

CALL FOR PROPOSALS

**Programme Management, Coordination, and
Technical Support to the Government to
Strengthen Assistive Technology and
Rehabilitation Services in Colombia.**

(2025–2028)

CFP reference number: ATscale/Grant/2024/020

CFP document issue date: 5 November 2024

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1. PARTICULARS

1.1. UNOPS project objective(s)

The ATscale Secretariat – hosted by the United Nations Office for Project Services (UNOPS) in Geneva, Switzerland – invites interested and eligible non-governmental organizations and other non-profit organizations, as well as United Nations entities, to respond to a Call for Proposals (“CFP”) for the grant project: “**Programme Management, Coordination, and Technical Support to the Government to Strengthen Assistive Technology and Rehabilitation Services in Colombia.**” The selected applicant shall be responsible for programme management and shall work in close collaboration with the focal ministry or ministries. Both the quality of the applicant’s work and the progress being made toward successfully achieving the activities and outputs of the programme shall be subject to ATscale review.

1.2. Background and objectives of the grant/funding

Today, over 2.5 billion people need at least one form of assistive technology (AT), such as wheelchairs, eyeglasses, or hearing aids. Access to AT is unevenly distributed. In some countries, only 3 per cent of the population have access to the AT they require. The number of people needing AT will grow to more than 3.4 billion by 2050.

The UNICEF - World Health Organization 2022 Global Report on Assistive Technology (GReAT) articulates the current global situation and makes overarching recommendations to improve access to AT. This includes integrating AT into national health, social and other inter-sectoral planning across all appropriate service delivery platforms. Unmet needs for AT are more significant in low- and middle-income countries (LMICs). Increasing access to AT is critical for achieving many international commitments, including universal health coverage, and fulfilling the United Nations Convention on the Rights of Persons with Disabilities, and the Sustainable Development Goals.

About ATscale

[ATscale](#), the Global Partnership for AT, was developed in response to the need for a new, catalytic approach to overcoming the significant gap in access to appropriate, high-quality and affordable AT globally. It is a cross-sector partnership for AT, which is intended to bring greater resources and strategic focus to this significant global challenge. ATscale envisions reaching an additional 500 million people globally with life-changing AT by 2030. The partnership seeks to harness civil society, governments, development partners and the private sector to catalyse optimal use of much-needed resources.

ATscale works to strengthen policy, systems and service delivery for AT at global and country levels to increase access to high-quality and affordable AT. This will be achieved by identifying and supporting interventions to address the enabling ecosystem, particularly at the country level, including in humanitarian settings. ATscale also invests in interventions to overcome supply- and demand-side market barriers to build and shape markets for assistive products and their related services. Based on robust analysis tailored to the markets of LMICs, ATscale invests in promising market-shaping interventions to strengthen global and regional AT markets. Market-shaping work focuses on five priority products: wheelchairs, hearing aids, prostheses, eyeglasses, and assistive digital devices and software, as well as cross-cutting interventions that address the AT sector more broadly. The effectiveness and impact of all ATscale investments are supported and fortified through advocacy and communication activities that raise awareness and mobilize action at all levels: from community to global.

ATscale, hosted by UNOPS, has a mission to help people build better lives and countries achieve peace and sustainable development. By expanding the ability of the United Nations, governments, and other partners to manage projects, infrastructure, and procurement operations sustainably and efficiently in some of the world’s most challenging environments. UNOPS supports more than US\$1 billion worth of development projects annually. For more information, please visit the [UNOPS website](#).

ATscale’s funding for strengthening AT services in Latin American low- and middle-income countries

Partnering with countries to support ambitious and locally driven plans to scale up AT has been a core strategy of ATscale since its inception. Leveraging lessons learned from its country engagement, the Board of ATscale approved a demand-based approach for selecting countries for future investments. This approach has been already used to select 11 countries in Africa, Asia and the Middle East for the programme, focusing on school-aged children in need of vision and hearing AT.

Guided by this experience, in April 2024 ATscale initiated a new call for Expressions of Interest (EOIs) from five eligible countries for catalytic funding support, focused on strengthening AT services in LMICs in Latin America. The EOI focused on strengthening AT systems and services for people with mobility-related injuries and disabilities, including those due to conflict. The funding is intended to support government-led programmes or interventions on AT systems and services to improve the health and well-being of the population.

The EOI process involved engagement and endorsement of interest from the highest possible authority of the governments, and the provision of essential programme information through an open EOI call, followed by a competitive selection of countries. The EOI was open from 5 April 2024 until 19 June 2024. ATscale sought EOIs from five eligible LMICs from Latin America: Colombia, El Salvador, Guatemala, Honduras and Nicaragua. After a careful review of the submissions, two countries were shortlisted for scale-up support: Colombia and El Salvador.

This CFP pertains to Colombia, with an allocated resource envelope of **\$3,5 million for a period of three years**.

ATscale is a pool-funding partnership in which several donors pool funds to address AT challenges and improve access to AT in LMICs. ATscale has already informed the selected countries' governments about their selection and the next steps, including the CFP process.

1.3. Targeted impact of the grant/funding

The grant is intended to **increase access to AT services for people with mobility-related injuries and disabilities**. AT system strengthening activities will include the training of health personnel in the selected countries. Furthermore, the grant also targets building a conducive environment for the broader AT ecosystem. This will be achieved by building the capacity of national AT systems to work towards the goal of "universal access to quality AT". This will involve working under the focal ministry's or ministries' leadership and in close partnerships with other stakeholders including the other inter-sectoral ministries, non-governmental organizations, United Nations agencies, civil society, organizations of persons with disabilities, and the private sector.

1.4. Scope of the grant/funding

Two critical areas covered under the overall scope of the funding are: 1) **Scaling up access to AT and directly related rehabilitation services for people with injuries, health conditions and/or disabilities that affect their mobility or restrict their functionality**; and 2) **strengthening the AT ecosystem** by creating a favourable environment for wider AT sector development. Activities contributing to both areas, which are expected to take place between 2025 and 2028, are detailed below:

1. Scaling up access to AT and directly related rehabilitation services for people with injuries, health conditions and/or disabilities that affect their mobility or restrict their functionality: 85 per cent to 90 per cent of the grant budget: This funding focuses on supporting the effective expansion of access to AT services (screening; prescription; and fitting of assistive products, such as – but not limited to – wheelchairs, crutches, walkers and prostheses and orthoses) into government-led programmes. In addition, and as a sub-component fully supporting access to AT services, rehabilitation interventions directly related to AT services can be included but should not be the focus. Approaches that are government-owned, based on past successes integrated into public health and social systems, and that leverage the strengths of both the public and private sectors will be viewed favourably. While it is not anticipated that complete nationwide scaling up can be achieved within this funding envelope and time frame, the country (Colombia) should be able to demonstrate quick outcomes for scaling up (ideally from year 1), and there should be clear pathways to achieving national scaling up in the medium term, based on the lessons learned and increased government ownership in due course. Please refer to Section 2: Approach and Methodology Frequently Asked Questions (FAQs) and Annex A: Guidance Note to Categorize the Programme Costs for more details.

