Towards an **Age-Friendly European Union**

Advocacy toolkit for older people and their organisations

December 2015

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Why this toolkit?

Since 2001, AGE Platform Europe has been promoting older people's participation in the relevant decision making processes by:

- Voicing the needs of older people's organisations towards the European Union (EU) and International bodies;
- Helping European senior citizens understand how the EU works, what issues are at stake in an ageing debate and how they can contribute to it;
- Encouraging participatory approaches to engage older persons in services' and products' design and policy-making;
- Promoting user involvement in research
- Promoting the participation of older people in the relevant standardization processes;

With this toolkit, AGE Platform Europe wants to build on its experience and the lessons learned from the AFE INNOVNET, INNOVAGE, ASCE and WeDO projects in order to provide older people's organisations with practical guidelines on how to influence the decision-making processes that concern them and on how to be part of innovation processes.

The guide wants to support AGE members and other older people organisations in:

- Advocating for an age-friendly European Union
- Influencing EU policies that are relevant for older people
- Influencing policy makers and other stakeholders at all levels
- Building partnerships
- Staying up-to-dated on relevant EU policies and funding opportunities

Through this toolkit, we ultimately aim to **promote an age-friendly EU.**

Age-friendly European Union?

'Age-friendly' concept comes from the campaign on age-friendly environments. Reaching an Age-friendly EU means to reach an EU supporting all age groups, and an EU that answers the needs and values of our society by using participatory approaches.

By **Age-Friendly Environments (AFE)** we mean environments that empower people to age in better physical and mental health, promote their social inclusion and active participation, support them maintain their autonomy and a good quality of life in their old age. Age friendly environments enable older workers to remain at work for longer, lower the

pressure on traditional care and assistance and boost the economy through demand for innovative solutions.

A way to ensure that our societies are age-friendly and meet the needs of the ageing population is to build the capacity of older people's and their organisations in order to help them influence the policies and processes that concern them most.

This approach was framed by the World Health Organisation, and explained in the 'Guide for age-friendly cities'. In this guide are identified 8 'petals' of what age-friendly environments should cover: housing, social participation, transportation, outdoor spaces and buildings, respect and social inclusion, civic participation and employment, communication and information and community support and health services:

Figure 6. Age-friendly city topic areas
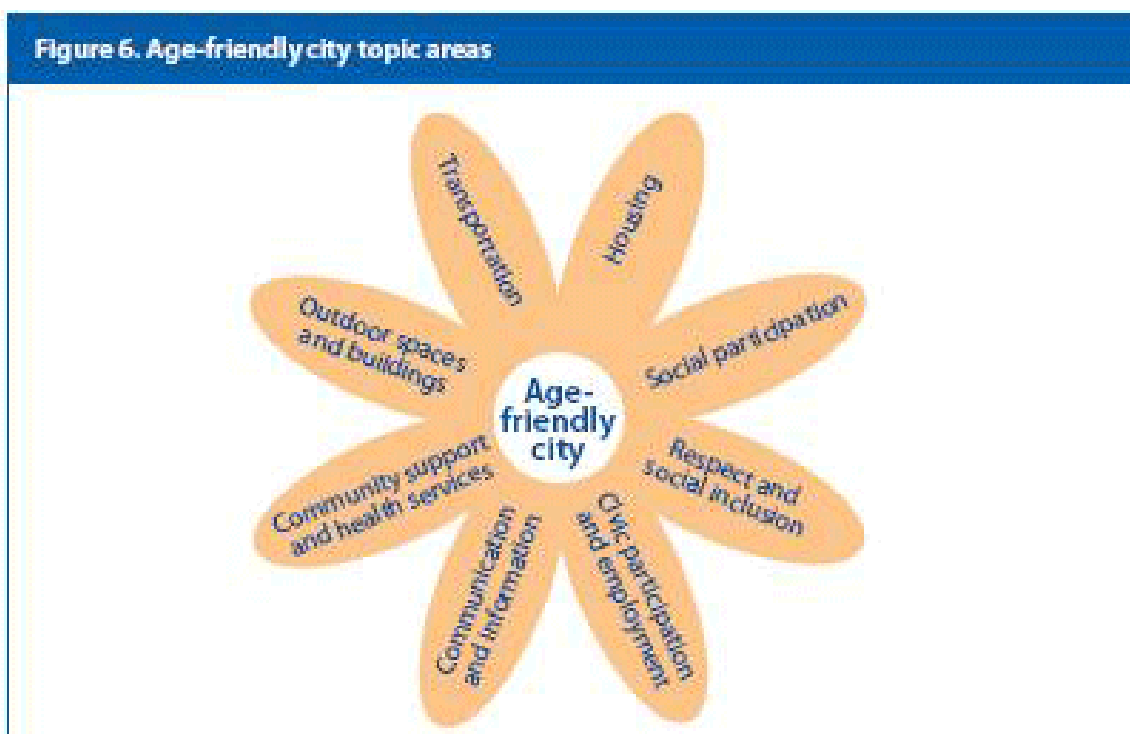
For more information on the age-friendly environments campaign, check:

- AGE Platform Europe website
- AFE INNOVNET project website and brochure

How was the toolkit developed?

The toolkit builds on the work and experience of AGE Platform Europe secretariat, members and partners. It particularly builds on the lessons learned from:

- INNOVAGE project and its guidelines on user involvement in social innovations

- Active Senior Citizens for Europe project and its train the trainer package

- [AFE-INNOVNET](#) project and its [co-production methodology](#) and its templates

- [MOPACT](#) project and its literature review on active citizenship

- [WeDO project](#) and its participatory approach in quality improvement processes

- AGE's [Task Force on Active Citizenship and Participation](#)

Who should use it?

The toolkit is addressing **older people and their organisations willing to influence decision and policy making processes in the field of ageing and/or impacting older people.**

As an example, AGE network is composed of a variety of three main types of organisations:

- Those representing directly older people
- Those acting as umbrella networks of older citizens
- Those providing services to older people.

Survey on AGE membership, 2014

- Organisations directly representing older people — 46
- Umbrella networks of older citizens' organisations — 30
- Organisations providing services to older people — 48
- Other: research center — 11
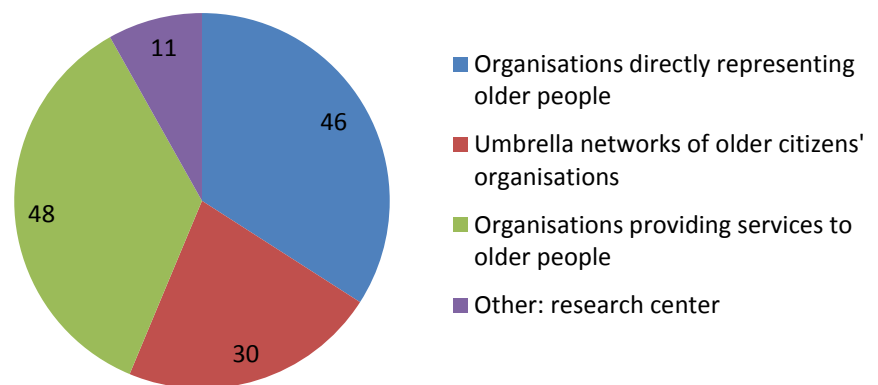
What's in there for me?

