

EXECUTIVE SUMMARY

Project title: Capacity building to integrate older persons in development goals and frameworks through implementation of the Madrid International Plan of Action on Ageing

Duration: Four years (2006-2009)

Location: West Africa (Senegal, Cameroon), North Africa (Egypt and Algeria), Central Asia (Kyrgyzstan, Kazakhstan), Caribbean (Trinidad and Grenada)

Executing Agency: Division for Social Policy and Development, DESA

Approval by the General Assembly; The Madrid Plan of Action on Ageing, adopted in 2002, calls on the international development community to assist developing countries and countries in transition in its implementation

This project will enhance the capacity of stakeholders in the sub-regions of West Africa and North Africa, Central Asia, and the Caribbean to integrate ageing issues in national development frameworks through advocacy and competency-based training and training-of-trainers (TOTs) approach. Web-based networks in each sub-region will enhance knowledge and skills sharing. A tool kit and training materials will be produced to replicate lessons learned in other Member States. Immediate targets and beneficiaries are Member States, including policy advisers and programme practitioners, development partners and older persons and their communities.

1. BACKGROUND

The Madrid International Plan of Action on Ageing (MIPAA) was adopted in April 2002 at the Second World Assembly on Ageing. It recognizes that “enhanced and focused international cooperation and an effective commitment by developed countries and international development agencies will enhance and enable the implementation of the International Plan of Action.” (para. 123 MIPAA)

As the focal point on ageing for the United Nations system, DESA within its role of, *inter alia*, designing guidelines for policy development and implementation and advocating means to mainstream ageing issues into development agendas (para. 127), organized an Interregional Consultative Meeting on National Implementation in December 2003.

The meeting identified issues and obstacles to national implementation; produced strategy guidelines to mainstream ageing issues into national development agendas, and contributed to the development of a framework for technical assistance at the national level. Several of the countries attending the meeting requested follow-up technical assistance, and prior to the approval of this project initial advisory missions have been fielded to Egypt, Kenya, Kyrgyzstan and Senegal. This project will therefore use this experience to expand activities within a sub-regional and regional framework as outlined below.

This project contributes to achieving expected accomplishment (b) of Programme 7, Economic and Social Affairs, Sub-programme 7.3 (social policy and development) of the Strategic Framework for 2006-2007 – *strengthening the capacity of Member States to develop and implement effective social programmes and policies, in particular in the field of social integration of, inter alia, older persons*. This initiative, for the first time, brings together the normative and advisory/technical staff of the Division for Social Policy and Development to strengthen the capacity of Member States to implement MIPAA through training, institutional development and overall technical advice. Indeed, one of the major findings in a review and appraisal exercise in 1996, the slow implementation in developing countries of the previous Plan of Action on Ageing was attributed to Member States’ limited capacity to implement policies and programmes.

2. PROBLEM ANALYSIS

2.1 User analysis

The primary targets and clients of this project include:

- a. Member states including policy-makers and programme advisers/practitioners who requested DESA’s technical support aimed at strengthening their capacity to mainstream an ageing perspective in their policies and programmes. This will, by inference, help them fulfill their international commitment to ageing through effective implementation of MIPAA;
- b. Development partners, both bilateral and multilateral, who have also endorsed the Madrid Plan of Action but may be constrained by conflicting priorities and emerging issues in the development arena and also in relation to their direct mandates. These include the UN common system through its local representatives and regional commissions; the Bretton Woods System, civil

society and most donors. DSPD, by taking the lead in addressing this issue and devising a methodology that leads to tangible results and is replicable, development partners can not only (i) be reassured about the fact that ageing issues are integrated in mainstream development frameworks; but also (ii) use the same methodology and best practices to encourage others along the same path;

- c. Older persons and their communities. Under the current circumstances where older persons are marginalized within a passive “recipient” situation, an effective change of policy framework coupled with accompanying measures will reduce the social protection burden on member states and development partners. Older persons could thus participate in economic and social life as well as maximize their potential contribution if they are fully integrated in mainstream development according to specific targeting mechanisms. The latter will not consider them as a homogeneous group but, rather, as sub-groups whose needs and potential vary according to, amongst others, age and physical capacity.