2. Strengthening the AT ecosystem by creating a favourable environment for the AT sector at the national level: 10 per cent to 15 per cent of the grant budget: The funding is also intended to build a conducive environment in the selected country for wider AT ecosystem strengthening. The AT ecosystem can be strengthened according to the six health systems building blocks of leadership and governance, workforce, financing, service delivery, products, and information management systems. Therefore, a small part of the grant can also go towards creating a favourable environment in the country through key strategic activities focused on the wider AT ecosystem. This may range from conducting national AT assessments to identifying a priority assistive product list, adopting product standards and specifications, to developing investment cases creating national AT procurement guidelines, among other possibilities. It may also include developing a costed national strategic plan for assistive technology to address policy gaps, in order to promote its permanent development within the health system, raise awareness of AT, and so on. In-country stakeholders from inter-sectoral

ministries, non-governmental organizations, organizations of persons with disabilities and the private sector must be closely engaged in these activities.

1.5. Target beneficiaries

The target beneficiaries of the ATscale-supported programme will be **people with mobility-related injuries and disabilities** in need of AT services in Colombia, regardless of age. The programme will focus on several levels of service provision, from primary to tertiary health-care levels.

When considering beneficiaries, greater attention should be paid to girls, women, the vulnerable and other disadvantaged groups. Please refer to the Frequently Asked Questions (FAQs) for more details.

1.6. Activities under grant/funding

Section 2 of this document provides more information regarding grant activities.

1.7. Lessons learned

The applicants shall consider the following aspects in their programme approach. These aspects arise from key lessons learned from similar initiatives implemented by ATscale. These lessons learned are not the sole responsibility of the selected implementing partners, but applicants should describe how these lessons learned have been considered in their proposals:

- Establish coordinating entities that reduce fragmentation among AT sector actors (non-profits, for-profits, government ministries, United Nations agencies, private sector, and so on) and continually work towards greater coordination and collaboration to achieve grant objectives and long-term national strategies to increase access to AT services.
- Ensure meaningful participation of people with disabilities, AT users, women, and parents/caregivers in evaluating strengths and weaknesses of implementation to inform improvements in the interventions included in the proposal.
- Identify opportunities for engagement of AT users, women, parents/caregivers, and vulnerable and disadvantaged groups in grant activities, including – but not limited to – serving in advisory groups or other implementation structures responsible for guiding and/or coordinating long-term strategies to increase access to AT.
- Plan with government authorities for sustainability throughout the implementation process by clarifying with the authorities and other stakeholders how the grant activities and achievements will be sustained and will continue to scale beyond the three-year grant period. Applicants will clearly define how **co-financing requirements**¹ will be estimated, met and reported periodically to ATscale. ATscale will consider the elements of 'additionality' to the financial and/or in-kind contributions, as well as the potential 'sustainability' of the programme.

1.8. Grant/funding available

Signature and implementation of the grant are subject to ATscale receiving its allocated funds, which is outside the control of ATscale. As such, where sufficient funds are not received by ATscale by its funding sources in due time, ATscale plans to provide year-by-year agreement amendments/funding additions under the same terms and conditions. However, ATscale also reserves the right to either introduce expenditure ceilings or, if needed, terminate the relevant agreement under Article 16. 'Termination' of the UNOPS General Conditions for Grant Support Agreements or Article J. 'Expiry and Termination of this Agreement' of the UN-UN Transfer Agreement.

Applicants will ensure that the budget in the proposal is aligned with the funding allocated by ATscale for this particular programme. Programme management and coordination costs cannot exceed 15 per cent of all direct costs, and overheads/indirect costs cannot exceed 10 per cent of all direct costs. Please refer to section 2.6: Budgetary Requirements and Annex A: Guidance Note to Categorize the Programme Costs for more details. Grant funds for programme management and coordination will be subject to review depending on funding availability and progress of implementation.

¹ As per country income status communicated during the EOI stage, the minimum requirements for an upper-middle income country include co-financing that matches 100 per cent of ATscale programme investment. Examples of in-kind support include – but are not limited to – support for policy or strategic plan development, coordinating mechanisms, personnel engaged in AT activities, existing staff to help manage or implement activities, and advocacy to raise awareness or mobilize government resources to strengthen AT systems and services. Examples of co-financing support could be the creation of a budget line for AT interventions, or increasing the budgetary allocation for AT products or activities.

Total amount of grant/funding available

The following table indicates the total amount of grant/funding available under this Call for Proposals for Colombia for 3 years:

Currency	Amount	Amount in words
USD	3,500,000	Three million, five hundred thousand

Important note:

- ATscale encourages consortium proposals. However, a lead organization must be identified. There is no upper limit on the number of partners in a consortium; however, partners should be carefully considered so the size of the consortium does not lead to unnecessary coordination costs and potential loss of effectiveness. The evaluation panel will assess positively the addition of relevant organizations, as well as the cost-effectiveness of the proposed consortium.
- Multiple applications by the same applicant for the same country will be disqualified, including applicants within a consortium. For example, an applicant within a consortium cannot submit a standalone proposal or vice versa under this CFP, and this would result in disqualification for both.

1.9. Grant/funding duration

The expected duration of the grant/funding is:

YEARS	3	MONTHS	0
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The proposed start date for the grant is 15 March 2025. The grant is expected to be concluded within three years: that is, by 14 March 2028. ATscale expects to sign the agreement for three years; however, depending on timely fund availability, the grant may be signed initially for one year and extended for year two and then year three under the same terms and conditions through agreement amendments. Applicants should note that these dates may change depending on various factors, such as the evaluation process timeline that might be affected by the number and quality of proposals received. Kindly note that the budget proposal must be planned for three **years** and must be broken down by year; ATscale may in exceptional circumstances extend the grant duration based on proper justification of a no-cost extension during implementation or upon completion of the three years, subject to UNOPS approval.

1.10. Applicant eligibility

Applicant category(ies)

The following categories of applicants are eligible to apply under this CFP

- Non-governmental organizations
- Foundations
- Civil society organizations
- Institutions or federations
- Academic and research institutions
- United Nations agencies

Applicant's country of registration

All applicants (including consortium partners, if any) should be legally registered to operate in Colombia.

Additional conditions of ineligibility

The applicant shall not fall under any of the conditions listed in the [Instructions to Applicants](#), Article 1, which makes the applicant ineligible for this grant/funding.

1.11. Content of proposal submissions

The templates listed below are relevant for applicants to document their compliance with the evaluation criteria:

- Annex 1: Proposal
- Annex 2: Declarations
- Annex 3: Financial proposal
- Registration certificate to operate in the country (both for the lead partner and for consortium partners in the case of a consortium)
- Proof of organization as not for profit entity (both for the lead partner and for consortium partners in the case of a consortium)
- Copy of audited financial statements for the last three years
- If applicable, the applicant shall provide proof that the organization is allowed by the relevant government authorities to receive funding from UNOPS for programme implementation in the concerned country.

Applicants must carefully read and understand the requirements in this CFP and the instructions for applicants before completing the proposal and annexes.

