

Name of the Partner Organisation: **AGE Platform Europe**
Framework Partnership Agreement Reference number: **VS/2010/0588**

ANNUAL WORK PROGRAMME 2012



PART A. HIGHLIGHTS AND UPDATE FOR 2012

1. Operating environment

1.1 External environment

Some important developments have occurred in 2011 or will be launched in 2012, which will influence significantly our work programme 2012:

- The **European Semester** cycle of economic policy coordination started in 2011 and Member States have to submit annual National Reform Programmes (NRPs) setting out the action to be undertaken to strengthen their policies in areas such as employment, social inclusion, non discrimination, innovation, etc;
- The **on-going economic and sovereign debt crisis** is adding to the sense of urgency to implement the key objectives of the Europe 2020 Strategy with regard to financial sector reform, longer working lives and reforms of social protection systems;
- The European Union has ratified the **United Nations Convention on the Rights of Persons with Disabilities** taking the legal commitment to ensure that persons with disabilities and elderly people can enjoy their rights on an equal basis as other citizens and setting out minimum standards for protecting and safeguarding a full range of civil, political, social, and economic rights for people with disabilities and elderly people;
- The European Court of Justice declared in its ruling on the **ECJ C-236/09 Test Achat Case** that as from December 2012 insurers will no longer be allowed to apply differences of treatment between women and men in insurance premiums and benefits;
- A Communication on an **EU Framework for National Roma Integration Strategies** up to 2020 was adopted in April 2011;
- A **Platform for Diversity Management** was set up in 2010 with the support of the PROGRESS programme and its objective is to promote Diversity Charters to encourage employers to implement diversity and equality measures;
- The European Commission organised in 2011 a **seminar on public policies combating discrimination based on age** and produced reports with examples of good practice;
- A **European Accessibility Act** (binding legislation) will be proposed by the EC in 2012 based on the concept of Design-for-All to improve accessibility of goods and services for persons with disabilities and older people;
- **Draft Directive on implementing the principle of equal treatment between persons irrespective of religion or belief, disability, age or sexual orientation:** Following the work done by the Polish Presidency of the EU, the Danish Presidency has decided to continue to work on the ground of “age” in the framework of the working group on social questions;
- A greater attention is paid to the role that local and regional authorities can play in fighting discrimination and social exclusion (follow-up to the **Equality Summit 2011**);
- A decision was reached to have 2012 declared **European Year for Active Ageing and Solidarity between Generations**. The objective of the EY2012 is to fight ageism and promote active ageing and a more positive image of older people and to raise awareness of the huge contributions that older people make to their communities through paid and unpaid work and to promote independent and dignified ageing.
- The new **social Open Method of Coordination** will start in 2012 with the preparation of the National Social Report (NSRs). These reports will be submitted by Member

States together with the National Reform Programmes (NRPs) in mid-April to support the Europe 2020 objective of inclusive growth;

- The Social Protection Committee has set up a Working Group on Ageing issues (**SPC-WG-AGE**) to deal with ageing related policies: employment of older workers, age discrimination in the labour market and in access to goods and services, pension reform (White Paper expected in January 2012), long-term care reform (Communication now foreseen in 2013), etc.
- The first **European Innovation Partnership was dedicated to Active and Healthy Ageing** with a strong dimension on empowerment of older people and creating environments that will help overcome barriers faced by older people;
- The European Commission has issued its proposals for the **EU multiannual financial framework 2014-2020 and future EU programmes**. AGE will need to ensure that older people's rights and interests are taken on board during the negotiations, for example on the proposed **Programme on Rights and Citizenship** (combat age discrimination and promote older people's rights at EU level); the new **European Social Fund** which will support Member States' efforts to tackle the employment crisis and will support regional and local initiatives to fight discrimination faced by older people in employment and occupation; **PROGRESS** (to contribute to the EU work on longer working lives, pensions, long-term care, social inclusion and fight against poverty of older people); **Connecting Europe** (to promote accessible transport and ICT); **Health for Growth** programme; **Consumers'** programme; **Erasmus for All**; etc.

1.2 Internal environment

2012 will be a special year for AGE and our members. During the EY2012 for Active Ageing and Solidarity between Generations, all our members and AGE structures will be very actively involved in activities and campaigns in support of the EY2012 objectives, raising awareness of the contributions that older people make to society through paid and unpaid work, and the barriers they face as a result of ageism and the negative image of older people that still prevail across the EU. To cope with the extra work linked to the implementation of the EY2012 and to campaign on rights conferred by the EU to older people, Alice Sinigaglia, our Campaign and Logistic Officer will now work 4 days/week for our PROGRESS funded team. The remaining day, Ms Sinigaglia will be working on the WeDO project (EP pilot project on elder abuse, DG EMPL) and other research projects. Maude Luherne - our European Parliament Liaison Officer – has decided to move to project work and will no longer be funded by our PROGRESS budget. As from 1st January 2012, AGE work with the European Parliament will be shared between the Secretary General, our Communication Officer and our Policy Officers. Finally, Nena Georgantzi, who is a lawyer, will work one day/week to help us with legal and consumer's rights issues. The remaining 4 days, Nena will be working on research projects.

