HelpAge International
Age Demands Action review

2013-2017

Final report

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Executive summary

The evaluation purpose is to provide recommendations on how to take the Age Demands Action (ADA) campaign forward, whilst retaining it as an older person-led campaign. Findings draw on interviews with 36 ADA platform stakeholders and five national and global decision-makers.

The campaign

ADA is a global campaign platform that supports older people to challenge age discrimination and take action for their rights. ADA activity is focused around three key dates relating to health, rights and global recognition. These are World Health Day (7 April), World Elder Abuse Awareness Day (15 June) and International Day of Older Persons (1 October).

Key Findings

Participation by older people

- Two-thirds of older people interviewed were part of national advocacy meetings
- A third of older people interviewed would like to see an increased focus on service monitoring
- Nearly half of all ADA campaigners were older women throughout the review period
- No systematic data relating to older people with disabilities was collected

Connectivity and structure

- There is a strong suggestion that campaign stakeholders value the strategic association with HelpAge
- There is evidence of a call for more active power-sharing to allow ADA to be more consciously led from the global south
- Despite the fact that 80% of ADA campaign partners are also global network members, there is currently no systematic connectivity across the two platforms

Campaign methodology

- The national advocacy meeting approach had proven impact including in changing contexts. Success was achieved where regular meetings were set up
- Evidence suggests ADA may not currently be an appropriate vehicle for progressing the global convention
- ADA has demonstrated policy impact at strategic and practical levels in a range of country contexts
- An average of 170,000 older people actively engaged with ADA each year over the review period
- The periodic approach to mobilisation confined impact

Management systems

- HelpAge's first-person approach to storytelling was singled out for praise in conveying a positive representation of older people
- Weaknesses in management systems relating to learning, reporting and translation were identified as part of the 2012 ADA review but have still not been addressed
- A reduced ADA budget has constrained the involvement of some ADA platforms

- The current metric fixation provides a limited measurement of ADA impact

Conclusion

In the full report, I outline a more detailed set of conclusions. Most importantly:

The ADA campaign platform is a unique tool – the first globally coordinated grassroots platform for older people to campaign against age discrimination and fight for their rights. Campaign stakeholders value the strategic association with HelpAge and there is no identifiable driver for an independent ADA movement.

Although a range of campaign models were assessed for suitability as part of this review, the continuation of a centralised campaign model was discounted due to the weaknesses of the current ADA approach outlined earlier as part of this conclusion. In addition, the adoption of a highly distributed model is not appropriate due to stakeholder interest in a continuing strategic association with HelpAge. A distributed-organising campaign model is recommended moving forward, as a nimble and interconnected forward approach that could strengthen ADA's role in achieving impact as part of a broader effort to mobilise and support older activists to campaign for an end to age discrimination and take action for their rights.

In line with HelpAge's forward focus on power sharing, priority should be given to linkages with regional hubs, the global network, campaign partners and older people themselves to allow ADA to be consciously driven from the global south. A revised campaign methodology will contain a three-year umbrella ADA theme with a series of underpinning parallel issues relevant to older people at the grassroots. ADA should reframe its engagement strategy to a future proof model with three key elements, namely strategic partnerships, deepening activist engagement and an enhanced use of digital.

Recommendations

In the full report, I outline a more detailed set of recommendations. Most importantly:

Participation by older people

1. Continue the primary purpose of ADA as a platform to mobilise and support older people to campaign for an end to age discrimination and take action for their rights

2. Develop a two-stage national advocacy service impact approach through influencing service delivery at scale and service monitoring as routes identified by older people to direct impact on their lives

3. Develop a conscious approach to deepening activist engagement through adopting a 'ladder of engagement' model

4. Develop targeted engagement approach to marginalised older people including alternative participation methods (texting and online activity) and reassessing funding for transportation

Connectivity and structure

5. Campaign partners and national ageing platforms to assume a dynamic delivery role, co-creating content with campaigns partners and national ageing platforms and driving local activity

6. Regional hubs in the global south to assume coordination centre role, responsible for strategy development and resources management

7. Reframe London hub as an advisory centre responsible for synergy across the new three-year umbrella ADA theme and global advocacy initiatives

8. Identify opportunities to strengthen connectivity across the ADA platform, including with HelpAge's programmes and the global network, to improve reach and impact

Campaign methodology

9. Adopt a three-year umbrella ADA theme with a series of underpinning parallel issues, strengthened by a year-round activity approach

10. Sustain a dynamic ADA campaigning function through refocussing mobilisation approach to a future-proof model prioritising strategic partnerships, deepening activist engagement and enhanced use of digital

Management systems

11. Reassess ADA resourcing levels as a significant additional human and financial resource commitment will be required to enable the revised structure suggested to operate effectively and in an impactful way

12. Establish an online central knowledge hub including technical skills training sessions for ADA activists and leaders (including in languages other than English)

13. Implement an umbrella ADA grant to support the move to all-round activity. In the longer term, move to a mixed source sustainable funding model.

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Abbreviations

A number of abbreviations are used throughout the report as outlined below.

ADA	Age Demands Action
HelpAge	HelpAge International
EME Region	Europe and the Middle East
LAC Region	Latin America and the Caribbean
GAROP	Global Alliance for the Rights of Older People
NCDs	Non-communicable diseases
OEWG	Open-ended Working Group on Ageing
ONS	Office for National Statistics
OPA	Older People's Association
OPSHG	Older People's Self-Help Group
OPT	Occupied Palestinian Territories
OCM	Older Citizen Monitoring
SDGs	Sustainable Development Goals
UN	United Nations
WHO	World Health Organisation

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Review team

A team of four consultants worked on the information gathering phase of this review. The team consisted of **Kathleen Christie**, the lead consultant and a campaigner with 20 years' experience; **Sophie Dodgeon**, a campaigns consultant; **Isabel Kearney**, a programme consultant and gender specialist and **Marcia Walker**, a campaigns consultant and fluent French and Spanish speaker. Kathleen Christie wrote this report.

1. Introduction

By 2050, one in five of the world's population will be an older person, with many of them living in low and middle-income countries. Relative wealth or poverty is key to their health, wellbeing and life expectancy. As populations grow across the world, the debate on old age income security has also grown, with governments beginning to recognise that pensions in old age can tackle broader social inequality and support economic growth. In addition, low and middle-income countries now have the highest global prevalence for major non-communicable diseases (NCDs) including Alzheimer's disease. Few health systems have responded adequately to the changing health and care needs of older populations. The world is becoming less predictable and older people living in fragile states are especially at risk. In addition, too many people, particularly older women, face violence and abuse.

Together with these complex challenges, the demand for participation in decision making and accountability is growing stronger. New technologies are enabling the spread of information and the development of advocacy by all citizens, helping to increase government accountability. Danny Sriskandarajah is the current Secretary-General of Civicus, the global alliance of civil society organisations. In the Civicus 2018 'State of Civil Society' report, Sriskandarajah acknowledged the global growth in social accountability movements, writing '*almost everywhere we look, we see signs of citizens organising and mobilising in new and creative ways to defend civic freedoms'.*

1.1 Age Demands Action campaign background

Age Demands Action is a global campaign platform that supports older people to challenge age discrimination and take action for their rights. It intentionally focuses on growing a movement from the ground up and gives older people the autonomy to campaign on issues that are important to them. ADA's rights-focussed approach is reflected in its four over-arching goals as outlined below.

1) To develop older people's capacities to take action together on issues that affect their lives
2) To raise awareness of key issues affecting older people
3) To build an informed constituency of older leaders who can be involved in decision-making with government, and together bring about tangible policy changes
4) To build an effective global network of activists to share experiences, take part in peer learning, and influence policy and decision-making at a global level

ADA started in 2007 in 27 participating countries and grew to 60 countries by 2013. ADA activity is focussed around three key dates relating to health, rights and global recognition. These are World Health Day (7 April), World Elder Abuse Awareness Day (15 June) and International Day of Older Persons (1 October).

Using these three campaign days as focal hooks, ADA has campaigned on a wide range of themes over the review period. It is difficult to put an exact number on the thousands of older men and women who have been involved in ADA as the number changes each year and for each campaign day. As the original focus for ADA activity, International Day of Older Persons has had consistently good traction, reaching a mobilisation peak in 2013, when 94,000 across 60 countries participated in ADA activity. In 2014, nearly 28,000 campaigners across 43 countries were involved in World Elder Abuse Awareness Day. The most popular World Health Day theme amongst ADA campaigners was diabetes in 2016, with 44 campaign partners across 42 countries participating. Over the review period, older people also demonstrated increasing activity around other relevant global recognition days including International Women's Day (8 March) and Human Rights Day (10 December).

A detailed process is in place to support campaign partner's participation in ADA. A three-year Memorandum of Understanding (MOU) is signed between new campaign partners and HelpAge regional hubs as a sign of commitment to ADA. ADA campaign partners are organisations that work with, for or on ageing issues and older people including HelpAge global network members and country offices. A campaign toolkit is sent out to partners at least two months before each key date and partners are invited to apply for a small seed grant. The London hub campaigns team holds the overall ADA budget and makes the final decision on funding allocation. Campaign assets are sent to campaign partners a month before each key date to support on and offline activity. Following each key date, a reporting form is sent to partners for completion by the London hub campaigns team. The London team compile these into a narrative report for distribution amongst HelpAge staff and ADA campaign partners.

1.2 Evaluation purpose

The purpose of this review is to provide recommendations on how to take forward the ADA campaign, whilst retaining it as an older person-led campaigning platform. It assesses the reach, outcomes, impact and effectiveness of HelpAge's five years of work, within the context of the 2012 ADA campaign review. It suggests which strategies and actions will best allow the organisation to achieve its broader role of developing a global movement of older people working for progressive social change over the longer term.

1.3 Methodology

The evaluation has drawn on the following information and data sources:

1. Relevant documentation including:
    - Internal strategy, planning and reporting documents;
    - Relevant HelpAge and external background documents; and
    - Secondary data relating to budget and engagement levels.

2. Interviews with;
    - Older people in a range of country contexts across four regions;
    - Relevant ADA partner and network members at country level across four regions;
    - Decision-makers based in various United Nations agencies and at national government level in countries where the ADA campaign platform is active; and
    - Staff at HelpAge involved in the ADA campaign platform in the London and other regional hubs, and in one country office.

    A total of 41 interviews were undertaken as follows:

Older people	9
Global south partner organisations	12
Global north partner organisations	2
Decision-makers	5
HelpAge country office staff	1
HelpAge regional hub staff	5
HelpAge London hub staff	7
Total	**41**

3. Group sessions with HelpAge staff

An orientation session was held at the start of the review to help understand and explore the campaign strategy and key moments in the campaign timeline. Towards the end of the review, a meeting was held with London campaign team members to feedback headline findings and hear responses from them.

In addition, an ADA sounding board comprising of stakeholders from across the campaign platform was invited to input on the draft report recommendations.

This has been a medium-scale review. A total of 41 interviews were conducted with 28 external and 13 internal stakeholders. The number of interviews undertaken slightly exceeds the scope envisaged at the outset, allowing us to extract good information on which to base our findings and conclusions.

1.4 Limitations

Although some good material was provided to the review team, a number of limitations of this review should be noted as outlined below.

- The case study evidence provided by older people interviewees was of limited quality and lacked detail. A lack of confidence in identifying relevant information to share may have been an issue, along with constraints related to conducting interviews remotely. A country visit to generate detailed case studies was discussed at an early stage in the review, but it didn't take place

- A large amount of data was sent to the evaluation team. Almost half consisted of secondary data relating to ADA campaigning activity, with each of the three recognition days recorded annually across the five-year timeframe. More than double the time envisaged was spent on the desk review as a result

- A five-year period is a relatively long period to reflect on, and it was notable that some interviewee stakeholders had less recall of the initial campaign phase (2013-2014). A national decision maker stakeholder commented on the challenge of reflecting over such a long period, in saying, '*it's difficult to reflect on a five-year period in any detail in one review'*

- A Network Mapping exercise was due to take place in May 2018, the results of which would have fed into this review and subsequent recommendations around connecting ADA with the global network. However, the mapping exercise was delayed due to resource constraints

- A notable challenge with attribution was the fact that there wasn't always a distinction made between the role of HelpAge and the role of the ADA campaign platform. At times, the terms seemed to be used interchangeably (and therefore presented a challenge in terms of attributing impact)

- The review drew on a relatively small pool of older people stakeholders (nine in total) as representatives of a diffuse and broad platform

2. Overall assessment of ADA campaign platform

This section summarises the main strengths and weaknesses of the ADA campaign platform over the review period. It indicates the extent to which the recommendations from the 2012 ADA review have been met, and includes an aggregation of stakeholder's descriptions of ADA's approach, in the form of a word cloud.

