



EUROPEAN COMMISSION
DIRECTORATE-GENERAL JUSTICE

Directorate A
Unit A4: Programme management

CALL FOR PROPOSALS

JUST/2014/SPOB/OG/NETW

3-YEAR FRAMEWORK PARTNERSHIP AGREEMENTS

ANNEX 1

ACTION PLAN FOR 2015 – 2017

Name of the network	AGE Platform Europe
Name of the applicant organisation (if different than the network)	
Reference of the policy area	RDIS- non-discrimination

NOTICE

All personal data (such as names, addresses, CVs, etc.) mentioned in your application form will be processed in accordance with Regulation (EC) No 45/2001 of the European Parliament and of the Council of 18 December 2000 on the protection of individuals with regard to the processing of personal data by the Community institutions and bodies and on the free movement of such data. Your replies to the questions in this form are necessary in order to assess your grant application and they will be processed solely for that purpose by the department responsible for the Union grant programme concerned. On request, you may be sent personal data to correct or complete it. For any questions relating to this data, please contact the Commission department to which the form must be returned. Beneficiaries may lodge a complaint against the processing of their personal data with the European Data Protection Supervisor at any time (Official Journal L 8, 12.1.2001).

Part 1 – General information about the activities and the network

1.1. Summary of the key objectives and activities for the period 2015-2017 (max. 4000 characters)

List the key objectives and the main activities for the period 2015-2017, as well as the groups of persons benefiting from the activities and the expected results.

This should be identical to the summary contained in section 3 of the *Grant Application Form*.

Note: You are requested to include information under all headings mentioned below and to respect the limit of 4000 characters indicated above.

Main aim: Promote non-discrimination and equal opportunities for older people at EU, international and national levels and build the business case for age diversity

1 **Key objectives**

- Build the capacity of AGE network to voice the concerns of older people living the EU
- Contribute members' input to influence the development and implementation of EU laws/policies that support non-discrimination and fundamental rights of older persons
- Achieve progress on policy priorities agreed by General Assembly for 2015-2017
- Support more active involvement of members/experts in relevant aspects of European Semester and relevant initiatives of Europe 2020 Strategy
- Ensure that AGE work reflects reality faced by older people at grass root level
- Support transversal cooperation and exchange of good practice with other networks
- Raise awareness among public at large of EU policies and initiatives that have an impact on older citizens
- Build the capacity of AGE members to use information produced by AGE to influence their own national agenda,
- Reach out to greater numbers of older people and interested parties through AGE website and social media

2 **Activities**

- Overall management of AGE network
- Organisation of AGE statutory meetings
- Overall management and development of AGE membership
- Coordination of AGE 14 Task Forces on policy priorities
- Fundraising activities
- Coordinate AGE members' contribution to the development and implementation of EU (internal) fundamental rights and (external) human rights strategy
- Build political support for a EU Strategy on Demographic Change
- Coordinate AGE members' contribution to European Semester
- Coordinate AGE members' contribution in other relevant initiatives of Europe 2020 Strategy;
- Coordinate AGE contribution in work done with other relevant networks
- Awareness campaign on the promotion of an age-friendly EU
- Production of on-line communication tools

- Production of several publications each year on key priorities
- Develop and update online handbook with information on relevant EU funding opportunities
- Production of a series of training handbooks to be used to build the capacity of national organisations to advocate on the rights of older people (2015: United Nations instruments and processes; 2016: Council of Europe; 2017: update on EU instruments, their links with international instruments and how they apply to older people)
- Press releases on key events including 29/04 (EU Day of Solidarity between Generations) and 1/10 (UN Day of Older People)

3 Type and number of persons benefiting from the activities

Direct beneficiaries

- AGE General Assembly members: 140 delegates
- AGE Council Full and substitute members: 58 persons elected by AGE Full members
- AGE Task Forces experts: 460 experts nominated by AGE Full members
- AGE contacts who visit AGE website and benefit from AGE work: EU institutions, journalists, other NGOs, research centres, etc. : +/- 75.000 visitors annually with +/- 200.000 pages downloaded

Indirect beneficiaries

- 40 million senior citizens represented by AGE members
- Ultimately 190 million 50 plussers living in the EU

4 Expected results

- Stronger capacity of AGE network members to collectively and individually:
 - influence EU internal action in relation to older persons' rights
 - influence EU external action in relation to older persons' rights
 - use AGE work to influence national policy development related to EU legislation and action
- Greater awareness among older citizens in Europe of the rights conferred to them as EU citizens, residents and consumers and how they can get engaged in a constructive civil dialogue with EU policy makers

1.2. The network and the applicant organisation

Provide a short introduction of the network and of the applicant organisation (if different than the network). Explain the legal status of the network, the main objectives and the main areas of activity.

AGE – Platform Europe (AGE) is a European network of +/- 150 organisations of people aged 50+ representing directly more than 40 million older people in Europe. In addition to the 27 Member States and Turkey where AGE has direct members, AGE is also represented indirectly in Latvia through a European federation. AGE Platform Europe was set up in January 2001 as an international non-profit association under the Belgian Law, following a process of discussion on how to improve and strengthen cooperation between older people's organizations at EU level. Its headquarters are located in Brussels (BE). Membership is open to European, national and regional organizations, and to both organizations of older people and organizations working for older people. Organizations of older people have however the majority of votes in our decision-

making bodies. Membership is open only to non-profit-making organizations. Our work is financed by grants of the European Union, membership fees and donations from suitable sources.