In the toolkit, you will find the following material:

- Background information on ageing and why we need age-friendly environments;
- An action model that can be adapted to a wide range of campaigns
- Tips and tricks to help you plan and assess your strategies and actions;
- Tools to implement your actions

It also provides useful tips and information to other civil society organisations or movements committed to influencing the EU or national policies that are relevant for them.

The toolkit aims to be a good starting point for any organisation of older people wishing to promote a more positive vision of ageing and of older people, and come with concrete proposals in how to do it. It gives you some ideas on where to start, how to build your case and how to spread the word.

The context

To start, we would like to introduce the context and key messages that can be used to advocate for an age-friendly EU. Defining the context helps your advocacy strategy, as it will help you define your objectives and targets, and build your case.

Below, we gathered the key ideas and definitions that will help you have the bigger picture for your activities

Your 'Context' tools

☐ A standard introduction to ageing and the campaign on age-friendly EU

☐ Standard definitions of key concepts

☐ Knowledge about key policy processes at EU level

☐ Methodologies to support participation of older people to decision making processes

Population ageing and age-friendly EU

Values

As 'ageing' is too often depicted as a negative process, we need to remind that on the contrary, ageing is a positive outcome of health and social progress these last decades. We should welcome our population ageing.

AGE Platform Europe's vision is that of a society for all ages, free from age discrimination and stereotypes and based on solidarity and cooperation between generations, where everyone is empowered to play an active part in the community and enjoy equal rights and opportunities in all stages of life regardless of age, sex, race or ethnic origin, religion or belief, social or economic status, sexual orientation, physical or mental condition, or need for care.

Achieving a society for all ages will require decision-makers and all relevant stakeholders to take collective responsibility for designing new ways of organising our societies to ensure a fairer and more sustainable future for all generations and to tackle the ongoing

economic and social crisis. Civil society's involvement in policy-making at all levels should underpin European integration based on democracy, transparency and the participation of all citizens in shaping our societies.

It is also important to say that older people have the same rights as any other age groups. However, they are often excluded from human rights processes and not involved to give their views. You do not lose your rights because you advance in age or because you need care and support from others.

Figures

As introduced in the EU project AFE INNOVNET[1] on age-friendly environments:

"Europe is ageing. People aged 50+ represent already 37% of the population, i.e. 190 million citizens. Eurostat population projections foresee that the number of people aged over 60 will increase by about two million persons per annum in the coming decades, while the working age population, as a result of lower fertility rates among post baby boom generations, will start to shrink. Thereby the number of very old persons, 80 years and older, who are most likely in need of care, will increase. At the same time fewer young people will be available to provide informal and formal support and care (EU Ageing report, 2015)."

Age-friendly environments call for a society for all ages, where intergenerational solidarity and cooperation is facilitated and supported and where everyone is treated with respect, regardless of their age. It is a place that makes it easy for older people to stay connected to people that are important to them. And it helps people stay healthy and active even at the oldest ages and provides appropriate support to those who can no longer look after themselves[2]. It does not call for a society segregating age groups.

For more information on databases, see "**Your Analysis tools".**

Key definitions

Active Ageing

> The process of optimizing opportunities for health, participation and security in order to enhance quality of life as people age. It applies to both individuals and population groups. ([WHO, Active Ageing, a policy framework](#))

Healthy Ageing

> [According to WHO, healthy ageing](#) means policy makers to promote good health throughout the life-course. This includes counteracting growing inequalities in old

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[1] http://www.afeinnovnet.eu/
[2] See for reference : http://www.who.int/ageing/age-friendly-world/en/

age, strengthening health systems to meet the changing needs of an ageing population and expanding the evidence base for health and social care policies for older people. This means people of all ages to enjoy supportive, adapted social environments; have access to high-quality, tailor-made, well-coordinated health and social services; are supported in maintaining maximum health and functional capacity throughout their lives; and are empowered to live and die in dignity.

Age-friendly environments

According to WHO, age-friendly-environments are environments (such as in the home or community) that foster healthy and active ageing by building and maintaining intrinsic capacity across the life course and enabling greater functional ability in someone with a given level of capacity.

Covenant on Demographic Change

International association that aims to gather all local, regional and national authorities, and other stakeholders, that commit to cooperate and implement evidence-based solutions to support active and healthy ageing as a comprehensive answer to Europe's demographic challenge. Its aim is to engage local and regional authorities in developing environments for active and healthy ageing that improve healthy life year expectancy, enhance opportunities for independent living of older people and support a society for all ages. See this link for more information.

Silver economy

Economic opportunities arising from the public and consumer expenditure related to population ageing and the specific needs of the population over 50. See background paper on Silver economy.

Key initiatives and processes in the field

- United Nations Open-Ended Working Group on Ageing

Established in 2010, the working group considers the existing international framework of the human rights of older persons and identifies possible gaps and how best to address them, including by considering, as appropriate, the feasibility of further instruments and measures

- World Health Organisation Age-friendly Environments Programme

WHO one-stop-shop website on age-friendly action at the local level: guides and tools, age-friendly practices and information on hundreds of city and community initiatives around the world.

- [European Innovation Partnership on Active and Healthy Ageing](#)

The Partnership aims to achieve an increase of the Health Life Years Expectancy of two years by 2020, by bringing together key stakeholders (end users, public authorities, industry). The partnership provides these actors with a forum in which they can cooperate, united around a common vision that values older people and their contribution to society, identify and overcome potential innovations barriers and mobilise instruments.

Who can make a difference?

Policy and decision makers can support the creation of age-friendly environments in Europe, at all levels. A wide range of stakeholders can also work with older people and their representative organisations.

International human rights bodies

International human rights bodies provide an overall framework for national policies, with key principles to be respected. AGE Platform Europe developed some guidelines to help older people organisations to go through the human rights processes, by the "[Self-advocacy hanbook on human rights processes affecting older persons](#)".

European Institutions

The European Institutions play a key role in the field of ageing and to support the rights of older persons. To enable a better understanding of their processes, AGE Platform Europe, with the support of the Active Senior Citizens for Europe project, developed a short leaflet and a training package aiming to explain older citizens what is the EU, what it means for them, what are the main policies related to them and how they can take part to EU decision making processes. They are available in several languages.

- [The EU and ageing in short and in long](#)
- [Training package: Active senior citizens for Europe](#)
- [Lobbying on the European Parliament](#)

- [Example of a set of measures recommended by AGE Platform Europe to EU policy makers](#) (AGE's manifesto for an age-friendly EU)

The training package includes the following items:

- [Short introduction to AGE's work at EU level](#)
- [EU Primary law](#)
- [EU institutions](#)
- [Overall EU policy processes](#)
- [EU action to promote older people's rights](#)

A full brochure is available in several languages giving more details about policy processes at EU level. It [is available here.](#)

National, regional and local authorities

National, regional and local authorities work directly with older people organisations on a number of policies that can impact their lives (transport, social and health services, education, etc). Older persons can be 'co-producers' of age-friendly policies. To support this approach, AGE Platform Europe coordinated a project called AFE INNOVET aiming to spread in the EU the methodology of age-friendly environments. In relation to this, a 'Covenant on Demographic change' was launched in December 2015.

The AFEINNOVNET project developed a recruitment package and a co-production methodology explain exactly why and how:

- **Brochure:** [what are age-friendly environments? Why should European cities and regions become more age-friendly?](#)
- **Leaflet:** Active in the field of ageing? Share your initiative and learn more, and join the Thematic Network on Innovation for Age-Friendly Environments
- **Recruitment package** [to convince them to join](#)
- **Co-production methodology** to guide them and how to involve older people organisations

Researchers

Research activities may help build your case to advocate for an age-friendly EU. Involving older people in research is therefore fundamental, as it may lead to choices and decisions in the future.

