STAGE 4 - IDENTIFICATION OF ACTIVITIES

What is this Stage about?

Objective: To identify activities that can help realize the strategic goals, objectives and expected outcomes identified in Stage 3.

Content: Stage 4 suggests identifying activities that can be short-, medium- or long-term activities. When identifying the activities and outputs, responsibilities should be clearly assigned to implementing partners. Stage 4 further suggests steps to set up a mechanism for the coordinated implementation of activities.

Result: Coordination mechanism, implementing partners, implementation plan.

Introduction

Stage 4 focuses on identifying activities and outputs that help achieve the strategic goals, objectives and expected outcomes that were defined in Stage 3. It is recommended to include among the activities the establishment of a coordination mechanism for mainstreaming ageing as well as awareness-raising and capacity-building to ensure a successful and coherent implementation of mainstreaming activities. In addition to a detailed definition of the activities and outputs, it is important to assign responsibilities, resources and timelines that can be detailed in an implementation plan for the Strategic Framework for Mainstreaming Ageing.

Figure 4.1. Identification of activities to achieve strategic goals, objectives and desired outcomes
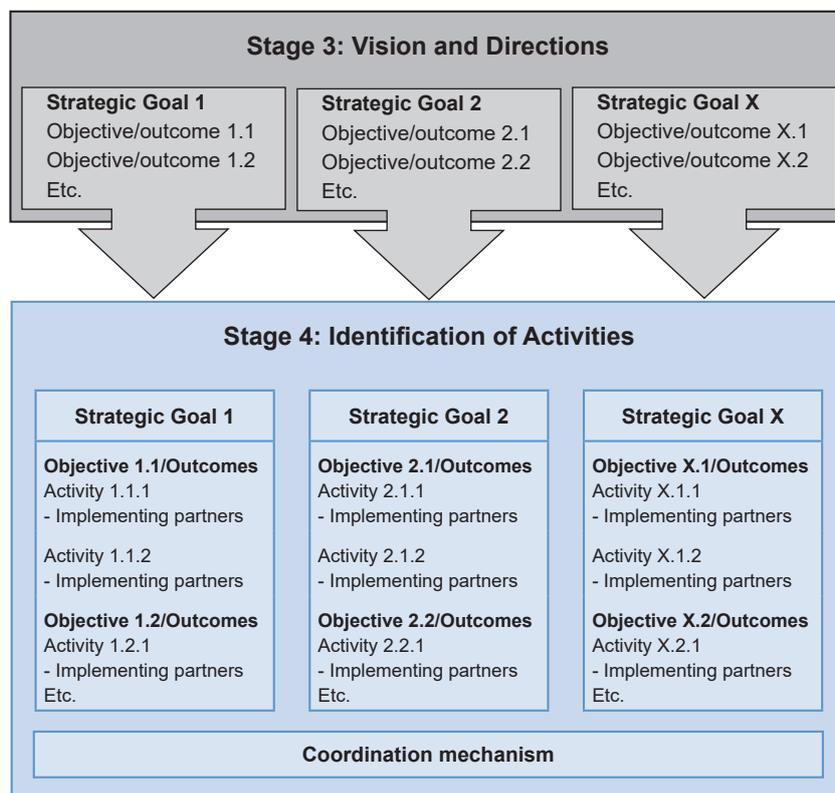
The activities can consist of new measures but can also integrate and build on existing policies, programmes and laws, making amendments where needed.[24] The engagement of stakeholders in the identification of activities is recommended to ensure broad ownership and help identify realistic activities with the commitment of implementing partners across sectors and at all levels of government/society. Ensuring coherence between national and local activities is important. Local efforts to create age-friendly communities already exist in a number of countries and could be considered and strengthened through activities defined in the Strategic Framework.[25]