AGE aims to voice and promote the fundamental rights of the 190 million inhabitants aged 50+ in the European Union and to raise awareness of the issues that concern them most. AGE's mission is to give a voice to older people in the EU policy debates through the active participation of their representative organisations at EU, national, regional and local levels so as to inform EU policy development. AGE provides a European platform for the exchange of experience and best practices. We also aim to inform older people on their rights as EU citizen or resident, and on EU policy making processes and recent EU policy development.

In the framework of its wide campaign to create an age-friendly EU, AGE policy work focuses on a wide range of areas that impact on older people: human rights, anti-discrimination, employment and active ageing, social protection (to ensure adequate pensions, access to health and long-term care, fight against poverty and social exclusion), healthy ageing, age related research, accessibility of public transport, built environment and ICT, consumer protection, standardisation and new technologies.

Besides its policy work covered by the present application for an operational grant, AGE is coordinating the AFE-INNOVNET project, an EU funded thematic network which brings together local and regional authorities, research centres, NGOs and industry interested to work together to develop age-friendly environments. AGE Platform Europe is also involved in several EU funded research projects on healthy ageing, ICT and ageing, transport and housing, employment of older workers, etc.

1.3. Structure of the network

List the members of the network and describe the network's structure. In the list, always indicate the country where each member organisation is established. Explain the involvement and the roles and responsibilities of the members of the network.

AGE network is composed exclusively of legally established organisations (no individual membership). As of November 2014, AGE network includes 148 member organisations from 27 EU countries and observer members in Norway, Turkey, Switzerland, Japan and USA. A European Federation (E.D.E) who is member of AGE includes a member in Latvia.

1. EU countries

AU (Austria): Pensionistenverband Österreichs

BE (Belgium): Aînés du cdH, Courants d'Agés asbl, S-Plus, European Senior organisation (ESO), Vlaamse Ouderenraad vzw, Enéo, OKRA, trefpunt 55+, Institut européen interuniversitaire d'action sociale, Respect Seniors, Seniors of the European Public Service, Federatie Onafhankelijk Senioren (Fedos), ABVV Senioren, European Association of Homes and Services for the Ageing, CD&V Senioren, European Senior Citizens Union (ESU)

BG (Bulgaria): Bulgarian Red Cross, Donka Paprikova Charity Association, Third Age Foundation, Association for Social Support

CY (Cyprus): Pancyprian Federation of the Organisations for the Welfare of the Elderly-POSEI,

CZ (Czech Republic): ZIVOT 90, Alternativa 50+

DE (Germany): Bundesarbeitsgemeinschaft der Senioren-Organisationen, Europäisches Zentrum für Arbeitnehmerfragen, Senioren Union der CDU in Niedersachsen, Sozialverband VdK Deutschland

DK (Denmark): DaneAge – Aeldresagen

EE (Estonia): Estonian Association of Pensioners' Societies

ES (Spain): Design for All Foundation, Federacio d'Associacions de Gent Gran de Catalunya (FATEC), Associacòn de Profesores Universitarios Jubilados, Unión Democrática de Pensionistas, FOCAGG Fed d'Organitzacions Catalanes de Gent Grand, Dones i Família, Age Concern España, Confederación Española de Organizaciones de Mayores (CEOMA), Groupement Européen des Retraités des Caisses d'Epargne, Banques et Institutions Similaires, Spanish Red Cross, Federacion Territorial de Asociaciones provinciales de pensionistas y jubilados de Alava, Guipuzcoa y Vezcaya

FI (Finland) : The Association of Swedish-speaking Pensioners in Finland, The Central Union for the Welfare of the Aged

FR (France): Union des Anciens du groupe BP France, Confédération Française des Retraités, Les Petits Frères des Pauvres, Fédération Nationale des Associations de Retraités, Fondation de l'Armée du Salut, Union Fédérale des Retraités des Banques, Union Française des Retraités, Old Up, Action de Coordination de Lieux et d'Accueil aux Personnes Âgées, A.C.S. Bull, Association des Retraités d'Air France, Association des Retraités ESSO, Génération Mouvement - Fédération Nationale, Fédération des anciens du groupe Rhône-Poulence (FARP), Fédération Internationale des Associations de Personnes Âgées (FIAPA), Union Nationale des Retraités (UNAR-CFTC), Information Defense Action Retraite (IDAR), Union Nationale Interprofessionnelle des Retraités UNIR CFE/CGC, Entente des Générations pour l'Emploi et l'Entreprise (EGEE), Seniors Entrepreneurs, Union Nationale Retraités Personnes Agées, FIDES - Fédération Interrégionale pour le Développement de l'Emploi des Seniors

GB (Great Britain): Age UK, British Society of Gerontology, National Association of Retired Police Officers (NARPO), Age Northern Ireland, National Institute of Adult continuing Education, Older People's Commission for Wales, Public Service Pensioner's Council, Wise Owls Employment Agency, AGE Sector Platform, Institute of Lifelong Learning, University of Leicester, The National Federation of Occupational Pensioners, The Beth Johnson Foundation, Action for Ageing, Homeshare International, FairPensions, National Association of Pensioners, Civil Service Pensioners Alliance, National Pensioners Convention, Older Women's Network – Europe, International Longevity Centre – UK

