

AGE - the European Older People's Platform
Reference number: VS/2007/0656
Annual Work Programme 2010

To complete the implementation of our triennial Strategic Plan 2008-2010, AGE is happy to submit the following work programme for funding under the Community Programme for Employment and Social Solidarity – PROGRESS for the period January–December 2010.

1. Highlights of our work programme 2010

1.1 Key EU processes to which AGE wants to contribute in 2010

2010 will be a crucial year for EU social NGOs. In accordance with our Strategic Plan and PROGRESS objectives, our work programme 2010 will aim to contribute to the following key EU policy processes:

- The implementation of the renewed Social Agenda for Opportunities, Access and Solidarity;
- The last year of the implementation of the Lisbon Strategy (in particular the active ageing objective), the Post Lisbon- 2020 debate and longer term reflection on the social dimension of the EU;
- The impact of the financial and economic crisis on older people, in particular the most vulnerable;
- European Equality Framework: the follow-up to the Communication “Non discrimination and equal opportunities: a renewed commitment (COM (2008/420); the proposed Directive on implementing the principle of equal treatment between persons irrespective of religion or belief, disability, age or sexual orientation, the EU work on positive action, multiple discrimination and mainstreaming of equality, the Forum on Article 5 of the Gender Directive 2004/113/EC and the Dialogue on the use of age and disability in financial services , the Commission staff working paper on Community instruments and policies for the inclusion of Roma, the implementation of the Employment Directive with regards to age, the 4th Equality Summit 2010; the follow-up of the UN Convention on disabled people; The Platform (civil society network) set up by the European Union Agency for Fundamental Rights (FRA);
- The 2010 European Year against Poverty and Social Exclusion;
- The preparation of the European Year 2011 of Voluntary Activities Promoting Active Citizenship;

- The follow-up to the Open Consultation that the European Commission launched in July 2009 in view of the possible designation of 2012 as European Year of Active Ageing and Intergenerational Solidarity;
- The up-coming 3rd European Demography Forum (October 2010) and the follow-up to the 2nd Demography Report “Meeting Social Needs in an Ageing Society”; the work of the European Alliance for Families and High Level Group on Demography;
- The Open Method of Coordination in social protection (pensions), social inclusion and health/long term care (LTC);
- The on-going debate on Services of General Interest and Social Services of General Interest;
- The implementation of the new European Health Strategy’s objective on healthy ageing, the eHealth User Stakeholder Group;
- Follow-up to the Communication on Health Inequalities (2009)
- The i2010 Strategy and post i2010 for an Innovative and Inclusive European Union, including the implementation of the Commission Strategy on ICT and Ageing and the ageing dimension of the overall EU e-inclusion strategy;
- EU work on public transport, Road Safety Action Plan 2011-2020 and social housing;
- EU regional policy in the field of ageing;
- The EU Research Agenda on ageing;
- The implementation of the Lisbon Treaty and its impact on older citizens, including the outcome of the consultation of the Citizens’ Initiative;
- The work of European Parliament’s relevant Committees and Intergroup on Ageing, Demographic Change and Intergenerational Solidarity;
- The work of the new Commission and how it relates to our objectives,
- Participation in relevant Spanish and Belgian Presidency events;
- The potential synergies between the United Nations Madrid International Plan of Action on Ageing and its UNECE Regional Implementation Strategy, WHO Age friendly cities project and primary care services programme, and EU ageing policies.

1.2 AGE immediate outcomes

I. Improving AGE capacity to organise and manage its European network

Under this strategic objective, with the help of the external evaluators, we will build on the outcome of the internal membership review that was carried out in October 2008 and the outcome of the interviews that our external evaluators made of some external stakeholders to improve the capacity of our Secretariat to provide effective and tailored-made support to our members and relevant external stakeholders.

A major objective will be to improve the dissemination of information through a modernised, more interactive and user friendly website and to facilitate the organisation of meetings and contacts management (booking, dissemination of documents, database management, etc.). To achieve that we will devote significant efforts in the setting up and development of a new website linked to a database management system (CMR) which we will be able to develop with new functionalities in the future to respond to emerging needs. These tools will improve our services in the following areas: better coherence between the English and French parts of the website thanks to a more efficient web development, clearer organisation of the information on the website thanks to a new site map and architecture of the information, faster and more accurate meeting management thanks to on-line registration and feedback retrieval, more interaction with members through polls on-line and other options. The new website will be used to partially overcome the language barrier thanks to a Google translator. We will also try to develop tools to facilitate the collection of data needed to report on the PROGRESS Key Performance Indicators (for ex. Number of persons/days spent in training or meetings).

The Secretariat analysed the needs and expectations of both our members and external stakeholders and asked 3 different webmasters for a proposal. The Council decided to opt for the proposal (Prismage) which offers the highest degree of flexibility and possibility for development in the future (see in annex presentation to the Council) and the cheapest option for the future maintenance of the website.

