

**AGE - the European Older People's Platform**  
**Reference number: VS/2007/0656**  
**Annual Work Programme 2009**

In line with 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 2009.

## **1. Highlights of our work programme 2009**

### **1.1 Key EU processes to which AGE wants to contribute in 2009**

In accordance with our Strategic Plan and PROGRESS objectives, our work programme 2009 will aim to contribute to the following key EU policy processes:

- The implementation of the renewed Social Agenda Forum and the debate on social innovation and the longer term reflection on the social dimension of the EU;
- The EU response to the financial and economic crisis;
- 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 implementation of the Employment Directive with regards to age, the 3<sup>rd</sup> Equality Summit 2009; the follow-up of the UN Convention on disabled people;
- The follow-up to the 2nd European Demography Report (2008) “Meeting Social Needs in an Ageing Society; the work of the European Alliance for Families and High Level Group on Demography;
- The active ageing objective of the renewed Lisbon Strategy, the implementation of the flexicurity principles in relation to older workers, the Spring Summit and the preparation of the post-Lisbon cycle;
- The Streamlining process in social protection (pensions), social inclusion and health/long term care (LTC);
- The 2009 European Year of Creativity and Innovation: an opportunity to stimulate innovation and job creation in LTC sector using new technologies;
- The on-going debate on Services of General Interest and Social Services of General Interest;
- The Platform (civil society network) set up by the European Union Agency for Fundamental Rights (FRA);

- The implementation of the new European Health Strategy's objective on healthy ageing
- The i2010 Strategy 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 and social housing;
- EU regional policy in the field of ageing;
- The EU Research Agenda on ageing;
- The ratification process for the Reform Treaty;
- The European Parliamentary elections in 2009 and re-establishment of the Intergroup on Ageing; the nomination of the new Commission,
- 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 we will aim at strengthening the capacity of our Secretariat to provide effective and tailored-made support to our members, experts and other relevant stakeholders to help them become more actively engaged in AGE's work and structures.

Through an internal survey of our membership carried out in October 2008 as part of our tri-annual evaluation strategy, we have been able to identify some areas where we could improve the services we provide to our members and external stakeholders (faster dissemination of publications, a better coherence between the English and French parts of our website, better organisation of the logistics and preparation of documents for all meetings and events, ensuring that translations of documents are dealt with more promptly, etc.). For the moment, we are not offering optimal services in these areas due to an overload of our existing staff. This is why we propose to open up a part-time position for an administrative assistant to provide administrative and logistic support to our team.

This is even more necessary because in 2009 we will run two awareness campaigns on Intergenerational Solidarity and on European Parliamentary Elections, and these are activities which require a high amount of administrative tasks (development and management of dedicated webpages, translation and dissemination of documents, etc.). The administrative assistant will also help collect the relevant data for the performance reporting exercise. The budget for this new position will come from the part-time research assistant position we had allocated in our budget 2008 which will no longer be required since we have just signed an agreement with the Maastricht University which will provide us with an intern to work on research. This follows their request to send an intern to AGE every spring for a few months to do some research on EU ageing policies with our help as part

of their European Bachelor Studies.

Activities implemented under this strategic objective will include:

- ✓ The coordination of our day-to-day policy work,
- ✓ Network management,
- ✓ Fundraising activities to ensure long term financial sustainability,
- ✓ Membership development in EU27 and Croatia,
- ✓ The organisation of AGE governing bodies (General Assembly, Council, Executive Committee and Accreditation Committee),
- ✓ The implementation and fine tuning of our revised governance rules (internal rules revised in 2008),
- ✓ The implementation of our new staff management policy which includes an annual performance evaluation and training,
- ✓ Data collection and processing in line with the PROGRESS new performance reporting method,
- ✓ A survey of our most relevant external stakeholders,
- ✓ An external evaluation.

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 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**

Our society is ageing rapidly and there is an urgent need to adapt policies and structures across the EU to turn the challenge of demographic ageing into an opportunity and to ensure that equal opportunities are available for all people regardless of their age. Too often older people are still portrayed as unproductive and a burden to public finances. This approach is not only discriminatory against older people but it does not acknowledge the huge contribution that they make to their communities and prevents them from participating more actively in society.