GR (Greece): Highest confederation of Greek pensioners (AGSSE), 50+ Hellas, Open Centre for the Protection of the Elderly

HR (Croatia): the National Pensioners' Convention of Croatia (NPCC)

HU (Hungary): Gerontology Science Coordination Center

IE (Ireland): Age & Opportunity, Active Retirement Ireland, Senior Help Line, Age Action Ireland Ltd, Irish Association of Older People

IT (Italy): ANLA (Associazione Nazionale Seniores d'Azienda), Consorzio Anziani e non solo società cooperative, Associazione Nazionale Centri Sociali Comitati Anziani e Orti (ANCeSCAO), Associazione Nazionale delle Università della Terza Età (UNITRE), Associazione Nazionale per la Tutela dei Diritti dei Lavoratori Over 40, SOLIMAI società cooperativa sociale a r.l., Federpensionati Coldiretti, Sindacato Nazionale Pensionati della Confagricoltura, Associazione Lavoro Over 40, Associazione Nazionale Terza Età Attiva, CNA Pensionati, Federazione Italiana Pensionati, Istituto Italiano Per la Qualità del Vivere, Età Libera - Associazione di Volontario, Federazione Nazionale Sindacale delle Associazioni dei Pensionati del credito, Associazione Diritti Anziani, Associazione Nazionale Anziani e Pensionati, Associazione Nazionale Pensionati, FAP ACLI, Over 50 Della Confeuro, Università dei 50 & più, S.a.pens. Sindacato Autonomo Pensionati,

Progetto Italia Duemila, 50 & più, ANCESAO Coordinamento Provinciale di Latina, Anpecomit - Associazione Nazionale fra Pensionati ed Esodati della Banca Commerciale Italiana, ENEA aps - Associazione di Promozione Sociale

LI (Lithuania): Lithuanian Pensioners Union

LU (Luxembourg): European Association for Directors and Providers of Long-Term Care Services for the Elderly (EDE)

MT (Malta): National Council for the Elderly

NL (Netherlands): Oudere Vrouwen Netwerk - Nederland OVN-NL, Stichting Nationaal Ouderenfonds (NFE), UniekBO, Protestants Christelijke Ouderen Bond, ANBO, Nederlandse Vereniging van Organisaties van Gepensioneerden,

PL (Poland): Fundacja na rzecz Kobiet JA KOBIEȚA (Foundation for Women's Issues)

PT (Portugal): Research and Education Unit on Ageing (UNIFAI/ ICBAS-University of Porto), Envelhecer com Prazer

RO (Romania): OMENIA

SE (Sweden): SPF, Sveriges Pensionärsförbund, Nordic Older People's Organisation (NOPO)

SI (Slovenia): Mestna zveza upokojencev Ljubljana, Institut Antona Trstenjaka – Anton Trstenjak Institute of gerontology and intergenerational relations, Affirmative Seniors

SK (Slovakia): Forum Pre Pomoc Starsim

2. Acceding countries:

TR (Turkey): TÜRKİYE EMEKLİLER DERNEĞİ (Turkey Retired Persons Organisation) – TIED, Turkish Geriatrics Society

3. Non-EU countries:

AL (Albany): Albanian Society for All Ages

JP (Japan): Japan Productive Ageing Research Centre

NO (Norway): The Norwegian Center of Senior Policy (SSP)

Switzerland: Age Stiftung, CURAVIVA, EURAG European Federation of Older Persons

USA: AARP (Global Ageing Programme)

Roles and responsibilities of AGE members

AGE Platform Europe is governed by the **General Assembly** composed of all AGE's Full members, and by its elected representatives meeting in an **Executive Committee** and a **Council of Administration**. Each Full

member is entitled to participate in the annual General Assembly (in Brussels) and has voting right. The General Assembly is sovereign. It alone has the power to decide on:

- amendments to the Statutes;
- the election of the President, who shall be a member of the Council. The President shall be a full member of a full member organisation of, or directly representing older and/or retired people;
- the programme of activities and the budget for the forthcoming financial year;
- the approval of the annual accounts submitted by the Council and on the quitus of the Council;
- membership fees
- the admission and expulsion of members;
- the nomination of the auditor(s) of the accounts;
- the winding up of the Association and the reimbursement of the Association fund
- all acts required by the Statutes.

The **Council of Administration** is responsible for the overall implementation of the work programme set by the General Assembly, the preparation of the annual budget and policy decisions. It also decides on the applications for membership prepared by the Accreditation Committee. All EU countries have a right to one seat in the Council of Administration. Large countries have a right to two seats. European Federations of older people have a right to five seats and European organisations two seats. National Council members are elected by all AGE Full members in their country. The Council of Administration meets twice a year in Brussels.

The **Accreditation Committee** is responsible for checking the eligibility of all membership applications and members' requests regarding their membership to AGE, and for making recommendations to the Council of Administration. The Accreditation Committee is composed of 4 members of the Council of Administration elected by the Council among its members. The Accreditation Committee meets twice a year at the end of day one of each Council meeting and deals with membership issues through e-mail between meetings.

The **Executive Committee** are elected by the Council among its members except for the President who is elected by the General Assembly. The Executive Committee is responsible for providing policy guidance and support to the daily management of the Platform and overall staff management. The Executive Committee meets four times a year in AGE office.

