



SUPPLIES FOR ALL

RHSC's Program of Action 2025-2028

DIRECTOR'S NOTE



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RHSC DIRECTOR

The Reproductive Health Supplies Coalition is a network like no other, formed in 2004 on the premise that no single agency working alone can achieve reproductive health supply access for all. Now more than ever, we must work together to overcome adversity.

We envisioned this 2025-2028 Program of Action in late 2024. But in early 2025, our ecosystem experienced tectonic shocks that left our funding architecture upended and too many of our stalwart reproductive health heroes stripped of their agency and vocation.

This is not the first time our work has faced threats and uncertainty. And this is not the first time we will rally to overcome hardship.

This Program of Action is a keenly relevant compass for us as we navigate the uncertainties ahead. The first of its five objectives calls for collective action. I urge you to come together to keep reproductive health supplies on the agenda despite the forces threatening to erase reproductive health from global consciousness. To those of you struggling, I want to assure you that we're in this together, and we will advocate and mobilize together as a powerful force of some 600 agencies around the world. This is our commitment to you.

In 2024, the Reproductive Health Supplies Coalition (RHSC or the Coalition) celebrated its 20th anniversary. The Coalition was born from a convergence of global, political, and technical realities, coupled with a recognition that a trusted, neutral space was necessary—and that no single agency or donor could ever meet the reproductive health supplies challenge alone. Under this banner, the Coalition has continued to grow in importance and focus. Twenty years in, our role is more important than ever. Much like the days of our inception, we face growing political, social, and financial tensions. The ability to align, harmonize, and coordinate requires commitment to a common goal, a trust that by working together we will go farther, and a willingness to work in partnership. RHSC is purpose-built to respond to this challenge.

In November 2024, we unveiled a new ten-year strategy—Strategy 25/35—centered on an ambitious vision that all people have equitable access to a broad choice of safe, effective, affordable supplies needed to ensure their reproductive health (RH) throughout their lives. Four strategic objectives—Availability, Affordability, Quality, and Choice—anchor Strategy 25/35. Each objective is foundational to the achievement of RH commodity security and serves as a guidepost to reach our shared vision.

Within the context of this new strategy, we developed a new four-year agenda—our 2025–2028 Program of Action (POA). It is structured around five programmatic objectives that will guide our work for the next four years, building on our past accomplishments and continuing to adapt to meet new challenges. This brief serves as an orientation to this new POA, outlining a roadmap for implementation and the associated outcomes against which we will hold ourselves accountable. It is intended to support our members in navigating their roles and contributions to advancing this POA.

Within this POA, each objective creates a critical pathway to enable equitable access to RH products across low-resource settings.¹ These five objectives are:

OBJ 1 **Promote sustained, multisectoral collective action for advancing high-priority RH supplies issues.**

OBJ 2 **Expand access to and use of quality, standardized, and aggregated RH market data to drive improved RH procurement and strengthen financial and production decision-making.**

OBJ 3 **Strengthen key market relationships and increase a broad range of supply chain efficiencies to support greater economic feasibility of RH supplier participation in markets in low-resource settings.**

OBJ 4 **Promote a more diversified, coordinated, aligned, and accurately tracked financing approach to expand the resource base for RH supplies.**

OBJ 5 **Leverage the momentum around climate change in support of RH commodity security.**



The objectives and activities outlined within this POA build on an extensive member-wide consultation as well as a qualitative assessment of RHSC’s future possibilities and potential. Yet we recognize that the RH supplies landscape will continue to change and members’ needs will evolve. This POA, therefore, is built to ensure flexibility; it allows for the identification of opportunities and emerging priorities in this dynamic landscape. It also recognizes a need to ensure that we are positioned to adapt as new issues are elevated across our membership.

¹ RHSC uses the phrase “low-resource settings” instead of “low- and middle-income country” or “LMIC” when describing the geographies in which we work. During our strategy development process, many members expressed concern over the use of LMIC, since it obscures both commonalities and important differences across country contexts. They further questioned the use of LMIC both in terms of its utility and its implications in perpetuating inequity to reproductive health access.

THEORY of CHANGE

Our POA is designed to achieve impact within the context of Strategy 25/35. Within the 2025–2028 POA, each activity is intended to overcome the barriers that currently impede equitable access to RH supplies across low-resource settings. Each of the primary outcomes detailed, in turn, contributes to our impact.

