

# VAN Scorecard Report

2025

Item	Requested	Delivered	Outstanding
Bandages - Black	100	100	
Bandages - Grey	50	30	20
Blank White	20	20	
Blank Paper - White	20	2	
Paper - Cream	2	16	
Desk Shelf	18	16	
100 Desk Chair	18	30	
100 Desk	30	30	
Staplers	30		

# Letter from the Director of Data and Digital Transformation

The 2025 VAN Scorecard Report is a special one, as it is a testament to our community's resilience in the face of unprecedented financial loss and geopolitical pressure. We all personally experienced the impact of COVID-19 on supply chains, and the geopolitical shifts of 2025 feel even bigger, given the direct impact on the family planning community. The magnitude of these events directly impacted our colleagues' jobs, how we do things, and the strength of our systems. Due to the disruptions caused by these events over the past year, they will be referenced frequently throughout this report to help understand the VAN's role in response. The goal of this overview is to help situate the report within the current global context, so that when reading the report, we are reminded how far we have come with the VAN, what we have been able to weather, and how much farther we must go.

When health supply chains work well, nobody notices. When they fail, everybody notices, because people's lives are at risk. Given their importance, historically the United States has been a major funder of global health supply chains. This history changed in 2025. On January 24, 2025, the US government issued stop-work orders on all existing foreign assistance awards, including the United States Agency for International Development's (USAID) flagship supply chain program, the Global Health Supply Chain Program - Procurement and Supply Management (GHSC-PSM). Less than two months after the stop-work orders were issued, the USAID GHSC-PSM Family Planning Task Order 3 was officially ended, thereby permanently terminating the program responsible for US government support of the family planning supply chain and product procurement. By July 2025, USAID was dissolved, and by August, 86 percent of its projects had been canceled.<sup>1</sup> The dismantling of USAID and cancellation of its projects could mean the loss of \$600 million per year for family planning programs, with a specific loss of around \$62 million per year in product purchase.

In the face of this reality, and shrinking development resources from others facing competing national priorities, ensuring women's access to contraception requires greater collaboration than ever across this complex ecosystem of actors. Insufficient or incorrect data send wrong messages through the supply chain, resulting in stockouts, overstocks, expiration, wastage, and, ultimately, empty hands. The ability to align, harmonize, and coordinate is easily claimed, but much harder to do. It requires commitment to a common goal, trust that by working together we will go farther, and a willingness to work in partnership—sharing information, redefining processes, and implementing mutually beneficial governance.



**Julia N. White**  
Director of Data and  
Digital Transformation

*The dismantling of USAID and cancellation of its projects could mean the loss of \$600 million per year for family planning programs, with a specific loss of around \$62 million per year in product purchase.*

1. Godbole, Ramona. 2025. Analyzing USAID Program Disruptions: Implications for PEPFAR Programming and Beneficiaries. Center for Global Development.

Luckily, this community committed to a common goal in 2019, when it launched the VAN to help organize the vast network of supply chain players and bring people and data together to ensure women get the right contraception at the right time. Getting these products into women's hands requires that unsung heroes like government procurement specialists, warehouse experts, and data analysts be linked up with decision-makers, procurers, and manufacturers to see where products are blocked and collaborate to keep products moving. The VAN is more than a data and technology fix, it is a community of people—a network founded on mutual trust and personal and professional commitment to running an effective family planning supply chain.

The VAN philosophy is that countries drive the work we do. The VAN is working to disrupt the status quo where country governments are less involved in key global decisions about the flow of products into countries. Countries should not just be part of those conversations, they should own and steward those discussions. With women's health care under attack and fewer resources directed to support reproductive health, there is a risk that buying and distributing family planning products will be deprioritized globally. For every dollar invested in family planning, it is more critical than ever that it be maximized to reach as many women as possible. Country governments need the VAN to give them visibility and ownership over the family planning market to make faster, more effective decisions about what to buy and when. Accelerating the shift in decision-making power to countries is critical to sustaining long-term country ownership and stability and meeting women's reproductive health needs.

This report highlights the work done in 2025 to ensure country governments had the information they needed, when they needed it, to understand the impacts of the US government funding cuts, make critical decisions to avoid stock-outs, and plan what to buy to fill gaps. It shows significant use of the VAN by country governments in the face of crisis, overall positive growth across critical indicators of value, and most importantly, a whole host of direct quotations that show how government officials and others used the VAN to weather the 2025 crisis.