Giving the cross-cutting nature of ageing issues, responsibility for ageing-related activities may be assigned across sectors, and between governmental and non-governmental actors. Cross-sectoral collaboration may be fostered by (multi-stakeholder) partnerships. Activities in one area can impact progress in another. Cross-cutting activities should take into consideration potential trade-offs. Introducing age-sensitive analysis and impact assessments can help assess planned policies and measures and uncover if they have potentially negative impacts on other policy objectives or the situation of specific population or age groups. Ideally, activities across sectors and levels of government should mutually support and reinforce each other towards achieving the strategic goals, objectives and desired outcomes identified in Stage 3. The promotion of new forms of collaboration and a whole-of-government and whole-of-society approach to mainstreaming ageing requires effective coordination. The establishment of a central coordination mechanism that ensures both horizontal and vertical coordination of activities is recommended. Competence development and capacity-building on mainstreaming ageing among implementing partners is recommended and can help enhance awareness, strengthen commitment as well as the allocation of resources to implement the Strategic Framework.

Box 4.1. Questions to be considered for the identification of activities

- What activities and outputs are needed to achieve the strategic goals, objectives and expected outcomes that were defined in Stage 3?
- What coordination mechanisms are needed to ensure effective implementation?
- How do these activities correspond to the 'twin-track approach'?
- When should each activity be implemented?
- Who should be responsible for the implementation of the activities?
- What resources are needed?
- How can resources for proposed activities be secured?

Potential challenges

- Achieving coherence across planned activities
- Obtaining commitment of implementation partners
- Ensuring effective coordination of mainstreaming activities
- Securing adequate resources for proposed activities

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[24] Examples of ageing-related activities that have already been put in place are summarised in Annex 5.
[25] Many of these efforts are based on the WHO Age-friendly Cities and Communities framework and guidelines. See Annex 5, Stage 4 for more details.

Suggested Actions

| 1. Defining concrete activities | 2. Identifying implementing partners | 3. Drafting an implementation plan |
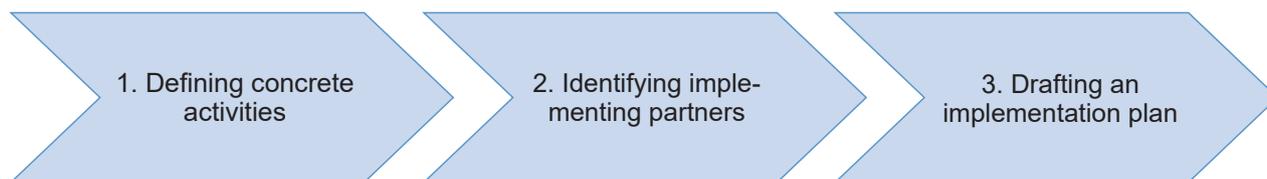
1. Defining concrete activities

➤ **Identify activities that support the achievement of the strategic goals, objectives and expected outcomes defined in Stage 3**

Activities should support mainstreaming ageing into thematic and cross-cutting areas such as poverty prevention, health promotion, gender equality, decent work, reducing inequalities, creating accessible environments, and emergency situations. In addition to ensuring coherence across policy fields, activities for both national and subnational mainstreaming should be aligned for the short-, medium- and long-term. Box 4.2 provides examples of activities that can support mainstreaming ageing.

Box 4.2. Examples of activities

- Identify incentive barriers to mainstreaming ageing that could exist within the workings of government.
- Develop a resource mobilization strategy and plan aimed at further strengthening mainstreaming ageing across and at all levels of government.
- Establish a multi-stakeholder coordination mechanism and strategy aimed at strengthening information exchange and coordination among implementing partners.
- Establish focal points on ageing in all relevant line ministries at national and subnational level and define clear terms of reference and mandates.
- Develop guidelines for age-sensitive analysis and impact assessments.
- Provide training to focal points on ageing across ministries at national and subnational level.
- Establish the post of an ombudsperson on age-based discrimination or strengthen the mandate of the existing post.
- Organise roundtables or thematic seminars with stakeholders on specific topics of concern to individual and population ageing.
- Develop sector-specific resources to support awareness-raising on the importance of mainstreaming ageing in each sector.
- Carry out a national campaign addressing ageism.
- Establish public-private partnerships to develop innovative approaches to strengthen and improve data on ageing-related trends, demographic developments and the situation of different age groups.

