

Strategic plan 2021 – 2025



amigos de
los mayores



Contents

**Introduction:
loneliness and social isolation**
Page 4

**History and actions
of Amigos de los Mayores**
Page 8

**Strategic framework:
mission, vision and values**
Page 14

**Process of creating
the Strategic plan 2021-2025**
Page 18

**Strategic pillar 1:
implementing social action**
Page 22

**Strategic pillar 2:
financial sustainability**
Page 26

**Strategic pillar 3:
the value proposition to volunteers**
Page 30

**Strategic pillar 4:
territorial growth**
Page 34

**Strategic pillar 5:
the model of governance**
Page 38

**Strategic pillar 6:
internal strengthening**
Page 42

**Strategic pillar 7:
discourse and strategic alliances**
Page 46

**Follow-up, evaluation
and acknowledgements**
Page 50

Introduction: loneliness and social isolation



Loneliness goes far beyond feeling alone, and has a detrimental effect on people's quality of life, health and well-being. At Amigos de los Mayores (Friends of the Elderly), we have observed that society has become aware of loneliness in recent years.

We understand loneliness as a subjective feeling in which there is a cognitive discrepancy between the relationships that a person has and those they would like to have, both in number and in quality (Bermejo, 2005).

Various aspects contribute to the appearance of the feeling of loneliness in old age.

Some of the causes that may bring about its appearance are the loss of social roles, autonomy and belonging, as well as demographic, cultural, structural and financial factors that affect people's lives.


Loneliness is a complex, diverse and plural phenomenon concerning which few data and studies are available. We do dispose of data on older people who live alone, but only estimates exist concerning the incidence of their feelings of loneliness. It should be borne in mind that there are also people who do not live alone and suffer from unwanted loneliness.

In Spain, 2,131,400 people over the age of 65 live alone, according to the [Encuesta Continua de Hogares \(2020\)](#) (Continuous Household Survey 2020 by the National Statistics Institute). Among persons aged over 85, 44.1% of women and 24.2% of men live alone.

According to a [Study on loneliness among the elderly](#) published by the "la Caixa" Foundation (Yanguas, 2020), 66.2% of men and 69.4% of women aged over 65 years in Spain suffer from loneliness.

As a result of the pandemic, at Amigos de los Mayores we have drafted a [report on the incidence of covid-19 on the feeling of loneliness among the elderly people we attend to](#) (Sala, Martínez, Celdrán, Riba, 2021). When writing this report, we noted that 49% of elderly people suffered an increase in their feeling of loneliness during the pandemic.

To raise awareness of the social challenge posed by unwanted loneliness in society, we carry out communication and social awareness campaigns, also to warn of the phenomenon of ageism or discrimination based on age, which refers to stereotypes (how we think), to prejudices (how we feel) and to discrimination (how we act) towards people based on their age. Such discrimination may be institutional, interpersonal or self-inflicted, according to the World Health Organization's [Global report on ageism](#).



**History and
actions of Amigos
de los Mayores**

Our history is one of the fight against unwanted loneliness among the elderly. More than three decades during which the dream of a small group of volunteers who are passionate about a cause has become a solid project of friendship and company.



In 1946, in Paris, after the Second World War, many elderly people were affected by unwanted loneliness and social isolation. Armand Marquiset decided to devote his life to the fight against this sad reality and to do so he set up the Les Petits Frères des Pauvres, now an organization that, in France, provides support each year to more than 36,000 elderly people and has spread to a further ten countries, including Spain.

The Foundation was created in Barcelona in 1987 as Amics de la Gent Gran following the tenets of Les Petits Frères des Pauvres. During its more than thirty years of activity, the Foundation has developed territorially in Catalonia, has supported the creation and operation of Amics de la Gent Major in Valencia, in 2000, and has set up branches in Zaragoza (2017) and Madrid (2020).

A process is currently taking place to form a single body with branches in Catalonia, the Valencian region, Aragón and the region of Madrid.