We hope that this year's report sheds light on how powerful we are when we work together with a strong evidence base to support our decisions. We will need the power of that data and the value of our collective currency to carry us forward through 2026 and beyond.

**Julia N. White**

Director of Data and Digital Transformation  
Reproductive Health Supplies Coalition

*The VAN philosophy is that countries drive the work we do. The VAN is working to disrupt the status quo where country governments are less involved in key global decisions about the flow of products into countries.*

*This report highlights the work done in 2025 to ensure country governments had the information they needed, when they needed it.*

# 2025 VAN SCORECARD

	Baseline	Time 1	Time 2	Time 3	Time 4	Time 5	Time 6	Time 7	Time 8
<b>OVERALL</b>	Average rating on the pain scale to rate experience using the current systems and processes for collaborative family planning supply chain management decisions <b>SU</b> <input checked="" type="checkbox"/> ALL								
	5.9	4.4	4.1	3.9	3.2	3.2	3.5	3.5	3.1
<b>PEOPLE</b>	# of member organizations in the cross-organizational Steering Committee that meet regularly to advise on rollout								
	-	6	6	6	8	8	10	10	8
	# of multisectoral task forces (by topic area) identified and formed to advance VAN activities								
	-	4	4	4	4	4	4	4	4
	# of entities participating in VAN Steering Committee and task forces								
	-	16	16	18	18	25	36	42	46
	# of countries involved								
	-	2	2	4	34	37	36	38	38
	# of manufacturers involved								
	-	4	4	4	4	4	5	6	6
<b>EFFICIENCY</b>	% of respondents reporting “a lot less” or “less” time spent on triangulating data each month to make collaborative supply chain management decisions <b>B P</b> <input checked="" type="checkbox"/> ALL								
	-	-	-	-	-	61%	63%	66%	64%
	% of respondents reporting “a lot less” or “less” time spent on communication to review data and make supply chain decisions together <b>B P</b> <input checked="" type="checkbox"/> ALL								
	-	-	-	-	-	53%	73%	61%	68%
	% of “past due” orders that do not have associated shipment records <b>V</b> <input checked="" type="checkbox"/> ALL								
	-	NOT LIVE	1%	6%	5%	4%	4%	3%	1%
% of respondents reporting “a lot less” or “less” time spent on triangulating data each month to make collaborative supply chain management decisions for Nigeria and Malawi <b>TS</b>									
-	0%	21%	44%	53%	82%	79%	92%	91%	
% of respondents reporting a “a lot less” or “less” time spent on communication to review data and make supply chain decisions together for Nigeria and Malawi <b>TS</b>									
-	0%	38%	53%	41%	75%	63%	75%	91%	
% of respondents indicating that it was “somewhat easy” or “very easy” to access the supply chain reports and data analyses needed for review with the family planning community <b>PI</b> <input checked="" type="checkbox"/> ALL									
	19%	75%	63%	47%	76%	60%	52%	58%	56%
<b>PROCESSES</b>	% of respondents who report that the data they currently have allow them to make timely and specific supply chain recommendations and decisions <b>B P</b> <input checked="" type="checkbox"/> ALL								
	-	-	-	-	-	64%	69%	66%	69%
	% of respondents who expect in the future that the VAN will allow them to make more timely and specific supply chain recommendations and decisions compared to before <b>B P</b> <input checked="" type="checkbox"/> ALL								
	-	-	-	-	-	78%	81%	75%	73%
	% of respondents who “agree” or “strongly agree” that the status and progress of the collaborative FP supply planning process is transparent and visible at all times <b>B P</b> <input checked="" type="checkbox"/> ALL								
	-	-	-	-	-	81%	89%	87%	79%
	% of targeted countries providing complete supply plans at least once per quarter <b>BC</b> <input checked="" type="checkbox"/> ALL								
	-	NOT LIVE	67%	100%	85%	85%	84%	82%	92%
	% of targeted countries providing complete inventory updates <b>BC</b> <input checked="" type="checkbox"/> ALL								
	-	NOT LIVE	95%	95%	90%	95%	87%	84%	79%
	% of supply plans with a projected MOS below Min alert as of the end of the quarter <b>DM</b> <input checked="" type="checkbox"/> ALL								
	-	NOT LIVE	-	16%	42%	60%	46%	49%	53%
% of Action Request tickets resolved in line with the original request for the year-to-date <b>BC</b> <input checked="" type="checkbox"/> ALL									
-	NOT LIVE	45%	50%	95%	90%	78%	79%	76%	
% of respondents who report that the data they currently have allow them to make timely and specific supply chain recommendations/decisions regarding Nigeria and Malawi* <b>DM</b>									
	41%	0%	44%	39%	87%	70%	73%	85%	95%
% of respondents who expect in the future that the VAN will allow them to make more timely and specific supply chain recommendations and decisions* regarding Nigeria and Malawi compared to before <b>DM</b>									
-	85%	77%	87%	94%	82%	80%	96%	97%	
% of respondents who “agree” or “strongly agree” that the status and progress of the collaborative family planning supply planning process are transparent and visible at all times regarding Nigeria and Malawi <b>SU</b>									
	27%	42%	69%	84%	83%	83%	88%	100%	100%
% of respondents who “agree” or “strongly agree” that they are able to reliably anticipate expected arrival dates of family planning commodities <b>BC</b> <input checked="" type="checkbox"/> ALL									
	24%	33%	43%	44%	65%	63%	62%	66%	68%
<b>SCALE</b>	% of respondents who report that it is “likely” or “very likely” that with the VAN processes and systems, they will be able to cover more countries than currently possible without increasing total work hours <b>SC</b> <input checked="" type="checkbox"/> ALL								
	-	63%	75%	80%	88%	87%	67%	84%	89%
% of respondents who report that it is “likely” or “very likely” that with the VAN processes and systems, they will be able to cover more products than is currently possible without increasing total work hours <b>SP</b> <input checked="" type="checkbox"/> ALL									
	-	63%	75%	80%	88%	80%	67%	79%	89%
<b>COST</b>	CSP Online Tool <b>RETIRED 2019</b> PPMR Tool <b>RETIRED 2022</b> RHI Tool <b>RETIRED 2021</b> PPT and Pipeline <b>NOT RETIRED**</b>								
<b>POLICY</b>	# of versions of official Terms of Use (effective dates)								
	-	1	1	2	4	4	4	5	5
	# of log-ins (month of survey)								
	-	NOT LIVE	342	570	814	979	1159	1587	1343
# of official VAN users (accepted the TOU)									
-	21	58	124	463	592	760	896	918	
# of VAN member organizations (accepted the TOU)									
-	NOT LIVE	15	95	99	123	143	156	156	
<b>TECHNOLOGY</b>	Countries with supply data plan								
	18 (SCOPE: 24)								
	Methods***								
	22 (SCOPE 9)								
	Products***								
89 (SCOPE 25)									
Countries with orders and shipment data****									
156 (SCOPE 136)									
Countries with inventory data*****									
31 (SCOPE 46)									

