

# Strategy 2024 - 2027



# Together, transforming lives through assistive technology



# Contents

---

<b>Executive Summary</b>	2
<b>1. Assistive Technology and ATscale</b>	4
<b>2. ATscale's Theory of Change and Strategic Framework</b>	9
2.1 Strategic Pillar I - Supporting Country Plans	14
2.2 Strategic Pillar II - Strengthening Global Enablers	22
2.3 Strategic Pillar III - Advocating for Change	29
<b>3. Operational Excellence - Governance, Partnerships and Management</b>	32
<b>4. Monitoring, Evaluation and Learning</b>	38
<b>5. Financing the Strategy</b>	40
<b>6. Key Risks</b>	44
<b>Annexes</b>	46

---

# Executive Summary

Assistive technology transforms lives around the world every day; for example, enabling children to learn better, helping adults to participate more fully in work, their communities and society and allowing older people to maintain independence and dignity.

It is estimated that 2.5 billion globally – almost a third of the world’s population – can benefit from at least one type of assistive product such as eyeglasses, hearing aids, wheelchairs, prosthetics and many other products. Those who can benefit from AT include persons with disabilities, older people and people with some health conditions. But huge numbers do not, and access is highly unequal. In low-income countries only around 10% of those who could benefit have access, compared to 90% in high-income countries.

ATscale was created at the Global Disability Summit in 2018, against a backdrop of rising political momentum, as a partnership with AT users at its heart that could catalyse funding, support and action to tackle barriers to AT access in low- and middle-income countries. Its vision is to enable a lifetime of potential where every person can access and afford the life-changing AT they need. Its goal is to reach 500 million more people by 2030.

As it completes its start-up phase, ATscale has matured into a partnership that is now supporting governments to strengthen AT policies, systems and services in over 30 countries across multiple product areas. It is also investing extensively to strengthen the global tools and resources, such as knowledge, guidance and product information, that countries need to make progress. Extensive advocacy has also worked to maintain and build awareness and political will around AT.

This new strategy sees ATscale enter its scale-up phase, in which it is poised to expand its country and global footprint to deliver wider and deeper impact over the next three years and beyond. The strategy retains ATscale’s fundamental approach, while also absorbing the lessons from experience to date and responding to the risks and opportunities that arise in a rapidly changing world.

**2.5b**

globally can benefit  
from at least one type  
of assistive product

ATscale's goal is to reach

**500m**

more people by 2030

ATscale convenes partners globally and nationally, and engages AT users, to drive progress across three mutually reinforcing strategic pillars:

### STRATEGIC PILLAR I

**Supporting Country Plans, and their implementation, to strengthen their AT policies, systems, services and financing.**

### STRATEGIC PILLAR II

**Strengthening Global Enablers, that countries depend on, such as healthy markets that deliver reliable supplies of quality, affordable products.**

### STRATEGIC PILLAR III

**Advocating for Change to catalyse political will, mobilize public awareness and raise overall resources.**

By the end of the strategy period in 2027, ATscale's ambition is that:

**It will have delivered support to strengthen policies, systems and services in at least 35 countries reaching at least 50 million people with assistive products and services.**

**A strengthened global environment is supporting healthier AT markets, providing comprehensive guidance on service delivery, financing and advancing the use of digital AT**

**Increased political will and public awareness is reflected in greater numbers of national AT campaigns and increased national and donor funding for AT.**

All this will be underpinned by a strong partnership approach, supported by a highly performing Secretariat, effectively delivering annual operational plans, with US\$190 million mobilized towards implementation of the strategy over the full period.

# Assistive Technology and ATscale

## Why assistive technology is needed

The need for assistive technology across the world is enormous with stark inequities in access. The WHO and UNICEF Global Report on Assistive Technology (2022) concluded that 2.5 billion people globally would benefit from at least one type of assistive product. Those who benefit from AT include persons with disabilities, older people and people with mental and physical health conditions, including acute or chronic disease, disorder, injury or trauma. AT helps people throughout their lives: for children with support for learning; for adults to be able to work productively; and for older people as they seek to maintain independence. However, access varies hugely, from 90% in high-income countries to 10% in low-income countries. This inequity exacerbates other inequalities, such as restricted opportunities for education and employment, and diminished quality of life.

Assistive technology helps to break that cycle, enabling people to live healthier, more productive, independent, and dignified lives and to participate more fully in education, the labour market, and their communities. As examples:

In **education**, AT such as digital learning tools, mobility aids, hearing aids and eyeglasses contributes to ensuring that all students with disabilities are able to learn, removing barriers to education and fostering equal opportunities. Early screening and provision of the correct product improves early learning outcomes, socialization and emotional development.

Access to AT varies from  
**90%**  
in high-income countries to  
**10%**  
in low-income countries

**Assistive Technology (AT)** is an umbrella term covering the systems and services related to the delivery of assistive products and services. Assistive products are any product, including devices, equipment, instruments and software, specially designed and produced or generally available, whose purpose is to maintain or improve an individual's functioning and independence and to facilitate participation. Examples include wheelchairs, eyeglasses, hearing aids, prostheses and digital devices and software.

Similarly, in **livelihoods**, AT can facilitate access to employment, helping people to become economically productive, independent and fully engaged in their communities.

In **health**, mobility aids like wheelchairs and prostheses enable people with physical disabilities to access health services. Hearing aids and eyeglasses allow for improved communication and interaction with health workers.

In relation to **ageing**, AT supports older adults in maintaining independence and managing chronic conditions, reducing the burden on healthcare systems.

In **humanitarian settings**, such as climate disasters, AT can be lifesaving, helping individuals navigate challenging environments and access emergency services.

AT is therefore recognized as a critical enabler across the range of Sustainable Development Goals (SDGs) relating to education, health, economic empowerment and other issues. Overall, it allows people to overcome barriers that would otherwise limit their potential and therefore helps to drive efforts to "leave no one behind". (See also Annex 1)

Rights to AT are rooted in several international commitments and human rights frameworks. The UN Pact for the Future, 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda all emphasize the importance of AT in achieving sustainable development goals in an inclusive and equitable manner. The UN Convention on the Rights of Persons with Disabilities (CRPD) outlines the general obligation of state parties to conduct research and disseminate information about AT (Article 4), identifies them as tools for mobility and emphasizes the need to address the diverse needs of persons with disabilities (Art. 20), highlights their role in rehabilitation (Art. 26), positions them as a means for enabling participation in public and political life (Art. 29) and encourages international cooperation to enhance access globally (Art. 32). Furthermore, a range of global health frameworks, for example various World Health Assembly (WHA) resolutions, also call on Member States to improve access to AT and integrate it into health systems.

**For assistive technology to be effective in supporting those who need it, it must be:**

**ADAPTED AND OF QUALITY**

Products and services should be tailored to the specific needs, preferences, and cultural contexts of users, ensuring relevance and effectiveness.

**AVAILABLE**

Products should be readily obtainable for those in need in their country.

**ACCESSIBLE**

Products and services should be easy to reach with distribution channels and support services that accommodate all users, including those in remote or underserved areas.

**AFFORDABLE**

Cost should not be a barrier. Assistive Technology must be priced - or its costs must be supported - so that it is within reach of all socioeconomic groups, allowing equitable access.

Ensuring these four criteria are met is essential for Assistive Technology to effectively support individuals in leading independent and fulfilling lives.

# The positive returns of access to assistive technology

Access to AT is not only a right but also a high return investment. The benefits of AT extend beyond the individual user to wider society by boosting economic productivity, reducing healthcare costs by enabling preventive care and independent living, as well as promoting inclusivity and equality. Investing in AT therefore has both a transformative impact on people's wellbeing as well as making sound economic sense for funders and governments. Economic modelling by ATscale has estimated that the provision of only a core set of assistive products - hearing aids, prostheses, eyeglasses, and wheelchairs - delivers a return on investment of 9:1.<sup>1</sup>

To reach the roughly one billion people in need of AT across all low- and middle-income countries, a 'one-time' investment in the ecosystem of US\$10 billion would be necessary, with annual recurring costs of approximately US\$12 billion. But providing AT to all who need it would yield more than US\$10 trillion in economic benefits over the next 55 years. It would also add over one billion additional health life-years for those in need today.



## The challenge of access to assistive technology

Making progress on AT access is more than just a question of financial investment. Countries face a wide range of significant challenges in providing AT, including high product costs, limited availability, shortages of trained staff and insufficient healthcare infrastructure for delivery and maintenance. Additionally, deep-rooted stigma surrounding disability and the use of AT add significant social barriers that further prevent individuals from seeking the AT they need. Overcoming these challenges requires coordinated efforts from governments, civil society, including Organizations of Persons with Disabilities, development partners, and the private sector to strengthen policies, institutions, systems, services and attitudes. Global action is also needed to ensure, for example, that there is reliable supply of quality, affordable products for countries to buy or that up-to-date, cutting-edge, information and advice is available and disseminated on how to design and deliver effective and sustainable services.

<sup>1</sup> The Case for Investing in Assistive Technology, ATscale, 2020 <https://atscalepartnership.org/investment-case>

# A Global Partnership for Assistive Technology

Against the backdrop of these challenges and increasing political momentum to address them, ATscale was created at the Global Disability Summit in 2018 by a forming committee of China Disabled Persons' Federation (CDPF), the Clinton Health Access Initiative (CHAI), the Department for International Development (DFID), the Global Disability Innovation Hub (GDI Hub), the Government of Kenya, the International Disability Alliance (IDA), the Norwegian Agency for Development Cooperation (Norad), the United Nations Children's Fund (UNICEF), the United States Agency for International Development (USAID), and the World Health Organization (WHO). It was conceived as a partnership that could bring relevant stakeholders together to take action to accelerate access in low- and middle-income countries, while putting the needs and interests of users at the centre of all its efforts. ATscale is rooted in the human rights-based approach to development. Similarly, it subscribes to the rights-based model of disability, which recognizes and addresses the social, legal, economic, political, and environmental barriers that hinder the full participation of persons with disabilities in society. These barriers can include a lack of infrastructure, attitudes of others or inadequate provision of AT. Access to AT is therefore one critical enabler of social inclusion and rights for persons with disabilities, as well as other groups who benefit from AT.

The scope of AT is large, and to focus the work, ATscale identified **five priority product areas** for its initial phases, namely **wheelchairs, prostheses, hearing aids, eyeglasses and digital AT (smartphones)**. These were selected through an analysis and assessment of the 50 products on the WHO Priority Assistive Product List, which considered the level of unmet need and the potential for impact through market shaping. This focus does not exclude other assistive products however, especially at country level.

**Since its launch, ATscale has gone through several key phases of development and growth:**

- 1 INCEPTION PHASE (2018 TO 2021)**  
Foundational governance arrangements were established, the initial strategy was developed, and essential global public goods were created.
- 2 START-UP PHASE (2021 TO 2023)**  
ATscale transitioned to being fully operational. Hosted by UNOPS, the Secretariat was strengthened, and the partnership launched its first programmes, both globally and in various countries. This phase also focused on further raising ATscale's profile, engaging with new partners, and beginning to implement its strategy.
- 3 SCALE-UP PHASE (2024-2027)**  
ATscale is currently entering this phase which will focus on expanding its global and country footprint, with a strong emphasis on demonstrating tangible results, strengthening systems, and improving AT markets.
- 4 SCALE & SUSTAIN PHASE (2028-2030)**  
Looking ahead, ATscale aims to continue growing its reach while placing greater emphasis on sustainable national financing. The lessons learned throughout the earlier phases will guide efforts to ensure that ATscale is well-positioned for the post-2030 development agenda, with a focus on sustaining and expanding its impact beyond the current SDG timeline.