This means that AGE PROGRESS funded team in 2012 will be composed of the following staff equivalent to 6,6 Full time:

- Anne-Sophie Parent, Secretary General, Full Time
- Maciej Kucharczyk, Managing Director, responsible for pensions and social inclusion issues, Full Time
- Hanan Soussi, Office Manager, responsible for day to day management of financial and membership issues, 4d/week
- Rachel Buchanan, Policy Officer, responsible for non discrimination and employment, volunteering and LLL issues, Full Time
- Julia Wadoux, Policy Officer, responsible for Health, long-term care and accessibility issues, Full Time
- Anne Mélard, Information and Communication Officer, liaison with the European Parliament Intergroup on Ageing, 4 d/week

- Alice Sinigaglia, Campaign and Logistics, 4 days/week
- Nena Georgantzi, Legal Officer, responsible for anti discrimination legislation and consumers rights, 1 day/week

2. Strategic Objectives

2.1 Improve the organisational capacity and management of AGE

2.1.1.: *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:*

The staff evaluations done in September 2011 showed that the changes introduced in the Secretariat's organigramme are welcome by both members and staff and have improved our working methods. The Managing Director (former Policy Officer) provides support to the Secretary General in some management tasks (for example preparing interim and final PROGRESS reports, meeting reports, organisation of staff meetings, etc.) and is able to take some decisions in her absence or to replace her externally when needed. Our objective remains to hire a full time Policy Officer to replace him with someone with a legal background to provide us adequate support on legal and consumer's rights issues. We hope that there will be more funding opportunities in the future to enable us to enlarge our core team and deal with the chronic staff overload as recommended by our external evaluators. AGE's workload has increased a lot over the last years and we are increasingly asked by EU institutions (Council, European Parliament, European Commission, Committee of the Regions) and EU agencies (European Fundamental Rights Agency, European Medicine Agency) to contribute our input on a wide range of EU dossiers to ensure that the rights and interests of older citizens are taken on board in EU policy making. To be able to respond to the growing demands made on AGE, we need to enlarge our PROGRESS funded team (FYI, AGE PROGRESS team has only 6,6 FT equivalent, the smallest team among the 5 PROGRESS funded EU non discrimination networks).

Activities implemented under this objective: Overall management of Secretariat and staff, staff training, staff annual evaluations, performance reporting and data collection, external evaluation and interviews of key external stakeholders which AGE tries to influence by our external evaluators.

2.1.2.: *Support transversal cooperation and exchange of good practice between members and promoting greater involvement of members/experts in AGE work:*

The role of Council members as representative of AGE members in their country is becoming more and more visible at national level and within AGE. Council members consult better with other AGE members in their country prior to Council meetings and when there is a need for national action. In the framework of the EY2012, Council members have become contact persons for the national coordinators and communication agency.

Council members and experts are also more and more often asked to represent AGE in EU and national events and this allows us to use the full range of expertise that is available in our network.

Activities implemented under this objective: AGE statutory meetings (1 Annual General Meeting, 2 Council meetings, 4 Executive Committee), development of AGE website (Members' section).

2.1.3. *Develop AGE membership and representativeness:* AGE membership and representativity keeps growing. Our network now counts 172 member organisations and new applications keep coming in. One Vice-President is now responsible for membership

development and chairs the Accreditation Committee (FYI, AC is composed of 4 Council members who meet on the evening of day 1 of Council meetings).

Activities implemented under this objective: 2 meetings of the Accreditation Committee, 7 visits to members.

2.1.4. Improving AGE financial independence: AGE General Assembly 2011 agreed that 2012 membership fees should be increased by 5% to cover inflation (fees have remained the same for the last two years). However this is not enough to cover our increasing co-funding needs. AGE therefore is looking for external sponsors and has been able to increase its own resources to balance its 2011 financial accounts. For 2012 more efforts will be needed in terms of fundraising and a strategy was debated at the Council in November 2011. Members agreed that given the current context, it would be unrealistic to call on our members to increase their financial contributions to AGE as most of them are going through budget reduction and cuts in their own funding sources. Diverse contacts with potential external sponsors have proved useful and we will explore this further in accordance with our code of ethics for fundraising, and EU and Belgian legislation for NGOs. Contacts taken with potential sponsors confirm that we will be able to raise the necessary funds to meet our co-funding needs.

Activities implemented under this objective: analytical book keeping, check and advise on AGE accounts by external accountant, audits by our certified external auditor of PROGRESS and general final accounts, fundraising activities.

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

2.2.1 Improve AGE communication tools: Our new website is perceived as very useful by our members and external contacts. New interactive tools have been developed which save us time and make, for example, data updating on our membership and registration for AGE meetings much easier. Improving our communication tools is an on-going objective. We have to keep in mind however that only a minority of older people are really computer literate and at ease with new ICT tools. For these reasons, it is important to continue to also keep more traditional and accessible communication tools.

Activities implemented under this objective: website development (public part), translation of website articles in French.

2.2.2 Improve communication with and from members/experts: The new section called "News from AGE members" was developed in 2011 and members can post information they wish to share with others. Members are now using this section which is divided into policy dossiers. See for example the section [Employment and Active Ageing: News from AGE members](#). CoverAge, our monthly online magazine is another tool used by members to communicate information about their activities and challenges.

Activities implemented under this objective: 10 editions of CoverAge, AGE monthly on-line magazine; further development of AGE website section on "News from AGE members", development and update of website Members ' section.