The Baseline and Times 1, 2, 3, 4, 5, 6, 7, and 8 are defined in the VAN Scorecard Narrative.

\* Aggregate of the following supply chain decisions and recommendations: adjusting orders and shipment timing to reduce stock imbalances; funding proposals to better align demand with limited resources; adjusting supply plans to avoid future shortages, stock outs, and overstocks; and planning production and shipment schedules.

\*\* It is no longer necessary for Pipeline and PPT to retire. The VAN is currently integrated with Pipeline and QAT, and countries can choose to use the tool that works best for their processes. The PPT is linked to UNFPA ERP transition.

\*\*\* The count of method and product coverage beyond the total universe has to do with approved requests for product expansion.

\*\*\*\* The total universe has been updated to reflect the complete coverage of active countries in the RHI dataset as of 2017. Since 2017, the highest coverage has been 136 countries. The complete set of 136 was transferred to RH Viz, and now 148 countries represent the complete coverage.

\*\*\*\*\* The total universe has been updated to reflect the coverage of 46 countries proposed in the 2020 business case.

- B** BASIC
- BC** BUSINESS CASE
- C** COST
- DM** DECISION-MAKING
- P** PREMIUM
- PI** PROCESS IMPROVEMENT
- SC** SCALE COUNTRIES
- SP** SCALE PRODUCTS
- SU** SYSTEM USABILITY
- TS** TIME SAVINGS
- V** VISIBILITY

ALL The scorecard data collection methodology changed in Time 5 (see narrative) and now includes more than 100 respondents from across all VAN member countries. This symbol is used in the Overall and Processes category, and represents indicators related to all VAN member countries. Where there is no symbol, the results represent only Nigeria and Malawi, in line with the original methodology.

