONAL MEMBERS TO INFLUENCE EU POLICY OBJECTIVES AND PRIORITIES AT EU AND NATIONAL LEVEL

➤ AGE Strategic objective III.1: ***Implement the policy priorities agreed by the General Assembly for the period 2011-2013***

Planned activities: The list of work priorities agreed by the [General Assembly 2009](#) remains valid for the coming years. AGE members have agreed to strengthen their work on the fight against elder abuse and the promotion of quality long-term care services; on intergenerational solidarity (marking the European Day on 29 April and campaigning in support of a European Year on Active Ageing and Intergenerational Solidarity in 2012); on the fight against age discrimination in insurance products and healthcare and the creation of an efficient and coordinated civil dialogue at European and national level to enable our members and the wider community of older citizens to influence policy development at local, national and EU level and to create alliances on issues of common interest. (Key activities: expert groups meetings, drafting position papers, launching campaign material, participating in key EU and national events to voice AGE concerns)

➤ AGE Strategic objective III.2: ***Getting our members more actively involved in the Social Open Method of Coordination***

Planned activities: The open method of coordination (OMC) is a voluntary process for political cooperation based on agreeing common objectives and common indicators, as well as a cyclical reporting by Member States, to show how and to what extent progress towards these goals is achieved. The Social OMC is applied in the field of social inclusion, pensions and long-term care, areas where the European Union has limited competences according to the EU Treaties but where Member States feel there is an added value in working together at the European level. National authorities are supposed to involve civil society organisations in the consultation and monitoring of their national strategies and action plans. Based on the experience of our member organisations who are actively involved and consulted in the design and monitoring of their national social policies, AGE will continue to develop a more efficient civil dialogue at national level among all stakeholders on all 3 strands of the social OMC (social inclusion, pensions and long-term care) and on other relevant issues. (Key activities: Monitoring of OMC processes at EU and national level, participation in SPC Peer Reviews, drafting updates on the OMC and toolkits on how to get involved at national level)

➤ AGE Strategic objective III.3: ***Promoting direct involvement of older people through participatory meetings***

Planned activities: While the principle of participation of citizens in policy-making is supported by many Member States, as well as recognised in the Social OMC framework), the reality is often disappointing. AGE members are often critical of the way governments involve older people's groups in debates and consultations on ageing policies. AGE members are encouraged to use the tools that have been developed (e.g. AGE/inc toolkit on participatory meetings and the civil dialogue methodology currently developed in the framework of the INCLUSage project) to promote the active involvement of older people in the political debate at local and national level. In the coming three years, AGE's objective will be to build the capacity of AGE members to encourage a more active and representative civil dialogue at local and national level. A toolkit will be developed to help members and older people's groups with suggestions and examples of good practice on how they can get in contacts with their respective MPs, MEPs and other national/local decision makers.

This will be the task of the small ad hoc group of the Council who will work on recommendations on how to build an efficient and well coordinated civil dialogue bridging the local, national and European levels. (Key activities: meetings of the small ad hoc group and development of material on to set up coordinated civil dialogue at European, national and local level).

IV- BETTER INTEGRATING CROSS-CUTTING ISSUES (E.G. GENDER, POVERTY, DISABILITY AND NON-DISCRIMINATION) IN AGE DAY-TO-DAY WORK

➤ AGE Strategic objective IV.1: ***Campaign in support of active ageing and intergenerational solidarity***

Planned activities: In the coming 3 years AGE will continue to play a leading role on the campaign for active ageing and solidarity between generations. This will include celebrating the European Day of solidarity between generations on 29 April and preparing the European Year 2012 with our 12 European NGO partners to promote a society for all ages. AGE will also seek to participate in the campaign led by a group of international NGOs in support of a [United Nation Convention on the Rights of Older People](#). Activities will include the publication of joint documents and joint media action. (Key activities: celebration of European day of Intergenerational Solidarity, preparation of European year 2012)

➤ AGE Strategic objective IV.2: ***Fighting discrimination outside employment***

Planned activities: AGE will continue to work with the European non discrimination NGOs, the European Women's Lobby (EWL) and the Social Platform on discrimination that older people face outside employment and the proposal for a Directive. This joint work includes tackling gender discrimination in insurance products, an issue on which we have been working with EWL for several years and addressing specific provisions in insurance on the grounds of age and disability on which we are working with the European Disability Forum. Key activities will include joint meetings, joint campaigns and joint position papers.