2.2.3 Develop other ways to improve the advocacy and campaigning skills of AGE and its members: To help our members and others understand better what the EU is doing to fight age discrimination and promote equal opportunities for older people, and enable them to forward this information to their own constituencies, AGE will publish a brochure on what the EU does to promote and protect older people's rights. This brochure will be launched in 2012 to mark the EY2012 and will seek to become a useful training tool for our members.

Activities implemented under this objective: Update of website with information on EU citizens' rights and where older people can seek support, publication of a brochure in EN and FR on what the EU is doing to support older people's rights, dissemination of information and communication tools developed by the EC for the EY2012.

2.2.4 Develop a more efficient communication strategy to better influence EU and national policy makers, social partners, media, etc, and other relevant stakeholders

In 2012 AGE will seek to use the momentum of the European Year to achieve more visibility in the media. AGE is quite regularly invited to contribute articles or to provide a quote in EU media and specialised media, but our visibility in national media can be improved. AGE is more and more consulted by national media looking for quick answers on age related issues in other countries but they seldom mention the source of information except in radio interviews.

Activities implemented under this objective: printing and dissemination of AGE annual report, publication of press releases and articles on major EU developments, collection and posting of best practice on the AGE website, dissemination of communication material on EY2012 objectives, planned European Parliament event to present and discuss AGE brochure on what the EU is doing to promote older people's rights.

2.3. 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

2.3.1 Implement the policy priorities agreed by the General Assembly for the period 2011-2013: With the support of our members and experts, we will seek to implement our policy priorities in the field of older people's fundamental rights, i.e. fight against age discrimination in and outside employment, employment of older workers, adequate and sustainable pensions, quality long-term care and fight against elder abuse, fight against social exclusion and poverty in older age, active and healthy ageing, older volunteering and informal carers, ICT and ageing, accessibility of the built environment and transport, etc.

Under this strategic objective we will participate as speakers, moderators or rapporteurs in key EU and national events. FYI: in 2011 AGE participated actively in more than 160 EU and national events as speaker, moderator or rapporteur.

AGE will take part in particular in the following key EU events:

- Launch of the EY2012, January 2012
- Committee of the Regions Conference on EY2012, February 2012
- Seminars organised by the European Commission on good practices in the field of combatting discrimination
- 2nd Annual Convention of the European Platform Against Poverty and Social Exclusion, October 2012
- 6th Equality Summit 2012, November 2012
- European Demography Forum, November 2012
- Closing ceremony of the EY 2012, December 2012

AGE will produce several position papers and responses to key EU dossiers, in particular on:

- Response to EC proposal for a EU Accessibility Act
- Response to White Paper on Pensions
- European Commission Report on "Employment and Social Developments in Europe"
- Message to Spring Council 2012 on social impact of crisis on older people

- Joint Employment Report (part of the Annual Growth Survey 2012) and input to related discussion in EMCO and SPC prior to adoption of JER in Spring EPSCO meeting;
- EC Employment Package: two planned Communications on (1) Towards a jobs-rich recovery and (2) the Specific flexicurity package
- AGE contribution to annual Convention of the European Platform against Poverty and Social Exclusion
- AGE contribution to 6th Equality Summit
- Prepare recommendations for the Commission's review of the impact of directives (2000/78/EC and 2000/43/EC) on equality in access to employment (planned for 2013);
- Follow-up to national debates on the proposed directive on equal treatment outside employment (COM(2008)426) and seek to contribute to relevant debates on the "age" ground in the Social Questions Working Group (SQWG) under the Danish and Cypriot Presidencies;
- EC 2nd annual report on the application of the Charter of Fundamental Rights of the European Union in 2011 (expected in Spring 2012);
- Input to Social Protection Committee Social Monitoring of the Crisis
- EC Communication on Implementation of the Active Inclusion Strategy
- Response to Commission review of the IORP Directive for Institutions for Occupational Retirement Pensions in relation to the Solvency II;
- New proposal of the portability directive (minimum standards for the acquisition and preservation of supplementary pension rights);
- Follow-up to Commission initiatives on removing tax obstacles (double taxation) to cross-border mobility and cross-border investments
- Response to the SPC 2012 Pension Adequacy Report (in link to the fight against poverty among most vulnerable groups, mainly older women)
- Campaign for a carer's leave directive including challenges faced by older informal carers to reconcile work and caring duties.
- EC Communication on Health and safety at work
- 1st report of EC on 'Advancing Roma integration' to be issued in April 2012 on national Roma integration strategies submitted by Member States;
- EC Communication on 'Rethinking skills in the context of Europe 2020'

AGE will also participate in the following working groups:

- Dialogue on the use of age and disability in financial services (insurance and banking) – (DG JUST);
- Forum on the implementation of Article 5 of Directive 2004/113/EC, Gender equality in the access to and supply of insurance and related financial goods and services, (DG JUST)
- EU Agency for Fundamental Rights FRP (Fundamental Right Platform)
- Financial Services Users Group, (DG MARK)
- European Pension Forum (DG EMPL)
- Steering Group of the European Innovation Partnership on Active and Healthy Ageing (DG Health and Consumer Affairs and DG INFSO)
- European Health Policy Forum (DG Health and Consumer Affairs)
- Advisory Board of the Ambient Assistive Living Joint Programme
- Social Protection Committee Working Group on Age (SPC-WG-AGE)
- EY2012 National Coordinators meetings
- Steering Committee of the project 'Support to voluntary initiatives promoting diversity management at the workplace across the EU
- Steering Group on "Awareness raising in the areas of non-discrimination and equality targeted at civil society organisations"

- Civil Society Alliance for EY2013 led by the European Civic Forum to prepare European Year of Citizens 2013.
- Collaborative project on “Promoting the business case for active ageing”, led by CSR Europe,
- Other relevant groups, for example if a group is set by the Commission with external stakeholders to develop concrete options for the implementation of the new proposal for an Accessibility Act and other issues linked to “Connecting Europe”.