RHSC'S 2025–2028 POA

RHSC'S 2025–2035 STRATEGY

OBJECTIVES

PRIMARY OUTCOMES

IMPACT

VISION

OBJ
1

Sustained, multisectoral collective action for advancing high-priority RH supplies issues and ensuring access for all

Increased multisectoral action for improving RH commodity security

AVAILABILITY

A full range of RH supplies is widely and readily available throughout markets, from manufacturers to point-of-access provision

OBJ
2

Access to and use of quality, standardized, and aggregated RH market data for improved RH procurement and strengthened financial and production decision-making

Expanded visibility and usability of RH market and supply data
Improved data sharing among RH actors
Strengthened coordination around data for more aligned RH market decision-making

AFFORDABILITY

People have increased access to their preferred RH supplies, unimpeded by cost barriers

OBJ
3

Greater economic feasibility of RH supplier participation in markets in low-resource settings

A healthier, more diversified supplier base for RH supplies in low-resource settings

QUALITY

People are able to obtain safe and effective RH supplies that meet high-quality standards

OBJ
4

More diversified, coordinated, aligned, and tracked financing approaches

More efficient and sustainable financing for RH supplies

CHOICE

People are able to choose from a broader range of RH supplies options that fit their preferences

OBJ
5

Leveraged momentum around climate change to support RH commodity security

Increased multisectoral collective action around RH supply resilience and climate change

All people have equitable access to a broad choice of safe, effective, affordable supplies needed to ensure their reproductive health throughout their lives.



SUSTAINED, MULTISECTORAL COLLECTIVE ACTION FOR ADVANCING HIGH-PRIORITY RH SUPPLIES ISSUES

In this first objective, we recognize the need for a space where stakeholders across the RH landscape can come together to collectively problem-solve and address RH supplies needs that no single partner could solve on their own. To do this, we will pursue proven strategies for engaging a diverse set of partners to support multisectoral, collective action around key issues in commodity security. We will work intently to ensure that RH supplies security remains high on global, regional, and country agendas by providing a neutral forum for RHSC members and partners to identify joint, cross-sector, tailored solutions to the persistent and emerging supplies constraints in the RH ecosystem. The achievement of this objective is premised on the assumption that RHSC members will continue to see the Coalition as adding value to their own work. It is also premised on the Secretariat's continued ability to adequately assess and respond to the evolving needs of the membership, and especially members in low-resource settings.

ACTIVITIES

Our first objective focuses on two overarching activity pathways, both grounded in ensuring that RH supplies security remains high on the global agenda, by supporting multisectoral, collective action around key issues in commodity security.

First, we will provide a broad range of technical, operational, and financial support to Secretariat-led and member-directed initiatives. This includes support to RHSC's implementing mechanisms (IMs)² as well as delivering a set of strategic change initiatives designed to respond to member-identified needs, including: (1) a new membership engagement strategy; (2) an evolution of the IMs to ensure that they are fit for purpose; and (3) a regions strategy that reinforces our commitment to ensuring that specific regional needs receive dedicated attention and that local leaders have the skills they need to effectively manage RH supply chains. We will also support advocacy and communications efforts to keep RH supplies on the global agenda and host high-impact convenings—including our General Membership Meetings—aimed at bringing stakeholders together to collectively problem-solve around emerging RH supplies priorities. And finally, we will operate various subgranting mechanisms, including our Innovation Fund and additional small-grants programs, to accelerate the work of our IMs and regional forums.

Our second activity pathway is to diversify and expand the funding base of RHSC in support of the new strategy and POA through a coordinated fundraising effort. Under this activity, we will develop a bold new investment case for RHSC, coupled with a comprehensive fundraising plan aimed at both diversifying and expanding our funding base.

² RHSC's implementing mechanisms, or IMs, are the different member-driven groups that identify and advance key issues within the RH landscape. The IMs currently include: the Advocacy and Accountability Working Group, Market Development Approaches Working Group, Systems Strengthening Working Group, New and Underused Reproductive Health Technologies Caucus, Maternal Health Supplies Caucus, Manufacturers Group, ForoLAC, and SECONAF.