Under this strategic objective we will seek to promote older people's wish for a society inclusive of all ages based on greater solidarity and cooperation between generations, their desire to remain actively involved and to contribute to society even when dependency arises, their concerns about the negative image of ageing and their wish to enjoy equal opportunities in all areas of life. To judge by the increasing number of visits to our website and requests for our publications and on-line magazine, a growing number of stakeholders (members, experts and external parties) are using AGE information tools as a reliable and well documented source of information on EU policies and institutions, on older people's needs and expectations across the EU and on the most relevant actors influencing EU and national policy development on ageing.

Activities implemented under this strategic objective will include:

- ✓ Providing information on all relevant EU policies and initiatives (see under point 1.1 for the list of EU policies and processes that AGE will seek to influence), how these policies may be useful in responding to older people's needs and expectations and how they should coordinate with national and local action, and how civil dialogue can influence change for the benefit of older people and the general interest;
- ✓ Sharing information on good practice,
- ✓ Collecting and raising awareness on interesting case studies,
- ✓ The development of the public part of our website, in particular the development of dedicated pages on the European Parliamentary Elections, the Reform Treaty ratification process, the 2010 European Year on Combating Poverty and Social Exclusion and our campaign on intergenerational solidarity,
- ✓ Publications and other external communication activities, such as newsflashes and press releases.

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.**

It is of utmost importance that our members develop a strong sense of ownership of the work that AGE does on their behalf, and that they are empowered to use this work for their own needs and to influence policy change at national level, 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 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.

Under this strategic objective we will seek to help our members use the knowledge and skills they draw from their involvement in AGE to build their own capacity to influence European and national policy making. 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,
- ✓ Collecting members feedback on older people's expectations at national level,
- ✓ Policy development based on members feedback,
- ✓ 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.

## Detailed activities per policy area

- Non discrimination:
  - ✓ Updated position paper on proposed directive on equal treatment between persons irrespective of religion or belief, disability, age or sexual orientation outside employment,
  - ✓ Participation in meetings of the Non-Discrimination Governmental Expert Group with NGOs and other relevant meetings, including with insurance companies,
  - ✓ Active participation in the Media and Diversity conference organised by the Commission in Prag in February 2009;
  - ✓ Active participation in the seminar on Positive Action organised by the Commission in February 2009 ;
  - ✓ Updated policy position on multiple discrimination to feed into multiple-discrimination seminar planned by Commission,
  - ✓ Updated AGE position on Fundamental Rights
  - ✓ Joint position paper with ERIO on multiple discrimination faced by older Roma,
  - ✓ Position paper on positive action,
  - ✓ Policy statement for the 3<sup>rd</sup> Equality Summit (November 2009),
  - ✓ Set of recommendations on what mainstreaming non-discrimination on age in all areas means to feed into the EC debate,
  - ✓ Assessment of implementation of the Employment Equality Directive,
  - ✓ Closer cooperation (networking) with Equinet;
  - ✓ Greater involvement of AGE members with national equality bodies (networking);
  - ✓ Response to the FRA consultation of stakeholders on its 2010 work programme
  - ✓ Active role in FRA's Fundamental Rights Platform,
  - ✓ Feed into EC thematic conference on the role of civil society and trade unions in the fight against discrimination (June 2009).
  - ✓ On-going data collection and dissemination about age discrimination, case law, etc.
- Equality between women and men:
  - ✓ 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.
- Intergenerational solidarity
  - ✓ Joint campaign with European Youth Forum, EWL, CECODHAS, AIM and AIEP to raise awareness of EU Day on Intergenerational solidarity (29 April) and lobby in support of the 2012 European Year on Active Ageing and intergenerational solidarity,
  - ✓ Dissemination of brochure developed with King Baudouin Foundation on mainstreaming intergenerational solidarity in relevant policy areas,
  - ✓ Mainstreaming migrants concerns in the context of intergenerational solidarity.
- Employment of older workers and life long learning:
  - ✓ Position paper on mandatory retirement ages,
  - ✓ Position paper on mitigating the impact of the financial crisis on older workers,
  - ✓ EU seminar to present EU projects on older workers (mature@eu, Workability Europe, Health Management for Older Workers...) to share best practice and