Activities implemented under this objective: Monitor EU and national policy developments, develop position papers and open letters to EU policy makers on relevant issues. Facilitate relationship between our members/experts and EU/national institutions, equality bodies, etc. Organise 2 meetings for each of our 6 expert groups (one regular 1,5 day meeting and one joint meeting with 2 expert groups back to back with the 3 thematic seminars we plan to organise in cooperation with the Committee of the Regions on:

- “Creating an age-friendly EU by 2020” with the participation of AGE Anti Discrimination expert group and the Universal Accessibility and Independent Living expert groups
- “The impact of the crisis on older people” with the participation of AGE Social Inclusion expert group and Health expert group
- “Age-friendly labour markets and social protection systems” with the participation of AGE Social Protection expert group and Employment expert group

In the thematic seminars, we plan to invite not only AGE experts but also guest speakers and external stakeholders interested to contribute to the debate. Produce 3 briefings on the topics and outcomes of each of the 3 thematic seminars to raise awareness of the latest developments in EU policies and share AGE and other stakeholders’ views with a wider public. We also plan to co-organise a few events/meetings with the intergroup on Ageing and Solidarity between Generations or other key MEPs (no costs involved for AGE).

2.3.2 Getting our members more actively involved in the Social Open Method of Coordination: our members and experts will monitor the implementation of the renewed Social Open Method of Coordination, and will seek to raise awareness of the challenges that older people face in accessing an adequate income in old age, adequate social protection, health and long-term care. The Social Inclusion Expert Group, Social Protection Expert Group and Health expert groups will be helping AGE assess progress made in the fight against social exclusion and poverty based on the 3 poverty indicators identified at EU level to assess progress toward the Europe2020 objective of reduction by 20 million of persons at risk of poverty.

Activities implemented under this objective: on-going work and support to our expert groups in the development of position papers, in particular AGE response to White Paper on pensions and AGE contribution to the Communication on long-term care, helping members get involved in the preparation, implementation and monitoring of the social OMC at national level. This work will be done in parallel with the joint analysis of both the EU economic governance process, the European Semester, based on the National Reform Programmes and the planned new National Social Reports (under the Social OMC). AGE members will analyse these two reporting mechanisms in parallel and look in particular for synergies between the proposed macro-economic reforms and social policy objectives.

2.3.3 Promoting direct involvement of older people through participatory meetings

Throughout 2012 our objective will be to use the momentum of the European Year to promote a more direct involvement of our members in relevant national and local debates. National coalitions are being set up with a wide range of stakeholders who share the same vision of a society for all ages.

Activities implemented under this objective: Support our members to organise debates involving older people in their country to discuss EU policy developments and the impact these have on older citizens as preparation of European Year 2013 on Citizens.

2.4 How can we better integrate cross-cutting issues (e.g. gender, poverty, disability and non-discrimination) in AGE's day-to-day work?

2.4.1 Campaign in support of active ageing and intergenerational solidarity: Since it was launched by AGE a few years ago, the [EY2012 stakeholders' coalition](#) has grown and keeps on growing. It now brings together 54 stakeholders (NGOs, foundations, social partners, local authorities, industries) who share the same vision and objective to create an age-friendly EU by 2020. AGE will continue to coordinate and to involve the coalition as much as possible in the implementation of the European Year 2012. AGE will also highlight the synergies between EY2012 and the previous 2011 European Year on Volunteering.

Through the preparation of the EY2012 AGE has also started to work more directly with some social partners, for example Eurocommerce, European Builders Federation, as well as business organisations. For example CSR Europe has launched a new collaborative project on "The Business Contribution to Active Ageing" as an initiative to feed into the European Year 2012 under their Enterprise 2020 Strategy and asked AGE to join their stakeholder group as a co-leader. AGE is also working with EPSU on care professionals' issues, i.e. how to improve the working conditions and the challenges faced by older care workers, a highly feminised and ageing workforce.

Activities implemented under this objective: Coordination of the EY2012 stakeholders' coalition; publication of a joint statement with the main achievements of the EY2012 and recommendations for future action to ensure a long-term legacy.

2.4.2 Fighting discrimination outside employment: Our work on discrimination outside employment will concentrate mainly on:

- Discrimination in access to financial products within the Dialogue group on insurance set up by the Commission. In this group we work with the European Disability Forum (EDF) and the European Women's Lobby (EWL);
- Contribute to the debate of Social Question Working Group on the "age" ground;
- Joint work with the European Women's Lobby on the implementation of the ECJ Test Achats case on Article 5 of the directive 2004/113 and on discrimination faced by older women;
- Joint work with EDF to contribute to the preparation of the Accessibility Act (work on accessible transport, ICT, etc.);
- Joint work with EBU and EGDF to draw up recommendations on how to develop age friendly cities in Europe to benefit older citizens who are blind or living with sight loss. These recommendations will also feed into the broader debate on age-friendly environments;
- Joint work with ENAR on multiple discrimination faced by older ethnic minorities and migrants;
- Joint work with ERIO on older Roma issues;
- Joint work with ILGA-Europe to address the discrimination faced by older LGBTI;
- Cooperation with Help Age International to mainstream older people's rights in EU development policies and to organize a high level conference at the end of December 2012 with the UN High Commissioner on Human Rights.

