Age inclusion handbook

Section 3: Organisational assessment

HelpAge
International

Introduction

This handbook demonstrates that age inclusion is highly achievable. This section provides an organisational self-assessment template, and guidance on how to complete this, along with guidance on creating and completing an ensuing action plan. The technical guidance (Section 1) and resources (Section 2) include further information and steps on how to take age inclusion forward in your work.

This self-assessment can support you to reflect on your organisation's vision and work to provide you with an overview and valuable insights on your journey toward age-inclusive practices and policies. Completing the organisational assessment brings together many areas of work, such as age, gender, and disability inclusion, sex-, age-, and disability-disaggregated data (SADDD) collection and analysis. It will help identify which areas have progressed, or not, and which next steps to consider. Ideally, following this discussion, you can develop a one-year organisational action plan together and allocate team members to deliver specific actions. It is important to conduct three-monthly reviews to check progress towards the action plan.

As part of this plan, you can identify how your organisation is currently addressing inclusion and set realistic goals/actions to take forward, building on what is already in place.

Once you have completed the assessment and created an action plan, you can:

- Apply a deeper understanding and analysis of age, gender and disability intersections in programme data collection, delivery, and development, and in our advocacy messaging and voice work.

- Better embed inclusion standards across humanitarian, development, and advocacy work.

- Reflect inclusion more strongly in organisational cultures and internal working practices so that it becomes more systematically promoted.

- Better integrate age, gender and disability inclusion into your knowledge management and evidencing work across all thematic areas, demonstrably learning from these efforts to strengthen age, gender and disability sensitive programming and generate more transformative change for older women and men, and older women and men with disabilities.

Organisational assessment

Read the statement in the left-hand column, then score yourself
in the right-hand column, using the following criteria:

1 = none, or negligible evidence
2 = some/ad hoc evidence
3 = the criterion is fully met and systematically applied

Domain A: Organisational policy and commitment	Score yourself (1– 3)
A1. Age, gender, and disability-related issues are frequently raised by staff in organisation and programme meetings and discussions	
A2. Ageing, gender, and disability-related issues are considered in strategic planning processes – and are visible in organisational strategies, aims and objectives	
A3. Specific financial resources are allocated to support age, gender and disability inclusion within the organisation and its programmes e.g. accessibility, communications etc.	
A4. The organisation maintains active partnerships and network collaboration with age, gender and disability specialised organisations, particularly older people's organisations, or organisations of people with disabilities	
A5. The organisation has policies in place relating to safeguarding, discrimination, diversity, and accessibility, especially as they pertain to age, gender, and disability inclusion-related issues	
Domain B: Project and programme design, implementation, and review	Score yourself (1– 3)
B1. Older men and women are systematically included and identified in data collection (including assessment, collection, analysis and evaluation of disaggregated data by sex, age and disability)	
B2. Older men and women with and without disabilities are consulted on and included in the design of programme or advocacy activities and often participate in the programme as volunteers	
B3. Older men and women with and without disabilities are consulted on and included in the design of programme or advocacy activities and often participate in the programme as recipients	

Reminder of scoring:

1 = none, or negligible evidence

2 = some/ad hoc evidence

3 = the criterion is fully met and systematically applied

B4. Project activities, services and facilities are designed to maximise access and participation of older men and women	
B5. Targeted assistance is provided where particular needs of older men and women and people with disabilities have been identified (e.g. the items that are distributed are appropriate for those receiving them)	
B6. Older men and women with specific needs requiring special technical attention are referred to organisations with the relevant expertise, and this is followed up	
B7. Older people participate in monitoring and evaluation alongside other community members; project committees include older men and women, including those with disabilities, and promote their active participation	
Domain C: Technical capacity, knowledge and skills	**Score yourself (1– 3)**
C1. Programme staff and volunteers are aware of: • examples of age-based discrimination and how this limits participation. • risks that may affect older people (e.g. difficulty accessing services, risks of gender-based violence (GBV) and exploitation, particularly for older women • the importance of collecting, analysing and using sex-, age-, and disability-disaggregated data	
C2. There is a set of tools and resources which are used by programme staff to gather disaggregated data	
C3. There is a set of tools and resources which are used by programme staff to consult and communicate with women and men of all ages and abilities	
C4. Project staff demonstrate the ability to identify and respond to barriers to participation for older men and women and men, including those with disabilities, in consultations, field visits and training activities	

Reminder of scoring:

