

## V. Action plan (2010)

### Preamble

The Action Plan should be read in conjunction with the Strategy, which devises the overall general goals and objectives. The Action Plan provides the details and suggests concrete actions on how to achieve the goals and objectives set out in the Strategy. The more general goals serve as subheadings, while the objectives are listed in the left column, followed by a column which sets out concrete actions to achieve the objectives. The actions are described in combination with timelines, responsible entities, budget implications and indicators.

The actions of immediate importance are printed in black. Actions of secondary importance or longer-term priorities are printed in grey and are to be considered if additional funding becomes available and once fulfilment of the higher-priority actions is assured.

The Action Plan is designed for a period of five years (2011–2015) and progress in implementing the suggested activities will be evaluated at mid-term. The results of the evaluation will be taken into account for the remainder of the period until 2015.

The Action Plan provides a comprehensive list of potential activities to implement the goals of the Strategy. It is suggested that in the course of further discussion, a feasible number of actions should be selected for implementation by 2015.



Road Map for Mainstreaming Ageing in Armenia

Goals	Actions	Timeline	Responsible entity	International Partners	Budget implications	Indicator
<b>1. Goal: To mainstream ageing and to pursue internationally-agreed policy principles.</b>						
	1.1.1 Implement existing inter-ministerial mechanisms for the inter-agency task force on ageing, including NGOs	2012	Relevant ministries and NGOs		Staff time	Mechanism in place, meetings taking place
	1.1.2 Designate an ageing desk responsible for reviewing all draft laws and regulations with respect to their impact on the ageing situation and older persons	Mid-2011	Ministry of Justice		Staff time made available	Person identified, mechanism institutionalized
	1.1.3 Systematically integrate the life-course approach and the principles of non-discrimination and individual responsibility into policies and communication on ageing-related issues	Ongoing	Ministry of Labour and Social Issues (MLSI)		None	Number of press releases drafted, interviews given, policy documents containing messages
<b>2. Goal: To ensure full participation and integration of older persons in society.</b>						
2.1. Objective: Ensure full integration and participation of older persons in the social, cultural, economic and political spheres	Social: 2.1.1 Carry out social mapping to establish prevalence of older persons across regions: e.g, numbers in population, in nursing homes and other service centres	First inventory 3/2011, afterwards ongoing updates	National Institute of Labour and Social Research coordinated by MLSI		Staff time made available	First inventory prepared, responsibility assigned for updates
	2.1.2 Identify at least five sites where such new centres could be set up, possibly in partnership with existing services (e.g, in churches or NGOs). Prioritize locations with high percentages of older persons, for example in areas with large out-migration of younger generations, with the help of the social maps on ageing, prepared by the National Institute of Labour and Social Issues. Explore ways to use the services of volunteers from within the target group of older persons to organize low-cost activities	6/2012	Local level entities, coordinated by MLSI		Staff time made available	Site assessment available
	2.1.3 Establish five community centres targeting older persons' social activity	12/2013	Local level entities, coordinated by MLSI		To be calculated	Pilot centres established
	Cultural: 2.1.4 Make cultural sites accessible	Ongoing	Ministry of Culture, Ministry of Transport and Communication			Key cultural sites identified, provisions made to increase accessibility for older and disabled persons

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	2.1.5 Consider providing subsidized theatre tickets and reduced fees for other cultural activities and courses	2013	Ministry of Culture			Subsidy scheme introduced
	2.1.6 Acknowledge the active contribution of older persons to cultural life, for example as actors, in communication strategy	2013	Ministry of Culture, Information Departments			Component included in governmental communication strategy and good practice guidelines for media reporting
	Political: 2.1.7 A national multi-stakeholder consultative body is established which meets on an ongoing basis to develop strategies and monitor their implementation. Consultation with stakeholders becomes an institutional prerequisite before any law or programme concerning older persons can be adopted. Provide training and capacity-building to stakeholder participants in order to equip them with the capacity to evaluate policies. Set up multi-stakeholder consultative bodies on the provincial and local levels	Mechanism in place mid-2011, afterwards ongoing	Local Ministries of Health, Social Protection, Finance and civil society groups MLSI, relevant stakeholders, representatives from other ministries as relevant to topics discussed, trade unions, business chambers, international organizations may be invited		USD 1,000 per person for trainings/ partly fund-raised from international sources, staff time	Consultative body meets regularly and has approved new laws and programmes Older persons representatives officially participate in decision-making processes at the local level in all urban and rural authorities
	2.1.8 Enhance the capacities of trade unions, employers and Government representatives to advocate for the interests of older persons on the political level (explore capacity-building opportunities abroad)	End 2013	Trade unions	ILO, trade unions in Western countries		Resource persons identified, trainings have taken place
	Economic: 2.1.9 Partner with private sector to develop products adjusted to the needs of older persons. Identify interested companies or chambers of commerce which agree to do market research on older person's needs and agree to pilot one or two products specifically adapted to the needs of older persons, for example a telephone	Pilot until end 2012	Economic ministry, in partnership with chambers of commerce			Market research has taken place, new products developed and ready to be launched on the market
	2.1.10 Ensure representation of older persons in provision of services (i.e., standing committees of older persons in nursing homes)	2012	Ministry of Health, MLSI		1 part-time or full staff — ombuds-person or hotline <sup>1</sup>	Main institutions have standing committees in place which have a say in service provision

<sup>1</sup>. N.B. An ombuds-person and hotline is referred to several times. However, there should be one overall ombuds-person (possibly with back-office as needed) and hotline for all instances mentioned.