➤ AGE Strategic objective IV.3: ***Minimum pension as tool to fight poverty and social inclusion among older people***

Planned activities: As a member of the European Anti-Poverty Network (EAPN), AGE has been regularly contributing to EU and national debates on how best combat poverty and social exclusion, including bridging the digital divide. Tackling the persisting poverty and isolation among the older population remains a challenge in many Member States, where too little attention is paid to this group in national social inclusion policies. AGE together with EAPN will continue to work towards EU legislation on minimum income schemes including minimum pension. Key activities will include joint meetings, joint campaigns and joint position papers.

➤ AGE Strategic objective IV.4: ***Quality of long term care as a tool to fight elder abuse and promote the dignity and well being of older people***

AGE will pursue its campaign in support of European mandatory quality standards for long-term care services and will promote the "[European Charter of Rights and Responsibilities of Older People in need of long-term care and assistance](#)" which has been developed in the framework of the EUSTECEA project. Key activities will include a joint campaign with the partner organisations and supporting NGOs. AGE will also monitor and support the implementation of the European Disability Strategy 2010-2020, in particular measures proposed to protect older dependent persons from elder abuse and to promote their dignity and well being in application of Article 16 of the [UN Convention on the Rights of Persons with Disabilities](#).

7. Performance measures

SUMMARY TABLE: PERFORMANCE MEASUREMENT PLAN

PERFORMANCE MEASURE	UNIT OF MEASUREMENT	DATA SOURCE	METHOD/ APPROACH OF DATA COLLECTION	DATA REGULARLY AVAILABLE ?	DATA ACQUISITION		RESPONSIBLE OFFICE/PERSON FOR ANALYSIS & REPORTING	CRITICAL ASSUMPTIONS
					SCHEDULE/ FREQUENCY	RESPONSIBLE OFFICE/PERSON		
Immediate outcome 1: IMPROVE THE ORGANISATIONAL CAPACITY AND MANAGEMENT OF AGE								
Staff training	Number of hours	AGE staff file	Table in AGE staff file	All year round	Twice a year (interim and final reports)	Office manager	Director	
Staff retention	Average seniority in permanent staff	AGE staff file	SECUREX data	All year round	Once a year after staff evaluation	Office manager	Director	
Staff satisfaction	Satisfaction scale	AGE staff file	Annual staff evaluations		Once a year	President, Vice-President and Director	President, Vice-President and Director	
Members' involvement in statutory meetings	N° pers./meeting/gender/satisfaction	Website	On-line registration for meetings / Satisfaction survey	All year round	Twice a year (interim and final reports)	Administrative assistant	Director	
Membership survey	% of responses/total N° of members	External evaluator	Questionnaire	once	2011	Administrative assistant	Director and external evaluator	
External stakeholders surveys	N° of responses	External evaluator	Telephone or face to face interviews	once	2012	External evaluator	external evaluator	
Debate with broad membership	N° of members involved	External evaluator ,Secretariat	Open discussion at General Assembly	once	2013	External evaluator and secretariat	Director and external evaluator	
Membership development	N° of members	Secretariat	AGE files	All year round	Once a year after each GA	Office manager	Director and external evaluator	
Vists to new members	N° of visits	AGE	Progress reports	All year round	Twice a year	Office manager	Director	

