STAGE 3 - VISION AND DIRECTIONS

What is this Stage about?

Objective: To identify the vision and long-term goals to be achieved by the Strategic Framework for Mainstreaming Ageing.

Content: Stage 3 focuses on developing the strategic direction as an overarching blueprint for the Strategic Framework. In accordance with the 'twin-track approach', suggested actions support setting a realistic yet ambitious scope for mainstreaming ageing, consulting stakeholders, formulating a vision statement, settting strategic goals, objectives and expected outcomes and raising awareness.

Result: Vision Statement, strategic goals, objectives and expected outcomes.

Introduction

The purpose of identifying a strategic vision, goals and expected outcomes is to determine the overarching direction of the Strategic Framework and define short-, medium- and long-term goals for mainstreaming ageing. These should address the results and recommendations of the situation analysis conducted in Stage 2.

Figure 3.1. Evidence-based vision and directions for the Strategic Framework
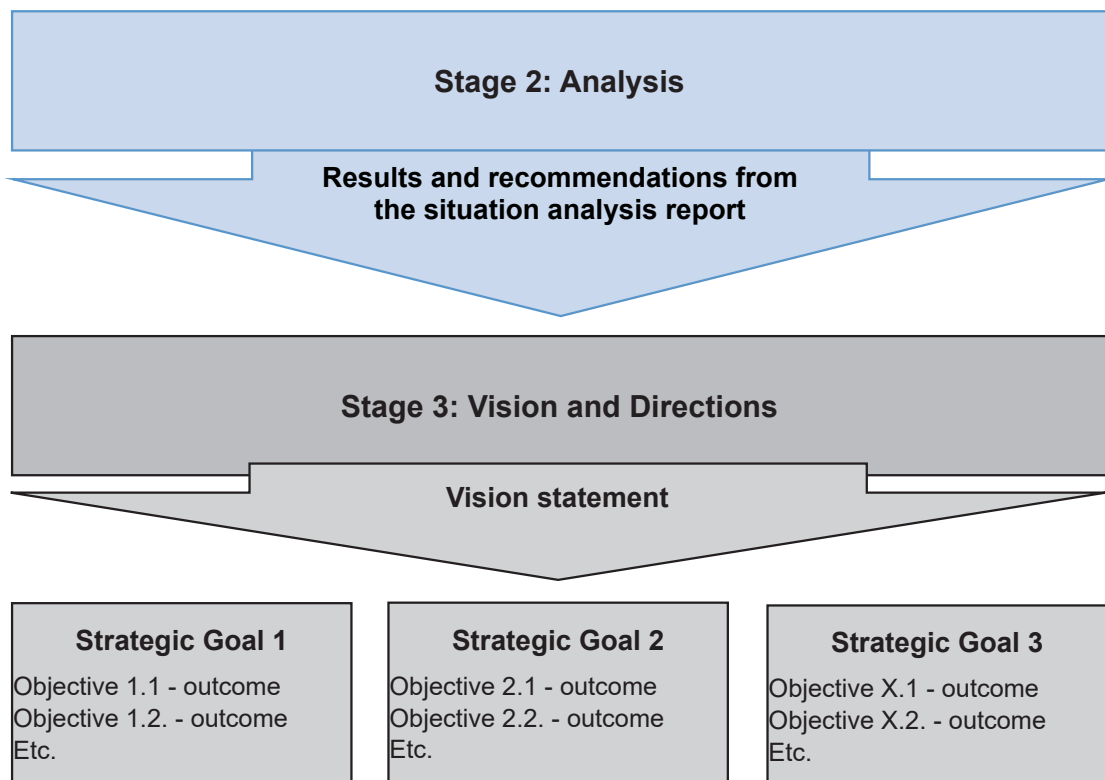
Developing a vision and main directions for mainstreaming ageing can help provide a shared understanding of how to address individual and population ageing in the years ahead and draw an overall blueprint for strategically placing and integrating ageing-related issues on the national and local policy agendas.