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2.2. Objectives: Ensure accessibility and non-discriminatory provision of services in the areas of health care, transport, housing and communication.	2.2.1 Promote and monitor increased access of older persons and their families to health care, domiciliary care, transport, housing services and modern means of communication, particularly in rural areas. Develop feedback and complaints mechanisms 2.2.2 Existing public transport is made physically more accessible for older and disabled persons 2.2.3 Transport services are offered in areas where they are currently not available, in particular in remote and rural areas. Availability of services is included in the mapping exercise of the National Institute of Labour and Social Issues	2010 ongoing  2013	Ministries / Departments of Social Protection, Health, Education, Mission Armenia, NGOs, Bureau of Statistics  Transport companies, road traffic associations, transport ministry, MLSI		1 part-time or full staff — ombudsman or hotline  Tax incentives for remodelling, made compulsory progressively	Age-disaggregated figures on service use in all local authorities are collected and publicized by all Ministries and line Departments responsible  Key strategic transport routes have easily accessible vehicles in service at regular intervals during the day  Areas with high percentage of older persons have transport services available on key strategic routes
	2.2.4 Set up transport services specifically targeted toward less mobile older or disabled person, for example a car park consisting of a number of cars that can be booked for certain occasions such as visits to doctors. This could be a solution in particular for rural and remote areas 2.2.5 Offer seniors free or discounted transport	2013  2015	Community centres organize, government at the local level (transport and social departments) coordinates  Ministry of Transport, MLSI		Discuss sponsoring by automobile industry, local level  Reduction in profits	Car parks piloted in five areas (Yerevan, provincial towns)  Discounted tickets introduced and easily available
	Housing: See 3.2.4 and 3.3-3.5 for details Communication: 2.2.6 Provide easy access to modern means of communication, including Internet, to older persons, for example in public spaces or community centres. Advertise availability of such services among older persons	2013	Ministry of Transport and Communications, local-level government, community centres			Publicly available Internet services installed accessible for older persons, at least one site per provincial town

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2.3. Objective: Ensure the implementation of equal rights of all age groups and combat discriminatory and abusive practices	2.3.1 Build awareness about the continuous need to secure human rights with respect to older persons, using governmental communication channels and the media	2013	Ministry of Justice, Information Department			Elements to promote human rights introduced into contents communicated to media, two press releases per year on human rights-related contents
	2.3.2 Launch a public awareness campaign on the contributions and rights of older persons and also address violence against and abuse of older persons. Use posters, television (TV) and radio spots	2011	Public Relations Desk of MLSI, heads of media, older persons' organizations and NGOs			Press, Radio and TV features promoting positive images of older persons, their rights and issues of ageing in the Republic of Armenia
	2.3.3 Provide training on age and gender awareness, rights, recognition of and means of combating abuse and discrimination for Government and local authority staff, including judiciary and police staff and non-Government service providers	2012–2013	Ministries and line departments of Social Protection, Health, Education; the judiciary, Police Service, Mission Armenia and relevant NGOs			Training materials developed Front-line staff in all local authorities have been trained
	2.3.4 Strengthen the use of the United Nations Day of Older Persons, 1 October, as a day for older persons	Oct 2011	MSLI			1 October marked by action by national and local Government and civil society partners
	2.3.5 Develop modules to be included in school curricula to train pupils in tolerance of older persons and in appreciating their positive role. Include visits to nursing homes or older people's centres in the curriculum, to allow pupils and older persons to meet and get to know each other. After such visits, teachers actively discuss experiences, i.e., dismantling stereotypes and replacing them with positive images	2012	Ministry of Education and Science, school governors, task force for curriculum development			Modules integrated into curricula; visits take place twice a year
	2.3.6 Strengthen legislation in relation to the Civil and Criminal Codes to identify illegal acts of age and gender discrimination and abuse. Enhance implementation	2011–2012	Office of the Prime Minister, Judiciary and Law Departments, Public Information Services			Changes in legislation
	2.3.7 Establish mechanisms for prosecution of violations and compensation for victims of age and gender discrimination and abuse	2011–2013	Office of the Prime Minister, Judiciary and Law Departments, Public Information Services			Number of cases brought to court

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2.4. Objective: Enhance integration and participation of older persons by building activities in the area of volunteering	<p>2.4.1 Establish a volunteer sector which caters for both volunteering for and volunteering by older persons. Local coordinators are assigned to match those offering volunteer services with those in need of such services. Coordinators use small advertisements in newspapers and distribute flyers announcing the possibility of becoming a volunteer and to receive such services. Develop guidelines for the volunteer sector to ensure minimum standards in service provision. The volunteering system provides help to older persons in social activities, i.e. accompanying them to visit friends or to perform daily errands. Older persons are invited to become volunteers to make their expertise available, for example in the area of tutoring pupils and helping them with their homework</p> <p>2.4.2 Provide financial support to volunteer organizations that offer help to older persons</p> <p>2.4.3 Acknowledge and incentivize unpaid services rendered by older persons, for example with the use of awards, tax exemptions or privileged access to other services. Promote a positive image of volunteering, for example by featuring such activities and their benefits in local newspapers</p> <p>2.4.4 Set up a support mechanism for self-help groups, based on a volunteering approach. Support may include providing venues, financial support and skilled staff. Advertise the possibility of receiving counselling and organizational advice as well as financial assistance during the start-up phase, and pilot one or two such self-help groups as good examples (possible areas: childcare, home care to other more vulnerable older persons, education)</p>	2011	Ministry of Labour and Social Affairs staff and line department staff at local authority level, Mission Armenia and other NGOs			<p>Increased numbers of older people's groups set up with support from local authorities and civil society groups in urban and rural areas</p> <p>Increased numbers of older people engaged in volunteer and self-help activities</p>
		2012	MLSI		Seed money from social budgets	Budget set aside, guidelines for application in place
		2012	MLSI		Seed money from social budgets	An award scheme introduced, tax exemption scheme introduced
		2011–2012	Ministry of Social Affairs, local administration desk staff, Mission Armenia, civil society groups and NGOs			Pilot project funded and documented



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	2.4.5 Identify focal points on ageing within local authority structures and empower them to promote engagement and information sharing between older people's groups, Government and civil society agencies working with people of all ages. Focal points develop an overview of available activities and develop referral services	2011	Ministry of Labour and Social Affairs, desks of local administration			Focal points on ageing assigned in all local/ district authorities Increased incidence of joint activities between local administration and civil society organizations
	2.4.6 Include more older persons in training provided by civil society and educational institutions	Ongoing	Consultation process with Ministry of Education and Science and local administration staff			Training and educational institution enrolment records show increased participation of persons over 60 years old
2.5. Objective: Encourage and promote a positive image of older persons and ageing	2.5.1 Communicate about the positive role of older persons in society, referring to caregiving, entrepreneurial activities and volunteering that they do as well as recognizing them as important repositories of the society's history and values. This could be done during special days or occasions organized for this purpose or using billboard posters, movies and mass media	2012, ongoing	MLSI, public relations desk		Public information budget	Special day organized once a year, one press release issued on related matters per year; billboard posters distributed
	2.5.2 Encourage appreciative and positive reporting about older persons in the media. Develop good practice guidelines for media on how to disseminate appropriate messages when communicating about ageing-related matters. These guidelines are developed in partnership with older persons and the media and become compulsory for public TV channels and public newspapers. Journalists are trained and educated about how to avoid undesirable stereotypes and use appropriate language. Among the good practices to be promoted in the media are: <ul style="list-style-type: none"> <li>• Substitute passive older citizens with active ones;</li> <li>• Bring older persons from the background to the forefront in reporting, let them speak for themselves rather than others speaking about them, make them central actors in a feature;</li> </ul>	2012	MLSI Public Relations Desk and media		Training costs, development of toolkits or terminology guidelines	Good practice guidelines produced and disseminated; two trainings have taken place