Activities implemented under this strategic objective will include:

- ✓ The coordination of our day-to-day policy work,
- ✓ Network management and setting up of a strategy for membership development including visits by Vice-President responsible for membership development to members and potential members in EU27 and candidate countries,
- ✓ Building and launching of a new website and database management system,
- ✓ Fundraising activities to ensure long term financial sustainability,
- ✓ The organisation of AGE governing bodies (1 Annual General Assembly, 2 Council meetings, 4 Executive Committee and 2 Accreditation Committee meetings),
- ✓ The annual performance evaluation of our staff and training opportunities,
- ✓ Data collection and processing in line with the PROGRESS new performance reporting method,
- ✓ The implementation of our governance rules and promotion of members' direct involvement,
- ✓ The preparation of our next Strategic Plan in consultation with our members under the guidance of our external evaluators,
- ✓ An external evaluation
- ✓ Two external audits of our accounts

In accordance with our Statutes and internal rules, activities implemented under this strategic objective will be mainly the responsibility of the Director and staff members under the guidance of the Executive Committee and external evaluators, and the supervision of the Council.

II. Voicing the conditions, concerns and expectations of the 150 million inhabitants aged 50+ in the European Union and raising awareness on EU action to meet their needs

Under this strategic objective we will continue to promote our vision of a society inclusive of all ages based on greater solidarity and cooperation between generations, a more positive image of ageing and of older people who represent valuable human and intellectual capital whose contributions to society need to be further enhanced to enable them to remain actively involved, even when dependency arises and to enjoy equal opportunities in all areas of life.

We will continue to implement our mission, i.e. to voice the concerns and expectations of older people across the EU through our communication tools: public part of our website, publications and on-line magazine, participation in EU projects and interventions in conferences and seminars on ageing. According to the external stakeholders' interviews, AGE is perceived as a reliable and well documented source of information on older people's needs and expectations across the EU and on the relevant EU and national policy development on ageing and we will do our utmost to continue to do so. In order to progress on this objective, we want to develop a database that will enables us to better assess the number of stakeholders that use AGE information tools in specific areas and to reach them more efficiently with our publications and on-line magazine. With this tool, we will also improve our capacity to estimate the number of publications we have to print in order to reach the most relevant stakeholders, avoiding overspending on publications or underestimation of our contacts requests.

Activities implemented under this strategic objective will include:

- ✓ Collecting and relaying information on all relevant EU policies and initiatives which can have an impact on older people's life; providing support to our member organisations to relay the information to older people in their country,
- ✓ Collecting and sharing information on good practice,
- ✓ Collecting and sharing information on interesting case studies,
- ✓ The development of the public part of our website, in particular the development of dedicated pages on the European Parliamentary Intergroup on Ageing and Intergenerational Solidarity, the Europe 2020 debate, the 2010 European Year on Combating Poverty and Social Exclusion, the up-coming 2011 European Year of Voluntary Activities Promoting Active Citizenship and the preparation of the EU Year 2012 on Active Ageing and intergenerational solidarity,
- ✓ Publication of an updated brochure on "Introduction tour to the EU institutions and policy processes of relevance to older people", which will present the new Parliament, the new Commission, the new Treaty and its implications on policy processes of relevance to older people (in EN and FR),
- ✓ Publications and other external communication activities, such as newsflashes and press releases,
- ✓ Setting up of a database management system to manage more efficiently the dissemination of our communication tools (publications, monthly on-line magazine, website),

In accordance with our Statutes and internal rules, activities implemented under this strategic objective will be mainly the responsibility of the Director and Secretariat.

III. Strengthening the capacity of our member organisations to advocate and campaign on behalf of older people and to influence policy change at European and national level.

At our General Assembly 2009, our members discussed and agreed at unanimity a [Declaration](#) which outlines the policy priorities decided by our members for the coming years. Thanks to the work done during the first two years of our Strategic Plan, our members have developed a greater sense of ownership of the work that AGE does on their behalf, and they are more actively getting engaged both at European and national level in influencing policy change. Most of our members are now actively involved in the civil dialogue set up in the framework of the Open Method of Coordination on Social Protection and Social Inclusion and in the national policy work following-up to Communication “Non discrimination and equal opportunities: a renewed commitment (COM (2008/420), the proposed Directive on implementing the principle of equal treatment between persons irrespective of religion or belief, disability, age or sexual orientation, the EU work on positive action, multiple discrimination and mainstreaming of equality, the Forum on Article 5 of the Gender Directive 2004/113/EC and the Dialogue on the use of age and disability in financial services, the implementation of the Employment Directive with regards to age, preparing for the 4rd Equality Summit 2010, ensuring that the necessary synergies between EU and national policy development are built. It is also important that our members develop partnerships with the relevant national stakeholders, including public authorities and social partners, to increase their impact and to bring about positive change at national level. Our aim under this strategic objective will be to coordinate our members’ views to influence the key policy processes listed above.

With the election of the new European Parliament and the nomination of the new Commission, AGE will seek to build new contacts in order to influence the most relevant EU policymakers. With the ratification of the Lisbon Treaty, the European Parliament will play a bigger role in the decision making process. This is why we need to devote more human resources to our work with the European Parliament to ensure that our members’ concerns are taken on board by the relevant committees and Intergroups and by the rapporteurs of relevant reports. Our new database management system will enable us to better target our messages to the relevant MEPs and European Commission officials, making our communication strategy more effective.

Under this strategic objective we will continue to promote the participation of our members and experts in all relevant EU processes (Social OMC, Peer reviews, Presidency and thematic conferences, etc.) to help them use the knowledge and skills they draw from their involvement in AGE policy development to build their own capacity to influence European and national policy making. Under this objective we will also encourage our members to cooperate better with trade

unions in fighting age discrimination and promoting age diversity. AGE will try to do the same at EU level with the ETUC. Activities implemented under this strategic objective will aim to facilitate older people's participation in a constructive civil dialogue on the most relevant EU policy processes identified above.

