



TERMS OF REFERENCE OF HEALTHY AGEING COLLABORATIVE (HAC)

I. Mission

To promote and strengthen multisectoral and multi-stakeholder partnering to foster healthy ageing and in particular the implementation of the [UN Decade of Healthy Ageing 2021-2030](#). The UN Decade of healthy ageing, endorsed by the World Health Assembly (WHA73(12)), aligns with and supports implementation of the United Nations Madrid International Plan of Action on Ageing, and the United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals.

II. Status

The Healthy Ageing Collaborative is an informal WHO led network for stakeholders to work together to improve the lives of older persons, their families and communities. The Healthy Ageing Collaborative is not a separate legal entity and derives its legal status from WHO. Thus, it shall be administered and housed in WHO. The operations of the Healthy Ageing Collaborative shall in all respects be administered in accordance with the WHO Constitution and General Programme of Work, WHO's Financial and Staff Regulations and Rules, WHO's manual provisions, and applicable WHO rules, policies, procedures and practices.

Becoming a Member of the of the Healthy Ageing Collaborative is not a legal undertaking and does not imply any legally binding agreement by any Member under national or international law.

III. Vision and objectives

The Healthy Ageing Collaborative, like the plan for the UN Decade of Healthy Ageing, envisions a world in which everyone can live a longer and healthier life.

To achieve this vision, the Healthy Ageing Collaborative will

- raise awareness of the UN Decade of Healthy Ageing (2021-2030) and its linkages with other agendas and mechanisms including but not limited to the [WHO Global strategy and action plan on ageing and health \(2016 – 2030\)](#), the Madrid International Plan of Action on Ageing, 2030 Agenda for Sustainable Development SDG and Our Common Agenda.
- strengthen international coordination on healthy ageing and promote multisectoral engagement and cooperation

- encourage and support national level implementation of the UN Decade of Healthy Ageing, including to reach people where they live
- recognize the role of older persons, ensuring their meaningful engagement in the implementation of the Decade including through the applications of human rights related approaches.

IV. Core Principles

The Healthy Ageing Collaborative is governed by the following principles:

- To facilitate coordination among interested parties to advance the implementation of the UN Decade of Healthy Ageing 2021 - 2030.
- To be aligned with the Madrid International Plan of Action on Ageing and the Sustainable Development Goals contributing to the progressive realization of all human rights by older persons including to the enjoyment of the highest attainable standard of health;
- To be inclusive and diverse in membership and structure, ensuring adequate participation from different stakeholder groups, geographical regions and income settings;
- To be transparent in all processes, including the operational procedures and Healthy Ageing Collaborative activities;
- To ensure all activities align with WHO's norms and standards.

V. Objectives

5.1 Objective 1: Raise awareness and advocacy through activities that increase support to the UN Decade of Healthy Ageing. To achieve this, the Healthy Ageing Collaborative will:

- Develop a plan that includes key events and opportunities to support the implementation of the Decade of Healthy Ageing;
- Promote and disseminate information and resources on healthy ageing, including good practices, models and approaches through the Decade platform, and other channels such as webinars;
- Promote and support, when and where relevant, UN Decade of Healthy Ageing messages and as appropriate events on healthy ageing at global and regional levels.

5.2 Objective 2: Encourage networking and knowledge sharing that catalyse cross-sector and multi stakeholder collaboration. To achieve this, the Healthy Ageing Collaborative will:

- Facilitate communication, build coherence (common narrative), and create stronger and more frequent linkages between Healthy Ageing Collaborative Members;
- Actively engage in and collaborate on capacity building activities on healthy ageing;
- Strengthen and increase communication among Healthy Ageing Collaborative members with other stakeholders.

5.3 Objective 3: Strengthen collaboration to advance implementation of Decade plan of action on healthy ageing and encourage multisectoral engagement and cooperation at the global, regional and national levels. To achieve this, the Healthy Ageing Collaborative will:

- Encourage and support national, regional and global level implementation of the Decade plan of action
- Champion the role of older persons, ensuring their meaningful engagement in the implementation of the Decade at all levels

VI. Governance and management

The Healthy Ageing Collaborative comprises of a Coordination Group, a Secretariat, and Members of the Healthy Ageing Collaborative. Collaboration among Members is facilitated through working groups.

The governance and management of the Healthy Ageing Collaborative is designed to facilitate coordination of activities, to ensure activities align with the UN Decade of Healthy Ageing overall mission and action areas, including the alignment with the 2030 Agenda for Sustainable Development, Our Common Agenda, the Madrid International Plan of Action on Ageing and to preclude influences of individual or organization-specific agendas. The Healthy Ageing Collaborative is not a decision-making body, nor does it have any bearing over the work and activities of its Members.