1 = none, or negligible evidence
2 = some/ad hoc evidence
3 = the criterion is fully met and systematically applied

C5. Teams conducting project implementation and assessment, or evaluation assignments include at least one person trained on sex, age and disability inclusion	
C6. Each technical team or unit includes at least one person with knowledge and skills on sex, age and disability inclusion for their sector (e.g. WASH, food security etc.)	
C7. Programme staff are aware of the Humanitarian Inclusion Standards (or alternate) and have used these in their specific role	
C8. Programme staff and volunteers are aware of older people's rights that may be impacted by the issue/activity and related government's/ service provider's human rights obligations in each context	
Domain D: Consultation with communities*	**Score yourself (1– 3)**
D1. The organisation consults with older men and women, with and without disabilities, in communities on what activities are most appropriate	
D2. The organisation provides information and communication channels that are accessible for older people, including those with a disability	
D3. Older people feel that the organisation listens to their concerns and supports them to raise their voices	
D4. The organisation adapts their activities for older people	
D5. Consultation with the organisation is accessible for all older men and women, with and without disabilities	
Aggregate score	

* *This final step is optional but is intended to provide organisations with a 360-degree view of their work*

Score and action table

Score (includes Domain D)**	Action
35 – 55 (33 – 52 per cent)	Hmm, it looks like you might need some support in making your programmatic and advocacy initiatives more age, gender and disability inclusive. Don't fret – there are lots of resources available, including this guide! You can also reach out to HelpAge for support in achieving this goal.
55 – 85 (53 – 80 per cent)	It seems like you're on the way, but there is still some work to be done. Remember that it's important to build age, gender, and diversity inclusion in all areas, and with that foundation these will trickle into other areas. For more information and support, please check out this guide further and reach out to HelpAge for any help.
85 – 105 (80 – 100 per cent)	Congratulations! Your structure and efforts are inclusive… but we can always do better. Don't forget to continue consulting with older men and women in your communities to make sure they are participating, feel supported, and their voices are heard and included.

** *If excluding Domain D, calculate your percentage on a total of 90 points*

If you're not happy with your score, check out some of the first steps below that can take you forward towards greater inclusion

Basic steps in an organisational action plan:

1. **Mainstream inclusion within our organisational structure**
   e.g. review and revise strategic documents and programme guidelines.

2. **Collect, analyse sex-, age-, and disability-disaggregated data systematically across the organisation**
   e.g. use a range of tools for needs assessment and participatory tools to gain insight into diversity of needs and capacities.

3. **Integrate inclusion within humanitarian, development and risk reduction programmes**
   e.g. integrate sex-, age-, and disability-disaggregated data in all programmes.

4. **Address intersections between social identities to embed inclusion into programmes and advocacy initiatives**
   e.g. identify entry points in current work that can link with or have synergy with inclusion work. Promote inclusion as a cross cutting issue actively.

5. **Develop an institutional pool of inclusion champions**
   e.g. identify and involve strategic individuals, including key senior staff, to co-lead age, gender and disability inclusion

6. **Challenge wider cultural and social attitudes towards older people and people with disability**
   e.g. include discussions and debate on the effects of social stigma and negative attitudes towards older people and people with disability

7. **Overcome internal barriers to implementing inclusion**
   e.g. spread the message that inclusion does not need specialist skills but is about addressing barriers to respond to the diversity of needs, which then improves the quality of the work.

8. **Develop inclusion competency of staff involved at all levels**
   e.g. strengthen the core knowledge of staff to ensure a basic understanding of inclusive programming.

9. **Engage older men and women, including older men and women with disability and their representative organisations**
   e.g. be open and willing to work and learn from older people and people with disabilities.

Remember: the aim is to make the action plan practical and provide guidance to inform and inspire the organisation to commit to inclusive approaches in all areas of their work. For example:

- undertake systematic reviews of organisational policies and practices.
- design new programmes
- develop staff training tools based on good practice examples
- review and develop staff competencies
- adapt current programmes
- adjust organisational frameworks and programming tools.

Do you need support to create an action plan and/or implement it?

Reach out to **info@helpage.org** → and we'll be happy to work together to support your journey towards age inclusive approaches.

Ganesh Bista/Ageing Nepal

Dorcas

Find out more:

www.helpage.org/what-we-do/

HelpAge International is a global network of organisations promoting the right of all older people to lead dignified, healthy and secure lives.

Age inclusion handbook, published by HelpAge International in support of the Global Campaign to Combat Ageism

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