2.2 Problem tree (Annex 1).

Annex 1 determines that older persons are excluded from mainstream social, cultural, political and economic life due to governments’ inability, so far, to formulate national policies that would help them fulfill their commitment at global conferences such as the Madrid Assembly on Ageing. The problem tree specifically illustrates the:

- a. Root causes of older persons’ exclusion as (i) lack of enabling environment due to the absence of specific policies, legislative and/or social measures; (ii) compartmentalised approach to social development issues prioritizing some groups over others.
- b. Effects/impact of these problems on (i) governments’ ability to act/address the issue, namely the absence of policies entails inability to generate/allocate resources, build capacity for implementation, monitoring and assessing changes in the situation of older persons; (ii) overall poverty levels - both in monetary and human development terms. This also applies to access and use of basic services - health, nutrition, vocational training, access to credit; (iii) families’ burden as the absence of policies/resources for older persons effectively transfers such responsibility to their families and/or the community; (iv) overall psychological well-being with a gradual “erosion” of confidence and self worth.

2.3. Objectives Tree (Annex 2)

Annex 2 indicates that this project will integrate an ageing perspective in national development frameworks through support to policy formulation, programme planning with clear resource allocation for ageing as well as capacity building to implement the plan of action. This will have (i) an immediate effect on the policy framework and governments’ capacity to address issues; and (ii) medium to long-term impact on the protection and well-being of older persons.

3. OBJECTIVE, EXPECTED ACCOMPLISHMENTS AND STRATEGY (Annex 3)

Objective

The project objective is to strengthen the capacity of Governments to integrate ageing issues into national development policy formulation and programme planning, implementation, monitoring and evaluation.

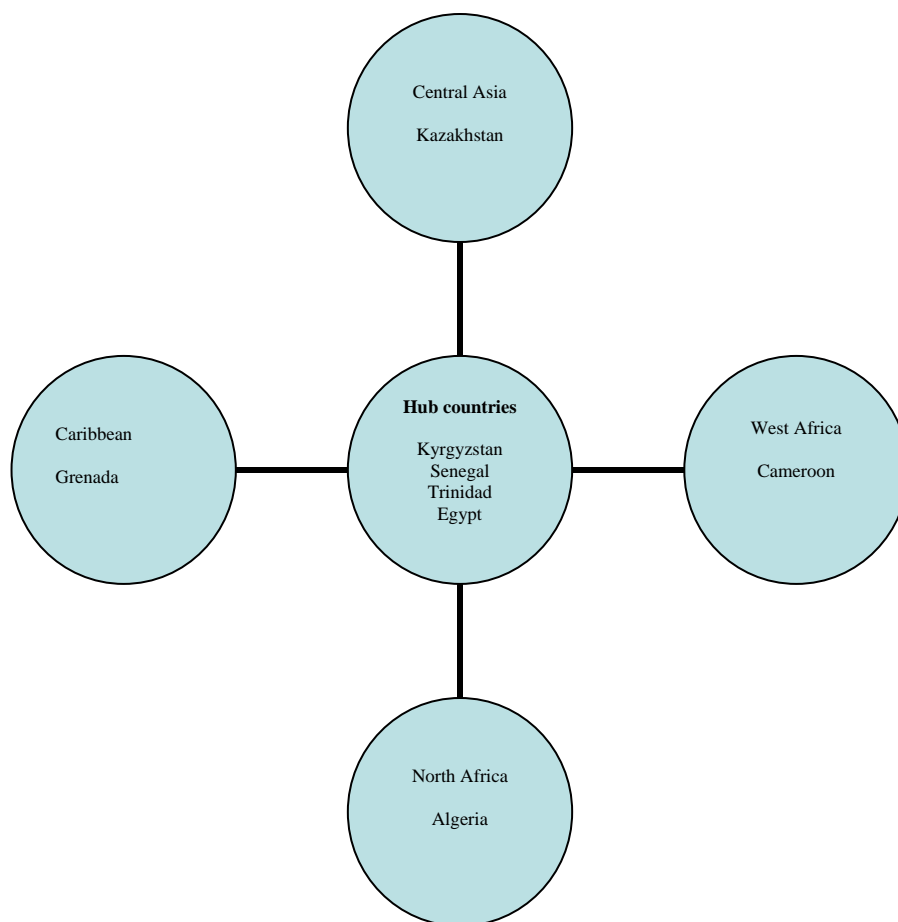
Expected accomplishments

- a. Enhanced capacity of stakeholder to integrate ageing issues in national development frameworks;
- b. Created web-based network and knowledge-sharing capacity.
- c. Increased replicability potential through a technical tool kit and training materials.