6.1 The Secretariat

WHO serves as the Secretariat of the Healthy Ageing Collaborative. The role of the Secretariat is to oversee the day-to-day management of the Healthy Ageing Collaborative's work, including coordination of discussions across its Members on priorities and gaps, preparation of draft work plans for consideration by the Coordination Group and/or the Working Groups along with administration and budget management.

More specifically, key responsibilities of the Secretariat are as follows:

- Serves as the interface between the Healthy Ageing Collaborative and its Members;
- Reviews, manages and approves the Healthy Ageing Collaborative's membership in line with WHO rules and policies.
- Review of applications to participate in the Healthy Ageing Collaborative, including the conduct of due diligence and risk assessment on Members applications if non-State actors, corresponding with all applicants and confirming admission of new Members.
- Develops, ensures follow up implementation and maintenance of the Healthy Ageing Collaborative's work plans in consultation with the Coordination Group;
- Approves the establishment of working groups, their workplans, appoint Working Group Chairs and oversee all working group activities;
- Facilitate engagement of all Members and the development of a strategy in the interests of effective collaborative work;
- Chair the Coordination Group meetings; Monitor and evaluate activities and processes of the Healthy Ageing Collaborative, making amendments as necessary, in consultation with

the Coordination Group, to optimize overall Healthy Ageing Collaborative functioning and impact;

- Coordinate correspondence with Healthy Ageing Collaborative Members, as required, to facilitate participation and collaboration of all Members;
- Coordinate the annual Members meeting of the Healthy Ageing Collaborative, with the Coordination Group including development of relevant documentation (e.g. agenda) and logistical support;
- On the Decade Platform (hosted by WHO) regularly update webpages on the Healthy Ageing Collaborative and develop a central repository of relevant documents and resources for Members of the Healthy Ageing Collaborative.

Subject to the availability of sufficient human and financial resources for this purpose, Secretariat support and coordination for the Healthy Ageing Collaborative will be provided by WHO. Secretariat support will be provided in accordance with WHO's rules, regulations, policies and procedures.

The Secretariat reserves the right not to implement any Healthy Ageing Collaborative recommendation or activity which it determines gives rise to undue financial, legal or reputational liability or is contrary to WHO policies, regulations and procedures.

6.2 Coordination Group.

The Coordination Group comprises the Chair and co-chair from each of the Healthy Ageing Collaborative working groups, who are appointed by WHO. The selection process will strive for balanced representation of the Healthy Ageing Collaboration Members, with respect to gender, age, geographical area and organization type. Coordination Group decisions will be made through consensus. With the exception of the Secretariat, the duration of the term of appointment of the Coordination Group members shall be for an initial term of two (2) years, with the possibility of renewal once. The Coordination Group is chaired by the Secretariat, who may appoint one member of the Coordination Group as the Vice-Chair for a two-year term.

Key responsibilities of the Coordination Group are as follows:

- Provide overall strategic direction, for the operative work of the Healthy Ageing Collaboration. This includes supporting development of the overall Healthy Ageing Collaboration workplans and strategies;
- Jointly coordinate with the Secretariat the annual meeting of the Healthy Ageing Collaboration Members, including development of relevant documentation and logistical support;
- Advise the Secretariat on Member applications;
- Oversee all working group technical activities, in consultation with the Secretariat;

- Monitor and evaluate activities and processes of the Healthy Ageing Collaboration, proposing amendments as necessary to WHO, to optimize Healthy Ageing Collaboration functioning and impact.

6.3 Working Groups

Four working groups may be established, with the possibility of additional working groups being established subject to Secretariat and Coordination Group approval. The area of focus of the four working groups will be decided jointly by the Secretariat and the Coordination Group, following expert consultation including with the UN Inter-Agency Group on Ageing. The terms of reference for each working group is approved by the Secretariat and is of a 2 years tenure, with possibility of extension subject to approval by the Coordination Group.

All Members in the Healthy Ageing Collaborative are encouraged to participate in working groups. The purpose of the working groups is to bring together members with similar interests, to share information and collectively work on specific activities that align with the Healthy Ageing Collaborative's overall mission and objectives. Each working group will have an area of focus with corresponding workplan, that is approved by the Coordination Group, which outlines its objectives, key outputs, priorities and methodology.

A Chair and co-Chair will be appointed in each working group by the Secretariat. They are responsible for:

- Coordinating working group meetings and activities;
- Facilitating communication within the group, ensuring balanced participation of its group Members;
- Providing verbal and written reports of working group progress to the Secretariat and the Coordination Group.

The Chair and co-Chair of each working group will be part of the Coordination Group and will therefore report regularly on their progress to the Coordination Group and at the annual Members meeting.

VII. Membership

The Healthy Ageing Collaborative ¹ consists of representatives from:

- Inter-governmental organizations;
- Government agencies/entities;
- Non-governmental organizations including Older People's Associations;
- Academic institutions;

¹ Individuals are not eligible for the Decade of Healthy Ageing Collaboration membership

- Private sector entities through regional or international business associations;
- Philanthropic foundations.