1.12. Partial proposals

Partial proposals will not be permitted. Applicants shall submit a proposal covering the full scope of the activities and grant/funding and addressing all the requirements in this CFP. Evaluation will be based on compliance with all requirements.

1.13. Sub-granting² and contracting³

Sub-granting and contracting are permitted under this CFP as follows:

Sub-granting	Permissible
Contracting	Permissible

1.14. Proposal currency

The proposal budget shall be prepared in the following currency:

United States Dollars (US\$)

1.15. Language of proposals

All proposals, information, documents, and correspondence exchanged between UNOPS and the applicant shall be in:

English

1.16. Proposal submission

The deadline for submitting proposals is **12:00 PM (Noon), 15 January 2025**, Geneva, Switzerland, CET. Proposals shall be submitted using the following method:

e-mail

Proposals shall be sent to bids@atscalepartnership.org

² A sub-grant is when an entity is selected by the implementing partner to implement activities on behalf of the implementing partner, and complies with the principles outlined in the UNOPS Operational Instruction on [Grant Support](#).

³ Contracting is done when an implementing partner procures services, goods or works using the implementing partner's procurement procedures.

For details on the specific requirements for proposal submission, refer to Article 10, “Proposal Submission” of the Instructions to Applicants.

1.17. Type of legal instrument

The applicable legal instrument(s) are identified hereunder.

- Grant Support Agreement
- UN-UN Transfer Agreement (applicable to United Nations agencies only)

1.18. Contact information

All correspondence, notifications, and requests for clarifications relating to this Call for Proposals shall be sent to:

Name	Néstor Eduardo Sánchez Mera
Title	Programme Support Specialist
Email	bids@atscalepartnership.org

1.19. Important dates and deadlines

The following tables provide the key dates and deadlines of this Call for Proposals.

	Date	Time	Time zone
Deadline for submission of proposals	15 January 2025	12:00 Noon	CET
Deadline for request for clarification	20 December 2024	12:00 Noon	CET
Expected start date of agreement	15 March 2025	12:00 Noon	CET

	Date	Time	Type	Additional information
Pre-proposal meeting	Monday, 18 November, 2024	4.00 p.m. (CET)	Virtual	Pre-proposal meeting [Monday], 18 November 2024 · 4.00 – 5.00 p.m. Time zone: CET Zoom Meeting joining info Video call link: https://us06web.zoom.us/j/84308628366?pwd=s3ZNla0dPFbmTYdmao0LXGatXcnca7.1

1.20. Capacity Assessment (CA) and Protection from Sexual Exploitation and Abuse (PSEA) assessment

The successful applicant will be subject to a Protection from Sexual Exploitation and Abuse (PSEA) assessment as well as a Capacity Assessment to inform the Grant Support Agreement (GSA) that will be signed with UNOPS. Both these assessments are integral parts of the decision-making process for the award of grant/funding to an implementing partner and to assess an implementing partner’s risk profile.

1.21. The grantee, unless it is a United Nations entity, will be subject to a grant audit on completion of the grant. The audit will be financed by ATscale.

2. REQUIREMENTS

Application guidelines

The Application should describe the current national context of AT in Colombia, the specific activities proposed to be funded, the expected result at the end of each activity, and the applicant's existing technical and organizational capacity. The Application should use Arial font size 11 and single spacing throughout the application documents. Please also refer to Frequently Asked Questions (FAQs) and Annex A: Guidance Note to Categorize the Programme Costs for more details on the programme. The section below describes the requested applicant content.

2.1. Organization overview (~2-3 pages)

Please provide an overview of the organization's goals, mission, and objectives. Please also include a statement of technical and management capacities possessed by the applicant relevant to the current programme. In the case of a consortium, please provide similar information for the partners but within a suggested limit of three pages. Please describe your comparative advantage and how and why your organization (including consortium partners if relevant) is best placed to deliver this programme.

2.2. Experience and engagements (~3 pages)

Please provide an overview of the organization's experience, demonstrating its capacity to implement the proposed project effectively. Given the scope of programme activities, consortia are strongly encouraged. For any proposed consortium or sub-agreement, the lead applicant must identify and provide the details of the organization(s) and demonstrate the partner's experience to fulfill the defined role. In this case, the consortium partner(s) must provide the details under Section 7 of the Proposal. Prior experience needs to be AT-related, and should demonstrate effective partnerships with governments in this field of intervention.

2.3. Approach and methodology (~24 pages including appendices)

Global context

Today, over 2.5 billion people need at least one form of AT, such as wheelchairs, glasses or hearing aids. In some countries, as few as 3 per cent of the population have access to the AT they require. The number of people requiring AT is expected to grow to more than 3.4 billion by 2050. Emergencies – including conflicts, disasters and outbreaks – can all create surges in AT needs.

Access to appropriate AT enables people with functional limitations, impairment, disabilities and non-communicable diseases, as well as the ageing population, to participate in education, work, and family and community life. Lack of access to AT has significant consequences for individuals, their families and wider society. Without AT services, individuals may experience isolation and exclusion from education, the labour market and civic life. Lack of access to appropriate AT causes poorer health outcomes, including premature death, deteriorating mental health, and increased risk of chronic health conditions and secondary complications. These all lead to a higher burden on health systems. Increasing access to – and the affordability of – assistive technology can unlock unrealized economic potential and provide socio-economic benefits for individuals, families and countries, by increasing productivity and participation in the workforce.

The 2022 UNICEF and World Health Organization Global Report on Assistive Technology (GReAT) – supported by ATscale – articulates the current global situation and makes overarching recommendations for supporting countries. This includes integrating AT into national health plans and health service delivery (and hence into fundamental health and social systems), and into other inter-sectoral related system planning, as well as ensuring that AT is included across all appropriate service delivery platforms. Unmet needs are significantly higher in LMICs. Increased access to AT is critical for achieving many international commitments, including universal health coverage, and fulfilling the United Nations Convention on the Rights of Persons with Disabilities and the Sustainable Development Goals.

Role of implementing partners

For successful implementation of ATscale's programme, all selected countries have appointed at least one Government Focal Point from the government entity which submitted EOI. The appointed Government Focal Point will serve as the primary liaison between the respective government entity or entities and:

- the ATscale Secretariat,
- the in-country coordinating implementing partner, as well as

- the other implementing partner(s) and relevant stakeholders within the country.

The in-country coordinating implementing partner will receive the funding on behalf of the government and sign an agreement with ATscale, either as a standalone partner or as a consortium lead (in case of a consortium of partners).