The goal is to position the Foundation as a benchmark organization for matters concerning loneliness and the elderly in Spain. We wish to foment a project that allows us to increase the fabric of significant relationships between people of different ages to tackle the social challenge of fighting loneliness for the coming years.

To do so, we plan to develop and strengthen social programmes, introduce changes in the model of governance, and restructure our organization to help us achieve our goals.

As a result of the activity of Amigos de los Mayores, during 2020 bonds of friendship have been forged between 2,709 elderly people and 2,689 volunteers.

In person company

- 1,586 elderly people have enjoyed company in their homes.
-
- 305 elderly people have received company in residential centres.
-
- 13 elderly people have received company in hospitals.

Social activities

1,475 elderly people have participated in social activities in their community.

Education

614 volunteers have been trained and prepared in 50 online and face-to-face formative activities.



'Llamadas Amigas' (Friendly calls program)

Each week, 491 elderly people have talked to 361 volunteers.

Research

The call guide has been published due to lockdown and a profile report of the elderly persons supported by Amigos de los Mayores.

Awareness-raising

The organization has appeared on 502 occasions in the media and has 48,522 followers on social media and 192,022 visits a year to its website.

Socio-educational intervention

The educational guide *Let's rewrite old age* has been published to raise awareness among secondary school children and enable them to appreciate the situation faced by older people.

Governing body and technical team

The Foundation's board of trustees is comprised of 10 people, and the staff is made up of 33 people.

Support and collaboration

- 4,955 members and donors
-
- 12 public administrations
-
- 58 companies
-
- 12 foundations



**Strategic
framework:
mission, vision
and values**

Mission

To fight against unwanted loneliness and social isolation experienced by elderly people, through:

- Continuous emotional support from volunteers.
- The organization of social activities.
- Promoting their involvement in community activities.
- Conducting communication and awareness campaigns.

To fight against ageism present in society, through:

- Conducting communication and awareness campaigns.
- The promotion and development of intergenerational projects.

Visión

- A society in which the affective bonds of the elderly are promoted.
- A society that does not allow the elderly to be socially excluded.
- A society free of ageism that recognizes the role, the uniqueness and the value of elderly people and that conceives old age as an individual and collective opportunity.



Values of the founding charter of Amigos de los Mayores

Humanity

Recognition of the unique and irreplaceable value of each human being.

Freedom

A fundamental and inherent right of all people.

Solidarity

The fight against loneliness is everyone's responsibility.

Respect

Without discrimination based on age, sex, race, origin, ideology, gender identity, sexual orientation or physical, psychological or social status.

Social commitment

Responsibility towards our communities and the search for general welfare.

Cross-cutting issues we wish to foster and reinforce in this Strategic plan

Social transformation

to change the way society regards old age.

Community participation

by the Foundation in all the territories in which it operates.

Training of volunteers

as a transforming action of collective participation in social projects.

Intersectionality

as a driver for all elderly people to have access to the same opportunities.

Gender perspective

to fight for equality for older women.

Inclusion

to value and recognize the diversity of all older people.

Generativity of the elderly

for intergenerational coexistence that favours common welfare.

Transparency

reflected in the communications, publications, management and governance of Amigos de los Mayores.



Process of creating the Strategic plan 2021-2025

The previous Strategic plan was deployed from 2017 to 2020.

The Plan was estimated to have achieved over 80% of its goals, but during 2020, the last year of the implementation of the Plan, all our efforts were aimed at adapting the organization to the new needs caused by the covid-19 pandemic.

From March 2020 to July 2021, in parallel to the crisis work due to the pandemic, the Strategic plan 2021-2025 was designed.

The process, steered by the consultant Signature, consisted of the following stages:

- 1) Interviews with each of the members of the board and group work to design a new plan of governance for the organization.
- 2) Interviews with the management and with the coordinators of each department of the organization to analyse each area.
- 3) Departmental analysis to detect opportunities and areas for improvement.
- 4) Management meetings with each of the coordinators to establish improvements and seek solutions for each area.
- 5) Work sessions with the teams of the Foundation to integrate the necessary elements in them.
- 6) Assessment and opinion surveys on volunteers and members to glean their views.
- 7) Session of the board to approve the strategic pillars.
- 8) Joint session between the board and the team to conclude the design of the Strategic plan.