All entities seeking to apply for membership in the Healthy Ageing Collaborative must meet the following criteria:

- The aims and purposes of the applicant entity should be consistent with the WHO Constitution and conform with WHO's policies;
- The entity should contribute significantly to the advancement of the objectives, vision and goal of the Healthy Ageing Collaborative and demonstrate documented support for healthy ageing;
- The entity should respect the intergovernmental nature of the United Nations and WHO and the decision-making authority of Member States as set out in the WHO Constitution;
- The entity should be actively and internationally working in the field of healthy ageing or in an area that directly influences healthy ageing or with disadvantaged or underrepresented older people with proven experience and expertise in the subject matter for at least 2 years.

In addition to the above, applications from non-State actors desiring to join Healthy Ageing Collaborative will be considered by the Secretariat in line with the following criteria:

- The entity must be a legally established entity and not an individual;
- The entity should have an established structure, constitutive act, and accountability mechanism;
- The entity, if a membership organization, should have the authority to speak for its members and have a representative structure;
- If a non-State actor applying, the entity is required to provide the following information and documents in line with paragraph 39 of the WHO Framework of Engagement with Non-State actors (FENSA)²: name, objectives and mission of the entity, copy of the legal status (such as bylaws, constitution), governance structure, names and affiliations of the members of main decision-making bodies (such as Board, Executive Board), the assets, annual income and funding sources (list of donors and sponsors), relevant affiliations and website address. The entity will also sign the tobacco-arms disclosure statement without alteration.
- The entity should not use its participations for promotional and/or commercial purposes.

Each Member of the Healthy Ageing Collaborative must:

- Adhere to the Terms of Reference of the Healthy Ageing Collaborative;
- Actively participate in and support the Healthy Ageing Collaborative, its purpose, goals,

² Framework of engagement with non-State actors (FENSA), resolution WHA/69/10.
http://apps.who.int/gb/ebwha/pdf_files/wha69/a69_r10-en.pdf

objectives, guiding principles, work and activities;

- Attend and actively participate at the Healthy Ageing Collaborative's various annual and ad hoc meetings;
- Take responsibility according to the division of labor, and make meaningful contributions, in connection with the work and activities of the various Healthy Ageing Collaborative working groups;
- Share knowledge and information with other Members (such as resources, data, case studies, experience etc.), as appropriate, through the Decade Platform;
- Act in the best interest of public health in alignment with WHO policies and norms; and
- Ensure effective communication with Secretariat and with the Coordination Group related to activities relevant to the Healthy Ageing Collaborative's mission and vision.

7.1 Membership applications

A standardized form and online application process will be developed by the Secretariat. Membership approval will be based on an assessment, due diligence process, and review of submitted documents, in accordance with the eligibility criteria and in accordance with WHO's rules and policies. All membership applications will be approved by the Secretariat. Following this, membership applicants will be notified of their membership approval (or otherwise) by the Secretariat.

Consideration of an application by a non-State actor is contingent on compliance with the criteria set forth above and is subject to the outcomes of due diligence and risk assessment in accordance with FENSA.

VIII. Meetings

As the Secretariat of the Healthy Ageing Collaborative, WHO convenes an annual Members meeting, however additional meetings may be scheduled as necessary. The annual Members meeting is open to all Healthy Ageing Collaborative Members. In line with existing practise, these meetings can be virtual, face to face or hybrid as agreed by the Chair(s). Each Member will be able to nominate a maximum of two delegates to attend.

The aim of the annual Members meeting will be to:

- Review the Healthy Ageing Collaborative work plan;
- Serve as a platform for knowledge sharing amongst Members;
- Discuss issues put forward by the Coordination Group or the UN Inter-Agency Group on Ageing.

The Coordination Group meets every four months, to report on progress of the working groups, discuss issues and revise Healthy Ageing Collaborative work plan.

The Coordination Group can make recommendations to the Secretariat. In the event that a consensus is not reached, the Secretariat takes a decision in consultation with the Vice-Chair. The Secretariat reserves the right not to implement any recommendation or activity which gives rise to undue financial, legal or reputational liability or is contrary to WHO policies, regulations and procedures.

Coordination Group Members are accountable for informing their respective organizations on decisions, commitments and plans of the Healthy Ageing Collaborative.

Each working group will have meetings, attended by working group Members. The frequency of working group meetings will be determined by the Chair and co-Chair of the respective working group.

IX. Termination and withdrawal

Each Member including those acting as Chairs and Co-chairs, has the right to withdraw from participation in the Healthy Ageing Collaborative, at any time, subject to providing one month written notice to the Secretariat and to the orderly conclusion of any ongoing activities.