OUTCOMES

By the end of this POA, we expect to see increased multisectoral action for advancing high-priority issues and improving RH commodity security across low-resource settings. We expect to see evidence of:

- ✓ RH supplies issues successfully advanced by members—working across sectors—to respond to identified needs, inclusive of country- and region-specific needs.
- ✓ Funds mobilized for RH commodity security as a result of RHSC activities, inclusive of both in-kind and in-cash funds.
- ✓ Increased funding available for RHSC from both new and existing donors.

DATA FOR MARKET TRANSFORMATION

A key need that community members identified as an expected Coalition priority is expanded visibility and shareability of RH supplies data for market transformation and coordinated action. Within our second objective, we will expand access to and use of quality, standardized, and aggregated RH market data to drive improved RH procurement, strengthen financial and production decision-making, and promote greater access to quality, affordable RH supplies globally. Simply put, you cannot manage what you cannot see. Increasing equitable access to RH supplies requires visibility into global markets so that actors can overcome barriers and ensure the continuous flow of products.

Over the past 20 years, RHSC has made great progress to improve data visibility into RH markets and movement of supplies—and prove the power of reliable data. We have become the trusted data steward and go-to data partner for the community, and the community is calling on us to address challenges within the current RH data ecosystem. These challenges include: (1) persistent gaps within family planning (FP) data visibility; (2) applying lessons learned from FP to expand data visibility for the more nascent RH data landscapes; and (3) addressing the limitations of multiple siloed data tools across the community.

ACTIVITIES

Our activity pathways within this strategic approach are rooted in a holistic, three-pronged “ecosystem approach” to improve data for decision-making across the RH community. This approach includes (1) visibility: a need for quality, standardized data to support and empower greater data visibility and analytics for simplified decision-making; (2) data sharing: neutral governance and transparent policies to ensure comfort in sharing and using data together; and (3) coordination: linkages across procurers, funders, manufacturers, and government to use this data visibility to identify joint challenges and ways to better align and coordinate the flow of products into low-resource settings.³

Centered in this ecosystem approach, we will pursue three activities to expand data for market transformation, whereby each activity will focus on visibility, data sharing, and coordination. First, we will expand access and use of core RH data global goods to promote evidence-based decision-making. This activity includes the development and expansion of core global goods, such the Landscape and Projection of Reproductive Health Supply Needs (LEAP) Report, Contraceptive Social Marketing Statistics (CSM) Report, SEPREMI, and the FP Market Report. It also includes efforts to streamline the management of RHSC’s multiple data agreements and contracts, as well as strengthened alignment and coordination across these tools.

Second, we will expand access and use of the Global Family Planning Visibility and Analytics Network (VAN) global good to strengthen coordination and align decision-making around the flow of FP products into low-resource settings. This activity will include leveraging the VAN to expand data visibility into more of the FP market; hosting and managing the relevant governance and legal structures of the VAN; and strengthening the coordination of FP product forecasting, financing, supply planning, and exception-based management for VAN members.

Third, we will establish and host a RH data clearinghouse that collects, ingests, blends, transforms, and distributes datasets across RH therapeutic areas. This work will begin by developing a proof of concept and learning for a wider RH data clearinghouse, using RHSC-managed existing data products as a starting point to “clean our own

³ According to Gartner, an ecosystem approach requires three interrelated elements: visibility, process orchestration (data sharing), and aligned decision-making (coordination). Gartner, Inc. G00773143, G00773145, G00773146, Tim Payne; E2E Supply Chain Ecosystem Collaboration: Part 1 – Before Thinking About the Technology, Clarify the Business Capabilities; E2E Supply Chain Ecosystem; Collaboration: Part 2 – The Right Technology Pieces for Level 5 Maturity; E2E Supply Chain Ecosystem; Collaboration: Part 3 – 11 Elements for Level 5 Supply Chain Maturity. And, Gartner, Inc. April 2023. Realizing the True Potential of Ecosystem Partnerships: Supply Chain Executive Report.

ACTIVITIES

house.” We will streamline the data and analyses we manage in a way that proves the concept and lays the groundwork for scale-up. It will also include defining the data clearinghouse’s governance and legal structure and navigating the legal frameworks that govern data sharing. And finally, we will strengthen alignment and coordination around available and new RH datasets collected via the clearinghouse, in order to streamline and simplify data analysis. To do this, we will convene a new data and analytics group to advise on this approach. As a main use case, we will look to clarify, simplify, and coordinate the financial analyses—especially funding gaps—that are currently included across the VAN, LEAP, and other sources of data.