Activities should be identified through a participatory process with the inclusion of the stakeholder network. Stakeholder engagement can be organised in the form of thematic advisory groups focusing on activities to achieve specific goals or objectives. Multi-stakeholder dialogues may help build consensus and shape joint activities and also support the identification of cross-cutting aspects. An overview of how activities, timelines and implementing partners are linked to the strategic goals and objectives that were defined in Stage 3 is provided in Table 4.1.

Table 4.1. Examples of concrete activities, outputs, timelines and implementing partners

Vision Statement (Stage 3)				
Strategic Goal 1 Mainstream ageing into all sectors and strengthen collaboration across and at all levels of government.				
	Objective 1.1 Address ageing issues in all policy fields.			
	Expected outcome 1.1 Ageing issues are integrated in all policy fields.			
No.	Activities	Outputs	Timeframe	Implementing partner
1.1.1	Develop guidelines for age-sensitive analysis and impact assessments.	Guidelines for age-sensitive analysis and impact assessments developed.	2022-2025	Mainstreaming ageing entity in collaboration with research institutes.
1.1.2	Develop and provide training courses on age-sensitive analysis and impact assessments.	Training provided on age-sensitive analysis and impact assessments.		
1.1.3	Introduce administrative instructions for carrying out age-sensitive analysis and impact assessments for all planned legislation and policies.	Administrative instructions in force.		
1.1.4	Systematically carry out age-sensitive analysis and impact assessments as part of the planning process for new legislation and policies.	Age-sensitive analysis and impact assessments carried out as part of planning process for new legislation and policies.		
	Objective 1.2 Coordinate mainstreaming ageing horizontally and vertically across government sectors and levels.			
	Expected outcome 1.2 Mainstreaming activities are effectively coordinated.			
No.	Activities	Outputs	Timeframe	Implementing partner
1.2.1	Establish a central coordinating body responsible for mainstreaming ageing across government.	Central coordination body established.		Central government.
1.2.2	Establish focal points on ageing with clear terms of reference in all ministries at national and subnational level.	Focal points on ageing established in all ministries at national and subnational levels with clear terms of reference.		All ministries at national and subnational level.
1.2.3.	Establish mechanisms for regular information exchange.	Regular coordination meetings between central mainstreaming body and focal points on ageing.		Central mainstreaming body.
1.2.4.	Develop action plans for the implementation of the Strategic Framework across sectors.	Focal points on ageing develop ministerial mainstreaming plans.		Focal points on ageing.
1.2.5	Establish a reporting mechanism to monitor the implementation of activities.	Focal points on ageing report annually on progress made.		Focal points on ageing.

➤ **Establish a coordination mechanism**

It is suggested to include among the core activities the establishment of a body with the mandate to oversee and coordinate both horizontally and vertically the implementation of the Strategic Framework for Mainstreaming Ageing. Placing this body centrally at the highest level of government, rather than within a line ministry, is recommended. It can coordinate the work of the focal points on ageing across ministries and levels of government and of any other relevant body (such as older people's councils, youth councils, parliamentary commissions dealing with relevant portfolios such as demographic change, gender equality or ageing). It would also be responsible for continuously engaging with the stakeholder network. The mapping and gap analysis of mainstreaming mechanisms prepared in Stage 2 can help ensure that existing bodies and processes are considered and integrated in the coordination mechanism. Box 4.3 lists a number of considerations for the coordination of mainstreaming.