Activities implemented under this objective: a joint EWL-AGE position paper on the discrimination faced by older women including accessing their rights to equal pay, a fair

pension, protection against elder abuse, etc. Joint statements with EDF and ANEC on accessibility issues. Joint AGE-ENAR statement on older migrants. Joint initiative with ERIO on International Roma Day (we are exploring the possibility to co-organise a workshop on older Roma at the 2012 Convention of the European Platform against Poverty and Social Exclusion). Joint statement with ILGA-Europe on discrimination faced by older LGBTB people. Publish all these joint papers in a single document to be disseminated at the 2012 Equality Summit as a joint contribution to the EY2012. Cooperation with Help Age International for the organisation of a High level conference with UN High Commissioner for Human Rights.

2.4.3 Adequate minimum old-age income as a tool to fight poverty and social inclusion among older people:

In line with the 2008 Commission Recommendation on active inclusion (objective to ensure adequate income support) and Article One of the Charter of Fundamental Rights on human dignity, AGE will pursue its work on adequacy of pension income for a dignified old age. It will be based on the development of a “basket of goods and services for older people” that could be adapted to all national contexts and could be used to measure whether older people have adequate resources, either through a pension or in-kind benefits, to live a decent life. Such income standard for an adequate old-age income should in particular address older people’s expectations including non-monetary aspects such as access to quality healthcare services, education and long life learning, decent housing, leisure and social activities or civic participation. AGE is working with the European Centre for Social Welfare and Research and EAPN on this work.

Activities implemented under this objective: Joint campaign with EAPN and joint statement on decent income for all in old age.

2.4.4 Quality of long-term care as a tool to fight elder abuse and promote the dignity and well-being of older people:

In parallel to the implementation of our WeDO project whereby we are developing quality tools for long-term care (LTC) and setting up national coalitions of stakeholders committed to promoting the wellbeing of older people, we will continue to influence the policy debate on the quality of LTC services at EU and national level within our PROGRESS activities together with some key EU actors such as ESN, EPSU, Eurocarers, regional authorities, etc. For AGE a European quality framework for LTC will be a very useful tool to combat a very severe form of age discrimination, i.e. elder abuse, a phenomenon that is found across the EU and in all care settings: at home, in the community and in residential care.

Activities implemented under this objective: development of recommendations to influence the upcoming Communication on long-term care (planned for 2013).

3. Risk Management

3.1 External risks: In the course of 2011 it has become clearer how the Europe 2020 Strategy objectives and work will articulate with the EU’s social objectives at EU level. The challenge for AGE members remains however to influence their National Reform Programme in a way that will deliver tangible and lasting progress for older people as there is no requirement put on Member States to consult with civil society. The challenge for AGE will be to explain and support our members to get involved in the relevant debates at national level.

3.2 Internal risks: The Secretariat’s workload will increase significantly with the implementation of the European Year 2012. Given the upcoming work on legal issues in particular the Accessibility Act, we need to find a way to reinforce the team with a new Policy Officer with a legal background to strengthen the capacity of the Secretariat to monitor and analyse relevant EU and national legislation and case law and use this expertise to build the

capacity of our members on those dossiers. For the moment, under our PROGRESS budget we can only afford to have a Legal Officer 1 day/week. We will continue to look for additional resources for our core activities. We are currently developing a fundraising strategy and would like to attract funding from diverse external sponsors for ad hoc events or campaigns.

4. Performance Measurement

In accordance with instructions received from the European Commission, we will use the following performance indicators to monitor progress in the implementation of our work programme. Our aim is to use the same simple - yet reliable - indicators to be able to assess progress over time (see table below).

The indicators used by the European Commission to collect quantitative data about the PROGRESS programme are in bold.