During the implementation, the overall objective of the in-country coordinating implementing partner(s) should be to provide coordination, monitoring, and capacity-building support to the country's government in line with the proposed activities and manage the funds under the government's leadership. The selected applicant will directly receive grant funds from ATscale on behalf of the government, and ensure effective implementation of grant activities as per the approved proposal. Where applicable, they will manage the disbursement to the sub-applicants or sub-contractors, and perform the following functions:

- Ensure strategic resource management, including planning and tracking available resources and monitoring expenditures as per the approved grant project work plan and budget.
- Maintain financial records and monitor systems to record and reconcile expenditures, balances, payments, statements, and other data for day-to-day statutory requirements.
- Subcontract other suppliers/service providers as needed, and assist in the financial review and utilization reports from sub-applicants and sub-contractors.
- Work with the Government Focal Point and other local stakeholders, and develop a detailed work plan broken down by year, including sufficient details on activities, (other) implementing partners or sub-grantees, assigned timelines, responsibilities, and escalation levels.
- Support the inter-ministerial or national coordination mechanism established under the government's leadership for the programme.
- Prepare documentation with detailed terms of reference for engagement with individuals/organizations/agencies to provide technical support and procurements as needed.
- Develop and maintain project dashboards for various levels of stakeholders.
- Update the situation of subcontractors in relation to the activities assigned to them, as well as the status of effective implementation of each of them..
- As and when required, undertake background research, analysis, and document development related to programme implementation and monitoring.
- Coordinate with the ATscale Secretariat to identify communications and learning opportunities that serve to support national and global advocacy, communication, and learning objectives. For example, the applicant should periodically provide AT User Stories, Lessons Learned, and other communications content, as agreed with the ATscale Secretariat. The applicant is encouraged to define roles within the team and allocate resources as needed to engage in communication and learning activities.
- Submit annual and semi-annual programmatic and financial progress reports to ATscale, including risk log updates and audit reports (as applicable).

Guided by the global context and the expected role of implementing partners as mentioned above, the approach and methodology section must include the following:

Executive summary (~2 pages)

The executive summary should provide an overview of the proposed programme's main features, including the country's AT context, proposed activities and expected results broken down per year.

Situational analysis (~3 pages)

The situational analysis should present comprehensive understanding of the current in-country context related to the health, social, and education system, and more specifically on the context related to AT. It should create a sound basis for the proposed interventions, including an understanding of the policy and stakeholder landscape, political will, and current and past activities in the country, as well as any gaps in the policy landscape, capacities and services, infrastructural and procurement capabilities, financing, human resources, leadership and governance related to AT. This section should demonstrate that the applicant understands the current and evolving situation in which the programme would be implemented and that the proposed activities are tailored to the country's environment.

Programme approach (~ 8 pages)

The project approach should describe the specific activities proposed to be supported through this grant/funding, broken down per year. It is expected that the proposed activities will include those that will be the most catalytic in moving the country from the existing situation towards achieving the desired national scale incorporated within a national programme.

The section should describe in detail the proposed activities and why these are the most relevant to implement, as evidenced by the past implementation.

Applicants should articulate a clear programme approach that includes problems to be addressed, strategic approaches and objectives. The section should describe the proposed inter-ministerial governance mechanism led by the government for this specific grant/funding or at the organizational level. Applicants should describe how they plan to engage with AT service users, including caregivers and parents, in all relevant grant activities.

Applicants should describe the expected results of the proposed activities. A logical framework (Log Frame – Annex 1) should be developed, including the overall goal, specific outcomes and outputs results, their indicators, and means of evaluation. Overall, the logical framework should provide a structured framework for planning and managing the implementation of the programme, helping to ensure that the identified outcome, output, and activities are aligned with the objectives, and that progress can be monitored and evaluated effectively:

- **Outcome and output results:** Identify a maximum of three outcome results to be achieved by the programme. Adopt several output results under each outcome.
- **Indicators:** Identify at least one specific, measurable, achievable, relevant and time-bound (SMART) indicator for each output result. These indicators provide a means to track progress toward achieving the programme goal/objective (at outcome and output level).
- **Targets:** Provide estimated targets to all the indicators of the log frame, with the following minimum disaggregation: age group (0–17 and 18 and above) and gender (male, female and others).

Below is the high-level guidance to inform the proposed activities that may be covered under the two key areas of the grant:

1. Scaling up access to AT and directly related rehabilitation services for people with injuries, health conditions and/or disabilities that affect their mobility or restrict their functionality:

It is anticipated that the activities proposed will lead to a comprehensive approach to human resource development, service delivery, procurement, financing, governance, and coordination with the private sector. Interventions should be evidence-based and reflective of the recommendations in relevant guiding documents such as the Global Report on Assistive Technology, and should – at a minimum – cover the following seven areas. For each of the seven areas, one or more activities should be proposed. Eligible activities include, but are not limited to:

- **Service delivery:** Provision of AT services can be used to demonstrate service delivery models. Activities can include providing AT services in primary, secondary, and tertiary facilities; community-based AT; social services as part of service provision; procurement of screening, diagnostic and manufacturing equipment; infrastructure (renovation, refurbishment and rent); setting up referral networks, collaboration between health-care facilities and AT users including public-private partnership models on services; follow-up mechanisms; supportive supervision; and integration of AT provision with facility and/or community-based health and social programmes on reproductive, maternal, newborn, child and adolescent health, immunization, nutrition, tuberculosis and other infectious diseases, non-communicable diseases, traumatology, neurology, elderly and palliative care. The service delivery models proposed within the grant should have demonstrated success in similar contexts and include a clear scaling up pathway. The model(s) must address the necessary points of screening, diagnosis and assessment, prescription, and delivery of AT services, and follow up. Special attention should be paid to meeting the needs of children and women. Further, it must be clear how these models are, or will be, integrated into government-led health or other national systems.
- **Human resources for health:** To effectively provide quality AT services, it is necessary to define, develop, promote and develop competencies of the health workforce to screen, diagnose, prescribe, refer, follow-up and provide services safely and effectively. Activities can include pre-service training; curriculum development; short- and long-term post-service training courses to improve the delivery of AT services; support and networking through telehealth services, post-service and refresher training of the health workforce on particular assistive products and services; support for engaging provider personnel and specialists, including community health workers and teachers; development of a scheme of service and regulation for the related AT workforce. The proposed human resource activities should address plans to develop and retain an appropriately sized workforce and to ensure skill transfer and sharing, with special recognition of the lack of a specialized workforce outside urban areas. It is essential that clear pathways are defined to recognize the minimum skills and competence needed to screen persons of concern and provide AT appropriately.
- **Procurement:** Equipment – and mobility-related assistive products such as wheelchairs, crutches, walkers, prostheses, orthoses and so on – may be procured through multiple mechanisms, but assistive products must meet the International Organization for Standardization quality standards or their equivalent. Activities should include the development of a comprehensive procurement plan, which articulates the required standards and specifications and indicates how longer-term procurement of assistive products will be managed and financed at country level. Activities should also cover the development of a plan to describe how the government will be engaged in procuring assistive products, and how government procurement systems will be strengthened or utilized to ensure effective

procurement of assistive products. Countries supported by ATscale are encouraged to be ambitious while ensuring responsible service delivery and developing sustainable procurement systems.