Box 3.1. Questions to consider in formulating a vision and directions for the Strategic Framework

- How can the Strategic Framework respond to the findings of the Analysis (Stage 2)?
- What should be the overall vision for the Strategic Framework?
- What are the overarching strategic goals of the Strategic Framework?
- Which objectives and outcomes are needed to achieve the strategic goals?
- How do these goals translate the 'twin-track approach'?
- How do the goals, objectives and expected outcomes relate to relevant international frameworks?
- How can human rights, gender and other principles be addressed (highlighted in Box 3.1)?
- How can the goals ensure each policy sector and government level mainstreams ageing?.


The strategic objectives and expected outcomes should seek to facilitate mainstreaming ageing by enhancing awareness, political commitment and leadership; horizontal and vertical coordination, cooperation and collaboration on ageing-related objectives; as well as building mainstreaming capacities through the allocation of needed resources, the establishment of administrative processes and capacity development among government staff responsible for ensuring mainstreaming.

Potential challenges

- Achieving cross-sectoral buy-in and collaboration in defining a joint vision and main directions for mainstreaming ageing
- Organising a broad stakeholder consultation
- Handling the complexity of addressing both population ageing and individual ageing over the life course
- Identifying priorities in addressing diverse needs and rights of different age groups
- Setting realistic goals
- Agreeing on measurable outcomes
- Ensuring alignment between national and subnational levels

Key suggested actions to develop the vision and directions include defining the scope for the Strategic Framework for Mainstreaming Ageing; carrying out stakeholder consultations to help identify the broader goals and directions; developing a vision statement; formulating strategic goals, objectives and measurable outcomes; and once these are identified, raising awareness about the Framework.

Suggested Actions

1. Defining the scope ▶ 2. Consulting stakeholders ▶ 3. Formulating a vision statement ▶ 4. Setting strategic goals, objectives and expected outcomes ▶ 5. Raising awareness
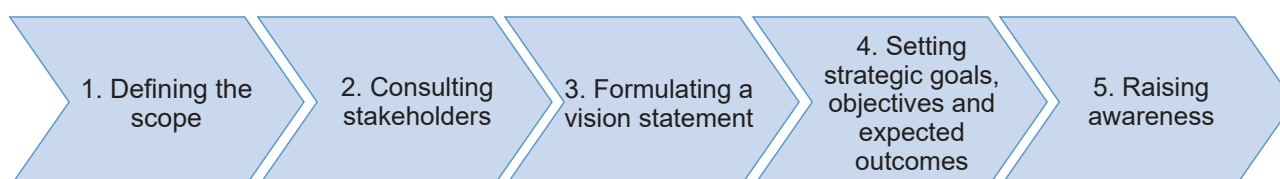
1. Defining the scope

➤ Set a realistic yet ambitious scope for mainstreaming ageing

In determining a realistic yet ambitious scope for the Strategic Framework for Mainstreaming Ageing, a number of factors need to be taken into account. The planning and situation analyses carried out in Stages 1 and 2 will have provided an overview of the current landscape of relevant international frameworks and national and local policy strategies and programmes, as well as existing mainstreaming mechanisms, on which the framework can build to address identified gaps. The scoping exercise will include an evaluation of which international frameworks to align with (see Tables 3.1 and 3.3), which core principles to follow (Box 3.2), and which mainstreaming priorities to set. Depending on the country-specific situation, the priority may be to develop a systematic mainstreaming approach for the first time or, if mainstreaming efforts are already well established, to improve and strengthen existing capacities, coordination and monitoring. It might be necessary to take an incremental approach focusing on core policy sectors first before considering a comprehensive mainstreaming scope that covers all policy fields and levels. Another question to consider in the scoping is if the mainstreaming efforts should in a first instance be limited to government policy or follow a whole-of-society approach, that would involve goals and objectives for mainstreaming ageing across civil society and the private sector. Box 3.2 below presents core principles that can guide the vision and directions for mainstreaming ageing.

