



AGE Platform Europe Strategy 2018-2021

Adopted by General Assembly on 8 June 2017

This 4 year strategic plan was developed by setting up a Strategy Drafting Group and a Strategy Working Group and has actively involved members, task force experts and staff over a full year. The purpose of this internal debate was to ensure that AGE members would be actively involved in setting AGE work priorities for the coming years.

We thank all members and Task Forces members who contributed to this discussion for their valuable contributions and constructive remarks.

I. Preamble

Respect and enjoyment of ones' human rights by all individuals is a fundamental feature of our democratic societies. The right to be respected and treated with dignity, to take part and be included in society may seem straightforward to some people, but can be a real challenge for some older people. And this is all the more true in these tough economic times, when fundamental rights tend to be overshadowed by economic concerns.

In the past decade, the global and EU contexts have changed radically the political and social landscapes in Europe. The persistent economic and social crisis combined with the baby-boomers' demographic "pressure", the migration and refugee's crisis, the growing fear of terrorist attacks, the shock of the Brexit referendum , all lead to a growing feeling that the EU needs to reconsider its objectives, organisation and processes.

In the coming years we wish to help the EU reconnect with its citizens and create a forward looking society where everyone has a role to play, is valued and supported to lead an active and autonomous life regardless of age, gender, race or ethnic origin, religion, disability or sexual orientation.

Maintaining and enhancing our basic European values of dignity, solidarity and equality should remain the main priority guiding all EU external and internal actions.

As members of the older generation, we have a duty to defend our shared values and the European dream that we and our parents built together over the past decades. Our aim is that of a European Union of peace and solidarity, growth and prosperity for all, respectful of the diversity among its member states and supportive of other regions of the World.

Together we want to pursue our endeavours in favour of a society inclusive of all and





will continue to join forces to ensure a better and safer future for all generations in Europe and in other parts of the world.

II. Our Vision

Our vision is that of an inclusive society for all ages, based on solidarity and cooperation between generations, where everyone is empowered to participate fully and enjoy life in full respect of their rights while fulfilling their duties and responsibilities.

III. Our mission

Our mission is to voice and promote the interests of the 198 million citizens aged 50+ in the European Union and to raise awareness of the issues that concern them most. Through its members, our network represents more than 40 million senior citizens across the EU. AGE network seeks to promote older people's rights at EU and international levels, to combat ageism and support a dignified, active and socially included old age for all. It also supports the participation of its member organizations in relevant EU, United Nations and Council of Europe work and projects, networking and related actions at national level.

IV. Nos principes directeurs

- Demographic change as an opportunity

We see the current demographic change as an opportunity to create an age-friendly society across Europe where all citizens, whatever their age, can enjoy equal rights and opportunities and are empowered to contribute to the wellbeing of their communities. A large majority of older people live independently, but with demographic ageing a growing minority is expected to need care, creating opportunities for employment and innovation.

- A comprehensive approach to ageing

Demographic ageing, fast technological changes and rapid digitalisation, and other social developments are changing our societies in fundamental ways. We believe that a comprehensive assessment and a reworking of our economic and social policy framework are needed to make our European social model sustainable and fair for all generations. This requires the adoption of a multidimensional and integrated approach to ageing and the involvement of all relevant actors including older people themselves in the design of solutions that are appropriate and beneficial for all.



- Older women and men as self-advocates

We believe that older women and men should be able to speak out on their own behalf, in order to better protect their interests and express their very diverse needs. We therefore place great importance on older people's leadership and active involvement in all AGE activities and policy work.

V. Our key objectives

- Promote older people's human rights at EU and international level

While our human rights do not change as we grow older, older persons often face negative attitudes and age discrimination in particular in access to employment, goods and services, financial services, health and long-term care, transport, housing, new technologies, information and education, etc. A key objective is to promote older persons' human rights at EU and international level to combat the barriers that prevent older people from participating fully in society, including when they are dependent on others for everyday activities and decisions, and to adequately protect them from neglect, abuse and violation of their rights in order to allow everyone to live and age in dignity.