# An evolving strategic context

ATscale has grown against a rapidly evolving backdrop and the pace of change is likely to continue. ATscale's strategic and operational approach must reflect this ongoing transformation. Key trends that have been considered in the development of this strategy include:

## **LOCALIZATION**

Growing political pressure in the global health, disability and development space, intensified by the challenges of global access to Covid vaccines, tests and treatments, for a decisive shift in the centre of gravity towards the Global South of critical access activities such as research and development (R&D), manufacturing, distribution, regulation, financing, procurement, and supply chains. For AT, as with other critical products, long-term sustainability of access depends on this shift being made successfully.

## **DIVERGENCE IN PARTNER COUNTRIES**

Many of ATscale's partner countries are growing economically, strengthening health systems and moving towards Universal Health Coverage (UHC), including integration of AT. But equally, many governments also face severe economic and fiscal pressures, forcing reduced health and social budgets exacerbated by inflation in food and fuel prices and high debt servicing costs. Further, geopolitical instability and humanitarian crises also threaten to proliferate, potentially worsened by factors such as climate change, leading to increased conflict and migration. The challenges of AT access are very different across such diverse country contexts.

## **CHANGING DEVELOPMENT ASSISTANCE ENVIRONMENT**

The development community will continue its efforts to strengthen coordination and effectiveness, particularly on issues such as health systems strengthening. However, political developments in key donor countries and proliferation of donor priorities may combine to weaken focus and coordination around collective goals, such as the SDGs. Further, total levels of donor funding are potentially at risk, particularly in social sectors, which may bring increased competition for limited resources.

## **TECHNOLOGICAL ADVANCES**

Innovations in artificial intelligence (AI) and digitization offer the potential to transform AT products, research & development, supply, and service delivery, opening new possibilities for enhancing access to AT but also increasing the financial, technical, regulatory, policy and systems challenges of introducing and scaling new products.

Together these trends present both risks and opportunities for the ATscale partnership, requiring an adaptable approach to delivering change and ensuring continued progress in expanding AT access globally.

# ATscale's Theory of Change and Strategic Framework

Against this evolving backdrop, the value proposition of ATscale remains compelling. But a refreshed strategic approach is required to position it for greater impact for the next three years and beyond.

ATscale's approach is set out in an updated Theory of Change (Figure 1). The founding vision remains the same: To enable a lifetime of potential where every person can access and afford the life-changing AT they need. This vision is fundamental to achieving the SDGs, which stretch across education, health, productive work and beyond.

Equally, the goal of reaching 500 million more people with the life-changing AT they need by 2030 remains unchanged. Like other partners committed to increasing access to assistive technology, ATscale is fully aware that data challenges compromise the community's collective ability to meaningfully track progress and will work with partners to identify a credible and cost-effective approach to tracking global progress.

To contribute to this goal and vision, ATscale will continue to work, guided by existing priority product areas, across three mutually reinforcing strategic pillars:

### STRATEGIC PILLAR I

#### Supporting Country Plans

Reflecting the fact that ATscale's ultimate vision is to help to deliver change for people within countries, the first and largest pillar focuses on the country-level. ATscale, through its partners, will continue to support countries in their plans to strengthen their AT policies, systems, services, and financing and accelerate progress towards sustainable AT access.

### STRATEGIC PILLAR II

#### Strengthening Global Enablers

Countries depend on a wide and complex range of global conditions to be in place if they are to effectively deliver progress. These include, for example, healthy product markets that ensure that there are reliable supplies, close to users, of quality, affordable products that can be maintained and repaired locally as appropriate. Recognizing this, the ATscale partnership will continue to work at the global level to strengthen key global enabling functions.

### STRATEGIC PILLAR III

#### Advocating for Change

Finally, ATscale will continue to be a relentless advocate for equitable access to AT. The partnership will conduct advocacy at all levels with the aim of catalysing political will, mobilizing public awareness, raising overall resources for AT access and building a global movement around that. In the coming strategy period, the partnership's advocacy capability will also be increasingly leveraged to advancing the country and global work in the other two pillars – supporting specific elements of national plans or creating campaigns to build consensus around specific global objectives.

Delivering these ambitious aims rests on ATscale leveraging the capacities of partners to deploy a wide variety of capabilities, functions and levers that are needed to address the complex and multifaceted nature of AT access challenges.

# ATscale is a convening of partners for collective approaches

These levers are applied as ATscale convenes partners globally and nationally, and engages AT users, to create collective approaches to deliver the three pillars of the strategy. They are laid out in the Theory of Change and are as follows:

<b>1</b>	<b>COUNTRY PARTNER</b>	<b>2</b>	<b>MARKET SHAPER</b>	<b>3</b>	<b>INNOVATION ACCELERATOR</b>
<p><b>Supporting locally driven AT country plans in line with the core ambition of strengthening AT policies, systems and service delivery.</b></p>					
<p><b>Identifying and seizing opportunities to build markets and make them work for increased availability, affordability, quality and resilience.</b></p>					
<p><b>Advancing transformative technologies and service delivery approaches through operational research and accelerating uptake of proven approaches.</b></p>					
<b>4</b>	<b>KNOWLEDGE BROKER</b>	<b>5</b>	<b>PARTNERSHIP BUILDER</b>	<b>6</b>	<b>GLOBAL ADVOCATE</b>
<p><b>Collaborating to generate and share the evidence, insights and guidance that countries require to develop and deliver their plans to strengthen policy, systems and services.</b></p>					
<p><b>Bringing the global AT community together to build consensus, define priorities and activate the partnerships required to drive meaningful change.</b></p>					
<p><b>Delivering strategies to advance policy objectives at all levels, including increased funding, momentum, reform and action.</b></p>					

Essential to underpin these capabilities will be a highly performing, highly flexible and adequately funded ATscale partnership, including a well-functioning Secretariat and effective governance mechanisms.

ATscale was founded in recognition that advancing AT access is too complex a challenge for any single entity to deliver alone. It works with a wider range of strategic, technical and implementing partners, from both within the partnership and beyond, to bring to bear the legitimacy, skills, experience and relationships that are necessary for success. Selected examples include the International Disability Alliance's (IDA) advocacy role, WHO's leadership on global standards and guidelines, UNICEF's capability around product supply, the significant complementary bilateral programmatic support of donors such as FCDO, the technical knowledge of professional associations and the deep personal experience and expertise of AT users themselves. ATscale's operational approach, including its partnership model, is covered in more detail later in the strategy.

Results will be monitored across all elements of the Theory of Change. A detailed results framework accompanies and guides implementation of the strategy. The box below summarises the key results that ATscale will seek to achieve by 2027:

## RESULTS SUMMARY

**Goal.** Demonstrable progress towards reaching 500 million more people with the life-changing AT they need by 2030

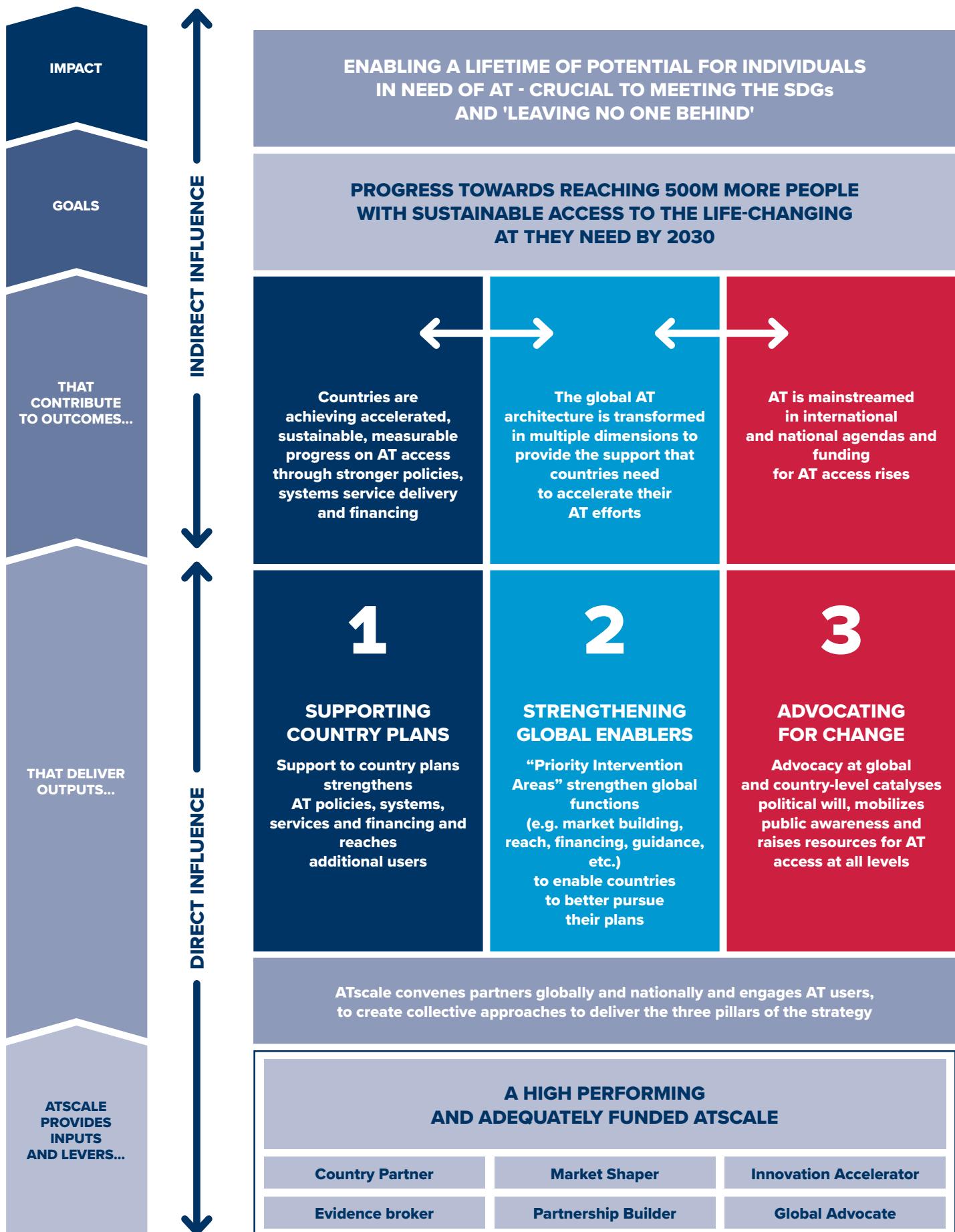
**Strategic Pillar High-level Results.** ATscale programmes have delivered support to strengthen policies, systems and services in at least 35 countries reaching at least 50 million people with assistive products and services

A strengthened global environment is supporting healthier markets, providing comprehensive guidance on service delivery and financing, advancing the use of digital AT and bringing AT into humanitarian responses

Increased political will and public awareness is reflected in greater numbers of national AT campaigns and increased national and donor funding for AT

**Operational Results.** A strong Partnership, supported by a highly-performing Secretariat, effectively delivering annual operational plans, with US\$190 million mobilised towards implementation of the strategy

**Figure 1. ATscale's Theory of Change**



All steps in the Theory of Change are guided by, and anchored in, the rights to AT established in multiple international commitments and human rights.

## Strategic Pillar I

### Supporting Country Plans

ATscale is determined to deliver change which directly impacts the lives of people. This can only happen through deep and broad engagement at the country-level, and this will therefore remain the largest area of focus within the new strategy. ATscale's country approach is sustainable and integrated, supporting national plans through government-led coordination mechanisms. This approach delivers alignment with national policies and priorities and demands engagement across multiple ministries and sectors to embed AT within broader health, education, employment, disability, and social inclusion strategies.

The approach is led by governments, who take responsibility for setting up a governance structure to oversee the design and implementation of plans and programmes and to provide strategic guidance. The structure must include in-country stakeholders, such as UN agencies, development partners, the private sector, civil society, OPDs, AT users and other representative groups. Some of these stakeholders may need to be supported to facilitate their effective participation.