As a result of this work, the following strategic pillars have been defined for the Strategic plan 2021-2025:

- 1) Implementing social action.
- 2) Economic sustainability.
- 3) The value proposition to volunteers.
- 4) Territorial growth.
- 5) The model of governance.
- 6) Internal strengthening.
- 7) Discourse and strategic alliances.



**Strategic pillar 1:
implementing social
action**

At Amigos de los Mayores we are highly aware of social changes, which is why we want to adapt to the new needs of the elderly through actions to combat loneliness adapted to their different realities.

These actions will be personalized and integrated into their living environments and the existing community network.

We understand the implementation of social programmes for the elderly in environments close to the community and through reciprocal, meaningful relationships and networking.

Diversity and fair treatment will continue to guide us in the years to come.

Goals

- G.1.1. A progressive increase of 7% per year in the number of in-person **emotional support** actions provided to elderly people.
- G.1.2. A progressive increase of 10% per year in the number of **over-the-phone support** actions provided to elderly people.
- G.1.3. An **annual review and update** of the portfolio of programmes, adapting them to existing territorial and cultural specificities.
- G.1.4. **Participation by elderly persons**, in a sustained manner, in community-type projects in the municipalities where Amigos de los Mayores operates.
- G.1.5. The creation and development of the **space for participation by the elderly people** of Amigos de los Mayores.



Lines of action

- L.1.1. To develop a **plan to attend to the diversity** of elderly people through the creation of renewed and updated support actions and programmes.
- L.1.2. To establish a **community and an online work plan** for Amigos de los Mayores that responds to a general strategy and one for each territory with the aim of promoting the involvement of the elderly and volunteers in the community, together with other agents.
- L.1.3. Annually to evaluate the **impact of the social programmes** of Amigos de los Mayores to optimize the implementation of those that so require.
- L.1.4. To establish a procedure for **updating social programmes** to adapt them to the results of research into social and gerontological issues and loneliness.
- L.1.5. To develop **protocols for action by the entity** in view of foreseeable events that affect the lives of elderly people and their trusted environments.
- L.1.6. To **detect good practices** of support for the elderly to integrate them in Amigos de los Mayores.
- L.1.7. To improve the organization's communication with the elderly and work to **reduce the digital divide**.
- L.1.8. To structure existing **intergenerational projects** and define a strategy to promote them.
- L.1.9. To advise and support the **new profiles of elderly people** in the different programmes in which they participate.



**Strategic pillar 2:
financial
sustainability**

To ensure that the Amigos de los Mayores project can be fully implemented, we will renew our value propositions for members and donors, companies and partner foundations.

Relations with the different public administrations will be strengthened to tackle the challenge of loneliness.

All internal financial mechanisms of sustainability will be reviewed, for the dual purpose of broadening the grassroots of our members and donors and, at the same time, strengthening and retaining the existing grassroots.

Goals

- G.2.1. Progressive growth of 15 to 20% in income from members and donors, and from fundraising campaigns.
- G.2.2. Progressive decrease in the number of membership cancellations by developing a complete loyalty plan.
- G.2.3. Progressive growth of 10 to 20% in collections from companies.
- G.2.4. Progressive growth of 15 to 20% in collections from foundations.
- G.2.5. Progressive growth of 7 to 15% per year in revenues from public administrations.
- G.2.6. Growth of 15% per year in collections from solidarity initiatives.
- G.2.7. To keep the wage bill below 70% of the annual budget.
- G.2.8. To achieve a minimum of 5% of annual economic performance.