- **Financing:** Financing mechanisms must be fit for purpose to enable financial protection of those in need. Activities can include the estimation, recording and reporting of co-financing commitments (cash and in-kind) demonstrated in the country's EOI. The financial commitment should include integration into existing health, social or other sustainable financing models targeting the concerned programme. The application should also provide a clear plan to integrate human resource strengthening, service delivery, and procurement and should include financial projections with cost estimates whenever possible. While some of the population can be served through the private sector, out-of-pocket expenses should remain affordable given the population's level of economic development, and out-of-pocket expenditure should not lead to catastrophic spending. This section must include confirmation of the government's leadership on and ownership of the co-financing component.
- **Data and information:** Information systems that collect reliable and ongoing data on need, access, and so on support AT. Activities can include the development and/or rolling out of paper, IT-based, or mixed screening and assessment systems, the integration of data generated through screening, recording, referrals, provision, and follow-ups into existing information management systems, integration with a health information management system or DHIS2, and the development or revision of facility-based monitoring and evaluation reporting tools, systems, and so on.
- **Coordination with the private sector:** To successfully reach an entire population with appropriate AT services, varied approaches and multisectoral partnerships are critical. The private sector plays an important role in improving access to AT globally. Activities can include identifying synergies between the public and private sectors and implementing partnerships. Activities also include exploration of new potential solutions (such as manufacture and assembling of assistive products at local/regional levels) and potential coordination with private providers of quality and affordable AT services. These approaches can support the scaling up of programme strategies and other costed plans for broader AT.
- **Communication:** Proposed activities can include the development of a communication plan focused on the visibility of the programme. Please refer to Annex A: Guidance Note to Categorize the Programme Costs for more details on the potential activities covered under the support. After the programme kicks off, each implementing partner will work closely with the ATscale communication team. ATscale will provide clear guidance, including on what type of content is expected from case studies, tips and tools for collecting stories, frequency of communication, branding, use of logos, and so on.

2. Strengthening the AT ecosystem by creating a favourable environment for the AT sector at national level:

The activities proposed should be context-specific, coordinated with the government, and lead to the development of a roadmap for broader policy actions. Country capacity for AT services and assistive product procurement, specifications, service standards, production, and supply chain management – including maintenance and following up, skilled workforce, service delivery models, and financing mechanisms – play a crucial role in ensuring the sustainable provision of appropriate AT services. The interventions should provide a clear roadmap to the countries for integration and sustained provision of AT services in national strategies and programmes. A range of interventions can be proposed depending on context and consultations with the government. Applicants are expected to propose activities related to the following areas of intervention:

- **Assessing the needs and system barriers:** Working with public and private stakeholders to assess broader AT needs, services, gaps, and so on. Activities can include support for situation assessments (and updates), such as the Assistive Technology Capacity Assessment (ATA-C) and the Rapid Assessment of Assistive Technology (rATA), model disability survey, or other relevant assessments adapted to the country context. Assessments should clearly reflect the existing systems across AT domains, prevailing policy gaps and barriers, stakeholder coordination, service delivery systems and/or unmet needs.
- **Building policies and strengthening governance:** Foundational policy and planning-related support is key to creating a conducive environment for more substantial support. Activities can include review and/or development of key policy related to access to AT services; development and support of a national AT strategy, national AT action plan, policy or similar document; development or update of a mobility-related assistive products list (APL); development of assistive product specifications; costing analysis of the AT service package; and others. The proposed work must help guide longer-term investments by governments and partners. The depth of progress to be achieved within this programme will be greatly influenced by the context, but it is anticipated that the proposed activities will prepare the country to launch an expansive AT programme as a follow-up activity within the three-year programme or immediately after.

- **Strengthening leadership, coordination and stakeholder management:** Activities can include inter-ministerial coordination platforms, steering committees, parliamentary committees, technical working groups and programme advisory groups created for strategic decision-making and implementation coordination purposes. Participants can include government representatives, partners, parents and caregivers, women, organizations of persons with disabilities, and vulnerable and disadvantaged groups.
- **Raising awareness and fostering advocacy:** Awareness raising and fostering advocacy in the population contributes to demand generation for AT services. Activities can include advocating greater access to AT services, organizing the official launch of the programme, celebrating World Day for Assistive Technology (4 June), International Day of Persons with Disabilities (3 December) or other occasions and conducting public and social media campaigns to generate awareness of AT.

Please note that activities should be selected based on the country context and government priorities. They should be chosen in consultation with the government and stakeholders in AT service provision. The selected interventions should result in a clear roadmap for integrating and sustaining provision of AT services in a national programme. The roadmap will demonstrate the government's aspiration to develop the sector.

Sustainability and post-grant plan (~2 pages)

As the grant can only support a portion of what is needed to bring AT to a national scale, applicants must describe in this section a roadmap for the country to achieve a comprehensive and sustainable programme for providing AT services. Additionally, the applicants should clearly articulate how the activities implemented to develop a favourable environment will translate into improving access to other AT services for the general population in a national system. A post-project plan outlining strategies for sustainability beyond the grant period should be presented, including:

- a) **Capacity building:** Detail plans for building the capacity of local stakeholders, including government agencies and community organizations, to continue programme activities independently beyond the grant period.
- b) **Integration:** Describe how programme interventions will be integrated into existing health care, education, and social systems to ensure long-term impact and sustainability beyond the grant period.
- c) **Funding strategies:** Identify potential funding sources and partnerships to sustain programme activities beyond the grant period.

Lessons learned (~1 page)

Applicants should summarize how they have integrated insights gleaned from their own previous project experience to inform the current application. Applicants should describe past experiences in terms of specific challenges faced, strategies employed, and outcomes achieved during past projects. Applicants should clearly articulate how these lessons informed the proposed approach, demonstrating adaptability and learning. Applicants should emphasize their chosen approaches and methods for continuous improvement and iterative progress to show commitment to ongoing learning.

Protection from sexual exploitation and abuse (PSEA), and health and safety requirements (½ page)

Applicants should provide an assessment and risk management plan to ensure the effectiveness of PSEA measures applicable for the personnel, partners and beneficiaries, as well as health and safety of its personnel and any other persons engaged and controlled by the applicant to perform any activities under the Agreement.

Gender, social and environmental requirements (~1 page)

Applicants should describe the organization's gender, social, and environmental protection guidelines and principles, and demonstrate how these principles will be applied to grant activities under the Agreement. The applicant proposal should also discuss how they will promote women's participation through the grant cycle, including governance and team structure, decision-making, monitoring, and as a targeted beneficiary. Applicants should also capture how vulnerable and disadvantaged groups will be paid increased attention to in the planning and implementation of the programme.

Risk and mitigation measures (2 pages)

Applicants should identify and list the risks associated with the programme, including key assumptions underlying the programme design and implementation, constraints, and challenges that may affect programme implementation. Strategies for mitigating these risks should also be outlined.

Proposed team structure (~4 pages)

This pertains to Proposal Sections 6, 8 and 9. Applicants should define roles and responsibilities within the proposed programme governance structure, including programme management, technical support, and monitoring and evaluation functions. Applicants should describe the team members of any consortium partner (if applicable). Please visually represent the management structure (with an organogram from the lead applicant in case of a consortium), how the proposed team (including consortium partner(s), if applicable) will be organized, and how it is proposed to be placed within the lead applicant's overall structure for this grant.