Quantitative indicators are calculated on a quarterly basis for rounds 2 and 3. Round 2 reflects 4th quarter 2019, Round 3 reflects 1st quarter 2020.

# Progress Toward Efficiency, Effectiveness, Scale, and Cost Reduction

## Bringing Together People, Processes, Policy, and Technology

The Global Family Planning Visibility and Analytics Network (VAN) aims to bring together people, processes, policy, and technology to transform how the reproductive health community assesses supply needs, prioritizes those needs, and takes action when supply imbalances loom. The VAN's role in our community was exceptionally critical in 2025 due to the unprecedented challenges caused by the dissolution of the United States Agency for International Development (USAID). The dedicated network of VAN users and member organizations came together quickly to analyze the impacts to family planning supplies and create solutions to ensure the products reach the communities we serve. The 2025 VAN Scorecard Report reflects the extra time and effort VAN users put in this year through numerous email communications, virtual meetings, and additional analysis, which all highlight the critical role and value of the VAN in a crisis response.


The global reproductive health community is operating in an increasingly volatile, uncertain, complex, and ambiguous environment, which is causing global supply chain disruptions and straining health systems. However, women still need access to quality family planning products and services. Failing to meet this essential need could mean long-term negative consequences on their health, well-being, and ability to manage their reproductive health goals. On January 24, 2025, the US government issued stop-work orders on all existing foreign assistance awards, including USAID and USAID's Global Health Supply Chain Program - Procurement and Supply Management (GHSC-PSM). Less than two months after the stop-work orders were issued, the USAID GHSC-PSM Family Planning Task Order 3 was officially terminated as of March 14, 2025, with all related orders to be closed out by May 15, 2025. On July 1, 2025, USAID was officially dissolved. These unprecedented events impacted people, processes, policies, and technologies across the family planning sector, including the RHSC VAN platform and community. Due to the disruptive impacts caused by these events over the past year, they will be referenced frequently throughout the 2025 VAN Scorecard Report.<sup>2</sup>

Survey Time 8 respondents had the following comments on how the VAN provided critical support in the aftermath of the USAID dissolution and closure of GHSC-PSM:

**“With the sudden withdrawal of USAID from the FP [family planning] commodity procurement and supply chain, the pressure has built up in the FP supply chain ecosystem. The VAN has strategically analyzed the situation and performed efficient analysis of the impact of the withdrawal and provided guidance to the community about approaching the situation and making efficient use of the resources to prevent stock situations for the critical RH [reproductive health] commodities. They collaborated with all supply chain partners, such as manufacturers, procurers, and donors, to efficiently utilize the available USAID stock in warehouses for community purposes.”**

 Procurer, Survey 8 Respondent

**“The VAN has helped us set up routine processes and outputs. As we continue to use the VAN each year to answer key questions for the community, we are able to start to see trends and draw conclusions as the funding landscape changes and the family planning community adjusts to our new status quo. The VAN was absolutely critical this year to ensure that the community could maintain data quality and visibility with countries as GHSC-PSM closed out and also understand the risk/impact of USAID withdrawal. Without the VAN platform, data, and coordination/collaboration processes, we would not have been able to weather this crisis.”**

 Control Tower Member, Survey 8 Respondent

2. For survey Time 8 methodology details, please see the Methodology section at the end of this report.

# Overall

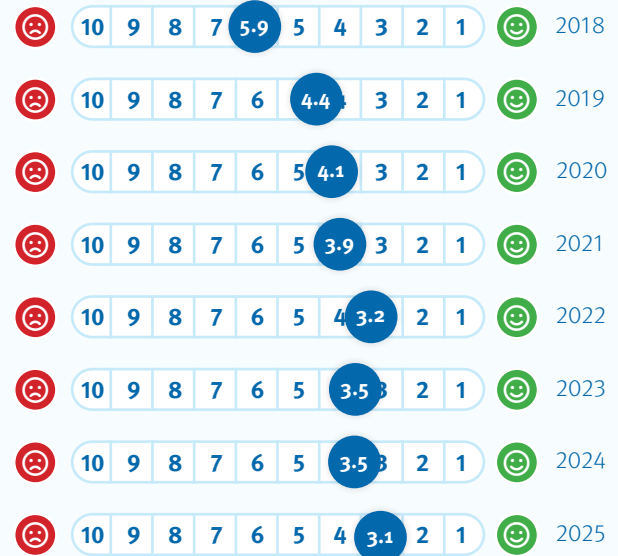
One of the key indicators used to track the VAN's progress toward increased efficiency and effectiveness is the pain scale: the average rating on a 10-point scale of a respondent's experience using the current systems and processes for collaborative family planning supply chain management decisions. Despite the volatile environment in 2025, Time 8 showed the lowest pain indicator across all eight surveys and the Baseline, with an average pain rating of 3.1 compared to the initial average rating of 5.9 in the Baseline. The last eight years have seen significant collaboration between RHSC, partner organizations, and country users to not only create a platform that enables users to manage their family planning supplies needs, but to also create a community committed to advancing the ways we work together to ensure family planning supplies reach communities around the world. Survey Time 8 respondents had the following comments on the impact of the VAN:

**“The VAN has been very instrumental in our planning and quantification of commodities needed.”**  
 Basic Member, Survey 8 Respondent

**“With the use of the VAN, we are able to make solid decisions during the supply plan review process and accurately estimate the funding requirement and gap. It is also possible to analyze the commodity requirement to support scale-up exercises.”**  
 Premium Member, Survey 8 Respondent

**“VAN is assisting in fostering alignment between global and domestic accountability to achieve consensus in various areas, addressing duplication in resource allocation across different funding sources, and establishing order prioritization in response to projected stockout risks as a mitigation measure.”**  
 Control Tower Member, Survey 8 Respondent

## PAIN SCALES 2018-2025



## People and Policy in the VAN



### TIME 8 AT A GLANCE:

156

member organizations

38

countries involved

918

official VAN users

6


manufacturers involved

**In the midst of funding cuts and a rapidly changing landscape, people remain at the heart of the VAN's efforts to ensure products reach the communities we serve.**

Country governments, procurers, suppliers, and other global trading partners make up the wide-ranging community that supports the governance and operationalization of the VAN. Although the VAN Steering Committee lost three members with the dissolution of USAID and changes in funding allocations from the UK Foreign, Commonwealth & Development Office (FCDO), we gained two new members who have provided critical perspectives on global funding for family planning supplies amid significant changes to the global landscape: The World Bank Global Financing Facility joined, while the Children's Investment Fund Foundation also joined the Steering Committee for a portion of 2025.

Despite the impacts to the global family planning community, official VAN membership has continued to grow, with the number of member organizations that have accepted the Terms of Use (TOU) increasing from 143 in Time 7 to 156 in Time 8. The number of individual users who have accepted the TOU has also continued to rise, with an increase from 896 in Time 7 to 918 in Time 8. The total number of countries participating in the VAN remains steady at 38.

**“This is a good tool for monitoring and decision-making in procurement and supply chain management because it shows the product delivery stages and allows for an in-depth analysis of inventory levels at each link in the supply chain.”**

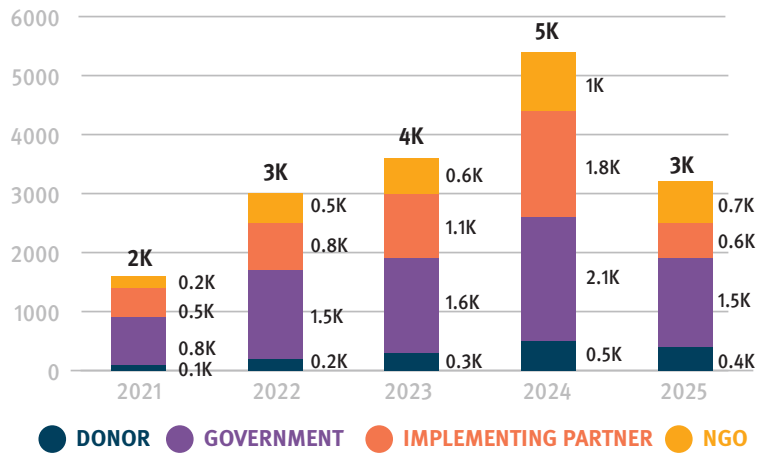
 Basic Member, Survey 8 Respondent (originally submitted in French)

# People and Policy in the VAN

**2025 saw sustained usage among users, especially among country governments, as VAN members worked to address critical impacts from shifts in the funding landscape.** During the month of September, when the survey was conducted, there were 1,343 monthly logins in the VAN, down 15 percent compared to the 1,587 monthly logins in September 2024 for the Time 7 survey but up 14 percent compared to the 1,159 monthly logins in September 2023 for the Time 6 survey. Continued use of the VAN during a time when significant impacts were felt by country governments and partner organizations highlights the valuable role the VAN plays in decision-making for country governments in times of crisis. Despite the loss of key technical assistance through GHSC-PSM, VAN users continued to prioritize use of the VAN during a time when many organizations moved away from systems toward insular decision-making.