Task Forces: In 2014 AGE established 14 Task Forces to coordinate members' input in AGE policy work on the following priorities:

- TF1: Mobilisation for Age-Friendly Environments
- TF2: European Semester
- TF3: Human rights, age discrimination
- TF4: Employment of older workers
- TF5: Citizenship and participation, incl. EP Elections 2014, link with ASCE project
- TF6: Adequate income in old age: 1st and 2nd pillar pensions, Pension Forum, access to social services of general interest
- TF7: Fight against poverty and social exclusion
- TF8: Consumers' rights incl. energy vulnerable consumers group
- TF9: Financial services: insurance products, 2nd and 3rd pillar pension products
- TF10: Healthy ageing
- TF11: Dignified ageing: protection against elder abuse, access to and quality of long-term care
- TF12: Accessibility of the built environment, transport and ICT
- TF13: Standardisation
- TF14: Senior Tourism

Task Forces' experts can be nominated by AGE members at any time and there is no limit to the number of experts a member organisation can nominate (AGE's objective is to reach out to the wealth of expertise available among our membership). At this moment the 14 Task Forces group 460 experts. Task forces work virtually (e-mail exchanges, Skype meetings and webinars) and are facilitated by AGE policy staff. Their role is to inform AGE policy work with their national perspective and knowledge of the challenges faced by older people in their country. However some face-to-face meetings are organised when needed (76 funded seats are foreseen in our annual budget for face-to-face Task Force meetings which will be organised back to back with key EU events to enable them to participate directly and build their capacity to work on EU policies).

1.4. Relevance

Demonstrate the relevance of the objectives and the activities to the selected policy area and its priorities. Explain how your activities are supporting/complementing the activities of the EU on the respective policy field.

The main aim of our Triennial Action Plan 2015-2017 will be to promote non-discrimination and equal opportunities for older people at EU, international and national levels and build the business case for age diversity.

In line with Articles 10 and 19 of TFEU, our key objectives and activities will seek to support the development, implementation and monitoring of EU non-discrimination and equality legislation and initiatives. To achieve our aim, AGE will voice the interests and promote the rights of the 190 million inhabitants aged 50+ in relevant EU action including in its external action at United Nations and Council of Europe level, and raise awareness of the persistent discrimination faced by older people both in employment - where there already exists EU equal treatment legislation (Directive 2000/78/EC) - and outside employment where a draft directive has been tabled by the European Commission in 2008 but is currently blocked at Council. AGE will do its utmost to support the European Parliament, the Council and Commissioner for Justice, Consumers and Gender Equality Ms. Jourova in their efforts to unblock negotiations on the horizontal Anti-Discrimination Directive.

AGE welcomes the importance that European Commission President Juncker pays to fundamental rights and non-discrimination. In the framework of its Action Plan AGE will do its utmost to inform the debate on EU action in relation to its compliance with the Charter of Fundamental Rights, in particular with regard to Art. 21 and 25. We will contribute to the Commission's efforts to ensure that all Commission proposals respect the Charter of Fundamental Rights and that, within the scope of EU competences, discrimination is fought, gender equality is promoted and consumers' rights are protected.

AGE will also follow the process of the accession of the EU to the Convention for the Protection of Human Rights and Fundamental Freedoms of the Council of Europe and will raise awareness of what this important development will mean for older persons.

AGE Action Plan 2015-2017 will start at a key moment with the new European Parliament and new College of Commissioners in place. This will require quite a lot of effort to re-establish good contacts with the First Vice-President in charge of Better Regulation, Inter-Institutional Relations, the Rule of Law and the Charter of Fundamental Rights and relevant new Commissioners, as well as with several European Parliament Committees and Intergroup on Active Ageing and Solidarity between Generations to make them aware of older people's concerns on EU dossiers in their respective portfolios.

1.5. Expected results

What are the expected results of the activities planned for the period 2015-2017? Who will benefit from these results and how?

How will these results contribute to achieving the priorities of the policy area under which you are applying?

Note: Results are immediate changes that arise for the target groups after the completion of the activities (e.g. improved knowledge, increased awareness), not activities or outputs.

The expected results of the activities planned by AGE under our Action Plan are:

- Increased awareness among EU and national policy leaders, of senior citizens' concerns in relation to their rights and the specific challenges they face and what can be done to ensure that they enjoy their rights as EU citizens, residents or consumers on an equal footing with other age groups;
- Improved capacity of AGE members and their constituencies to contribute to the development of EU law and policies and to the monitoring of their implementation at national and grass root level;
- Reinforced cooperation between all relevant actors (EU institutions, public authorities at national, regional and local levels, civil society and other stakeholders) around the creation of an age-friendly EU and a discrimination-free society.

1.6. Long-term impact of the results

Are the results likely to have a long-term impact? How?

Note: *In this part you should not list activities or outputs, but you should focus on the expected long-term impact of your activities. The long-term impact refers to long-term socio-economic consequences that can be observed after a certain period following the completion of the activities and may affect either the target groups of the activities or other groups falling outside the boundary of the activities, who may be winners or losers.*

Through the implementation of our Action Plan we expect to have a long-term impact on the lives of millions of older citizens that our members bring together or serve, making them more aware of what the EU is doing in various fields which has a direct influence on their life and empowering their representatives to contribute to shaping relevant EU policies and legislation.

We also expect to have a long-term impact on policy makers at EU, national, regional and local levels making them more aware of the challenges faced by older people living in the EU in the enjoyment of their rights and what should be done at all governance levels to lift those barriers and develop a society for all ages.