2.1 Key findings

Strengths

- There is a strong suggestion that campaign stakeholders value the strategic association with HelpAge. There is no current indication therefore, that campaign stakeholders would like to see ADA become operationally independent from HelpAge
- Nearly two-thirds of older people interviewed were part of national advocacy meetings. (Notably, according to the available data, most of these meetings do not appear to have included representatives of national human rights institutions, and in addition, most do not appear to focus on a call for national governments to support the call for a UN convention, as envisaged in the original tripartite meeting format)
- ADA has demonstrated policy impact at strategic and practical levels in a range of country contexts
- An average of 170,000 older people actively engaged with ADA each year over review period
- Decision-makers at national and global levels viewed ADA as an active platform for older people's voices

Weaknesses

- There has been a clear lack of progress in terms of ADA's involvement in calling for a UN convention
- The periodic approach to mobilisation has limited impact
- An apparent lack of systematic connectivity exists between ADA and the wider organisation including the Global Network and HelpAge's programmes
- The weaknesses in HelpAge's approach to management systems and peer learning opportunities for ADA as identified in the 2012 ADA review, have not yet been addressed

Overall, the four recommendations of the 2012 ADA review have been partially met. Of these, recommendation one on increased activity was strongly met and recommendation two concerning on-going meetings with decision makers was partially met. Recommendations three and four were not met. Further detail on progress towards each of the 2012 review recommendation is outlined overleaf.

Recommendation one called for ADA activity to be increased from a sole focus on the International Day of Older Persons, to a three-spike model including activity on World Health Day and World Elder Abuse Awareness Day. In addition to strong evidence of activity on these three key dates, emerging evidence of activity around two further key dates, namely International Women's Day and World Human Rights Day was identified. This recommendation was therefore strongly met. Recommendation two called for an on-going approach to meetings with decision makers to be implemented. Although evidence towards this recommendation was identified, it was not attributable to any strategic direction from HelpAge, but rather to the spontaneous desire by national ADA platforms to follow up on government policy promises.

Recommendation three called for greater connectivity between global and national levels of the ADA platform. Although efforts were made here, the evidence points to a continuing lack of connectivity and this is examined in detail in section 4 on connectivity and structure. The final recommendation called for an improvement in management systems, namely translation, reporting and learning. This recommendation was not met. It is examined in detail in section 6 on management systems.

We asked interviewees including older people, partner organisations at country level and HelpAge staff to summarise their impression of ADA's approach to ensuring older people's voices are heard in three words. An aggregation of this feedback – with font size indicating prominence of particular words – is presented below:

Figure 1: Stakeholder descriptions of ADA's approach

This word cloud representing stakeholder descriptions of ADA's approach to ensuring older people's voices are heard. Some words are repeated more than once as an automatic result of the design used.

The word cloud distils clearly that review stakeholders see the ADA campaign platform positively. Overall it adds up to an impressive and engaging channel through which to have their voices heard. My impression is that the most common words – empowering, participatory and active – easily map onto HelpAge's values. When asked (as part of the interview process) to rate the progress of ADA since 2013, older people and global south partner organisations scored ADA more highly than partner organisations at global level. Also of note, (and highlighted in the interview process), the term 'active' was spontaneously used by decision-makers to describe ADA's approach to global and national advocacy. Of the other words, 'occasional' seems discordant with expectations. It was mentioned by one interviewee in reference to the three-spike model as one that encouraged periodic rather than continuous activity.

Evidence gathered points to an evolving change in campaign approach over the review period as outlined in Figure2 below. Key characteristics of the emerging approach include a move towards year-round activity, strategic mobilisation and a tactical approach to advocacy, against a backdrop of reduced budget and decentralisation. Figure 2 identifies six specific ADA characteristics at the beginning of the review period (2013-14) in the left- hand column of the table, and corresponding changes in approach by the end of the review period (2016-17) in the right-hand column.

Figure 2: An evolving ADA campaign approach

2013-14	2016-17
Three spikes (health, rights & global)	Additional spikes (women; human rights)
£123,596 funding	£60,528 funding
94,000 activists across 60 countries participate in Oct 1 ADA activity	44,000 activists across 40 countries participate in Oct 1 activity as part of WHO global campaign against ageism
300,000 activists sign petition in support of global convention	70% of campaign partners hold national advocacy meetings for some key days
Appointment of first Independent Expert for older people at UN level	Global shift towards right-wing and anti-welfare agenda affects appetite for UN convention
Centralised model	Decentralisation begun in 2015

The table above outlines the evolving ADA campaign approach over the review period, highlighting six key developments which took place between the beginning of the review period in 2013-14 and the end of the review period in 2016-17. As demonstrated above, the emerging trend has been towards a more targeted and impactful activity approach.

3. Participation by older people

KEY FINDINGS

- Two-thirds of older people interviewed were part of national advocacy meetings

- A third of older people interviewed would like to see an increased focus on service monitoring

- Nearly half of all ADA campaigners were older women throughout the review period

- No systematic data relating to older people with disabilities was collected

This section examines older people's direct experience of participating in the ADA campaign platform, including the extent to which they took on leadership roles.

Evidence of prior leadership experience

As a general point, it was noted that all older people interviewed were high calibre activists. They all had existing leadership experience and half of the older people interviewed had been involved in ADA for at least five years, preparing them well for a strategic advocacy role. Previous leadership experience was gained either as part of an older people's association, as part of an older people's self- help group or through a broader community group. Perhaps as a result of their long-term strategic experience, older people interviewees demonstrated a confident understanding of how the ADA campaign framing had developed over the lifecycle of the review. In addition, an older leader from a global south partner organisation in the EME region identified how a rights-based methodology was now at the forefront of ADA's approach in saying:

'Five years ago, when we were speaking about human rights, older people's issues were barely audible. Now we're framing ageing as a human rights issue'.

The review identified four distinct roles played by older people in ADA, namely as influencers, researchers, mobilisers and spokespeople. The current participation approach identifies 'activist' and 'leader' as distinct ADA roles, though with no apparent strategy to progress between the two. The issue of activist development is covered in more detail in the 'deepening activist engagement' section on page 33.

3.1 Influencer

A key role in the current ADA approach involves identifying older activists with strategic experience to coordinate national advocacy meetings between older people and government. The meetings were originally envisaged as 'tripartite' to also include national human rights institutions, but there is a lack of evidence suggesting that wider civil society played a role in these meetings. Nearly two-thirds of older people interviewed described being part of political delegations to lobby decision makers. Older people's role as influencers can be characterised as assertive, solutions-orientated and strategic, as evident in the comment below from an older person stakeholder in East Africa:

> *'Older people have been emboldened to stand up for their rights on certain issues. They know who to see and where to go to make their voices heard. Older people sit on councils at local and regional levels.'*

The success of older leaders in leading strategic meetings was evident in that most of the meetings identified took place at national ministerial level**,** with either the Minister of Health or the Minister of Social Affairs. In a few cases, older people met with the Minister for Gender, and in two cases, older people met with the Minister of Foreign Affairs (specifically in connection with the UN Open-Ended Working Group on Ageing). The case study below highlights the approach to running a national advocacy meeting in Kenya and suggests the need to hold follow up meetings to check on policy progress.

CASE STUDY: A MULTI-TIERED APPROACH TO HEALTHCARE ADVOCACY IN KENYA

This case study examines the approach to running a national advocacy meeting in detail, including the importance of holding follow up meetings to check on progress.

As part of World Health Day activity in 2016, an ADA Steering Group leader in Kenya coordinated a national advocacy meeting with a Ministry of Health spokesperson. They discussed access to medicine for non- communicable diseases, including diabetes and eye problems. Six other people were present, including the Minister for Clinical Services, three older people, and two people from relevant NGOs. The ADA Steering Group leader said '*we put forward our challenges and solutions'.* The older people present highlighted their social contribution in looking after orphaned grandchildren as a result of the HIV/Aids crisis. The meeting discussed some practical improvements in the delivery of healthcare to older people, including how having free medicines located within health units would mean more older people had access to them. A follow up meeting was held in 2017 at which the same woman leader and two other older people met with Ministry staff to check on progress towards promises. An ADA regional spokesperson highlighted the importance of follow up at different levels to ensure an integrated approach to service improvements, saying '*we're slowly seeing this approach to essential medicines for older people being implemented, and some districts are now prioritising older people in this way. But this isn't yet happening everywhere. We need the whole country to wake up to our needs*'.

In countries across two regions, the role of ADA was characterised as a bridge between older people and authorities, with an older person interviewee in the Latin America region suggesting ADA is '*helping government to listen to older people*', and another in the Asia-Pacific region saying that older people are '*leading the conversation'* with decision makers. In line with the ADA thematic focus, the three main issues covered were healthcare, social protection and the representation of older people (specifically where new infrastructure or legislation for older people was called for). In some cases, older people identified local campaign issues outside the core themes, such as environmental protection in Colombia and saving local libraries in Serbia (see case study on page 11 below).

3.2 Mobiliser

One of ADA's goals is to develop older people's capacity to act together. A global south partner organisation stakeholder confirmed that an activist-led approach was being implemented by older people in Colombia, whereby '*older people organise the campaign by themselves. They learn about the ADA objectives then decide on the campaign activities.'* Ad-hoc evidence was identified of older leaders of OPAs working as part of national campaigns with ageing platforms and other organisations, ranging in size from four to 30 partners. To date, evidence of ADA mobilising other organisations is not being systematically collected as part of reporting forms. An example of a successful strategic approach to ADA mobilising others in Nepal can be seen in the case study below.

CASE STUDY: MOBILISING A BROAD COALITION IN NEPAL

This case study outlines a successful strategic approach to coalition building in Nepal.

The ADA national network in Nepal involves NEPAN (a partner organisation working with a network of six OPAs), the National Senior Citizen's Association, Ageing Nepal and HelpAge International Nepal. A steering group member describes how '*the voices of older people have become stronger nationally'* as a result of developing joint national plans. Some well-known older people have been mobilised, including a journalist in his 90s. Going forward, the network wants to develop more active involvement from students, young people, retired civil servants and political parties.

Other examples of ADA platforms working in partnership include a campaign partner working with a Grandfathers Club to amplify voice in the Occupied Palestinian Territories.

There is less evidence of ADA successfully mobilising others at a global level and this is covered in the 'global partnerships' section on page 31. Moving forward, the role of mobilisers is identified as a key element of the 2018 'Voice Programme Offer' paper. A more systematic approach to identifying and supporting

older people as mobilisers is needed, with regular opportunities to pool experience and knowledge. This point is covered in more detail in the 'pivotal role for learning' section on page 12.

CASE STUDY: LOCAL MOBILISING TO SAVE LIBRARY SERVICES

Older activists in Serbia mobilised successfully to save their local libraries. Older people felt strongly on this issue due to their regular library use. An older people's association coordinated a long and sustained campaign. An older woman activist described how older people fought the campaign tirelessly through local government and the social welfare department. Momentum was built through a self-organised petition which gained 1,000 signatories, demonstrating the breadth of support for the issue. After seven years, the local libraries were reinstated.

3.3 Researcher

A third of older people interviewed said they would like to see work on service monitoring expanded. Service monitoring roles on healthcare provision are being undertaken in several country contexts, including older people supplying data on their health needs to local nurses and health centres in Serbia, and carrying out research into district level treatment and assisted living contexts (care homes and hospitals) in Colombia. There was an emerging recognition by older people across two regions (LAC and EME) of the usefulness of local service monitoring and data collection in providing relevant information for meetings with decision makers.

The current approach to service monitoring is unsystematic and a series of grassroots and strategic issues were identified. At the grassroots, two challenges including identifying receptive communities and carrying out research in remote rural areas were raised. At a strategic level, a London hub programme stakeholder identified the need for higher quality data and the capacity to digitally upload it, alongside the challenge of resourcing a scaled-up approach. A realistic response would be to start small and pilot a systematic service monitoring approach in a contained area (such as a number of districts across several target countries) rather than to aim for blanket coverage. Resulting impact can be evidenced in subsequent funding bids for a more comprehensive approach. Service monitoring is covered in more detail in the 'national platforms direction local activity' section on page 20.

3.4 Spokesperson

There was a mixed response to the current role of older spokespeople amongst stakeholder interviewees. A key strength was highlighted as older spokespeople speaking out on issues of lived experience, reflecting ADA's goal of identifying activists to share experiences. An ADA coordinator commented, *'when older people in Nicaragua*

saw there was an opportunity for them to express themselves on the issue of abuse, it was almost emotional'. An older spokesperson from Kenya participated in a high-profile UN Panel on global healthcare. Her powerful contribution involved recounting how her husband died whilst standing in a government hospital queue waiting for medical attention.

Mixed responses were received regarding the current role of older spokespeople at global meetings, with some viewing it as authentic, whilst others expressed some concern about tokenism. A global decision maker responded positively in suggesting that older spokespeople have '*good optics and create definite interest.'* Importantly, when older leaders from Cambodia and Uganda were involved in global meetings, they were motivated to actively support the idea of a UN convention on returning to their home country. However, another global decision maker suggested the impact of older spokespeople at global meetings was '*questionable'.* Linked to this, a global north partner organisation stakeholder said, *'it feels like older people are on tap rather than on top',* suggesting that older spokespeople reacted to global invitations, rather than that they proactively identified events they wanted to participate in.

Moving forward, a more inclusive range of older spokespeople should be identified as relevant and authentic representatives for ADA's rights-based approach at a global level. Although all the older people ADA has supported to attend the OEWG during the review period have been from lower income countries, with experience of working within an OPA or as part of an ADA national advocacy delegation, it hasn't yet supported an older person with a disability to participate at either the OEWG or any other global meetings. A transparent selection process and a targeted training and support package for older spokespeople with disabilities should be developed.