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	<ul style="list-style-type: none"> <li>• Portray older persons as influential figures and thus balance the image of elders portrayed as receiving rather than as giving;</li> <li>• Diversify reporting on older persons by presenting heterogeneous groups of them in the news;</li> <li>• Promote respect towards older citizens by not only giving awards and insignia, care and praise but also with the help of stories that highlight their capabilities, potential and drive;</li> <li>• Portray success stories of entrepreneurship among older persons</li> </ul>					
	2.5.3 Line ministries use media channels more actively to communicate their strategies and activities in the area of ageing. This helps to increase the transparency of Government actions and to create awareness of activities undertaken and services made available	Immediate, ongoing	Press officers of Ministries, MI,SI		Press budget	New laws and regulations regularly communicated to press via press releases and interviews
3. Goal: To achieve high quality of life at all ages, enhance the ability of older persons to live independently, enhance health and well-being.						
3.1. Objective: Promote healthy lifestyles and disease prevention, including physical activity and balanced diets, prevention of alcohol and drug abuse and smoking	3.1.1 Develop and implement appropriate information campaign to promote physical activity and balanced nutrition habits and educate people about hygienic preparation and storage of food. Messages communicated are the advantages of healthy lifestyles and the means of achieving them, for example with the help of nutrition advisory leaflets or information about available clubs and sports activities	Ongoing	Ministry of Sport and Youth			Leaflets produced and disseminated to health facilities, public authorities and schools; downloadable from the internet
	3.1.2 Develop modules for school curricula starting at an early age that enable people to make healthy choices in terms of physical activity and nutritional habits	Ongoing	Ministry of Sport and Youth, Ministry of Education			Modules integrated into school curricula
	3.1.3 Improve nutritional information on food packaging and add warnings on unhealthy food items and the importance of a balanced diet	2013	Ministry of Economy, Ministry of Health			New system of food labelling introduced as mandatory for producers



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	<p>3.1.4 Design outreach activities to sensitize the public to the risks of substance abuse, including alcohol, tobacco and drugs. Use posters, media advertisements, information leaflets and TV programmes. Provide easy access to services to those with critical alcohol use. Install and advertise "Alcoholics Anonymous" clubs at the local level. Offer courses on smoking cessation. Enhance outreach to the young population through school and other educational institutions and offer information and assistance to family members of drug users</p> <p>3.1.5 Introduce programme to prevent accidents of older persons at home</p> <p>3.1.6 Monitor and actively address risk factors, including environmental factors, associated with major diseases including chronic and non-communicable diseases</p> <p>3.1.7 Assign clear institutional responsibility for prevention</p>	<p>2011–2013 Ongoing</p> <p>2013</p> <p>Medium-long term</p> <p>6/2011</p> <p>Mid-2011</p>	<p>Ministry of Health, Public Relations Desk</p> <p>Ministry of Health</p> <p>Ministry of Health, Ministry of Ecology</p> <p>Office of the Prime Minister, Ministry of Health</p> <p>Senior staff of Ministries of Health, Labour and Social Protection and line departments in local authorities</p> <p>Ministry of Health</p>	<p>World Health Organization (WHO)</p> <p>WHO</p>		<p>Information campaign designed, posters developed and disseminated; media advertisements have been placed, leaflets produced and disseminated; Alcoholics Anonymous in place in every larger city; courses on quitting smoking piloted and advertised through general practitioners; special days organized in schools at least once a year</p> <p>Programme designed and pilot session offered</p> <p>Major risk factors identified, efforts made to eliminate them</p> <p>Institutional level assigned responsibility, given budget, staff and office space</p> <p>Report on access of older persons to free and appropriate health services with recommendations for improved implementation of relevant aspects of the Law on Medical Services</p> <p>Older persons with hardship can apply for assistance, open door events providing services free of charge are offered at least once a month</p>
<p>3.2. Objective: Ensure adequate health status and quality of life for older citizens by means of providing adequate scope, types and quality of health care and social services</p>	<p>3.2.1 Re-evaluate the distribution of reductions for single elderly vs. all other non-working elderly and develop a more equitable system based on income per single person or income per household In addition to focusing on the very poor with income below \$2 per day, introduce a gradual system with different income levels and different levels of support, both financial and in kind. This should prevent those just above this poverty threshold from falling below it</p> <p>3.2.2 Improve accessibility and affordability of secondary and tertiary services (eye treatment, surgeries or other hospital care). Use open door events especially in remote areas to provide care in case of need</p>	<p>2013</p>				

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	<p>3.2.3 Ensure that the level of reimbursement for primary care reflects actual costs. Make it compulsory for all hospitals to display an explanation of the rules, outlining which services are free, and provide an independent contact where victims of unjustified demands for additional payments can complain. Install complaints mechanism to report cases that will be pursued</p> <p>3.2.4 Establish and deploy mobile units to provide medical and counselling services to older people at the local, regional and national levels, thus strengthening and further developing the capacities and potential of local, regional and central facilities to reach out to the population of rural and remote areas</p>	Ongoing	Ministry of Health		Hotline and/or ombudsperson (same as in 2.1.10)	Reimbursement scheme revised; all hospitals display explanation of rules; cases are resolved via complaints mechanism
	<p>3.2.5 Take measures to improve the mental health of older people, including stress relief. Introduce a confidential telephone service, improve the skills of psychologists and psychiatrists and increase the accessibility and affordability of their services</p>	Continuous	MLSI, Ministry of Health, Local administrations, NGOs		National Budget, international donors	
	<p>3.2.6 Strengthen collaboration with and implementation of recommendations made by international entities, in particular the Armenia office of WHO and the World Bank. In collaboration with WHO carry out an overall evaluation and review of service delivery, including use of generics, outpatient instead of inpatient health care, staff-to-patient ratio, etc. Take steps to make necessary adjustments as needed</p>	Immediately	Ministry of Health	WHO, World Bank		Evaluation prepared, recommendations implemented
	<p>Older persons, poverty and independent living</p> <p>3.2.7 Assess needs for services facilitating independent living and expand access to services as needed, taking into account the urban-rural divide. Services to be considered include home visits for medical purposes, home-based care, assistance in daily errands and home delivery of meals</p>	2012	Ministry of Health, MLSI, service providers		USD 2,000 for assessment, small user fees, subsidy from social budgets	Needs assessments have produced results for all listed services; pilot programmes offering such services started in three rural areas most in need