Activities will focus on:

- ✓ Internal information and communication,
- ✓ Organisation of two meetings for each of our 6 expert groups
- ✓ On-going collection of members and experts feedback on older people's expectations with regard to policy development,
- ✓ Capacity building and training activities with our members and experts,
- ✓ Drafting of position papers, EU policy assessment reports and responses to relevant EU consultations in close consultation with our members and experts,
- ✓ Developing further our good working relations and cooperation with EU institutions (European Parliament, European Commission, Council) and EU actors such as European Fundamental Rights Agency, EUROFOUND, EQUINET, Committee of the Regions, European Economic and Social Committee.

Detailed activities per policy area

- ✓ Non discrimination:
- ✓ Establish good working relations with Vice-President Reding, Commissioner designate for Justice, Fundamental Rights and Citizenship.
- ✓ Establish good working relations with Mr. Andor, Commissioner designate for Employment, Social Affairs and Inclusion.
- ✓ Continue to lobby - both as AGE and with other EU non-discrimination networks - for the adoption of a Directive on implementing the principle of equal treatment between persons irrespective of religion or belief, disability, age or sexual orientation in access to goods and service which takes account of the rights and needs of older people.
- ✓ Ten years on: position paper assessing progress made on the age ground since the adoption of the Employment Equality Directive (2000/78/EC) in 2000.
- ✓ Position paper on tackling multiple discrimination and on promoting diversity and mainstreaming equality and non-discrimination, as a response to civic needs (to be launched at 4th Equality Summit under the Belgian Presidency).
- ✓ Develop more effective relations within the Fundamental Rights Agency's Platform for civil society to raise awareness within FRA of the need to mainstream the age dimension throughout the Agency's work and to include specific activities on the age ground in its next annual work programme.
- ✓ Further build and consolidate effective working relationship with Equinet.
- ✓ Facilitate effective relationships between our national members and their respective equality bodies in the Member States.
- ✓ Build members capacity on non-discrimination mainstreaming through exchange of good practice and dissemination of information.

- ✓ Help our members get involved in training activities that will be organised by the Commission for national NGOs and trade unions on mainstreaming non discrimination and diversity.
- ✓ Try to set up meetings with ETUC and national trade unions on older workers issues and other age discrimination issues.
- ✓ Participate in meetings of the Forum on Article 5 of the Gender Directive 2004/EC/113 and the Dialogue group with Insurance stakeholders.

- Active Ageing and Intergenerational Solidarity

- ✓ Joint campaign with European Youth Forum, EWL, CECODHAS, COFACE, EUROCHILD, AIM, AIEP and RED CROSS EU Liaison Office to prepare the 2nd EU Day on Intergenerational solidarity (29 April) and lobby in support of the 2012 European Year on Active Ageing and Intergenerational Solidarity.
- ✓ Launch of a joint brochure developed by the NGO coalition with the support of King Baudouin Foundation on mainstreaming active ageing and intergenerational solidarity in relevant policy areas.
- ✓ Participate in 3rd Open Forum on Demography (autumn 2010) and produce position paper to be launched at Forum.

- ✓ Employment of older workers and life long learning:

- ✓ Respond to the consultation on Europe 2020.
- ✓ Position paper on mandatory retirement ages (work started in 2009).
- ✓ Position paper on the extent to which the 2010 National Reform Programmes take into account older workers issues and concerns, including an assessment of measures proposed to reduce early retirement, remove structural barriers to employment for the ageing population and promote active ageing through efficient labour market policies.
- ✓ Provide input on the age dimension into future Employment Strategy.
- ✓ Joint seminar with Committee of Regions/ Intergroup on Ageing and Intergenerational Solidarity to bring together and present projects relating to older workers and to show case AGE's policy position on lessening the impact of the crisis on older workers in cooperation with EUROFOUND.
- ✓ Develop dialogue and exchange with trade unions on older workers issues, including supporting the development of NGO-trade union cooperation at national level.
- ✓ Benchmarking exercise on seniority and wages,
- ✓ Position paper to address the needs of older workers who provide informal care for family members, including grand-parents caring for their grand-children.
- ✓ Collect testimonies to illustrate situations of older workers / older people seeking work as the EU comes out of the period of economic crisis. Use data to inform AGE position on older workers in the context of recovery from the crisis.