Box 3.2. Core principles to guide the vision and directions

While considering ageing both from a societal perspective - societal adaptation to population ageing - and from an individual perspective - responding to the changing needs and capacities of persons as they age – it is suggested that the Strategic Framework for Mainstreaming Ageing shall be:

- **human rights-based -** seeking to ensure the enjoyment of all human rights by all age groups, including older persons. This includes explicitly avoiding and preventing ageism and age discrimination in laws, policy development and implementation and addressing the inequalities of opportunities that may exist in different fields according to age, as well as to the intersection of age and other factors such as gender, disability, cultural background, or sexual orientation. A Human Rights-Based Approach (HRBA) clarifies how human rights standards and principles should be put into practice. Under the HRBA, plans, policies and processes are anchored in a system of rights, corresponding to the entitlements of rights-holders and obligations of States as duty-bearers established by international law, including all civil, cultural, economic, political and social rights and the right to development. HRBA requires human rights principles: universality, indivisibility, equality and non-discrimination, participation, and accountability, to guide policy and programme formulation and implementation (see also Human Rights-based Approach to Development Cooperation and Programming).

- **life course-oriented** – promoting a coherent strategy for addressing the needs of all across the lifespan and enabling smooth transitions of individuals through different phases of their life course and individual ageing trajectories. Mainstreaming does not replace age-group-specific policy measures that are tailored to the concrete needs and rights of persons at different stages of their lives but ensures coherence between them.

- **gender-responsive** – seeking to advance gender equality in ageing societies (Commitment 8 of MIPAA/RIS). It is recommended to fully mainstream gender in the vision and directions for the Strategic Framework, building on international and national instruments for the advancement of women and gender equality.

- **equitable** – ensuring that measures addressing population and individual ageing and resources allocated promote intra- and intergenerational equity, including for future generations. Solidarity between generations at all levels – in families, communities and nations – is identified in MIPAA as fundamental for the achievement of a society for all ages. Intra- and intergenerational equity and solidarity are important prerequisites for social cohesion and for ensuring to leave no one behind.

Setting a timeframe for the implementation of activities under the Strategic Framework - for instance whether planning over a time span of 10, 15, or 20 years - is another element to agree on. The timeframe may be guided by various factors, such as the need to ensure alignment with government planning or implementation of other policy actions. Sectoral strategies of relevance to mainstreaming ageing may exist.[22] These can be plans on ageing and/ or sectoral strategies such as health, lifelong learning or others. The existing policies and programmes and their timeframe should be taken into consideration to ensure alignment and maximise opportunities of integrating ageing issues when existing policy strategies are scheduled to be renewed or reformed. Alignment with existing policy planning cycles for core national policy strategies can provide orientation for strategic mainstreaming opportunities and by when expected outcomes can realistically be achieved. Identifying the scope of the vision and directions includes setting timelines for monitoring and evaluation of progress in implementing the framework (Stage 5). A strategic planning matrix (Table 3.1) can be useful in aligning the vision, strategic goals, objectives and outcomes with the findings of Stage 2 and priorities framed by selected international commitments.

Table 3.1. Strategic planning matrix

Vision Statement					
Strategic Goal 1					
Gaps to be addressed	**Strategic objectives**	**Expected Outcomes**	**MIPAA/RIS**	**SDGs**	**Other international frameworks**
Include gaps identified in the situation analysis in Stage 2 to be addressed by the strategic objectives and expected outcomes	Objective 1.1.	Outcome 1.1.1	To which MIPAA/RIS commitments do the objectives correspond?	To which SDG(s) and targets do objectives correspond?	
	Objective 1.2:	Outcome 1.1.2			
	Objective 1.3:	Etc.			
	Etc.	Etc.			
Strategic Goal 2					
Gaps to be addressed	**Strategic objectives**	**Expected Outcomes**	**MIPAA/RIS**	**SDGs**	**Other international frameworks**
	Objective 2.1				
	Etc.				
Strategic Goal 3					
Gaps to be addressed	**Strategic objectives**	**Expected Outcomes**	**MIPAA/RIS**	**SDGs**	**Other international frameworks**
	Objective 3.1				
	Etc.				