The INNOVAGE project created guidelines on how older people and older people organisations can be involved in **research and social innovation** projects.

These guidelines target both researchers who would like to involve older people, and older people organisations who would like to be more involved in research processes and would like to advise researchers in how to innovate through participatory processes.

- INNOVAGE [Guidelines on involving older persons in social innovation processes](#)
- Another example of involvement in research in new technologies: [Brochure 'ICT for ageing well: listen to what older persons think!'](#)

Standardisation bodies

Standardisation bodies are involved in designing technical standards for a wide range of sectors. They have an impact on the daily lifes of european citizens. This is therefore essential to involve citizens in the design of the standards, to make sure they will be adapted to their needs.

Stand4All project created a training on how older people, persons with disabilities and their representative organisations can get involved in the **standardization** processes.

- [Stand4All training manuals](#)
- [Stand4All e-learning platform](#)

Health and social care services practitioners

Participatory approaches in the field of health and social care can have a strong impact on the quality of life of older persons in need of care. Indeed, they have a potential to contribute both to engage persons not actively involved so far in service design, control and monitoring (health and social service practitioners, older persons in need of care and support, informal carers), and by the same way improve their overall quality of life.

The WeDO project developed a European Quality framework for long-term care services. The framework includes a methodology on how to develop a participatory process to improve quality. The materials are available in several languages:

- [WeDO European Quality framework for long-term care services – participatory methodology to improve quality long-term care (p. 32)](#)
- [Full action model for participatory approach in quality improvement process (Vrije Universiteit Brussel, 2015)](#)
- [Quality care training package: introduction](#) and [full version](#)
- [Dignity and wellbeing of older persons in need of care Toolkit](#)

There are still many areas where involving older people is essential and where similar participatory approaches could be implemented. These examples above are just a snapshot.

Your strategy to promote an Age-friendly EU

Building a strategy for your advocacy work help save some time and efforts, as you will focus your activities on identified objectives, targets and actions. It will make you think of the tools you will use and why you use them, and be even more convincing to approach policy makers. There are many tools available that help you define your strategy.

They include:

- [Campaigning for an age-friendly EU (ASCE project material)](#) (with an [example of a campaign](#) and [a practical exercise](#))
  The language versions are available [here](#).
- [Full action model for participatory approach in quality improvement process (Vrije Universiteit Brussel, 2015)](#)

You should start small, and then get bigger as long as you get experiences and evidence of results of your action. Your strategy can follow the 'Plan, do, check, act' methodology.

First is the '**Plan**', which includes your analysis of the situation and your 'case', your objectives and target groups, your plan for action and your plan for communication. The strategy also includes specific indicators to follow the achievement of your objectives.

The '**Do**' is the action, the moment you start implementing your advocacy work, during a period of time. At the end of this period, you will **check** if the objectives you wanted to reach were achieved or not. You will then define what needs to be improved, which target group needs to be added for example, and define an improved strategy for **action**.

Planning

This part includes advices on how to:

- Clarify your objectives and target groups
- Build an analysis and your message
- Design implementation and communication plans
- Define a list of indicators to measure the objectives of your strategy

Your 'Planning' tools

- ☐ Defined objectives and targets
- ☐ An analysis of the current situation
- ☐ Key messages and ongoing debates
- ☐ Implementation plan
- ☐ Communication strategy
- ☐ Indicators

Your objectives and target groups

To achieve the best of your advocacy work, you will need to identify what you concretely want to change in policy and/or practice in order to promote age-friendly environments. There are many small or large policies and/or initiatives that can contribute to the creation of an age-friendly European Union. Choose one according to your expertise, resources and network of potential supporters and influencers.

Adapting the built environment; Managing age diversity at work; Making new technologies accessible for all; (..)

Age-Friendly European Union

Possible actions

Final goal

A check list to help you define your objectives:

- What problem do you feel more urgent to reach the final goal?
- How is the problem relevant to your organisation? How is it related to its activities?
- What should be concretely changed?
- Who in my network can make a difference, who are the 'key persons'?
- What knowledge and expertise can I bring to the debate? What solution/s can I propose?
- What resources do I have to influence? What external resources can I mobilise?

Your objectives need to be **SMART:**
- Specific
- Measurable
- Achievable
- Realistic
- Time-Specific.

You can start small, with indicators you can easily measure so you can build your advocacy work on evidence for the next steps.

Once your objectives are clear, you need to **define your target**, i.e. who can make a difference and who you can reach, alone or in partnership.

You can report to the first part of this publication 'Who can make a difference?'.

The 5 steps to work with decision-makers

1) Identification:
Which politicians do you need to influence? What role do they have? Why are they a target?

2) Engagement:
Reaching out and building a relationship/partnership.

3) Education:
What do they know, see and hear already? What else do they need to know? How can you best do this? Who can you introduce them to the issue?

4) Motivation:
What will push them to act? Why should they care?
What can you show them that will make a real difference?

5) Action:
What specific actions do you want them to take (and what outcomes do you expect or hope from these actions)? Who else can they work with on it?

[Source:IDF toolkit](#)

You will also need to define the target of your communication activities:
- Who should also be aware of my advocacy work?
- Who can also directly influence my advocacy target?

- **Practical examples:**
  - o [Example of a campaign from AGE](#): Towards an Age-friendly EU by 2020
  - o Example of AGE's campaign for the European elections, with [AGE's manifesto](#) and [questions for new Commissioners and Members of European Parliament](#)
  - o [How to develop a manifesto?](#)

Analysis

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Your 'Analysis' tools

☐ AGE's website and publications

☐ Data and policy analysis

☐ Research findings

☐ Example of good practice

☐ News and opinions

☐ Feedback from older people, life stories

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In order to convince your target group, you need to collect evidence and examples of good practice:

- **You can have a look at AGE's website**

  AGE website includes a wealth of information on news and initiatives at EU level and in different European countries. It also gives you an idea on how we approach the different topics.
  - By topic
  - AGE's news (you can access them from the frontpage)
  - AGE's publications

- **You can benefit from existing data and policy analysis on ageing**

  Data help you give figures, and figures are important as it make ideas concrete, giving a scope, and a reality to it.
  - EU annual Ageing reports
  - Active Ageing Index
  - OECD (health and employment)
  - World Health Organisation (international and for the European region)

    WHO Strategy and action plan for Europe, 2012-2020

    WHO Demographic trends and data
    - European Social Observatory

- **You can benefit from existing research findings**

  Research findings help you give figures and evidence to support your ideas. They are important to highlight in order to convince your audience.
  - FUTURAGE Roadmap for ageing research
  - MOPACT project results

- [Activities in projects where AGE is involved](#) (see the topics in the right side column)
- [Eurofound on working conditions and quality of life](#)
- [Database on population ageing data and policies PERFAR](#)
- [Data on income and living conditions EU SILC](#)

- **You can collect examples of good practices**
  Good practices show that you don't ask for the moon, as other countries or other organizations are concretely implementing what you ask for.
    - [AGE's list of good practices](#)
    - [INNOVAGE innovations platform](#)
    - [AFE INNOVNET repository of good practices](#) on age-friendly environments
    - [WeDO list of good practices on quality of care](#)