- ✓ Promote lifelong learning and training as a key tool in active ageing and / or continued employment.
 - ✓ Social inclusion and Social protection including adequacy of income in old age:
- ✓ Active participation in the 2010 European Year Against Poverty and Social Exclusion and support to our members to get involved at national and local level;
- ✓ Publication of a series of position papers to mark the European Year against Poverty and Social Exclusion:
 - Policy paper for the Roma Summit on 8 April (short paper).
 - Joint position paper with ERIO identifying and tackling the challenges faced by older Roma (October 2010) (longer paper).
 - Joint position with the European Women's Lobby on age and gender discrimination including impact of the gender pay gap and other forms of gender discrimination on the risk of social exclusion and poverty of older women
 - Update position paper on older migrants, in particular older migrant women, in the context of the 2010 European Year Against Poverty and Social Exclusion.
- ✓ Assessment of National Strategy Reports and recommendations for future reports;
- ✓ Participation in meetings of the European Pension Forum;
- ✓ Wider dissemination of the methodology developed through our InlusAge project to promote a more active civil dialogue to collect views of older people experiencing poverty and bring it a wider group of national and local policy makers.
 - Older people as volunteers:
- ✓ Continue to prepare through the EYV2011 Alliance for an active and effective European Year of Voluntary Activities Promoting Active Citizenship, and raise awareness of the significant contribution made by older people as volunteers to the communities in which they live.
- ✓ Position paper on benefits of volunteering for the promotion of active ageing as a lobby tool for the 2012 European Year on Active Ageing and Intergenerational Solidarity.
 - ✓ Health and long term care:
- ✓ Participate and produce position paper on healthy and dignified ageing for the Spanish Presidency conference (29-30 April 2010).
- ✓ Participate and produce position paper on Mental Health of Older People for Spanish Presidency conference (19-20 April 2010).
- ✓ Participate and produce position paper on Alzheimer for Belgian Presidency conference.

- ✓ Continue our campaign toward mandatory European quality standards for long term care services as a way to fight against elder abuse.
- ✓ Monitor national and regional/local actions implemented to tackle health inequalities and identify examples of good practices.
- ✓ Promote the report on desinstitutionalisation produced by the Ad Hoc group of experts set up by Commissioner Špidla.
- ✓ Participate in EU work on Healthy Ageing, and EU Health Strategy.
- ✓ Continue to participate in joint campaign on Pharmaceutical Package with EPHA and other public health NGOs.
- ✓ Paper on the benefits that ICT could bring to help meet the LTC needs and support independent living of older people in a more efficient and sustainable way and to provide better working conditions to care staff.
- ✓ Continuous participation to the EU Health Policy Forum of the European Commission and involvement in joint campaigns with Health NGOs (e.g. European Public Health Alliance).
- ✓ Collaboration with e-Health stakeholders group.
- ✓ Participation in European Medicines Agency meetings with consultative NGOs, in particular on medicines for the elderly and polypharmacy.
- ✓ Cooperate with EUROFOUND on health and Long Term Care issues.
- Disability issues
 - ✓ Respond to the Consultation on the preparation of a new Disability Strategy 2010-2020 (deadline 04/01/10).
 - ✓ Joint position paper with EDF on the post i2010 agenda on accessibility of information society.
 - ✓ Bridging the digital divide which excludes older people from the information society:
 - ✓ Establish good working relations with Vice-President Nellie Kroes, Commissioner designate for Digital Agenda.
 - ✓ Continuous participation in eInclusion stakeholder group meetings organised by DG Digital Agenda.
 - ✓ Continued work with the ICT industry to ensure that they take into account the needs of older people.
 - ✓ Accessibility of the build environment and public transport:
 - ✓ Response to public consultation on future EU Strategy on Disability (Early 2010)
 - ✓ Promote involvement of AGE members and experts in relevant research projects (e.g. Mediate; OASIS; AENEAS) ensuring an age inclusive build environment, housing and public transport.
 - ✓ Contribute to the development of the Road Safety Action Plan 2011-2020 and to raising awareness of the need to reconcile accessibility and security objectives in public transport policies.
 - ✓ Research on ageing
 - ✓ Sharing information and involving our members and experts in other research projects in which AGE is involved.

- Regional Policy
- ✓ Dissemination of joint brochure with Committee of Regions on Promoting Ageing Well in Europe, Tools and Instruments available to local and regional actors.
- Active Citizenship
- ✓ Respond to Consultation on Citizens Initiative (31/01/10) and disseminate information about this new initiative introduced by the new Treaty in our brochure on European institutions and policies of relevance to older people.

These activities will be mainly the responsibility of the Director, Policy Officers, chairs and co-chairs of expert groups under the supervision of the Executive Committee and Council.

IV. **Mainstreaming gender, social inclusion and non discrimination issues in all our work.**

Under this strategic objective, we will continue to mainstream the gender, social inclusion and non-discrimination dimensions into all areas of our work programme, to develop better understanding and awareness of the needs and expectations of older people, including those from ethnic minorities and migrants and to further develop our cross-ground work with other EU non-discrimination networks, in particular the European Youth Forum, European Women's Lobby, ERIO, ILGA-EUROPE, EAPN, ENAR, EPHA, the Social Platform and the European Policy Centre.

Activities implemented under this strategic objective will include (some are already mentioned under III.):

- ✓ Policy paper for the Roma Summit on 8 April (short paper).
- ✓ Joint position paper with ERIO identifying and tackling the challenges faced by older Roma (October 2010) (longer paper).
- ✓ Joint position with the European Women's Lobby on age and gender discrimination including impact of the gender pay gap and other forms of gender discrimination on the risk of social exclusion and poverty of older women.
- ✓ Update position paper on older migrants in the context of the 2010 European Year Against Poverty and Social Exclusion.
- ✓ Joint position paper with ILGA-Europe on the particular aspects of age discrimination impacting on the older LGBT community.
- ✓ Participation (as member) in meetings organised by Social Platform, EAPN and EPHA and contribution to the work of these organisations.
- ✓ Participation in the Advisory Committee of the Well Being 2030 project of the European Policy Centre (EPC).

