

Annual plan to March 2017

March 2016

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The year ahead

The year ahead will be one of both great opportunities and real challenges for all of us in HelpAge International. I am convinced that there has never been a more exciting time for HelpAge International to be advancing our external agenda, and to be ensuring that those responsible for global, regional and national development processes, and humanitarian responses, do all they can to understand the priorities and the contributions of women and men as they age. We are still well under a year since the world adopted the Sustainable Development Goals (SDGs), but it is already clear that the hard-won gains of establishing age as a clear marker of inclusion in the "Leave No-One Behind" agenda are leading to greater interest and greater openness in policy makers and practitioners around the world. At national, region and global level, our staff, and network members will have many opportunities to inform and influence those we work with.

This operational plan will set out how we hope to continue to help set that agenda, and to demonstrate with our own programmes and policy work how governments and others must ensure that older people are properly included in the implementation phase of the SDG agenda. Set out in the annual plan are the main targets, milestones or events in our external influencing agenda, and it is satisfying to see them spread across our four Strategy Goals and their aims.

It will also be a challenging year. In line with many other agencies, we are seeing changes in how civil society agencies are viewed, and how they are resourced. To give one example, HelpAge International has been the privileged and grateful recipients of a Programme Partnership Agreement (PPA) with the UK Government for almost a decade – we feel we have provided good impact and value for money for that partnership, and indeed, for our most recent annual review we received our highest-ever scoring (A+) for what we achieved with their support in 2014/15.

However, for reasons we understand and respect, the UK Government is just completing a major strategic review of support for global civil society organisations like HelpAge International, and they have been clear for some time that the PPAs are ending. Future funding will be organised differently, and be awarded at the end of what we expect to be a highly competitive global call for proposals. The outcome will be known at or around the end of September 2016.

The changes in the UK should not be seen in isolation – in fact, the role of civil society organisations, and international NGOs in particular, are changing fast, as are the political economies in which we operate. Boards and leadership teams are being challenged the world over to think strategically about the best way they can ensure maximum impact in the future. The strategies and assumptions of the past are not necessarily those that will serve them in the future.

I believe that HelpAge International is exceptionally well positioned to make that change – we have, as we have always had, a laser-like clarity of mission and purpose. We are about ageing and older people, and we have the tremendous asset of exceptionally close association with that niche. Governments, communities, national and international civil society partners, regional and global institutions – when they think of ageing, they think of HelpAge. We have also, since our founding more than 30 years ago, always been focussed on supporting national organisations working with and for older people in the countries and regions where we work. There clearly will be, and needs to be, a big global shift in power from north to south within the global civil society sector – this mindset has always been part of our DNA. Taken together, the opportunity that we have to positively influence others is as clearly defined as any I have personally come across in any organisation in my 25 years or so of working in the sector.

Our challenge over the next year is to think about how we evolve our shape and business model to adapt to the trends in our sector, and to take the extraordinary opportunities that we have. No change process is straightforward – this will be no exception. But the rewards in terms of our potential impact will be great.

Toby Porter
Chief Executive Officer
HelpAge International

Introduction

HelpAge's Strategy 2020 set us on an exciting and ambitious course. Its design was informed by the situation and voices of older people, especially in the developing world, and the changes in the political, economic and social environment in which they live. The development of both the humanitarian and development agenda to include and respond to the issues facing women and men as they age remains central to our work. We work as a global network, with a strong Secretariat of HelpAge offices around the world supporting a global network of affiliates and partners.

The world we want is one where every older woman and man, everywhere, can say:

I have the income I need securing the right of older people to the income they need through sustainable and resilient livelihoods, decent and appropriate work, with security of assets, and adequate social protection to ensure a dignified old age.

I enjoy the best possible health and care, wellbeing and dignity drawing on a broad range of expertise to ensure the right of older women and men to the best attainable health, nutrition and care services, enabling them to enjoy the best possible health and care, supporting wellbeing right through to the end of life.

I am safe and secure, free from all forms of discrimination, violence and abuse working to achieve the right to safety and security, and freedom from all forms of discrimination, violence and abuse, for older women and men.

My voice is heard with our intergenerational movement campaigning for the voices of older women and men to be heard by decision makers. We will ensure that their experience is recognised and supported, working together as agents of change.

Our work in **humanitarian action and disaster risk reduction (DRR)** supports the above aims by preparing for and responding to crises and working to ensure that the financial and food security, health, care and nutrition requirements and protection needs of older people are addressed directly and by all agencies in humanitarian crises and disaster risk reduction actions.

Our plan this year includes implementing or supporting programmes in almost 40 middle- and low-income countries with an emphasis on countries experiencing complex political emergencies or with high vulnerability to natural disasters. Our international policy and campaigning work focuses on taking this work to scale and strengthening our partnerships in 60 countries under Age Demands Action.