- draw recommendations for active ageing policies (EUROFOUND has expressed an interest in joining forces with AGE for the organisation of this seminar),
- ✓ Review of ageing dimension in updated National Reform Programmes to feed into the Commission's Annual Progress Report,
  - ✓ Set of recommendations to help our members lobby national governments to improve implementation of the Employment Equality Directive, based on AGE's 2008 assessment and collected case studies/examples of good practices,
  - ✓ Position paper on benefits of life long learning for the promotion of active ageing,
  - ✓ Assessment of benchmarking exercise on seniority and wages,
    - Social inclusion and Social protection including adequacy of income in old age:
      - ✓ Publication of a brochure on pensions reforms to ensure intergenerational solidarity and fairness
      - ✓ Assessment of National Strategy Reports and recommendations for future reports;
      - ✓ AGE "OMC shadow report" on social protection and social inclusion,
      - ✓ Preparatory work for the European Year 2010 Against Poverty and Social Exclusion
    - Older people as volunteers:
      - ✓ Joint campaign for a European Year on Volunteering with other NGOs advocating the interests of volunteers (CEV, European Youth Forum, Social Platform, Red Cross, etc.)
      - ✓ Position paper on benefits of volunteering for the promotion of active ageing as lobby tool for the 2011 European Year on Volunteering and the 2012 European Year on Active Ageing and Intergenerational Solidarity.
    - Health and long term care:
      - ✓ Position paper on quality of care and the prevention of elder abuse for the CZ Presidency conference (April 2009)
      - ✓ Position paper on healthy and dignified ageing for Swedish Presidency conference (September 2009)
      - ✓ 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 the EU Health 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
    - Bridging the digital divide which excludes older people from the information society:
      - ✓ Continuous participation in eInclusion stakeholder Group meetings organised by DGINFSO
      - ✓ Working with the ICT industry (EICTA) to ensure that they take into account the needs of older people

- ✓ Follow up to the EU strategy on e-Inclusion for older people in the context of 2009 EU Year on creativity and innovation and in preparation for the 2010 EU Year on Social Inclusion
- ✓ Position paper on the e-inclusion of older people in preparation for the 2010 European Year on Combating Poverty and Social Exclusion.
  - Accessibility of the build environment and public transport:
- ✓ 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.
- ✓ Position paper on age inclusive built environment, housing and public transport in preparation of the EU Year on Social Inclusion 2010.
  - Research on ageing
- ✓ Sharing information and involving our members and experts in other research projects in which AGE is involved.
  - Regional Policy
- ✓ Joint brochure with Committee of Regions on the potential synergies between the United Nations Madrid International Plan of Action on Ageing and its UNECE Regional Implementation Strategy, the WHO Age friendly cities project and primary care services programme, and EU ageing policies.

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 and with the European Youth Forum, European Women's Lobby, EAPN and the Social Platform.

Activities implemented under this strategic objective will include:

- ✓ Our joint work to prepare the European Year against Poverty and Social Exclusion 2010 (with EAPN and the Social Platform AGE will publish a position paper on the impact of the financial and economic crisis on old age poverty),
- ✓ The campaign to support the adoption of the European Year on Active Ageing and Intergenerational Solidarity in 2012 and an event to mark the European Day on Intergenerational Solidarity and Cooperation on 29 April (with the European Youth Forum, EWL, AIM, AIEP, Erste Foundation, King Baudouin Foundation and Viure I Conviure Foundation, and Slovenian Ministry of Labour and Social Affairs),

- ✓ Our joint campaign in support of the proposed European Year of Volunteering (with CEV, the European Youth Forum and a group of other NGOs),
- ✓ Our joint work on the proposed Directive on non-discrimination beyond employment and feeding in to the Commission's work on multiple discrimination and positive action (with ENAR, ILGA-Europe, EDF, EWL, the European Youth Forum and the Social Platform),
- ✓ A joint position on the impact of pensions reforms on the poverty risk of older women with EWL,
- ✓ Joint position paper with ERIO on multiple discrimination faced by older Roma,
- ✓ Joint work on the Pharmaceutical Package, Information to Patients and cross border patient mobility with group of health NGOs,
- ✓ Joint work with EICTA (ICT industry) on mainstreaming older people's needs in ICT products and AAL services.

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**

With 2009 starts a new bi-annual cycle of the EU work on demography. As explained at the 2<sup>nd</sup> Forum on Demography and in the renewed Social Agenda, the challenge of demographic ageing will remain one of the top priorities at EU level for many years. Policy makers are aware of the need to find new approaches to meet the challenges that our societies are facing and to find sustainable solutions which are fair to everyone. Several important dossiers have opened up at European level which are of direct relevance to older people and it is of the utmost importance that our members build their capacity to influence these at national level to complement the work that AGE does on their behalf at European level.