3.5 Pivotal role for learning

The desire to learn from shared experiences was a strong finding from global south partner organisation interviewees and the ADA desk review.

In response to a 2012 ADA review recommendation for more opportunities for older people to meet face-to-face, an on-line ADA Steering Group was set up as a cost-effective alternative. It consisted of a representative group of older activists who met virtually with central and regional HelpAge teams twice to discuss learning and inform the campaign direction. Although it was evident that some thought had gone into older people's representation, the forum was not effective for several reasons. Firstly, HelpAge staff considerably outnumbered older people in the meetings, leading to a November 2014 meeting reflection that '*some older people felt like they are reporting back to HelpAge,'* rather than meeting on equal terms. This suggests a lack of ownership of the ADA campaign at a grassroots level. In addition, a number of technical issues such as background noise and poor translation were identified, which meant that older people found it difficult at times to follow the discussion. Finally, nearly 80% of the older people participating in the first meeting identified technical training in areas such as negotiation and fundraising skills and technology as a need, suggesting that the meeting format hadn't in fact replaced the need for face-to-face training.

There was a clear appetite for a wide-range of peer learning amongst global south stakeholders, ranging from country to country learning between countries with similar policy perspectives, to face-to-face opportunities to stimulate a more creative approach to developing activities. An opportunity for learning across countries with similar policy perspectives was highlighted in relation to the West Baltic states on social protection, and a partner organisation stakeholder in Pakistan suggested it stimulated creative approaches to activities, saying, *'when our older people's associations saw what other countries had done for ADA, it gave them ideas and made them more active'.* This was reinforced by a 2016 ADA consultation finding on survey respondents expressing interest in best campaign practice and lessons learnt from other countries. In the Asia Pacific region, specific learning between Thailand and Cambodia was facilitated by the regional hub on the issue of improving radio broadcasts. Several global south partner organisation stakeholders requested regular peer learning sessions.

Face to face training was identified as a motivational tool in activist recruitment and development by older people across three regions (namely Africa, Asia Pacific and EME regions). Examples of good practise here included community level training to older people in Pakistan to support a 2013 ADA legislation campaign, consciousness-raising workshops in Kyrgyzstan and in Kenya, where an older person stakeholder remarked, '*we were trained to be activists, which gave us the power to address older people's issues strongly and openly'.*

Notably there was no spontaneous recall of the ADA Campaigns Training Manual in stakeholder interviews, despite it being positioned as a key resource. The lack of recognition of the manual suggests that it may no longer be relevant in its current format. Refreshing it as part of an online training approach may increase its appeal.

The environmental activism digital platform 350.org offers some useful learning on running global training programmes for organisers to support activists. In 2017, 350.org held over 150 online training sessions and the associated website had over 100,000 downloads. The training sessions aimed to foster a sense of local leadership, and activists were able to share successes, shortfalls and learning through the training website's chat function. In addition, an interactive approach to online training sessions is now being piloted in Portuguese and English to build capacity of campaign partners and activists in Brazil. However, the results of this new approach are as yet unknown.

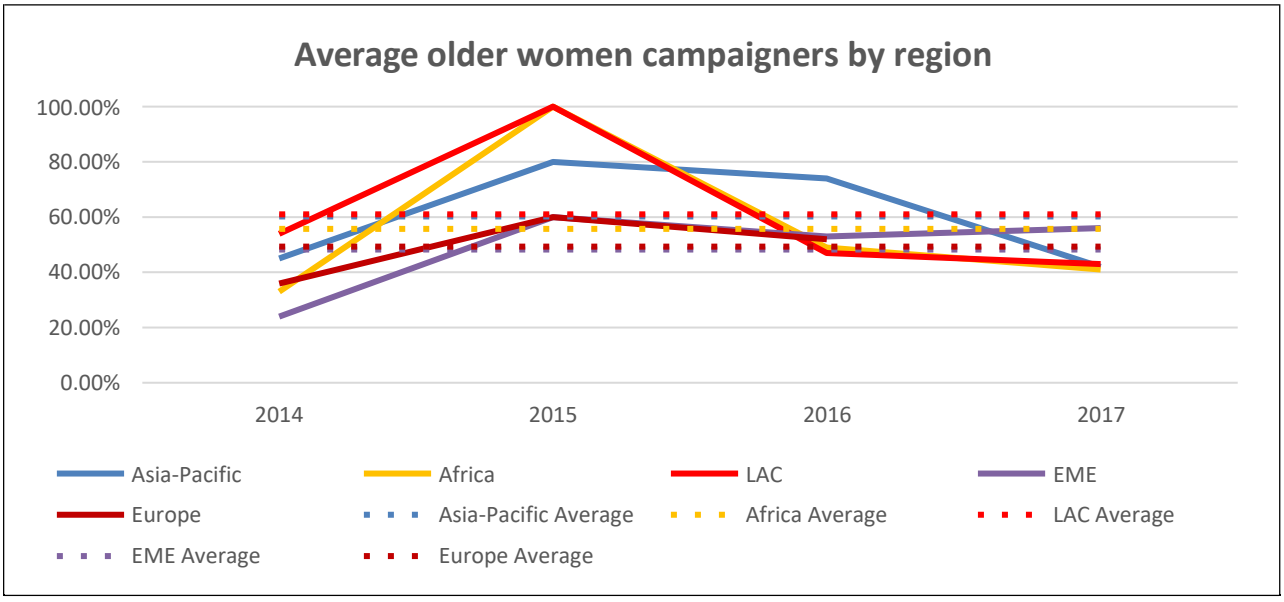
Flexible opportunities should be sought to build in training to on-going HelpAge and ADA events. Nimble, cost-effective methods should be investigated, including texting as a tool for flexible two-way communication with older people. A more effective use of webinars could be regionally coordinated versions with minimal HelpAge staff input. In addition, the development of an online knowledge hub -including materials and technical training sessions - would be a useful movement-wide resource. Both the online knowledge hub and the issue of digital inclusivity are covered in detail in the 'empowering digital approaches' section on page 36.

3.6 Inconsistent progress on inclusion

The ADA review was required to consider differences in older people's participation experience based on gender and disability. These areas are examined in detail in this section and four other identified barriers to participation are highlighted.

There was strong evidence of participation by older women campaigners in ADA as seen in Figure 3 below. Almost half of ADA campaigners were older women throughout the campaign review period. Figure 2 below illustrates how the LAC region had the highest average participation by older women campaigners in the period 2014-17, closely followed by the Africa region. For unspecified reasons, there was no data collection undertaken on older women campaigners in 2013.

Figure 3: Average older women campaigners by region by year



This graph shows the average participation levels of older women campaigners by region in the period 2014-17, identifying an average participation of 47% overall.

HelpAge's Strategy to 2020 outlines a commitment to systematic gender-based analysis in its data collection to understand the gaps and evaluate impacts. In some contexts, a gender-bias was unavoidable, for example in Kyrgyzstan, an older person stakeholder described how '*there are very few men aged over 80 years in the country so the ADA campaign has been comprised almost exclusively of women'.* A greater focus should now be placed on developing qualitative indicators relating to gender-based participation and policies.

The box below highlights some characteristics of older women's participation in ADA.

CASE STUDY: OLDER WOMEN'S PARTICIPATION

- Across all ADA activities and years, the average percentage of older women participating was 47% of the total

- 11 partner organisations globally regularly engaged at least 60% older women campaigners in their activities. Of these four organisations are in the Eastern Europe & Central Asia region, three are in the Africa region, two are in the Asia-Pacific region, and one each are in Europe and the LAC region

- From 2015 onwards, there was some recognition of women's issues in activity planning outside of International Women's Day, including a public platform to consult on the national strategy on combating violence against women (Bolivia) and an advocacy workshop to raise awareness of older women's rights to long-term care (Sierra Leone)

- Overall there was a lack of data on the gender of ADA spokespeople used during campaigns

- There was very little evidence from ADA data of new policies targeting women or changing gender power relations, although a campaign partner in the Philippines wants

In contrast, no systematic data was gathered relating to older people with disabilities. Ad-hoc evidence gathered across four countries highlighted activities with older people with disabilities, including in Kyrgyzstan where ADA has been effective in proactively engaging house-bound older people in the campaign platform. A national decision-maker suggested cultural reasons affected participation in saying that '*shyness and embarrassment affect older people with disabilities outside the cities.*'

Other barriers to participation related to location, lack of time (as a result of prioritising work or a caring role), ethnicity (cited as a barrier for indigenous populations) and old(er) age, with a greater propensity to limited mobility affecting the participation of older people over 85 years. Older people in four countries focused on the lack of available and appropriate transportation to enable an inclusive approach to ADA activities. In Pakistan, the issue was gender-related, with an identified lack of appropriate transport for older women highlighted by an older person saying how '*men will travel by taxi or motorbike but public transport is not good and the implication is that women would not travel without men'.*

Older people in Thailand and Tanzania explained the importance of available transportation in engaging older people in remote areas. This is examined in the case study from Tanzania overleaf.

CASE STUDY: MOBILISING HARD TO REACH COMMUNITIES IN TANZANIA

This case study cites the importance of available transport in reaching remote rural areas.

A disabled carer at village level in Tanzania describes how a local ADA campaign against non-communicable diseases is gaining traction, saying '*the campaign is going well and people across the district now understand what non-communicable diseases are. This is important as in every village (as a result of the HIV/Aids pandemic), older people are responsible for looking after children.'* The campaign held meetings in five villages across the district to inform villages about the nine most common non-communicable diseases. As a result, older people have stopped smoking, eat more vegetables and drink less beers. A key challenge identified is the lack of available transport, as the carer identified how '*this stops us from taking the campaign to the most remote areas.'*

Older people across all global south regions agreed on the need to strengthen inclusivity to reach more marginal communities. An older person in the EME region suggested ADA's role was to '*encourage older people out of social isolation to be seen and heard'.* There is a current limited understanding of disability issues, compounded by the lack of data collection on older people with disabilities. A first-stage recommendation here is to initiate the systematic collection of quantitative and qualitative data as part of the ADA reporting forms. A second-stage recommendation is to build an evidence base on intersectionality issues, to enhance understanding and allow a more integrated approach to inclusion in forward planning.

Opportunities to reduce the other barriers to participation identified should be investigated. Transportation was identified as a key driver to involving older people in remote rural areas and this needs to be considered in forward funding approaches. Where older people have a lack of availability (due to an existing caring or work role or where older people are aged over 85 years), a flexible approach to engagement should be explored, accepting that in the case of these groups, activity may be more sporadic in cases where it is feasible. A commitment to including older indigenous people should be articulated in planning where possible. This is already being tackled by some campaign partners, including in Nicaragua, where there is a focus on including older indigenous people through organising a number of small campaigns across the remote areas where they live.

Moving forward, alternative participation channels for marginalised populations should be built into campaign approaches, including texting and online activity.

4. Connectivity and structure

KEY FINDINGS

- There is a strong suggestion that campaign stakeholders value the strategic association with HelpAge

- There is evidence of a call for more active power-sharing to allow ADA to be more consciously led from the global south

- Despite the fact that 80% of ADA campaign partners are also global network members, there is currently no systematic connectivity across the two platforms

This section notes the clear value ADA stakeholders place on the continuing association with HelpAge, alongside the desire for more active power sharing to allow ADA to be more consciously led from the global south. It highlights the lack of connectivity between different parts of the ADA platform, and suggests a more dynamic structure with a greater focus on interconnectivity moving forward.

4.1 HelpAge connection valued

There is a clear suggestion – although not conclusive – that campaign stakeholders appreciate the strategic association with HelpAge. There is no identifiable driver for an independent ADA movement. Rather several stakeholders from the global south identified the connection with HelpAge as enhancing ADA's credibility. A partner organisation stakeholder in Serbia said *'people want to be part of something global – it enables them to see they're not alone and gives them extra leverage'* and older people at a community level in Myanmar were described as being proud of the global connection.

4.2 Desire to be more grassroots-led

There is evidence of a call for more active power-sharing to allow ADA to be more consciously led from the global south. Links with regional hubs, the global network, campaign partners and older people should be prioritised in line with this forward direction.

A stronger sense of connectivity with HelpAge's existing programmes is welcomed. An Asia-Pacific hub stakeholder highlights the potential benefits to ADA, saying *'the HelpAge programme needs to be involved as they can see the links at grassroots. Where ADA has been most successful is where it has been built into wider projects.'* The Bangladesh country programme and South Africa's 'Citizens in Action' programme were both identified as examples of emerging good practise in this area.

4.3 Growing importance of regional hubs

Regional hubs in the global south have assumed greater prominence since HelpAge implemented its decentralisation approach in 2015, but to date, the ADA implementation approach across hubs has been inconsistent.

The differences in approach amongst regional hubs were recognised as both a positive and a negative. Whilst one stakeholder suggested '*differences should be celebrated',* another identified an intrinsic challenge with running a coherent programme, saying, '*it's really hard to get globally coherent things off the ground*'. Regional hubs were commended for their attempts at stronger connectivity amongst sub-regions and national platforms. A partner organisation in Nicaragua described the Latin American secretariat as '*effective*' with good two-way communication. Finally, the Asia-Pacific hub was credited with initiating strategic sub-regional links, including through setting up a regional communications group for the ASEAN countries.