Lines of action

- L.2.1. To improve the process of attracting members and donors, with a priority focus on digital recruitment.
- L.2.2. To develop various value propositions for members and donors that increase their ties with the organization and reduce their abandonment rate.
- L.2.3. To design and execute a plan to re-link people who have previously been related to the organization.
- L.2.4. To renew the recruitment plan.
- L.2.5. To build loyalty and increase projects with municipal, regional and state public administrations.
- L.2.6. To explore options for obtaining European funds and establish a strategy in this regard.
- L.2.7. To renew and implement a concrete plan to harness inheritances and legacies.
- L.2.8. To establish a strategy for diversifying sources of funding.
- L.2.9. To develop a mechanism to control expenditure that prevents budgetary deviation by adjusting expenditure to actual income and wage costs to the standards of a volunteer organisation.
- L.2.10. To design a plan and promote its implementation to patrimonialize the Foundation to provide it with greater financial solidity.
- L.2.11. To review and structure the Amigos de los Mayores merchandising products.
- L.2.12. To scale the advisory, consultancy and training services of Amigos de los Mayores for other institutions, companies or administrations.

**Strategic pillar 3:
the value proposition
to volunteers**



Amigos de los Mayores is a volunteer organization committed to and supportive of elderly people. We know that only by mobilizing citizens collectively will we get further.

We are committed to developing the entity's management processes in such a way that the actions are designed and implemented jointly with the volunteers who lead actions in the fight against loneliness.

The structure will be organized to enable local actions and to guarantee their sustainability and continuity over time. We will promote the training of volunteers in the social sphere, as well as the exchange of good practices between teams of volunteers.

The interrelation and the co-creation of projects will be the basis of our progress.

Goals

- G.3.1. To design and develop a refreshed **Volunteering plan** for the organization.
- G.3.2. An **annual increase of 10%** in the number of volunteers.
- G.3.3. Sustained annual growth of volunteers undertaking **project organization and leadership roles**.
- G.3.4. Sustained annual improvement in the **effectiveness of voluntary action teams**, reviewing their role to achieve territorial objectives.
- G.3.5. Annual growth of 5% in the number of volunteers and of 15% in people from outside the organization participating in **training sessions**.
- G.3.6. Progressive annual increase in the average **length of time spent** by volunteers in emotional support programmes.



Lines of action

- L.3.1. To design and promote a **plan of opportunities for volunteers**, taking citizens' different profiles, talents and leadership capacities into account in all of the organization's programmes and departments.
- L.3.2. To review and adapt the **model of the volunteer action teams** as a means of implementing and rooting the project in the territory and getting involved in the community.
- L.3.3. To design and implement **specific training actions** for volunteer action teams for their training and leadership in matters of social action.
- L.3.4. To structure and streamline contacts between volunteers who belong to the same branch and the **relations between volunteers from different branches**.
- L.3.5. To renew and **promote face-to-face and virtual training** for volunteers from all branches.
- L.3.6. To adapt the **communication of the organization** to the entire body of volunteers.
- L.3.7. To **create different ways of volunteering** in the fields of fundraising and social awareness campaigns.
- L.3.8. To evaluate **corporate volunteering** projects and scale their growth.

Strategic pillar 4: territorial growth



The covid-19 pandemic has further highlighted the seriousness of the problem of unwanted loneliness among the elderly. Amigos de los Mayores is prepared to expand its scope of territorial action and provide support to more elderly people. Our territorial growth will be carried out in a planned and structured manner.

We are embarking on a new stage of integrating the different branches of the organization in a state-wide project for the entire grassroots organization.

Our goals hinge around having greater links where we are already present, in parallel to gaining a hold in new territories.

We are committed to further encouraging participation in this growth.