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	3.2.8 Establish new and upgrade existing day care centres, respite care centres, and soup kitchens, starting with areas most in need	2013	Ministry of Health, MLSI, NGOs		International fund-raising	Needs assessments on all institutions mentioned available; three sites piloted in areas most needed
	Nursing homes 3.2.9 Assess needs for nursing homes by region. Identify three locations with the greatest need where new facilities are made available. Facilities can be small, family-type nursing homes, offering inpatient and day-care at regional and community levels	2013	Ministry of Health, private sector and NGO service providers			Needs assessment available; three locations piloted
	3.2.10 Revise eligibility criteria for admission into nursing homes to make sure that admission is based on a policy of equal opportunities for those in need. Remove discriminatory clauses, such as exclusion on the grounds of sexually transmitted infections. Make alternative facilities available to those excluded from access to regular nursing homes. Install a complaints mechanism to avoid favouritism in assigning free places	2012	Ministry of Health, heads and standing committees of nursing homes	Experts on nursing homes from Western European countries		Criteria revised and adapted to international standards; complaints mechanism has been used
	Palliative care, hospice care 3.2.11 Pilot a palliative care site in Yerevan and evaluate experiences	2013	Ministry of Health	International experts in palliative care		Site piloted
	3.2.12 Assess needs and make palliative care and hospices available in provinces according to needs	2014	Ministry of Health			Sites piloted
	3.2.13 Develop standards for palliative care using multidisciplinary approaches	2013	Ministry of Health	International experts in palliative care		Standards developed and disseminated to interested parties
	Health care staff 3.2.14 Improve reputation and acknowledgement of social workers and health care staff working with older persons, including nurses and doctors, for example by disseminating positive messages in the media. Develop the labour market and career prospects in this area. Introduce a remuneration system that better reflects the worth of their labour	Ongoing	Ministry of Health	Associations of care staff and nurses abroad		Professions are featured in media at least on two occasions per year; remuneration improved; career development programme in place

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	3.2.15 Incorporate geriatrician in the list of medical professions. Create gerontology school of post-graduate studies in the National Institute of Health. Establish a position of a gerontologist in all institutions providing care services to older persons. Provide professional training on geriatrics and gerontology to staff in institutions providing services to older people	2015	Ministry of Health			School and study programme created; gerontologist positions created in all institutions
	3.2.16 Incorporate ageing-related topics in family doctors' training curricula. Provide regular and high-quality vocational training for staff working with older persons, such as social workers, nurses and doctors. Include modules on geriatrics, age related diseases, pharmacological treatment and the doctor-patient relationship in the curriculum for family doctors at the National Institute of Health	2013	Ministry of Health, Ministry of Education and Science			Trainings made a professional requirement and offered at least twice a year
	3.2.17 Implement internationally accepted standards in terms of a healthy ratio of health-care staff to patients in hospitals, nursing homes and other relevant social institutions for both urban and rural areas	2015	Ministry of Health	WHO		Ratio established; adjustments made over period of five years in socially friendly manner
	Quality 3.2.18 Put monitoring system in place to make sure that accessibility and quality of delivery of health and social services are regularly monitored, in home-based care, hospitals, nursing homes and hospices	2011–2012	Ministry of Health			Standard Operating Procedures introduced
	3.2.19 Introduce the following mechanisms to tackle age-related discrimination in the health system: establish standing committees in nursing homes and health institutions with rotating representation of older persons; ensure representation of older persons (or NGOs representing older persons' interests) in bodies supervising provision of services; introduce unannounced monitoring visits by external auditors and complaints mechanisms where clients feeling that they have been treated unjustly may bring their grievances to the attention of independent authorities which are authorized to intervene	2012, ongoing	Ministry of Health, NGOs			Standing committees established and meeting regularly in all nursing homes, their petitions show impact; external auditing unit in place and at least one visit carried out per institution; submitted grievances have been followed up and conclusions have been reached and implemented

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	3.2.20 Use existing questionnaires more effectively in nursing homes and other relevant social institutions, with regard to processing the information, monitoring developments and taking action if needed	2011	Ministry of Health			Responsible person or entity assigned to process information in questionnaires, identifying action to be taken and follow-up
	Institutional 3.2.21 Clearly define distribution of tasks in health and social service sector between the national, provincial and local levels. Reallocate resources to match the responsibilities of the corresponding level	2011	Ministries, Office of the Prime Minister			Document developed that clearly describes distribution of tasks; published and disseminated; document describes budget sources
	3.2.22 Ensure participation of older persons in the decision-making and planning process on issues related to the health-care capacities at the local level (discussions, workshops, meetings, etc.)	2013	Ministry of Health	WHO	Staff time	Local level have functioning consultative mechanisms in place
	3.2.23 Make the necessary legal provisions that enable local authorities to outsource services to NGOs and the private sector. Provide subsidies to encourage NGOs to service rural and remote areas so that they can recover their additional costs and time for travelling to patients	2012	Ministries, Office of the Prime Minister		Staff time	Legal provisions in place and applied
3.3. Objective: Ensure a housing situation for older persons that allows them to live independently, healthily and in dignity						
3.4. Objective: Ensure housing that enables older persons to stay in their own homes as long as they wish to and that permits them to remain integrated in their familiar environments	3.4.1 Provide subsidies and assistance for repairs or modernization necessary to adjust living environments to older persons' needs and allow them to live in their homes independently (including running water, sewerage, central heating, household items and appliances) 3.4.2 Improve the housing situation in earthquake-affected areas; in particular enhance efforts to move older persons from provisional housing to solid buildings with at least minimum amenities	Ongoing	Ministry of Urban Development, Ministry of Energy and Natural Resources, NGOs, local-level government		Small user fees, subsidies from social budgets, NGO fund-raising	New scheme for remodelling subsidies in place
		Ongoing	Ministry of Emergency Situations, Ministry of Urban Development			Persons in need identified; at least 15% of them moved to good quality housing per year