- **You can follow news and opinions on the topic of ageing and older people**
    - You can register to AGE's newsletter Coverage
    - You can have a look at AGE's blog on European Parliament activties : http://towardsanagefriendlyep.com/
    - You can use Google news and create alerts on the topic of ageing and older people https://news.google.com/

    From there, you can collect sentences and especially commitments from politicians and public persons to support your case

- **You can collect the feedback of older people through participatory**
  practices, collect real life stories and create 'spaces' for active citizenship
    - INNOVAGE [Guidelines on involving older people in social innovations development](#)
    - [Full action model for participatory approach in quality improvement process (Vrije Universiteit Brussel, 2015)](#)
    - AFE INNOVNET **Co-production methodology** on how to involve older people organisations in age-friendly environments processes

Implementation plan

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Your Implementation plan

☐ Objectives

☐ Target

☐ Human resources and partnerships

☐ Financial resources and costs

☐ Actions

☐ Indicators

☐ Communication strategy

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Once you have an analysis, you can set up your plan. Start small, with a limited geographical coverage, so you can get bigger and bigger. Your implementation plan should be limited in time. Your plan should clearly include:

- your objectives
- your target groups
- your actions.
- your communication strategy

You can set up tasks and subtasks, and organise action groups around these subtasks if possible and needed. You should monitor the implementation so it is kept on tracks.

At that stage, your implementation should clarify the ressources you have to achieve your objectives and reach your target. This includes:

- **Human ressources**
- **Financial ressources**

Define your resources

Once your message is clear in your mind and you know how to convince your target, you need to assess how many human and financial resources you can dedicate to the advocacy work in order to define the actions and the tools that you can use. You also need to define your indicators related to the activities you developed.

Human resources

According to AGE Membership Survey 2014, half of our members have volunteers contributing to their activities. This is a reality for many older people's organisations. It is therefore important to manage the volunteers work.

Staff of AGE members

55 | 57

■ Organisations with paid staff
■ Organisations with volunteers
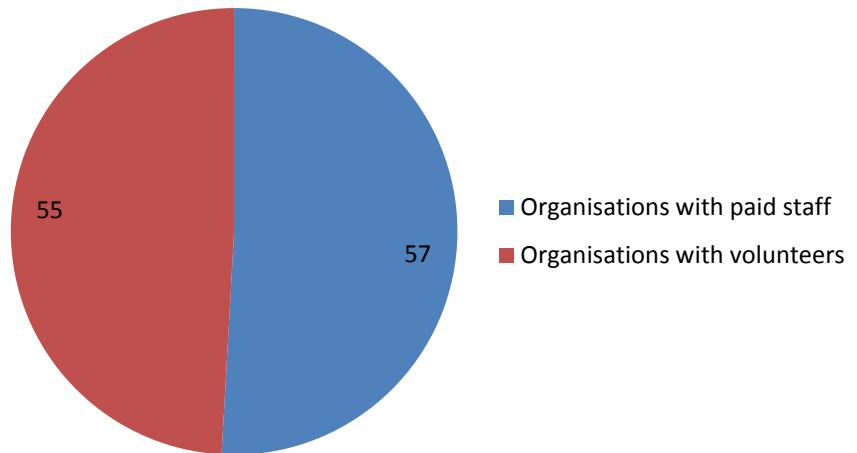
Tips to involve older volunteers in your work
([from VUB, Belgian ageing studies; 2015)](#)

1. Select targets that are attractive to each specific target group

   - To participate, someone must agree with the objective of the activity. Your project must become their project.

2. Make those targets known, and invite your target group to participate

   - Anyone who knows nothing about it and is not asked will not join in.
   - Why don't people take part? Because they have not been asked for.

3. Develop a range of activities

   - Activities must attract different people. Not everyone likes the same activities.
   - Taking part has to be fun. People are not active to become unhappy. And not everyone enjoys the same jobs.
   - Translate your aims into different kind of activities.

4. Solve possible obstacles or interferences

   - People have to be able, in a position to help.
   - E.g.: People can have objections to taking on long-term commitments. You will reduce the barriers for them if you make it clear how long a period of time you want them to participate.
   - E.g.: People may have transportation problems to come and go from the activities.
   - How will you solve this?

- E.g. People may hesitate to join because they think they cannot do the task, or that they do not know enough. This is why it is also important to contact them in person.

Point out to them that their participation will bring the project considerable expertise and knowledge. Do not just say: this person and that person take part, or the mayor supports the project, or we have received a grant from... Say: we want you to join, because you are important.

5. Make competence profiles for the people you want to involve in the project. For example:

Competences of volunteers:

- Substantial involvement/engagement
- Being able to work painstakingly
- Keep one's appointments, meet one's commitments
- Be responsible
- Listening skills
- Be eager to learn
- Be socially engaged
- Wanting to develop his/her personal skills

6. There is a considerable potential for recruiting older people into volunteering.

The main reason why people do not volunteer is because they have not been asked for. 80 to 85% of the volunteers have been recruited through other members (Fisher and Schaffer, 1993). So, ask people personally to join in. Word-of-mouth appears to be one of the most effective recruit campaign and the most common one is a neighbour telling neighbours (Freeman,1997).

Some basic principles when you invite people to the project

- Believe in your project and let your enthusiasm glow
- Stress the necessity or the innovative character of the Project
- Aim high, involving local government or other important departments
- Set short term targets that are realistic
- Success feeds motivation
- Stress the benefits of participation
- Let VIPs testify about their involvement and participation
- Never push people who are reluctant
- Make no enemies

Financial ressources

You also need to be clear on funding opportunities and the budget you will need to set up your campaign.

- What are your costs?
- What are your revenues?
- What are your funding sources to consider?

The EU has some funding programmes which are of interest for older people organisations. See:

- [Funding opportunities](#)
- [AGE's page on EU funding programmes (updated regularly)](#)
- [Being an EU project coordinator: what it means](#)

Build your partnerships

Building partnerships will help you:

- Gather more support for your cause
- Get access to new information, knowledge and help you better build your case and message
- Get more capacity for your advocacy work

You can build partnerships by

- Actively participating/ Joining existing network that are active in the topic
- Coordinating/ joining a campaign for age-friendly environments
- Or simply by inviting more organisations or participants to your discussion groups

Some tips to remember when you look for partners/supporting stakeholders::

✓ **Meaningful involvement and benefits**

Stakeholders involved need to know and understand why they are there, why you involve them and why their expertise is needed. They also need to know how the efforts they will invest in the project will pay and/or be rewarded: what is the bigger picture of the project, in which outcomes will their inputs fit in, how their involvement will be valued or made public (if they want to)?

✓ **Easy and clear process**

Stakeholders you will involve may come from different education and working backgrounds, from different reference frameworks, and have different routines and habits. You need to facilitate an easy cooperation by looking at the others' vocabulary and objectives.. Introduction to your cause should be easy to understand and clear. Do not add complexity but be ready to explain in a simple

way what in you have in your mind. This is especially important when the group is multicultural or multilingual.

✓ **Learning process**
This is one of the benefits partners can hope to get from supporting your cause: learning new ideas, information, practices, ways of thinking, etc. See the process as a learning process, encourage it of course within the limits of the project objectives, but be ready to support the process of exchanging experiences and ideas with your local steering group – create a space for it if you feel the need in the group (dedicated timeslot in the meeting, online page with links, common mailing list where they can exchange information, skype meetings, etc.)