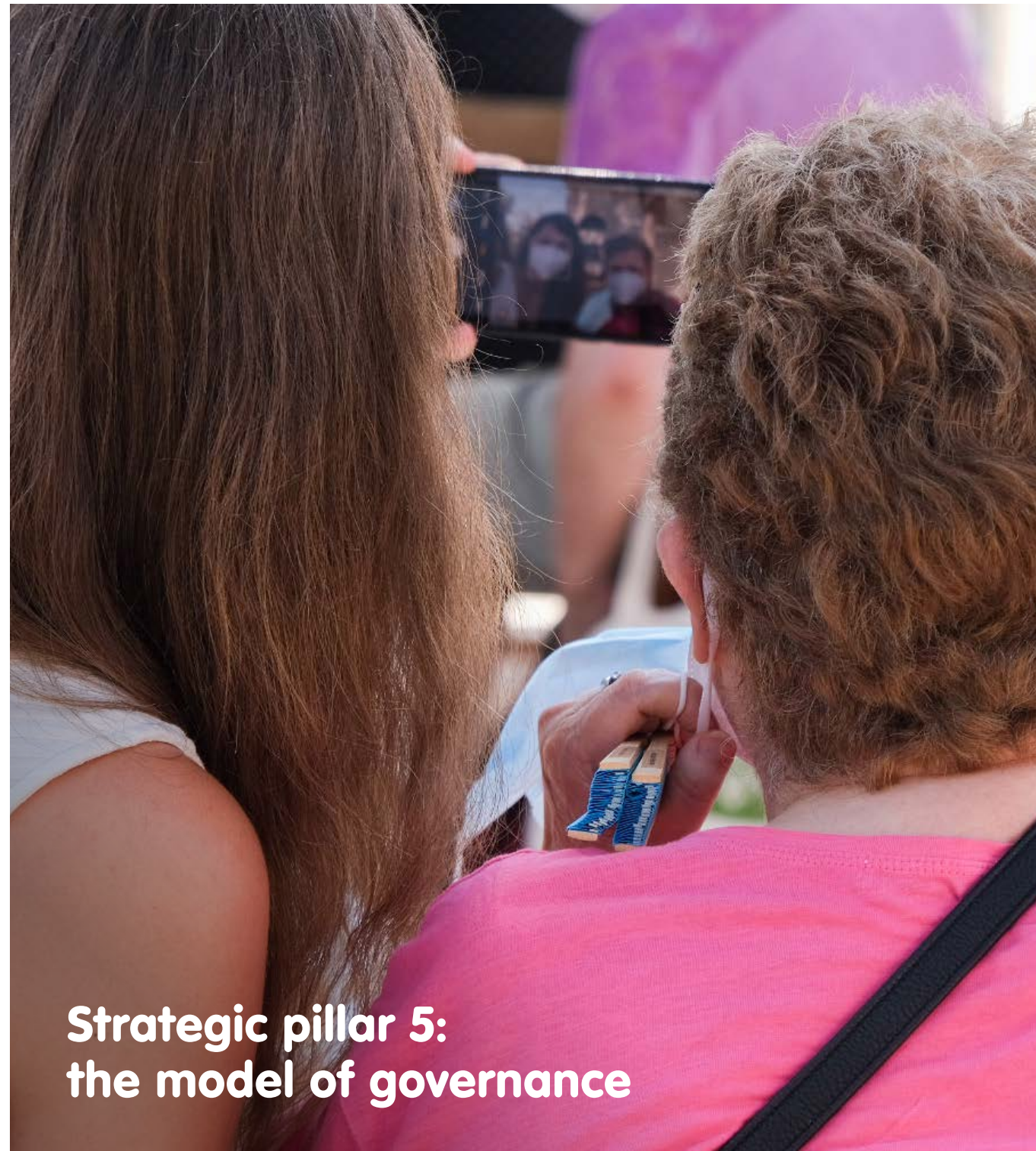
Goals

- G.4.1. To update the organization's territorial growth model, rendering it more standardized, more flexible and scalable, with the aim of optimizing resources and being able to provide support to more elderly people.
- G.4.2. Annual increase in elderly people and volunteers of 7% in Catalonia, 10% in the Valencian region and 50% in the Madrid and Aragón regions.
- G.4.3. Progressive annual growth in fundraising to achieve the established financial targets for the collection of funds, with a special focus on Madrid, Zaragoza and Valencia.
- G.4.4. To design and implement a development plan for the Amigos de los Mayores project in other Spanish regions.
- G.4.5. To study and design a development plan for programmes to fight against unwanted loneliness in rural areas.