OUTCOMES

By the end of this POA, we expect to see expanded visibility and shareability of RH market and supply data for coordinated RH action. We expect to see evidence of:

- ✓ Expanded data visibility and use across RH products.
- ✓ Improved data sharing among RH actors through robust governance and policies.
- ✓ Strengthened coordination around data for more aligned RH market decision-making.

These primary outcomes are expected to result in better aligned country demand with production, procurement, and funding; more timely and cost-effective delivery of RH commodities; and better allocation of limited resources.



GENERATING INSIGHTS FOR IMPACT

We also identified a need to generate additional insights for impact across three bottlenecks that threaten RH supplies security across low-resource settings. These three areas are: (1) improving the economic viability of RH supplier participation in markets within low-resource settings; (2) diversifying financing for RH supplies; and (3) better linking RH supplies and climate change to ensure resilient RH supply chains. Our three remaining objectives are intended to generate evidence, create new tools and resources for the community, and collectively identify tangible and actionable pathways forward across these bottlenecks. For two of these areas—generating insights around supplier-related challenges and investing opportunities to diversify and expand financial resources—RHSC already has a strong proven track record. Our activity pathways for these two areas are focused on specific barriers and further catalyzing impact across the community. For climate change, a newer area of focus for the Coalition, our activities are positioned around learning, aggregating best practices, and refining our unique value-add in this space.

A HEALTHY AND DIVERSIFIED SUPPLIER BASE FOR RH SUPPLIES

A healthy and diversified supplier base within low-resource settings is critical to ensuring that women and girls have access to a broad range of safe, affordable RH supplies. Yet two overarching challenges currently limit the achievement of such a base. First, evidence to support the business case for RH suppliers' market participation in low-resource settings remains limited. These markets can look unappealing to RH suppliers due to the perception of limited profit margins coupled with costly market entry. These challenges are further exacerbated by complex, costly regulatory environments, which are often difficult to navigate for manufacturers. Second, investment in research and development (R&D) for RH supplies is limited, restricting opportunities for product innovation and responsiveness to the needs of women, girls, and other end users.

ACTIVITIES

This objective includes three activity pathways to improve the economic viability of RH supplier participation in low-resource settings. First, we will focus on opportunities to improve procurer and supplier relationships and expand the knowledge base around supplier participation in low-resource settings. To do this, we will convene the Manufacturers Group to discuss priorities and challenges, explore potential solutions, collectively connect with other community stakeholders (including global procurers), and generate a collective voice for manufacturers within the RH community. We will also develop market-intelligence resources to provide manufacturers with new information on markets in low-resource settings and how to effectively engage with them. Finally, we will host dialogues between RH supplies manufacturers and procurers to strengthen relationships, foster greater partnerships, and build an environment for sharing knowledge and experiences.

Second, we will advance the evidence base and leverage strategic partnerships to strengthen supply chain efficiencies through more regionalized supply chain management and regional manufacturing. This activity pathway will include developing new resources to build the knowledge base and identify opportunities to improve the enabling environment for supply chain regionalization. We will also explore the expansion of manufacturing of RH products to low-resource settings. To do this, we will convene key stakeholders to advocate for the inclusion of RH supplies in strategic discussions and policy frameworks to promote sustainable, regional production of these products.

Our final activity pathway within this objective is focused on elevating issues related to RH product R&D among our members. To do this, in partnership with our members, we will disseminate resources around RH-specific R&D and advocate for expanded RH product innovation and investment. Within this activity pathway, we will also support product introduction and market development efforts for pipeline products nearing market readiness by convening RHSC members and supporting South-to-South learning exchange.

OUTCOMES

By the end of this POA, we expect to see progress made toward a healthier, more diversified supplier base for RH supplies in low-resource settings. We expect to see evidence of:

- ✔ Improved collaboration and knowledge sharing around the economic viability for RH suppliers operating in low-resource settings.
- ✔ Issues around regionalization of RH supply chains prioritized by global decision-makers and regional entities.
- ✔ New funds mobilized for R&D for RH products as a result of RHSC initiatives to highlight R&D gaps and opportunities.