✓ **Written outcomes**
When you meet partners, it is important to provide a written feedback with the main information exchanged and decisions taken. This helps This will also help keep track with your objectives and steps you have to follow and keep the focus.

You can use for example the AFE INNOVNET [recruitment pack](#) to convince local and regional authorities to join in.

If needed, you can find here different **networks at European level** to deploy your number of contacts in other countries:

- [Covenant on Demographic Change](#)
- [EIPAHA network](#)
- [WeDO partnership](#)
- EU-wide organisations members : [EDE](#), [EAHSA](#), [ESO](#), [ESU](#), [FIAPA](#)

Define indicators

In order to measure progress, you should be able to define indicators. It also helps to recruit in the future more supporters, more decision makers on your side, etc. It is also a good way for you to know how and where to improve.

They must be carefully selected according to the objectives you defined for your strategy. They should be easily measurable, either quantitatively or qualitatively.

Your communication strategy

Now that your objectives, target, ressources and partners are clarified, you need to check how you will spread the word, so you can recruit more people to your cause.

Your communication strategy should address directly your objectives, but also seek to include all different means that could help get your message reach out people. This can include discursive methods (through a leaflet, a policy paper, etc. or through an

explanatory video) or non-discursive methods (using for example songs an emotional video, pictures, an art work, a movie, etc.).

Think of identifying key dates on which you can organise special communication activities. These are specific windows of focused attention on your message. For example:

- **7 April:** [World Health Day](#)
- **29 April:** [European Day of Solidarity Between Generations](#)
- **15 June:** [World Elder Abuse Awareness Day](#)
- **1 October:** [International Day of Older Persons](#)
- **17 October:** [International Day for the Eradication of Poverty](#)

It is also important to gather information on the awareness, views and actions of your target on such issues as ageing, the silver economy, age-friendly environments. If your target is a policy maker, their views are normally published on their websites and social media's accounts, as well as on newspapers' articles. If they are research centres or companies, you can find the relevant information on their websites, publications or social media account.
It is also important to check whether they could have competing priorities.

You should first analyse how you can reach your target (what are your target's communication channels), and then choose the tools you will use, and when you should use them.

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Your 'Communication' tools

☐ Website or webpage

☐ Presentations

☐ Events/meetings organisation

☐ Trainings and role play

☐ Online petitions

☐ Webinars

☐ Survey

☐ Videos/Images

☐ Blog

☐ Newsletter

☐ Social media

☐ Press releases

☐ Quotes

</div>

You can have an idea of how you receive information or get contacted. But that maybe not representative of the target you want to reach with your campaign. So you should first analyse how to reach your targets before selecting the tools you will include in your communication strategy. You will adapt the tools according to the target.

Many older people organisations rely on meetings, websites and newsletter to communicate externally. A growing number of organisations is also using Twitter, even if this is still a minority. You can find below the results of AGE Membership Survey 2014.

Main dissemination channels of AGE members
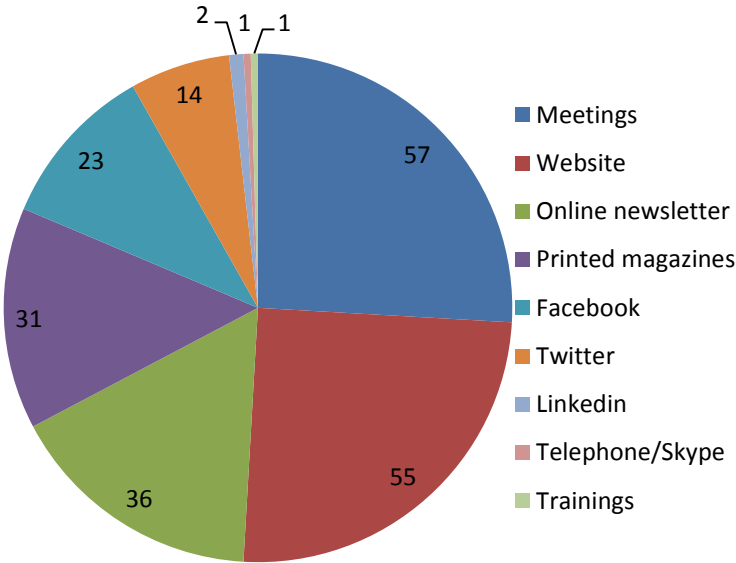
We can identify several communication channels:

- **Website or webpage**

Target group: wide audience

You can create website quite easily with [Wordpress](#) for example. It is available in many different languages.

- **Presentations or speeches at conferences**

Target group: policy makers and other key organisations

Being invited as a speaker is a great window of opportunity to tell your message and convince your audience. Be careful to adapt your speech to the topic and to the audience.

Key annual conferences include notably:

- Pensions Forum
- European Health Forum Gastein
- European Innovation Partnership on Active and Healthy ageing conferences
- E-health week
- AAL forum
- Open Days
- UN Open-ended working group on ageing and Social forum
- AGE Annual conference
- Etc.

- **Organisation or attendance of events/meetings/group discussions on the topic**

Target group: your local network of organisations, organisations you would like to convince to support you

Campaigning tools
How to organize events

Events such as conferences, meetings or workshops to discuss diabetes policy or research, or other events such as sports tournaments, flash mobs and exhibitions can be a very powerful and effective way to reach out to your target audience and raise awareness. However, every event needs to be carefully planned. Here are a few tips you need to take into account when organizing your event:

- **Choose your audience, time and venue strategically:** invite the most inspirational speakers and target participants to make sure you invite those people you most need to reach out to, as well as those already supportive who can most effectively help get across the message you are promoting. As mentioned before, your event will have a bigger impact in a certain context (World Diabetes Day, elections, launch of publication, etc.). Make sure your venue suits your event and is easy to reach.
- **Develop a clear and focused agenda** and share it with all stakeholders involved
- **Invite the press:** many events are media-friendly. Remember to invite journalists.
- **Prepare your material:** do you need visuals, a video, a presentation or leaflets?
- **Know your audience:** make sure you know who is attending and think of how to best communicate with them.
- **Focus on your message:** make sure you, your speakers and partners are briefed and know your key messages.

Source: IDF European Advocacy & Communications Toolkit

- Trainings and role play

Target group : mainly volunteers, but trainings can also work well with policy makers and other organisations

You can also prepare and provide specific trainings or facilitate debates in a group as a way to change behavious. Include working groups, and small debates or small activties to do among participants. You can also simply organise a movie session and talk with the participants after the movie to get their reactions.

As an example, the ASCE project organised a role play to make participants understand how debates were taking place at the European Parliament.

- o [See the simulation game on the European Parliament ASCE](#)

- Online petitions

Target group: policy makers, but also wide audience as they will get more awareness on the topic thanks to the petition.

Petitions are a good way to put pressure on policy makers to act. They should be limited in time, get certain number as an objective. You need also to give them a sense of urgency. You can organise them online, for example through the platform [change.org](#). You can check as well the platform [Avaaz](#).

You can also check the [European Citizens Initiative](#), which allows European citizens to organise petitions. You can sign petitions and see how to organise a petition on your side.

- Webinars

Target group: mainly an audience whom you could not reach easily as they are located in different geographical areas, or have mobility issues.

Webinars are a way to introduce results of a work, of a study, or a specific activity onwhich you want to hold a short debate with participants who have difficulties to join all together in the same place. That is certainly practical at European level, but can also be at national level if you don't have any budget for transport. Webinars do not replace face to face meetings but are a good way to engage a conversation.