Our action plan will build on the influence AGE has been able to achieve in the past in bringing the issue of elder abuse and older people's experiences of age discrimination and violations of their human rights on the EU, United Nations, Council of Europe, national and local agendas. It will also strengthen the political support at EU and national level for our campaign to promote age-friendly environments at grass-root level as an answer to demographic change and will ensure that greater attention is paid to gender inequalities in pensions in EU and OECD documents.

Our aim is that through the implementation of our Action Plan we will be able to influence positively the lives of the 190 million citizens aged 50+, including those who face aggravated risk of discrimination, i.e. older women, older persons with disabilities and/or in need of care and assistance, older persons belonging to ethnic and religious minorities, poor, frail and socially excluded older persons, older LGBTIs, older Roma. To achieve our aim, we plan to continue to work in close cooperation with the other EU funded non-discrimination networks as we did under our PROGRESS operational grant to ensure that AGE's work is as inclusive as possible and reflects the great diversity among the population aged 50+.

1.7. European added value

What is the European added value of your activities?

Note: *European added value of actions, including that of small-scale and national actions, shall be assessed in the light of criteria such as their contribution to the consistent and coherent implementation of Union law, and to wide public awareness about the*

rights deriving from it, their potential to develop mutual trust among Member States and to improve cross-border cooperation, their transnational impact, their contribution to the elaboration and dissemination of best practices or their potential to contribute to the creation of minimum standards, practical tools and solutions that address cross-border or Union-wide challenges.

The European added value of AGE activities under its Action Plan 2015-2017 can be defined as follows:

- Activities implemented under the first category described in Part 2 under the title “Improving the organisational capacity and the management of AGE network” will mainly seek (i) to support the participation of civil society organisations from 27 Member States in AGE work and statutory meetings, (ii) to develop our membership to become more representative of the senior community in countries where AGE has no or a limited number of members. For its Secretariat AGE employs staff with different nationalities who enrich AGE work with their knowledge of their home country or other EU countries they lived in (FYI the team who will work under our operational grant includes staff from 7 EU Member States).
- Activities implemented under the second category described in Part 2 under the title “Contributing the development of EU law/policies and to their implementation” will seek to ensure (i) that AGE work reflects the reality faced by older people at grass root level in the 27 Member States represented in AGE network (bottom up flow of feedback/contributions from national civil society organisations to EU network) and (ii) that AGE members can use AGE coordinated work and benefit from the experience of members in other Member States to influence the way EU legislation and policies are implemented at national and local level in their own country (top down flow of AGE commonly developed positions and recommendations on EU policies and legislation to AGE members in 27 Member States).
- Activities implemented under the third category described in Part 2 under the title “Building the capacity of AGE members and informing the general public” will seek to raise awareness of the public at large about EU policies and legislation relevant to older persons through communication tools (public part of the website, publications, monthly online newsletter, etc.). To facilitate access to information to a wider public in all EU Member States, the website is equipped of an automatic translation facility. We plan also to introduce a tag system that will facilitate access to documents that exist in other languages.

1.8. Evaluation of the activities and results

How will the activities and the results be evaluated?

Explain how you plan to organise feed-back mechanisms during and after the implementation of the activities (satisfaction surveys, evaluation forms, etc), which information you plan to collect and how you will use the feed-back received.

Explain which quantitative and qualitative indicators you propose to use for the evaluation of the results.

Note: For the evaluation of the activities you will be requested to use the participation evaluation questionnaire to be provided by the Commission.

You must identify which indicators you will use from the list provided in section 5 of the Grant Application Form and include them in the indicators of your activities. You will be asked to report on those indicators annually as part of the Final Report of your annual Operating Grant.

Where relevant, data must be disaggregated by gender and by age.

AGE activities and results will be evaluated both internally and externally.

1. Internal evaluation:

The Secretariat will take care of the internal evaluation and will share the outcomes with the external evaluator. Quantitative and qualitative data will be collected after each meeting organised by AGE using the participation evaluation questionnaire that will be provided by the Commission.

The Secretariat will also collect data to report annually on the following indicators:

1. Analytical activities: number and type of document/report and title with link
2. Mutual learning, exchange of good practices, cooperation:
 - number of face-to-face events organised; name of group and number of persons attending each event (broken down per gender)
 - number of persons involved virtually in AGE Task Forces (broken down per gender)
3. Awareness raising, information and dissemination activities:
 - type and number of events organised by AGE and number of persons reached by these events (broken down per gender);
 - type and number of events organised by others in which AGE is invited to play an active role as speaker, moderator or rapporteur
 - type of communication materials/tools developed by AGE and number of copies/users/web-visits achieved

2. External evaluation

To complement the mainly quantitative internal evaluation, AGE will ask an external evaluator to assess progress achieved toward our Action Plan key objectives at the end of each year and draw recommendations on areas which would need to be improved.

Following the publication of the Call for Proposals, the Secretariat developed terms of reference and asked for 3 offers. Below is a short description of the offer which presents the best value for money:

- The external evaluation will be developed on a triennial basis and will collect input from AGE members, AGE Secretariat and key external stakeholders through a mix of online surveys, face-to-face interviews and analysis of data collected by the Secretariat on the indicators proposed above.
- The evaluation will systematically look at AGE added value, especially in the context of the implementation of European policies and in the cooperation with other networks.
- It will seek to provide relevant new insights rather than “rediscovering” what already has been learned by the organisation in the past.
- Annual reports will be produced by the external evaluator and will be added to the annual final activity report prepared by AGE and sent to the European Commission.