A commitment to a set of common principles which apply globally and are part of the implementation of an umbrella theme, would ensure some forward consistency across hubs for greater strategic impact, whilst campaign partners and national platforms retain responsibility for specific outcome-focussed strategies.

4.4 Changing role of London hub

Although the London campaigns team were complimented as being '*helpful and responsive'* by a HelpAge country office stakeholder, overall fewer stakeholders had a direct relationship with the London hub than before the decentralisation strategy was initiated. A global south partner organisation suggested a strategic role ahead for the London hub in '*proposing some ways to organise the campaign more efficiently and effectively'.* This is covered in the 'forward focus on connectivity' section on page 19.

4.5 Unspecified role for global network

The substantive crossover between ADA participation and HelpAge global network membership presents a significant opportunity. Almost 80% of ADA partners are also members of the HelpAge global network, and network members have traditionally played a critical support role to OPAs and national platforms. However, there is a current lack of strategic guidance on how the global network and ADA should interrelate, compounded by the delay in the 2018 global network mapping exercise.

The 2018 Voice Programme Offer suggests an enhanced role for global network members in future policy and advocacy work, in raising awareness of older people's rights and shaping policy debates on ageing. There is a clear opportunity to work closely with the ADA platform on these two areas for greater impact. In addition, ADA promotion amongst network members could help build understanding of a rights-based approach to engaging older people. A need for improved connectivity between ADA and the global network was highlighted by three regional hubs although no suggestions of how to achieve this were provided.

4.6 Emerging role for older citizen monitoring

An increased focus on national level change was widely endorsed by stakeholder interviewees, as a route to seeking the direct change that older people want to see in their lives. ADA national platforms in Colombia and Tanzania are already actively seeking direct change through holder citizens monitoring (OCM) healthcare provision.

Evidence of the OCM approach as part of ADA is still patchy, but HelpAge has long-term experience in this area as part of its approach to programming. Historically the OCM approach has been constricted by time-bound project funding and resource limitations, with a focus on delivery at the expense of strategic direction. As a result, a HelpAge staff stakeholder suggests that OCM currently feels '*a little bit unsure of what it's trying to do*', including the issue of OPAs not having skills to confidently take the approach on. The development of a strategic approach to OCM to increase participation and impact is suggested.

4.7 A forward focus on connectivity

A revised platform structure is proposed to improve connectivity. In response to the call for greater national accountability, ADA platforms would be empowered to play a key delivery role, co-creating content with campaign partners and coordinating local activity. Due to their growing importance, regional hubs in the global south should play an enhanced role as regional coordination centres, responsible for strategy development and resources management. The London hub should be reframed as an advisory centre, responsible for synergy across the new three-year umbrella ADA theme (proposed in the section on 'a new role for the London hub' on page 22) and global advocacy initiatives. Additional roles for the London hub would include championing innovation and horizon scanning to enable ADA to adapt to changes in the global landscape. An increase in resourcing for the London and global south hubs would be needed to fulfil the proposed expanded roles.

To maximise interconnectivity, improved linkages across HelpAge's programmes and the global network would be sought. Building on past HelpAge programme experience, opportunities to integrate ADA into programme approaches should be actively explored. Linked to this, the opportunities for integrated funding approaches are explored in the funding section on page 40. A visual interpretation of the proposed new ADA structure is included overleaf.

Figure 4 below is a visual interpretation of the proposed new ADA structure, demonstrating a focus on interconnectivity.

Figure 4: An interconnected approach to ADA

Figure 4 above is a visual interpretation of how the proposed new ADA structure would work. Interconnected cogs represent older activists, campaign partners, regional hubs in the global south and the London hub. Each cog is dependent on the other cogs to keep moving and thereby maximise impact on older people's lives. The sum of their combined parts represents a nimble force for change, in the current complex landscape.

Further details of the revised roles proposed for ADA national platforms, regional HelpAge hubs in the global south and the London hub are outlined below.

Campaign partners supporting and motivating older activists

As part of the new platform structure, national platforms would be empowered to play a key ADA delivery role, co-creating content for local campaigns with campaign partners and directing local activity. The connectivity between local activists and national activity needs to be strengthened as a key forward step. Scaling up the OCM

approach within ADA is an opportunity to reframe advocacy as an on-going consultation with government, where older activists through OPAs provide context specific, technical data to inform local decision-makers decisions about planning service funding and delivery. Potential benefits of this approach include expanded reach and greater inclusivity. As identified in the Big Idea case study below, the citizen monitoring approach is designed to engage large numbers of activists, in contract to the consciously small-scale participation in national advocacy meetings. In addition, an older person interviewee highlighted how older people closer to the ground could bring local intelligence on '*those who are hidden away'* in remote communities who would otherwise be difficult to find. Local intelligence should also feed into a knowledge translation role.

Moving forward, a higher quality of monitoring data is needed. An investment in training and support for OCM would help build the confidence of older people to do OCM at a higher level, including digitally uploading data for immediate use. The 'Big Idea' case study below offers some useful learning on a scalable accountability tool.

CASE STUDY: The 'Big Idea' community participation tool

This case study outlines a proven social monitoring approach at community level and on a broad scale. It could usefully inform forward development of linking ADA with OCM approaches. Both the Big Idea and the 'U-report' required significant resource input, including for the training of social accountability activists

The Big Idea project was set up by UNICEF and Restless Development in 2011 to provide a youth-led accountability tool for community use. The rationale behind it was that young people needed skills training to generate, analyse and use data on relevant issues to take a lead in exercising accountability over their governments.

As part of the project roll-out, an SMS social monitoring tool called the 'U-report' was launched in Uganda. The tool sent out texts with poll questions to volunteer community members who then provided information on health and other issues. In Kampala, there were 30,000 community reporters, and in two outlying regions of Uganda, the project identified and trained 10 young people in target communities in research and advocacy techniques. Young people used the 'U-report' to identify issues, analyse data and collect additional evidence through focus groups.

Restless Development worked with local government to create youth engagement platforms to share findings and ask leaders to take action. As a result, youth-friendly areas were established in 2 hospitals to provide sexual and reproductive health and rights (SRHR) services. The Big Idea later became part of the Youth Power movement lobbying for the post-2015 SDG promises to be kept.

Central coordination role for global south hubs

As part of the revised campaign platform structure, regional hubs in the global south would take on an enhanced role as ADA coordination centres, with responsibility for overseeing strategy development in line with a global umbrella theme and underpinning issues; supporting national platforms; managing resources and playing an active role in monitoring, evaluation and learning. In addition, global south hubs would be responsible for integrating ADA with HelpAge programmes where possible.

Whilst ADA national campaign platforms and campaign partners would direct local activity, regional hubs would be responsible for co-creating relevant approaches with national platforms. This would be done within an overarching framework, in line with a global umbrella theme and underpinning issues. Where possible, successful approaches would be blueprinted across the region for greater impact. An example of a possible approach to blueprint for the Africa region is Liberia, where the ADA campaign delivered a significant impact for limited investment.

Hubs would become directly responsible for funding national platforms. Initially, this will involve disseminating ADA grants to country level, but over time, a move towards a sustainable funding model involving a combination of funding sources should be encouraged. The management systems section on page 38 contains further details on a proposed forward approach for materials (including translation), funding and campaign planning. Underpinning this, regional hubs will be tasked with identifying relevant linkages across the HelpAge programmes and global network to strengthen connectivity across programmes.

A new role for the London hub

The London hub should be reframed as an advisory centre responsible for synergy across the three-year umbrella ADA theme and underpinning issues (proposed in section 5 overleaf on campaign methodology), championing innovation and horizon scanning to enable ADA to adapt to forward changes in context. The London hub would bring campaigns expertise in terms of technical advice, tools, strategic framing and direction. This includes knowledge translation from research, policy and local intelligence for campaigning purposes.

As part of its strategic campaign role, the London hub will be responsible for discreet initiatives including identifying best practice in advocacy and engagement across regions. In response to the fast-moving global landscape, the London Hub will lead on horizon scanning across relevant socio-political and economic trends to inform campaign planning. As part of its role in championing innovation, it will research relevant trends in funding, campaigning tools and tactics and active citizenship to feed into the ADA platform. Underpinning this is a key role in evidence gathering on a deeper level to better understand the motivations of older people and ageing organisations in become activists. This will assist the ADA platform in identifying strategies to retain existing supporters and more effectively reach out to prospective audiences.

5. Campaign methodology

KEY FINDINGS

- The national advocacy meeting approach had proven impact including in changing contexts. Success was achieved where regular meetings were setup

- Evidence suggests ADA may not currently be an appropriate vehicle for progressing the global convention

- ADA has demonstrated policy impact at strategic and practical levels in a range of country contexts

- An average of 170,000 older people actively engaged with ADA each yearover the review period

- The periodic approach to mobilisation confined impact

Whilst the current methodology has national advocacy impact, changes are suggested in the approach to strategy, global advocacy and mobilisation in the next campaign phase. This section notes an overall appreciation of HelpAge's global advocacy approach, whilst highlighting how ADA may not currently be an appropriate vehicle for progressing the global convention. With its distinctive and adaptive approach, ADA's national advocacy is strongly endorsed as a sustainable model. In addition, a scaling back of mass mobilisation over the review period is identified, with an opportunity to develop a more streamlined, strategic approach to local and national campaign goals moving forward.

5.1 Current limitations

Key limitations of the current approach include the focus on periodic activity, evidence in some instances of government sponsorship of recognition day activity and a lack of connectivity between global and national advocacy resulting in ad-hoc buy-in by stakeholder groups.

Frustration was voiced at the limitations of ADA's focus on a series of key dates rather than operating a year-round programme for greater impact, with one older leader suggesting '*it's not a campaign, but a series of events.'* The inclusion of International Day of Older Persons (October 1) as a key focus was questioned by stakeholder interviewees in the Asia Pacific and Africa regions, where it is government mandated to mark October 1. As a result, an Asia Pacific hub stakeholder suggested that this is a reactive opportunity for ADA to peg activity onto rather than proactively own. An Africa hub stakeholder described the emerging role of African governments in leading on activity, including budgeting for events and leading planning in countries including Kenya and Liberia, thereby making it more difficult for older people to speak out. The same stakeholder cautions against a close association with decision makers on key ADA dates, saying '*we don't want to be seen as too closely aligned to government on this'.*

Evidence of current levels of understanding across the ADA platform suggested that HelpAge staff are clearer about the connectivity between national and global advocacy than global south campaign partners. In addition, global south partners and older people were more likely to prioritise national advocacy on the basis that it brought direct change to older people's lives. Campaign partners and some older people also identified a lack of visible connectivity between the policy outcomes sought at national level and current ADA activity undertaken at local level.

5.2 Lack of traction on UN convention

HelpAge's solid reputation for actively representing older people's rights globally was acknowledged by two global decisionmakers. One global stakeholder defined HelpAge as the *'premier actor on ageing issues. Absolutely respect the work they do there would be a tremendous hole without them'.*

The current focus is on ADA partners advocating national governments to support a new global convention on the rights of older people, in particular, calling for governments to attend and make statements at the UN OEWG. Evidence of contrasting levels of support for the convention was identified at a national level. In Kyrgyzstan – recognised as a progressive country - the call for a convention was integrated into national government strategy. In contrast, an ADA campaign partner in Ghana reported that the call for a convention was received with suspicion, in being seen as '*a foreign agenda'*.

ADA is a vehicle to achieving HelpAge's global goal around a convention. However, its current focus is calling for a global convention for older people's rights, but evidence suggests it may not currently be an appropriate vehicle for progressing the global convention for a series of reasons as outlined below.

Overall lack of momentum

Although a global decision-maker acknowledged that ADA played '*an active and constructive role'* in making sure older people's voices were heard globally, a lack of strategic momentum was generated through an unambitious target and lacklustre mobilisation approach. This was further exacerbated by the perceived lack of relevance of a global convention amongst two older people stakeholders as identified overleaf.

The approach lacked strategic momentum with an unambitious target of 50 supporting countries since 2011, without a clear sense of how this would achieve impact. Although it is not a direct point of comparison, it is worth noting that the disability convention was achieved in three years. In addition, considerable resources were allocated to a mobilisation effort that failed to create a knock-on impact. The 2014 petition to the OEWG calling for a global convention reached under 400,000 signatures, which was described by a London hub stakeholder as '*way too low, without any traction*'. A web search failed to identify any direct comparison points, but the total number of signatures achieved here was considerably lower than for successful country-specific petitions.

The implication is that to achieve impact at a global level, a petition would need to contain millions of signatures.

Alongside this was an underlying sense that older people (and therefore the organisations supporting them) didn't see the convention as a priority due to a perceived lack of direct relevance to their lives. Two ADA campaign stakeholders in the Africa and Asia Pacific regions provided evidence here. An Africa hub stakeholder said '*at the moment, older people don't generally understand their rights at a national level or what the UN convention would mean',* whilst a campaign partner stakeholder in Pakistan highlighted how *'some older people don't even know that the UN exists*'.