SUMMARY TABLE: PERFORMANCE MEASUREMENT PLAN

| PERFORMANCE MEASURE | UNIT OF MEASUREMENT | DATA SOURCE | METHOD/ APPROACH OF DATA COLLECTION | DATA REGULARLY AVAILABLE? | DATA ACQUISITION | | PLANNED TARGET FOR THIS WORK PROGRAMME | CRITICAL ASSUMPTIONS |
|--------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|------------------------------|----------------------------------------------------------------|---------------------------|-------------------------------------------------------|----------------------------------------------------|-------------------------------------------------|--------------------------------------------------------|
| | | | | | SCHEDULE/ FREQUENCY | RESPONSIBLE OFFICE/PERSON | | |
| Immediate outcome 1: IMPROVING THE NETWORKS' ORGANISATIONAL CAPACITY AND MANAGEMENT | | | | | | | | |
| Staff retention | Average seniority in permanent staff | AGE staff file | SECUREX data | All year round | Once a year after staff evaluation | Office Manager | Secretary General | |
| Staff training | Number of hours | AGE staff file | Table in AGE staff file | All year round | Once a year (final report) | Office Manager | Secretary General | |
| Staff satisfaction | Satisfaction scale | AGE staff file | Annual staff evaluations | | Once a year | President, Vice-President and Secretary General | President, Vice-President and Secretary General | |
| Members' involvement in statutory meetings | N° pers./meeting /gender /satisfaction | Website | On-line registration for meetings / Satisfaction survey | All year round | Once a year (in January of the following year) | Logistics and Campaign Officer | Secretary General | |
| 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 | Once a year (final report) | Logistics and Campaign Officer and Policy Officers | Secretary General | Will depend on members/experts' willingness to respond |
| Interviews of a few key external stakeholders | Qualitative indicator | External evaluator | Telephone or meeting interview | once | Autumn 2012 | Logistics and Campaign Officer | Secretary General and external evaluator | |
| Membership development | N° of members | Secretariat | AGE files | All year round | Once a year after each GA | Office Manager | Secretary General and external evaluator | |
| Visits to new members | N° of visits | AGE internal files | Progress reports | All year round | Once a year (final report) | Office Manager | Secretary General | |
| Financial independence | % of PROGRESS co-funding | AGE financial reports | Book keeping documents | All year round | Once a year (final report) | Office Manager | Secretary General and Treasurer | |

| PERFORMANCE MEASURE | UNIT OF MEASUREMENT | DATA SOURCE | METHOD/ APPROACH OF DATA COLLECTION | DATA REGULARLY AVAILABLE? | DATA ACQUISITION | | PLANNED TARGET FOR THIS WORK PROGRAMME | CRITICAL ASSUMPTIONS |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|-------------------------------------------------|--------------------------------------------|---------------------------|----------------------------|--------------------------------|----------------------------------------|----------------------------------------------|
| | | | | | SCHEDULE/ FREQUENCY | RESPONSIBLE OFFICE/PERSON | | |
| Immediate outcome 2: 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 POVERTY AND SOCIAL EXCLUSION, DISCRIMINATION AND GENDER INEQUALITY | | | | | | | | |
| Audience for AGE work | N° of hits and visits to AGE website | Website | Website statistics | All year round | Once a year (final report) | Logistics and Campaign Officer | Secretary General and evaluator | Will greatly depend on budget availability |
| | N° of persons receiving AGE publications | AGE internal files | Financial documents | All year round | Once a year (final report) | Logistics and Campaign Officer | Secretary General and evaluator | |
| External stakeholders' satisfaction with AGE advocacy work at EU level | Qualitative indicator | AGE internal files | Interviews done by external evaluator | once | Autumn 2012 | External evaluator | Secretary General and evaluator | |
| Invitations received to send a speaker/moderator/rapporteur to EU and national events | N° of AGE representatives who participated in an active role in external events | List of events in which AGE took an active part | Website | All year round | Once a year (final report) | Managing Director | Secretary General | |
| Visibility in media | N° of references to AGE work in media | AGE internal files | Template to be filled after each interview | All year round | Once a year (final report) | All staff concerned | Secretary General and evaluator | Feedback depends also greatly on journalists |

Immediate outcome 3: REINFORCING THE ADVOCACY AND CAMPAIGNING SKILLS OF THE NETWORKS AND ITS MEMBERS' ORGANISATIONS 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 | Once a year (final report) | Logistics and Campaign Officer | Secretary General | |
|---------------------------------------------|--------------------------------------------------------------------------------|--------------------|----------------------------------------------------------------------------|-----------------------|-----------------------------------|---------------------------------------|----------------------------------|--|
| Experts input on AGE work | N° of experts involved in AGE work Qualitative assessment of experts' input | AGE internal files | Experts annual report | All year round | Once a year (final report) | Policy Officers | Secretary General | |
| Policy papers produced | N° of position papers, briefings, toolkits, good practices published | AGE website | Tags to retrieve documents and good practices/ participants questionnaires | All year round | Once a year (final report) | Policy Officers | Secretary General and evaluators | |

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 | Once a year (final report) | Policy Officers | Secretary General and evaluator | |
| Alliances with other NGOs | Qualitative assessment of alliances | website | Search by tags in website | All year round | Once a year (final report) | Policy Officers | Secretary General and evaluator | |
| Joint work with other stakeholders | Quantitative and qualitative assessment of joint work | website | Search by tags in website | All year round | Once a year (final report) | Policy Officers | Secretary General and evaluator | |

Comments/Notes:

5. External evaluation

Three years ago, together with our external evaluator (ISEE) we developed a triennial performance evaluation method to analyse AGE's performance throughout the 3 year strategic plan cycle with:

- A membership survey and data collected on above key indicators in Year 1
- An external stakeholders' survey and data collected on above key indicators in Year 2
- An internal discussion with our membership for the definition of our next Strategic Plan based on the outcome of both surveys and key indicators in Year 3

In 2012, our external evaluators will undertake interviews per telephone and/or meetings and will draw conclusions and recommendations that will be shared and discussed at our General Assembly 2013 together with the results of the membership survey done in 2011, to help prepare our next Strategic Plan.

The external evaluators will also use the information collected through the key indicators listed in the above table to evaluate progress achieved in 2012. All data will be analysed and presented by our evaluators to our Council in March 2013 who will make recommendations to the General Assembly in May 2013 to ensure that we make progress toward our strategic objectives.