1.9. Human Resources

Describe the organisational structure that your organisation puts in place for the implementation of the activities over the three-year period.

List the key persons who will be involved in the implementation of the activities and attach their CVs to the application.

Explain the involvement of the members of the network in the implementation of the activities.

1. Paid staff:

To implement its Action Plan AGE will call on the following staff of its permanent Secretariat in 2015:

- **Anne-Sophie Parent**, Secretary General, will have the overall responsibility of managing the AGE secretariat and implementing AGE's strategic objectives, will coordinate AGE's overall policy work and represent the organization externally. Part Time: 180 days out of 220 total days/year (remaining 40 days under projects)
- **Maciej Kucharczyk**, Managing Director, supports the Secretary General in the coordination of AGE policy work, external representation and secretariat management. Will coordinate AGE policy work on the European Semester. He will also represent AGE in the European Anti-Poverty Network (member of the Executive Committee) and Social Platform (Vice-President). Full Time: 220 days/year
- **Hanan Soussi**, Office Manager, responsible for the day-to-day management of the AGE office, including administrative issues and finances. She is also in charge of human resources and membership issues, liaising with the Accreditation Committee, dealing with application requests and members fees. She oversees the organization of AGE meetings and is the contact person for Belgian authorities. Part Time: 156 days/year out of 195 total days/year (remaining 39 days under projects)
- **Julia Wadoux**, Policy and Project Coordinator, will coordinate AGE policy work in the areas of health, long-term care, new technologies in support to active and healthy ageing and accessibility; represent AGE in the European Public Health Alliance, the European Health Policy Forum and coordinate AGE input in European Medicine Agency. Part Time: 84 days out of 180 total days/year (works 9/10 FT and will take on month of parental leave. Remaining 96 days under AFE-INNOVNET project)
- **Anne Mélard**, Information and Communication Officer, will coordinate activities under category 3. Part Time: 178 days for our operational grant out of 198 days/year (remaining 20 days she will work for projects)
- **Nena Georgantzi**, Policy Officer, will coordinate AGE's work on Human Rights and Non Discrimination, represent AGE at the Fundamental Rights Platform, in the Council of Europe and the United Nations working groups to strengthen older people's rights. Part Time: 110 days/year (the remaining PT Nena will do a PhD in Law at National University of Ireland Galway on "The potential value of a UN Convention on the rights of older persons for older Europeans through a comparative analysis of 3 European Union countries")
- **Alice Sinigaglia**, Policy and Project Officer, will coordinate AGE's work on standardisation and members' capacity building, Part Time: 44 days out of 220 total days/year (remaining 176 days under projects)
- **Maude Luherne**, Project and Policy Officer, will coordinate AGE's work on the rights of older dependent persons, elder abuse, quality of long-term care. Part Time: 44 days out of 220 total days/year (remaining 176 days under projects)
- **Ophélie Durand**, Project and European Parliament Liaison Officer, will coordinate AGE's work with the European Parliament, Part Time: 44 days out of 220 total days/year (remaining 176 days under projects)
- **Nathalie Decraecker**, Administrative and Logistic Assistant, will organise AGE statutory meetings and other events, act as first port of call for inquiries and requests for information from AGE members and provide support to Office Manager (bookkeeping and translation tasks). Part Time: 176 days out of 220 total days/year (remaining 44 days under projects)

- **Borja Arrue Astrain**, Project and Policy Officer, will work on the economic dimension of social protection reforms. Part Time: 15 days out of 220 total days/year (remaining 205 days under projects)
- **Philippe Seidel**, Policy Officer, will work on Employment and Social Protection (legal and social dimensions), Part Time: 190 days out of 220 total days/year (remaining 30 days under projects)
- **Stagiaire**: To be hired under limited contract to work on consumers rights, Part Time: 110 days/year. Not on 2015. In the future, only if budget allows us.

Paid staff: 1.441 days or 6,5 Full Time equivalent

2. Volunteers

In addition to the Secretariat human resources, AGE will benefit from the support of its members and experts who all contribute to AGE work on a voluntary basis:

- **AGE Executive Committee: 1.134 days**

Contribution to AGE consultations, calls for feedback, etc.: 7 members x 1day/week x 148 weeks/year = 1.036 days

AGE Executive Committee members participation in Executive Committee, Council and General Assembly meetings and in representing AGE externally: 7 p. x 14 days = 98 days

- **AGE Council members: 4.452 days**

Contribution to AGE consultations, calls for feedback, etc.: 58 Full and substitute members x ½ day/week x 148 weeks/year = 4.292 days

AGE Council members participation in Council meetings and General Assembly: 40 p. x 4 days = 160 days

- **AGE Accreditation Committee members: 16 days**

Analyse of all membership applications and requests from members regarding their membership fees: 4 p. x 4 days = 16 days

- **AGE members: 9.920 days**

Contribution to AGE consultations, calls for feedback, reading and disseminating information received from AGE, etc.: +/- 130 members x ½ day/week x 148 weeks/year = 9.620 days

AGE members participation in General Assembly and Annual conference: +/- 100 p. x 3 days = 300 days

- **AGE Task Forces experts: 17.020 days**

Contribution to AGE consultations, calls for feedback, etc.: +/- 460 experts x ¼ day/week x 148 weeks/year = 17.020 days

Total volunteers days: +/- 35.542 days, or 161,5 Full Time equivalent

1.10. Sustainability of the network

Explain how the EU funding will help you develop the capacities of the network and how you plan to ensure the sustainability of your

AGE membership is mainly composed of self-advocacy groups and organisations providing services to older people working at national or regional level. Their budgets are dedicated to the activities they organise for the individual members they bring together or the older persons they serve, as well as for their advocacy activities at national level.