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	3.4.3 Provide financial assistance or options for reduced fees for older persons with regard to payments of utility and sanitation bills. Consider the introduction of heating subsidies	2013	Ministry of Urban Development, NGOs, local-level government		Subsidized from social budgets	New scheme for utility subsidies in place
3.5. Objective: Enhance the accessibility of existing houses for older persons and make sure newly constructed buildings comply with certain minimum standards of accessibility for older and disabled persons.	3.5.1 Enforce and implement the Government decision on Establishing a Procedure for Ensuring Access for the Disabled and People with Limited Mobility to the Social, Transport and Business Infrastructure	Ongoing	Ministry of Urban Development, MLSI, NGOs			All newly constructed buildings fully compliant; all public buildings fully accessible
	3.5.2 Pilot a set of newly built age-friendly homes especially designed for older persons to meet the needs anticipated for the future	2014	Ministry of Health, NGOs			One pilot site in place
4. Goal: To ensure a minimum social protection level at poverty threshold to all in need, including those who can no longer earn their own income due to old age and related disability.						
4.1. Objective: Implement the pension reform programme as decreed by the Government, closely monitor its consequences and effectiveness and make adjustments as the need arises	Pension 4.1.1 Implement the pension reform programme as decreed by the Government, monitor its consequences and effectiveness and make adjustments as necessary	Ongoing	Ministry of Finance, MLSI, World Bank			Annual progress made as foreseen in Government decisions
	4.1.2 The pension system shall seek to provide opportunities for a large part of people working in the informal sector to build up their own individual pension benefits	Ongoing	Ministry of Finance, MLSI, World Bank			Improvements made as necessary
	4.1.3 Monitor the gender equality implications of the pension reform so that the system does not disadvantage women who take time out to care for children and older family members	Ongoing	Ministry of Finance, MLSI, World Bank			Improvements made as necessary
	4.1.4 Align annual increase of minimum social pension with the equivalent of minimum consumption baseline, as planned in the 2008 Pension Reform Programme	As planned in pension reform	Senior staff of Ministry of Finance, Ministry of Labour and Social Affairs, Department of Labour and Social Protection			Baseline monthly social pension entitlement is equivalent to minimum consumption baseline. Budget records of current and newly eligible pensioners show receipt of increased social pension



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4.2. Objective: Provide social assistance to families taking care of older persons without sufficient income of their own.	<p>The family</p> <p>4.2.1 Review the responsiveness of the family benefits system to the needs of families taking care of older persons specifically</p> <p>4.2.2 Assess the extent to which older recipients of emergency assistance under the family benefit scheme are in need of more long-term support, and make it available to them</p>	<p>2012–2013</p> <p>2012–2013</p>	<p>MLSI, Mission Armenia</p> <p>MLSI</p>	<p>International ageing experts</p>		<p>Review completed, recommendations made and implemented</p> <p>Review completed, recommendations made and implemented</p>
4.3. Objective: Provide social protection more effectively to groups with special needs, including war veterans and invalids. More effectively provide social protection services to older persons not falling into these categories but nevertheless having a need for support	<p>Other social protection elements</p> <p>4.3.1 Develop and introduce a unified, integrated system whereby social services are granted based on a gradual system that differentiates levels of income (very poor, poor and being in need of specific services) and levels of needs (low, medium, high). Thresholds of income are defined entitling single older persons, households of older couples and families taking care of older persons to social assistance allowing them to maintain minimum subsistence levels. The system providing services for this group has to be made financially viable</p>	2011–2013	MLSI, all stakeholders			New unified system developed and implementation date defined
	4.3.2 Define minimum subsistence levels and review their validity every six months	2011	MLSI, Ministry of Finance	World Bank		Most recent figures periodically published
	4.3.3 Social assistance becomes part of the services to be provided on the local and regional level	2012	MLSI, Ministry of Finance			Legal framework in place, implementation in progress
	4.3.4 Government decision on providing care to older and disabled persons: review the list of diseases serving as grounds for a refusal to provide care to older and disabled citizens. The list, which includes mental problems, oncological issues, alcoholism and drug abuse either should be amended or alternative care providers for these vulnerable target groups should be identified	2011–2012	MLSI	WHO		List reviewed, referral system in place
	4.3.5 Introduce social security schemes, in the form of sickness insurance, health insurance, long-term care insurance and disability insurance	2011–2015	MLSI, all stakeholders	WHO, international experts on insurance systems		System designed and introduced

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Goals	Actions	Timeline	Responsible entity	International Partners	Budget implications	Indicator
	4.3.6 Revise the Law on State Allowances and the Decision on Rehabilitation Assistance to set out clear and transparent eligibility criteria	2011	MLSI			Law revised and newly adopted
	4.3.7 Carry out a needs assessment of shelters for the homeless. Establish shelters for the homeless across the region. Develop and implement a State social assistance programme for the homeless	2011–2012	MLSI, heads of institutions, target group	International experts on homeless care, public sector and NGOs as well as from institutions		Homeless programme in place and reaching 80% of target group
	4.3.8 Review the regulation on temporary shelter provisions: <ul style="list-style-type: none"> <li>• Currently provides shelter for 60 days — provide a more long-term solution;</li> <li>• Review the policy of eviction in case of alcohol or substance abuse — channel individuals into other institutions providing professional help rather than sending them back to a vulnerable position on the street</li> </ul>	2011	MLSI, heads of institutions, target group	International experts on homeless care, public sector and NGOs and well as from institutions		Provisions reviewed and new version adopted
	4.3.9 Enhance collaboration between the Government and the United Nations Development Assistance Framework (UNDAF) theme group on social protection	Immediately	MLSI, other ministries involved in implementing UNDAF			Regular participation in meetings
	Ensure access and quality of services 4.3.10 Raise awareness about the role of the Ombudsperson in relation to older persons' access to appropriate services, and redress procedures	2011	The President's Office			Contact and functions widely published, increase in contacts
4.4. Objective: Provide information for individuals on how to prevent dependence in old age and how to access services if needed	4.4.1 Prevention: Include elements of life planning and use of financial instruments in school curricula. Promote a culture of responsibility for one's own situation throughout life, with the help of school curricula and public information campaigns (e.g., posters, leaflets, TV programmes describing different options and featuring good examples)	2012	MLSI and Public Relations Desk of MLSI, Ministry of Education and Science			School curricula adjusted, public campaign with listed elements has taken place