Overall strategy

The Madrid International Plan of Action on Ageing was adopted by Member States in 2002 but there is no coherent UN system strategy to assist Member States in implementing its provisions. This project is designed to pilot a methodology that will focus on building the capacities of participating government officials and key civil society partners who work with them to implement effective ageing policies and programmes and mainstream issues into national development frameworks. The project will work at a sub regional level through hub countries (as outlined in the diagram below) before expanding activities to neighbouring countries. The initial focus of activities will be on working with governments at the national level to identify national policy issues on ageing that need to be addressed, impart the technical skills to design, develop and implement policies and programmes focusing on a mainstreaming of ageing approach.

Thereafter, a training-of-trainers methodology will be used to build and expand national capacity. In addition, sub regional cooperation will be built in order to replicate training-of-trainers workshops in each sub region to impart the pilot methodology. During the course of this project a toolkit to assist Member States to implement MIPAA will be drafted, tested, and people trained to further enhance replication of the methodology and training materials developed in the course of the project will also be finalized and packaged for wider distribution beyond project pilot countries.



Specific activities of the project

Interregional meeting

Organize a three-day interregional meeting to (i) ascertain effectiveness of technical assistance provided to-date and lessons learned; (ii) plan project implementation. This meeting will also provide the forum for (i) setting up the project task force and devising its terms of reference; (ii) assessing the potential for the web-based network, its feasibility and practical aspects, and (iii) discussing a draft of the tool kit;

Needs assessments and advocacy

Needs assessments will be undertaken in five countries to gather baseline information on the situation of older persons and the policy environment using participatory methodologies with all levels of stakeholders. The end of the needs assessment mission will be 'sanctioned' by (a) a stakeholder debriefing/discussion on the results and the

proposed steps forward; and (b) a one-day advocacy meeting for 40 policy and public opinion makers per project country to sensitize them about MIPAA and the need for policy formulation and programmes that integrate an ageing perspective.

Competency-based training workshops

A five-day competency based training in seven countries will be carried out. This will target programme managers, focal points, advisers on ageing issues and social inclusion issues. The workshops will focus on needs assessment, methodology and analysis of results, project/policy formulation, implementation and monitoring, along with mainstreaming techniques and tools.

Training of trainers workshops

One five-day training of trainers workshop will be conducted per sub-region, targeting national programme planners/advisers as well as one/two representatives for the proposed countries in the sub-region (see diagram). An attempt will be made to enlist national officers from the first round of countries who have training skills as partners in the delivery of training in the sub-region.

Knowledge-sharing and replication of experience: tool kit and web-based network

In order to expand the reach of the experience gained during the course of the project to other countries, a tool kit will be produced to guide stakeholders through the essential steps in implementing and monitoring the Madrid Plan of Action on Ageing at the national level. Project activities will provide an opportunity to test these tools and train stakeholders to use them. In addition, the training materials produced during the project will be consolidated for distribution and dissemination.

In order to enhance the sustainability of information and experience sharing being promoted during this project, a web-based network per sub-region will be set up immediately after the first training workshop to allow for exchange and experience sharing. The project will fund the provision of equipment and some training as well as internet connection for 1 year to encourage the networks but would include a plan for 'transfer' of the project to government officials to ensure sustainability. More specifically, the project will facilitate the selection of a volunteer coordinator; assessment of the web connectivity and costs, supply of a full set of equipment/coordinator; and, development of the content & format of the web-based network.

4. MONITORING & EVALUATION

4.1. Monitoring & means of verification

This will be built within the training design (at national and sub-regional level) to help monitor changes in the way ageing issues are addressed and integrated in government policy and programme planning. Focal points will be designated within the training workshops to send a 5-page communication to DESA as a mechanism for 'unofficial' reporting and experience/information sharing that could be posted on the DESA/DSPD website as well as in DESA News. In addition, it is expected that, at least 1 monitoring visit per country in the sub-region will be carried out by DESA prior to the final project

evaluation. Overall, the DESA team in collaboration with its partners will monitor progress in project implementation using:

- a. Implementation schedule
- b. Rate of expenditure/disbursement per activity
- c. Discussions with project task force
- d. Mission reports.
- e. Progress reports based on reports from focal points and other partners at country level.
- f. Correspondence between project countries/regions & DSPD.