Significant issues influencing both our strategy and our plans are:

- Insufficient attention to the impact of global ageing dynamics and societal changes created by it.
- Poor national data on older people to support informed planning and development strategies
- The need to harmonise social protection, health and social care to meet the needs of ageing populations
- Climate change and the increasing impact and frequency of disasters, including the effects of El Nino
- The shifting funding environment in the international NGO sector and its impact on business models

Key external events that are both opportunities and challenges for us this year:

- 2016 Africa Year of Human Rights
- The World Humanitarian Summit, 23-24 May 2016.
- UN High Level Political Forum for Sustainable Development, 11-15 July 2016
- World Health Assembly, 23-28 May 2016
- UN Habitat III – "Towards a New Urban Agenda" – various locations and dates in 2016.
- 2nd International Association of Geriatrics and Gerontology Conference – "Long term care systems for Sub-Saharan Africa, 6-8 December 2016

And from a resourcing perspective

- New opportunities to capitalise on the Sustainable Development Goals and “Leave No-one Behind” agenda, as a result of our niche and our network
- The end of the DFID PPA unrestricted strategic grant will usher in a new strategy and instrument for the UK Government’s funding of civil society organisations, with the expectation that we will present an exciting proposal for a multi-year and global body of work
- A potentially challenging year for Age UK following media coverage in February.

Our organisational priorities for 2016 – 2017

We propose the following 10 Organisational Priorities for the coming year. Meeting the priorities set within this plan will be the responsibility of our directors, who in turn will ensure that all levels of the organisation are accountable for their specific roles in delivering the plan. Details of the targets and the directors responsible are the subject of a separate 'Directors' Dashboard'. Periodic reporting to the trustees, our Affiliates, our staff and external stakeholders will be against these priorities:

Achieve maximum impact for the older women and men we work with, working towards the targets of our Strategy 2020 at global and regional level, through partnerships and directly across our theory of change

1. Progress achieved against the indicators within the Strategy 2020 Results Framework through the implementation of regional strategies and the Policy, Advocacy and Communications (PAC) strategy (Agenda 2030).
2. Programme and PAC portfolio generating learning and evidence for national, regional and global policy influencing with a focus on developing and testing of models that can go to scale
3. Improve gender analysis and response in all our work, through an initial emphasis on internal systems and accountability
4. Enhance HelpAge's profile as a humanitarian agency through consistent and high quality responses and influencing work, at a global and regional level

Evolve the shape and business model of HelpAge International, in line with changes shaping civil society at global and country level.

5. Ensure the organisation secures an increase in DFID strategic funding post PPA.
6. Strengthen and diversify donor engagement and funding portfolio secured by both HelpAge International and Supporting Affiliates
7. Manage our resources effectively, demonstrating clear value-for-money principles.

Pursue priority network and organisational development initiatives

8. Scope, plan and launch a global campaign following an agreed vision and global work plan in partnership with key Network partners
9. Advancing the organisational focus on "Better Data" linking with the development of the next phase of our Global AgeWatch Index
10. Finalise and implement the recommendations of the network review steering committee.

Our work globally in 2016 - 2017

The following sections provide an overview of the work of our regional programmes and global teams.

East, West and Central Africa

Strategically, we will focus our work on *social protection, livelihoods and health and care* and emphasising the *voice* of older women and men within policy influencing and by implementing stand-alone initiatives. To effectively influence policy and develop innovative, strategic and gender sensitive programming, we will position ourselves to be at the cutting edge of knowledge development around ageing issues and thus will prioritise research, learning and evidence building.

Geographically, we will be operational in *Ethiopia, Kenya, South Sudan, Tanzania and Uganda*. We will implement early outcomes of our geographic review in line with the criteria developed as part of the regional strategy, phasing out operations in *Sudan*, reviewing how we will work in *Uganda*, and extending our work in *Sierra Leone* and potentially *Nigeria* through new engagements with our Affiliates and government contacts. The region has a large number of countries within its remit, many of them with Affiliates and other national organisations working with older people. We will maintain an overview of these countries and deepen engagements to the extent possible and within our financial resources and abilities.

Within the programme content of our priority work areas, we have the following agendas:

Health and Care: aim to improve NCD management, prevention and treatment and address HIV/AIDS and sexual and reproductive health care issues for older people; support and strengthen home- and community-based care; expand the delivery of eye care services and lobby governments to collect more age-specific health and care data and to implement geriatric-focused curricula for health staff.

This year, we are targeting government commitments for the full scale roll-out of a Community Based Health Insurance scheme in Ethiopia; demonstrable inclusion of appropriate health care services for older people by governments and humanitarian partners in South Sudan, and to strengthen our work with the WHO at the country level, specifically in Tanzania and Kenya, supporting the development of National Healthy Ageing Strategies in these countries. Overall, our ambition is that 400,000 older people receive support under our direct health programming. Our work will also include a mid-term evaluation of the Better Health Project in Ethiopia and Tanzania and research on the links between social protection, particularly social cash transfers, and access to health services also under the Better Health Project (Ethiopia, Tanzania). Learning papers will be produced to demonstrate issues and responses for older people affected by HIV and AIDS. These will be presented at the International AIDS Conference in Durban.

Food Security and Livelihoods: develop a Livelihood and Food Security thematic plan, further to a review of our current and historical work to direct our strategy. A study on food security and nutrition for older people in Kenya and/or Uganda will also support this. Broadly, in development contexts the primary aim is to enhance income of older people and other vulnerable groups, whereas in humanitarian settings the focus is on ensuring household-level food security both through livelihood initiatives and through food aid. Our objective is to promote livelihood options that are resilient, sustainable and ultimately lead to food security, better nutrition and increased income of the people we will work with. Our ambition is that 7,000 older people receive support under our direct livelihoods programming.