ATscale programming operates within this governance structure and in support of its objectives. The role of the ATscale Secretariat includes dialogue with government and oversight of grant design and execution, as well as strategic and technical guidance, alongside other partners, harnessing the latest evidence and lessons learned. ATscale-funded programming is delivered through partners and seeks to strike a balance between reaching additional AT users in the short-term and the longer-term challenge of sustainably building up AT policies, systems and enabling ecosystems. Both these perspectives are required and coexist in country-led programmes. ATscale seeks to work with local implementers wherever possible to enhance sustainability. A government commitment to co-financing is crucial for long-term sustainability.

Activities supported by ATscale can take a variety of forms.  
Examples include:

Support to governments to assess AT capacity, service gaps and priorities through situation assessments or surveys to take stock of unmet needs

Strengthening the data and information systems essential for identifying needs, measuring progress, and informing national AT strategies

Assisting countries to design the policy, legal or budget frameworks needed across multiple sectors to support AT access e.g. national Assistive Products Lists (APLs) or costing analysis of the assistive technology service packages

Promoting and facilitating coordination across institutions and sectors to ensure clear roles and responsibilities

Providing advice and sharing proven models on AT financing approaches, such as integration into social insurance schemes to reduce out-of-pocket costs for users

Enabling training and equipping relevant workforce/s to enhance the quality of AT service delivery

Enhancing local capability for early identification and access to integrated vision and ear and hearing care services

Strengthening access to AT at primary health care level

Building up the procurement, logistics and regulatory capacity of government agencies in relation to AT

Supporting public and social media campaigns to generate awareness and demand for assistive technology.

- + SUPPORT TO GOVERNMENTS
- + STRENGTHENING THE DATA
- + ASSISTING COUNTRIES
- + PROMOTING COORDINATION
- + PROVIDING ADVICE
- + ENABLING TRAINING
- + ENHANCING LOCAL CAPABILITY
- + STRENGTHENING ACCESS
- + BUILDING UP
- + SUPPORTING CAMPAIGNS



Misyati helps her daughter Renata Salsa Azhari (Rere), 11, prepare for school in Purbalingga, Central Java Province, Indonesia. © UNICEF/UN0799193/AI Asad

# Current approach

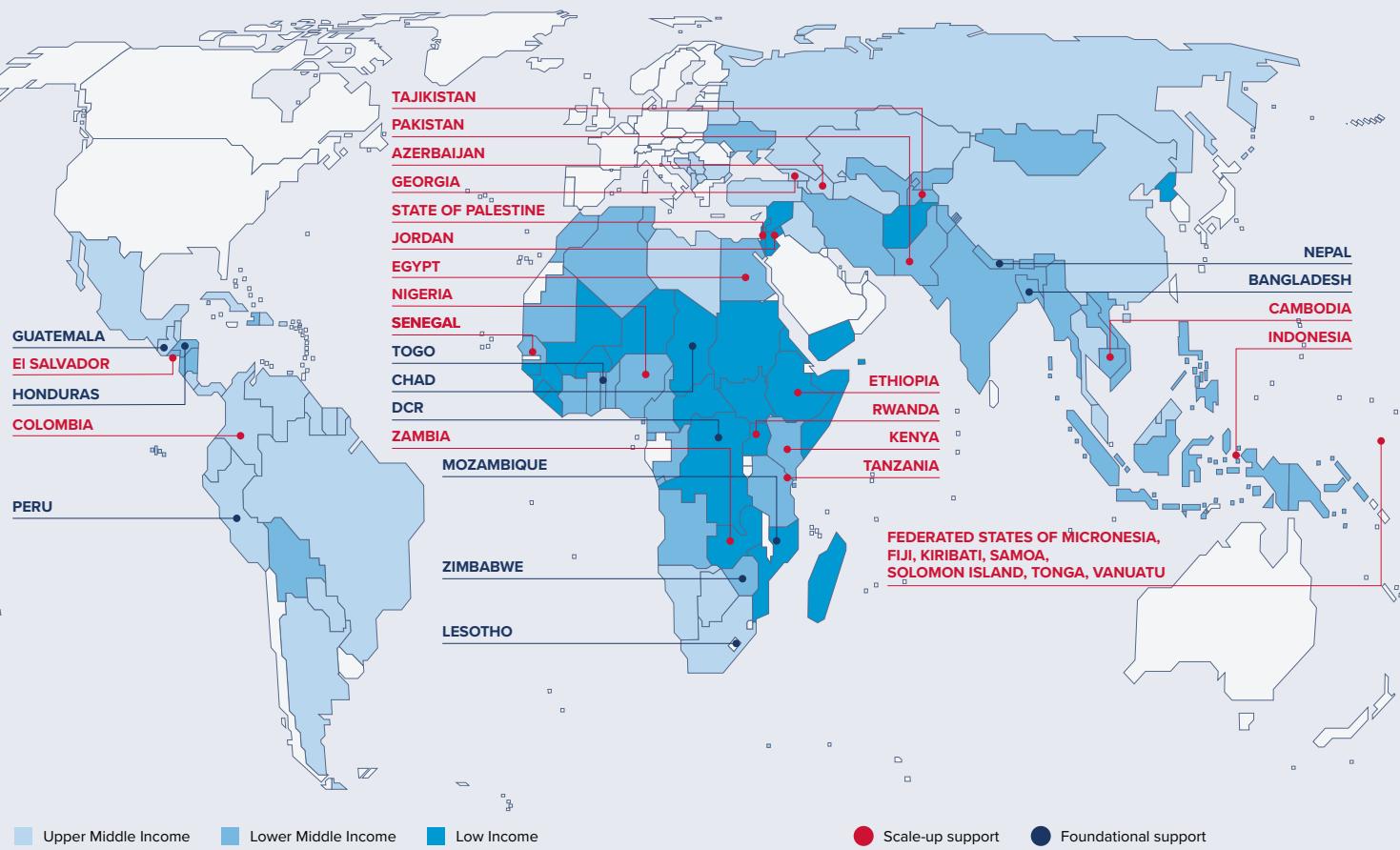
While the start-up phase required a more top-down approach to identify partner countries, in late 2023, ATscale adopted a demand-based and bottom-up engagement approach. This helps ensure greater evidence of commitment to scaling up AT access in selected partner countries, through an Expression of Interest (EOI) process. Country readiness, AT need, government commitment together with geographical, social, and economic factors, are all considered in country selection. This is followed by a competitive process - through a Call for Proposals (CFP) - to select an in-country coordinating partner (or consortium of partners) that will channel funding and support programme implementation under the government's leadership. The ATscale Secretariat starts engaging country governments at the EOI stage and identifies implementing partners in consultation with the government at the CFP stage. This approach builds national commitment and provides a competitive selection framework to prioritize countries for investment.

Since the start of the demand-based and bottom-up engagement approach, three rounds of EOIs have been completed, targeting different regions and focal areas. The evaluation process has matured significantly with increased standardization of methodologies and increased government engagement. The new approach has allowed ATscale to test the level of national commitment and to attract implementing partners who offer good value for money and bring diverse comparative advantages to the implementation.



A student using an accessible computer for his class work. © UNICEF/UNI359183/Yan

**Figure 2. Current breadth of ATscale country programmes**



Since its inception, ATscale has engaged with 33 countries. Some programmes have now ended, such as in Ukraine; some are ending soon such as in several of the Foundational support countries like the DRC, Guatemala, and Nepal; others are ongoing such as in Kenya, Cambodia, and Tajikistan; while others are only just beginning such as in Indonesia, Pakistan, Nigeria or Ethiopia. In our approach we have aimed to strike a balance across regions as well as income status, as depicted in Table 1.

Region as per World Bank	#of countries	% of regional coverage
East Asia & Pacific	5	23%
Europe & Central Asia	4	22%
L. America & Caribbean	5	20%
M. East & N. Africa	3	23%
South Asia	3	38%
Sub-Saharan Africa	13	28%
<b>Income status</b>		
Low Income	6	23%
Lower Middle Income	18	35%
Upper Middle Income	9	16%

ATscale supported country-level programmes fall into two categories:

a) Foundational support and b) Scale-up support.

**Foundational support** consists of technical assistance grants of short duration (1-2 years) with a limited resource envelope. These investments focus on raising awareness, securing political buy-in, building policy and planning foundations and strengthening leadership capacity towards AT access. A national plan developed in partnership with the government under this support serves as a roadmap for future AT investments and demonstrates the government's commitment.

**Scale-up support** is longer-term funding that helps countries to expand access. Countries demonstrating clear understanding of their national AT needs and system gaps, as well as having plans and strategies in place are prioritized for this support. This support aims to reach additional users through existing service delivery channels, as well as further strengthening AT systems to sustainably deliver lasting impact beyond the lifetime of the grant. Funding limitations restrict the timeframe of commitments to a maximum of initially three years but ATscale recognises that systems strengthening requires long-term commitment and partnership and envisages scale-up support continuing for longer, where warranted.

As set out above, ATscale support can take a variety of forms.

Thematic areas of focus span all dimensions of AT systems (governance and leadership, financing, human resources, service delivery, data management, product supply chains, advocacy, etc.).

They can also cover national AT market-building, through interventions such as strategic procurement and sourcing, introduction of AT standards and specifications along with quality assurance mechanisms, as well as demand generation activities.

Foundational support consists of technical assistance grants of short duration

**(1-2 years)**

Funding limitations restrict the timeframe of commitments to a maximum of initially

**3 years**

Regarding product focus areas, programmes generally focus on ATscale's priority product areas but can encompass a wider product mix depending on country context and priorities. As examples, some existing programmes work on reducing the cost, or extending the reach, of prosthesis service delivery through initiatives such as workforce training, mobile outreach and the establishment of an amputee registry. Others support comprehensive eye screening and referral services, nationwide school screening initiatives, the establishment of optical labs, training low-vision therapists to use the necessary equipment and assessing the case for local production of wheelchairs. Activities that include building workforce capacity in audiology and earmold skills, as well as procuring audiometers and identifying suppliers for hearing aids, are also underway.

For example, nine countries where the new country engagement approach was used in 2024 have a specific focus on providing eyeglasses and hearing aids to school-age children. These programmes involve removing barriers to access, including through early identification of vision and hearing loss. About 3.7 million school-age children will be screened for vision and hearing impairments, providing an estimated 500,000 eyeglasses and 80,000 hearing aids. Alongside this, systems, policies and service delivery capacity will be strengthened leading to 6,000 personnel trained and improved awareness of vision and hearing assistive technology in 45 million people.