- o [Example: AFE INNOVNET Webinars](#)

- Surveys and questionnaires to raise awareness

Target group: can be flexible, but mainly people who are quite comfortable using internet.

Surveys are a preparatory work in which you aim to gather numbers and feedbacks. Questions should be simple, should be clear and concise. They survey should not last too long. To help you, you can use [Survey Monkey](#).or [Google forms](#).

Another tool designed to fix a date for an event is [Doodle](#).

- Videos and images

Target group: wide audience

Videos can help to touch emotional and non-discursive learning, helping people better understand what you mean. Images as well, as sometimes an image can say thousand words.

You can then use them when you prepare public presentations, or when you deliver trainings, or when you design a leaflet or a campaign message. Think of creating yourself these supports, with your members and volunteers, but be careful with consent on the use of images.

You can also use them as a central starting point for group discussions (what do you think of the movie? How do you think older persons are depicted on that image?; etc.).

You can find an example here:

- o See for example what was used in WeDO training package : [What is that?](#)

- Charles' story (AGE UK) https://youtu.be/E3julKfe1cc

Finally, **infographics** can help with a mix of simple drawings, key numbers and facts, understand in a snapshot the message you want to disseminate. You can find examples here:

- See AFE INNOVNET Infographics

- **Blogs**

Target group: wide audience but primarily policy makers.

They can be used to provide a more direct style information by giving personal views and opinions, like you could be sharing with your friends some personal reflections, but you write it online. A blog is also a way to gather different views and opinions on the same topic, or an informal way to introduce an event. If you open the article for comments, you also use it as a dialogue space. Just make sure you have time to moderate the comments!

See for example AGE's blog 'Towards an age-friendly EP'

- **Newsletters**

Target group: wide audience

They are a good way to keep updated a wide number of persons easily. They should include a title and a summary, with a link to your website or to the source of information. You can decide to have a newsletter monthly, every two year, etc.

To help you, you can use Mailchimp.

- **Twitter accounts or facebook pages**

Target group: twitter: policy makers / facebook: communities

The use of social media should be done carefully, as it may take time. However, it is a good way to spread information quickly and to a high number of persons. By experience, twitter is used more in the policy makers spheres, while facebook is used more in communities. You don't communicate the same way with each tool.

You can be helped thanks to the following presentation on how to build a communication strategy with social media:
- ASCE communication with social media

You can connect to AGE's channels :
- AGE twitter account
- AGE has a also a Facebook page : AGE Platform Europe

-   Press releases

Target group: the press, and indirectly policy makers

They are your contact with the media, the press. Titles should be straightforward, with easy to understand language, and short. Content should include figures, and quotes from organization leaders or important people. Have one clear message, keep it simple.

- Quotes

As you should inspire others, you should get some key messages that you repeat and reuse during your speeches, presentations, press releases and meetings.

Here are some examples:

> **"We should recognize the right of individuals of all ages to be considered as a resource for society"**
>
> Barbro Westerholm, Member of Swedish Parliament, 2015
>
> **"Now we have this tremendous gift that the 20th century has given us: we are living 35 years more than we were at the turn of the century hundred years ago. How could life be the same if we have these extra years? This is what we call the 'longevity revolution".**
>
> Dr. Alexandre Kalache, 2013
>
> **"For a stronger Europe in the future, the various generations - young and old - need the opportunity to learn from each other and with each other. Not only will this help them to develop skills but also actively contribute to a truly age-friendly Europe"**
>
> Jana Hainsworth, Secretary General of Eurochild, 2015.
>
> **Recent times have been tough for young people, but other age groups have suffered too and it is only through working together that we can improve the lives of everyone, no matter what their age, in Europe. Each generation can learn from, as well as teach, others and so taking opportunities to create solidarity between generations and tackling the 'us versus them' rhetoric is vital!"**
>
> Johanna Nyman, President of the European Youth Forum, 2015

You can get inspired also from some talks made in the frame of TeDx events

- o ''[Talks to make you feel good about getting older]''
- o [Diana Nyad, Never, ever, give up]

- Robert Waldinger: What makes a good life? Lessons from the longest study on happiness
- Other TED talks are available here

Start your advocacy work

Now that you have set up all the plans, it is time to start your advocacy work.

In this phase of your work, you will need to implement your activities, develop your relationship with your target group and your supporters, raise awareness on your topic and your proposals for change. You will need the following tools:

Your 'Advocacy work' tools

- ☐ Elevator pitch
- ☐ Template letters and emails
- ☐ One-page document introducing your cause
- ☐ Standard public presentation
- ☐ Key questions and issues to raise in public

Advocating for your cause and making your message public

Guidelines for public interventions to reach effectively your audience

When you participate to conferences or meetings, don't be afraid to speak for yourselves in public, and ask questions or raise some issues. To give you confidence, you can prepare yourselves.

The elevator pitch is a short summary used to quickly and simply define an idea and its value proposition. The name "elevator pitch" reflects the idea that it should be possible to deliver the summary in the time span of an elevator ride, or approximately thirty seconds to two minutes. Working on this pitch will help you focus on the essence of your idea, and what makes it relevant for policy and decision makers.

You should also prepare **template emails** to contact partners and other organisations, and a **one-page document** (preferably with pictures and attractive messages) summarizing your cause, what you try to achieve, and what other stakeholders can do to help you.

As a participant in a conference: dare to ask questions, raise some issues

- Prepare some questions in advance or key issues will help you get confidence in what you will tell others. You can add figures, examples or personal experience to give more strength. In particular, recent news and stories told in the press can be reminded to attract attention.
- Don't be too long, keep in mind the 'elevator pitch', often two minutes are enough! If you have several questions to ask, clarify them saying, 'regarding the

situation I just described, my first question is the following…' and 'my second question is the following…' or, 'I would like to end by a final question:….'. And remember, the more you will ask or make public interventions, the more comfortable you will become with time.

Guidelines as a speaker in a conference or meeting

You should prepare a standard presentation you or others could use to raise awareness on your cause. It is said an audience will stay focused maximum the first 10 minutes. You should seek to provide the key messages in the first 10 minutes, and even the first 2 minutes, and include a pause in the presentation after 10 minutes with a picture, a question, etc. to refocus attention. You can also mention a famous sentence from a philosopher, or add a personal experience.

Powerpoint presentations are used to support your speech and strengthen your message. You should not feel obliged to use them, as sometimes your message will be better shared with words only and a presentation could distract attention on what you are saying.

When you use such tool, you should get the best out of it, and here are some tips:

- The power point should be used to support your speech ; you should not use it as a full speech, reading everything on each slide
- Do not include too much text – keep the essence of what you want to share
- Link the slides to what you say, keep coherence– it may seem logical, but still many speakers do not speak related to what is written on their slides. If you have this tendency, include only pictures, or only titles or key words – so the audience will not read while trying to understand how what you speak is linked to what is written on your slide.
- The font size should be minimum 14, and with enough contrast between font and background colour;
- Keep concise and essential ideas;
- Use images and pictures to illustrate your message, especially if your audience is multicultural. For pictures, check the property rights.
- If relevant, a (short) video can also say and convince more than words;
- Always check your presentation works on the computer you will use for it

Participation from the audience

- Including questions or a small quiz may help get your audience attention
- You can also organize a short vote on a key practical question, such as: how many of you are retired? How many are involved as volunteer in an organization? How many of you care for grandchildren or family young relatives? Etc.
- Some also use theatre play to engage the audience.