PERFORMANCE MEASURE	UNIT OF MEASUREMENT	DATA SOURCE	METHOD/ APPROACH OF DATA COLLECTION	DATA REGULARLY AVAILABLE ?	DATA ACQUISITION		RESPONSIBLE OFFICE/PERSON FOR ANALYSIS & REPORTING	CRITICAL ASSUMPTIONS
					SCHEDULE/FREQUENCY	RESPONSIBLE OFFICE/PERSON		
		internal files			(interim and final reports)			
Members' satisfaction regarding participation in meetings organised by AGE	N° of pers. who have responded to satisfaction questionnaire and results of satisfaction surveys	On-line tool	On-line questionnaire sent to all participants	After each meeting	Twice a year (interim and final reports)	Administrative assistant and policy officers	Director	Will depend on members/experts' willingness to respond
Financial independence	% of PROGRESS co-funding	AGE financial reports	Book keeping documents	All year round	Twice a year (interim and final reports)	Office manager	Director and Treasurer	
Immediate outcome 2: Improve AGE capacity to voice the concerns and expectations of older people and to influence policy making at EU and national levels								
Audience for AGE work	N° of hits and visits to AGE website	Website	Website statistics	All year round	Twice a year (interim and final reports)	Administrative assistant	Director and evaluator	Will greatly depend on budget availability
	N° of persons receiving AGE publications	AGE internal files	Financial documents	All year round		Administrative assistant	Director and evaluator	
Visibility in media	N° of references to AGE work in media	AGE internal files	Template to be filled after each interview	All year round	Twice a year (interim and final reports)	All staff concerned	Director and evaluator	
Members' satisfaction with AGE advocacy work at EU level	Satisfaction survey	AGE internal files	Membership survey	once	2011	External evaluator	Director and evaluator	
Invitations received to send a speaker/moderator/rapporteur to EU and national events	N° of staff, Council members and experts who participated as speaker, moderator or rapporteur	List of events in which AGE took an active part	Website	All year round	Twice a year (interim and final reports)			

Immediate outcome 3: REINFORCE AGE AND AGE MEMBERS ADVOCACY AND CAMPAIGNING SKILLS TO ADVANCE, SUPPORT AND FURTHER DEVELOP EU OBJECTIVES AND PRIORITIES AT EU AND NATIONAL LEVELS							
Participation of experts in AGE work	N° of pers/meeting/gender	Website	Online registration	All year round	Bi-annual	Administrative assistant	Director
Experts input on AGE work	Qualitative assessment of experts' input	AGE internal files	Experts annual report	All year round	Bi-annual	Policy officers	Director
Position documents produced	N° of position papers, briefings, toolkits, good practices published	AGE website	Tags to retrieve documents and good practices/ participants questionnaires	All year round	Bi-annual	Policy Officers	Director and evaluators
Impact of AGE work	Qualitative assessment based on survey of external stakeholders	Report by external evaluator	Interviews with external stakeholders	once	2012	External evaluator	Director and evaluator
Immediate outcome 4: BETTER INTEGRATING OF CROSS-CUTTING ISSUES (E.G. GENDER, POVERTY, DISABILITY, NON-DISCRIMINATION)							
Gender mainstreaming	% of position paper produced by AGE which take gender dimension on board	Website	Search by tags in website	All year round	Bi-annual	Policy officers	Director and evaluator
Alliances with other NGOs	Qualitative assessment of alliances	website	Search by tags in website	All year round	Bi-annual	Policy officers	Director and evaluator
Joint work with other stakeholders	Qualitative assessment of joint work	website	Search by tags in website	All year round	Bi-annual	Policy officers	Director and evaluator

8. Resources

8.a Human resources

➤ AGE governance structure

To ensure the active participation of its members in the network, AGE has developed the following governance structure:

• General Assembly

The General Assembly is the governing body. All Full member organisations have voting rights. The General Assembly meets annually to adopt the work programme, budget and applications for membership. It elects the President who must come from an organisation “of” older people.

• Council

AGE member organisations elect their national representative(s) at the Council (one per Member States except for Germany, France, Italy, Poland, Spain and UK who have a right to two representatives at the Council). In addition to the national representatives, the Council also includes representatives European networks. The Council meets at least twice a year and is responsible for the overall implementation of the work programme and for policy decisions. Council members have an important role to play in coordinating AGE members’ actions in their respective countries and in liaising with the experts nominated to AGE expert groups.