DIVERSIFICATION OF FINANCING FOR RH SUPPLIES

Ensuring access to RH supplies throughout low-resource settings requires sufficient, reliable, and sustainable financing of these supplies. Current resources—from both public and private sources—are insufficient in meeting global demand. And while domestic government and consumer spending has held steady—though hasn't grown—in recent years, donor government contributions are continuing to decline. This is further complicated by the reality that the financing architecture built to ensure adequate access to resources is often fragmented and difficult to navigate, and it varies significantly across RH therapeutic areas.

ACTIVITIES

Within this objective, we will focus on two activity pathways aimed at generating insights and galvanizing collective action to expand the resource base for RH supplies through diversified, coordinated, aligned, and tracked financing approaches. First, we will develop a comprehensive RH supplies financing tool. This tool will increase visibility into co-financing opportunities (and associated eligibility requirements) and utilization by different countries. It will also include an adaptable methodology to track country-level financing flows, following the funds for RH supplies from origin to disbursement. This methodology will be tested in two to three countries, and it will be accompanied by guidance and capacity-building as well as adaptation to different country contexts.

Second, we will form strategic partnerships to address FP commodity financing gaps through improved data visibility, advocacy, and knowledge sharing. Within this activity, we will facilitate community alignment on a single set of country-owned figures that represent a country's FP commodity funding gap—leveraging the VAN—and then use that funding gap data to support country advocacy efforts to mobilize domestic resources. We will also host South-to-South learning exchanges aimed at sharing best practices and problem-solving around resource mobilization.

OUTCOMES

By the end of this POA, we expect to see a more efficient and sustainable financing landscape for RH supplies. We expect to see evidence of:

- ✔ Increased understanding and application of new financing approaches for RH supplies.
- ✔ Increased visibility into co-financing eligibility and use and country financing flows for RH supplies.
- ✔ Governments and their partners successfully mobilizing additional domestic resources to address their agreed upon FP commodity financing gaps.

LEVERAGING CLIMATE CHANGE MOMENTUM IN SUPPORT OF RH SUPPLIES SECURITY

Climate change and RH supplies are inextricably linked. Climate-related disasters threaten RH commodity security due to supply chain and service delivery disruptions. These disasters disproportionately impact already vulnerable populations, threatening to further widen the equity gap. Simultaneously, RH supply chains themselves contribute to climate change, particularly through greenhouse gas emissions, packaging, and waste. In recent years, climate change is receiving increasing attention within global movements and investments, as well as within country-level adaptation, mitigation, and resilience efforts. This presents a unique opportunity to ensure that RH supplies and climate change are linked—and that efforts to ensure climate resilience also ensure RH supplies security.

ACTIVITIES

Under our fifth objective, we will leverage the momentum around climate change in support of RH supplies security, focusing on two activity pathways. Across this work, our approach will be centered in a rights-based framework. First, we will identify opportunities to put RH supplies on the climate agenda to unlock new financing opportunities. To do this, we will develop messaging that our members can use in advocating for the inclusion of RH supplies in climate-related investments, policies, and programs. We will also explore opportunities to better link RH supplies to environmental, social, and governance (ESG) credits. We plan to develop new indicators that will enable private-sector companies to receive ESG credits for their investments in RH and RH supplies, with an ultimate goal of hosting an RH supplies fund.

Second, we will advocate for action on climate change among RHSC members through a jointly developed call to action and dissemination of evidence and best practices. While RHSC does not directly operate supply chains, our diverse membership that spans sectors across the value chain makes us uniquely positioned to aggregate evidence, best practices, and recommendations that can be disseminated across our membership for action. Illustrative areas that we hope to explore include opportunities around green packaging, examining gaps in data that limit the extent to which stakeholders can proactively plan for climate-related disasters, carbon footprint/greenhouse gas emissions associated with RH supply chains, and advocacy to support country-level stakeholders in including RH supplies within national adaptation plans and biodiversity policies.

OUTCOMES

By the end of this POA, we expect to see increased multisectoral collective action on RH supply resilience and climate change. We expect to see evidence of:

- ✔ Increased prioritization of RH supplies within climate-related investments and programs.
- ✔ Increased actions by RHSC members to implement and promote climate-friendly best practices, rooted in evidence and reproductive justice.