Social Protection: continue to influence regional policy-making bodies and governments to implement social protection policies and non-contributory pension schemes, ensuring that governments integrate accountability mechanisms within the delivery of these. Building the capacity of HelpAge network members so they are able to engage effectively with policy makers and generate evidence and knowledge on social protection vis-a-vis ageing will be central to our work.

Priorities this year include that a new social protection policy is enacted in Uganda, with roll-out of a senior citizens' grant in 40 districts and that the Universal Pension Scheme for those over

70 age furthers its implementation in Zanzibar. Our aim is to see over 250,000 more older people receiving support as a result of our social protection programming.

Humanitarian action: respond as practicable to new emergencies and focus on the delivery of lifesaving interventions including cash transfers, nutrition and food security either directly or through influencing humanitarian agencies and governments. In our preparedness work we will focus on capacity building of regional and country teams in emergency preparedness and response protocols - rapid assessments; mainstreaming age and disability in humanitarian programming; and DRR and resilience into non-emergencies programming.

This year we aim to see demonstrable inclusion of older people's issues in Ebola recovery initiatives in Sierra Leone and more widely; and that Charter 14 on Older People in Disaster Risk Reduction is signed by governments and agencies in Tanzania and Ethiopia.

Voice: continue promotion of, and dialogue on, older persons' needs particularly vis-a-vis achieving the implementation of the SDGs, Africa's Agenda 2063, the AU Protocol on the Rights of Older People, and the UN Convention on the Rights of Older People. Linkages will be made with other humanitarian actors for advocacy on the situation of older people in emergency settings and specifically in respect to fulfilment of Article 15 of the AU charter to promote the rights of older people in humanitarian contexts.

Our targets this year include that an Older Persons Bill (covering Social Protection and Health) is approved in Kenya, a National Policy on Ageing is approved by the Parliament in Tanzania and that three more countries ratify the AU Protocol on the Rights of Older People.

Southern Africa

Of the 11 million people aged 60 years and above in Southern Africa, few presently reach older age in good health and well-being, and many, particularly older women, suffer the effects of discrimination, economic shocks, disasters, chronic illnesses and living in abject poverty. Our strategy to 2020 in the region will focus our work on building the *voice* of older people to create change and improvements to their *income security, health and care* and promote action on *violence, abuse* and discrimination, mainstreaming gender and disability. We will also act to increase attention on older people in disaster risk reduction and emergency response programmes.

Geographically, we will focus our work in *Mozambique, Malawi, South Africa, Lesotho, Zambia and Zimbabwe*. The region's 2020 strategy aims to ensure the wellbeing of older women and men through work with older persons' organisations, country age networks, government ministries, the Southern African Regional Age Network (SARAN) and other strategic allies. The network approach will enable us to connect with the most invisible and marginalised older women and men, bringing together local knowledge and expertise and feeding into a "knowledge hub". This will make available information and data to support the further empowerment of older women and men, promote accountability amongst policy and decision makers and contribute to the "niche" role HelpAge plays in terms of evidence generation and awareness raising on ageing issues.

Within the programme content of our priority areas:

Voice: make this strategic goal the anchor for our work, delivering support for older women and men to engage in decision-making processes. Programming will include advocacy through campaigns, informed by Older Citizen Monitoring (OCM) and supporting country age networks to engage more effectively in advocacy actions. The strategic outcomes for the region are increased support for the adoption of the AU Protocol on the Rights of Older People, the UN Convention on the rights of older people and implementation of age-inclusive SDGs with national data that is age-inclusive. We will work to demonstrate the increased self-representation and participation of older men and women in governance and decision-making processes and structures that achieve these aims.

This year we aim to see the governments of six countries express support for a UN Convention and ratify the AU protocol – that Lesotho, Malawi and South Africa maintain their support and

Mozambique, Zambia and Zimbabwe change their position. We will support older people led campaigns and initiatives in four countries – Mozambique, South Africa, Zambia and Zimbabwe – to help them engage with public officials and civil servants for changes to policy regulations that reflect the commitments of the SDGs. We will also ensure that expanded OCM programming is established in six countries, with evidence of information and data collected and used in local and national advocacy actions, including a pilot programme using information and communications technology (ICT) within OCM groups in Mozambique and South Africa.

Income security: focus on addressing the income poverty of older women and men affected by absence of, or poor access to, pension schemes; the increasing frequency of natural disaster (e.g. droughts and floods); the breakdown of traditional family support systems; and the high burden of care and HIV/AIDS. The strategic outcomes for the region are that more older men and women receive a better social pension in Malawi, Mozambique and South Africa and we demonstrate solutions that improve food security in Mozambique, South Africa and Zimbabwe.

Our targets this year include that the eligibility criteria to access the universal pension is changed from 70 to 65 in Lesotho; that a new social pension policy is drafted in Malawi; and an old age grant is introduced within the national strategy for basic social security in Mozambique. We expect to see increased numbers of older people receive social pensions/cash transfers in five countries – Malawi, Mozambique, Lesotho, Zambia and South Africa. At least 1,250 older persons will receive income through existing and new livelihood projects in three countries – South Africa, Mozambique and Zimbabwe.