• Executive Committee

The Executive Committee is composed of the President, four Vice-Presidents, a Treasurer and a Secretary. The Executive Officers are elected by the Council amongst its members. The Executive Committee is responsible for providing policy guidance and ensuring that the statutes and internal rules are adhered to. AGE voting system ensures that gender parity is achieved between the office holders of President and Vice-Presidents.

• Accreditation Committee

The role of the Accreditation Committee is to deal with all issues around membership, including new applications and a periodic review of existing membership. It forwards its recommendations to the Council and the General Assembly to inform their decisions.

• Expert groups

Six expert groups have been set up to inform AGE’s work in specific policy areas: age discrimination, employment, social inclusion, pensions, health, new technologies/ accessibility.

About one hundred experts are nominated by the Council members in consultation with the AGE members in their country.

• Secretariat

The Secretariat is responsible for the day-to-day management of the association and for liaising with the EU institutions. The Secretariat monitors EU policy developments, informs our members, gathers feedback from members on issues of concern, and drafts responses in close consultation with our experts and Council members. The Secretariat is also responsible for coordinating the network and for promoting synergies between member organisations on issues of common interest.

The Director and Policy Officers are all expected to participate in relevant conferences and national meetings organised by our members or other stakeholders. The Director and Policy Officers also represent AGE in various fora where we raise awareness of discrimination faced by citizens on the ground of age: European Fundamental Rights Agency NGO Platform, the European Pensions Forum set up by DG EMPL, the European Health Policy Forum set up by DG SANCO, the e-inclusion advisory

group set up by DG INFSO, the Social Platform Working Groups on Fundamental Rights and Social Policy, and EAPN Executive Committee, Review Group on Social Inclusion, Task Force on Employment and Task Force on Structural Funds. Together with the European Disability Forum, AGE is also regularly consulted by DG INFSO on the needs of older and disabled people in accessing new technologies and by DG TREN on discrimination faced by people with reduced mobility in public transport.

➤ **AGE Staff Strategy**

• **Staff composition**

The Secretariat is composed of the following permanent positions:

- A Director: Anne-Sophie Parent (Full time, since September 2002);
- An Administrative Officer: Hanan Soussi (4d/w, since September 2003);
- A Policy Officer responsible for social protection and social inclusion issues: Maciej Kucharczyk (full time, since June 2006);
- A Policy Officer responsible for age discrimination and employment issues: Rachel Buchanan (full time, since July 2006);
- A Policy Officer responsible for health, accessibility, ICT and research: Julia Wadoux (full time, since March 2010);
- An Information and Communication Officer: Anne Mélard (4d/w, since May 2009);
- An European Parliament Liaison Officer: Maude Luherne (1/2FT, since October 2009)
- An Administrative Assistant: Alice Sinigaglia (1/3FT, since March 2009)

• **Staff regulations**

According to our Statutes, the Director has sole responsibility for the day-to-day management of staff, who report to the Director. The Director reports to the Executive Committee.

[Staff Regulations](#) are regularly updated in consultation with staff members. Each new staff member receives a copy of the Staff Regulations together with her/his contract. Staff members are expected to respect AGE staff regulations. Within the Executive Committee, one Vice-President is responsible for staff issues.

• **Salary policy**

Indexation: In accordance with the Belgian law, staff members are entitled to an automatic indexation to the cost of living.

Performance related pay: AGE seeks to promote an age neutral salary policy, i.e. salaries are not linked to the age or seniority of the individual but to the job description and performance evaluation. All staff members are evaluated at the end of their probation period and once a year after that. For the Officers and Assistant's level, the evaluation is done by the Director and the Vice-President responsible for staff issues. For the Director, the evaluation is done by the Vice-President responsible for staff issues and the President. If the outcome of the evaluation is positive, staff members can be offered a salary increase to reward their growing experience and increased productivity, within the limits of our EU core funded budget. The Vice-President responsible for staff issues reports back once a year to the Council on the annual staff evaluations.

• **Staff training plan**

All staff are encouraged to take training to improve their skills and abilities. Training needs are discussed during the yearly evaluation and at staff meetings. Training opportunities include:

Compulsory training: staff members are required to take training which AGE considers as indispensable on gender and diversity mainstreaming, first aid, conflict resolution, stress

management, performance reporting, website updating. This is mainly organised collectively and takes place during working hours.

