

# A Renewed RHSC Strategy

RHSC STRATEGY | 25/35

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The Reproductive Health Supplies Coalition (RHSC or the Coalition) has completed an ambitious redesign of its operational strategy for the coming decade, 2025–2035. The process relied on an independent contextual analysis of the reproductive health (RH) ecosystem and significant input from more than 440 Coalition members who contributed their time, ideas, and perspectives toward developing RHSC Strategy 25/35.

## The resulting strategy is:

- ➔ Grounded in what has worked well—RHSC’s levers of change and operating principles.
- ➔ Responsive to current needs, challenges, and opportunities, including the elevation of Equity and an emphasis on collaborative interconnectivity and transformational leadership to engage all members.
- ➔ Informed by continuous tracking of outcomes that capture the changes RHSC expects to have contributed to in ten years’ time.
- ➔ Clear on how RHSC will achieve its aims, address emerging issues, and ensure a vibrant, effective collective effort to achieve the priorities presented here.
- ➔ Member-led at the global, regional, national, and subnational levels.

### OUR VISION

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

### OUR MISSION

RHSC increases equitable access to a full range of safe, effective, affordable supplies that meet the sexual and reproductive health needs and desires of individuals living in low-resource settings by harnessing the Coalition’s unique combination of expertise, ingenuity, and the collective action of its members and partners.



## STRATEGIC OBJECTIVES, PATHWAYS, AND OUTCOMES

### STRATEGIC OBJECTIVES

Four **strategic objectives** anchor Strategy 25/35. Each serves as a guidepost to reach a shared vision by defining a sphere where members collectively and collaboratively apply their knowledge, expertise, and energy toward achieving RHSC’s expected contributions over the next ten years. They are:

- ➔ **AVAILABILITY:** A full range of RH supplies is widely and readily available throughout markets, from manufacturers to point-of-access provision
- ➔ **AFFORDABILITY:** People have increased access to their preferred RH supplies, unimpeded by cost barriers.
- ➔ **QUALITY:** People are able to obtain safe and effective RH supplies that meet high-quality standards.
- ➔ **CHOICE:** People are able to choose from a broad range of RH supplies options that fit their preferences.

### PATHWAYS

Specific RHSC contributions are provided by delineating each strategic objective into **pathways**. The pathways define areas of work that are within RHSC’s manageable interest. They single out those actions by which RHSC, as a coalition, can offer meaningful and attributable impact.

RHSC’s contributions toward achieving these objectives occur by applying its **levers of change**, the unique attributes that RHSC has systematically used over the years to deliver success—neutrality, brain trust, convening power, ability to broker partnerships across sectors, the flexibility it derives from its broad resource base, and respected name.

### OUTCOMES

**Outcomes** specify a future state in the RH ecosystem that RHSC and its members, engaging with one another, expect to achieve. They capture RHSC’s contributions to the most important change areas for the Coalition and its members to focus on and effectively address in the next decade. These change areas include: transforming markets through improved data visibility and use; mobilizing global and domestic funds for RH supplies; bolstering manufacturing capacity in low-resource settings; driving price reductions in RH supplies; increasing the supply and demand for safe and effective products; advancing country and regional ownership of supply chains; and championing gender equality.

### LEADERSHIP

Revitalizing RHSC’s approach to leadership has been a complementary component within developing Strategy 25/35. Alternating between “leading from behind” and “leading from the fore” throughout its first 20 years, the strategy redesign led to adopting **transformational leadership** to more fully delineate the pathway forward. This sector-changing approach will galvanize member participation throughout the Coalition and make explicit several approaches already embedded in how RHSC operates.

### MEASURING PROGRESS

The approach for measuring progress on strategy implementation is guided by the intersection of two conceptual frameworks: one aspirational (Strategy 25/35) and the other operational (2025–2028 Program of Action). RHSC embarks on its next ten-year strategy within the context of an initial program of action that coincides with a four-year funding cycle. Set to launch in 2025, RHSC’s initial program of action comprises indicators that map to the outcomes in the strategy, enabling the Coalition to generate the data needed to assess progress along the strategic objectives and their respective pathways. The outcomes crystallize what RHSC members, engaging with one another, expect to deliver in ten years’ time. To advance toward such outcomes, the Coalition works with and through its members, applying RHSC’s unique levers of change, to take on transformations across the four strategic objectives it sees as foundational to the achievement of RH commodity security.

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

VISION

STRATEGY MAP

STRATEGIC OBJECTIVES

AVAILABILITY

RH products are widely and readily available throughout the market, from manufacturers to point-of-access provision.



AFFORDABILITY

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



QUALITY

People obtain safe and effective RH supplies that meet high-quality standards.



CHOICE

People choose from a broad range of RH supplies options that fit their preferences.



PATHWAYS

1.1

Make supply chains resilient to safeguard RH for all people

1.2

Facilitate more reliable access to the full range of existing RH products

2.1

Remove cost barriers that hinder availability, effective use, and choice

2.2

Promote coordinated action on financing for RH supplies procurement

3.1

Improve the regulatory environment for safe and effective RH products

3.2

Increase the recognition for safe and effective RH products

4.1

Facilitate coordinated new product innovation, procurement, entry, and program operationalization of RH supplies options not yet available in markets

OUTCOMES

1.1.1

Global and country actors use quality and timely RH data to make supply chain and financial decisions

1.1.2

RH market actors adopt climate-friendly supply chain actions

1.1.3

Young supply chain managers, have increased access to educational opportunities that raise their profile and skill base

1.2.1

RH supplies manufacturers enter markets to reduce countries' vulnerability to crises

1.2.2

More governments finance and procure RH supplies in demand level quantities

1.2.3

Donors and governments use diversified financing approaches to expand RH product availability across points of access

2.1.1

Governments access more favorable procurement terms for RH products through use of joint supply planning and/or pooled procurement

2.1.2

Governments, market actors, identify appropriate price points for RH products using willingness to pay and OOP expenditures data

2.1.3

Governments adopt policies to reduce upstream cost drivers for RH products

2.2.1

Institutional financing and donor agencies design global financing mechanisms to support sustainable markets

2.2.2

Governments integrate RH supplies costs into universal health care coverage policies

2.2.3

Private-sector companies finance RH activities in return for ESG credits

3.1.1

Regulatory mechanisms reduce expenses and timelines for achieving registration

3.2.1

Community-wide consensus exists around the technical definition of quality for RH product types

3.2.2

Consumers recognize and demand safe and effective RH product

4.1.1

Market actors coordinate investment in the full research and development pipeline for RH products

4.1.2

Market actors coordinate the efficient procurement and introduction of new RH products in local markets

4.1.3

Governments, with implementing partners, coordinate the introduction and scale-up of new RH products