- Monitor and positively impact the formulation and implementation of relevant EU socio-economic policies

Major socioeconomic reforms have been introduced to address various shortcomings of the EU growth model and to create the conditions for a different type of growth that should be 'smarter, sustainable and inclusive'. For AGE, as other social NGOs, a key objective is to challenge the overwhelming focus on economic objectives and push for policies that will support an 'inclusive growth' paying due attention to the need of Europe ageing population to ensure that everyone can live and age in dignity as stated in Art. 25 of the European Charter of Fundamental Rights.

- Promote a positive image of ageing and older people

Demographic ageing is too often perceived negatively and older people described as a burden to society and public budgets. This negative image does not do justice to the huge contributions older people make to society as workers, tax payers, volunteers, informal carers and consumers. A key objective of AGE is to push for a radical change of attitudes to achieve an inclusive society and support greater solidarity and cooperation between generations, including in long term care.



- Promote age-friendly environments at grass-root level to support active and healthy ageing

According to the World Health Organisation (WHO), the physical and social environments are key determinants of whether people can remain healthy, independent and autonomous long into their old age and live in their own homes and communities. Age-friendly environments (AFE) empower older people to age in better physical and mental health, promote their social inclusion and active participation and help them maintain their autonomy and a good quality of life in their old age. AFE enable older workers to remain at work for longer, lower the pressure on traditional care and assistance and boost the economy through demand for innovative solutions. A key objective of AGE is to promote age-friendly environments as one of the most effective approaches for responding to demographic ageing and increasing the Healthy Life Year expectancy.

- Improve awareness and knowledge of older people's rights, concerns and expectations across the European Union and at international level

Through its policy and project work; a key objective of AGE is to improve understanding and knowledge among the relevant policy makers and stakeholders of older people's diversity in terms of needs, concerns and expectations and the challenges they face in enjoying their rights on an equal basis with other age groups, and to bring positive change.

VI. Our work priorities

To achieve our objectives, our work focuses in particular on the following priorities:

Anti-discrimination and equality

- Improving the European Union, Council of Europe and United Nations legal framework to ensure older people can enjoy their human rights as any other citizens (EU equal treatment directive, possible UN convention on the rights of older people)
- Gender equality in old age
- Multiple discrimination that affect specific groups in old age
- Dignified ageing for all including the frail and very old, and fighting elder abuse



- Accessible transport, housing, public space and new technologies, promoting the concept of age-friendly design-for-all

Social protection

- Supporting longer working lives with quality employment and for all: active ageing, volunteering and life-long learning and cross generational transfer of skills and knowledge
- Adequate income for all in old age through sustainable pensions and effective social protection against poverty and social exclusion;
- Universal access to quality and affordable health and long-term care;
- Promoting initiatives and exchange of good practices that will enable senior citizens to continue to live independently and safely in their own home and familiar surroundings

Active citizenship

- Fostering older people's autonomy and active citizenship
- Promoting a positive image of ageing and older people's role and contributions to society
- Supporting active involvement in European Union, Council of Europe and United Nations policy developments
- Promoting greater solidarity and cooperation between generations
- Building AGE and its members' capacity to respond to new and emerging issues

VII. Our activities

To achieve our objectives and respond to our members' and external stakeholders' expectations, we rely mainly on complementary types of activities:

- Policy work: implementing AGE policy priorities agreed by the General Assembly
- Project work: seizing relevant opportunities to work further on AGE priorities through EU projects
- Networking: supporting members' interaction, cooperation and participation in joint projects and initiatives.

This triple approach is considered essential to fulfil AGE mission, i.e. "voice and promote the interests of the 198 million citizens aged 50+ in the European Union and to raise awareness of the issues that concern them most."



Our policy work

Our main policy activities for the coming years will be to:

- Voice AGE members' concerns and advance **older people's rights** in relevant on-going debates at European Union, United Nations and Council of Europe level through policy monitoring, pro-active contributions, responses to consultations, participation in key meetings and issuing position papers addressed in particular to:
 - the **European Parliament** Committees DROI (Human Rights), LIBE (Civil liberties, Justice and Home Affairs), FEMM (Women's rights and Gender Equality), IMCO (Internal Market and Consumers), TRAN (Transport and Tourism) : amendments to EP reports, proposals for own initiative reports, AGE-EP events, support to Intergroup on Ageing and Solidarity between generations); preparation of next European Parliament elections.
 - the **European Commission** (Directorate General Justice, FISMA, CONNECT, EMPL, SANTE, ECFIN, MOVE, etc.): responses to public consultations, regular meetings with key officials, participation in key expert groups set up by the Commission, co-organisation of key events related to older people's rights.
 - the **Council**: regular contacts with Member States permanent representations to the EU and rotating EU Presidencies, the COHOM (Council working party on Human Rights), the European Union External Action Agency (responsible to EU position in the UN OEWG).
 - the **EU Fundamental Rights Agency**
 - the **UN Open-ended Working Group on Aging** (OEWG) set up for the purpose of strengthening the rights of older people;
 - **World Health Organisation** global headquarters in Geneva and their campaign "Take a Stand against Ageism" officially supported by AGE;
 - **Council of Europe** Secretary General, Commissioner for Human Rights and Conference of International Non-Governmental Organisations (of which AGE is a member).
 - **ENNHRI** (European Network of National Human Rights Institutes), **EQUINET** and **EU non-discrimination networks**



- **BEUC** (European Consumer Organisation)
 - **European Passengers Federation**
- Voice AGE members' concerns and advance older people's rights in relevant on-going debates on **EU socio-economic policies** that have an impact on older persons through policy monitoring, pro-active contributions, responses to consultations, participation in key meetings and issuing position papers dealing in particular with the implementation of the European Semester (EU macroeconomic policy framework) and the UN Madrid International Plan of Action on Aging) and addressed to:
- The European Commission: DG EMPL (EU Pillar of social rights, employment policies, pensions reforms, funding of long-term care, European Semester); DG ECFIN (impact of ageing on public spending);
 - The Council: Social Protection Committee, and its working group on Age
 - The relevant European Parliament Committees: EMPL (Employment and Social Affairs), ECON (Economic and Monetary Affairs), FEMM (Gender equality)
 - UN-Economic Commission for Europe (UNECE)
 - WHO Global strategy and action plan on ageing and health
 - Social Platform
 - European Anti-Poverty Network
- Voice AGE members' concerns and advance older people's rights in on-going debates on **age-friendly environments in Europe** through pro-active contributions supporting the concept of design-for-all, standardization, mobility, accessibility, new technologies, senior tourism, responses to relevant consultations, participation in key meetings and expert groups, issuing position papers and cooperating in particular with:
- The European Covenant on Demographic Change
 - The European Commission: DG JUST (consumers' rights), DG CONNECT (EU Partnership on Active and Healthy Ageing and EU Silver Economy; e-Health Week); DG EMPL (European Accessibility Act); DG MOVE (accessibility of all transport modes), DG SANTE (EU health policy forum)



- European Parliament Committees: ENVI (Environment, Public Health and Food Safety), ITRE (Industry, Research, Energy), EMPL (Employment and Social Affairs), IMCO (Internal Market and Consumers), TRAN (Transport and Tourism), Intergroup on Ageing and Solidarity between Generations
 - CEN-CENELEC (European standardisation organisations) and ANEC (European Consumers' voice in standardisation)
 - WHO Global Network on Age-Friendly Cities and Communities
- Campaign to mobilise older people to play an active role in the next European Parliament elections in order to:
- Ensure that older people's views are taken on board in the political groups' manifestos
 - Gather support for the re-establishment of the EP Intergroup on Ageing and Solidarity between Generations

Our project work

Being the largest network representing older people in the EU, AGE is often asked to join EU projects to bring the perspective of our members. We join European projects where our platform can add value, can bring the viewpoint of older people in the discussion and can support the genuine implementation of the principle of user involvement.

The role of AGE in projects varies widely, from leading coordinator to member of the Advisory Board or associated partner, but our objective in all is to voice older people's perspectives, to effectively involve end-users at all stages, and to ensure the main ethical and legal issues are correctly addressed.

AGE involvement in projects as a partner can be:

- as a member of the Advisory Board where AGE experts are called to provide expertise and direction to a project, to suggest improvements, to assess the evolution of some actions (e.g. the content of deliverables, the implementation of a pilot site, the accessibility of the project...), to provide the peer review of documents, to wider disseminate the project's outcomes, as well as to discuss the project's exploitation and sustainability plans.
- as participant in User Fora, where they meet experts, users, stakeholders and end-users (other older people and/or people with disabilities) for discussions with researchers, policy makers and decision-makers, designers and developers.