**3.7m**

school-age children will be screened for vision and hearing impairments, providing an estimated

**500,000**

eyeglasses and

**80,000**

hearing aids

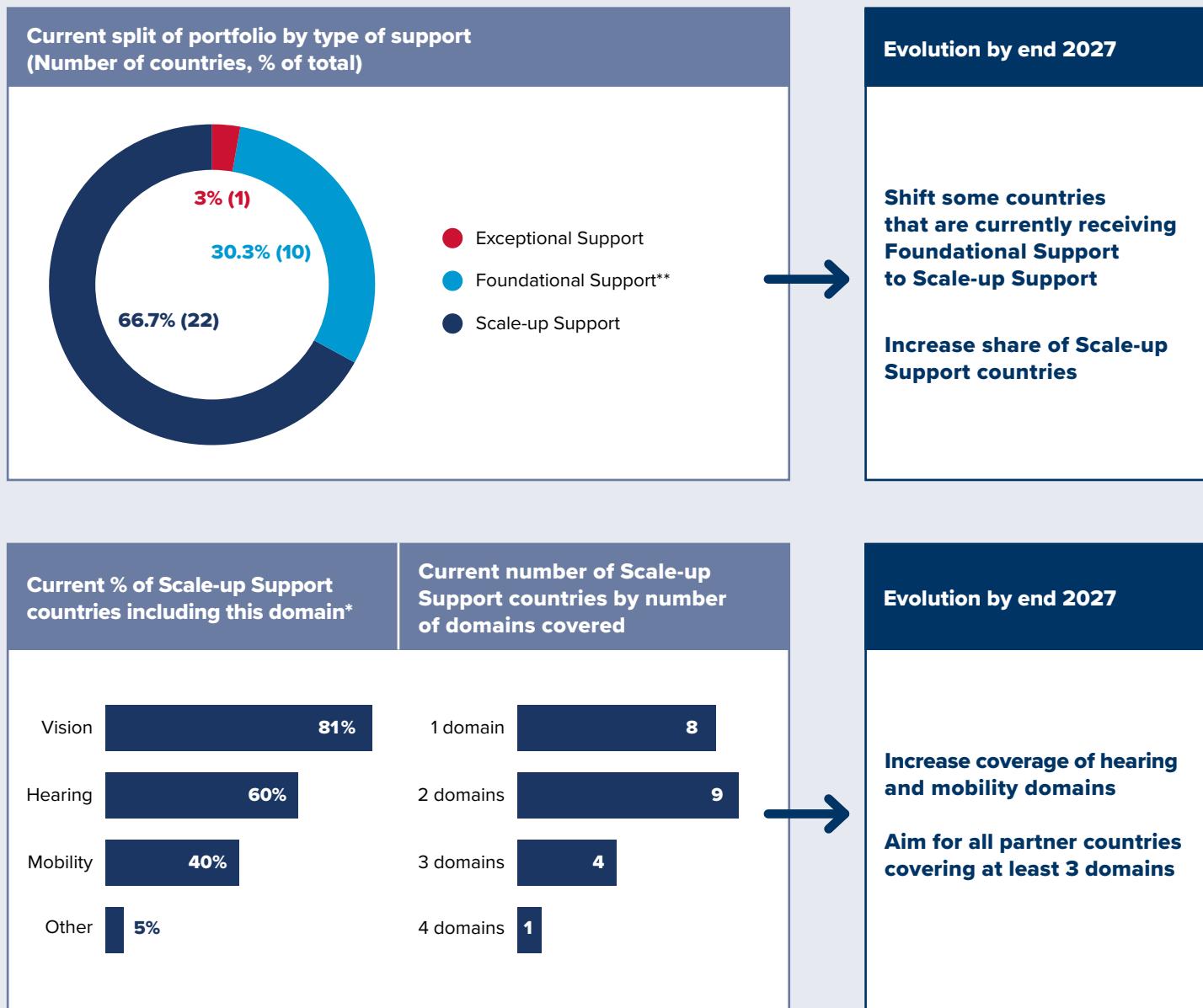
## Country Programme Plans for 2024–2027

ATscale will retain the existing overall approach over the strategy period. However, the model will continue to be adjusted to optimize sustainability and impact informed by regular review and learning. For example, a key shift in the model will be the strengthening of government commitment through the requirement of a formal co-financing agreement. This offers important benefits in terms of predictability, transparency and accountability around funding for AT as well as helping to define a pathway for eventual sustainable ATscale exit. The design of the co-financing mechanism is not yet complete but will consider, among other factors, national income status, programme coverage and system capacities.

ATscale will aim to maintain, or slightly expand its overall breadth of country-level programmes to about 35 countries through 2027, starting new country partnerships where funding availability and government commitment allow. Maintaining a regionally diverse portfolio that includes countries at different stages of development, will facilitate ever greater opportunities for cross-country collaboration and learning.

ATscale will also seek to deepen its engagement in partner countries, particularly where commitment is strongest. This is set out in Figure 3. Some countries currently receiving Foundational Support will shift to Scale-Up Support. Further, the number of domains covered in Scale-Up countries will also increase, particularly through a rise in support for hearing and mobility. The aim is for at least three domains to be covered in all Scale-Up countries by the end of 2027. Programmes will continue to support the wider range of systems strengthening, service delivery and market building activities in line with country needs and priorities.

**Figure 3. Increasing ATscale's depth of coverage**



\* All countries have a broader 'AT systems' focus as well, which is not accounted for here

\*\* Does not include 4 countries that subsequently also received Scale-up Support

Reflecting a key learning from the existing portfolio, more attention will be given to strengthening the capacity of local stakeholders to enable them to play a fuller role. Moreover, recognizing the still very weak technical capacity at country-level available to support governments, more must be done to strengthen the capacity of development partners, including NGOs, civil society and UN partners. Additionally, ATscale will also retain the ability to provide support on an exceptional, ad hoc basis, working through existing partners and mechanisms, to countries facing humanitarian emergencies (including health emergencies such as pandemics, conflict, or natural disasters such as those exacerbated by climate change) to integrate AT within their responses.

The ATscale Secretariat will continue to facilitate regular knowledge-sharing forums, such as webinars and regional and global learning events, to share the evidence from its programmes on successes and failures of different approaches and models and to create a community of practice where countries and partners can learn from one another, build consensus and consistency and apply proven solutions to their own contexts.

## **SUPPORTING AT ACCESS IN HUMANITARIAN SETTINGS**

Access to assistive technology is vital in humanitarian emergencies, offering essential support, enhancing inclusivity, and mitigating protection concerns for individuals with vulnerabilities. Detailed guidance on inclusion of people with disabilities in humanitarian action was developed by the Inter-Agency Standing Committee in 2019 and explicitly calls on programmes to make assistive products available to those in need, including persons with disabilities.

In spite of this, AT is still not effectively integrated into existing humanitarian frameworks. Actions will be required at all levels of the system to drive change. In this strategic period, ATscale will focus on two levels:

**The first is ongoing technical work, policy dialogue and advocacy to address gaps in guidance on AT product scope and provision in humanitarian settings. ATscale will continue to support this, through leveraging its own capacity, as well as that of partners.**

**The second level requires the concrete steps needed to support implementation of new policies, for example through pre-positioning AT products at the regional and country-level so that they can be deployed rapidly, as well as strengthening preparedness plans. ATscale will work to put in place a sustainable approach, adding to existing efforts, that can bring early availability of assistive products in emergencies.**

## **WHAT SUCCESS LOOKS LIKE FOR PILLAR I**

With full funding of the 2024-27 strategy, ATscale's country programmes will be able to:

**Scale up access to AT and related services in 35 countries**

**Reach an estimated 50 million persons directly with assistive products and services, build the capacity of 100,000 personnel in AT provision, and indirectly reach 450 million people, including through awareness generation**

**Demonstrate evidence of stronger system performance in at least 60% of supported countries by 2027**

## Strategic Pillar II

### Strengthening Global Enablers

As the previous section sets out, ATscale's impact is ultimately measured in terms of people reached and lives transformed within countries.

However, solving access challenges at country-level often requires action beyond individual countries. To effectively deliver access to AT, countries depend on a wide and complex range of global functions, processes and enablers. These are needed to ensure, for example, that there are quality, affordable products available for countries to buy or that countries can access up-to-date, cutting-edge, knowledge and guidance on what is needed to design and deliver quality services.

Building and sustaining these global enablers requires leadership, partnership and collective action from broad coalitions that bring their diverse skills and experience to the table.

Over the last few years, ATscale has intervened in both thematic and product areas to create critical global enablers (also termed 'Global Public Goods'). Examples include:

The **Case for Investing in Assistive Technology** as a flagship advocacy tool to boost global political prioritization and resource mobilization, highlighting a 9:1 return on investment for providing assistive technology to those in need.

The development of **Product Narratives** for ATscale's five priority products (wheelchairs, prostheses, hearing aids, eyeglasses and assistive digital devices and software) identifying the main access barriers and investable opportunities to overcome them.

The first **Assistive Products Market Report** as a one-stop guide to assistive products for buyers, donors, and policymakers and thereby providing a step towards more market transparency.

The guide **Hearing aid service delivery approaches for low- and middle-income settings** developed by WHO with funding from ATscale.<sup>2</sup>

Development of text-to-speech voices in four under-represented languages—Turkmen, Nepali, South Vietnamese, and Setswana in cooperation with UNICEF, addressing a significant accessibility barrier especially for persons with vision impairment.

Standardized quality outcome measures and a core data set for the lower limb prosthetics sector, based on a consensus process that included clinicians, public health experts and users.

This new strategy provides an opportunity to build on the successes of the existing approach to global work while also learning lessons on how to create a stronger, more purposeful and ultimately, more impactful, approach. These lessons included the value of a clear goal; the need for effective communication around objectives and approaches, the importance of a prioritised approach; and the centrality of a partnership approach that defines the different roles of stakeholders (including ATscale itself).

In response, in the new strategy period, ATscale proposes to organize its global efforts around a set of critical transformations - Priority Intervention Areas - where collective action is needed to help unlock greater access and impact at country-levels. These priorities do not aim to address every global AT access challenge. Instead, they are areas where progress will serve as an accelerator for country efforts. In general, they address cross-cutting, systemic global barriers to progress but, within them, ATscale will focus attention on its priority products (hearing aids, wheelchairs, eyeglasses, prostheses and assistive digital devices and software) where possible. The ATscale Secretariat will draw on the different functions and levers described above as it delivers across the different areas and works with partners to bring together the skills and experience needed to convene the AT sector, build consensus, agree strategies and drive coherent action towards goals.

<sup>2</sup> This provides an example of the logical progression of support to Global Public Goods. Simplified provision models were identified as a priority in the "Hearing Aids Product Narrative" published in March 2020. Research was commissioned to generate evidence on the effectiveness of pre-programmable hearing aids, particularly in low- and middle-income countries. Taking findings from this study into account, ATscale supported WHO to develop a simplified service delivery approach launched in February 2024, recommending the use of simple-to-fit devices and task-sharing strategies to enhance hearing aid provision in resource-limited settings. ATscale-supported countries will apply this simplified approach.

# Priority Intervention Areas

ATscale has identified four priority areas that cover a range of critical bottlenecks identified through learnings from access efforts to date, as well as extensive consultation with partners. This strategy describes in high-level terms a shift to a different future state, accompanied by more concrete indicators of success. ATscale's annual operational plans will set out the approach to delivery in more detail. The proposed intervention areas are as follows:

**Figure 4. Priority Intervention Areas**



The following section sets out further detail on each area and associated potential interventions and results. ATscale's annual operational plans will define more closely the precise interventions to be delivered.

## **1. BUILDING SUSTAINABLE ASSISTIVE PRODUCT MARKETS: A STEP-CHANGE IN AT MARKETS WITH GROWING NUMBERS OF BUYERS AND SUPPLIERS OF AFFORDABLE AND HIGH-QUALITY PRODUCTS CLOSER TO USERS**

Transparent, reliable and up-to-date market data and information are foundations of a well-functioning market and affordability. They allow buyers to better understand the price, quality and availability of

products and provide suppliers with a much clearer understanding of market demand. Progress has been made on price transparency, including through Product Narratives and the recently published Market Report. The opportunity is to evolve this into an online market intelligence platform that is kept up to date on an ongoing basis and provides buyers and sellers with information on product availability, technical specifications, price and quality. Over time this platform could evolve further to proactively match buyers to appropriate suppliers, provide demand forecasts and clearly signal quality (referencing UN-defined approaches to quality).

Additionally, ATscale will pursue other affordability interventions. For example, in many countries, the classification of AT products for tax and tariff purposes significantly adds to the final price of AT products. Evidence has been generated and tools developed, including through ATscale-supported work, that can drive efforts across multiple countries to help governments to optimize tax and tariff setting for AT products. This work will leverage ATscale's advocacy capability and will need to recognize the role that tax, tariff and other incentives can play in some contexts.

Further, it is also clear that long-term sustainability of AT markets depends on progressively shifting the centre of gravity of AT financing, production and procurement to regional and local levels. Recognising this, ATscale will seek to mobilize additional funding over this strategy period to allow for work to build regional and local markets and supply chains. This could include, for example, on the demand-side, support for regional distribution and logistics, as well as addressing regulatory barriers. On the supply-side, it could involve supporting governments and the private sector to advance investment in sub-regional AT manufacturing where cost competitiveness can be achieved, financed demand exists and quality can be maintained. This could include attracting international AT manufacturers to LMICs and, where relevant, engaging local innovators. In the event of funding being secured, additional work will be undertaken to define focus and approach.