AGE operational grant will serve to co-fund the activities needed to enable them to get together in a European network that makes it possible for them to monitor and participate in EU policy developments which have an impact on older people in their country, to exchange their experiences and draw together recommendations on how the implementation of existing EU legislation can be improved and how future EU initiatives can better mainstream older people's rights and expectations. In addition to covering AGE staff costs, office costs and information/communication tools and products, AGE budget will be used to refund the travel and accommodation costs of our members when participating in AGE statutory and expert meetings to ensure equal opportunities between all members regardless of their own resources and country of residence.

AGE members contribute to the co-funding of AGE operational grant through membership fees calculated on the basis of a percentage (0,245%) of their annual income, decided by the General Assembly with a minimum of 350€ and a maximum of 2.780€ (fees for 2014). Members who participate in AGE Annual General Assembly and Conference are also asked to contribute to the co-funding of the meeting costs by paying a registration fee of 250€/person (registration fee for 2014). Some members also contribute to the co-funding through donations to AGE for ex. to support AGE Annual Report.

Conscious that AGE is highly dependent on EU funding, in 2014 AGE members have engaged in a discussion on how to raise additional funds both from internal and suitable external sources. Three documents presenting the proposed "Actions to ensure AGE long-term financial sustainability", "Code of ethics for partnership with external stakeholders" and "Partnership opportunities on age-friendly goods, products and environments" have been developed using input from similar EU NGOs and AGE members' feedback. These documents have been approved by the Council on October 2014 and will be presented to the General Assembly on 2 December 2014 to encourage them to take action at national level to help recruit new sponsors. These documents are posted on AGE website and are accessible to the public from the bottom banner of our homepage. AGE now has clear guidelines to engage in fundraising activities to increase its income from non EU sources in order to improve its long-term financial sustainability.

Part 2 – Description of the main activities for the period 2015-2017

In Part 2 you should describe the key objectives and the main activities that you will undertake during this period.

You are requested to organise your activities under the three specific categories provided below.

In this document you are expected to present the strategic planning of your activities, which will set the framework of the specific activities of each year. You are not expected to present a detailed planning of the annual activities in this document.

The specific activities to be implemented each year will have to be described in your annual application. For 2015 this detailed list of activities must be presented in Annex 7.

1. Improving the organisational capacity and the management of the network

EU funding aims to support the functioning of EU networks. It should allow them to develop their structure and capacities, it should support them in performing more efficiently and effectively and it should contribute to the development of the EU networks into sustainable entities.

This category is intended for all activities related to the **general management and coordination of the network**, including the network's internal structure and management, its relations with its members and future/potential members, its staff policy and human resources policy, its financial independence and fundraising activities, etc.

I. Key Objective(s)

1. Improve AGE working methods to involve AGE members and experts more effectively in AGE work in a coordinated way, paying particular attention to under resourced members and members facing language barriers
2. Develop AGE membership and representativeness in countries where representativeness is low or non-existent
3. Improve AGE long-term financial independence through the development of an adequate fundraising strategy to increase own income from both internal and suitable external sources

II. Main activities

Give a short name for each activity and number them.
Indicate the timeframe of implementation of each activity.

No.	Name and description of the activity	Timeframe		
		2015	2016	2017
1	Overall management of the Secretariat	✓	✓	✓
2	Organisation of AGE statutory meetings: annual General Assembly, 2 Council of Administration, 2 Accreditation Committee and 4 Executive Committee meetings	✓	✓	✓
3	Overall management of AGE membership network, including visits to civil society	✓	✓	✓
4	Coordination of AGE 14 Task Forces on policy priorities (more than 460 experts who work	✓	✓	✓

	mainly virtually and meet occasionally for face-to-face meetings in Brussels)			
5	Fundraising activities	✓	✓	✓

2. Contributing to the development of EU law/policies and to their implementation

The EU networks are key actors, which can play an important role in facilitating the flow of information between their members and the EU. On the one hand, they can provide practical experience and evidence regarding the situation on the ground and, on the other hand, they can translate these facts and experience into more conceptual tools and positions.

This category is intended e.g. for all **analytical activities** of the networks aiming to collect data and information, conduct research and studies, analyse problems and propose recommendations, debate key issues in the respective policy area, etc.

I. Key Objective(s)

1. Achieve progress on the policy priorities agreed by the General Assembly for the period 2015-2017, in particular towards the launch of a European Strategy on Demographic Change to ensure better protection of older people's rights in EU internal and external action and promote a society that is sustainable and fair to all age groups

2. More active involvement of our members/experts in the relevant aspects of the European Semester process, other initiatives of the Europe 2020 Strategy and other key processes at national level (employment, social protection reform, fight against poverty and social exclusion)

3. Ensure that AGE work reflects the reality faced by older people at grass root level by promoting direct involvement of older people in AGE policy work

4. Support transversal cooperation and exchange of good practice between members

II. Main activities

Give a short name for each activity and number them.
Indicate the timeframe of implementation of each activity.