Box 4.3. Mainstreaming mechanisms

In view of the need for new forms of collaboration and responsibilities for mainstreaming ageing, mechanisms may need to be newly established or strengthened to coordinate and enable mainstreaming ageing across and at all levels of government. Some key recommendations are:

- Establish a central mechanism to ensure coordinated collaboration to implement and monitor activities under the Strategic Framework for Mainstreaming Ageing at national and subnational levels.
- Establish the mechanism at the highest level of government to provide centralised oversight.
- Provide a clear mandate for mainstreaming ageing, ensuring legitimacy, acceptance and cooperation across government through clear terms of reference for each actor (Core croup, focal points on ageing at national and subnational levels) that specify responsibilities.
- The mainstreaming mechanisms should enable the participation of multiple stakeholders, including civil society organizations, the private sector, and academia as well as representatives of all age groups.
- Regular information exchange and dialogue across actors responsible for mainstreaming should be facilitated through formal and informal communication channels and opportunities.
- Activities should be coordinated with existing mechanisms for gender, human rights, disability and SDG mainstreaming to ensure coherence with related processes and where possible achieve synergies.
- National statistical offices are key sources of background information for example on the demography and economy, as well as economic and social situation of older persons, and should be included in the mechanism.
- Strengthen the mandate on ageing of parliamentary commissions.
- Establish measures that ensure implementation of non-discrimination on the basis of age and provide support to victims of age-discrimination and/or a mechanism that addresses anti-discrimination issues e.g. an ombudsman or commission.

➤ **Strengthen capacities and knowledge on ageing-specific priorities to support the implementation of the Strategic Framework for Mainstreaming Ageing**

In addition to assigning mandates and responsibilities for mainstreaming ageing across all relevant policy sectors and levels of government, it is important to increase awareness of and capacities for mainstreaming ageing. It is suggested to include activities that help strengthen capacities and knowledge on ageing in the implementation plan (Table 4.1). The development of information materials, guidelines and training, for instance on age-sensitive analysis and impact assessments can help increase the understanding of ageing-specific priorities among government officials and stakeholders. Examples of competence and capacity-building efforts are listed in Box 4.4**.**

Box 4.4. Building capacities for mainstreaming ageing

Competence development and capacity-building is critical to ensuring that government departments and other stakeholders are well equipped to mainstream ageing. Related activities should aim at enhancing knowledge about key issues relating to population and individual ageing and about the mainstreaming ageing processes. Awareness-raising and capacity-building can consist of:

- Training seminars and workshops on the overall mainstreaming strategic goals, objectives and activities of the Strategic Framework, the benefits of mainstreaming ageing, as well as key concepts and priorities such as active ageing, human rights of older persons, among others.
- Developing guidelines and trainings on age-sensitive analysis and impact assessments and stakeholder engagement.
- Developing and disseminating sector-specific information materials that raise awareness about the relevance of population ageing for each sector.
- Investing in a web portal with information and analysis that provides a resource hub on ageing for e.g. media and other users. It could include ageing-related statistics, research findings, infographics, case studies, best practices and lessons learnt.

Capacity-building measures should take into consideration the competence of specialists in the field of ageing as well as those with expertise in human rights, gender, disability, or other areas. Experts should be sensitised to the intersection between age and human rights, or age and gender, and the specific needs and vulnerabilities of older women and men, to ensure that the needs and concerns of older persons are mainstreamed.

Awareness-raising activities should be a part of the implementation plan. Such activities can be aimed at generating awareness about the impact of population ageing on society as well as at creating sensitivity to issues related to individual ageing and the needs of older persons ('twin-track approach'). Successful awareness-raising efforts require collaboration among stakeholders. Some efforts that can help raise awareness as well as criteria for effective ageing-related awareness-raising activities are listed in Box 4.5. Annex 5 also lists various country examples of awareness-raising activities.

Box 4.5. Awareness-raising activities and criteria for effective awareness-raising campaigns

Examples of awareness-raising efforts:
- Leaflets, brochures, handbooks, manuals and guidance
- Websites and information materials
- Inclusion in school curricula, including education on human rights
- Conferences, roundtables and workshops
- Media campaigns
- Exhibitions
- Inclusion of ageing as part of related campaigns on gender equality or human rights

Some criteria for effective awareness-raising campaigns are:
- Strong basis in human rights and gender
- Clear and comprehensive definitions
- Multi-sectoral and multi-level approaches; inclusion and engagement of relevant stakeholders/communities
- Awareness-raising grounded in evidence
- Accessibility