## WHAT SUCCESS LOOKS LIKE

### **Making information on price, quality and supply available:**

Information on price, quality, technical specifications, supply options and geographical availability for ATscale's priority products is easily available to buyers.

### **Securing price reductions:** An index<sup>3</sup> of the global price of ATscale's priority products has fallen over this strategy period.

<sup>3</sup> Index methodology to be defined

## **2. BRINGING AT SERVICES TO EVERYONE, EVERYWHERE: COMPREHENSIVE GUIDANCE IS AVAILABLE AND SUPPORTING COUNTRIES TO INTRODUCE EFFECTIVE AND INNOVATIVE AT SERVICE DELIVERY MODELS ACROSS THE LIFE CYCLE**

As countries invest to strengthen their AT policies, systems, services and regulatory frameworks, it is critical that they have access to the latest evidence, knowledge and guidance on optimal approaches. ATscale will invest with partners to identify the right approach to creating an effective knowledge platform, as well as defining a programme of work to fill existing gaps in guidance.

ATscale will work with partners to define a programme of work to ensure that available policy guidance comprehensively covers the life cycle. Particular focus will be given to priority areas such as AT screening and provision in early childhood, AT services for older people, strengthening the size and capacity of AT workforces and integration of AT services into primary and community care.

Most assistive products need to be fitted through a service delivery process that requires specific equipment and trained personnel. New technologies and a growing body of evidence offer the opportunity to simplify and streamline service delivery models through task shifting, decentralisation, the use of a wider range of technology and strengthened approaches to maintenance and refurbishment. ATscale can accelerate the adoption of such promising disruptive service delivery models including those that use innovative technology or knowledge through generation of evidence and guidance. Work is ongoing on several opportunities, many of which ATscale has already supported, including the use of novel fitting technologies in prosthesis service delivery; handheld refractors to simplify eyeglass prescription and digital diagnostic equipment for programming and fitting hearing aids. Additional opportunities also exist, such as partnering with last mile retail and pharmacy chains to increase access to reading glasses and selected mobility products.

## **WHAT SUCCESS LOOKS LIKE**

**Ensuring that comprehensive service delivery guidance is available to countries:** Existing gaps in guidance and toolkits needed by countries to strengthen service delivery across the life cycle have been filled, guidance is easily available in a knowledge hub and development partners are supporting uptake and adoption.

**Testing and proving innovative service delivery approaches:** Evidence-based guidance for radically simplified service delivery models for people with functional limitations, with reduced workforce requirements, for at least two domains (i.e. vision and mobility) has been developed and is being used by countries.

### **3. REMOVING FINANCIAL BARRIERS TO AT: EVIDENCE ON SUSTAINABLE AT FINANCING OPTIONS, APPROACHES AND MODELS HAS BEEN STRENGTHENED AND IS AVAILABLE FOR COUNTRIES FOR ADOPTION AND ROLL OUT**

Enhanced, predictable financing is foundational for accelerating AT access. Making progress will require new approaches at two levels. At the country-level, AT financing policies and frameworks, such as revenue mobilization, expansion of insurance benefit packages, strategic purchasing and integration of donated products, can all be strengthened. ATscale's country support includes a focus on these issues as described in Pillar I above. These efforts can be enhanced and accelerated by global work to generate and make available the best evidence on approaches that work. ATscale will therefore work with partners to undertake a comprehensive review of evidence and develop guidance for policymakers on effective options.

Additionally, it is critical to recognize that the large majority of spending on AT in many countries is private and out of pocket,<sup>4</sup> that fiscal constraints are significant and that the transition to integration of AT into government-led universal healthcare frameworks will be long-term. It is therefore also important to explore whether mechanisms to increase individual financing options can contribute to access in the nearer term without cutting across principles of inclusion, equity, affordability, sustainability and rights. ATscale will seek to identify partners willing to design and pilot approaches, potentially integration into existing microfinance or financial inclusion programmes, that can enable access for individuals.

## **WHAT SUCCESS LOOKS LIKE**

**Strengthening national AT financing frameworks:**  
Comprehensive guidance on financing options for AT is available to support country policymakers

**Creating new financing mechanisms to help individuals access AT:** Options analysis for equitable AT financing mechanisms undertaken and agreement reached on a model to pilot.

<sup>4</sup> According to the GReAT report (World Health Organization & United Nations Children's Fund (UNICEF). (2022). Global report on assistive technology, p34) out-of-pocket and family or friends are the most common funding sources for assistive products.

#### **4. LEVERAGING THE POWER OF DIGITAL AT: THE POWER OF DIGITAL ADVANCES FOR AT, PARTICULARLY SMARTPHONES, IS BEING HARNESSSED MORE EFFECTIVELY**

The rapid growth in use of smartphones and other digital technologies offers a huge opportunity to harness an already widespread and versatile technology to dramatically improve accessibility and inclusion for persons with disabilities in low- and middle-income countries. At present the potential is under-exploited due to factors such as an absence of supportive policy environments within countries, as well as diverse and fragmented standards used by product developers and a failure to adapt products and services to local languages and needs.

ATscale will create a portfolio of activities that will secure greater benefits for AT users from digital technologies, with an initial focus on smartphones and an ambition to widen scope to a greater number of products. The approach will include efforts to agree common standards for developers to enhance usability and allow for easier assurance of quality. Linked to this, ATscale will also explore ways to make quality information on app performance and use-case much more easily available to users.

Artificial Intelligence in assistive products holds tremendous potential to enhance the lives of those who need it, particularly in LMICs, by making assistive technology more affordable, personalized, and accessible. However, addressing key challenges such as cost barriers, infrastructure gaps, and the risk of exacerbating inequalities is crucial to realizing this potential. How to ensure that AI-powered solutions are adapted to the specific needs of LMICs and that users are involved in the development process is something ATscale will explore during the strategy period.

### **WHAT SUCCESS LOOKS LIKE**

**Positioning smartphones as AT within countries:** ATscale has supported 20 countries to recognise the role of smartphones as digital AT, through inclusion on APLs and supportive access and affordability policies.

**Enhancing the AT dimensions of smartphones:** A harmonized international set of standards is creating a common benchmark and quality standard for accessibility to guide OS and third-party app developers as well as manufacturers of smartphones. Users are also able to access quality information to identify the most appropriate app options to meet their needs.

# 2.3

## Strategic Pillar III

### Advocating for Change

Advocacy and communications aimed at increasing public awareness, political will and resources have been central to ATscale's efforts since its creation. The case for the critical role that access to AT plays in advancing inclusion, human rights, economic development, and progress towards the SDGs has been consistently presented. Close cooperation with partners, including political leaders, influencers, international NGOs, OPDs and multilateral organizations has ensured the delivery of coordinated, consistent, and evidence-based advocacy approaches. These include a steady “drumbeat” of communications, strategic engagement in events, global campaigning and use of digital and traditional media to increase visibility, engagement and reach. For example, 4 June 2024 was the inaugural World Day for Assistive Technology, celebrated with events in over 20 countries as well as across social media with a reach of over 2 million on the day. In January 2024, the ATscale-led Unlock the Everyday campaign was officially launched and has to date reached over 160 million people.

In the coming strategy period, ATscale will continue its high-level advocacy while also harnessing its capabilities as a global advocate, convenor and partnership builder to pursue a range of targeted policy and advocacy goals at country and global level.

More specifically, during this strategy period ATscale aims to:

Build on early successes, including the Unlock the Everyday campaign, to continue to raise awareness for AT globally

Increase advocacy efforts to leverage more resources for the entire AT sector through domestic financing and donor support

Step up efforts to support country-level advocacy efforts, including capacity building

Drive thematic-based campaigns to influence policy and change stemming from the work in priority intervention areas

An important platform that has helped drive ATscale's advocacy and communications efforts in the start-up phase is the Advocacy and Communications Task Team (ACTT). Facilitated by the ATscale Secretariat, it comprises several partners with a shared agenda, to continue to advocate change in the global assistive technology landscape, strengthening the partnerships and tapping into the comparative advantage of different partners. The team will continue to collaborate and plan meaningful engagement in events, co-create messages and communications, and plan and implement strategic advocacy initiatives including, for example, raising awareness of the adoption of an UNGA resolution on assistive technology and advocating its implementation to member states, leveraging relationships with donor countries where ATscale and partners have a footprint.

ATscale will work with a growing set of partners to build on the momentum generated by the Unlock the Everyday campaign, launched in 2024, targeting key media moments, and focusing on an agreed set of themes to continue to build awareness with the general public as well as priority geographies and interest groups.

Building more awareness of assistive technology in the media will be important in this next phase. The ATscale Secretariat will do so by sharing high quality and strategically messaged stories with targeted media, working to build relationships with selected journalists, attending media briefings at the UN Palais, putting out AT angles on major global stories on related issues such as ageing, chronic disease, humanitarian crises; and pitching features, interviews and analysis to the press, tapping into the increasing circle of influence inviting champions to speak to the issues.

The World Day for Assistive Technology, the newly conceived 4 June annual awareness day, will be a key moment every year. Working with AT users, implementing partners, strategic partners and the private sector, ATscale will support events and advocacy through both national events and global digital media to build greater understanding of assistive technology.



Arturo Javier Rivarola Gimenez, here at 11, lives with cerebral palsy, a condition that prevents him from being able to walk or speak. Despite his disability, Arturo is able to study at a nearby school due to inclusive legislation enacted approximately eight years ago. © UNICEF/UN0425691/Sokol

Through all ATscale's advocacy efforts, continuing to advocate for increased funding for assistive technology at all levels will be further emphasized, including with countries for increased national budget contributions as well as with donors for greater AT prioritization and funding. This agenda will also require deeper partnerships to be built with multilateral agencies and partnerships such as the World Bank, regional development banks, the Global Fund, the Global Partnership for Education and others. Indeed, if the goal of reaching 500m by 2030 is to be reached, the ATscale partnership must be able to leverage complementary resources for the entire AT sector. ATscale's policy briefs on specific AT issues, such as reaching women and girls, inclusive employment and education and climate linkages provide an entry-point into this dialogue.

As ATscale expands its country programme footprint, advocacy guidance will be developed in the form of toolkits with tailored assets, messaging and tactics to help country partners to elevate their voices around the transformative impact that AT has on people's lives and to build effective campaigns. Subject to funding availability, this guidance will be complemented by targeted ATscale support with the aim of building up national organizations and champions with the skills and confidence to speak up at national, regional and global dialogues.

To support the goals of the Global Enabler pillar, ATscale will drive translation of evidence and research into practical action and policy change. For example, the structure of taxes and tariffs on AT has been identified as a significant driver of higher prices in many contexts. Research is underway to generate evidence and identify recommendations. Based on this, ATscale will work with partners to create a multi-country campaign to advance reform, recognizing the complexities of the agenda. Similarly, ATscale advocacy can be deployed in support of harnessing the full potential of digital AT (e.g. by championing inclusion of smartphones into Assistive Product Lists (APLs) and more supportive policy environments) and to advance the agenda of AT integration into humanitarian response.

## WHAT SUCCESS LOOKS LIKE

An increasing number of countries are drawing on ATscale's advocacy toolkit, for example to hold World Day for Assistive Technology events

Resources for AT are rising through increased national budget contributions and donor allocations

Evidence and research generated under the Global Enabler pillar is being translated into policy change

# Operational excellence - Governance, Partnerships and Management

ATscale is hosted by the United Nations Office for Project Services (UNOPS). It is governed by a Board which serves as the central decision-making body responsible for guiding ATscale toward achieving its vision and mission.