Guidelines to organise group discussions

Group discussions can be a good way for people to join your cause. You will invite them to share their experiences and knowledge, provide new approaches and content to your cause, and build new connections between them.

Group discussions can be used on certain topics, to answer specific questions that are raised, or to organise comments and feedback on a specific document/action.

You can refer to the part on 'engaging volunteers' earlier in the publication to recruit the participants. Remember that group discussions should be a good moment so organise the meeting so it is done in a friendly atmosphere: bring some biscuits and coffee/tea, take care of accessibility and dietary requirements, make people know each other, and make them also have fun.

Here are some tips from INNOVAGE Guidelines for user involvement in social innovations :

- Foresee small groups for the discussions;
- An informal atmosphere makes participants feel comfortable and relaxed;
- Good **moderation** can enhance the motivation and dynamic of the group, avoiding conflicts and ensuring focused discussions;
- Older people often need encouragement and guidance to say what they want;
- Try to avoid tensions and conflicts and foresee procedures for the resolution of conflicts;
- Pay attention to your non-verbal behaviour, such as gestures, body posture, attitude (for example being ironic) and actions, like giving a small gift;
- Eye contact is important as it may supplement poor hearing;
- Use open-ended but simple questions;
- Repeat when necessary;
- Give time for questions;
- Use **easy language**;
- Avoid jargon and acronyms;
- Adapt the language according to your audience;
- Avoid using English terms when the users are not English speaking;
- If possible, use the same language or dialect of the users;
- Using locals as interpreters but also as contact persons with seniors can facilitate engagement and build trust among the participants;
- Provide accessible **information material**: large and clear characters in printed material or presentations;
- Flipcharts, cameras and other simple tools can facilitate the discussion.

Please find below a list of questions that can help you well inform users when you engage them:

General information	▶ When will the experience start and finish?
	▶ Is there a contact person?
	▶ Who will be involved in the process?
	▶ What written 'ground rules' are there?
	▶ Are there any risks involved?
	▶ What are the methods?
	▶ What if I have any further questions or concerns?
Meetings procedure	▶ Which meetings am I expected to attend?
	▶ Who will pay for my expenses?
	▶ Will I get information or papers in good time to read before a meeting?
	▶ Will my views be noted and recorded?
	▶ Will specialized or technical language be explained to me clearly?
	▶ What is expected of me?
	▶ What will happen during the meetings?
	▶ What will happen to the information gathered during the meetings?
Dissemination of results	▶ Will the reports be written in a way that can be understood by those who might benefit?
	▶ Will the results of the work be fed back to the people who participated in it?
	▶ How will the results be disseminated? Where? Through which channels?

Influencing the European institutions: some guidelines

This part is dedicated specifically on influencing the European institutions and processes. You already found some information from the Active Senior Citizens for Europe project at the beginning of the document, **they are reminded here:**

- Short introduction to AGE's work at EU level
- EU Primary law
- EU institutions
- Overall EU policy processes
- EU action to promote older people's rights

A full brochure is available in several languages giving more details about policy processes at EU level. It is available here.

How can senior citizens influence EU policies?

The Treaty of Lisbon recognises the right of citizens and civil society to get involved in the decision making process (article 11). There are different ways senior citizens can influence EU decision making processes.

- They can [contact their Members of the European Parliament (MEPs)](#) and share their concerns. The MEPs are elected directly by their citizens. Senior citizens should not hesitate to contact MEPs and ask for a meeting to share their concerns.
- They can [reply to public consultations](#) launched by the European Commission to share their concerns and suggestions on initiatives being prepared by the Commission.
- They can participate in a [European Citizens Initiative](#), which will call on the European Commission to act on a topic falling under EU competences. A citizens' initiative has to be backed by at least one million EU citizens, coming from at least 7 out of the 28 Member States.
- They can make use of their right [to submit a petition](#) to the European Parliament. To send a petition to the European Parliament
- They can join a national organisation which is a member of a European network whose aim is to influence European policies. This is the role of for example of [AGE Platform Europe](#) which voices the interests of 40 million older people towards the European Institutions.
- They can finally contact:
  - their [Permanent representation to the EU](#), based in Brussels: they are representing the EU countries in Brussels. Each country has its own representation. Their staff is responsible to negotiate agreements and follow the decision making process, and to be informed on the process state of play. They can be a good source of information concerning these processes. Their contacts are available [here](#).
  - their national government/ministry on dossiers which are discussed at EU level (send written information by email, request a meeting): your national government is also involved directly in the decision making process at EU level, and their decisions have an impact on decisions in Brussels. Contacting them can have an influence on EU decision making processes.
  - your region representation in Brussels: the regions also have often an office in Brussels to make sure EU decision making processes will not go against their interest, and support their interests in Regions.

Tips for effective lobbying on the European Parliament

A full presentation is available providing these tips and tricks on how to lobby your members of European Parliament. It is available here: [Lobbying on the European Parliament.](#)

Assess your results

In this phase of your work, you will need the following tools:

> ## Your 'Assesment' tools
>
> ☐ Online reputation tools ☐ Testimonies of key persons
>
> ☐ References
>
> ☐ Qualitative evaluation

After every campaign or advocacy activity, it is important to take the time to assess the impact of your actions:

- Raised awareness
- Political changes
- Socio-economic impact of your work

This has to be foreseen already since the start, with the indicators you select. At that stage, you can measure the indicators that you foresaw in the planning phase. If you worked in partnership with other organisations, you can also foresee surveys to collect the feedback of your partners.

It is also a good practice to share the lessons you learned with the other civil society organisations in order to build the capacity of the third sector to create change.

Online reputation tools

They will help you get numbers you potentially reached: number of visitors to your website or webpage, to your social media tools, how many downloads of a document, etc. You can use Google analytics to measure the number of visitors on your website for example.

On Social media, you use the number of followers and number of tweets for twitter, the number of 'likes' on your page for Facebook.

You can also count how many people where involved in your meetings in total, how many people where reached by the newsletter, etc.

Keep all the press articles if any. You can use alerts on google news with the name of your organisation, cause or project to check if you were cited.

References

Keep on a list all external documents that mentioned your cause (policy publications, other organisations' publications, etc.) so you can show that your cause was cited in others' work. You can keep track as well on other similar initiatives and projects that mau come support your work.

Qualitative evaluation

That is the best way to get insights both on your impact, but also on ways to improve for the next step. You can:

- Organise an **online survey** and send it to all your contacts in the project
- Organise **short interviews** with the participants and key persons – this tool can help also get some sentences you can reuse to value your cause, if successful

This way, the participants to your cause can also take time to reflect back on the experience they had and provide some analysis and proposals for improvements, tell what worked and what did not, what would help them work, etc. Feel free to share with them the results of the analysis and work with them with new proposals for actions/modified actions.
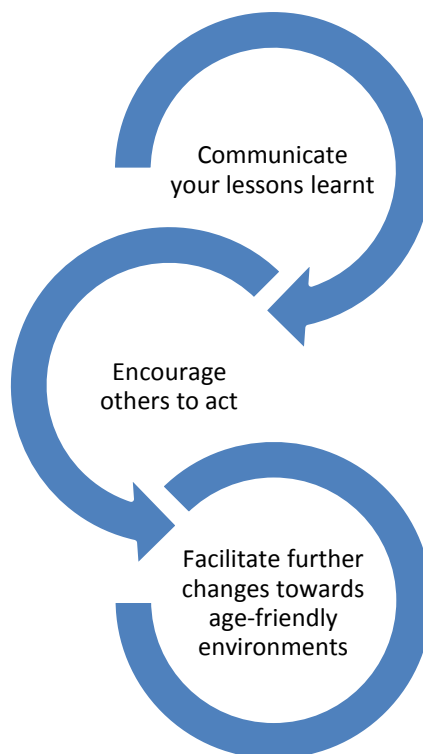
Testimonies of key persons

You can gather these testimonies during the interviews, in the surveys, or during conferences/events you may organise. These testimonies providing feedback on the advocacy work you did are precious as you can use them to build further your advocacy work, quote them in future leaflets, on your website, etc.