These activities will be mainly the responsibility of the Director, Policy Officers and chairs of expert groups under the supervision of the Executive Committee and Council.

2. Operating environment

2010 will be a key year for social NGOs. It will mark the end of the Lisbon Strategy and the European Year against Poverty and Social Exclusion. 2010 will be the first year of the new Commission with new division of tasks among Commissioners and a new Commissioner for Justice, Fundamental Rights and Citizenship. With the election of a new European Parliament and the nomination of the new Commission AGE will need to adapt to emerging challenges and priorities, to build new contacts and to be ready to work on new relevant dossiers as and when they open up.

Over the years, our members have improved their abilities to get involved in a constructive civil dialogue with their respective national policy makers (ministries, Social Protection Committee members, equality bodies, etc.). But more needs to be done, in particular in some countries, to help our members better understand EU policy developments and how these can be used to shape national policies that better meet the needs of their ageing populations. The challenge remains to involve grass root older citizens as much as possible in EU policy development. Finally 2010 will be the last year of our Strategic Plan and AGE will need to draw the lessons of these 3 years to prepare its next Strategic Plan.

3. Risk Management

Most of the risks identified in our Strategic Plan remain valid: lack of representativity of our network in a few Member States, language barriers faced by some of our members, lack of civil dialogue in some Member States, lack of resources among some of our members (this risk has increased with the crisis), and difficulties that European social NGOs face in retaining their qualified staff. To address these, we will continue to implement the measures agreed in 2008 and 2009 (see AGE Work Programmes 2008 and 2009) as these seem to deliver a positive outcome.

Our main challenge will be the impact of the financial and economic crisis on our members' capacity to get involved and support AGE work. AGE will need to find ways to help our members affected by the crisis remain actively involved in our work.

In 2009, the inflation has been almost zero and this has enabled us to offer a slight salary increase to those staff who had a very positive annual evaluation and whose job description and responsibilities have evolved over the years (as foreseen in our budget 2009).

The impact of the crisis on our members' ability to contribute to the co-funding through membership fees is increasing. Since our fees are calculated on the basis of their annual turn over, some now pay slightly lower fees than in previous years. Luckily our membership base keeps increasing but AGE needs to continue to look for additional resources, a task the Director is actively pursuing on an on-going basis.

4. Performance measurement

To be able to collect relevant data on the key performance indicators the Commission is asking us to use for the general reporting on PROGRESS (Institutional and capacity building work, monitoring reports, position papers, identification of good practices and information/campaigning activities), and to respond to our own needs in terms of performance assessment, we developed the following set of indicators in 2008. These indicators are used to assess progress over the years. This is why it is important to keep the same system over a certain number of years to be able to compare results and assess progress achieved over that period. By the time we need to send in our final report for 2010 (end of March 2011), we will have already an overview of progress achieved since 2008.

A team of 3 internal reviewers (one Council member, one expert and one member who is neither a Council member nor an expert) will work with the external evaluators and the Secretariat to analyse the membership review (2008) and interviews of external stakeholders (2009) to prepare recommendations on how to improve AGE working methods in our next triannual Strategic Plan (2011-2013). These recommendations will be presented and discussed at our General Assembly 2010 during the session devoted to the preparation of our next Strategic Plan. .

4.1 KPI used for assessing immediate outcome 1:

K1-1: Existence and outcome of mid-term performance evaluation

- K1-1A: Mid-term internal review of AGE performance
- K1-1B: External evaluation based on internal review and external stakeholders survey by PPMI

K1-2: Financial independence

- K1-2A: Share of EC funding in our PROGRESS sponsored work programme, based on audited analytical accounts (PROGRESS)
- K1-2B: Share of own resources and external sponsorship in global Annual balance 2009, based on AGE audited accounts

K1-3: Representativity of AGE network

- K1-3A: Number of member organisations, based on membership records;
- K1-3B: Number of countries represented, based on membership records;
- K1-3C: Estimate of the numbers directly represented or serviced through our member organisations, based on data collected through membership survey in 2008 and new applications received by mid 2010;
- K1-3D: Number of persons/hours of AGE members involved in statutory meetings.

4.2 KPI used for assessing immediate outcome 2:

K2-1: Scope of information/communication/campaigning activities:

- K2-1A: Number of persons reached by monthly online magazine in all languages, newsflashes, campaigning/information activities (based on mailings and website visits);
- K2-1B: Number of publications distributed broken down per language, based on internal files;
- K2-1C: Number of invitations made to AGE to present our work and views on EU policies on ageing to external stakeholders (Commission, Presidency events, meetings with Intergroup on Ageing, local authorities, universities, other NGOs, etc.), based on list of events where AGE is invited posted on our Members section.

K2-2: Satisfaction with information/communication/campaigning services:

- K2-2A: Membership satisfaction level based on internal membership survey 2008; to be compared with results of next membership survey in 2011.
- K2-2B: External stakeholder's satisfaction with AGE activities, based on survey undertaken by ISEE in 2009; to be compared with next external stakeholders' survey in 2012.

4.3 KPI used for assessing immediate outcome 3:

K3-1: Scope of advocacy training/membership capacity building activities:

- K3-1A: Number of persons/hours who received advocacy training/membership capacity building through participation in meetings organised by AGE;
- K3-1B: Number of position papers issued by AGE;
- K3-1C: Number of invitations made to AGE to present our work and EU policies on ageing to our members.