Lines of action

- L.4.1. To successfully conduct the process to integrate the Foundation's different territorial projects into a single entity.
- L.4.2. To structure and scale the growth of social action in the different branches in Catalonia.
- L.4.3. To consolidate the Valencia branch and its extension to the whole of the Valencian region.
- L.4.4. To develop a specific plan for Madrid, taking into account its social specificities and its economic and business structure.
- L.4.5. To consolidate the Zaragoza branch by establishing other social and community action goals in its territory, in addition to that of Barrios Amigos (Friendly Neighbourhoods), as well as its extension to the whole of Aragón.
- L.4.6. To create a guide for implementation in a new territory that sets out and systematizes the actions to be carried out according to time periods and phases.
- L.4.7. To draft at least one annual social impact report based on the research and/or knowledge generated by the Foundation.
- L.4.8. To carry out at least one annual social event of state-wide reach.
- L.4.9. To create an interterritorial communication plan for the entity.



**Strategic pillar 5:
the model of governance**

The Foundation's territorial growth and the new social action programmes require a new model of governance so that the organization can adequately fulfil its mission.

The goals and of the Foundation's board of trustees and its roles and operation will be defined, and the roles of the general management will be clearly established.

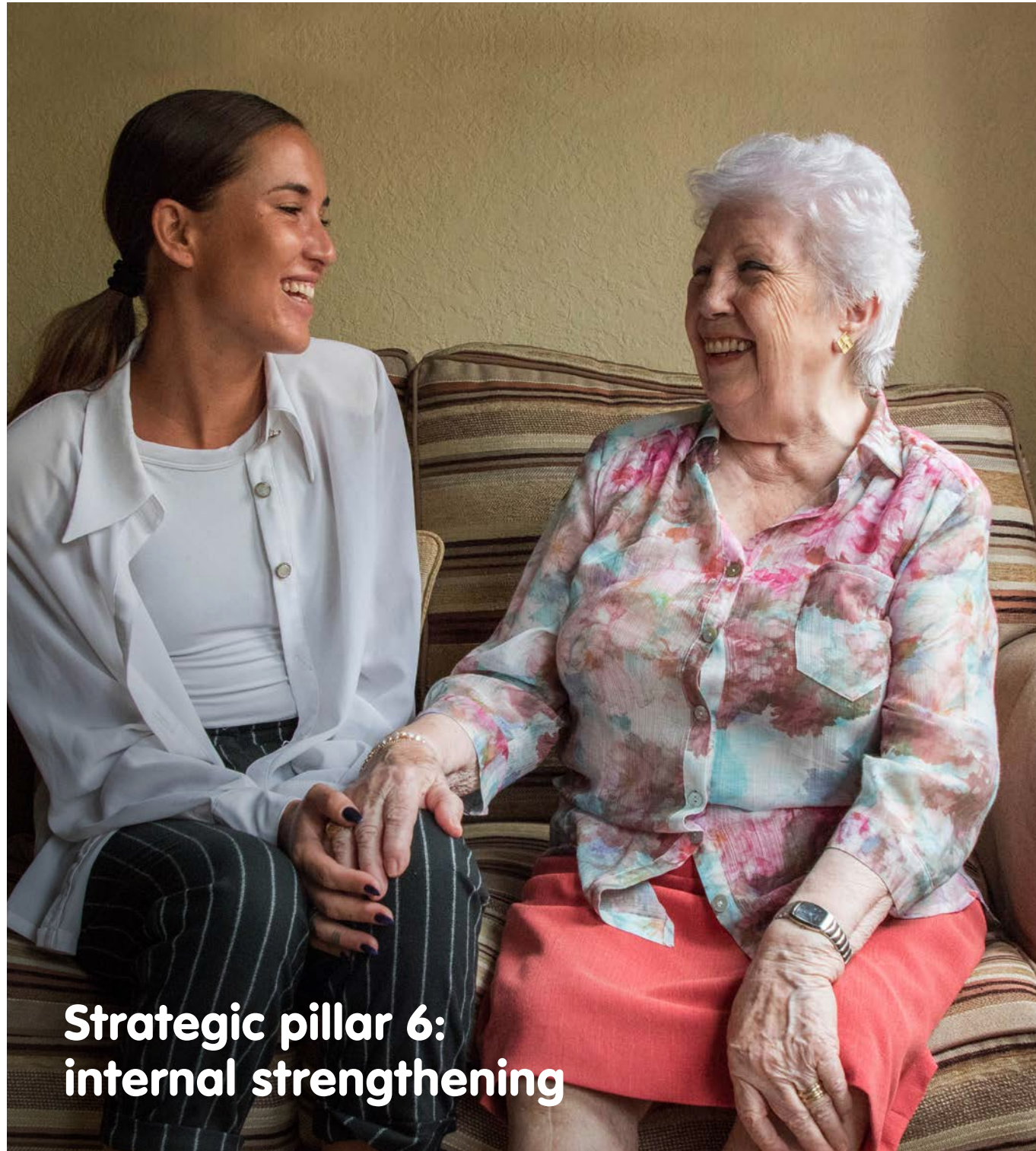
The dashboard will be renewed so that it allows the board of trustees to periodically monitor the activities and financial sustainability of Amigos de los Mayores.