Competing regional protocols

The Inter-American Convention on the Human Rights of Older People was highlighted as a competitor for political attention. A campaign partner in Colombia identified the call for their national government to sign the regional convention as a priority ADA activity, but didn't mention the global convention as a priority. Similarly, the call for regional protocols in the Africa, EME and Asia Pacific regions was likely to have been a competing factor for political attention at regional level.

Complexity of UN influencing structures

A global decision-maker stakeholder identified the need to manage expectation about the speed of UN processes in saying 'i*mpacting the UN is a difficult proposition – it takes years and is incremental'.* Connected to this, the challenge of proving attribution was raised by several stakeholders. A global decision maker highlighted how attributing impact to ADA or individual UN member state behaviour would be challenging. Two London hub staff members acknowledged the probable lack of ADA attribution, with one saying '*it's difficult to see how all the work and passion has had any bearing on the global process.'*

Broader anti-welfare agenda

The global political landscape has seen a shift towards the right and an anti-welfare agenda, contributing to the lack of current political appetite for a new convention. Some UN players, including key global north countries, are worried about the funding implications of a new convention.

Positive changes at the global level

Key positive changes to the global advocacy landscape during the review period were structural rather than policy related gains, namely the establishment of the UN OEWG in 2012 and the appointment of the first Independent Expert on the enjoyment of all human rights by older persons in 2014.

Review strategy moving forward

HelpAge should reassess its current strategy towards a global convention and internal analysis to determine tipping point countries is already under consideration to ensure its readiness to respond, should there be any change in global appetite for a convention.

5.3 Strong national advocacy impact

This section highlights the strengths of the current ADA approach to national advocacy including a distinct influencing style and proven impact including flexibility in changing contexts. Results across the three key ADA themes of health, social protection and rights occurred at practical and strategic levels. In addition, challenges were identified in relation to access to decision makers and in some instances, changing contexts.

A distinct influencing style

ADA's influencing style is characterised as an understated, long-term approach involving a deep knowledge of local context. An older person stakeholder in Africa highlights how *'we (ADA) are outside the room advocating, but can move into the room very quickly. Our approach is to show understanding and work on issues over long timeframes'*. In addition, a London hub stakeholder noted the importance of ADA's sustained approach in saying, '*not all ADA campaigns are heard by decision makers nor all activities recognised. But over the years, repeat activities will have an impact'.*

Proven impact including flexibility in changing contexts

ADA platforms have delivered a series of tangible results at national level including legislative changes, new policies and funding for older people's associations. Decision makers across two country contexts were unanimous in their appreciation of ADA's proactive role to national advocacy. A decision maker in the EME region highlighted how ADA played*, 'an active and constructive role on campaigning – importantly they are always willing to work directly with older people',* and a second decision maker in the EME region said ADA had been '*a huge help in defining the needs of older people'.* A commitment to relevant training underpins this approach, including in Tanzania where a campaign partner said '*older people have been mobilised to know their rights.'*

Success was achieved where regular meetings with government were set up. A regular meetings approach helped sustain a dialogue and build trust with government representatives, as well as providing a platform from which to hold governments to account and check on progress towards targets. In the Philippines, regular consultations with government ensured continuity in the government's position on ageing policy despite a change in administration. A national decision maker in the Africa region supported a commitment to making the meetings representative, in saying '*organisations achieve much more collectively, including at local government level'.*

ADA's agile model has led national platforms to successfully adjust to changing access to civic space in countries including Thailand, Nicaragua and Cambodia. In response to the current Thai government's ban on public protests, ADA's campaign partner has adapted its approach to consciously focus on insider influencing. An older leader in Nicaragua described how ADA was only just emerging as until recently OPAs didn't exist. In Cambodia, older people-led campaigning is ready to move to a more strategic level, in developing a national platform to represent OPAs (which currently only exist at local levels). Further results of the national advocacy approach are outlined in the 'results achieved at practical and strategic levels' section below.

Policy impact at service delivery and planning levels

In line with the ADA activity focus, policy results were focused in the areas of healthcare, representation and social protection, although impact on humanitarian response was mentioned in Nepal and the Occupied Palestinian Territories.

Evidence suggests that ADA currently operates at two levels, namely a strategic policy change level and a practical policy change level. Most countries focus on practical policy change, but in some instances, countries including Nepal and Tanzania are operating at a strategic policy change level to influence service delivery at scale. Campaign partners currently operating at a practical policy change level could consider opportunities for developing a strategic policy change approach as part of their next stage planning. The two-tiered ADA policy change approach is outlined in Figure 5 below.

Figure 5: A two-tiered approach to advocacy for national service delivery

	Health	Social protection	Rights
Practical level: *Focus on front-line service delivery*	Funding hospital rooms for exclusive use by older people	Lobbying banks to allocate a specific day to process older people's incomes	Advocating for local councils to represent older people
Strategic level: *Influencing service delivery at scale*	Government funding for dedicated older person in Ministry of Health	Government agrees an increased allowance for older people countrywide	Embedding a new narrative to affect service design for older people

This table identifies examples of service delivery and planning issues that were raised during national advocacy meetings on the three key ADA themes of health, social protection and rights. The top line of the table identifies examples of practical service delivery improvements already achieved and the bottom line identifies examples of strategic service improvements being sought.

Further evidence of national advocacy results across the three key ADA areas of health, social protection and rights are outlined below. There was a notable focus on practical measures relating to health, alongside a mixed approach to practical and strategic level improvements across social protection and rights.

Health

In the Asia Pacific, EME and Africa regions, older people's associations and HelpAge network members and country offices have worked with their respective health ministries at a practical level to increase older people's access to healthcare. In several instances, governments have tailored service delivery to older people, including making free medicines available in local health units (adopting the same procedure used for pregnant women and children); funding hospital rooms for exclusive use by older people and introducing separate windows for older people to seek treatment at hospitals.

Social protection

Social protection measures were introduced in the Asia Pacific, EME and Africa regions at a practical and strategic level, including a range of service delivery initiatives and new legislation. This included successfully lobbying for a regular cash transfer to older people at district level in two country contexts in Africa. At a strategic level, an increased allowance for older people was achieved in Nepal and Kenya, alongside pilot cash transfers for older people over 80 years in Myanmar.

Rights

New legislation supporting older people's rights was identified in three countries. An Ageing Law was introduced in Myanmar in 2015 providing older people with new social protection support; in Kyrgyzstan, the constitution was amended to avoid age discrimination and a National Ageing Policy is being developed in Cambodia that will mainstream ageing into all sectors and actions of 25 Cambodian ministries. In addition, the government in Kyrgyzstan has created a national working group on the development of a Comprehensive Programme on Ageing for 2018-2027. In the LAC region, ADA lobbied for local and national councils for older people and in Nepal, ADA contributed to the creation of a Senior Citizens Ministry.

In Tanzania, a national decision maker attributed a new government position to campaigning efforts, saying, '*HelpAge, through its campaigning, was instrumental in getting the Ministry of Health to recruit for a dedicated job for older people in the Ministry'.* In Serbia, a campaign partner stakeholder identified efforts to influence a new rights-based narrative, saying *'we're trying to embed a general narrative about older people, to affect the design of services and address urban versus rural challenges.'*

Challenges to the national advocacy approach

Challenges in the national advocacy meeting approach included difficulties in gaining decision maker access and changing contexts leading to temporary results. Some campaign partners identified difficulties in engaging decision-makers specifically around the three key ADA dates when they fell in political campaigning periods around elections, and where in other instances, global recognition days clashed with national recognition days. A campaign partner in Jamaica described spending six weeks trying unsuccessfully to reach a target decision maker as part of 2015 World Health Day

activity. In Nicaragua, policy gains were short-lived due to unexpected policy revisions as a result of the 2018 change in regime behaviour.

5.4 Emerging engagement approaches

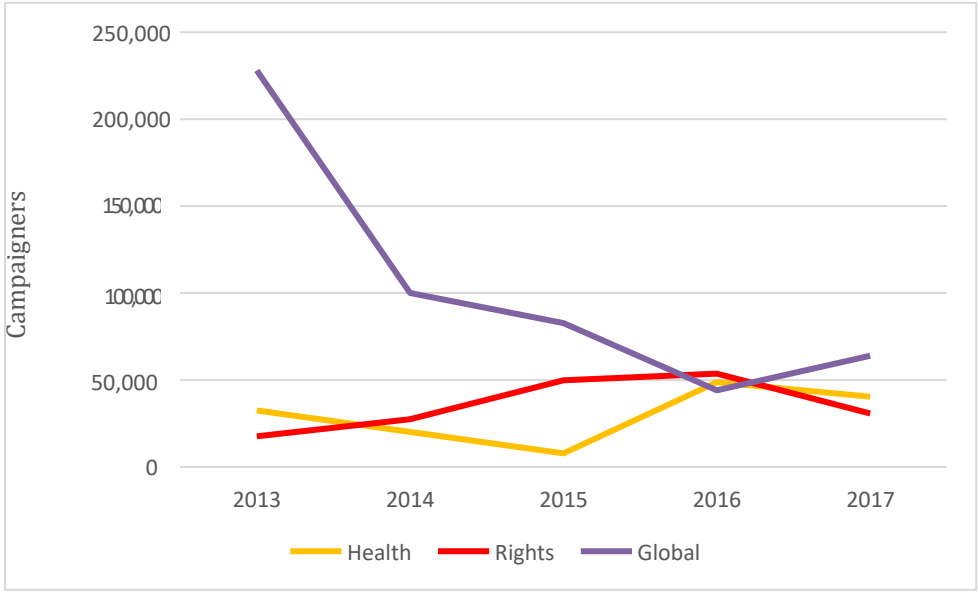
A key focus of ADA's early engagement strategy was on mass mobilisation. Evidence of emerging national platform confidence in co-creation and an emerging strategic approach to collaborations and coalitions was identified. The impact of closing civic space and reduced budgets for transportation were identified as mobilisation threats.

Initial mass mobilisation focus

ADA adopted an early focus on mass mobilisation to enable older people to challenge discrimination and claim their rights. An average of 170,000 older people took part in ADA activity each year over the 5-year review period. National platforms mobilised through awareness raising activities including marches, surveys and media work. Radio was identified an effective communications tool in South-East Asia and across several countries in Africa. In Nicaragua, a campaign partner has a weekly slot on the 'Todos Somos Responsables' radio programme as part of its mobilisation strategy.

Figure 6 below illustrates a peak in mass mobilisation in 2013, when over 200,000 ADA activists participated in activity on the International Day of Older Persons. A steep mobilisation decline after 2013 is noted, in line with the ADA funding reduction. A rise in the number of older peoples participating in World Elder Abuse Awareness Day and World Health Day is noted earlier on, but in both cases, participation plateaued at approximately 50,000 by 2016 and mobilisation is now in decline.

Figure 6: Individual campaigners mobilised on key campaign days



This graph identifies the numbers of campaigners mobilised for each of the three global recognition days during each of the five years of the review period.

Coalitions and collaborations

Despite ADA's profile as a broad-based campaign working on multiple issues, the current approach to coalitions and collaborations is ad-hoc and governed by resource constraints rather than how impact can best be achieved on older people's lives.

Emerging thematic partnerships

ADA platforms already collaborate with health partners, but a two-stage engagement strategy could now be developed for added impact. Local health practitioners could be approached directly with evidence of service delivery issues, and at the national level, a broad coalition including national health forums and professionals could be developed for strategic advocacy. In Colombia, REDCOENVE, an ADA campaign partner coordinated a national health forum attended by international ageing organisations including the International Federation of Associations for Elderly People (FIAPA).

Intergenerational collaborations

Older people across three global regions suggested that there was an automatic inclination to collaborate as part of inter-generational self -help groups due to the large number of grandparents with carer roles and the existence of established networks across a number of African countries. One older person stakeholder in Africa said simply, '*we talk to young people all the time'***.** Joint activities included running events, report writing, data collection and social media campaigning were highlighted. It was suggested that intergenerational activity is first assessed in terms of whether it adds value to the activist experience of older people before partnerships are pursued.

Coalitions with women's organisations

National ADA platforms across five countries (Cambodia, Myanmar, Ethiopia, Kenya and the OPT) are already building partnerships with women's organisations, however only Kenya was also engaged with HelpAge's efforts as part of the UN Women's '16 days of activism campaign' against gender-based violence. HelpAge engaged globally with the campaign for the first time in 2017, under the theme 'Leave no one behind: end violence against women and girls', reflecting the core principle of the 2030 Agenda for Sustainable Development. A number of HelpAge partners in other African countries (including Tanzania, Rwanda, Sudan and the Gambia), joined HelpAge's partner in Kenya in lobbying the Commission on the Status of Women to profile older women in the women and girl's agenda. In Kenya, HelpAge's 2018 asks for the 62nd Session of the Commission on the Status of Women included asks around protecting and promoting the income of older women and disaggregating data by gender, disability and age. It is unclear as to whether HelpAge's work here to date has taken place under the ADA umbrella, but there is a clear opportunity for ADA to strengthen its work on longer-term momentum building as part of a thematic coalition on women's rights.