As the Theory of Change highlights, the strategy is implemented by an effective and high-performing Secretariat, operating within a robust governance structure and drawing on the capabilities of partners at all levels. This section sets out more detail on those elements.

## ATscale partnership model

ATscale's approach is to leverage the strengths of a diverse range of partners, combining financing, technical expertise, lived experience, advocacy, and on-the-ground implementation to address systemic barriers to assistive technology (AT) access. Partnerships are central to ATscale's ability to mobilize resources, generate knowledge, influence policy, and deliver results. ATscale engages with governments, donors, UN agencies, international and national non-governmental organizations, civil society organizations including

organizations of persons with disabilities (OPDs), professional associations, research institutions, technical experts, social enterprises and the private sector. Each brings distinctive contributions, and together they enable ATscale to pursue its mission with greater reach and impact.

Within ATscale's partnership model, organizations fulfil different roles depending on their mandates and capacities. They provide governance and oversight, offer user representation, contribute to advocacy, technical advice, implementation, or monitoring and evaluation. Several partners fulfil multiple roles within this framework, contributing in different ways across ATscale's work. The following subsections set out how partners engage across the main functions of the partnership model.

#### **GOVERNANCE AND BOARD OPERATIONS**

ATscale is governed by the ATscale Board, which sets the organization's strategic direction, approves policies, plans and budgets, and oversees performance, finances and results. The Board also plays a key role in advocacy and resource mobilization, working to secure public and private support for ATscale's initiatives.

The Board comprises representatives of donors, UNICEF, WHO, IDA, programme countries, OPDs, NGOs, and the private sector, as well as three unaffiliated members and two ex officio members, including UNOPS as ATscale's host organization. In the coming strategy period, ATscale will strengthen the representation and participation of programme countries and NGOs through a constituency model, as is already the case for the private sector seat. Constituencies will nominate members to their respective Board seats and serve as a forum for dialogue and consensus-building on key issues.

Some Board partners, notably WHO, UNICEF and IDA, also contribute in other capacities such as technical guidance and implementation. These overlapping roles are managed through ATscale's established safeguards to ensure transparency and accountability (see Implementation section).



Students who are blind, Dorcus Namuddu (left, 12yrs) and Habiba Sabiba (14yrs) participate in class with assistive learning devices. © UNICEF/UN0747890/Rutherford

**Figure 5. Board Composition**



#### **EFFECTIVE REPRESENTATION OF AT USERS**

ATscale's strategy emphasizes a rights-based approach and recognizes the primary role of AT users in shaping access to technology in line with international human rights frameworks. The active engagement of AT users ensures that ATscale's interventions are relevant, appropriate and grounded in lived experience.

AT users participate at every stage - from needs assessments and strategy development to implementation, monitoring and evaluation. They are engaged through their representative organizations, in particular OPDs, which advocate for access, raise awareness and help ensure accountability. ATscale will increase funding to OPDs during this strategy period, with the objective of allocating at least 5% of total funds to them by 2027.

ATscale's partnership model includes mechanisms to promote user engagement and leadership. These include a global AT user network for sharing experiences and providing feedback, and a roster of AT users within the ATscale Advisory Technical Group to offer strategic and technical advice. Recognizing the diversity of AT users beyond OPDs, including older people and people with health conditions, ATscale will also build partnerships with other representative organizations to ensure a wide range of perspectives inform its work.

## ADVOCACY AND RESOURCE MOBILIZATION

Effective advocacy and resource mobilization are shared responsibilities across ATscale's partnerships. The Board provides high-level advocacy and resource mobilization, while donors are not only the principal source of ATscale's financial resources but also bring technical expertise and the ability to expand networks. Civil society organizations, including OPDs, contribute to advocacy campaigns, awareness-raising and accountability efforts at both global and national levels.

ATscale also works with partners on joint advocacy initiatives, such as the Unlock the Everyday campaign and World AT Day, which amplify the visibility of AT issues and mobilize support across constituencies.

## WHO, UNICEF AND IDA: CENTRAL ROLES IN THE PARTNERSHIP

WHO, UNICEF and IDA play a central role within the ATscale partnership. As Board members, they contribute to governance, strategic direction, advocacy and resource mobilization. They also bring distinctive assets: WHO and UNICEF provide technical expertise, normative guidance and convening power, while IDA ensures the effective representation of AT users and strengthens accountability to them. In some cases, they serve as implementing partners when best placed to deliver country-level support or technical interventions, particularly where national capacity is limited. ATscale's established procedures, including conflict of interest policy, competitive selection processes and clear terms of reference, ensure that this versatility translates into transparency and accountability.

## STRATEGIC INPUT, TECHNICAL ADVICE AND COLLABORATION

Given the diversity and complexity of AT needs across multiple sectors and populations, ATscale benefits greatly from the input of partners with deep experience and technical expertise. While the Board holds responsibility for strategic direction, partners provide strategic input, technical advice, and collaboration that help shape ATscale's priorities and strengthen implementation.

This includes professional associations such as WCPT, WFOT, ISPO, ISWP and GAATO; academic institutions; and international NGOs with extensive AT experience, such as ICRC, HI, CBM and CHAI. WHO and UNICEF provide normative guidance, policy advice and global convening power, while donors contribute both technical perspectives and financial support. Civil society organizations contribute their knowledge of local contexts and advocacy priorities. The private sector contributes through innovation, market shaping, and technical insights, as well as through targeted advocacy initiatives.

Mechanisms for collaboration include group and individual consultations, advisory groups, joint initiatives and research partnerships. ATscale ensures that such engagement is transparent and consistent with its safeguards when partners hold multiple roles.

## IMPLEMENTATION

Most ATscale activities are implemented through partner organizations through competitive selection processes. Implementing partners include NGOs and social enterprises such as ICRC, HI, CHAI, CBM and SightSavers. In some cases, UN agencies such as UNICEF and WHO act as implementing partners where they are best placed to deliver country-level support or technical interventions.

To ensure transparency, accountability and effective use of funds, ATscale applies standard safeguards in all implementation arrangements. These include competitive selection processes, clear terms of reference, and conflict-of-interest management, particularly where Board members or other close partners also serve as implementers. Civil society organisations often contribute to implementation at the local level, combining delivery of services with advocacy and accountability functions.

## MONITORING, EVALUATION AND LEARNING

Monitoring, evaluation and learning (MEL) are central to ATscale's accountability and to its role in building global knowledge on AT. MEL functions are carried out in partnership with research and academic institutions, as well as with technical agencies such as WHO. These partners contribute to generating evidence, conducting evaluations and strengthening data systems.

ATscale will continue to collaborate with WHO and others on initiatives such as the WHO AT Data Toolkit, which supports countries to generate and use AT data. The organisation will also pursue a learning agenda that creates global public goods, shares knowledge across partners and feeds evidence back into programme design and policy dialogue.

Through these efforts, ATscale ensures that monitoring and evaluation are not only tools for accountability but also a foundation for continuous learning and improvement.

## ATSCALE SECRETARIAT

The ATscale Secretariat manages the day-to-day operations of the partnership and plays a central role in coordinating its strategic and technical activities. It serves as the operational backbone of ATscale, ensuring effective implementation of the strategy and alignment across the network of partners. Its core functions are grouped into five interrelated areas:

**Strategic planning and coordination** - The Secretariat leads the development and operationalization of ATscale's strategy and workplans. It ensures alignment of partnership activities with global and country-level priorities, and coordinates across stakeholders to maintain coherence, efficiency and impact. The Secretariat also provides support to ATscale's governance structures and task teams, helping drive agenda-setting, decision-making and follow-up.

**Programme design and implementation support** - ATscale provides direct support to the design and implementation of programmes in countries. The Secretariat facilitates technical assistance to governments and partners, acts as the day-to-day liaison with country stakeholders, and supports the development of tools and guidance materials. It plays a key role in ensuring that ATscale-funded activities are based on national priorities and grounded in evidence.

**Technical guidance and oversight** - The Secretariat defines implementation frameworks, coordinates technical inputs and quality assurance processes, and leverages the expertise of its partners and rosters of technical experts and AT users to inform the design and delivery of high-quality, inclusive programmes. The Secretariat also ensures that ATscale's work is guided by up-to-date evidence, norms and standards.

**Monitoring, evaluation, learning and knowledge exchange** - The Secretariat leads ATscale's monitoring, evaluation and learning (MEL) work, tracking progress, capturing lessons and generating evidence to inform scale-up. It facilitates communities of practice and inter-country learning by promoting exchange among stakeholders.

**Partnership and stakeholder engagement** - The Secretariat manages relationships with a diverse range of stakeholders, including donors, governments, multilateral agencies, civil society (including OPDs), the private sector and academia. It supports resource mobilization, coordinates advocacy and communications efforts, and promotes synergies across the partnership.

Since its inception in 2019 with a small team of two, the Secretariat has grown in line with the expanding scope and funding of ATscale. It has progressively strengthened its technical and programmatic capacity, and is now a trusted source of support for countries seeking to improve national planning and coordinate partners in the AT space.

In the new strategy period, the ATscale Secretariat will continue the existing approach, deploying its own experience, while harnessing the technical expertise and implementation capacity of partners, as well as drawing on a strengthened Advisory Technical Group, a multidisciplinary roster that includes individuals with lived experience of using AT. Strong guidance and follow-up will also be needed from ATscale to ensure the right level of quality in programme implementation is being deployed. Nevertheless, as ATscale enters the Scale-Up Phase, and further expands its ambition at country and global-level, it is likely that additional secretariat capacity will be required to deliver the full range of proposed activities. Decisions to increase headcount will be contingent on additional funding for strategy implementation being secured and will be guided by the nature of that funding. In any future recruitment, efforts will be intensified to add more persons with a lived experience of use of assistive technology to the Secretariat team.

# Monitoring, Evaluation and Learning

The Monitoring, Evaluation, and Learning (MEL) framework is a critical component of this multi-year strategy, ensuring that the partnership remains on track to achieve its goals while continuously improving its effectiveness. Through systematic monitoring and evaluation, ATscale tracks progress, measures outcomes, and assesses the impact of interventions, enabling data-driven decision-making and adaptive management. This approach not only ensures accountability to stakeholders but also fosters a culture of learning, allowing the refinement of strategies, sharing of best practices, and timely responses to emerging challenges and opportunities.

Supporting ATscale's mission, the MEL framework provides key metrics and learning mechanisms to measure and advance progress in the AT sector, both globally and nationally. ATscale balances performance monitoring with a learning agenda that fosters innovation and addresses unmet AT needs. The learning agenda examines how and why interventions are effective, generating best practices that can be scaled and replicated. Given the nascent stage of the AT sector and limited data availability, generating learning evidence is essential for measuring AT access.

A comprehensive set of Monitoring, Evaluation, and Learning (MEL) activities accompanies the delivery of the strategy:

An overarching results framework guides monitoring and accountability of performance and underpins learning (See Annex 2). This results framework maps to the Theory of Change, setting out indicators and their corresponding targets for the goal, the three pillars of the strategy and the operational performance of ATscale itself. Progress is reported to the Board at its meetings and through a publicly available annual report.

**Direct reach** is tracked through the monitoring of activities implemented by ATscale partners that directly target people. This is done using Key Performance Indicators (KPIs) in ATscale partners' results framework, which capture people reached with assistive technology,<sup>5</sup> people trained, and organizations strengthened by national programmes which ATscale supports.

**Indirect reach** is tracked to show the broader impact of assistive technology on families, caregivers, and communities and provide a more comprehensive understanding of the societal benefits of national programmes which ATscale support. It is based on primary data on indirect reach provided by implementing partners, or when this is unavailable, estimates of the number of indirect beneficiaries based on national average household size and workforce capacity. The methodology for the latter is still being refined.

---

In addition, other standard indicators which form a library of indicators covering core areas of ATscale programming (e.g. policies, service delivery, access, awareness) are also available for implementing partners to draw from to define their programme targets. They contribute to calculating both direct and indirect reach.