Training which will benefit the employer: for example EU official languages, ICT, legal or meeting management courses are covered at 100% by AGE and staff are entitled to time off work to participate in these courses. This kind of training is mainly organised on an individual basis.

A budget equivalent to 0.2 % of our total gross salaries is foreseen in the budget to cover our staff training needs. This budget can be used by any staff member needing or wishing to take training. Requests have to be made to the Director.

Training which does not benefit the employer are not covered by AGE but staff may negotiate time off work as part of our flexi-time policy.

- **Career development opportunities**

At present career development opportunities are very limited given the small size and flat nature of our Secretariat structure. In the coming three years, with the support of our external evaluator, AGE would like to explore how the staff structure and division of responsibilities can be reviewed to address the chronic work overload which results from the increased number of EU policies and processes that AGE seeks to influence and to provide more career opportunities to our highly motivated staff. The major challenge will be to find a way to offer fair and attractive working conditions to our staff within the limits of our PROGRESS funded budget.

- **Gender and disability mainstreaming plan**

Gender and diversity mainstreaming is one of our key goals.

- **Staff:** Our staff policy seeks to promote gender balance and equal opportunities. When we recruit new staff, we try to select both women and men among the candidates we shortlist for an interview. However during the interviews, we apply a gender neutral approach and seek to identify the best profile for the job regardless of the applicant's gender. As a result the gender balance in our permanent staff varies from year to year but we usually have more women than men. We do not know if this is due to the overwhelming number of female candidates responding to our job vacancies compared to male applicants, to the working conditions or to the nature of AGE's work (European social NGOs' staff is highly feminine).

Our staff policy pays great attention to the needs of parents with young children and of other staff with specific needs. Whenever needed, we allow flexitime and telework facilities. Applying an equal opportunity recruitment procedure will remain a main objective in future and AGE will seek to maintain the high level of diversity it has among our present staff. Whenever necessary, special attention is paid to meeting the needs of people with disabilities or health needs (reasonable accommodation concept) with the support of the Belgian public programmes and within the limits of our EU funded budget.

- **Our work** Gender equality and equal opportunities for all are mainstreamed in all our work and position statements. Special training on gender and disability mainstreaming in policy work is provided to all new staff members and our communication tools seek to take on board accessibility issues: our printers are asked to use clear print guidelines for all our publications and our webmaster is asked to ensure that our website is user friendly and accessible to persons with disabilities.

8.b. AGE Financial resources

Since its creation in 2001, AGE has received EU funding to support its core activities. The support of the European Union gives us the means to implement our strategic goals and provides us the status of key EU network in the non discrimination and ageing fields. EU funding helps us remain independent from potentially conflicting interests that could result from having to rely on corporate funding for our core activities.

AGE is financed by its membership fees and donations (17% in 2010) and a grant from the PROGRESS programme (83% in 2010). To increase our financial independence, the Executive Committee and Director will develop a funding raising strategy to find new sources of income to meet the degressivity rule and to enable us to develop our activities in response to the growing expectations of our members and external interlocutors.

The following options will be explored in full respect of our Ethical rules for fundraising (see AGE Code of Ethics under item 4. AGE Values/AGE Independence and image):

Increase membership income: AGE will seek to increase its membership to become more representative of the older people's community across the EU. This should result in an increase in membership fees income.

Increase donations from members: AGE will seek to increase the donations from members by offering them opportunities to sponsor specific events, publications, national training sessions on EU policies, etc.

Find external sponsors: In the past the King Baudouin Foundation, Erste Stiftung, Caixa Catalunya and Louis Bonduel Foundation sponsored some of AGE publications. AGE will continue to seek the support of Foundations for specific areas of AGE work in full respect of our Code of Ethics.

For more information on our estimated budget for the period 2011-2013, please see enclosed Triennial budgetary estimation (Annex E.6).