No.	Name and description of the activity	Timeframe		
		2015	2016	2017
1	<p>Coordinate AGE members' contribution to the development and implementation of EU's (internal) fundamental rights and of (external) human rights strategy, in particular:</p> <ul style="list-style-type: none"> Monitoring and analysis of EU policies and their impact on rights of older persons Monitoring of the implementation of directives 2000/78/EC and 2000/43/EC and providing information on their impact at the national level Gathering national examples of age discrimination in access to goods and services (ex. financial services, health and long-term care, etc.) 	✓	✓	✓

	<ul style="list-style-type: none"> Monitoring negotiations of horizontal anti-discrimination directive and provide legal analysis and evidence-based recommendations on provisions related to age discrimination Support and raise awareness of the Diversity Charters in Europe in the framework of our campaign for an age-friendly EU. collect feedback from AGE members to inform the EU debate on progress made to fight age discrimination in access to life-long-learning, employment, healthcare and housing, as well as access to transport and ICT Monitoring implementation of EU Disability Strategy and UN Convention on the Rights of persons with Disabilities by the EU and Member States with regard to ageing persons with disabilities Collecting data on the status of older people's rights in Member States and coordinate input from AGE members to contribute to UN processes on the rights of older persons (OEWG, Independent Expert, etc.) Contributing to the joint reflection that AGE has launched with the European Commission, the Council of Europe, the UN High Commissioner of Human Rights and the European Network of National Human Rights Institutes (ENNHRI) on the rights of older persons in need of care and assistance (organise a joint annual event around the World Awareness Day on Elder Abuse, 15 June) Monitoring policy development and collect input from AGE members and experts on consumers rights, in particular in the field of financial services, transport, ICT and long-term care services. 	✓	✓	✓
2	<p>Build political support for a EU Strategy on Demographic Change</p> <ul style="list-style-type: none"> Engaging in a thorough debate with AGE members to build the case for a EU Strategy on Demographic Change that would coordinate all work done at EU level that is affected by demographic change 	✓	✓	✓
3	<p>Coordinate AGE members' contribution to the European Semester process, in particular:</p> <ul style="list-style-type: none"> Issuing an annual analysis of Annual Growth Survey (AGS), National Reform Programmes (NRPs) and Country Specific Recommendations (CSRs) based on members feedback on employment, social protection reform (pension, health and long-term care), fight against poverty and social exclusion On the basis of this analysis, build an annual review of the impact of the European Semester on older person's rights 	✓	✓	✓
4	<p>Coordinate AGE members' contribution in other relevant initiatives of Europe</p>			

<ul style="list-style-type: none"> Participating in as member and contributing input to work done by the European Platform against Poverty (EAPN) 	✓	✓	✓
<ul style="list-style-type: none"> Participating in as member and contributing input to work done by the European Public Health Alliance (EPHA) 	✓	✓	✓
<ul style="list-style-type: none"> Participating in as member and contributing input to work done by the informal coalition of EU non-discrimination Networks 	✓	✓	✓

3. Building the capacity of the members of the network and/or training relevant practitioners and stakeholders and/or informing the general public

The EU networks are well placed stakeholders for disseminating information and transferring knowledge on EU law and policies to both specialised and general audiences.

This category is intended for activities related to **training, awareness-raising, dissemination, development of communication tools**, etc.

I. Key Objective(s)

- Raise awareness among the public at large of EU policies and initiatives that have an impact on the lives of older citizens** and how older people can enjoy the rights conferred to them by the EU treaties and legislation (mass awareness-raising)
- Raise awareness of relevant EU funding opportunities** (awareness-raising)
- Build the capacity of AGE members to use information produced by AGE to influence their own national non-discrimination and equal opportunities agenda** (targeted training)
- Reach out to greater numbers of older people and interested parties through AGE website, EP blog and social media** (development of mass communication tools)

II. Main activities

Give a short name for each activity and number them.
Indicate the timeframe of implementation of each activity.

No.	Name and description of the activity	Timeframe		
		2015	2016	2017
1	Awareness campaign on the promotion of an age-friendly EU where everyone can enjoy equal opportunities and live free of discrimination, including older people.	✓	✓	✓
2	Production of on-line communication tools: CoverAge (on-line monthly magazine in English with summary translation in FR, twitter, Facebook), blog on European Parliament activities of relevance to older citizens	✓	✓	✓

3	Publications: Annual Report, thematic brochures on policy priorities (to be decided for each year)	✓	✓	✓
4	Developing online handbook with information on EU funding opportunities for projects support a positive approach to demographic ageing, non-discrimination, fundamental rights, citizenship, employment of older workers, active and healthy ageing, etc. in English (will be updated on a regular basis)	✓	✓	✓
5	Developing a series of training handbooks to be used to build the capacity of national organisations to advocate on the rights of older people (2015: United Nations instruments and processes; 2016: Council of Europe; 2017: update on EU instruments, their links with international instruments and how they apply to older people)	✓	✓	✓
6	Developing and updating an online training handbook to build the capacity of AGE members to use information produced by AGE to influence their own national agenda and relevant EU policies	✓	✓	✓
7	Issue +/- 12 press releases per year on key events including 29/04 (EU Day of Solidarity between Generations) and 1/10 (UN Day of Older People)	✓	✓	✓