Goals	Actions	Timeline	Responsible entity	International Partners	Budget implications	Indicator
	4.4.2 Introduce a system of easily accessible information for older persons and their families to find out about entitlements and eligibility criteria. Use the existing citizens' offices to disseminate information and provide counselling about available social protection and services. Install a hotline and website where older persons and their families can receive information about social services	By mid-2011	MLSI, local authority, Mission Armenia and other NGOs (working group), Public Relations Desk of MLSI			Information leaflet on entitlements of older persons is available in all health and social service centres in all local authorities; website and hotline available
5. Goal: To develop and implement economic strategies with the aim of sustainable economic growth and development, while controlling negative social consequences of the transition and the global economic crisis with due regard to the implications of demographic ageing						
	5.1.1 Design economic strategies with the aim of job creation which is equitable by generations and gender	Ongoing	Ministry of Economy, National unemployment office, trade unions		Incentives given	Number of jobs created
	5.1.2 Create an environment that is conducive to private sector activities. Facilitate transfer of businesses of returning migrants to Armenia by providing information and reducing bureaucracy. To profit from their experiences abroad, have returning migrants teach business techniques to peers who may still feel alien to the new post-Soviet system	2011–2013 ongoing	Ministry of Economy, Ministry of Finance, MLSI, Ministry of Diaspora			Number of businesses successfully set up Number of businesses transferred
6. Goal: To reduce obstacles and increase options for older persons to be economically active both when approaching retirement and beyond retirement age should they wish to do so.						
6.1. Objective: Reduce levels of undesired unemployment among older persons approaching or beyond pension age	6.1.1 Analyse the situation of the labour market in view of the economic and social implications of ageing	Ongoing	Unemployment agency, MLSI, Ministry of Education and Science, chambers of commerce, trade unions			Evidence available
	6.1.2 Provide targeted training and counselling to the population groups underrepresented in the labour market, including older persons. Improve job placement and counselling services, provide training for the application process and improve online job search opportunities	2012	Unemployment agency, MLSI, Ministry of Education and Science, chambers of commerce, trade unions	ILO		Within every unemployment agency there is at least one staff trained on issues pertaining to older persons, every agency provides access to public computer with online job search option; two trainings are offered to older persons per year per unemployment agency

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Goals	Actions	Timeline	Responsible entity	International Partners	Budget implications	Indicator
	6.1.3 Provide incentives to employers to provide work for those underrepresented in the labour market, including older women. Use tax exemptions or subsidies to salaries or pay for necessary training. Tackle age- and gender-based discriminatory practices of employers	2011–2013	MLSI, Ministry of Finance			Tax exemption offered; salary subsidies available; complaints procedures in place
	6.1.4 Systematically use public investment programmes, such as renovation of local infrastructure, for creating employment in vulnerable population groups	2013	MLSI, Ministry of transport			40% of jobs created through public works given to older persons (50+)
	6.1.5 Develop activities in support of older persons who are economically active in the informal sector, facilitate their integration into the formal sector, by providing counselling, facilitating contacts with employers and making job advertisements easily accessible online or on bulletin-boards in municipal centres	2013	MLSI, chambers of commerce, trade unions, unemployment agency	ILO		Number of workers in the informal sector counselled and number of workers integrated into the formal sector
	6.1.6 For returning migrants who seek employment, provide a welcome package that gives information. Build self-support groups to facilitate networking between returning migrants so they may help each other to reintegrate and provide counselling on specific issues most needed	2013	MLSI, chambers of commerce, trade unions, Ministry of Diaspora; Ministry of Economy	ILO		Welcome package prepared and appropriate number of copies available; self-support group in place
	6.1.7 Trade unions offer specific services for older persons, whereby older persons are encouraged to stay within the trade union. They are offered concrete support in finding employment, such as counselling and training on online searches. Support is offered in negotiating working conditions with employers allowing older persons to stay in the workplace	2011	MLSI, chambers of commerce, trade unions	ILO		Every trade union has at least 1–2 staff trained on older persons' affairs; number of encounters for counselling, number of negotiations held with employers
	6.1.8 Create a favourable environment for entrepreneurship of older persons. Facilitate the process of establishing a business by reducing bureaucracy, providing easy access to information, assigning focal points who are approachable for advice, by reducing bureaucracy and by making the process more transparent. Facilitate the bureaucratic procedure and achieve transparency. Offer tax exemptions in the start-up phase and improve access to loans	2011–2012	MLSI, chambers of commerce, trade unions, Ministry of Economy	UNIDO	Tax incentives	All relevant information easily available on the Internet; tax exemptions offered during the first two years, processing of papers guaranteed within three months, complaints procedures in place