Global partnerships

The partnership between HelpAge, ADA and WHO on a long-term campaign against ageism marked a welcome new era of long-term strategic partnerships, where ADA plays a bridging role, channelling the voices of older people at the grassroots through its global platform advocacy. The 2016 Oct 1 'Take a Stand Against Ageism' recognition day approach was praised by a global north partner organisation as, '*the best awareness raising work ADA has ever done',* in utilising the broad reach of WHO's networks. A global north partner suggested that ADA now needs to appoint a WHO Assembly representative in order to maximise opportunities for global influence through WHO. Further understanding of how to effectively frame behavioural change messages could usefully inform the next stage of this partnership. A global partner organisation stakeholder highlighted how '*HelpAge don't have the science of communications unpacked. There isn't yet an understanding of the different ways of framing a core message'.* Pfizer's US-based campaign on ageing is cited as an example of an impactful behavioural change campaign, created impact through a social media campaign inviting Americans to talk about ageing. Importantly, people of all ages are targeted through the campaign, using positive forward framing including the tag-line 'get oldspired'.

Confidence in co-creation

Another route to deeper engagement is through co-creation with older activists, with evidence that they are increasingly confident at adapting engagement tools to local context. A cumulative effect of ADA engagement over time was greater grassroots confidence in creative tactics and approaches. In Kyrgyzstan and Nepal, older people identified the need for creative tools in order to attract media attention, including in Kyrgyzstan, a desire for '*flash mobs and theatre – different, original formats as it is very unusual for older people to be doing things that are active and colourful*' and an older person stakeholder in Nepal remarking '*I can feel ADA changing – now there is more public activity such as street drama'.* Building on Bangladesh's strong cultural traditions, ADA campaign partners worked with the Bangladesh Resource Centre for Indigenous Knowledge and Barendrabhumi Samaj Unnayan Sangstha to support 200 traditional performers from over 100 groups to present cultural events featuring positive messages on ageing through dance, drama, singing and story-telling. The cultural events reached more than 100,000 people in four districts.

Threats to mobilisation

The two most significant mobilisation threats were identified as closing civic space and a reduced budget to fund transportation. In challenging contexts, there is evidence of governments denying organisations the space to publicly organise activities. One example here is Nicaragua, where, since April 2018 the government began to clamp down on peaceful protests. In line with this, a move away from focussing on events was recommended by global south partner organisation stakeholders in Ethiopia and Pakistan. This doesn't necessarily correlate with a strategic move away from peak moments, but rather the suggestion is for recognition days to be used for strategic rather than mass engagement activity going forward; for example an ADA partner

might decide to organise a joint media conference with national government to launch a new initiative, rather than a public demonstration.

Data collected on ADA work with other organisations focused on quantitative report backs on numbers of external partners and activity types, rather than recording any resulting impact. A request for qualitative data relating to ADA's impact as part of collaborations and coalitions should be added to forward reporting.

5.5 Future-proof mobilisation model

The future of face-to-face mobilisation on a mass scale is questioned as an impactful model, with a global north partner organisation stakeholder asking '*in a social media age, are there better ways of making a global ripple?*' Moving forward, ADA's engagement approach should be reframed to a more specific and cost-effective model where collaborating in strategic coalitions and deepening activist engagement are prioritised, with larger scale reach achieved through digital methods when the ADA strategy requires it.

A flexible forward approach to collaborations and coalitions

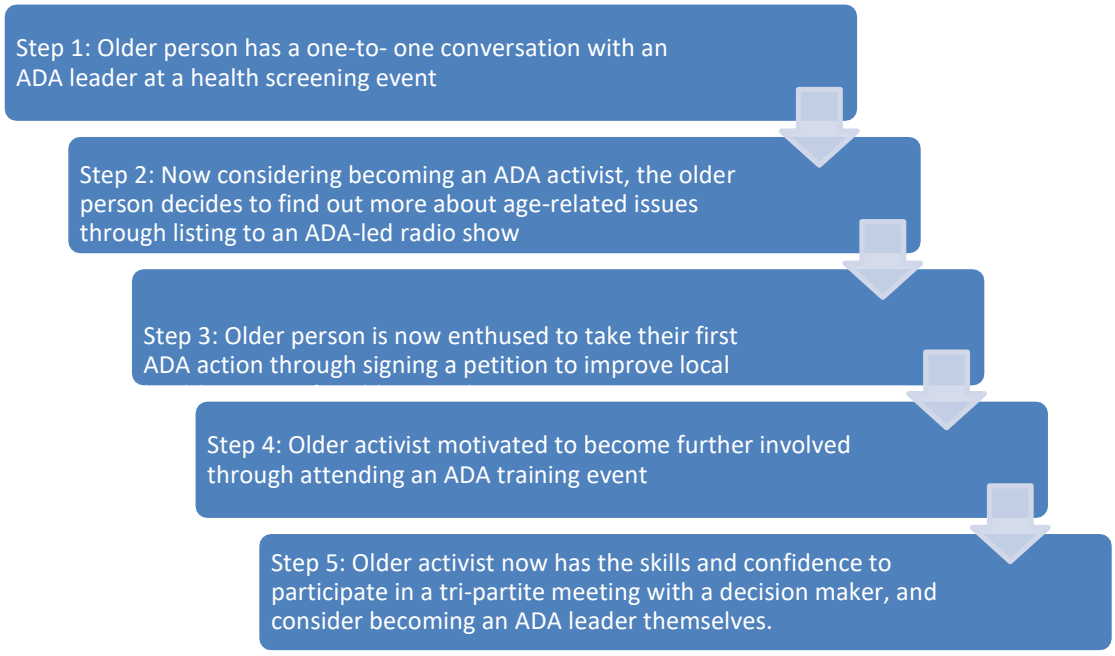
Targeting a broader range of global and national ageing organisations was suggested by strategic stakeholders including the International Federation on Ageing (IFA), and the UK-based Centre for Ageing Better which has strong communications visibility. A global decision-maker suggested that ADA could also usefully contribute to building a broader community around the Global Organisation for the Rights of Older People (GAROP). In addition, Alzheimer's Disease International was identified as a potential partner due to its global network with a majority of older members. Disability organisations were also suggested as a potential partner on calls for social protection legislation.

A useful distinction could be identified between developing reactive collaborations for 'rapid response' and coalition building for longer-term momentum. Rapid response defines where a sometimes disparate group coalesces to respond to a mutually relevant policy statement (for example, an ADA platform collaborating with a wide-ranging community network to respond to a national budget statement) and longer-term momentum building defines where a thematic coalition is built to maintain momentum around a policy process (such as a healthcare coalition to influence the health-related targets within the post-2015 Sustainable Development Goals framework).

Deepening activist engagement

Several global south partner organisation stakeholders identified general mobilisation activity as an effective first-stage ADA engagement tool. However, a gap in the current activist approach is identified, in that whilst its goals focus on building pools of leaders and activists, there is no current strategy to deepen supporter engagement. In addition, although considerable amounts of quantitative data were gathered on the scale of mobilisation, no participant profile data was gathered to provide an insight into older people's motivation for participation, and importantly, what would encourage them to get more involved. An opportunity is identified to offer older people the opportunity to move from a general activist role into deeper engagement in ADA through moving up a 'ladder' of engagement as suggested in Figure 7 below.

Figure 7: Ladder of engagement model



The 'ladder of engagement' model offers a simple framework within which to set out a sliding scale of activism steps. It suggests regularly inviting activists to make a deeper commitment, through moving one or more steps up the 'ladder'.

This model offers an example of how an older activist could gradually become more engaged in ADA activity, eventually co-creating an approach to a decisionmaker at a national advocacy meeting. As a flexible model, it should be noted that older people would have the option to opt-out of deepening engagement at any stage. An emerging ladder of engagement approach is evident in Indonesia, where ADA's campaign partner Yayasan Emong Lansi uses their website and a regular newsletter to promote on-going involvement in their network. Other relevant examples include South Africa where a campaign partner suggested it was equally as important to build relationships with journalists as to identify media stories.

A request for qualitative data relating to ADA's impact in deepening activist engagement should be added to forward reporting.

As a live campaign platform responding to external events, ADA may still want to increase momentum at key points in the future, including in response to the introduction of new policies or frameworks at a national or global level. For this reason, it would be beneficial to maintain the activist pool (albeit arguably at a reduced rate), and look to periodically replenish it, through extending ADA activity within national platforms and through other organisations. The ADA platform in Tanzania coordinates a network of 30 OPAs and national platforms across five countries (Cambodia, Myanmar, Ethiopia, Kenya and the OPT) are already building partnerships with women's organisations, and a strategic approach to building links with universities and schools was highlighted in three other countries. Several stakeholders, including older people and global south partner organisations suggested targeting retired civil servants for engagement, as they are relatively resource-rich in terms of availability and income.

The environmental activism digital platform 350.org offers some useful learning in consciously scaling up mobilisation. Notably the organisation has roots in organising action on annual global recognition days and grew from there into a global movement, through a nimble structure and ability to scale up through diverse coalitions. In addition, it uses digital to empower activists through flexible access to training and learning.

CASE STUDY: 350.org approach to activism

The environmental activism digital platform 350.org is consciously building a movement in the style of the civil rights movement with the aim of pushing the issue of climate justice into the mainstream political agenda. It operates an insistent, creative and nimble approach offering specific learning for ADA in building a broad-based movement that can wield not just appeal to, political power.

- Operates an extensive network of over 160 affiliate groups with over 150,000 subscribed volunteers across 188 countries globally
- Roots in organising action on annual global recognition days
- Morphed into 'planet-wide collaboration of organisers and community groups'
- Focus is on empowerment through providing extensive on-line user-friendly tools and approaches for organisers
- Local volunteers learn from each other through regular conference calls, trainings and newsletters
- Cross-movement working groups are formed with partners to achieve shared goals and diverse coalitions include environmentalists, students, companies, faith groups and universities
- In 2017, 350.org funded 23 grassroots groups fighting climate change globally

5.6 Reframing the methodology approach

The current ADA methodology has national advocacy impact, but revised approaches to the overall strategy, global advocacy and mobilisations are recommended for the next phase.

The adoption of a three-year umbrella theme with a series of underpinning parallel issues would allow older people at the grassroots to pick and choose from a menu of themes according to local appetite and opportunity, whilst still retaining strategic relevance to the ADA campaign. An Asia Pacific regional hub stakeholder said, *'ADA…needs to be much more integrated with programme… A theme lasting longer than two years would show progress and impact'.*

ADA should build on its current national advocacy approach through developing a focus on service delivery monitoring as the route identified by older people to direct impact on their lives. This is covered in detail on pages 20 and 21. ADA should reframe its global advocacy approach in the current challenging context to prioritise pragmatic wins on global processes that already have momentum behind them, as outlined below. Finally, mobilisation should be refocussed to a future-proof model championing strategic collaboration, deepening activist engagement (both highlighted as part of this section) and empowering digital approaches as outlined overleaf.

A pragmatic forward approach to global advocacy

HelpAge has a clear commitment to global advocacy ahead but a suggested reframing of ADA's global advocacy approach would prioritise pragmatic wins on global processes with existing momentum behind them in the next phase of ADA. This approach is supported by a national decision maker who suggested ADA concentrate on mainstreaming older people's rights into the post-2015 Sustainable Development Goals framework. This approach would provide a clearer sense of connectivity between national and global advocacy levels and complements the call for age-inclusive policies and programmes in response to the post- 2015 SDGs commitments articulated in the organisational strategy to 2020.

In addition, a global decision-maker estimated that less than 2% of existing UN treaties currently promote older people so a secondary route forward would be for ADA campaign partners to use existing UN conventions to promote older people rights in existing UN conventions on economic and social rights, women and disabilities.

The success of data driven tools in opening up advocacy and engagement space was highlighted in relation to the Global AgeWatch Index (GAWI). This was first produced in 2013, and was identified as an effective advocacy and engagement tool by campaign partners in Panama, Serbia, Ethiopia, South Africa and Nicaragua. Notably, campaign partners did not recognise the role of GAWI here. In each case, stakeholders identified the value of having a targeted national data set for the first time. In Serbia, the Serbia Red Cross used it as part of the first-ever ageing presentation to the Serbian parliament and a national decision-maker said '*it was important to see where we sit*

globally'. In Nicaragua, the index provided an opportunity for older indigenous activists to undertake media engagement work, with a national campaign partner saying '*for the first time, we took up space on radio programs and began to make the ageing index visible, taking it to the town council for analysis'.* A global partner organisation identified how HelpAge had '*pulled back'* from GAWI, but suggested it should be reframed as a partnership tool, through seeking an external partner to share project costs. The suggested partnership approach is now being implemented through the Global AgeWatch Insights (renamed from GAWI) which is currently in production. In addition, campaign partners in the global south and national decision makers requested more use of data driven tools using country specific data ahead.

Empowering digital approaches

Technology has paved the way for greater democratization in campaigning, but barriers to participation in digital approaches were highlighted by ADA campaign partners throughout this review period. In 2014, many campaign partners identified their own lack of access to social media, including a lack of skills and experience. In 2015, campaign partners requested additional support on social media as part of their ADA Health reporting forms. However, effective remedial action to improve access was implemented, as by 2017, over 70% of campaign partners reported that they had implemented social media activity.