During the first year of our triannual Strategic Plan, 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 development in order to shape national policies that better meet the needs of their ageing populations.

With the election of a new European Parliament and the nomination of a new Commission in mid-2009, this will also require some flexibility 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.

## **3. Risk Management**

The risks identified in our Strategic Plan remain valid in 2009 (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, and difficulty that European social NGOs face in retaining their qualified staff). To address these, we will continue to implement the measures

agreed in 2008 (see AGE Work Programme 2008) as these seem to deliver a positive outcome.

But our main challenge in 2009 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.

The high inflation which has prevailed since a year is another challenge for AGE over which we have no control. To compensate part of the loss, we are increasing slightly our annual budget based on an EC contribution increased by 2,5% as proposed in the tri-annual budget that accompanied our Strategic Plan. Since the real inflation in 2008 is around 5,8% in Belgium, this means that AGE will have a lower budget in real terms compared to 2008. The impact of inflation and the fact that our share of co-funding is increased by 1% as requested by the PROGRESS degressivity rules, will require an additional effort from AGE to raise the necessary funds to run our work programme.

#### **4. Performance measurement**

To be able to collect relevant data on the key performance indicators we have been asked to use by the Commission for the general reporting on PROGRESS (Institutional and capacity building work, monitoring reports, position papers, identification of good practices and information/campaigning activities), we have developed the following indicators to assess AGE's work. At its meeting in December 2008, the Council nominated a team of 3 internal reviewers (chosen among Council and expert groups members) who will be responsible for assessing the implementation of our triannual Strategic Plan (after 18 months) based on our activity report 2008 and interim report 2009 presented by the Secretariat and key indicators. The mid-term internal review will be presented at the General Assembly 2009 in order to assess if measures or changes are needed.

##### **4.1 Key performance indicators that will be 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 2009 (mid-term evaluation);
- K1-3D: Number of persons/hours of AGE members involved in statutory meetings.

#### **4.2 Key performance indicators that will be 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 (new section developed in 2008).

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

- K2-2A: Membership satisfaction level based on internal membership survey 2008;
- K2-2B: External stakeholders satisfaction with AGE activities, based on survey undertaken by PPMI in 2009.

#### **4.3 Key performance indicators that will be 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;
- K3-2B: External stakeholders satisfaction with AGE activities, based on PPMI survey.

#### **4.4 Key performance indicators that will be 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**

Now that the new performance evaluation system is in place (we received some new instructions on , we plan to ask an external evaluator to analyse the data collected through the internal mid-term review and external stakeholders' survey undertaken by PPMI to assess AGE performance against the identified PROGRESS outputs and AGE immediate outcomes. All relevant documents will be made available to the external evaluator including additional information that the evaluator may wish to see on some key indicators (such as presence lists, or copies of material developed, etc.). We estimate the work of the external evaluator to be around 4 days in the autumn 2009 (2 days for data analysis, 1 day for drafting the evaluation report and 1 day for presenting it with recommendations to our Autumn Council meeting). To obtain the best offer, we will seek 3 quotes from external evaluators well know among European NGOs.

For the financial audit, we will proceed as in past years and have a certified external auditor audit our accounts twice in 2009 (interim and final audit).

In accordance with our statutes, these documents will be presented to our General Assembly 2010 for formal approval.

The General Assembly 2009 will be presented with our audited accounts 2008 and the outcome of the internal membership survey undertaken in 2008.