- through providing feedback on e.g. deliverables and other documents, project brochures, leaflets, and dissemination materials, where it is important to get the opinion and suggestions from “fresh” and experienced eyes.
- through disseminating the projects’ outcomes at European level, by presenting them in relevant events (e.g. Institutional conference, public workshops and seminars), by writing articles in our monthly newsletter and dedicated newsflashes, besides working to present projects’ results to organisations of older people, their broader networks, and regional, national and European stakeholders.

AGE is moreover committed to bridge projects and policies activities, especially at European level. AGE indeed feeds the projects’ activities, e.g. by providing insights from the national and European policy perspectives, by presenting inputs, best practices and feedback coming from its experts and members, by highlighting interesting events even at national and regional level, by sending information regarding policy developments and/or raising concerns. In such a way, AGE works for narrowing the gap between the policy areas, the projects and research activities.

AGE’s activities in research projects are fully financed by EU programmes 7th Framework Programme, Horizon 2020, ERASMUS+, etc.

Our networking work

Opportunities to support networking between our members are provided during AGE statutory meetings (Council and General Assembly, Annual Conference) as well as through the Task Forces.

The Secretariat informs members of EU calls for proposals which might interest them and provides support to members searching for partners in other countries to work on a common project or looking for examples of good practice from other countries.

To increase members’ opportunities to work together on a common work priority, in the framework of this Strategy, AGE will seek to identify groups of members interested in applying together for EU funding and will pro-actively support them in the preparation of their project application. AGE’s involvement in such project will be subject to the approval of the Council and, if needed, AGE co-funding needs will be covered by those members who will be involved in the networking project.

VIII. Our communication strategy

Communication with our members and partners, is mainly through our governing bodies (General Assembly, Council) and Task forces, our website, monthly online newsletter



(Coverage), newsflashes, social media, online questionnaires and publications, as well as AGE's multilingual staff.

To pursue our mission, we produce policy papers on AGE key priorities, an annual analysis of the situation of older people across the European Union based on the domains of the UN Madrid International Plan of Action on Ageing, self-advocacy training tools, answers to key European Commission consultations, amendments to relevant European Parliament reports and annual reports. In addition we participate in key meetings, conferences and advisory groups to voice the interests and concerns of older people raised by our member organisations.

To reinforce ownership among our members, we will seek to build stronger links between our members' own communication tools and AGE tools, and to increase opportunities for members' visibility on AGE website (members' blog, members' profiles, etc.).

To address the language barrier and allow a wider participation of older people in AGE work, we will encourage our members to translate key documents in their own language and share their translations with AGE so that they can be posted on AGE website in order to reach out to more grass root citizens and potential new members.

IX. Our membership

Our membership is composed of organisations of older people or directly representing older people, as well as non-profit organisations providing services to older people or active in the ageing field, established in Europe.

In today's context of rapid political changes, we feel it is important that AGE remains as inclusive as possible of older people's communities across the European Union, as well as countries from the European Free Trade Association (EFTA).

In the coming years we will seek to expand our membership to enable more older citizens to take an active part in European Union, United Nations and Council of Europe policy developments that are relevant for them and increase AGE representation as the coordinated voice of older people in Europe.

Executive Committee members and staff members will visit interested members to present and discuss AGE work and achievements and their relevance to our members' own work, as well as identify how members can voice older people's concerns and shape AGE work and use AGE work for their own benefit.

X. Our main external stakeholders



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Our main external stakeholders are:

- The relevant EU and international institutions
- The relevant European and international organisations, social partners and NGOs
- Universities and research centres working on ageing issues
- Companies active in the silver economy

In the coming years we will continue to expand our contacts with the relevant external stakeholders to strengthen the impact of AGE action.