Health and care: address the challenges of access to affordable and efficient health and care. Through research, advocacy and technical expertise our programmes aim to increase access to quality and age-friendly HIV and AIDS, NCD and other health services and to respond to the changing care needs of older women and men. This includes the availability of medicines, resourced health strategies, and health care workers trained and prepared to address gerontology. Particular attention will be paid to the well-being and health of older women. The strategic outcomes for the region are to support at least 1.3 million older people to benefit from government health and care policies and programmes in Mozambique, South Africa and Zimbabwe; and for 80,000 older men and women to benefit directly from our community based programmes.

This year, we aim to see national health and HIV/AIDS strategies reviewed in Zimbabwe and South Africa. We will research and collect case studies on existing care interventions for NCDs in Malawi and South Africa and – with our networks – facilitate country and regional meetings and learning forums on ageing and health highlighting older women's and HIV/AIDS issues. We will also support network participation in the 1st South Africa National Conference on Violence.

Discrimination and abuse: perceptions, attitudes and practices towards older men and women by wider society and in governance are a major issue in the region. The AU has declared 2016 as the African Year of Human Rights (with particular focus on the rights of women). Therefore the strategic outcomes for SAFRO to 2020 are to promote increased access to justice and services; changes in social norms, attitudes and beliefs; and that older women and men and our country age networks are empowered to hold service providers – governments, enforcement agencies and strategic stakeholders – to account. The strategic outcome sought is that new improved abuse/discrimination policies progress towards enactment in six countries in partnership with relevant service providers and ministries.

This year, we are seeking to see that the regional report by GenderLinks (a key regional stakeholder) incorporates a section on violence against older women and at least four new strategic partners are engaged to champion the work on discrimination and abuse in South Africa, Mozambique, Malawi and Zimbabwe. We aim to establish at least one project addressing discrimination and abuse aiming to increase access to justice in Malawi, Mozambique or Zimbabwe and that a justice programme to mainstream older people's issues is developed and implemented in partnership with the Department of Justice and Constitutional Development of South Africa.

Humanitarian programming: within the region Mozambique and Zimbabwe are classified as very high risk and hence are the priorities for our work in this field. Additionally, five other countries are classified as high risk and seven as medium risk. The strategic outcomes for the

region are to demonstrate strengthened capacity to respond to disasters; influencing the humanitarian sector to demonstrate greater age-inclusiveness in its plans and responses; and that DRR is mainstreamed in our programming and activities.

This year, we will develop at least one programme with actions including capacity strengthening, cash transfers and age-inclusive response in Mozambique, Zimbabwe or Malawi in partnership with the Red Cross. We will promote age-inclusive interventions on DRR and emergencies in each of our focus countries, with a target that at least two member states sign Charter 14 (Malawi and Mozambique).

East Asia/Pacific

By 2020, we want population ageing to be fully acknowledged as one of the central developmental issues facing the region in the 21st Century. By 2020, HelpAge should be the first general point of reference on ageing in the region and be able to advise or provide referral to governments and other agencies needing assistance across all of HelpAge's strategic aims. We aim to develop our function to not simply remain a provider of services through community-based projects, but also to serve as a promoter of innovation, a broker of knowledge, and a driver of a growing movement of actors addressing issues of concern to older people.

Geographically our work is regional in nature, but has an operational focus in seven countries: Cambodia, China, Indonesia, Myanmar, the Philippines, Thailand and Vietnam. Aside from Myanmar and Vietnam, most of the country level work (community-based work mainly through OPAs and advocacy work) is now led by Affiliates. Our focus is to lead on regional advocacy and networking, multi-country projects and evidence gathering, as well as assisting and training country offices and partners.

Within the programme content of our priority work areas:

Social protection: work in two key areas: social pensions and the emerging theme of the economics of population ageing. In social protection, our work will emphasise advocacy towards expanded social pension benefits in three main countries: the Philippines, Thailand, and Myanmar. At the regional level, we will continue to engage and collaborate with key players such as ILO, ASEAN, ADB and the SPF Global Coalition in policy influencing. Our Social Transfers Course will continue to be a major event in the area of capacity building. We also explore the new area of financial inclusion linking with social protection.

This year we aim to influence policy changes in four countries: amendments to the Philippines social pension scheme approved, including the implementation of a social accountability monitoring mechanism; a final draft of the "Law on old age security" completed in Thailand, including a commitment for a permanent old age pension to be included in the government reform agendas; the National Policy on Ageing in Cambodia revised to include a social pension, and through piloting a social pension and its delivery mechanism in one region of Myanmar, achieve a commitment to a social pension in a revised National Law on Ageing.

Income and food security: will continue to achieve improvements in this area primarily through OPAs to expand livelihoods interventions (including micro-credit schemes, revolving funds, rice and cow banks and in-kind assistance) and exploring greater use of age-friendly, pro-poor and resilient livelihood approaches. Lessons learned and best practices will be shared widely in the region through our regional projects and by our Community Driven Development (CDD) training programme.