At least one personnel should be allocated at 100 per cent of full-time equivalence for programme management.

The applicants should include the CVs of at least:

- one key member of personnel for programme management (from the lead applicant in the case of a consortium), and
- one key member of technical personnel (from any partner in the case of a consortium)

2.4. Implementation Plan requirements

Applicants should complete the Implementation Plan (Gantt Chart) using the proposed outputs, deliverables, and activities to achieve the grant/funding outcomes. The Implementation Plan should accurately show the sequence and provide a realistic timeframe for delivering each activity and output in each of the 12 quarters of the 3-year grant period (Q1–Q12).

2.5. Implementing Partner Monitoring Plan requirements

Applicants should complete the Implementing Partner Monitoring Plan using the template provided (Proposal – Section 5). The implementing partner will report programme progress to the ATscale Secretariat twice a year. Wherever possible, country data and monitoring systems should be used to report the programme's success. The implementing partner will be working in coordination with the government's focal point to ensure annual and twice-yearly progress reporting (and Final Reports) comprises a narrative summary of the progress of implementation and any relevant updates to the grant, along with the following:

a. Programme implementation monitoring (twice-yearly reporting):

- A narrative summary of progress against the applicant's work plan – including personnel, recruitment and procurement updates – as applicable
- Output/outcome data to demonstrate progress as identified in the Monitoring Plan.
- Minimum twice-yearly data as part of progress reporting on grant activities, as specified in the Agreement. This includes the following mandatory Key Performance Indicators:
 - Number of people reached with AT (disaggregated by age group, gender, and type of intervention:
 - Service: screening,
 - Service: clinical assessment, fitting, maintenance, and others
 - Provision of assistive products
 - Follow-up services
 - Any others
 - Number of personnel trained (disaggregated by type of training, discipline/personnel title, gender)
 - Number of organizations strengthened by the programme (disaggregated by type of organization, domain/activity).
- Risk log update
- Financial reports (interim and certified final)
- Audit report (as applicable)
- Case study of lessons learned or AT user stories as agreed upon with the ATscale Secretariat

b. Country capacity monitoring (Annual reporting):

The selected applicant should also report against country capacity indicators, if available, on an annual basis to gauge improvements in overall **system capacity** in areas such as legislation, financial, and provision, and an overall increase in addressing the unmet needs of AT users nationally. Further details will be provided at the agreement signature stage.

The specific reporting templates and requirements for both programme implementation, including more details on the direct and indirect beneficiaries and country capacity monitoring above will be shared with the selected applicant as part of the finalization of the Grant Support Agreement or relevant UN-UN Agreement.

2.6 Budgetary requirements

- a. Budget ceiling: [as indicated under Section 1.8 in the [Particulars](#)]
- b. At a minimum, the budget must include:
 - i. An estimate of direct costs, including all the expenses required, and that can be tracked directly to the grant/funding accounts. Direct costs must be broken down by expense subcategory, by expense line item, by thematic area, and by year.
 - ii. A description of assumptions or justifications underlying the estimates
- c. The costs will be eligible only if these are incurred for the purpose of this grant/funding and within the duration mentioned in the legal instrument (including any amendments)
- d. Article II, Section 7, of the Convention on the Privileges and Immunities of the United Nations, provides, inter alia, that the United Nations, including UNOPS as a subsidiary organ, is exempt from all direct taxes, except charges for public utility services and is exempt from customs restrictions, duties, and charges of a similar nature in respect of articles imported or exported for its official use. All proposals shall be submitted net of any direct taxes and any other taxes and duties.
- e. Grant budgets may include indirect costs up to 10 per cent of direct costs. In the case of subgrants, indirect costs on the subgrant amount should be calculated and presented separately. Please refer to Annex A: Guidance Note to Categorize the Programme Costs to understand how to classify various programme activities and related cost elements.

3. EVALUATION METHOD AND CRITERIA

Proposals submitted in response to this CFP document shall be evaluated following the cumulative analysis methodology, which comprises the following steps:

- a. **Preliminary screening:** This includes an assessment of whether proposals comply with the formal and eligibility criteria stated in [Table 1: Formal and eligibility criteria](#). All proposals that pass this stage will go through a subsequent evaluation as follows.
- b. **Technical evaluation:** This assesses the technical points achieved by each proposal, against the maximum obtainable points assigned to each criteria group in [Table 2.1: Parts of the technical proposal evaluation](#). Only proposals that meet the minimum threshold indicated in [Table 2: Technical criteria](#) shall be considered substantially compliant at this stage. Evaluation of the technical proposals shall be completed prior to the financial evaluation.
- c. **Financial evaluation:** Financial evaluation will only take place for proposals that have achieved the minimum threshold in the technical evaluation. Financial proposals shall be checked for any mathematical errors in accordance with Article 15, "Minor Informalities, Errors or Omissions" in the [Instructions to applicants](#). The total financial proposal points achieved for each proposal are determined in accordance with [Table 3: Financial criteria](#).
- d. **Combined analysis:** This evaluation will be conducted based on a combined analysis of each proposal's relevant costs, risks and benefits. The combined analysis includes the scores from both the technical evaluation – including factors such as risks, sustainability and others – and the financial evaluation, using a predefined weighting method.

The maximum number of points that an applicant may obtain for its proposal are as follows:

- Technical proposal: 80 points
- Financial proposal: 20 points

The maximum number of points an applicant may obtain for the technical and financial proposals is 100. The weighting of the technical and financial proposals will be 80:20.

UNOPS may request clarification or further information in writing from applicants at any point during the evaluation process. In this case, any response from an applicant shall not modify the substance of the proposal, including its technical and financial aspects. UNOPS may use such information to interpret and evaluate the relevant proposal.

The evaluation of a proposal by UNOPS shall be carried out against the evaluation criteria described in the following tables.

i. Preliminary screening
Table 1 FORMAL AND ELIGIBILITY CRITERIA

Criteria evaluated on a pass/fail basis during the preliminary screening	Documents to establish compliance with the criteria
1. The applicant is eligible as defined in Article 1, "Applicant Eligibility" in the Instructions to Applicants .	<ul style="list-style-type: none"> • Annex 1: Proposal • Annex 2: Declarations (lead partner only) • Registration certificate to operate in the country (for both the lead partner and consortium partners in the case of a consortium) • Proof that the organization is a not-for-profit entity (for both the lead partner and consortium partners in the case of a consortium)
2. The proposal is complete and includes all the completed forms and other documentation requested in the Particulars , 'Content of proposal submissions'.	<ul style="list-style-type: none"> • All the documentation requested in the Particulars, 'Content of proposal submissions'
3. The applicant accepts the conditions in the template for agreement, as specified in the Particulars , 'Type of legal instrument'.	<ul style="list-style-type: none"> • Annex 2: Declarations

ii. Technical evaluation
Table 2 TECHNICAL CRITERIA

Criteria evaluated based on scoring during the technical evaluation	Documents to establish compliance with the criteria
<p>The maximum number of technical points obtainable is detailed in Table 2.1: Parts of the technical proposal evaluation.</p> <p>To be technically compliant, applicants must obtain a minimum threshold of 70 per cent of the total obtainable points.</p>	<ul style="list-style-type: none"> • Proposal