2. Identifying implementing partners

➤ **Identify partners that will be responsible for implementing the activities**

To ensure implementation of the activities, partners responsible for each activity should be identified. In accordance with the whole-of-government or whole-of-society approach, these can be government departments, government agencies, subnational authorities, civil society organisations, academia, businesses or other stakeholders. Their roles and responsibilities should be determined for each activity and output. The development of Multi-Stakeholder Partnerships can be useful in promoting collaboration across sectors (Box 4.6). Partnerships that cross disciplines, sectors and levels of government can ensure the necessary capacities that are needed to implement activities. This does not only foster innovative solutions but also lead to new knowledge.

Box 4.6. Multi-Stakeholder Partnerships for mainstreaming ageing

The development of Multi-Stakeholder Partnerships (MSPs) can be useful in the development and implementation of activities aimed at systematically mainstreaming ageing across and at all levels of government. The importance of MSPs has been widely promoted as a result of the adoption of the 2030 Agenda for Sustainable Development. To achieve the SDGs, national governments are strongly encouraged to work closely on implementation with subnational governments, academia, philanthropic organizations, volunteer groups and others. This partnership approach is embodied in SDG 17 ("Strengthen the means of implementation and revitalize the global partnership for sustainable development"), target 17.14, which calls on countries to "enhance policy coherence for sustainable development" as a means of implementation. The target speaks to the interconnectedness between the 17 SDGs and the benefits of synergetic actions among stakeholders and levels of government. The need for integrated, inclusive, and coherent approaches— that enhance horizontal coordination between sectors, and vertical integration between levels of government—also addresses one of the underlying principles of the 2030 Agenda of "leaving no one behind." Target 17.17 also encourages and promotes effective public, public-private, and civil society partnerships, building on the experience and resourcing strategies of partnerships.

For more information on Sustainable Development Goal 17, see https://sdgs.un.org/goals/goal17.

3. Drafting an implementation plan

To complete Stage 4, it is suggested to draft an implementation plan that details the agreed activities and outputs, including timelines and implementing partners for each activity as illustrated in a Table 4.2.

Table 4.2. Implementation plan

Vision Statement (Stage 3)					
Strategic Goal 1 (Stage 3)					
Strategic objectives (Stage 3)	Expected outcomes (Stage 3)	Activities (Stage 4)	Outputs (Stage 4)	Timeframe (Stage 4)	Implementing partners (Stage 4)
Objective 1.1	Outcome 1.1.1	Activity 1.1.1	Output 1.1.1	E.g. by 2030	E.g. Ministry of Social Affairs
	Outcome 1.1.2	Activity 1.1.2	Output 1.1.2	Etc.	Etc.
	Outcome 1.1.3	Activity 1.1.3	Output 1.1.2		
	Etc.	Etc.	Etc.		
Objective 1.2	Outcome 1.2	Activity 1.2.1			
		Activity 1.2.2			
Objective 1.3		Etc.			
Strategic Goal 2					
Strategic objectives	Expected outcomes	Activities		Timeframe	Implementing partners
Objective 2.1					
Objective 2.2					
Etc.					
Strategic Goal 3					
Strategic objectives	Expected outcomes	Activities		Time frame	Implementing partners
Objective 3.1					
Etc.					
	Etc.				

Checklist

- ❒ Vision, strategic goals and expected outcomes considered (Stage 3)
- ❒ Findings of the analysis and impact assessment considered (Stage2)
- ❒ Mapping of existing activities against the objectives carried out
- ❒ Adherence to MIPAA/RIS, the 2030 Agenda for Sustainable Development and other international frameworks ensured
- ❒ Short-, medium- and long-term activities identified
- ❒ Implementing partners committed
- ❒ Stakeholder network consulted
- ❒ Coordination mechanism established
- ❒ Competence development and capacity-building considered
- ❒ Implementing partners/multi-stakeholder partnerships identified
- ❒ Implementation plan drafted