K3-2: Satisfaction with advocacy training/capacity building activities:

- K3-2A: Membership satisfaction level, based on internal membership survey; to be compared with results of next membership survey in 2011.
- K3-2B: External stakeholder's satisfaction with AGE activities, based on survey undertaken by ISEE in 2009; to be compared with next external stakeholders' survey in 2012.

•

4.4 KPI used for assessing immediate outcome 4:

K4-1: List of areas of joint work and partners for each area.

K4-2: Number of joint position papers/letters and toolkits developed through these alliances.

K4-3: Number of documents/position papers/toolkits which include the gender dimension expressed as a percentage of total number of documents produced by AGE.

5. External evaluation

In 2009 we have started to work with an external evaluator (ISEE) to analyse AGE performance through the triannual performance evaluation method developed in 2008 (see Strategic Plan and work programmes 2008 and 2009).

In 2009, the external evaluator interviewed 15 external stakeholders to collect their feedback on AGE performance. The evaluator then presented the outcome of these interviews and their recommendations on what can be improved.

In 2010, the external evaluator will work in close cooperation with the secretariat, Executive Committee and team of 3 internal evaluators to draw recommendations on how to improve AGE working methods. At a session at our next General Assembly, the external evaluator will present his analysis of feedback collected both from members (membership survey 2008) and external stakeholders and will help our members develop our next Strategic Plan accordingly.

For the financial audit, we will proceed as in past years and have a certified external auditor audit our accounts twice in 2010 (interim and final audit).

In accordance with our statutes, the 2009 financial report and activity report will be presented to our General Assembly 2010 for formal approval.

a. AGE ANNUAL WORK PLAN 2010

I.- IMPROVING AGE CAPACITY AND MANAGEMENT

Objectives:

- ✓ *Develop the capacity of our Secretariat to provide tailored made support to our members*
- ✓ *Report on performance and assess progress made*
- ✓ *Find new sources of income in line with EU rules and AGE ethical guidelines*
- ✓ *Develop our representativity in a few Member States and candidate countries*
- ✓ *Ensure democratic procedures by organising regular statutory meetings*

EXPECTED OUTPUTS	ANNUAL TARGET/DELIVERABLES (See key indicators under item 4 above)	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBILITY	PLANNED BUDGET
			Q1	Q2	Q3	Q4		

Improved capacity of AGE network to progress toward successful implementation of Strategic Plan 2007-2010	<p>Mid-term internal review of AGE progress toward PROGRESS outputs and AGE strategic outcomes: key indicator K1-1A</p> <p>External evaluation of AGE progress toward PROGRESS outputs and AGE strategic outcomes: key indicator K1-1B</p>	Management of the secretariat, information gathering, drafting documents, liaising with our members and experts, organising statutory meetings, etc.	x	x	x	x	Secretariat in cooperation with internal reviewers and external evaluator	120.590,80 (ASP) 33.600 (rent office) 8.160 (tel internet) 2.880 (postage) 3.600 (office supplies) 3.600 (office cleaning) 6.360 (insurance) 2.808 (staff travel) 10.200 (staff lunch vouchers) 4.500 (staff training) 21.600 (staff pension plans) 4.500 (social secretariat) 7.680 (IT) 800 (small repair) 15.174 (leasing and depreciation costs) 246.052,80
---	--	--	---	---	---	---	---	---

		Performance reporting data collection	x	x	x	x	Administrative assistant under supervision of Director	16.771,75 (assistant) 9.750 (external evaluation) 26.521,75
Sound and transparent financial procedures with increased financial independence	Lower share of EC co-funding in AGE PROGRESS work programme 2009: key indicator K1-2A Increased share of own resources and sponsorship in annual global accounts 2009: key indicator K1-2B	Analytical book keeping	x	x	x	X	Office Manager under the supervision of Director	56.144
		Accounts checked twice yearly by external accountant		x		x	external certified accountant	1.300
		2 audits by external auditor		x		x	External certified auditor	4.845
Improved representativity of AGE network and	Higher number of members in AGE	Visits to members and new countries	x	x	x	x	Secretariat	2.000

active involvement of AGE members in the governing and decision making process	network: key indicator K1-3A	Presentations of AGE work and EU policies relevant to older people to potential members	X	X	X	X	Secretariat	GA: 55.280 CA: 36.030 CE: 9.310 Accreditation Committee: 0 (costs covered under CA) Translation of meetings documents: 4.725 105.345
	Higher number of countries represented in AGE network: K1-3B							
	Higher number of individuals directly represented or services by AGE: K1-3C	Organisation of AGE statutory meetings: 1 General Assembly		X				
	Higher number of members involved in AGE statutory bodies: K1-3D	2 Council meetings	X		x			
		4 Executive Committee	X	x	x	X		
		2 Accreditation Committee meetings	x		x			
TOTAL I								442.208,55

II- VOICING THE CONCERNS AND EXPECTATIONS OF THE 150 MILLIONS INHABITANTS AGED 50+ IN THE EUROPEAN UNION UNION AND RAISING AWARENESS OF EU MAIN POLICY PROCESSES AND INSTITUTIONS

Our Objectives:

- ✓ *Promote intergenerational solidarity as a horizontal approach to policy development*
- ✓ *Raise awareness of older people's wish to remain actively involved in society*
- ✓ *Promote a better image of older people*
- ✓ *Provide information about EU institutions and main policies related to ageing*