(For the current list of AGE stakeholders, see Annex 2)

XI. Our organizational structure

AGE Platform Europe is governed by the **General Assembly** composed of all AGE's Full members, and by its elected representatives meeting in a **Council of Administration and Executive Committee**. Each Full member is entitled to participate in the annual General Assembly and has voting rights. 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 multi-annual strategy and work priorities,
- the programme of activities and the budget¹ for the forthcoming financial year;
- the approval of the annual accounts submitted by the Council and to grant discharge to the Council and Secretary General;
- 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 to be decided by the General Assembly as required by the Statutes.

¹ AGE annual policy work programmes and budgets are agreed by the General Assembly in the framework of multiannual strategic plans funded by the Rights, Equality and Citizenship Programme of the European Union.



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. National Council members are elected by all AGE Full members in their country (one seat for each EU and EFTA country. Large countries have a right to two seats in the Council). European Federations of older people have collectively the right to up to five seats and European organisations have the right to up to two seats. However a single Full member cannot have more than one seat on the Council. The Council of Administration meets twice a year.

The **Accreditation Committee** is responsible for checking the eligibility of all membership applications and members' requests regarding their membership of 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 from 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** is composed of the President who is elected by the General Assembly and four Vice-Presidents, a Treasurer and a Secretary elected by the Council among its members. The Executive Committee is responsible for providing policy guidance and support to the daily management of AGE and overall staff management. The Executive Committee meets four times a year.

AGE President is elected by the General Assembly and has the following powers and tasks:

- Chairing the meetings of the General Assembly, Council of Administration and Executive Committee.
- Supervision, on behalf of the Executive Committee, of the activities of the Secretariat in coordination with the Secretary General.
- If so required by the urgency of the matter, the President can take any appropriate measure after having consulted with the members of the Executive Committee and the Secretary General. S/he will report such action to the following meeting of the Executive Committee who will be asked to ratify this decision.
- The President has the casting vote when there is a tie on a point of the agenda of any statutory meeting.

AGE Secretariat: AGE Secretariat is responsible for the administrative day-to-day management of the association and for liaising with the EU institutions. The Secretariat is led by **AGE Secretary General** who is the official legal representative of the



organization to the EU institutions and has the overall responsibility of managing AGE secretariat and implementing AGE's strategic objectives. The Secretary General is responsible for the appointment of staff, in consultation with the internal staff evaluator. They must give due regard to equal opportunities in the recruitment process, and further seek a balance within the Secretariat that reflects the different languages and Member States of the EU.

XII. Our working methods

Ensuring members' active involvement in AGE work

AGE works on the principle that all members have their say in all AGE's activities in relation to policy development and influencing. Ideally, there will be enough time to develop AGE's position on specific policy issues as they arise.

To ensure the involvement of members in AGE work, each member organization will be asked to nominate one or two contact person(s) who will receive information on AGE work. Members' contact persons will be in charge of following what AGE is doing, forward the received information to the relevant persons/working groups dealing with that dossier in their organization and act on it. Members should nominate contact persons who have enough knowledge of English and direct access to email to follow what AGE is doing. Our aim is to bring AGE work closer to our members and help them build links with their own work priorities (making the EU more relevant to its grass-root citizens).

In practice however, it will not always be possible to consult all members, due to short deadlines or unexpected developments. In the interests of older people, where these are clear, and in order that AGE continues to be seen by policy-makers as an effective representative of its members and as being well-informed about the needs of older people, it may be necessary on some occasions to respond without full consultation and the working methods are clearly outlined in article 19 of [AGE Internal Rules](#).

Task forces

Working closely with the secretariat, Task Forces (TF) have been set up in 2014 in accordance with Art. 18 of AGE Statutes. Our objective is to facilitate a wide involvement of members, experts, volunteers in TFs. TFs should not only better reflect



the complexity and diversity of AGE members, but also ensure a more open and diverse debate among a broader spectrum of AGE members.

Task forces are internal advisory groups composed of individuals nominated by AGE Full members. Following an internal discussion held in 2016-2017, it was decided to merge some of the Task Forces set up in 2014 to streamline AGE policy work,

For the period 2018-2021 AGE policy work will be supported by the following seven task forces:

- Age-Friendly EU: Mobilisation for age-friendly environments, mobility, accessibility, standardization and senior tourism
- Human rights, age discrimination
- Employment, Active citizenship and Participation
- Adequate income for a dignified life in old age, fight against poverty and social exclusion
- Consumers' rights, Financial services: insurance products, second and third pillar pension products
- Healthy ageing
- Dignified ageing: protection against elder abuse, access to affordable quality long-term care

Task Forces will work mainly virtually but some physical meetings or joint meetings will be organised each year when absolutely necessary and budgetary availability allows, for example back-to-back with key events to optimize use of AGE travel budget.