Goals

- G.5.1. To update of the **dashboard**, management reports and regular financial reports.
- G.5.2. To set up an **expert advisory board** of Amigos de los Mayores.
- G.5.3. To draft a **framework document for the presentation and positioning** of the organization on loneliness among the elderly.
- G.5.4. To **amend the Statutes** of Amigos de los Mayores and update the internal regulation document, incorporating the aspects of the new model of governance that may be required.
- G.5.5. Each year, to progressively increase the **institutional representation** of the board.
- G.5.6. Each year, to progressively increase **funds raised** through strategic alliances of the members of the board.
- G.5.7. To set up a group of **volunteer territorial ambassadors** who collaborate with the Foundation in the search for relations and resources with the public administrations, companies and various social entities.

Lines of action

- L.5.1. To update and implement a **model of governance** that separates the powers of the board of trustees – consisting of decision-making on financial sustainability, growth strategy and public advocacy– from those of the general management, which technically implements the agreements reached by the board of trustees, undertakes the regular management of the organization, and directs the technical team.
- L.5.2. To structure the **involvement of the members of the board** on committees for their optimal functioning.
- L.5.3. To establish the operating standards and rules governing **decision-making on the board** and on the work committees.
- L.5.4. To define a **strategy for attracting and selecting** potential members of the board of trustees.
- L.5.5. To increase the **presence of the board** in activities and in places where the entity is represented.
- L.5.6. To further involve the board of trustees in **achieving strategic alliances** to raise funds.



**Strategic pillar 6:
internal strengthening**

Amigos de los Mayores will develop the Strategic plan for the coming years, reinforcing the organization, adapting the protocols to new challenges, remaining faithful to the mission of the Foundation. The alignment of the board of trustees, management and the teams of the different territories will be especially worked on.

The goals of the organization in this new period require a lean, strong and committed organizational structure, as well as the establishment of operational goals and the evaluation of their fulfilment.

Attracting and managing talent throughout the organization will be our priority and a constant in action, designing the necessary mechanisms and actions to render this possible.

Goals

- G.6.1. To continuously improve the **planning and scheduling** of the entity's project processes.
- G.6.2. To continuously improve the **productivity and motivation** of the staff of the organization's departments.
- G.6.3. To **stimulate loyalty to and keep in place** the projects recurrently presented to public administrations, companies and foundations.

- G.6.4. Each year, to progressively increase the **number and scope of the projects presented for funding**, that is, the number of beneficiaries and the economic amount.
- G.6.5. To implement all necessary tools to streamline the **organizational management** of the departments.