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Goals	Actions	Timeline	Responsible entity	International Partners	Budget implications	Indicator
6.2. Objective: Facilitate more flexible employment arrangements for persons approaching or beyond pension age	6.2.1 Improve the legal framework for better and more flexible working conditions of older workers, i.e., option to move to a more suitable workplace within a company, flexible or reduced working hours	2011-2012	MLSI, chambers of commerce, trade unions	ILO		Legal framework in place
6.3. Objective: Increase awareness among employers and the wider public about benefits and available options for older persons in the labour market	6.3.1 Develop and implement outreach activities to promote a more favourable attitude among employers regarding the productive capacity of older workers and the benefits of a workforce that is heterogeneous by age. Such outreach activities have the format of a campaign, including for example print media, Internet site, individual counselling and events at employers' forums	2011-2012	MLSI, Ministry of Education, Public Relations Desk of MLSI, heads of media agencies		Public information budget	Reports on Government round table with industry heads and employers. Press and radio reports on the theme of decent work in old age
	6.3.2 Raise awareness among the general public of opportunities and benefits of continued employment of older persons. Increase public awareness of the Constitutional Court decision that working beyond retirement age is constitutional, and the implications of this. Encourage a proactive role among older persons to realize their rights and potentials more actively. Carry out awareness-raising campaigns, provide information and counselling	2011, ongoing	MLSI, chambers of commerce, trade unions, information and press departments, media	ILO		Campaign carried out, counselling contacts available, media reporting has taken place
<b>7. Goal: To increase overall capacities and training levels among the population in all age groups.</b>						
7.1. Objective: Promote and encourage lifelong education through awareness-raising and development of necessary infrastructure	7.1.1 Take the needs of older persons into consideration when developing the law on adult education	2011	Government, Ministry of Finance, MLSI, Ministry of Education and Science		State budget	Existing law on adult education includes special articles on learning activities for older persons
	7.1.2 Popularize ideas of lifelong learning in society and in particular by older persons, for example, through TV programmes and public hearings on older people's education	Ongoing	MLSI, Ministry of Education and Science, adult education and lifelong learning association, other NGOs		State budget, international donor organizations	Finance from State budget for learning activities of elderly people rising continuously
	7.1.3 Support the establishment and activities of associations and non-formal groups of older persons advocating lifelong learning opportunities for older persons. (see 2.4.1)	2012	National and international NGOs		State budget, international donor organizations	Issues of elderly people, in particular learning issues, are on the agenda in the society, as well as in national programmes and strategy papers

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Goals	Actions	Timeline	Responsible entity	International Partners	Budget implications	Indicator
	7.1.4 Support international cooperation in the field of lifelong learning for older persons, integrate existing and established infrastructure into regional and European networks	Ongoing	National and international NGOs		State budget, international donor organizations	Experts, representatives of NGOs are participating in national and international exchanges, conferences, workshops
	7.1.5 Raise the prestige of vocational training	Ongoing	Ministry of Education and Science, employers, media			Media reporting on positive experience has taken place in at least five instances per year
7.2. Objective: Create conditions for acquiring knowledge which offers broader employment opportunities	7.2.1 Extend reforms of vocational education and training (VET) system supported by the European Union (EU) on broader circle of vocational education and training institutions	2013	Ministry of Education and Science, employers		State budget, international donor organizations	Involvement of additional 12 VET institutions in reform process in addition to the 12 VET institutions mostly involved in EU-financed reforms
	7.2.2 Identify key skills and offer training to older persons with the aim of keeping them attractive for the job market, for example, by providing courses in information technology and English courses	2011, ongoing	National employment agency, National Centre for VET Development		State budget, international donor organizations	At least 300 elderly people have participated in pilot training courses
	7.2.3 Encourage establishment of new training institutions and develop functioning accreditation system. Quality of services to be monitored and regularly certified	Ongoing, pilot until 2013	MLSI, Ministry of Education and Science			Accreditation agency functioning
	7.2.4 Train trainers, especially in methods of working with older persons	2012	MLSI, Ministry of Education and Science, Adult Education and Lifelong Learning Association		State budget, international donor organizations	At least 50 trainers are trained in methods of working with older persons
	7.2.5 Set an incentive framework for employers to invest in training of their employees, for example, by making such investments tax deductible	2012	MLSI, Ministry of Education and Science			Investment into learning activities of older persons is increased
	7.2.6 Set up a functioning multi-stakeholder body to develop and integrate a lifelong learning strategy for the country, including donors, educational institutions, local employment offices, employers, trade unions and NGOs	Until mid-2011	Ministry of Education and Science, NGO and other relevant stakeholders			Body in place, regular meetings and agreements reached



Goals	Actions	Timeline	Responsible entity	International Partners	Budget implications	Indicator
7.3. Objective: Stimulate engagement of elderly people in non-vocational learning activities targeted to improvement of their physical and psychological conditions	7.3.1 Universities of the Third Age, specifically targeted to the training needs of older persons, may serve as places to meet and communicate, improve social cohesion and prevent exclusion of older persons. They provide activities to enhance social activity and communication of older persons, improve their health and physical activity and provide lifelong learning. They may offer opportunities for studying foreign languages, literature and other cultural studies 7.3.2 Facilitate the provision of non-job-related training. Educate older persons about healthy food and physical activity, and encourage involvement in volunteer work as well as other social activities	2013  2013	MLSI, Ministry of Education and Science  State Employment Service Agency (SESA), employers			Pilot university in place  At least 300 older persons per year involved in non-job-related trainings
<b>8. Goal: To ensure gender equality in all aspects of national life, increase public awareness.</b>						
8.1. Objective: Provide equal opportunities to achieve financial independence, participate in the labour market and reconcile work and family duties	8.1.1 Adjust the Strategy and Action Plan on Gender to include specific concerns of older persons, including the ability of women to influence throughout their lives the way they will be able to live in old age. Enhance implementation of both the Strategy and the Action Plan on Gender 8.1.2 Make the promotion of equality between generations and between genders compulsory for State institutions, local governments and employers 8.1.3 Encourage a more equal sharing of caring responsibilities between men and women, for example, by increasing incentives for fathers to stay at home for childcare. Raise awareness about the existing framework, which offers flexible working hours to take care of children. Relatives such as aunts and grandmothers who are involved in childcare are encouraged to profit from the existing regulation allowing them flexible working hours. Other measures are implemented which facilitate the reconciliation of work and family responsibilities, including care for children and older persons, for example by increasing the availability and affordability of high quality childcare facilities	2012-2013  2012  2013	Entities involved in preparation of Strategy and Action Plan, NGOs  Ministry of Justice  MLSI, trade unions			Revised Strategy and Plan adopted  Gender monitoring of staff introduced  Option of fathers' leave available and used, care facilities available, flexible working hours due to childcare duties backed by law