Policy Coordination Groups

To horizontally coordinate input from the relevant Task Forces on the following two key policy processes, AGE will set up two Policy Coordination Groups (PCG) with Council members and interested Task Forces' members, to coordinate AGE's contribution to the annual monitoring of policy and /or action implementation in the context of the:

- European Semester
- UN Madrid International Plan of Action on Ageing (MIPAA)



XIII. Our human resources

To implement our activities we rely mainly on two internal sources of skills and knowledge:

- **The Secretariat:** composed of professional staff with skills and knowledge of EU and international policies relevant to older people that are deemed necessary to implement AGE work priorities on a day-to-day basis and liaise with our external stakeholders.
- **AGE members:** On a voluntary basis and through their representatives in AGE statutory bodies and task forces AGE members contribute their skills and knowledge of the situation of older people and national policies in their countries.

In recent years, our human resources have decreased due to budget cuts introduced in 2015 (we lost one Full Time Equivalent). In the coming years, in order to fulfill our key objectives and work priorities we will need to reinforce our Policy team in particular in the field of human rights and ageism in access to health and long-term care. In addition, to improve interaction with our members and experts and support greater involvement of older people in AGE activities, we will rely more on our members to translate and disseminate AGE main messages and calls for input in their own languages.

To support AGE staff retention's objective, we will also seek to improve the working conditions of our staff and fulfill our employer's duties, in particular ensuring that they have access to the basic social protection required by Belgian Law by building an adequate legal reserve to be used in case of redundancy.

In line with EU non-discrimination legislation AGE will continue to be an equal opportunity employer and to encourage diversity among its staff members

XIV. Our financial resources

Since it was established AGE work has been financed in greater part by EU funding. Our financial resources for the period 2018-2021 are expected to come from two different strands based on the type of work they cover:

- Funding earmarked for our policy work representing +/- 65% of our overall budget (estimated figure for 2017)
- Funding earmarked for our project work representing +/- 35% of our overall budget (estimated figure for 2017)



Since 2015, our policy work is co-financed at 80% by an operating grant from the EU Rights, Equality and Citizenship programme while the remaining 20% is covered by membership fees, General Assembly registration fees and donations.

Our research project work is covered at 100% by EU research programmes.

In 2017, AGE overall income is expected to come from:

- EU funding programmes (Rights, Equality and Citizenship operating grant funding AGE policy work and various EU projects): +/- 85% of AGE total income
- Membership fees and donations from AGE members: +/- 10% used for the co-funding of AGE policy work
- Sponsors: +/- 5%

With our members' help, to improve AGE financial sustainability and independence we will devote more efforts to increase both our internal and external income through a combination of the following actions:

- Ensuring a more stable internal income from membership fees through expanding our network and reviewing the way membership fees are calculated to better reflect the evolution and representativity of AGE members;
- Setting up a solidarity fund whereby interested members would make donations to be used by AGE to support members which encounter severe financial difficulties in order to allow them to remain involved in AGE network and ensure AGE can continue to benefit from their national feedback. The Council will define how the solidarity fund will be raised and used.
- Attracting more donations from our members through a range of specific initiatives that will target potential internal donors;
- Encouraging more in-kind contributions from AGE members to expand our resources and reach out to more older people at grass root level;
- Expanding our partnership with external stakeholders² through a series of proactive initiatives. We will also target some potentially interested external sponsors with whom AGE would like to work.

² In 2014, AGE adopted a Code of Ethics and partnership programme with external stakeholders: <http://www.age-platform.eu/sponsorship>



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XV. Our evaluation process

External evaluation: In the framework of this Strategy the external evaluation will follow a multiannual cycle 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 key indicators.

The evaluation will systematically look at AGE added value, especially in the context of the implementation of European Union, United Nations and Council of Europe's legal instruments and policies and in cooperation with other networks.

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 all AGE members.