Finally the external evaluators prepare once a year a short evaluation report based on information provided by AGE in its final report.

Financial audit: Our final PROGRESS and general accounts 2012 will be audited by a certified external auditor in March 2013 and presented to AGE Council in March 2013 for approval on behalf of the General Assembly. The certificates will be included in our final report to be sent to the European Commission by end of March 2013.

In accordance with our statutes, the 2012 financial report and activity report will be presented to our General Assembly 2013 for ratification.

AGE ANNUAL WORK PLAN TEMPLATE

Year 2012

| I.- Improving AGE capacity and management | | | | | | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|--------------------------------------------------------------------------|-----------|----|----|----|------------------------------------------------------------------------------------------|
| <i>Objectives:</i> | | | | | | | |
| <ul style="list-style-type: none"> ✓ <i>Improve AGE Secretariat's working methods</i> ✓ <i>Support transversal cooperation and exchange of good practice between members and promoting greater involvement of members/experts in AGE work</i> ✓ <i>Develop AGE membership and representativeness:</i> ✓ <i>Improve AGE financial independence</i> | | | | | | | |
| EXPECTED OUTPUTS | ANNUAL TARGET/ DELIVERABLES | PLANNED ACTIVITIES | TIMEFRAME | | | | PLANNED INPUTS/BUDGET (refer to budget lines) |
| | | | Q1 | Q2 | Q3 | Q4 | |
| Capacity building: | Staff retention | Management of the secretariat | X | X | X | X | A23 |
| | Staff training | Joint and individual staff training | X | X | X | X | A24 C58 C59 |
| | Staff satisfaction Staff performance | Annual staff evaluation | | | X | | C60 D62 D63 |
| | Performance reporting | External stakeholders' interviews and annual external evaluators' report | X | X | X | X | D64 E79 E84 E86 E101 E102 E103 E104 E105 E106 E107 E108 |

| | | | | | | | |
|------------------------------------------|----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---|---|---|---|-------------------|
| Capacity building: | Increased number of persons taking part in AGE statutory meetings | Organisation of AGE statutory meetings: 1 General Assembly | | X | | | B32 B33 B34 |
| | | 2 Council meetings | | X | | X | B35 B36 B37 |
| | Improved satisfaction of members participating in AGE statutory meetings | 4 Executive Committee | X | X | X | X | E71 E80 E81 |
| | | 2 Accreditation Committee meetings | | X | | X | E82 E87 E88 |
| | Reporting mechanism for Council members | Development of website Members' section | X | X | X | X | E89 E92 E93 |
| | | Report and discussion at Council on members' involvement and exchange | | X | | X | E96 E97 |
| Awareness raising and capacity building: | Recruitment of new members by Council members | Visits to members by Executive Committee and Secretariat | X | X | X | X | B52 B53 |
| Capacity building: | Sound and transparent financial procedures with increased financial independence Accounts successfully audited | Analytical book keeping | X | X | X | X | A25 |
| | | Final PROGRESS and general accounts checked once a year by external accountant | X | | | | E85 |
| | | Final PROGRESS and general accounts checked once a year by external certified auditor | | | | | E100 |

TOTAL: 533.174,10

II- IMPROVE AGE CAPACITY TO VOICE THE CONCERNS AND EXPECTATIONS OF OLDER PEOPLE AND TO INFLUENCE POLICY MAKING AT EU AND NATIONAL LEVELS

Our Objectives:

- ✓ *Improve AGE communication tools*
- ✓ *Improve communication with and from members*
- ✓ *Develop other ways to improve the advocacy and campaigning skills of AGE and its members*
- ✓ *Develop a more efficient communication strategy to better influence EU ad national policy makers, social partners, media, and other stakeholders*

| EXPECTED OUTPUTS | ANNUAL TARGET/ DELIVERABLES | PLANNED ACTIVITIES | TIMEFRAME | | | | PLANNED INPUTS/BUDGET (refer to budget lines) |
|--------------------|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|----|----|----|--------------------------------------------------|
| | | | Q1 | Q2 | Q3 | Q4 | |
| Awareness raising: | Improved audience for AGE information, communication, awareness campaigning tools | Information and communication work in secretariat | X | X | X | X | A28 |
| | | Website development (public part): drafting and translating newsflashes, web articles and press releases on latest EU policy developments, posting of good practice on website, dissemination of EY2012 information. | X | X | X | X | E66 E67 E68 |
| | | Production and translation of 10 editions of CoverAge (on-line magazine) | X | X | X | X | E69 |
| | | Translation and publication of AGE Annual report 2012 | | | | X | E73 E76 |

| | | | | | | | |
|------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|----------|------------|
| Awareness raising and capacity building: | Raise public awareness of EU non discrimination legislation and rights conferred by Charter of Fundamental Rights of the EU | Dissemination of information on EU action on older people's rights; Translation and publication of a brochure in EN and FR on what the EU is doing to support older people's rights | | | | X | E70 E77 |
| TOTAL: | | | | | | | 74.354,05 |

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:

- ✓ *Implement the policy priorities agreed by the General Assembly for the period 2011-2013*
- ✓ *Get our members/experts more actively involved in the Social Open Method of Coordination*
- ✓ *Promote direct involvement of older people through participatory meetings*

| EXPECTED OUTPUTS | ANNUAL TARGET/ DELIVERABLES | PLANNED ACTIVITIES | TIMEFRAME | | | | PLANNED INPUTS/BUDGET (refer to budget lines) |
|-------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|-------------------------------------------|-----------|----|----|----|--------------------------------------------------|
| | | | Q1 | Q2 | Q3 | Q4 | |
| Policy papers Identification of good practice Monitoring of EU policies implementation | Policy work and on-going consultation with our network of experts and members | Policy work in Secretariat | X | X | X | X | A26 A27 A30 |
| Policy papers Identification of good practice Monitoring of EU policies implementation | organisation of bi-annual meetings | Expert group on Age Discrimination (ADEG) | | | | | B38 B39 E90 (1/6) E94 (1/6) |
| | organisation of bi-annual meetings | Expert Group on Social Protection (SPEG) | | X | | X | B40 B41 E90 (1/6) E94 (1/6) |

| | | | | | | | |
|----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|---|---|---|---|--------------------------------------|
| Policy papers Identification of good practice Monitoring of EU policies implementation | organisation of bi-annual meetings | Expert Group on Social Inclusion (SIEG) | X | | X | | B42 B43 E90 (1/6) E94 (1/6) |
| | organisation of bi-annual meetings | Expert Group on Health and Long-Term Care | X | | X | | B46 B47 E90 (1/6) E94 (1/6) |
| | organisation of bi-annual meetings | Expert Group Employment, Volunteering and LLL | | | | | B44 B45 E90 (1/6) E94 (1/6) |
| | organisation of bi-annual meetings | Expert Group on ICT and Accessibility | | | | | B48 B49 E90 (1/6) E94 (1/6) |
| Campaigning and awareness raising | Influence EU policy objectives and priorities at EU and national levels | Participation in key EU and national events | X | X | X | X | B54 |
| | | Participation in European Parliament meetings (intergroup on Active ageing and solidarity between generations, committees, etc.) | X | X | X | X | B55 B56 |
| | | Participate in relevant EU working groups and advisory bodies | X | X | X | X | No cost to AGE |

| | | | | | | | |
|-----------------------------------|-------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|---|---|-----------------------------------------------|
| Campaigning and capacity building | Influence EU policy objectives and priorities at EU and national levels | Organise 3 thematic seminars in cooperation with the Committee of the regions on: <ul style="list-style-type: none"> • “Creating an age-friendly EU by 2020” • “The impact of the crisis on older people” • “Age-friendly labour markets and social protection systems” | X | X | | X | B50 B51 E72 E83 E91 E95 E99 |
| Campaigning and capacity building | Influence EU policy objectives and priorities at EU and national levels | Drafting, translation and publication of the outcomes of 3 thematic seminars organised in cooperation with the Committee of the regions on: <ul style="list-style-type: none"> • “Creating an age-friendly EU by 2020” • “The impact of the crisis on older people” “Age-friendly labour markets and social protection systems” | | X | X | X | E75 |
| TOTAL: | | | | | | | 243.223,04 |

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

Our Objectives:

- ✓ *Campaign in support of active ageing and intergenerational solidarity*
 - ✓ *Fighting discrimination outside employment*
 - ✓ *Minimum pension as a tool to fight poverty and social exclusion among older people*
- Quality of long-term care as a tool to fight elder abuse and promote the dignity and wellbeing of older people*

| EXPECTED OUTPUTS | ANNUAL TARGET/ DELIVERABLES | PLANNED ACTIVITIES | TIMEFRAME | | | | PLANNED INPUTS/BUDGET (refer to budget lines) |
|-------------------------------|----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|----|----|----|--------------------------------------------------|
| | | | Q1 | Q2 | Q3 | Q4 | |
| Campaigning and policy papers | Joint campaign and active participation of stakeholders in EY2012 activities and EU Day on Solidarity between Generations: | Coordination of EY2012 coalition and AGE campaign and policy work on Active Ageing and Solidarity between Generations by Secretariat | X | X | X | X | A29 |
| | | Drafting with the EY2012 coalition and publication on AGE website of a joint statement with the main achievements of the EY2012 and recommendations for future action to ensure long-term legacy to EY2012. | | | X | X | No cost to AGE PROGRESS budget |

| | | | | | | | |
|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|---|---|----------------------------|
| Campaigning and policy papers | Position papers on discrimination faced by older women, older migrants, older Roma, older persons with disabilities, older LGBTBI | Drafting, translation and publication of a brochure with joint statements prepared during the course of the year by AGE and: <ul style="list-style-type: none"> • EWL • ENAR • ERIO • EDF • ILGA Europe • EGDF (European Guide Dog Federation) | X | X | X | X | E74 E78 |
| Awareness raising and policy papers | Cooperation with Help Age International to mainstream older people's rights in EU development policies | Development of a joint policy paper and participation in high level conference organised by Help age International with UN High Commissioner for Human Rights in Germany in December 2012 | | | X | X | No cost to AGE |
| Awareness raising and campaign | Joint campaign with EAPN on decent minimum income in old age | Development of joint position papers | X | X | X | X | No additional costs to AGE |
| Policy papers | Policy work with EPSU, ESN, Eurocarers | Develop common understanding and if possible joint policy papers on issues around long-term care services for older people in preparation to EC Communication on LTC planned for 2013 | X | X | X | X | No additional costs to AGE |
| TOTAL: | | | | | | | 52.396,00 |