---

ATscale recognizes that the AT community is not yet in a position to track global progress towards the goal of reaching 500 million additional users by 2030. ATscale is working with partners to identify a credible and cost-effective approach to tracking global progress, leveraging country sources, ongoing methodological work and the lessons learned from population surveys (such as rATA) conducted in recent years.

---

An independent evaluation of this strategy will be undertaken to learn lessons and inform future approaches.

---

A range of learning activities is also underway. For example, a community of practice is being created to gather and disseminate knowledge and evidence from ATscale's country programmes as described in Pillar I of the strategy.

To deliver the MEL activities, ATscale's monitoring and evaluation capabilities are being strengthened by developing an automated and harmonized reporting system and information management system. This ensures high-quality data collection, improves data management, and facilitates grants management as well as progress monitoring for ATscale and partners.

---

<sup>5</sup> Number of people reached with assistive technology includes: 1). reached with service promotion; 2). screening; 3). clinical assessment, fitting, and maintenance, among others; 4). assistive products. The number of people reached with assistive products is a subset of people reached and will be given as a disaggregation of the total number.

# Financing the Strategy

ATscale was set up as a partnership to be a catalyst to help move towards the goal of an additional 500 million people reached by 2030. ATscale is building strong partnerships and diversifying funding sources to raise upwards of US\$400 million by 2030.

The intent is to leverage at least another 1:3 match funding with domestic resources, concessional financing, aligned external financing, and private resources to reach a \$1.5 billion boost for assistive products and services.

## Financing needs

Implementing the 2024 - 2027 strategic plan more specifically will require at least US\$195 million, allowing ATscale to continue expanding the breadth and depth of country programming, while delivering on the 'priority intervention areas' and strengthening advocacy and awareness raising efforts. The target for this strategy period, though ambitious, is realistic: nearly 50% of the needed funds are already secured, as shown in the diagram below.

**500m**

more people reached by 2030

At least

**US\$195m**

are needed to expand country programming, fill the gaps in global public goods and strengthen advocacy

**Figure 6. Financial projections for ATscale's Strategic Plan, 2024-2027, US\$m**



The figures should however not be interpreted as ceiling amounts and should opportunities arise that are in line with ATscale's overall mission and goals, these figures and ATscale's plans will be adjusted through the annual operating cycles in agreement with the Board.

As the high-level figures show, ATscale intends to have the majority of funding be directed to countries. The amount indicated above assumes the bulk of new funding raised will principally deepen support to existing partner countries, while supporting a modest expansion to new partner countries.

The Strengthening Global Enablers pillar commands a more limited amount of resources given the nature of the work but it remains equally important to achieving the overall goal. Budget size may be higher depending on pace of implementation and in the event that donor funding is secured to pursue particular priority intervention areas.

It is anticipated that the third pillar will remain relatively flat, as many of the increased advocacy related activities will be covered under the two other pillars. The stated amounts will enable ATscale to continue global engagement and to provide technical support to the increased country and thematic focus areas.

As noted above, recognizing their critical role in terms of effectiveness, sustainability and impact, ATscale will increase programming through representative civil society organizations (including OPDs) over the strategy period across all its strategic pillars with the objective of allocating at least 5% of total programme funding to them by 2027.

Operational costs will remain modest, with slight increases to account for growth in activities.

---

## Resource Mobilization

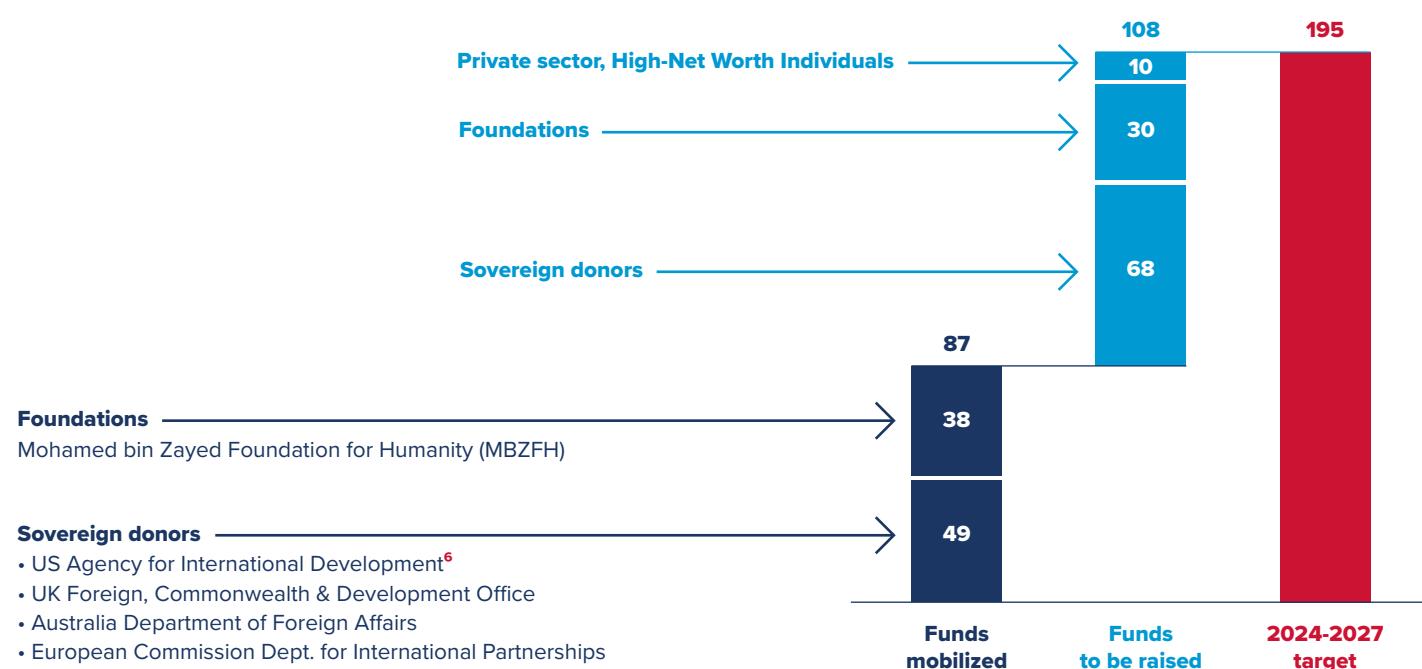
The approach to bridging the funding gap for this strategy period builds on a resource mobilization strategy developed in 2022 and incorporates lessons learned since then. The primary focus will be on securing core resources and sustaining essential activities by strengthening and cultivating relationships with existing donors to ensure continued support and foster growth. Through open communication and trust-building, the aim is to establish long-term partnerships, transforming donors into ATscale champions, and working collaboratively to attract new partners and actively grow the movement together. The ATscale Secretariat will also engage with current donors to deepen existing relationships across other sectors within their relevant institutions. Since AT is a cross-cutting issue, ATscale will seek to make linkages across multiple sectors including human rights, education, labour, and humanitarian.

A second key objective is to diversify the resource base by targeting additional sovereign donors and large foundations. New interest is currently emerging from countries in the Middle East to support disability and inclusion, particularly in relation to education, employment and humanitarian support. ATscale will also continue to engage other European donors who have historically been supporters of greater inclusion. Additionally large, institutional foundations that operate at the systems level are among the primary targets.

As already highlighted in the resource mobilization strategy, ATscale will continue to explore opportunities to partner with smaller foundations, private sector partners, and high-net-worth individuals. This funding source can be used to enhance or complement existing programmes at global or country level, support innovative public-private partnerships, and, in some cases, result in larger scale support. Building on past experience, however, ATscale will carefully factor the opportunity-costs of pursuing such opportunities.

Figure 7 depicts the current donor base and illustrates potential future targets, though these remain only indicative at this stage.

**Figure 7. Resource mobilization target and source of funds for the Strategic Plan, US\$m**



Mohammad uses prosthetic legs after walking over a landmine in Myanmar in 1991. In August 2017 he was forced to abandon his prostheses and crutches as he fled his country. On arriving in Cox's Bazar, Bangladesh, he attached plastic bottles to his legs to pedal a sewing machine so he could continue his livelihood and support his family. It was very challenging until a local health centre fitted him with a new pair of prostheses. © Humanity & Inclusion/HI

<sup>6</sup> Since the approval of this strategy, the United States Agency for International Development (USAID) has been dissolved as an institution. As a result, approximately \$16 million in previously committed but undisbursed funds are no longer available to ATscale.

# Key Risks

A range of risks exist that could adversely affect successful delivery of the strategy. As ATscale transitions into the Scale-Up phase from the Start-Up phase, the nature of those risks is evolving. Key risks are considered in the context of ATscale's operational plans. Risk dynamics and mitigation measures are monitored on an ongoing basis. This section sets out some of the key risks to the strategy and the ways in which they will be managed:

## **FUNDING RISK**

ATscale's funding position became a critical risk between 2020 and 2022 with uncertainty around key donor commitments. Significant time investment in resource mobilization, including agreement on a strategy, over the past few years has borne fruit with a widening of the donor-base and increased commitment from existing donors. Nevertheless, delivery of the 2024-27 strategy will require additional resources to be mobilised. Secretariat leadership, and the wider team, will continue to devote attention to this activity, in line with the agreed strategic approach.

## **DELIVERY RISK**

As the theory of change sets out, ATscale's approach to delivering its goals focuses on the often long-term tasks of helping to strengthen systems and reform policies and institutions at both country and global-level. With this sort of approach, results are more durable but can take longer to realise. However, it is important to recognize that sustaining momentum and support for the organization, including funding, requires an ability to clearly identify and communicate concrete results and progress. To mitigate the risk of weakening support associated with this long-term approach, ATscale will seek an approach that helps countries to secure concrete service delivery results while also ensuring focus on the longer-term challenges of systems-building. The 2024-27 also sees a strengthened MEL approach that will support more effective communication of results and pro-active management of programme implementation.

## **FIDUCIARY RISK**

As the breadth and depth of ATscale's programming increases to cover a wider variety of country contexts and to include complex activities such as product procurement, the importance of sound financial management and oversight becomes increasingly important. A key mitigation of this risk is provided by ATscale's hosting arrangements which allows for a reliance on UNOPS fiduciary processes, procedures and capabilities. Further, the ATscale country programming model initially channels funds through implementing partners capable of providing adequate fiduciary assurance. While ATscale seeks to use national systems to channel resources, where possible, this is only done where assurance can be provided. Regular audits of country programmes will also be undertaken, and funds are set aside for this purpose.

## **OPERATIONAL RISK**

The expanded ambition of this strategy is likely to require additional secretariat capacity. A key challenge will be attracting and retaining high-quality staff members. A particular priority will be to increase the representation of AT users within the Secretariat. Despite extensive outreach, this representation remains low. To mitigate the risk of failure, the ATscale Secretariat will seek ways to attract a larger pool of AT user candidates for all open positions. The AT user network and Advisory Group being established will help in this regard.



A boy with hearing impairment wears a Solar Ear hearing aid in the eastern city of Mutare, Zimbabwe. The Solar Ear battery charger lasts for 2–3 years and can be used with 80 per cent of hearing aids on the market today. It can be charged via sunlight, household light or a cellphone plug. © UNICEF/UNI174951/O'Donoghue

# Annexes

## Annex 1. Assistive Technology and the SDGs

### AT is particularly relevant to the following SDGs:

**Strong global partnerships**, such as ATscale, are important to ensure assistive technology is available and affordable for everyone, everywhere.

AT is **crucial**, sometimes for survival, during **climate-driven disasters**.

Universal access to AT in low- and middle-income countries will **address the gross inequality globally**.

AT and accessible environments are **necessary in all infrastructure construction, industrialization and innovation to ensure inclusion**.