Lines of action

- L.6.1. To train, through training courses, and **adapt the management and coordination team** so that it can achieve the goals and implement the commissions of the organization's governing body.
- L.6.2. To implement **new organizational management software** that allows centralizing in a single computer tool all the data of people, organizations and institutions linked to the entity.
- L.6.3. To **standardize internal processes** to develop the current management model at the state level.
- L.6.4. To design and implement a **talent management and retention model** that takes into account the skills and profiles necessary for the different programmes of Amigos de los Mayores.
- L.6.5. To develop an **internal communication plan**.
- L.6.6. To update and develop a **loyalty plan** for members, volunteers and partners.
- L.6.7. To implement aspects of **Agile methodology** in the technical team, progressively and in accordance with the reality of the organization.
- L.6.8. To draft a protocol to act quickly and adapting to **situations of health or social crisis** that may arise in the coming years.

**Strategic pillar 7:
storytelling and strategic
alliances**



In recent years, society has shown a growing interest in loneliness and in the elderly.

Intensive work will be conducted to put the active fight against loneliness on the public agenda, and monitoring and control systems will be set up to achieve this goal. We are prepared to continue to adapt to new channels and new forms of communication to meet this challenge.

From the platform of the Observatorio de la Soledad (Loneliness Observatory platform) we will analyse and draw up proposals aimed at detecting, disseminating and providing solutions for the implementation of social action.

We will forge strategic alliances to join efforts and unite perspectives on old age.

Goals

- G.7.1. To design an external communication plan for review twice yearly to make Amigos de los Mayores increasingly present on the public agenda in Spain.
- G.7.2. To design and implement an annual state-wide awareness campaign.
- G.7.3. A progressive increase of 15% per year, equally across the different communication channels, in the number of people reached by Amigos de los Mayores communication.
- G.7.4. A progressive increase of 20% per year in the number of people following the organization on social networks.
- G.7.5. A progressive increase each year in the number of volunteers who participate in achieving the entity's communication and fundraising targets.



Lines of action

- L.7.1. To renew and update communication in the various channels adapted to a diverse public in order to increase the transparency of the organization.
- L.7.2. To conduct a study of the organization's different brands.
- L.7.3. To structure and promote the living testimonies of elderly people to communicate effectively to society and thus be their standard bearer.
- L.7.4. To catalyse the Observatorio de la Soledad as an instrument to create a new discourse of the social perspective of old age and the opportunities for citizen involvement, with the annual publication of a report or document and other materials required for analysis and debate.
- L.7.5. To increase its international presence by positioning Spain in the Les Petits Frères des Pauvres International Federation or in other European organizations aligned with our mission.
- L.7.6. To mainstream fundraising in each department of the organization as a way to progress in a collective project through strategic alliances.



**Follow-up,
evaluation and
acknowledgements**

To be able to properly monitor the Strategic plan, a committee will be set up to evaluate, twice a year, the achievement of the goals and the lines of action established herein.

This committee will be given the necessary technical support to achieve the proposed goals.



For each year of the Strategic plan, an operational plan will be established for all departments of Amigos de los Mayores. This operational plan will consist of schedules and specific actions for achieving the goals set.

We will work to meet all of the challenges set out in the Strategic plan, and we will adapt to any situations that may arise and are difficult to predict.

We are determined, enthusiastic and committed to transforming how old age is regarded in the coming years.

Amigos de los Mayores would like to thank consultants Signature, and very especially Manel Boullosa, for their support throughout the year in creating this Strategic plan.

Many thanks, also, to all the people who have participated:

- Elderly people
- Board members
- Staff members
- Volunteers
- Donors
- People at public administrations, foundations and companies related to Amigos de los Mayores

And to all the people who value our organization, put their trust in and back it.

This plan belongs to everyone who is a friend of the elderly.



Old age is too important to live it alone

Amigos de los Mayores Foundation

amigosdelosmayores.org
info@amigosdelosmayores.org
Telephone: 608 200 300



Amigos de los Mayores
is a member of:
The Les Petits Frères des Pauvres
International Federation