This year, we will deliver livelihoods programmes focused on age-friendly livelihoods training and materials mainly through OPAs in Myanmar and Vietnam. Additionally, programmes are established with the network in Philippines, Cambodia and Thailand. Linked to our social protection work, we will deliver a regional event on the theme of the Economic Implications of Population Ageing that will bring together government, our network, academia and other stakeholders.

Health and Care: we will engage in health and care at several levels. Our community based work will continue to be through OPAs, on health promotion, prevention, management and care. We aim to implement learning initiatives and pilot programmes that will promote improved individual health and care assessment and monitoring methods and strengthen OPA integration with health and care systems to support better integration of these particularly in relation to NCDs. This will inform our wider advocacy.

This year, we will pursue actions to result in an increased budget for the Universal PhilHealth scheme in the Philippines, and that the government's proposed Policy on Health and Wellness Programme for Senior Citizens is approved. We aim to finalise and deliver a new training programme on 'Development of care systems' aimed at government officials and network members and to review the effectiveness of OPA work in health and care in either Vietnam or Cambodia. We will continue to deliver community-level work on health and care through OPAs, focused on Myanmar and Vietnam. A new NCD project will be established in Myanmar to support

health policy development and the drafting of a national NCD action plan and a community care pilot will progress in China, aimed at testing the role of care coordinators. A programme concept to engage with the WHO age-friendly cities initiative will also be developed.

Disaster risk reduction and preparing for emergency response: we primarily address this area of work through implementation of community-based DRR and climate change adaptation programmes with OPAs in five countries, and secondly to widen our operational partnerships and continue advocacy with regional and national agencies on inclusive DRR. Key areas of new learning will be on urban Community-based disaster risk reduction (with potential pilot locations in Vietnam, the Philippines and Thailand) and on effective means to empower older people as stakeholders for inclusive DRR.

Our priorities this year are to establish a regional DRR team to facilitate sharing, learning and development of standard expertise across our countries of focus and to manage our advocacy efforts at national levels. In emergency preparedness and response our focus is to establish a strong regional roster for response including a team of HelpAge and affiliate members and technical experts and build the capacity of members in age and vulnerability specific response.

Voice: we will continue to expand older people's voice in decision-making through the OPA model and networks of OPAs, providing opportunities for older people to claim their rights and entitlements and input into local, provincial and national policies and decision-making. At national and regional forums, such as Age Demands Action events, we will facilitate channels of communication for older people with relevant decision makers. We aim to build their role in our work to see over 17 improved or new policies, in Cambodia, Indonesia, Myanmar, the Philippines, Thailand and Vietnam. We will continue to work towards a UN Convention on the rights of older people and will update Affiliates and partners on any new developments of the OEWS on ageing process and encourage them to engage with their governments.

This year, we will develop and work with federations of OPAs across the region, with OPA members linked with national/regional processes, with a focus on these actions in Vietnam, Myanmar, Philippines, Thailand, Cambodia and Indonesia. We will complete a study on OPAs with Oxford Institute, supported by an ASEAN OPA event in Cambodia as a means of networking learning. We aim to see progress on the enactment of new or revised laws on ageing (Cambodia, Myanmar, and Indonesia) and the adoption of an ISHC replication plan (Vietnam). To help us take forward emerging work on discrimination and abuse, we will seek progress towards an Elder Abuse Bill in the Philippines with Affiliate COSE. Across our network we will promote and support effective participation by older people and our network within the MIPAA review and its consultation processes.

South Asia

The South Asia regional strategy identifies *income security, disaster risk reduction and emergency preparedness* as its three priority areas of programming. Additionally, there are three emerging areas of work in which we seek to develop more comprehensive and coherent programming: health and care; voice through ADA campaigning; and gender as a cross-cutting theme (within a very challenging traditional and religious context for women in South Asia).

Geographically, we will implement programmes covering some or all the above areas primarily in *Bangladesh, Nepal and Pakistan*, while continuing to support our Affiliates in *India and Sri Lanka* to implement livelihoods, health and care activities within which OPAs play a significant role. Funds permitting, we will follow-up initial links made in *Afghanistan* towards involving local organisations in forums and networks working on ageing in the region.

Within the programme content of our priority work areas:

Social protection: continue to grow this work across the region. We aim to strengthen our existing knowledge on its provision for older people and to develop better informed policy positions to support our advocacy. We will identify specific targets for expanding the value and coverage of old age allowances and other cash transfers benefiting older people in each country.

This year we will deliver advocacy and technical support to governments on the adoption and/or implementation of social protection provision. The focus will be expanding the coverage of old

age allowances in Bangladesh and Nepal and beyond Khyber Pakhtunkwa Province in Pakistan. We will also produce an impact assessment of OPAs' role in social protection, with a focus on Bangladesh but also with inputs from our Affiliates in India and Sri Lanka.

Livelihoods: our work concentrates on supporting older people to increase their income/contribute to household budgets by engaging in income or food security initiatives through access to micro-credit. Primarily this will be achieved through direct project support for OPA-run revolving loan schemes, but also by advocating for the inclusion of older people in micro-credit schemes managed by larger profit and non-profit financial institutions where age is often an excluding factor. Livelihoods recovery also forms a key part of emergency response and rehabilitation work ongoing in Nepal and Pakistan.