Internal annual reviews: The Secretariat will undertake annual internal reviews and will share relevant outcomes with AGE external evaluator. Quantitative and qualitative data will be collected through an internal membership survey on a few key indicators to measure membership satisfaction and participation in AGE activity as well as the scope of progress achieved through AGE action and outreach.

A small group of 4-5 persons representative of AGE membership will be set up to act as internal reviewers.

The outcomes of both the external evaluation and internal reviews will be used to assess progress achieved toward AGE key objectives at the end of each year and draw recommendations on areas which would need to be improved. They will also be used to inform AGE following Strategy in a virtuous cycle.



Annex 1: AGE SWOT Analysis

Our members' assessment of AGE Platform Europe's strengths, weaknesses, opportunities and threats on which our next Strategy is built:

Our strengths

- Competent and loyal staff
- Very strong relationships with:
 - EU commission
 - Universities
 - NGOs
 - Organizations
 - Council of Europe
 - United Nations
 - World Health Organization
- Well respected organization
- Diverse base of members, representing a large number of older people with very diverse cultural background
- Extensive expertise in running EU projects
- Has built up strong base of research grounded on evidence and experience of older people across the EU
- Global recognition
- Accessible quality website
- Range of useful handbooks, tools and information for older people
- Multilingual staff able to communicate in 8 EU languages

Our weaknesses

- An insecure financial basis.
- Members whose expectations are not always congruent
- Lack of direct contact with members leading to lack of 'brand' recognition of AGE at grassroots level
- Membership erosion



- Lack of backing to the combined lobby and project approach The AGE approach of combining lobbying activities with project participation is not always supported by all members.
- The limited resources AGE has to accommodate the linguistic needs of its diverse membership which hampers members' participation in some countries

Our opportunities

- Contribute to the rebuilding of the European Union with other generations to bring it closer to its citizens
- Develop a 'Europe for all ages' agenda with youth NGOs
- Be the recognized voice of older people across the EU
- Act as strong representatives of older people
- Be the preferred partner in questions relating to the older generation in terms of the impact of policy on the lives of older EU citizens
- Older people across the EU trust AGE to represent them effectively
- Activate members in participation in programs and projects
- Mobilize older citizens to understand their human rights and articulate for themselves
- Develop brand recognition with specific professional bodies relating to health care
- Develop sponsorships which will benefit older people as well as AGE
- Increase membership to enable fees to be kept at an affordable level
- Facilitate member organisations to engage more directly with relevant national Ministries
- Run training events for member organisations on relevant issues –

Our threats

- Older people are seen as burden on society
- Dissonance among Council members in relation to basic internal issues
- Diversity of members leads to lack of coherence in Council discussions
- Anti-democratic proposals for internal voting
- Financial constraints
- Lack of contact with some parts of Commission and Parliament
- Lack of focus on older generation among EU institutions



Annex 2: AGE external stakeholders

In 2016-2017 AGE main external stakeholders are:

EU and international institutions:

- The European Commission: DG Justice, DG Employment, DG Connect, DG Santé, DG Financial Markets, DG Research, DG Growth, DG ECFIN
- The European Parliament Committees (Justice, Employment, Health, etc.) and Intergroup on Ageing and Solidarity between generations)
- The Committee of the Regions
- The European Medicine Agency (EMA): Patient and Consumers Working Party
- The European Central Bank: Euro Retail Payment Board (high level group)
- The United Nations: ECOSOC and Open Ended Working Group on Ageing
- WHO: Age-Friendly World and WHO European Regional Office
- Council of Europe
- OECD

European and international organisations:

- European Covenant on Demographic Change
- Help Age International
- The Global Alliance on the Rights of Older People (GAROP)
- Social Platform
- EAPN (European Anti Poverty Network)
- EPHA (European Public Health Alliance)
- Other EU anti-discrimination networks
- CEN-CENELEC (EU standardization bodies)
- ANEC (the European consumer voice in standardization)

Universities through internship agreements:

- Maastricht University, (NL)
- National University of Ireland Galway (IE)
- Vesalius College (BE)

Companies through the [partnership programme](#) AGE launched in 2014:

- SCA (Swedish multinational paper product company, partner since 2015)
- Colgate Palmolive (in 2016 only)