ANNEX1: LOGIC MODEL ARTICULATING EXPECTED CONTRIBUTION OF KEY EU-LEVEL NETWORKS IN SUPPORT OF THE REALISATION OF PROGRESS EXPECTED OUTCOMES -

Outcome of Social Agenda

More & better jobs, & more cohesive societies that offer equal opportunities for all, in Member States

**PROGRESS
Ultimate**

1. Member States implement laws, policies & practices in a manner that contributes to the desired outcome of the Social Agenda

**PROGRESS
Intermediate
Outcomes**

1. To bring about effective application of EU law in all Member States

2. To help positively change the understanding and promote ownership among policy/decision-makers and stakeholders in Member States, and the Commission, of EU objectives and priorities

3. To strengthen partnerships with national and pan-European stakeholders in support of EU objectives and priorities

**PROGRESS
Immediate
Outcomes**

Effective information sharing/learning in Commission & across Member States on EU law & policy related to PROGRESS

Well-informed EU policies and legislation in PROGRESS areas relevant to needs, challenges & conditions in Member States

Better integration of cross-cutting issues and greater consistency in EU policies & legislation related to PROGRESS

Greater capacity of national and pan-European networks to support, promote and further develop policies and objectives related to PROGRESS policy areas

High-quality and participatory policy debate at EU and national levels on law, policies & objectives in areas related to PROGRESS

**EU Network
Immediate
Outcomes**

Improving the networks' organisational capacity and management

Voicing the conditions, concerns and expectations of (1) people exposed to social exclusion, discrimination and gender inequality or (2) organisations providing services to people exposed to social exclusion, discrimination and gender inequality

Reinforcing the skills of the networks and its members' organisations to advance, support and further develop EU objectives and priorities at EU and national levels

Better integrating of cross-cutting issues (e.g. gender, poverty, disability, non-discrimination)

**EU Network
Outputs**

1. Relevant advocacy, institutional and capacity building work

2. Accurate monitoring/assessment reports on implementation & impact of EU law & policy

3. Relevant position papers, analysis

4. Identification of good practices

5. Information, awareness-raising and campaigning activities, networking with national member organisation and other stakeholders

ANNEX 2: SUGGESTED PERFORMANCE MEASURES AND CORRESPONDING SOURCES OF INFORMATION

Logic Model Element	Performance Measures	Internal files ²	Surveys (e.g., of members)	External evaluator ³	Other
Immediate Outcome 1: Improving the organisational capacity and management of European networks	1. Extent to which the long-term EU network strategic plan is translated and implemented through concrete actions plans in terms of human resources / competences development, communication plan etc to improve key EU network performance aligned with long-term strategic plan 2. Extent to which PROGRESS-supported networks increase the diversity of their sources of funding including decreasing share of EU funding 3. Representativity of the key EU network membership including geographical coverage and level of representation (European, national, regional or local)	X	X	X	
Immediate Outcome 2: Voicing the concerns and expectations of people exposed to social exclusion, discrimination and gender inequality and formulating them to inform and influence policy making at national and EU levels	1. Number of individuals served or reached by communication and campaigning activities, number of publications or other media outlets that publish or quote material developed by key EU networks 2. Satisfaction with advocacy and services provided as expressed by key EU networks members' organisations and other stakeholders (intensity of regular and structured information flows from national to EU and from EU to national members organisations, increased knowledge and support on policy objectives and priorities promoted and defended by key EU network	X	X		
Immediate Outcome 3: Reinforcing the advocacy and campaigning skills of the European partner organization and those of its national members to advance, support and further develop EU objectives and priorities at EU and national level	1. Greater understanding and knowledge of EU rights/obligations and/or EU policy objectives by key EU networks and members' organisations (staff and board members) 2. Satisfaction with advocacy and services provided as expressed by key EU networks members' organisations and other stakeholders (increased knowledge and support, increased ability to use and act upon EU legislation and policies at national level)		X	X	
Immediate Outcome 4: Better integrating cross-cutting issues (e.g. gender, poverty, disability and non-discrimination)	1. Existence of areas of common work developed and implemented with other key EU networks 2. Improved alliances in the Union 3. Gender mainstreaming is systematically promoted in key EU networks' work			X X X	

² Administrative documents kept by the network

³ External independent evaluator chosen by the network.