The current approach to using social media is limited with a focus on singular promotion of ADA activities rather than as dynamic two-way communications tool with campaign stakeholders. An example of an effective two-way communications approach can be seen in the way the UK-based NHS Change Day involves health activists using social media to collect and share service improvement ideas. In this way new activists are drawn into the campaign through sharing their own ideas and existing activists are encouraged to become more deeply involved in the campaign by collecting and sharing others ideas. As part of their 2018 #FabChange70 social media initiative, a seventy-hour digital 'hook up' was launched to showcase good ideas from health professionals and patients that could help solve problems and improve healthcare delivery. Ideas ranged from patient-led 'chatter and natter' befriending tables in hospitals to support isolated older people to capacity building with community health teams to reduce pressure on hospital admissions. As a result of the campaign, a nationwide network of trailblazing healthcare #FabChange70 Ambassadors were identified to champion on-going innovation in specialist areas.

The new digital context is unrestricted by geography and gives activists the opportunity to organise themselves more flexibly at grass-roots levels. Importantly, the barrier between activist and leader is removed, empowering activists to co-create their own content, including crowdfunding to support local activity as in the case study overleaf.

CASE STUDY: CROWDFUNDING TO PROTECT THEIR HOME

This case study highlights how older activists can adopt digital tools to great impact.

In August 2018, eight older people living in a residential home in Singapore – almost none of whom had used a smartphone before – produced a video as part of a crowdfunding effort because their residential home was threatened with closure. They received 4 months basic training and the video they co-created was shared on social media. None of the older people involved had an existing social media following, yet within 2 months they had raised the equivalent of nearly £40,000 across social platforms including Twitter and Facebook.

Digital inclusivity amongst older women and older people with disabilities is an important consideration. The 2018 GSMA Mobile Gender Gap Report highlighted the magnitude of the gender gap in mobile technology use in low and middle-income countries. Women are less likely to use the internet, with significantly lower rates of digital access in South East Asia. The report points to two triggers for increased digital use, firstly promoting evidence of the direct benefits of using digital (such as improved access to social protection) and secondly through building digital literacy. In addition, although no relevant global statistics were available, 2017 ONS research identified that over a fifth of disabled adults in the UK had never used the internet. Notably, despite year-on-year increases in digital use as part of ADA, campaign partners still requested additional support as part of their 2017 reporting forms. A proactive approach to increasing digital literacy is recommended, with a focus on marginalised populations.

6. Management systems

KEY FINDINGS

- HelpAge's first-person approach to storytelling was singled out for praise in conveying a positive representation of older people

- Weaknesses in management systems relating to learning, reporting and translation were identified as part of the 2012 ADA review but have still not been addressed

- A reduced ADA budget has constrained the involvement of some ADA platforms

- The current metric fixation provides a limited measurement of ADA impact

Although a positive response to HelpAge's storytelling approach was highlighted, overall weaknesses in current management systems have restricted ADA's impact. Key challenges include an overcentralised planning approach, a lack of comprehensive reporting and campaign partner frustration at funding allocation arrangements. In addition, ADA materials received a mixed response (as outlined in section 6.3 on materials) and translation was identified as a challenge in materials production.

6.1 Planning and reporting

The ADA planning approach involves a five-stage process, consisting of a three to six-month lead-in time before campaign partners become active. Partners have to sign a Memorandum of Understanding (MoU) committing them to three years of ADA involvement. Two months before a key campaign date, they receive a campaign tool kit and only then can a partner apply for a seed grant. Finally, social assets arrive a month before a key campaign date, leaving a relatively short lead-in time to focal moments. As this approach is repeated three times a year (in keeping with the current periodic activity model), a disproportionate amount of time is spent on planning at the expense of campaign delivery. This centralised approach leaves little flexibility to respond to local opportunity or develop campaign delivery at the grassroots.

The revised three-year planning approach - incorporating an umbrella theme and a series of underpinning parallel issues - would give regional hubs and national platforms flexibility to scale activity up or down according to local opportunities around specific issues, whilst retaining a focus on the umbrella theme. In addition, adopting strategic techniques like horizon scanning and influence mapping at all levels would allow plans to be tweak according to changes in external context. To complement the forward focus on national advocacy, a theory of change model should be developed for the ADA movement at all levels, with visible connectivity to global advocacy goals where appropriate. The development of engagement strategies at national and regional levels should be encouraged, with priority focus on the three identified elements of strategic

partnerships, deepening activist engagement and enhanced use of digital to increase impact. Technical training in planning and reporting approaches could be offered to embed systematic practise across the movement.

A regional hub stakeholder summarised the current reporting approach as '*more about broad numbers and statistics than quality or people',* suggesting its lack of appropriateness for measuring the impact of a nuanced programme like ADA, where the approach is intuitive and results are achieved as a result of repeat activities over a long timeframe. Moving forward, quantitative reporting should be scaled back to reflect the reduction in mass mobilisation activity. A focus on qualitative reporting at all levels should be introduced to complement the new approach to strategy and planning.

A more technical approach to monitoring at a regional level could involve process tracing at key moments (for example around national advocacy meetings) as incremental steps to real impact. A contribution analysis framework could be used in instances where ADA's role in external partnerships is scaled up, to monitor the relative contribution (versus attribution) of individual players as part of a coalition approach.

In line with a rights-based approach, offering activists a choice of monitoring tools allows them to choose the one(s) most relevant to their circumstances. Suggestions here include real-time impact diaries – essentially an on or off-line notebook that affords stakeholders the opportunity to log text and pictures, giving a much richer picture of how a project or activity unfolds. Regular communication with activists is suggested, to build a better understanding of their concerns and motivations in order to improve support packages. Texting or short surveys could be useful tools here. Monitoring results could be uploaded to a central knowledge hub, instantly sharable across the ADA platform as evidence of commitment to a two-way approach.

6.2 Funding

The reduction in ADA funding since 2013 was identified as a constraint on activity and reach by older people stakeholders. Moving forward an annual umbrella grant is suggested to support a year-round ADA approach.

Whilst some partners curbed activity in the face of budget reductions, others went ahead with planning non-priority activity, seemingly unaware of priority ADA approaches. As part of their 2014 reporting for World Elder Abuse Awareness Day, campaign partners in Zambia, Zimbabwe, Nepal, Cambodia, Kenya, Malawi and Sierra Leone expressed concern that their reduced budget allocation didn't take their existing financial difficulties into account. Alongside this the 2016 London hub-led ADA consultation identified that half of respondents wanted increased budget to design larger-scale mobilisations, which weren't in line with the forward ADA campaign platform direction. Similarly, a 2013 ADA reporting form highlighted significant funding allocated to promotional materials, despite the fact the relevance of these requests had been questioned by London hub staff.

A sustainable forward approach

In the long-term, a move to a mixed source sustainable funding model is recommended, including offering activists skills training to empower them to co-create their own strategies. Regional hubs could be tasked with identifying additional strategic funding sources that prioritise engagement and voice. The emerging trend towards direct funding of non-governmental organisations in the global south by global trusts and foundations could benefit some ADA campaign partners and platforms.

6.3 Materials

HelpAge's approach to storytelling was appreciated, but ADA materials received a mixed response from regional hubs and global south partner organisations, and translation was identified as a major challenge in resource production.

However, centrally produced ADA toolkits and materials received a mixed response as they weren't always relevant to national contexts. A 2016 consultation conducted by London hub staff identified the campaigns toolkit – with its strategic framing - as the most useful campaign material. A global south partner organisation in the LAC region singled it out as a '*really interesting and practical*' resource. The ADA campaign press releases were also considered useful, but in many cases, needed adapting to regional and national context. Although hubs in the global South used centrally produced social media toolkits in regional communications work, the toolkits were judged to be less relevant at a national level. A 2014 umbrella photo stunt for International Day of Older Persons was well received by some campaign partners but again wasn't appropriate to all country contexts. Notably there was no spontaneous recall of the ADA Campaigns Training Manual in stakeholder interviews, although it was developed as a key resource. This is covered in the 'pivotal role for learning' section on page 12.

Moving forward, responsibility for materials production should be decentralised to allow regional hubs to assume responsibility as part of their resource management role. Although campaign content will retain a direct link to the 3-year umbrella theme, there will be some flexibility for content to be adapted according to local context and language needs. National platforms would receive materials at an earlier point in their campaign planning process as a result.

7. Conclusion

The ADA campaign platform is a unique tool – the first globally coordinated grassroots platform for older people to campaign against age discrimination and fight for their rights. Campaign stakeholders value the strategic association with HelpAge and there is no identifiable driver for an independent ADA movement. Decision makers at national and global levels view ADA as the active voice of behalf of older people and nearly two-thirds of older people interviewed were part of national advocacy meetings. An average of 170,000 older people engaged with ADA each year over the review period.

However, there is a lack of systematic connectivity between ADA and HelpAge as an organisation, notably with the global network and programmes. In addition, the current periodic approach to mobilisation confines impact and weaknesses in management and peer learning identified in the 2012 ADA review have not yet been addressed.

ADA leaders are high calibre activists who utilise leadership experience gained from other community roles to operate at a strategic level. The ADA approach identifies leader and activist roles, but this review identified four distinct roles played by older leaders as influencers, researchers, mobilisers and spokespeople. In this context, older influencers achieve strategic impact through setting up national advocacy meetings and instinctively recognise the need for an on-going approach to policy dialogues to ensure commitments are enacted. A strategic opportunity for ADA to expand its service monitoring role as a route to achieving direct impact on older people's lives has been identified by older researchers. Additional roles played by older people in ADA as mobilisers and spokespeople are emerging. Older mobilisers are reaching out to a broader range of audience-specific and thematic groups but the approach is currently ad-hoc rather than strategic. There is evidence of older spokespeople harnessing their lived experience to considerable effect at national and global levels, but a related concern is that this role at global level is tokenistic rather than authentic. A review of the older spokesperson role is suggested.

Training and inclusivity were identified as areas for improvement. Since 2012, older people have consistently demonstrated an appetite for peer learning, including face-to-face opportunities to pool experience and knowledge. A well-intentioned response was the establishment of an ADA Steering Group in 2014. The group met twice virtually, but was judged unsuccessful due to the overconcentration of staff in meetings inhibiting older people's participation and technical connectivity issues. Moving forward, a proactive strategic approach to training is suggested. Flexible opportunities should be sought to build in training to pre-existing events where older activists are present. An online training course could be developed as a scalable option offering a programme of technical training in areas such as negotiation and use of digital to older leaders. A cascade approach could facilitate leaders training activists closer to the ground.

Activists could share successes and learning including through an associated online chat function, enhancing connectivity across the movement.

There was strong evidence of participation by older women campaigners in ADA with an average participation level of almost 50% across the review period. To champion inclusivity at a strategic level, a focus should now be placed on addressing gender blindness in policies. By contrast, there was no evidence of systematic data gathered relating to older people with disabilities. In keeping with ADA's commitment to inclusivity, a systematic approach to gathering quantitative and qualitative evidence of participation by older people with disabilities should now be developed.

An adapted platform structure is proposed to strengthen connectivity and impact at all levels. In line with the forward focus on active power sharing, priority should be given to linkages with regional hubs, the global network, campaign partners and older people themselves to allow ADA to be consciously driven from the global south.

To complement the revised platform, a refocused campaign methodology would include revisions to the top-line strategy, global advocacy and mobilisation approaches. The focus would be a three-year umbrella ADA theme with a series of underpinning parallel issues relevant to older people at the grassroots. could scale issues up or down in response to local opportunities, strengthened by a year-round approach.

Whilst HelpAge's overall contribution to global advocacy is appreciated, evidence suggests ADA may currently not be an appropriate vehicle for progressing the global convention. Evidence for this conclusion includes a lack of momentum associated with the existing mobilisation approach; regional protocols competing for space; the challenge associated with penetrating complex UN structure and a current global political shift towards an anti-welfare agenda. HelpAge is already reassessing its current strategy towards a global convention - including undertaking internal analysis to determine tipping point countries - so it is ready to respond to any change in global appetite for a convention moving forward. The suggested forward focus for global advocacy is on pragmatic wins on global processes which already have a level of momentum behind them, including mainstreaming older people's rights into the post-2015 Sustainable Development Goals framework.

ADA's mass mobilisation focus was relatively successful if costly in the early part of the review period. However, the reduction in funding and closing civic space suggest it is not a viable forward approach. ADA should reframe its engagement strategy to a future proof model with three key elements. Strategic partnerships would be distinguished by their ability to deliver impact through reactive thematic coalitions or longer-term momentum building coalitions. A focus on deepening activist engagement could be supported by the adoption of the 'ladder of engagement' approach. Activists would be empowered to co-create their own content through an enhanced use of digital for crowdfunding and two-way peer engagement to support deeper activist engagement.

Management systems would need to be adapted to support this new approach. ADA needs greater human and financial resource behind its structure to operate effectively

and in an impactful way. Strategic techniques including horizon scanning and influence mapping would be incorporated into a more flexible approach to planning to allow tweaks in approach according to changes in the external environment. To support the new focus on national advocacy, a theory of change approach would be introduced at national platform level, with visible connectivity to global advocacy goals where appropriate. The development of regular qualitative reporting systems is suggested at all levels, including mid-term strategic reviews; two-way approaches to information gathering at key moments. A commitment to regular communication with activists is suggested, to build a better understanding of their concerns and motivations in order to support them more effectively.