2. Consulting stakeholders

➤ **Solicit feedback from the stakeholder network to inform the vision and determine strategic goals**

Complementing the scoping exercise, it is recommended to carry out a stakeholder consultation to inform the formulation of the vision statement, the strategic goals and objectives. Stakeholders bring diverse perspectives

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[22] Some examples of existing national strategies are featured in Annex 5.

on which strategic priorities are most important and how different policy directions can impact specific policy sectors, population groups, gender equality or human rights objectives. Consultation is important in order to solicit specific feedback that can help foster a clear understanding of the complexities of ageing-related questions and the interests and needs of different stakeholders.

A consultation can take many forms, including through surveys, strategic workshops or roundtables at national and subnational level. Information and expected outcomes of the process can be summarized in a report that informs the development of the vision, strategic goals and objectives. In addition, the consultation of key stakeholders can strengthen buy-in, commitment, cooperation and collaboration of relevance to the further development and implementation of the Strategic Framework. It is suggested to carry out the consultation in such a way that feedback on both population ageing as well as individual ageing is provided.

Box 3.3. Recommendations for the consultation process

- Engage the stakeholder network (Stage1) to ensure relevant stakeholders including older persons are consulted.
- Choose an appropriate format for the consultation according to resources available and desired outreach (for example, surveys, strategic workshops or roundtables at national and subnational level).
- Select a main partner with experience in participatory processes, for example a non-governmental organization, research institute or a consultant group could be invited to facilitate the consultation.
- Carry out the consultation based on the twin-track approach.
- Make sure the consultation is in alignment with international commitments, incl. MIPAA/RIS, the 2030 Agenda for Sustainable Development and others.
- Clearly state from the beginning how and where expected outcomes will be used to manage expectations of stakeholders.
- Ensure gender and human rights perspectives are considered.

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3. Formulating a vision statement

➤ Define the vision for mainstreaming ageing

The vision for mainstreaming ageing captures the "big picture" of what you want to achieve through mainstreaming ageing successfully – a society for all ages. The strategic goals, objectives and expected outcomes that will be defined by the Strategic Framework should contribute to achieving this vision. It is recommended to formulate a vision statement in collaboration with the stakeholder network to ensure a broad ownership of the vision. A vision statement can help foster a common understanding about the overall purpose of mainstreaming ageing, and guide the strategic goals, objectives, expected outcomes, as well as activities needed to achieve it successfully. Box 3.4 provides an example of a vision statement that aspires to achieve a society for all ages, addressing ageing-related aspects at both the individual and societal levels. See Annex 5 for a country example.

Box 3.4. Example of a vision statement

"Country X will be a society that respects the needs, preferences and human rights of all age groups and adapts to population ageing through measures across and at all levels of society. It will realize the full potential longevity offers with the aim of bringing society and the economy into alignment with demographic change. It aspires to enable all age groups to live their full potential and cultivate solidarity between generations. By pursuing independence, equality and dignity of persons across their lifespan, country X will be a society for all ages by 2030".

4. Setting strategic goals, objectives and expected outcomes

➤ **Identify strategic goals, objectives and outcomes that outline the main directions of the Strategic Framework in response to the vision**

In collaboration with the stakeholder network and based on the results of the consultation process, strategic goals, objectives and outcomes should be determined. Strategic goals can be broad and cross-cutting in order to support the vision statement and reflect both societal and individual aspects on ageing as exemplified in Box 3.5.

Box 3.5. Examples of strategic goals

Strategic Goal 1:	Mainstream ageing into all sectors and strengthen collaboration across and at all levels of government.
Strategic Goal 2:	Build awareness and commitment to develop a society for all ages at national and subnational level and among stakeholders and partners.
Strategic Goal 3:	Remove barriers to participation and provide opportunities for the continued involvement of older persons in all aspects of social, economic and cultural life in their communities according to their needs, preferences and capacities.
Strategic Goal 4:	Foster intra- and intergenerational solidarity and ensure quality of life at all ages and independent living including health and well-being.
Strategic Goal 5:	Etc.