This year we will expand income generation opportunities for older people through micro-finance provision directly (OPA projects) and indirectly (advocacy with micro-finance organisations) in Bangladesh, Nepal, Pakistan, India and Sri Lanka.

Disaster risk reduction: continue to prioritise this as a significant component of our work in the region. Pakistan, Bangladesh and Nepal have ongoing programmes that we aim to expand and strengthen. Activities include direct delivery of training, capacity building and disaster planning at the local level by partners for older people and the wider community in hazard-prone environments. We also work with governments at local and national level to ensure the inclusion of older people in disaster preparedness policy and plans. We are targeting INGO peer agencies and NGOs to promote the inclusion of older people in their policies and programmes.

At community level, our work this year will include training and capacity building on IDRR of older people/ OPAs/communities living in environmentally hazardous environments in Bangladesh, Nepal and Pakistan. We will also engage with governments, peer INGOs and NGOs to advocate and providing technical advice for the adoption and mainstreaming of age and disability appropriate IDRR/CBDRM policies and practices in Bangladesh, Nepal and Pakistan.

Humanitarian action: continue to locate emergency preparedness and response as central to our strategy in the region given that South Asia is the most disaster-prone region in the world. Our focus countries are Bangladesh and Pakistan, given the size of their populations living in hazardous locations and the frequency and severity of natural disasters. Conflict related emergencies also remain a major cause of population displacement requiring humanitarian response.

This year, we will develop a regional emergency preparedness and response framework that includes a protocol with key network affiliates. Our priority will be to respond to emergencies and deliver rapid and effective humanitarian support in two priority countries – Bangladesh and Pakistan.

Health and Care: continue to support a variety of health and care work in the region (delivery of direct health diagnosis and treatment by mobile medical units, eye care, dementia care, and health in emergencies). While much of this work delivers tangible support to older people and will continue, we will develop a regional health and care plan this year to identify priorities over the next five years to bring together our direct service delivery with research and advocacy/policy engagement.

This year our priorities will be the provision of direct care and treatment of NCDs (including eye care) and infections for older people through mobile and static medical facilities (including in emergencies) in Bangladesh, Nepal, Pakistan, India and Sri Lanka. We will also support and expand national dementia alliances in Bangladesh, Nepal, Pakistan and Sri Lanka. Our learning priority will focus on an impact assessment of the role of community volunteers trained on home-based care.

Violence and abuse: we engage in a number of activities aimed at combating violence and abuse of older people in some countries, but do not yet have an agreed common framework to guide and align our work. We will review the direction of this work during the year.

Our focus this year will be to contribute to the development and implementation of legislation to combat gender-based violence and abuse in Bangladesh.

Voice: bring together our current national activities for raising the voice of older people into a more focused structure around the key organisational priorities such as the SDGs, the UN Convention and Global AgeWatch Index, whilst supporting older people to set the specific national agendas themselves.

This year, we will develop a multi-year plan and calendar to capture the key events and actions we will take at country and regional levels. To support this work, our learning priorities will centre on an evaluation of our EU-funded project on the promotion of older people's rights in Bangladesh and evaluation/review of the SaG-funded programmes in India and Sri Lanka, both of which have a particular focus on strengthening the voice of older people and OPAs.

Eurasia and the Middle East

Based on the specific contexts and needs in the region, as well as our current expertise and human capital, by 2020 we want to position HelpAge as the first point of reference on ageing in the region and to be able to advise or provide referral to governments and other agencies needing assistance specifically across *health and care, violence and abuse, voice, and humanitarian protection* (with a focus on protection mainstreaming) of older men and women.

Geographically, we will focus our work on a number of key countries: in Eastern European and Central Asia these are *Ukraine, Moldova and Kyrgyzstan*; in the Middle East we will continue or develop strategic opportunities in the following nine countries: *Iraq, Iran, Jordan, Lebanon, oPt, Syria, Turkey, UAE, and Yemen*. Beside these key countries, there will be countries where joint programming may be undertaken based on specific opportunities with Affiliates or partners, primarily *Russia and Serbia*. This may include work with other Affiliates particularly in relation to influencing and campaigning related to our global initiatives. We will phase out direct implementation in oPt, supporting future work through our Affiliates and partners.

Within the programme content of our priority work areas:

Health and Care: deliver programmes in both emergency and development settings through community-level interventions, with a specific focus on NCD management; promotion of healthy life-styles; access to health services, including mental health; improving nutrition in emergency settings; and ensuring equal access for older men and women to health services and information.

This year, we will establish new programmes on health and NCDs, both in emergency and development settings, and nutrition in emergency settings, focusing on Jordan, Lebanon and Syria. We will consolidate our current emergency response in the Ukraine, initiating an Age Task Force within the cluster system as part of our main emergency response programme and will expand our interventions to the health sector. The focus will be on ensuring access to basic health services and life-saving activities, including those related to NCDs, and focused on primary health care.

Violence and abuse: we will ensure people in older age and their representatives have the confidence, knowledge and support to claim their rights, including to justice and access to services related to such violations.

This area of work will focus specifically on Moldova but, where appropriate, opportunities will be sought to replicate this work elsewhere in the region, especially through campaigns aimed at empowering older people, working with communities to challenge ageist/sexist attitudes and behaviour, and research to document the extent of violence and abuse.