4.2 Evaluation & Methodology

This will use the quantitative indicators (see Logical Framework) to devise the methodology for rapid **qualitative (participatory) end of project evaluation** to assess accomplishments against objectives and specifically ascertain the extent to which:

- a. Ageing issues have been integrated into policy formulation and programme planning, implementation and monitoring (unstructured interviews with policy-makers & project partners, FGDs with practitioners & older persons/families/community members);
- b. Knowledge on best practices (on-line assessment with network members) and training capacities (government commitment to the regional team of trainers based on work plan and resources being used by ToTs) have been enhanced.
- c. Effect of training on the attitudes and work methodology of policy-makers and programme planners.

5. EXTERNAL FACTORS

Implementation of the above activities as outlined in the schedule (annex 4) will start as soon as funds are allotted. However, external factors that could potentially halt or hamper project implementation include:

- a. Political will from member states to support implementation as well as designate focal points for ageing with the necessary time to undergo training and, where applicable, use their skills to provide support to the project.
- b. Political stability: the current political environment in some of the project countries is volatile and activities cannot be implemented if stability remains elusive.
- c. Institutional continuity: some project countries downsize or upgrade the Ministries of Social Affairs on a regular basis and, as such, shift the responsibility for Ageing/older persons to other institutions. This often affects the vision and strategies as each shift requires policy makers/programme advisers to start over again.

- d. Selection of relevant trainees: Experience has shown that trainees might be selected on the basis of criteria that are dissociated from the real purpose of the training thus jeopardizing the impact of the training effort.