Sustainability of your results

Your 'Sustainability tools

☐ A 'SWOT' analysis

☐ Dissemination of your results

☐ Expanding your network

Now that you have implemented a first action, and assess it, you can see what needs to be improved and what you need to plan for the next steps. Sustainability is a good way to convince others to act, so you may don't even need to act as it is part of everyone's routines. It is also a good way to learn from mistakes and improve, step as step, just like a continuous learning process.

Communicate your lessons learnt

Encourage others to act

Facilitate further changes towards age-friendly environments

Use a SWOT analysis and adapt your plan

A '**Strengths, Weaknesses, Opportunities and Threats' (SWOT) analysis** can be a good tool to make sure you analyse these aspects. This method questions the following:

- What are the key strengths of my project ?
- What are the weaknesses ?
- What are the opportunities that could come to support my project?

- What are the threats which could endanger its sustainability?

You can do it alone, but better do it with the partners you worked with during your cause, within and outside your organisation.

On that basis, you should adapt your implementation and communication plan for a next period of time.

Disseminate your results and examples of good practice

You have lived an experience, you get some results. So **share them!** In a short document, in a longer analysis, in a webpage, in a press article, etc. But you should make them public.

Show pictures, quotes, testimonies, and reflections you had during this first try, and share your lessons learned. This will be a powerful tool for others who want to join or engage in similar activities.

From the persons who participated to the activities you organised, best is to get commitments, even only orally, on how they will build on these lessons learned, how they wish to use the campaign material and take a step further. Gather for example a list of all the organisations or persons who contributed to your cause to thank them. Show what you achieved together. If on a webpage, insert a link to their organisation's work and activities.

Expand your network

Sustainability is mostly based on committed and motivated persons who engaged in your cause. However, engagement may sometimes be frustrating, not lead to expected results, or be exhausting. Persons can also be engaged very much personally, but not their boss, which may lead to difficulties to keep them engaged. If you engage policy makers, elections may lead to some changes as well. You should anticipate them and be ready to face such difficulties which are fully part of an advocacy work.

First, you should **keep a friendly atmosphere and positive mind**. You should also engage your network on different type of activities, which may include artistic activities that come back to the roots of your cause.

Second, you should always **look to expand your network** and keep on recruiting new volunteers and/or new organisations. New people will come with a fresh mind, new ideas and approaches, and will give dynamism to your advocacy work.

Challenges and recommendations to strengthen older people's participation

With the best will in the world, there are still some challenges older people face when they get engaged in policy making processes.

AGE members highlighted three main issues when dealing with participation from older persons:

- **Sustainability**: engaging older persons in decision-making processes means planning, and monitoring on a longer term of the impact of such engagement. Many of the involvement activities are based on a very short term, group discussion, etc. without building a longer-term engagement of the persons involved in the process.
    - ✓ It is necessary to think ahead on how to keep on the long term the involvement, and the dynamics of participatory processes. Public funding should support this sustainability, or support projects on participatory actions, involving several generations.

- **Ageism**: older persons, and especially the older age groups, are not systematically considered in participatory processes, especially those concerning innovative processes. This is what AGE calls **'structural abuse'**: a regular and systematic underestimation of older persons as target group of actions and policies.
    - ✓ Policies should be analysed with regards to their impact on older generations, on intergenerational cohesion, and social inclusion. An 'age-proofing' mechanism could be applied.

- **Recruiting volunteers:** seniors are nowadays busy with various activities (work, care for grandchildren, etc.), or on the contrary have limited mobility which prevent them from participating to social activities. Different age groups should be considered in volunteering activities.
    - ✓ This toolkit aims to provide some guidelines to face the gap in recruitment of volunteers, such as: the need for volunteers to see the benefits, feeling of being needed, need to be supported, recognize that this is volunteer work, not a job. Volunteering should not overburden the volunteers but it needs to be a pleasure to contribute. Volunteers management should also look to include persons with mobility, health or other problems so they can be socially connected and valued, regardless of their age or their need for support.

It is finally essential to **support older people and their organisations to take part to the decision-making processes**.

The InclusAge projet developed a guide which provides some information on how to frame civil dialogue processes, i.e. processes that are promoted, organized and supported by public authorities.

The guide includes a series of recommendations on what is necessary so older persons and their organisations can become co-designers of policy and decision-making processes, including on funding issues.

The Guide is available here in English, and in other languages here.

Glossary of the relevant EU jargon

AFE	Age-friendly environments
DN CONNECT	Directorate-General Communications Networks, Content and Technology (Services of the European Commission)
DG EMPL	Directorate-General Employment and Social Affairs (Services of the European Commission)
DG JUST	Directorate-General for Justice (Services of the European Commission)
DG SANTE	Directorate-General for Health and Food Safety (Services of the European Commission)
EC	European Commission
EIP AHA	European Innovation Partnership for Active and Healthy Ageing
EP	European Parliament
EU	European Union
H2020	Horizon 2020 (Main EU research and development funding programme)
KIC	Knowledge Innovation Community
MEP	Member of the European Parliament

Annexes

Useful links

- [HelpAge international guidelines](#)
- [An alternative age-friendly handbook](#), Manchester University
- [Researching Age-friendly Cities: guide and film to working with older people as co-researchers](#), Manchester University

Examples of indicators to assess your advocacy/ campaign strategy

You can address these indicators after a meeting (written questionnaire or online questionnaire), or during a mid term / final review of your campaign. It is advised to fix some objectives (both quantitative and qualitative) and monitor them on a regular basis (every 3 months, every 6 months for example).

Quantitative

- ✓ Communication
    - o Number of webpage visits, tweets, facebook page followers
    - o Number of events you were invited to
    - o Number of leaflets disseminated
    - o Number of articles who mention your project
    - o Google analytics
    - o Etc.

- ✓ Activities
    - o Number of participants to your meetings or other activities (disaggregated by men/women, age group, and if relevant their professional background)
    - o How many participants to your meeting/events are… very satisfied/satisfied/not satisfied?
    - o Total number of persons you reached
    - o How many… policymakers / NGOs/ service providers/volunteers/ etc. did you reach?
    - o How many concrete outputs?
    - o Any direct impact on: number of sub projects created? Number of social connections? Etc.

Qualitative (to be adapted according to your campaign objectives)

- ✓ How far the activities have the potential to achieve your objectives?
- ✓ Would people like to talk about your project/campaign after the meeting, the activity you organized?

✓ Do people feel they gained awareness/new partnerships/new ideas, etc. after they took part to your campaign?

To go further:

- [AFE INNOVNET Impact measurement tool](#)

More information

This guide was mainly edited by Maude Luherne and Alice Sinigaglia, Policy and project officers at AGE Platform Europe, during the year 2015.

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