**a. AGE ANNUAL WORK PLAN 2009**

**I.- IMPROVING AGE CAPACITY AND MANAGEMENT**

*Objectives:*

- ✓ *Develop the capacity of our Secretariat to provide tailored made support to our members*
- ✓ *Implement our new method to 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 Croatia*
- ✓ *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: <b>key indicator K1-1A</b></p> <p>External evaluation of AGE progress toward PROGRESS outputs and AGE strategic outcomes: <b>key indicator K1-1B</b></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	<p>117.469 (ASP)  33.600 (rent office)  8.400 (tel internet)  2.880 (postage)  3.600 (office supplies)  3.600 (office cleaning)  6.360 (insurance)  1.600 (staff travel)  6960 (staff lunch vouchers)  2.802 (staff training)  27.000 (staff pension plans)  7.680 (IT)  800 (small repair)  782,08 (lap top)  10.260 (IT equipment)  1.102,44 (photocopy)</p> <p style="text-align: right;"><b>234.895,52</b></p>
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		Performance reporting data collection	x	x	x	x	Administrative assistant under supervision of Director	16.549,36 (assistant) 5.000 (external evaluation)  <b>21.549,36</b>
Sound and transparent financial procedures with increased financial independence	Lower share of EC co-funding in AGE PROGRESS work programme 2009: <b>key indicator K1-2A</b> Increased share of own resources and sponsorship in annual global accounts 2009: <b>key indicator K1-2B</b>	Analytical book keeping	x	x	x	X	Office Manager under the supervision of Director	53.410,72
		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: <b>key indicator K1-3A</b>	Presentations of AGE work and EU policies relevant to older people to potential members	X	X	X	X	Secretariat	GA: 55.280 CA: 43.230 CE: 9.310 Accreditation Committee: 0 (costs covered under CA)	
	Higher number of countries represented in AGE network: <b>K1-3B</b>								
	Higher number of individuals directly represented or services by AGE: <b>K1-3C</b>	Organisation of AGE statutory meetings: 1 General Assembly		X					
	Higher number of members involved in AGE statutory bodies: <b>K1-3D</b>	2 Council meetings	X		x				
		4 Executive Committee	X	x	x	X			
		2 Accreditation Committee meetings	x		x				
<b>TOTAL</b>								<b>107.820</b>	
								<b>425.820,6</b>	

**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: <b>K1-2A</b>	ongoing maintenance	x	x	x	x	Secretariat	5.500 (website)
		translations of articles into 2 <sup>nd</sup> language	x	x	x	x		
		11 editions of CoverAge (on-line magazine)	x	x	x	x		22.344
	A more efficient media strategy	Press releases on major news affecting older people or AGE network	x	x	x	x	Secretariat	30.828,6 (KV) 2400
Improving AGE information, communication, awareness campaigning tools (cont.)	Campaign on Intergenerational Solidarity Key indicator: <b>K1-2A</b>	Event to mark EU Day and launch of brochure on mainstreaming intergenerational solidarity Dedicated Webpage		X			Secretariat in close cooperation with European Youth Forum, EWL, AIM, AIEP, CECODHAS	
			x	x	x	x		<b>33.228,6</b>

	Information campaign on EP elections and Intergroup on Ageing, new Commission  Key indicators: <b>K1-2A</b> <b>K2-2A</b> <b>Survey of external stakeholders</b>	Toolkit on EP elections in EN, FR, DE  Information briefing and recruitment campaign for Intergroup on Ageing	x	x		X	X	Secretariat	30.828,6(KV)
	Monitoring of Treaty ratification process Key indicator: <b>K1-2A</b> <b>K2-2A</b>	Regular information and briefing on Reform Treaty	x	x	x		x	Secretariat	
	Preparation of EU Year 2010 Key indicator: <b>K1-2A</b> <b>K2-2A</b>	Updated briefing on EU Year preparation		x				Secretariat in close cooperation with EAPN and Social Platform	
Improving AGE information, communication, awareness campaigning tools (cont.)	Timely publications Key indicators: <b>K2-1B</b> <b>K2-2A</b>	Annual Report in EN, FR, DE		x				Secretariat	8.000 (print RA) 3.780 (traduction)
		Development and printing of leaflets and position papers	x	x	x	x		Policy officers in liaison with Communication Officer	

<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 <b>K2-1C</b> <b>K2-2B</b></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><b>TOTAL</b></p>								<p><b>103.681,2</b></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: <b>K3-1A</b> <b>K3-2A</b>	Expert group on age discrimination (ADEG)		x		x	Policy officer and experts	32.839,4 (RB) 25.380 (meetings)
		Expert Group on Social Protection (SPEG)	x		x		Policy officer and experts	33.653,4 (MK) 25.380 (meetings)
		Expert Group on Social Inclusion (SIEG)		x		x	Policy officer and experts	33.653,4 (MK) 25.380 (meetings)
		Expert Group on Health	x		x		Policy officer and experts	32.839,4 (IB) 3.990 (meetings)
		Expert Group Employment		x		x	Policy officer and experts	32.839,4 (RB) 4.560 (meetings)
		Expert Group on ICT and accessibility		x		x	Policy officer and experts	32.839,4 (IB) 3.420 (meetings)
							<b>286.774,4</b>	
Policy papers that reflect better the needs and	Draft position papers,	Position papers	x	x	x	x	Policy officer and all expert groups under supervision	<b>3.990</b>