EXPECTED OUTPUTS	ANNUAL TARGET/DELIVERABLES	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBILITY	PLANNED BUDGET
			Q1	Q2	Q3	Q4		
Improving AGE information, communication, awareness campaigning activities	A modernised website (public part) based on our members' wishes Key indicator: K1-2A	Development of database management system and new website with specific sections on EP, Intergroup on Ageing and Intergenraional Solidarity, EU2020, EU Year 2010, EU Year 2011, EU Year 2012	x	x	x	x	Secretariat	7.000 + 1.000 (website development and hosting) 8.000
		Translations of articles into 2 nd language	x	x	x	x		
Improving AGE information, communication, awareness campaigning tools (cont.)	A more efficient media strategy	Press releases on major news affecting older people or AGE network	x	x	x	x		22.567,5 (1/2 AM) 2400 (Subscriptions) 24.967,5
								9.900

	Campaign on Intergenerational Solidarity Key indicator: K1-2A	Participation in Spanish Presidency conference and launch of joint brochure on mainstreaming intergenerational solidarity	x	x	x	x	Secretariat in close cooperation with European Youth Forum, EWL, AIM, AIEP, CECODHAS, COFACE, EUROCHILD, RED CROSS	5.400 (translation) 12.000 (printing) 17.400
	Work with EP relevant committees and Intergroup on Ageing and Intergenerational Solidarity, new Commission	Updated brochure on EU institutions and most relevant EU policies for older people EN, FR, DE	x	x	X	X	Secretariat	1.530 (translation) 4.000 (printing) 5.530
	Key indicators: K1-2A K2-2A Survey of external stakeholders	Information briefings on work done by EP, EC and Council, and what older people organisations can do at national level to influence EU work. Development of dedicated page on AGE website.	X	X	X	X	Secretariat	22.567,5 (1/2 AM) 26.328,5 (ML) 48.896
		Collect and post examples of good practice and interesting case studies on website relevant sections	X	X	X	X		

	Monitoring of implications of Lisbon Treaty for policies of relevance to older people Key indicator: K1-2A K2-2A	Regular information and briefing on impact of Lisbon Treaty	x	x	x	x	Secretariat	
	Participation in EU Year 2010 Key indicator: K1-2A K2-2A	Updated briefings on EU Year 2010		x			Secretariat in close cooperation with EAPN and Social Platform	
Improving AGE information, communication, awareness campaigning tools (cont.)	Timely publications Key indicators: K2-1B K2-2A	Annual Report in EN, FR (printed version) + DE (web version)		x			Secretariat	5.000 (print EN-FR) 3.600 (translation) 8.600
		Development and printing of leaflets and position papers	x	x	x	x	Policy officers in liaison with Communication Officer	5.175 (translation) 5.000 (printing) 10.175

<p>Improving AGE visibility as a reliable source of information on older people's views and EU ageing policies</p>	<p>Invitations to present AGE work and views on EU policies in ageing to external stakeholders (EC and presidency conferences, meetings of Intergroup on Ageing, universities, local authorities, social partners, NGOs, etc.) Key indicator K2-1C K2-2B</p>	<p>Preparation of AGE input in relevant events in close consultation with AGE members and experts and publication on AGE website</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>Director, Policy Officers, Executive Committee and Council. Some experts can be mandated to represent AGE if needed.</p>	
<p>TOTAL II</p>								<p>133.468,5</p>

III.- STRENGTHENING THE CAPACITY OF OUR MEMBER ORGANISATIONS TO ADVOCATE AND CAMPAIGN ON BEHALF OF OLDER PEOPLE AND TO INFLUENCE POLICY CHANGE AT NATIONAL AND EUROPEAN LEVEL

Our Objectives:

- ✓ *bridge the gap between senior citizens and the EU institutions by promoting the active participation of our members in the most relevant EU policy processes*
- ✓ *help our members and experts develop better understanding of EU main objectives and policies to enable them to influence and mainstream these in their work at national level*
- ✓ *Develop policy papers and respond to relevant EU consultations and debates in close consultation with our members and experts*

EXPECTED OUTPUTS	ANNUAL TARGET/DELIVERABLES	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBIITY	PLANNED BUDGET
			Q1	Q2	Q3	Q4		
Improved expertise of our network and members/experts on relevant EU policies	Participation of AGE members/experts in AGE policy development through the organisation of 2 meetings of each expert group and e-mail contacts in between Key indicator: K3-1A K3-2A	Expert group on Age Discrimination (ADEG)		x		x	Policy officer and experts	33.547,8 (1/2 RB) 25.380 (meetings)
		Expert Group on Social Protection (SPEG)	x		x		Policy officer and experts	34.379,4 (1/2 MK) 25.380 (meetings)
		Expert Group on Social Inclusion (SIEG)		x		x	Policy officer and experts	34.379,4 (1/2 MK) 25.380 (meetings)
		Expert Group on Health	x		x		Policy officer and experts	24.619,2 (1/2 new staff) 3.990 (meetings)
		Expert Group Employment		x		x	Policy officer and experts	33.547,8 (1/2 RB) 4.560 (meetings)
		Expert Group on ICT and Accessibility		x		x	Policy officer and experts	24.619,2 (1/2 new staff) 3.420 (meetings)
							273.202,80	