Under each strategic goal a number of objectives and expected outcomes should be formulated that are needed to achieve the respective goal. It is suggested to formulate the objectives in line with the twin-track approach as illustrated in Table 3.2.

Table 3.2. Applying the twin-track approach to the identification of strategic goals and objectives

Example Strategic Goal 3 (Box 3.5): Remove barriers to participation and provide opportunities for the continued involvement of older persons in all aspects of social, economic and cultural life in their communities according to their needs, preferences and capacities			
Population ageing		**Individual ageing**	
Objective 1.1: Broadening labour market and employment options for older persons, including options for gradual retirement.	Outcome 1.1: X per cent increase in employment rate among age group 65-75 by 2030.	Objective 1.2: Remove barriers to continued employment and lifelong learning for women and men as they age.	Outcome 1.2: Increased participation of older women and men in training.
Objective 1.4: Promote volunteering and development of civil society organizations.	Outcome 1.3: X per cent increase in government funding for civil society organizations by 2030.	Objective 1.3: Encourage older women and men to volunteer.	Outcome1.4: Increased proportion of volunteers among older persons by 2030.
Etc.			

When defining the vision and directions for the Strategic Framework for Mainstreaming Ageing, it is recommended to align these with relevant international and national policy strategies identified by the situation analysis in Stage 2.[23] This alignment can help translate the objectives defined in international frameworks such as MIPAA/RIS, the 2030 Agenda for Sustainable Development, the Decade of Healthy Ageing and relevant human rights and gender equality instruments into national and subnational policy across sectors and address implementation gaps that may exist. Table 3.3 provides a practical example of mapping the strategic goal, outcomes and its objectives against corresponding international commitments. In addition to policies and cross-cutting sector-specific strategic goals and objectives, consideration to priorities that support awareness-raising as well as strengthening institutional capacities for the systematic mainstreaming ageing efforts should be considered.

Table 3.3. Example of a strategic goal and alignment with international frameworks

Strategic Goal 1	Objectives	Expected outcomes	MIPAA/RIS	SDGs	Other frameworks
Mainstream ageing into all sectors and strengthen collaboration across and at all levels of government	Objective 1: Ensure ageing is mainstreamed into all relevant policy areas	Outcome 1: X% of relevant policies have considered ageing-related priorities	MIPAA/RIS Commitment 1: Mainstreaming ageing in all policy fields with the aim of bringing societies and economies into harmony with demographic change to achieve a society for all ages	Goal 17, target 14: Enhancing policy coherence for sustainable development	
	Objective 2: Strengthen capacity in line ministries by establishing focal points on ageing	Outcome 2: Focal points on ageing appointed in each relevant line ministry			
	Objective 3: Strengthening coordination and collaboration on ageing-related efforts across and at all levels of government	Outcome 3: Coordination mechanism to manage ageing-related efforts across and at all levels of government established			

5. Raising awareness

Finally, campaigns and other communication activities can help raise awareness of the vision, strategic goals and objectives to enhance political and stakeholder commitment to mainstreaming ageing and ensure a shared understanding (see also Box 4.5).

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[23] See also Annex 2 and Annex 5, Stage 2.

Checklist

- ☐ Situation analysis and key findings, identified gaps and needs considered
- ☐ Existing strategies reviewed and considered
- ☐ Stakeholder consultation carried out
- ☐ Vision statement formulated
- ☐ Strategic goals identified
- ☐ Objectives and outcomes determined
- ☐ Strategic objectives take into consideration the twin-track approach
- ☐ Measurable expected outcomes for the strategic objectives have been defined
- ☐ The vision, strategic goals, objectives and expected outcomes have been cross-checked with international commitments e.g. MIPAA/RIS, SDGs and others
- ☐ The vision, strategic goals and expected outcomes are human-rights based, gender-responsive, life-course oriented and equitable
- ☐ The vision, strategic goals and expected outcomes are endorsed by the stakeholder network
- ☐ Awareness-raising activities on the vision, strategic goals and expected outcomes completed