Voice: undertake more systematic engagements with governments specifically around support on drafting, implementing and monitoring national strategies and policies on ageing, health and care and social protection. We will ensure older men and women actively participate in these processes, and that their different needs and perspectives are taken into consideration.

This year we will continue to support partner and Affiliate work on Age Demands Action, and collaborate with the governments of Iran and UAE to support their development of national ageing policies and plans, with support from the London Secretariat and the American University in Beirut.

Humanitarian protection and inclusion of older people: respond to humanitarian emergencies in the region to ensure that protection and human rights are central and mainstreamed in humanitarian actions. We will help older men and women to stay safe, while ensuring access to protection, finances, food security, health and nutrition. We will capitalise and leverage on the current interventions in Ukraine and the Syria crisis, to ensure all stakeholders adopt, implement and monitor policies that are age, gender and disability appropriate.

This year, we will establish new humanitarian protection interventions for the Syria crisis response, with a focus on protection mainstreaming and inclusion. New strategic partnerships will be sought including: a regional-level MOU with Terre des Hommes, to pave the way for project-specific partnerships including the continuation and scale-up of current work in Jordan,

and new funding opportunities in Syria. In Jordan, specific partnerships will also be sought with local NGOs and government offices for longer-term work and outcomes related to social protection, voice, and rights. We will design and complete a regional needs assessment initiative focused on conflict-affected countries, including Jordan, Lebanon, Syria, and potentially also Iraq and Yemen. This will focus on older people's situation, how they are affected by the conflict and the gap in current interventions. The aim is for this work to be published and be used as an advocacy tool in the region.

Social protection: continue to include social protection within our portfolio, maintaining our existing initiative in Kyrgyzstan and researching new opportunities for effective engagement.

This year, we will continue our engagement in partnership with Oxford Policy Management, the EC and Government of Kyrgyzstan to reform their social protection policy. As our remit is expanding in the Middle East, an assessment will be conducted to map existing social protection policies and issues in this region.

Latin America & the Caribbean

Our strategy in the region is focused on giving voice to and empowering organised associations of older women and men to be the protagonists and change agents for claiming the fulfilment of their rights. This happens in the context of a regional legal framework, the recently adopted Inter-American Convention on the rights of older people. Our work will ensure the active involvement of older people and their organisations, through advocacy, lobbying and using older citizen monitoring to hold governments to account and create and implement policies in line with the regional convention. Thematically, the region will focus on health and care, financial inclusion and social pensions, disaster risk reduction and emergency response. This – in addition to our alliances with relevant specialised organisations and regional bodies in these areas – will allow the region to become a knowledge hub, or centre of excellence, on ageing and on several of these areas.

Geographically our work is regional in nature, but operational activities will take place in relation to humanitarian preparedness and response. We will continue an operational presence in *Colombia*, but our direct presence in *Bolivia, Haiti and Jamaica* will have ceased by the end of 2016-17. We will aim to advance work with and for older people through Affiliates and partnerships. In our work, national platforms and "learning communities" will be promoted to achieve alliances between older people, the HelpAge network and other civil society organisations. We will strengthen, strategic alliances with universities, government agencies and UN bodies, in particular WHO, ILO, UNFPA and ECLAC, to allow for relevant and cutting-edge work in different areas related to older people and ageing. Our strategy also aims at supporting governments to design and implement adequate policies in our strategic areas, through providing technical assistance, executing (and learning from) pilot projects, and sharing best practice from other parts of the organisation.

Within the programme content of our priority work areas:

Voice: continue to build on the successes of Age Demands Action in the region, and establish a new year-round *AgeWatch* programme of campaigns and ongoing influencing and monitoring. Our Affiliates and partners will be supported by a regional Policy, Advocacy and Campaigns team, whose aim will be to support the development and delivery of effective, well-targeted influencing strategies and building the evidence to support these.

This year, our priority will be to support our network to deliver a regional programme on monitoring of older people's rights and other entitlements, using older citizen monitoring methodology within 10 countries including Mexico and Brazil. This programme will review national progress and gaps since the MIPAA +10 review and support advocacy for the ratification of the Inter-American Convention and adoption of the SDGs by governments. By the end of the year, we aim to have established the structure and funding mechanisms for the implementation of a regional AgeWatch programme.

Financial inclusion and social pensions: focus on the consolidation of social pension schemes where these exist, and work towards their adoption elsewhere. This work will focus on

Peru, Colombia, Paraguay, El Salvador, Panama, Dominican Republic and Jamaica. We will also continue and further develop policy and programme work to ensure better financial inclusion of older people, strengthening the evidence of its benefits and the forms of age-discrimination that occur, and developing tools and models to support change.

This year we aim to see social pension schemes strengthened and further expanded in Peru and Colombia, and develop materials for our network partners on social pension achievements and results by sub-region: Central America, Southern Cone, Andean region and the Caribbean. In relation to financial inclusion, we will work to produce improved data collection on financial institutions in Peru initially, reviewing data on older people's access to services; age as a factor in credit decisions; and practice in the design of services adapted to older people's needs. Additionally, development of a toolkit for training in financial education to older people will be initiated.