# STRATEGIC PILLAR 1 - Supporting Country Plans

GOAL: STRENGTHENING COUNTRY PLANS FOR IMPROVED ACCESS TO ASSISTIVE TECHNOLOGY

Level	Results thematic	Results	Indicator	Target	Disaggregation
<b>Outcome 1</b>	Availability and Accessibility	50 million persons are supported with assistive technology in 35 LMICs	Number of people reached with assistive technology through programmes to which ATscale contributed	50M	Gender, Age group, disability domain, type of intervention & programme
			Percentage of people who improved their mobility, vision, or hearing functions by accessing appropriate assistive products through programmes to which ATscale contributed	75%	Gender, Age group, type of programme
<b>Output 1.1</b>	Increase in availability of AT (Supply)	Availability of assistive technology in LMICs is increasing	Percentage (and number) of ATscale supported countries where AT services are available in at least 60% of the country	75%	Type of programme
<b>Output 1.2</b>	Improved access to assistive technology (Demand)	Increased number of people who benefit from the assistive products and services they need	Number of people reached with a) services and b) products in programmes to which ATscale has contributed	a) Service: 45M b) Products: 5M	Gender, age group, disability domain, type of programme
<b>Output 1.3</b>	Integration of AT into humanitarian settings	Making AT available in the first days after a major crisis onset through the increase of global prepositioning of 4 AT10 kits	Number of people reached with prepositioned AP during a humanitarian crisis	4	n/a
			Amount of funding secured with ATscale support for stock replenishment in preparation for future humanitarian crisis	TBC	n/a
<b>Outcome 2</b>	Availability and Accessibility	50 million persons are supported with assistive technology in 35 LMICs	Percentage of ATscale supported countries that demonstrate evidence of stronger national system performance for the provision of assistive technology	60%	Type of programme
<b>Output 2.1</b>	Fostering governance and AT framework	ATscale supported countries addressed fragmentation in AT provision through stronger intersectoral coordination and upgraded national assistive products list	Percentage (and number) of ATscale supported countries that maintain and update the national priority list of assistive products	80%	Type of programme
			Percentage (and number) of ATscale supported countries where an intersectoral platform to promote assistive technology is formed and operational with clear terms of reference (TORs)	100%	Type of programme
<b>Output 2.2</b>	AT integration into humanitarian preparedness	Integrating AT into the cycle of humanitarian policies, planning, programmes and responses in at least 2 countries prone to humanitarian crises	Number of countries where AT has been more effectively integrated into the humanitarian preparedness, responses and recovery efforts	2	n/a
<b>Output 2.3</b>	AT Financial coverage	Public financing support mechanisms are established in ATscale-supported countries to ensure equitable access to affordable assistive technology	Percentage (and number) of ATscale supported countries with increased annual budget allocated to assistive technology	80%	Type of programme
			Percentage (and number) of ATscale supported countries where cost of assistive products is partially covered by the government or public insurance scheme. Disaggregated for 3 products: wheelchairs, hearing aids, eyeglasses	TBD	Type of programme

Level	Results thematic	Results	Indicator	Target	Disaggregation
<b>Output 2.4</b>	Strengthen workforce capacity	100,000 professionals in ATscale supported countries built their capacities for inclusive AT and rehabilitation	Number of people trained in assistive technology in ATscale supported countries	100,000	Gender, Age group, Disability domain, discipline/personnel type, type of programme
<b>Output 2.5</b>	Increase funding for assistive technology	Increased co-financing from government, IFIs and/or development banks for assistive technology in ATscale supported countries	Percentage (and Number) of ATscale supported countries that are meeting their co-financing commitment related to assistive technology	75%	Type of programme

## STRATEGIC PILLAR 2 - Strengthening Global Enablers

**GOAL: BUILDING AND SUSTAINING GLOBAL FUNCTIONS, PROCESSES AND ENABLERS FOR IMPROVED ACCESS TO ASSISTIVE TECHNOLOGY**

Level	Results thematic	Results	Indicator	Target
<b>Outcome 1</b>	Building sustainable markets	A step-change in AT markets is attracting growing numbers of buyers and suppliers of affordable and high-quality products situated closer to users		
<b>Output 1.1</b>	Making information on price, quality and supply available	Information on price, quality, technical specifications, supply options and geographical availability for ATscale's priority products is easily available to buyers	Level of engagement of users of ATscale supported online platform that provides information on ATscale's priority product	TBD
<b>Output 1.2</b>	Securing price reductions	The global price of priority AT has fallen over the strategy period	Index of the global price of ATscale's priority products basket	TBD
<b>Outcome 2</b>	Reaching everyone, everywhere	Comprehensive guidance and tools available to support countries to design services that deliver access to AT across the life-cycle and to those that are hardest to reach		
<b>Output 2.1</b>	Comprehensive service delivery guidance is available to countries	Existing gaps in guidance and toolkits needed by countries to strengthen service delivery across the life cycle have been filled and guidance is easily available in a Resource hub	Level of engagement of users of ATscale Resource Hub platform (Number of active users)	80%
<b>Output 2.2</b>	Testing and proving innovative service delivery approaches	Evidence-based guidance for radically simplified service delivery models for people with functional limitations is developed and used by countries for at least 2 of disability domain area	Number of evidence-based guidance for simplified service delivery models for AT developed and used by countries	TBD
<b>Outcome 3</b>	Removing financial barriers	Evidence on sustainable AT financing options, approaches and models has been strengthened and is available for countries for adoption and roll out		
<b>Output 3.1</b>	Strengthening national AT financing frameworks	Comprehensive guidance on financing options for AT is available to support country policymakers		
<b>Output 3.2</b>	Creating new financing mechanisms to help individuals access AT	An agreement is reached on design and launch of new equitable AT financing mechanism in at least 2 partner countries	Number of countries implementing the AT financing mechanisms	2
<b>Outcome 4</b>	Leveraging the power of digital AT	The potential of digital advances for AT, particularly smartphones, is being harnessed more effectively		
<b>Output 4.1</b>	Positioning smartphones as AT	20 countries are supported by ATscale to recognise the role of smartphones as digital AT, through inclusion on APIs and supportive access and affordability policies	Number of countries supported to harness the potential of smartphones	20
<b>Output 4.2</b>	Enhancing the AT dimensions of smartphones	Users have access to applications that best suit their AT needs	Developed harmonised set of international accessibility standards for smartphones and apps (yes/no)	yes

## STRATEGIC PILLAR 3 - Advocating for change

**GOAL: RAISING AWARENESS, MOBILIZING FUNDING AND DRIVING COORDINATED ACTION FOR INCREASED ACCESS TO AFFORDABLE ASSISTIVE TECHNOLOGY - 450M PEOPLE ARE REACHED WITH AWARENESS GENERATION ABOUT THE IMPORTANCE OF ASSISTIVE TECHNOLOGY**

Level	Results thematic	Results	Indicator	Target
<b>Outcome 1</b>	Global awareness raising across all sectors	Advocacy for AT reaches a broader and more targeted audience to raise awareness and call for action		
<b>Output 1.2</b>	Building momentum - from awareness to action	<p>Increased support to assistive technology is evidenced through increased coordinated action to call for increased access to assistive technology</p>	<p>Number of partners taking coordinated action and engaging in the <i>Unlock the Everyday</i> campaign using the guidance, assets and resources provided</p> <p>Percentage increase of engagement in World Day for Assistive Technology</p>	<p>500</p> <p>400% increase</p>
<b>Outcome 2</b>	Advocating for change at the country level	Advocacy work based on clear evidence and analysis positively influences policy change		
<b>Output 2.1</b>	Thematic-based campaigns to influence policy change	A multi-country thematic-based advocacy campaign is devised and implemented for global enablers and adopted by x country programmes	Number of global enablers (GPGs) where a robust advocacy strategy is developed and implemented	4
<b>Output 2.2</b>	Enhanced public awareness effort to drive demand and reduce stigma in ATscale supported countries	<p>Public awareness is increased both globally and in ATscale supported countries, through advocacy events, national and social media coverage, strengthening of civil society organisation, decision-makers, champions and advocates for AT</p>	<p>Number of civil society organisations including OPDs strengthened by ATscale supported programmes</p> <p>Number of people reached with awareness events/activity related to the importance of assistive technology (disaggregated through mass awareness campaigns, events, meetings...)</p> <p>Number of events/activity organized by ATscale supported programmes to promote assistive technology</p>	<p>150</p> <p>450 million</p> <p>100</p>
<b>Outcome 3</b>	Raising resources for AT sector	Resources for AT are rising through increased national budget contributions and donor allocations		
<b>Output 3.1</b>	Increase of non-domestic financial resources	Increase of non-domestic financial resources mobilized from public and private sources to advance the global AT sector	Total annual non-domestic (external) financial resources mobilized from public and private sources to advance the global AT sector	Increasing trend

# ATscale Operational Excellence - Governance, Partnerships & Management

Level	Results thematic	Results	Indicator	Target
<b>Result Area 1</b> <b>Governance &amp; Partnerships</b>				
<b>Output 1.1</b>	Improved Governance	ATscale board effectively supported in its timely decision making	Percentage of ATscale board member who report being effectively supported to make timely decision	80%
		Board engagement in advocacy and resource mobilization	Average number of activities that a Board member engages for RM or advocacy and communication for ATscale	5
<b>Output 1.2</b>	Improved partnership	Enhanced ATscale partnerships through increased AT user engagement and support to representative CSOs	Percentage of AT users who report being satisfied of their engagement with ATscale	80%
			Percentage of ATscale budget allocated to support representative CSOs such as OPDs	5%
<b>Result Area 2</b> <b>Management</b>				
<b>Output 2.1</b>	Human resource management	Increase capacity and effectiveness of ATscale Secretariat	Gender parity / representation of AT users as a share of the secretariat / % of ATscale secretariat costs as total of ATscale budget	50% gender parity, 15% AT users
<b>Output 2.2</b>	Financial management	Effective financial management	Effective financial management - work plan expenditure & commitment against budget	75%
<b>Output 2.3</b>	Implementation of operational plan	Efficient and inclusive governance structure	Number of countries with multi-year catalytic investments to-date (Country programmes)	25 (2025), 35 (2027)
			Number of country programmes on track to achieve AT access and ecosystem strengthening outcomes	75%
			Number of global interventions on track to achieve their defined outcomes	75%
<b>Result Area 3</b> <b>Communication</b>				
<b>Output 3.1</b>	Increased awareness	Increase awareness of AT sector needs and opportunities at global level	Number of events where members of the ATscale partnership have a speaking role	20 per year
<b>Output 3.2</b>	Increased ATscale recognition	Increase recognition of ATscale's approach and accomplishments	Social media engagement rate (likes, shares, retweets, comments, clicks, account mentions)	100% increase by 2027
<b>Result Area 4</b> <b>Resource Mobilization</b>				
<b>Output 4.1</b>	Improved Resource Mobilization	Increase funding raised for ATscale operations and investments	Number of donors investing in ATscale (since inception of ATscale up to reporting date)	10
			Total amount of funding raised by ATscale	192 million
<b>Result Area 5</b> <b>Monitoring, Evaluation and Learning</b>				
<b>Output 5.1</b>	Availability of outcome change results	Increased availability of data showing outcome level changes in ATscale supported programmes	Percentage of ATscale supported programme that report on outcome level change related to system strengthening	80%
			Percentage of ATscale supported programmes that report one outcome level change related to beneficiary	80%
<b>Output 5.2</b>	Increased MEL capacities	Increased MnE capacity of ATscale and ATscale partners to monitor, collect, aggregate and report on their results	ATscale secretariat annual report(s) submitted on time, of high quality and accepted by the donors	100%
			Percentage of ATscale supported programmes that report on time, with high quality data	100%



[atscalepartnership.org](https://atscalepartnership.org)



**ATscale**  
GLOBAL PARTNERSHIP FOR  
ASSISTIVE TECHNOLOGY  
Hosted by  
**UNOPS**