The ADA funding approach is hampered by delays, and a move to an annual ADA grant is a logical next step, with regional hubs assuming responsibility for funding allocation. In the long term a move to a mixed source sustainable funding model is recommended, including offering activists skills training to co-create their own strategies.

Although a range of campaign models were assessed for suitability as part of this review, the continuation of a centralised campaign model was discounted due to the weaknesses of the current ADA approach outlined earlier as part of this conclusion. In addition, the adoption of a highly distributed model is not appropriate due to stakeholder interest in a continuing strategic association with HelpAge. A distributed-organising campaign model is recommended moving forward, as a nimble and interconnected forward approach that could strengthen ADA's role in achieving impact as part of a broader effort to mobilise and support older activists to campaign for an end to age discrimination and take action for their rights.

8. Recommendations

Strategic recommendations are outlined below under the key themes of this review. Implementing these recommendations will require a significant resource commitment.

Participation by older people

1. Continue the primary purpose of ADA as a platform to mobilise and support older people to campaign for an end to age discrimination and take action for their rights

2. Review the approach to older spokesperson role within ADA, with a view to strengthening accountability to older people and offering effective training and support

3. As part of national advocacy focus, develop a two-stage approach to service delivery impact through policy impact to influence service delivery at scale and service monitoring, as the routes identified by older people to direct impact on their lives

4. Develop a conscious approach to deepening activist engagement through adopting a 'ladder of engagement' model

5. Develop targeted engagement approach to marginalised older people including alternative participation methods (texting and online activity) and reassessing funding for transportation

6. Commit to regular communication with older activists by campaign partners and regional hubs in the global south to build a better understanding of their concerns and motivations and improve campaign support

7. Develop a systematic approach to data collection on the participation of older people with disabilities within ADA

8. Maintain a systematic approach to data collection on the participation of older women in ADA, including a next-stage focus on data relating to gender-based participation and policy, in order to strengthen inclusivity approach

9. In the longer term, build an evidence base on intersectionality issues to increase understanding and allow more integrated approach to inclusion in forward planning

Connectivity and structure

10. Campaign partners and national ageing platforms to assume a dynamic delivery role, co-creating content with campaigns partners and national ageing platforms and driving local activity

11. Regional hubs in the global south to assume coordination centre role, responsible for strategy development and resources management

12. Reframe London hub as an advisory centre responsible for synergy across the new three-year umbrella ADA theme and global advocacy initiatives. Role will also include championing innovation and horizon scanning across the ADA platform

13. Identify opportunities to strengthen connectivity across the ADA platform, including

with HelpAge's programmes and the global network, to improve reach and impact

Campaign methodology

14. Adopt a three-year umbrella ADA theme with a series of underpinning parallel issues, strengthened by a year-round activity approach

15. Adopt an on-going approach to national advocacy meetings as part of the national advocacy approach. As per recommendation 2, develop an underpinning focus on service impact to allow older activists to gather evidence for use in campaigning

16. Develop a systematic approach to the use of OCM within the ADA campaign structure to increase participation and reach amongst older activists

17. Campaign partners currently working at a practical policy change level should consider opportunities for developing a strategic policy change approach

18. Reframe global advocacy approach on pragmatic wins on global processes with existing momentum as part of the next phase of ADA

19. Sustain a dynamic ADA campaigning function through refocussing mobilisation approach to a future-proof model, prioritising strategic partnerships, deepening activist engagement and an enhanced use of digital

20. Regional hubs and national platforms to consider a two-part approach to partnerships, where rapid-response collaborations are identified to respond to mutually relevant policy decisions and long-term thematic coalitions are built to maintain momentum around policy processes

21. Champion innovation through identifying and developing new campaigning tactics and techniques and sharing systematically across platform

22. Develop a systematic approach to data collection relating to the role of ADA in deepening activist engagement, collaborations and coalitions and the use of digital

Management systems

23. Reassess ADA resourcing levels as a significant additional human and financial resource commitment will be required to enable the revised structure suggested to operate effectively and in an impactful way

24. Develop a comprehensive approach to planning, including a clear theory of change for global, regional and national levels of the ADA campaign. Include horizon scanning and influence mapping to allow impactful response to external context

25. Establish an online central knowledge hub including technical skills training sessions for ADA activists and leaders (including in languages other than English)

26. Implement regular qualitative reporting systems at all levels including mid-term strategic reviews; two-way approaches to information gathering at key moments and a range of reporting tools for activists

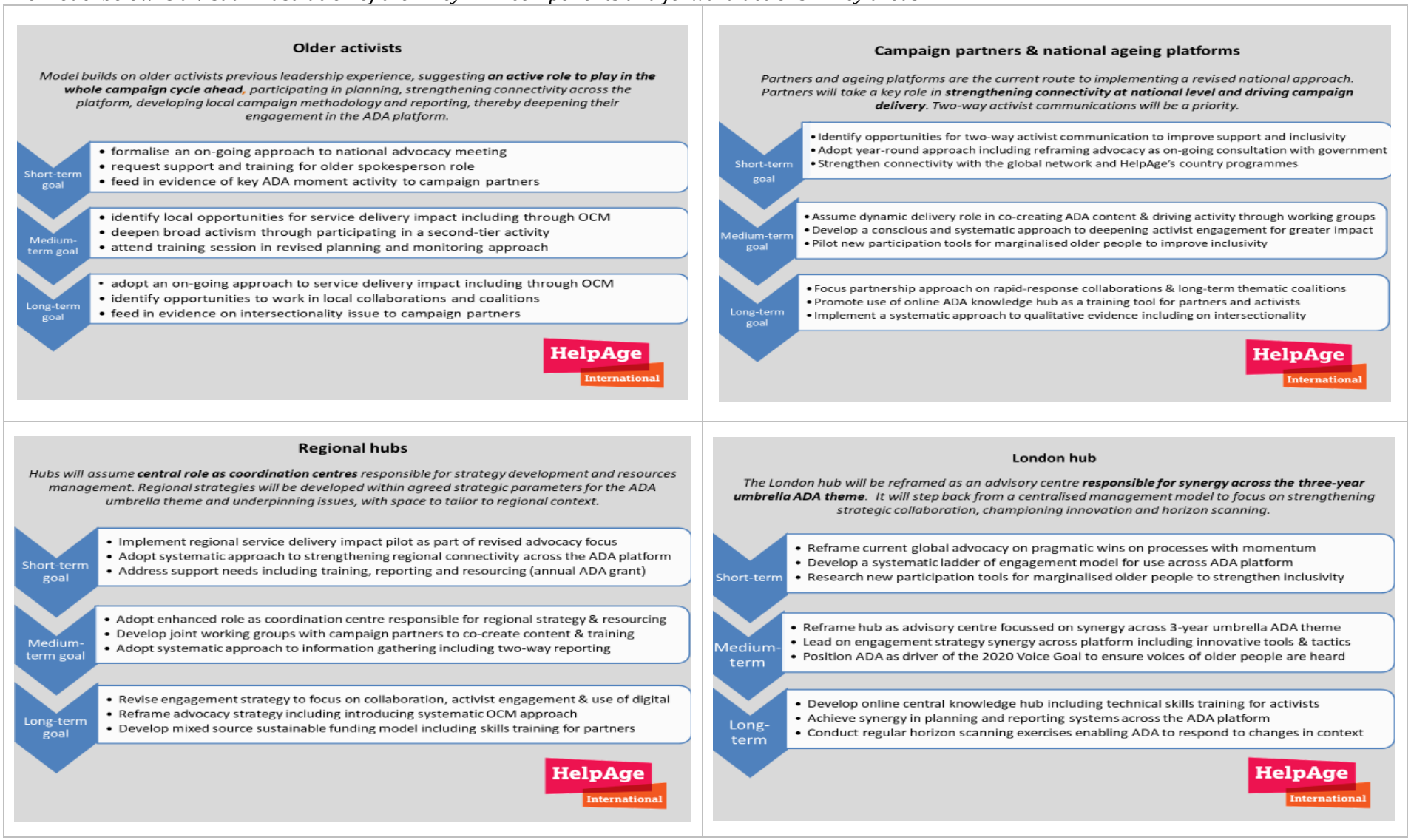
27. Implement an umbrella ADA grant to support the move to all-round activity. In the longer term, move to a mixed source sustainable funding model.

Appendix A: Forward campaign model – distributed-organising 1/2

The distributed-organising model below identifies the 4 key ADA components and suggests forward actions in key areas. It should be viewed in association with Figure 4, ***'an interconnected approach to ADA'*** *on page 20 of the ADA review report.*

		older person roles	connectivity & structure	methodology	management systems
OLDER ACTIVISTS	short-term	Feed in suggestions for improved support to older spokespeople including training		Adopt an on-going approach to advocacy meetings at local and national levels	Feed in evidence of key ADA moment activity to campaign partners
	medium-term			Identify local opportunities for service monitoring; Deepen your involvement in ADA through carrying out a second-tier activity as part of ladder of engagement approach to deepening activism	Attend training session in revised planning and reporting approach; participate in reporting (1) OCM activity; (2) participation by older people with disabilities & older women to campaign partners
	long-term			Adopt on-going approach to OCM; identify opportunities to work in collaborations and coalitions	Feed in evidence on intersectionality to campaign partners
		older person roles	**connectivity & structure**	**methodology**	**management systems**
CAMPAIGN PARTNERS	short-term	Review approach to recruiting and supporting older spokespeople with a view to offering regional hub input on strengthening accountability to older people	Assess opportunities for regular face to face activist communication at existing events; identify opportunities to strengthen connectivity across ADA platform including with HelpAge country programme and global network members	Promote on-going approach to national advocacy meetings; campaign partners currently working at practical policy change level should consider moving on to a strategic policy change approach; pilot and/or expand work on service monitoring	Undertake regular two-way qualitative reporting with local activists and OPAs; feed in evidence of (1) service delivery monitoring, (2) participation by older people with disabilities and older women and (3) key ADA moment activity to campaign partners/regional hubs
	medium-term	Participate in pilots of new participation tools to better reach marginalised older people	**Assume a key ADA delivery role, co-creating content with campaign partners and driving local activity**	Identify opportunities to deepen activist engagement through implementing a ladder of engagement approach; develop a two-pronged approach to working in collaborations (for rapid-response) and coalitions (for long-term momentum building)	Develop a systematic approach to planning including a clear theory of change at national level. Develop training for older activists in the revised planning approach;
	long-term			Reframe mobilisation approach to prioritise strategic partnerships; deepening activist engagement and enhanced use of digital	Implement a systematic approach to national evidence gathering on intersectionality issues

		older person roles	connectivity & structure	methodology	management systems
REGIONAL HUBS	short-term	Develop a regional strategy for recruiting and supporting older spokespeople with input from national platforms and the London hub	Develop systematic regular approach to on and offline activist communications; identify regional opportunities to strengthen connectivity across ADA platform including with HelpAge programmes and global network	Assess opportunities for regional pilot project for work on service delivery monitoring within a systematic approach to OCM	Review options for increased human and financial resourcing; collate cross-regional evidence of (1) service delivery monitoring; (2) participation of older people with disabilities and older women, and (3) key ADA moment activity to inform forward planning; send emerging trends to London hub
	medium-term	Pilot new participation tools to better engage marginalised older people	**Assume coordination centre role for countries across the region, responsible for strategy development and resources management**	Develop regional strategy for deepening activist engagement through rolling out a ladder of engagement model approach	Revise planning approach to include a regional theory of change and a proposed model for campaign partners to use at national level; devise activist reporting tools
	long-term			Refocus regional mobilisation approach to future-proof model, prioritising strategic partnerships; deepening activist engagement and enhanced use of digital	Implement a systematic approach to cross-regional evidence gathering on intersectionality issues; promote use of online central knowledge hub by campaign partners and activists
		older person roles	**connectivity & structure**	**methodology**	**management systems**
LONDON HUB	short-term	Undertake research into impactful global INGO spokesperson roles and disseminate to regional hubs in global south		Develop a 3-year umbrella ADA theme with series of underpinning parallel issues strengthened by year-round activity approach; within this, reframe global advocacy approach on pragmatic wins on processes with existing momentum; develop guidelines for systematic OCM approach	Make recommendations for increased human and financial resourcing of ADA in medium and long-term; horizon scan to inform forward development of ADA regional planning; develop systematic approach to collecting qualitative data to include evidence of (1) service delivery monitoring; (2) engagement of older people with disabilities and older women and (3) key ADA moment activity
	medium-term	Develop new participation tools for marginalised older people	**Reframe London hub as advisory centre responsible for synergy across 3-year umbrella ADA theme**	Horizon scanning to identify relevant external input to inform deepening activist engagement model	Develop systematic approach to collating global evidence base on intersectionality; develop proposal for online central knowledge hub
	long-term				Set up online central knowledge hub

Appendix B: Roles of 4 key ADA components in forward campaign model

The model below is a visual illustration of the 4 key ADA components and forward actions in key areas