Health and care: continue to promote the adoption of national policy on health and ageing in collaboration with the Pan-American Health Organisation (PAHO) and the WHO, building on our particular experience in dementia and care. The focus of our community work is on the delivery of age-friendly services and care, principally through the technical training of government and other agency health and care staff.

This year, we aim to sustain our training of government health staff in Bolivia and Haiti and pilots on integrating health and care systems in Argentina and Peru. In Colombia our work will continue to support the mental and physical care of older people affected by conflict. At a regional level, we will continue to collaborate with PAHO and WHO in regards of a renewed regional health framework, and will publish and disseminate learning from the recent regional dementia care programme.

Disaster risk reduction and humanitarian action: continue to implement response interventions where practicable, and with an increasing focus on delivery through partners. Our focus in the region will be on building preparedness for natural disasters especially in relation to El Niño phenomena and drought. In Colombia, attention to the victims of the conflict there will continue. Our advocacy will focus on influencing the regional UN/INGO humanitarian preparedness and response coordination body, REDLAC, promoting age-inclusion in preparedness and response.

This year, we will deliver new community-based disaster risk reduction programmes in Colombia, Bolivia and Haiti, which have a particular focus on the links between climate change and livelihoods and building resilient systems to protect them. We will conduct a number of studies and reviews, first through documenting our learning from work undertaken in Jamaica and further through a study of drought and older people's contribution to disaster preparedness through traditional knowledge in Haiti.

London Secretariat and the Network

Our focus will be to manage the delivery of our organisational priorities, whether through discrete work or through our international offices and the network. Working closely with regional and country offices and Affiliates, we will establish focus and direction in our key thematic areas of work, aligned with our new strategy and the new Sustainable Development Goals. We will continue to monitor, initiate and participate in dialogue and debates around individual and societal dimensions of ageing, identifying upcoming trends and debates, as well as setting the agenda and actively encouraging debate and dialogue around potentially controversial areas of thinking around ageing. Our work will prioritise the following this year:

The Network Development Action Plan: further to the network review conducted through 2015-2016, we will progress the key actions under three work stream areas: learning, strengthening and collaboration. This year we aim to deliver:

- at least one special cross-organisational and network learning project initiated to build expertise on emerging trends, with a programme of online events and training developed
- knowledge management and learning strategy and systems including an interactive shared online platform scoped out to build the profile of the network as the go-to place on ageing, facilitate networking, knowledge sharing and campaigning

- membership model developed and communicated to current and potential Network members with improved accountability and governance
- clear processes established for administration of Network data management and profiling of members' capacities and areas of interests.

Policy and practice influencing: developing policy positioning, strategic influencing, collating research and evidence, provision of technical inputs to international programmes and horizon scanning and dialogue. This year we aim to deliver:

Research and evidence

- Strategy and plan on Global AgeWatch 2.0
- Tool developed for the collection of data on violence and abuse of older women
- Resilience Monitoring Tool and Toolkit for inclusive DRR

Policy positioning

- Leave no one behind/Agenda 2030 position paper - approach and messages agreed across the organisation and network
- Progress towards a new convention on the rights of older people supported by: establishing a funded Secretariat for the Global Alliance for the Rights of Older People (GAROP) that will co-ordinate a new campaign on a convention, and further content for the new convention developed including a clear position on ageism.
- Messaging for NCD policy influencing at all levels and an organisational position on responsibility for care completed.
- A plan of action on our positioning is developed from the messaging and objectives in the World Report on Ageing and Health and Global Strategic Action Plan in collaboration with WHO
- Commitments secured from Habitat III that protect and promote rights in an urban environment throughout the life course and into older age
- Strengthened programming and learning on accountability and social protection, primarily through co-ordinating the implementation of the BMZ-funded Accountable Social Protection Project (Kenya, Tanzania, Mozambique and Uganda)
- Technical support provided to office and partners on social protection policy and advocacy processes in priority countries (including Philippines, Malawi, Myanmar and Zanzibar).

Horizon scanning and dialogue

- Understanding ageing in urban contexts, working closely with partners and affiliates to build on their existing knowledge and experience
- Engagement and relationships built with academics, lawyers and others working on ageism to deepen our understanding of ageism and inform the new campaign against ageism

Communications and campaigns: prioritising the development and implementation of two major areas of work: Leave No-one Behind (Agenda 2030) and a Campaign against ageism. This year we aim to produce toolkits related to these campaigns and support older people to be included in Agenda 2030 monitoring and implementation mechanisms in ten countries, two regions and at the global level at the Higher Level Political Forum on Sustainable Development.

Humanitarian action and response preparedness: our global advocacy work will focus on achieving effective inputs and participation in the World Humanitarian Summit in May, with clear recommendations on addressing the needs and contribution of older people included in its conclusions. We will continue the implementation of our two strategically important programmes, ALERT and the Ageing and Disability Capacity-building Programme (focused on Kenya, Pakistan and the UK), with key milestones by year end including the completion of new ALERT software and the completion and testing of pilot minimum standards for age and disability inclusion. Key technical guidelines to be produced this year include models and materials for inclusion programming and best practice guidelines in emergencies for disability, post-distribution monitoring and psycho-social support.