Table 2.1 Parts of the technical proposal evaluation		Obtainable points
1.	Capacity, expertise and experience of the applicant(s)	20
2.	Proposed methodology, approach and implementation plan	45
3.	Proposed team structure and key personnel	15
Total technical proposal points		80

Table 2.1.1 Part 1: Capacity and expertise of the applicant(s)

	Criteria to be evaluated	Documents to establish compliance with the criteria (not exhaustive)	Obtainable points
1.1	The applicant has the general organizational capability to support effective implementation: management structure, financial stability, project financing capacity and management controls; and the extent to which any work would be sub-granted/contracted.	Copy of audited financial statements for the last three years <ul style="list-style-type: none"> • Proposal; Section 2 Experience 	2
1.2	The organizational goal, mission, and objectives of the applicant (including consortium partners, if any) are relevant to the programme context.	<ul style="list-style-type: none"> • Proposal: Section 2, 2.1. Organization overview 	3
1.3	The applicant (including consortium partners, if any) has presence or experience working in the relevant country.	<ul style="list-style-type: none"> • Proposal: Certification of incorporation of the applicant • Proposal: Section 2, 2.2. Past experience and engagement 	2
1.4	The applicant (including consortium partners, if any) has been in continuous operations and has relevant specialized knowledge and experience in successfully delivering similar programme activities in the last three years.	<ul style="list-style-type: none"> • Proposal: Section 2, 2.2. Past experience and engagement and Section 7 (if applicable) • Certificate of incorporation of the applicant (lead partner in the case of a consortium) 	5
1.5	The existing projects of the applicant (including consortium partners) complement the project activity(ies) of this grant support. The applicant has the capacity to undertake the current proposed activities in addition to its current workload.	<ul style="list-style-type: none"> • Proposal: Section 2 and Section 7 (if applicable) 	5
1.6	Lessons learned by the applicant (and consortium partners, if any) from other projects are detailed, relevant and factored in the proposal to implement the proposed grant support project activity(ies).	<ul style="list-style-type: none"> • Proposal: Section 3.5 Lessons learned 	3
Total points for Part 1			20

Table 2.1.2 Part 2: Proposed methodology, approach, and implementation plan

No.	Criteria to be evaluated	Documents to establish compliance with the criteria (not exhaustive)	Obtainable points
2.1	The proposal includes a comprehensive situation analysis detailing the contextual overview of the programme in the targeted country: policy, financing, system, service delivery gaps. The situation analysis is supported with official data where applicable, and a review of other relevant programmes and/or national strategic plans	<ul style="list-style-type: none"> • Proposal, Section 3, 3.2 Situational analysis 	5

	taking place in the country informing the complementary approach of the grant support project activities.		
2.2	<p>The programme approach is technically sound and aligned with the grant objectives set out in the CFP. Geographic coverage, target population groups, and operational strategies are defined. The outcome and output level results the programme approach aims to reach are achievable and aligned with the grant proposal. The activities proposed in the logical framework and the implementation plan are aligned with the country context, the programme situation, the implementing partner's expected role, and the grant support's overall scope. The activities to be undertaken by potential subgrantees are clearly defined.</p>	<ul style="list-style-type: none"> ● Proposal: Section 3, 3.3 Programme approach ● Proposal: Section 10 Sub-grantees 	10
2.3	<p>The logframe (or results framework) includes expected results and corresponding indicators to measure progress against each result at minimum two levels: outcome and output. Indicators are Specific, Measurable, Achievable, Relevant and Time-bound (SMART). Targets, including disaggregated targets are provided. The logframe includes the activities to implement in order to reach each output.</p>	<ul style="list-style-type: none"> ● Proposal: section 3, 3.1 Logical Framework (Log Frame) 	5
2.4	<p>Key partners, stakeholders, and coordinators clearly identified. The approach clearly explains which partners will be engaged, where, and for what. There is a clear description of how different stakeholders will coordinate.</p>	<ul style="list-style-type: none"> ● Proposal: Section 3 and Section 6 	3
2.5	<p>The suggested programme approach includes AT user engagement and consultations with organizations of persons with disabilities. The proposal describes how AT users, parents, and caregivers will be consulted and engaged throughout the programme to ensure inclusion.</p>	<ul style="list-style-type: none"> ● Proposal: Section 3 	3
2.6	<p>The proposed approach outlines the sustainability and post-grant plan to achieve the proposed impact.</p>	<ul style="list-style-type: none"> ● Proposal: Section 3, 3.4 Sustainability and Post-project Plan 	3
2.7	<p>The approach is feasible given the operating environment (for example, regarding access, security and climatic conditions).</p>	<ul style="list-style-type: none"> ● Proposal: Section 3 	2
2.8	<p>The proposal satisfactorily includes protection from Sexual exploitation and abuse (PSEA) measures, and demonstrates that health, safety, gender, social, and environmental requirements in relation to the grant support programme activities will be met.</p>	<ul style="list-style-type: none"> ● Proposal, Section 3.6 Protection from sexual exploitation and abuse (PSEA), health and safety requirements and Section 3.7 Gender, social and environmental requirements 	3
2.9	<p>The activities proposed under the Implementation Plan (Gantt chart) are aligned with the proposed approach and methodology and the overall logical framework. Each activity's roles and responsibilities of potential subgrantees are clearly defined. Timelines are realistic. The Implementation Plan demonstrates the applicant's capacity to plan and implement the grant support project activities.</p>	<ul style="list-style-type: none"> ● Proposal, Section 4 Implementation Plan ● Proposal, Section 10 Sub-grantees 	3

2.10	The proposal has clearly identified the potential operational, financial, compliance, strategic, reputational and environmental risks and mitigation measures to ensure programme success. The proposal not only includes a generic analysis of those risks but also tackle specific risks directly related to the programme activities and related mitigation measures.	<ul style="list-style-type: none"> • Proposal, Section 3.8 Risk and mitigation measures 	3
2.11	The Monitoring and Evaluation Plan provides comprehensive information on the indicators reporting process: The means of verification (or data source) are clearly described for each indicator, as well as the frequency of the data collection and person or organization in charge.	<ul style="list-style-type: none"> • Proposal Section 5 Monitoring and Evaluation Plan 	5
Total points for Part 2			45