If a Member does not attend two successive annual Members meetings, without appropriate written explanation to the Coordination Group the Member will be deemed to have withdrawn from the Healthy Ageing Collaborative.

The Secretariat also has the right to terminate the membership of any Member at any time, upon providing written notice thereof to such Member. Without limiting the foregoing, the participation of any entity in the Healthy Ageing Collaborative shall terminate if and when such Member: (a) no longer subscribes or adheres to the goals, objectives and/or guiding principles of the Healthy Ageing Collaborative, as described in these Terms of Reference; (b) engages in activities that are not compatible with WHO Policies, and/or (c) ceases to meet the membership criteria for the Healthy Ageing Collaborative, as set forth in these Terms of Reference. In such instances, the decision to terminate involvement of a Member will be made by the Secretariat, in consultation with the Coordination Group.

WHO reserves the right to withdraw from administration of the Healthy Ageing Collaborative at any time, subject to providing the Healthy Ageing Collaborative Members with at least six (6) months' prior written notice and to the orderly conclusion of any ongoing activities. WHO also has the right, exercisable in its sole discretion, to close the Healthy Ageing Collaborative and to terminate any membership, its Coordination Group and/or to terminate any Vice-Chairmanship, in each case, at any time upon providing written notice thereof to the Member(s) concerned.

Member. The Healthy Ageing Collaborative, will in any case end on December 31, 2030 unless the Secretariat decides otherwise.

X. The Healthy Ageing Collaborative evaluation

The Healthy Ageing Collaborative Secretariat, in consultation with the Coordination Group, and the UN Inter-Agency Group on Ageing will evaluate the overall processes and outcomes of the Healthy Ageing Collaborative on a biennial basis, with the aim of assessing whether WHO should continue to host the Healthy Ageing Collaborative.

XI. Communications

11.1 Modus operandi

To ensure that the Healthy Ageing Collaborative is deliberately communicating with one voice to external parties on topics of substance (principles, priorities, plans and actions, funding, and all confidential information, etc.) any communication in the name of the Healthy Ageing Collaborative will take place through the Secretariat.

Members shall not make public statements on behalf of the Secretariat without the prior written consent of the Secretariat acting in consultation with Coordination Group.

11.2 Visual Identity

The Healthy Ageing Collaborative may develop a visual identifier such as a logo which will help identify the network to its audience. The right to use the logo, including on publications, may be granted to Members on a case-by-case basis with prior written approval of the Secretariat. Members shall not use WHO's name, acronym and emblem. This includes, inter alia, the display of the WHO logo and name on any premises, equipment, as well as on any communication and/or training materials, training certificates, social media tools or publications.

11.3 Publications

The Healthy Ageing Collaborative shall not produce publications, unless exceptional approval is given by the Secretariat. Any publication by a Member, other than WHO, referring to Healthy Ageing Collaborative activities shall contain appropriate disclaimers as decided by WHO, including that the content does not reflect the views or stated policy of the other Member.

Members must ensure that the work of the Healthy Ageing Collaborative is not misrepresented, and appropriate disclaimers are included where necessary. The Healthy Ageing Collaborative activities shall not include the development of technical materials, normative documents or policy papers.

11.4 The Healthy Ageing Collaborative webpages

The Healthy Ageing Collaborative has a webpage that is housed within the Decade of Healthy Ageing platform. The webpage includes a list of Members, subject to their consent.

XII. Finance

Members will be responsible for their own expenses in relation to all Healthy Ageing Collaborative activities (including participation at meetings), unless agreed otherwise by the Secretariat. If Members receive third party funding to support participation in Healthy Ageing Collaborative meetings and activities, this must be disclosed to the Secretariat.

The Secretariat support and related day to day operations of the Healthy Ageing Collaborative may be financed by voluntary contributions from the Members. The Secretariat may also raise funds from other sources to support the work of the Healthy Ageing Collaborative, in accordance WHO rules and procedures, as appropriate. All Secretariat funds shall be received, administered and acknowledged in accordance with WHO's policies including its financial regulations, rules, and practices. However, grant applications made by the Members for raising funds in the name of the Healthy Ageing Collaborative require consultation with and endorsement by the Secretariat to ensure alignment with the goals and principles of the network. The Secretariat reserves the right to require that the Healthy Ageing Collaborative name not be used in such grant applications. Contributions by Members including donations (in cash or in kind), will be acknowledged by the Secretariat in accordance with WHO's applicable rules, policies and practices.

XIII. Confidentiality

Depending on the agenda item being discussed, each Member in the Healthy Ageing Collaborative may be required to abide by confidentiality obligation and sign a standard confidentiality undertaking using the form provided by WHO for this purpose.

XIV. Amendments

These Terms of Reference may be amended from time to time and as needed by the Secretariat in consultation with the Coordination Group and UN Inter-Agency Group on Ageing