Better take up of AGE members priorities in EU policy development	Establish good working relations with relevant EU policy makers	Contact EU up coming Presidencies, relevant EP committees, Intergroup and new Commissioners and DGs: Justice, Fundamental Rights and Citizenship; Employment, Social Affairs and Inclusion Health and Consumer Policy; Digital Agenda; Internal Market; Transport; Research; Committee of the Regions EESC Fundamental Rights Agency EUROFOUND EQUINET Other stakeholders (universities, local authorities, business, etc.)	X	X	X	X	Director, Policy Officers and EP Officer	2.400 (travel to Strasbourg)
Policy papers that reflect better the needs and expectations of AGE members and experts	Draft position papers, contributions to Peer Reviews organised by the	Position papers and responses to relevant consultations (see details in III section)	x	x	x	x	Policy officer and all expert groups under supervision of Director and Council	4840 (Research assistant on older Roma issues)

	SPC and responses to EU major consultations in close consultation with our members and experts (for more information see detailed list of activities under point 4.3 Key indicators: K3-1B K3-2B	Message to Spring Summit on EU 2020	x					
		Contribution to Equality Summit			X			Policy officer and all expert groups under supervision of Director and Council
		Contribution to 2010 EU Year on Social Inclusion	x	X	x	x		
		Preparation of 2011 Year on Volunteering	x	x	x	x		Policy Officers and all expert groups under supervision of Director and Council
		Preparation of 2012 Year on Active Ageing and Intergenerational Solidarity	x	x	x	x		
An efficient Members' section on our website	Updating and developing our Members' section Key indicator: K3-2A	12 month maintenance	x	x	x	x	Web master under supervision of Communication officer and policy officers	3.000
TOTAL III								283.442,8

IV.- MAINSTREAMING GENDER, SOCIAL EXCLUSION AND NON DISCRIMINATION ISSUES IN ALL OUR WORK

Our Objectives:

- ✓ Strengthen our cooperation with European non discrimination networks, European Youth Forum, European Women's Lobby, EAPN and Social Platform
- ✓ Work further with European Youth Forum, EWL, AIM, AIEP and CECODHAS on intergenerational solidarity;
- ✓ Work further with European Disability Forum on accessibility of new technologies and public transport and the promotion of the Design for All concept;

EXPECTED OUTPUTS	ANNUAL TARGET/DELIVERABLES	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBILITY	PLANNED BUDGET
			Q1	Q2	Q3	Q4		
Older people's views and expectations are taken on board in the legacy of the EU Year 2010 against Poverty and Social Exclusion	A series of joint position papers with other NGOs Key indicators: K4-1 K4-2	Policy paper on older Roma (short document) to be launched on Roma Summit on 8 April 2010	x	x			Director, policy officers and communication officer	Since this mainstreaming work, all costs are already included in parts I,II and III.
		Joint position paper with ERIO on older Roma (longer paper prepared by intern) to be launched early October 2010	x	x	x	x		
		Joint position paper with EWL on cross cutting issues gender-age and increased risks of social exclusion and poverty of older women	x	x	x	x		
		Updated position on older migrants	x	x	x	x		
		Joint position paper with ILGA-Europe on older LGBTB people	x					
A stronger awareness and support for EU Year on Active Ageing and Intergenerational Solidarity 2012 and EU	A joint campaign with YFJ, EWL, AIM, AIEP, CECODHAS, COFACE,	Meetings with partner European networks	x	x	x	x	Director, policy officers and communication officer	
		Dissemination of campaign documents on EU Year 2012	x	x	x	x		

Day 29 April	EUROCHILD Key indicators: K4-1 K4-2	A joint brochure and event to mark EU Day around 29 April 2010 (see under III)		x				
Participation in preparation of EU Year of Volunteering 2011	A joint campaign with CEV, and 15 other social and volunteer organisations Key indicators: K4-1 K4-2	Meetings with other European networks	x	x	x	x	Director, policy officers and communication officer	
		Dissemination of campaign documents on EU Year 2011	x	x	x	x		
A successful adoption of proposed Directive on equality in access to goods and services	Common positions on amendments to be proposed to draft directive and position on multiple discrimination Key indicators: K4-1 K4-2	Joint work on the draft directive with ENAR, EDF, ILGA-Europe, EWL, YFJ and Social Platform	x	x	x	x	Director, Policy Officer and ADEG members	
Mainstream gender in all our policy work	Gender proof all our documents K4-3	Work with our with gender experts to mainstream gender on our documents	x	x	x	x	Director, policy officers and gender experts	
Inclusion of AGE concerns in EU debate on key health issues	Joint work with EPHA, BEUC and other health related NGOs to draft common positions on: K4-1 K4-2	Pharmaceutical Package	x	x			Director, health policy officer and Health experts	
		Information to Patients	x	x				
		Cross border patient mobility	x	x	x	x		
Better awareness of concept of Design for All	Work with EDF on standards for	Response with EDF to consultation on	x	x	x	x	Director, policy officer and WGUAIL experts	
					x	x		

among ICT industry	Design for All K4-1 K4-2	standards and issue joint position paper on post i2010.		x	x	x		
TOTAL IV								0

TOTAL GENERAL								859.119,85
---------------	--	--	--	--	--	--	--	-------------------