Table 2.1.3 Part 3: Proposed team structure, and key personnel proposed

No.	Criteria to be evaluated	Documents to establish compliance with the criteria (not exhaustive)	Obtainable points
3.1	The applicant describes and justifies the various functional roles (including roles assigned to consortium partners), responsibilities of each programme team member, size, and overall composition of the programme team, including partial and full-time equivalence for each position.	<ul style="list-style-type: none"> • Proposal, Section 6, 6.1 Programme governance structure; Section 8: Key personnel 	8
3.2	The organizational chart clearly defines how the proposed team structure (including any consortium partners) fits into the overall hierarchy and management of the implementing partner organization.	<ul style="list-style-type: none"> • Proposal, Section 6, 6.2 Organizational chart 	2
3.3	The function, qualifications and experience of the proposed programme team meet the programme requirements. The CV of a key member of personnel assigned to programme management evidences relevant experience.	<ul style="list-style-type: none"> • Proposal, Section 8 Key personnel and Section 9 Curriculum vitae (CV) or resume 	5
Total points for Part 3			15

iii. Financial evaluation

Table 3 FINANCIAL CRITERIA

Criteria evaluated based on a cumulative analysis methodology during the financial evaluation		Documents to establish compliance with the criteria	Obtainable points
1.	The total budget amount is no greater than the maximum budget stipulated in the Budgetary requirements .	<ul style="list-style-type: none"> • Annex 3: Financial proposal 	5
2.	The applicant has provided sufficient details (such as unit prices and quantities) and justification for all budget lines and lump sums. In particular, consultancies, service contracts and other related costs are well described.	<ul style="list-style-type: none"> • Annex 3: Financial proposal 	5

3.	Budget allocation among various categories is provided and appropriate. The budget covers all programme's components (including support activities such as monitoring and evaluation, and communication). The budget is particularly balanced between programme activities and the operational budget.	• Annex 3: Financial proposal	5
4.	The applicant's cost estimates, and the assumptions made for these estimates are reasonable.	• Annex 3: Financial proposal	5
Total financial proposal points			20

Annex A

Guidance Note to Categorize the Programme Costs

The classification system and description defined below are intended to set out the broader focus of the proposed interventions for planning, implementation and monitoring under the programme in question. Activities must be tagged using the drop-down menu of classifications provided under the financial budget template. It is understood that some activities may not necessarily fit neatly into these classifications. Therefore, countries are asked to use their best judgment to select where it works best. Please note that ATscale does not expect a proposed programme to focus on all the areas and activities therein. Prioritization is critical, and should be guided by the government's priorities, country, and programme context to ensure greater value for money and sustainability.

STRATEGIC THEMATIC AREAS (Illustrative Activities)	
Service delivery	Provision of rehabilitation services and AT in primary, secondary, and tertiary facilities; community-based AT services; social services as part of service provision; procurement of screening, diagnostic and manufacturing equipment; infrastructure (renovation, refurbishment and rent); setting up a referral network; collaboration between health facilities and AT users including public-private partnership models on services; a follow-up mechanism; supportive supervision; and integration of AT provision with facility and/or community-based health and social programming on maternal, neonatal, child, and adolescent health (RMNCAH), immunization, nutrition, tuberculosis, and other infectious diseases, non-communicable diseases, traumatology, neurology, rehabilitation, elderly and palliative care.
Human resources for health	Pre-service training; curriculum development; short- and long-term post-service training courses on AT; post-service and refresher training of the workforce on particular assistive products and services; support for engaging providers personnel and specialists, including community health workers and teachers for screening and provision; development of a scheme of service; regulation of the AT-related workforce; and others.
Data and information	Screening tools, including the development and/or rolling out of paper, IT-based, or mixed screening and assessment systems; integration of data generated through screening, recording, referrals, provision, and follow-ups into existing information management systems; integration with a health information management system or DHIS2; and development or revision of facility-based monitoring and evaluation reporting tools, systems; and others.
Leadership, coordination and stakeholder management	Inter-ministerial coordination platforms, steering committees, parliament committees, technical working groups, programme advisory groups created for strategic decision-making and implementation coordination purposes, including government, partners, parents/caregivers, women, organizations of persons with disabilities, vulnerable and disadvantaged groups and others.
Guidelines, policy and financing	Normative work including the development of policy, costed AT, and strategic plan related to AT service provision; a programme for people with mobility-related injuries and disabilities and for the general population; development or revision of a priority list of assistive products, standards, and specifications of assistive products; service standard guidelines; development of screening; an AT service package across primary, secondary, tertiary levels including community-based AT; costing analysis of service packages of integrated AT services; establishment of a financing or reimbursement system; innovative financing mechanisms; AT inclusion in social and health insurance and other subsidy programmes; universal health coverage package; duty exemption; implementation of the Convention on the Rights of Persons with Disabilities in the context of AT; roadmaps; and others.

Advocacy and demand generation	Advocacy and awareness activities related to professional recognition, service development, and increased financing on AT, informational materials on AT, dissemination of information to stakeholders including organizations of persons with disabilities and communities, awareness campaigns, sensitization workshops, building networks of stakeholders, communication plans, mass advocacy and awareness campaigns on World Day for Assistive Technology (4 June each year, being introduced by ATscale from 2024 onwards), International Day of Persons with Disabilities (3 December), and so on.
Communications plan	This may include support with producing short videos, photo stories, human interest case studies, and a summary paper on lessons learned each year to provide more visibility to the programme. All will be posted on the ATscale website and amplified across our social media channels: Instagram, Facebook, X, and LinkedIn. The applicants can allocate up to US\$15,000 each year for activities proposed in this category.
Equipment and assistive product procurement	Costs of all equipment and assistive products or their components need to be procured (including import duties, if applicable) as a part of the proposal through any mechanism, such as state budget, catalytic donations, ATscale budget, and so on. The economic worth of catalytic donations needs to be estimated and provided separately.
Supply chain strengthening	Activities related to technical support in tendering, procurement, and regulation; developing specific requirements and profiles of required equipment and assistive products; building capacity for import or domestic procurement; storage, product inspection, maintenance and repair, refurbishment and replacement of old equipment, products and related components; warehousing; mapping of distribution and supply to service delivery centres; integrating assistive product distribution into other health and social system supply chains (such as for medicines); logistic information management systems; calibration and annual maintenance of equipment; local production; and so on.
Innovation	Limited resources can be permitted for innovation-related activities, such as equipment, products and service delivery models, development and invention of new assistive devices related to the concerned programme, customization of existing assistive products and pilot testing, evaluation of new methods or service delivery models for services, screening, assessment, prescription or fitting of assistive products and related services. Please note that innovation is not to be a focus of the grant in question.
Programme management and coordination	This includes costs for two components: grant management and the coordination role played by the partner (governmental or non-governmental) to build capacity and help support the implementation led by the government partner. The total budget envelope indicated to the country is inclusive of programme management and coordination costs. For planning purposes, this should be considered within the maximum limit of 15 per cent of direct costs.
Indirect/overhead costs	<p>Expenses incurred by an organization, such as administrative or other support functions, that are not easily linked to a specific Grant Support Activity. Examples of indirect costs include, but are not limited to:</p> <ul style="list-style-type: none"> • Office support staff not directly working on activities under the grant/funding • Utilities • Development and fundraising activities • Rent and occupancy costs • Internet and telephone services • Meetings (for example, Board of Directors, office retreats or celebrations, and so on) • General office equipment (for example, furniture, servers, copiers, office supplies, repairs and maintenance, and so on) <p>Indirect costs should be limited to a maximum of 10 per cent of total direct costs.</p>