expectations of AGE members and experts	contributions to Peer Reviews organised by the 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: <b>K3-1B</b> <b>K3-2B</b>	Publications	x		x		of Director, Council	1.428 4.000	
								<b>5.428</b>	
		Message to Spring Summit	x						
		Contribution to Equality Summit			X				
		Toolkits			x				4.410 5.000
		Internal preparatory work for 2010 EU Year on Social Inclusion and 2012 EU Year on Active Ageing and Intergenerational Solidarity	x	X	x	x		10.500 12.000	
								<b>22.500</b>	
Reflect better AGE members' views in relevant meetings organised by external stakeholders	Participation in meetings organised by: Key indicators: <b>K3-1C</b> <b>K3-2B</b>	European Commission (mainly DG EMPL, DG INFSO, DG SANCO, DG RESEARCH)	x	x	x	x	Director and policy officers		
		EU Presidencies							
		Civil Society Platform meetings organised by Fundamental Rights Agency	x	x	x	x	Policy officer and ADEG experts, Council		
		EP Intergroup on Ageing Bureau	x	x		x	Secretariat and AGE members	<b>1.200</b>	
		Other stakeholders (universities, local authorities, business, etc.)							

An efficient Members' section on our website	Updating and developing our Members' section Key indicator: <b>K3-2A</b>	12 month maintenance	x	x	x	x	Web master under supervision of Communication officer and policy officers	<b>5.500</b>
<b>TOTAL</b>								<b>334.802,4</b>

#### 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 preparation and activities planned for the EU Year 2010 against Poverty and Social Exclusion	A coordinated input to the preparation of the year under the leadership of EAPN <b>Key indicators: K4-1 K4-2</b>	Meetings with other European networks	x	x	x	x	Director, policy officers and communication officer	Included in parts I, II and III.
		Draft documents with other NGOs involved in preparatory work	x	x	x	x		
A stronger awareness and support for EU Year	A joint campaign with YFJ, EWL,	Meetings with partner European networks	x	x	x	x	Director, policy	

on Active Ageing and Intergenerational Solidarity 2012 and EU Day 29 April	AIM, AIEP, CECODHAS <b>Key indicators:</b> <b>K4-1</b> <b>K4-2</b>	Dissemination of campaign documents on EU Year 2012	x	x	x	x	officers and communication officer
		An event to mark EU Day around 29 April 2009		x			
Successful adoption of EU Year of Volunteering 2011	A joint campaign with CEV, and 15 other social and volunteer organisations <b>Key indicators:</b> <b>K4-1</b> <b>K4-2</b>	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 position on amendments to be proposed to draft directive and position on multiple discrimination <b>Key indicators:</b> <b>K4-1</b> <b>K4-2</b>	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
More awareness of Roma issues in AGE work on discrimination, and social exclusion	Common position with ERIO on multiple discrimination and social exclusion faced by older Roma <b>Key indicators:</b> <b>K4-1</b> <b>K4-2</b>	Work with ERIO on position paper to prepare European Year 2010		x	x		Director, Policy Officer and expert groups

Mainstream gender/age related issues in preparatory work of EU Year 2010	Joint EWL-AGE position on impact of pensions reforms on the poverty risk of older women <b>K4-1</b> <b>K4-2</b>	Draft joint position in consultation with EWL and our gender experts			x	x	Director and Policy Officer and gender experts
Mainstream gender in all our policy work	Gender proof all our documents <b>K4-3</b>	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: <b>K4-1</b> <b>K4-2</b>	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 among ICT industry	Implement concrete roadmap with EICTA <b>K4-1</b> <b>K4-2</b>	Meetings with EICTA	x	x	x	x	Director, policy officer and WGUAIL experts
		Develop and publish a joint toolkit on mainstreaming needs of older people in ICT			x	x	
		Prepare a joint input on e-inclusion to EU Year 2010		x	x	x	
<b>TOTAL</b>							<b>0</b>

<b>TOTAL GENERAL</b>							<b>864.304,20</b>
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