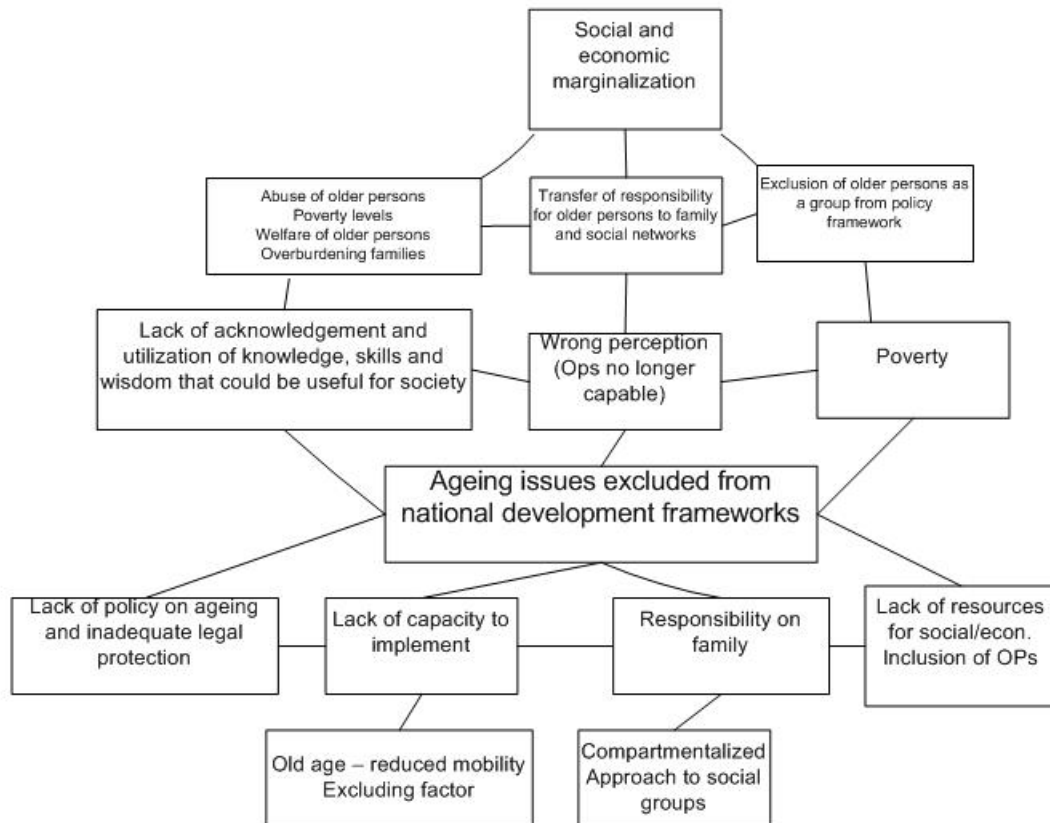
6. IMPLEMENTATION ARRANGEMENTS

The project will be executed by the Division for Social Policy and Development of the Department of Economic and Social Affairs. The Division will collaborate with United Nations regional commissions of ECA, ESCAP, ECLAC and ESCWA (sub-regional office in the Caribbean) at specific stages/activities and will request their inputs on drafts of the tool kit.

ANNEXES

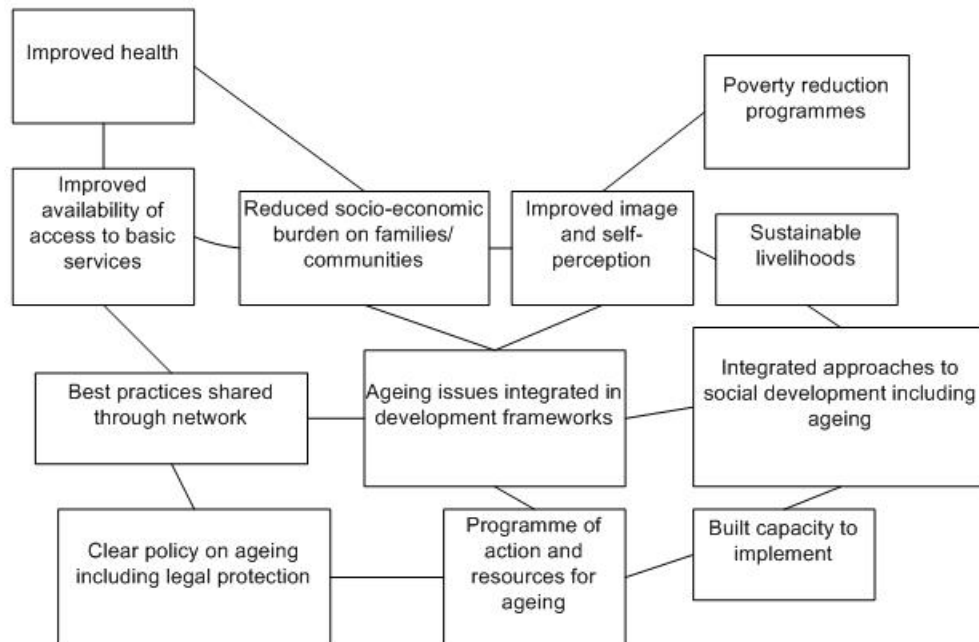
Annex 1

PROBLEM TREE



Annex 2

Objective tree



ANNEX 3: LOGICAL FRAMEWORK

Intervention logic	Indicators	Source of verification	Risks/Assumptions
Objective: To strengthen the capacity of governments to integrate ageing issues into national development policy formulation and programme planning, implementation, monitoring and evaluation.			
EA1 Enhanced capacity of stakeholders to integrate ageing issues in national development frameworks	Number of national plans of action on ageing enacted Increased inclusion of ageing issues in national development frameworks (Govt. and UN system) Number of inter-ministry committees on ageing formed	Government records Official journals Government and UNDP reports Government records	Political will Political stability Institutional continuity Selection of relevant trainees
Main activities: 1.1 Conduct three-day interregional meeting 1.2 Conduct needs assessments 1.3 Organize one-day advocacy meetings 1.4 Conduct five-day competency based training 1.5 Conduct one five-day training of trainers workshop per sub-region			
EA2 Web-based network and knowledge-sharing capacity created	Number of hits Number of postings Feedback from users	Report of coordinator DESA Monitoring	Institutional continuity Political will Resources from Govts. for sustainability of network post-project
Activities: 2.1 Development of content and format of network 2.2 Assessment of web connectivity and costs and selection of coordinator 2.3 Supply of equipment			

EA3 Increased replication potential through a technical tool kit and training materials	Number of tool kits printed and distributed Training materials duplicated and distributed Feedback of users	DESA records Correspondence with project countries	
Main activities: 3.1. Production of tool kit on implementation guidelines 3.2 Production of training materials			