Goals	Actions	Timeline	Responsible entity	International Partners	Budget implications	Indicator
	8.1.4 Improve age- and gender-disaggregated data gathering and recording at the local and national levels for monitoring purposes	2011	As above, Bureau of Statistics			Key data available in age- and gender- disaggregated format
	8.1.5 Issues of ageing become an integral part of regular monitoring and reporting on gender equality	2011	As above, Bureau of Statistics			International reports contain summary on gender and old age
<b>9. Goal: To promote and support cohesion and solidarity within and between generations.</b>						
9.1. Objective: Support families that provide care for older persons and promote intergenerational and intragenerational solidarity among their members	9.1.1 Support families who provide care to older persons. The measures should address both the situations where the caregiver lives with the care receiver, and situations where they live separately. Support includes financial support and provision of information and training for informal caregivers	Ongoing	MLSI, Ministry of Health, NGOs			Financial scheme in place, training programmes available and carried out on a regular basis
9.2. Objective: Identify and address the needs of older persons who cannot receive support from younger generations inside or outside of their families	9.2.1 Support the development of volunteer structures where healthy older persons can care for others in need. Organize training to help these informal caregivers in their activities	2011–2013	MLSI, Ministry of Health, NGOs, international organizations			Volunteer structures in place in all the bigger cities
	9.2.2 Assess the care needs among older persons who do not have family or other networks to provide care for them. Additional services should be provided to them accordingly, including the option to be taken care of in a nursing home	2011–2013	MLSI, Ministry of Health			Results of assessment available, services made available
<b>10. Goal: To encourage partnerships between all stakeholders on all levels to address the challenges of the ageing society.</b>						
	10.1.1 The Ministry sets up a regular mechanism to exchange information with a wider group of relevant stakeholders and to be aware of their activities, to coordinate between them and to avoid both gaps and duplication. Hold round-table discussion on social policy issues with public, private and civil society stakeholders on the national, regional and local levels. A website is set up to provide easy access to information	Immediate, ongoing	MLSI, Public Relations Desk of MLSI			Coordination mechanism in place, regularly updated data-base of activities and timelines, as well as geographical coverage

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Goals	Actions	Timeline	Responsible entity	International Partners	Budget implications	Indicator
	10.1.2 Formulate a social partnership agenda at the community level. Develop a toolkit for social partnership at the community level. Develop guidelines for cooperation at the regional and local levels, stating who the partners are. Set up a website to communicate guidelines		MSI in collaboration with local authorities			
	10.1.3 Relevant NGOs should receive training to increase their capacities to draft successful proposals and to enhance overall fund-raising capacities	Ongoing	International organizations, international NGOs			Relevant NGOs identified, at least one training carried out per year
	10.1.4 The Government works proactively with international organizations to include ageing as a cross-cutting issue in negotiations regarding their joint programmes of work	As negotiations come up for the next funding cycle	Ministries involved in negotiations with individual organization and donors			Ageing on the agenda in each negotiation cycle
	10.1.5 A regular forum for interaction with resident international agencies (including the United Nations) is set up. Relevant ministerial departments become integrated into the United Nations theme groups on corresponding topics	Mid-2011	Focal points for different organizations, national focal point on ageing		Staff time	Relevant ministries regularly invited to participate in theme group meetings
	10.1.6 Relevant staff members of ministries and focal point on ageing regularly participate in international conferences and workshops to learn from experiences abroad	Ongoing	Focal point on ageing, relevant staff in ministries		Fund-raising strategies are developed to ensure financial viability of regular travels	Participation in 80% of major events
11. Goal: Monitoring and Communication System: to enable stakeholders to follow up on results and provide feedback on policy decisions.						
11.1. Objective: Ensure that problems encountered during the implementation of the Ageing Strategy are identified and resolved in a timely, participatory and sustainable manner	11.1.1 Set up inclusive sector-based coordination mechanism that links up with the overarching Government-level Social Development Programme (SDP) working group					
	11.1.2 Agree on Armenian Ageing Strategy (AAS) activities to be described, base-lined, targeted and measured by way of a logistical framework to be presented and agreed at the Government level					

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Goals	Actions	Timeline	Responsible entity	International Partners	Budget implications	Indicator
	<p>11.1.3 Build multi-level indicator system behind agreed outcome targets to be measured by way of a systematic monitoring and evaluation (M&amp;E) mechanism</p> <p>11.1.4 Set up and operate communication exchanges between Government officials from different sectors with civil society stakeholders and organized recipient groups; use established communication channels from the SDP as well as the Open Forum and collaborate with academia and expert circles</p>					
<p>11.2. Objective: Implementation of the relevant social policy measures proves satisfactory to all main stakeholders in terms of quantity, quality and timeliness</p>	<p>11.2.1 Link targeted policy outcomes by sector with composite monitoring indices for each sector; establish possible progress per year from collected baseline data; ensure that stakeholders have access to information in terms of achievement, allocated inputs (financing from budget and other sources); survey stakeholder opinion through presentation in media and collection of feedback either on an outcome level or on a sectoral level. Link with awareness-raising activities under 2.1</p>					
<p>11.3. Objective: Build monitoring and evaluation (M&amp;E) capacities for public officials and involved stakeholders</p>	<p>11.3.1 Conduct needs assessment on sector and government level with regard to M&amp;E capacities; design training curricula for project management and impact measurement; conduct training workshops for government and civil society partners</p>					
<p>11.4. Objective: Integrate reporting formats on the Government and sectoral levels</p>	<p>11.4.1 Develop and propose a reporting format that equally integrates statistical time series from the National Statistical Service and other official sources with qualitatively collected information from user sources; attempt integration with existing administrative reporting systems. Only where these are not available should new reporting systems be created</p>					

Goals	Actions	Timeline	Responsible entity	International Partners	Budget implications	Indicator
11.5. Objective: Communicate targets and outcomes to stakeholders	11.5.1 Create media-based communication channels (web pages and newsletter) and social communication events (round tables, Open Forum discussion)					
12. Cross-cutting issues.						
	12.1.1 Enhance education of demographers and build a labour market that provides incentives for their career development		Ministry of Education and Science, MLSI			Demography introduced into university curriculum, recruitment of demographers into Government structures
	12.1.2 Enhance use of available data with the aim of drawing evidence-based policy advice	Medium term	Ministry of Education and Science			New demography positions introduced to enhance data processing
	12.1.3 Make efforts to enhance fund-raising for research and data analysis	Medium term	National Statistical Service, Ministry of Education and Science, MLSI			At least five proposals submitted to international funders, responsible entity regularly screens available openings and coordinates applications
	12.1.4 Explore possibilities for participation of the country in international data collection efforts, such as the Generations and Gender Programme (GGP) of UNECE	Medium term	Ministry of Education and Science, international organizations			Funds raised and participation organized