The graph on the right further illustrates the trends in usage over time at the country level and highlights just how impactful the dissolution of USAID and GHSC-PSM’s Task Order 3 were at the country level. The biggest changes in usage from 2024 to 2025 were seen among implementing partners, which includes GHSC-PSM, with a decrease in average annual log-ins from 1,800 in 2024 to 600 in 2025. There were also drops in usage among country government users, with a decrease in average annual log-ins from 2,100 in 2024 to 1,500 in 2025, though this number remained relatively consistent with the 1,600 average annual log-ins in 2024. Despite the drastic changes seen in 2025, country government users continue to have the highest average annual log-ins of any users at the country level, showcasing the value they see in the VAN. Continued country government use shows that ownership and engagement are strong at the country level, in line with the VAN’s guiding vision. This also reflects the value of the support provided by the VAN Management Unit and VAN Country Analysts, who expanded their services in 2025 to fill technical assistance gaps left by US government funding cuts and the termination of Task Order 3.

VAN LOGINS BY YEAR, AT COUNTRY LEVEL\*



\* Minor discrepancies in numbers of log-ins previously reported are due to classification of users in historical data. These classifications have been updated, and so the numbers are updated.

**“The VAN platform prevents supply crises by detecting shortfalls and increasing data visibility, allowing countries to proactively track orders and shipments to eliminate procurement redundancy, which accelerates decision-making and helps quickly resolve stock emergencies.”**

👤 Control Tower Member, Survey 8 Respondent

**“The real time tracking of orders, deliveries, and information of funding gaps and opportunities are amazing, and helped us make necessary adjustments.”**

👤 Premium Member, Survey 8 Respondent

## Processes

## EFFICIENCY



## TIME 8 AT A GLANCE:

91%

of respondents in Nigeria and Malawi reported spending less time triangulating data each month to make collaborative supply chain management decisions

68%

of respondents reported “a lot less” or “less” time spent on communication to review data and make supply chain decisions together


64%

of Basic and Premium members reported spending less time triangulating data each month to make collaborative supply chain management decisions


**The VAN efficiently helped countries get needed data for decision-making.** VAN Initiative Survey Time 8 showed only slight variations in ratings for time spent on data triangulation and communication in 2025, likely due to the increase in email communications, meetings, and data analysis needed to respond to the crisis. Fewer Basic and Premium member respondents reported being able to spend less time on triangulating data to make supply chain decisions, with 64 percent of respondents reporting less time spent on triangulating data in Time 8 compared to 66 percent in Time 7. However, more Basic and Premium member respondents reported spending less time on communication, with 68 percent of respondents reporting spending less time on communication in Time 8 compared to 61 percent in Time 7. The consistency from Time 7 and efficiency seen in time spent on data triangulation and communication was impressive considering the additional time that many members spent collaborating with VAN Country Analysts on critical health system strengthening activities to support decision-making in 2025. VAN Country Analysts supported country governments with completing critical health system strengthening activities, especially related to developing, submitting, and vetting national supply plans, that provided critical visibility into funding gaps and stock availability needed for quick decision-making. For example, in 11 countries (13 programs) continuing to use the Quantification Analytics Tool (QAT) for quarterly supply plan updates, VAN Country Analysts spent an additional 1 to 3 days per quarter per program to support the country in preparing and updating their supply plan in QAT before it was submitted for review, leading to an estimated additional 13 to 39 days of VAN Country Analyst time per quarter across the 13 programs. VAN Country Analysts spent significant time outside of their routine scope to prevent disruptions to national supply planning and gaps in data and visibility during a critical time. See the “VAN Country Analysts Supporting Country Governments in a Time of Crisis” box, below, for additional examples of support provided to countries.

Survey Time 8 respondents had the following comments on data triangulation and communication:

**“We no longer need those frequent communications because the teams have access to the VAN, which has all the requisite reports: supply planning, stock status, and shipment tracking reports.”**

 Premium Member, Survey 8 Respondent

**“Integrating the tools (RHI, CARhs, CSP, PPMR) onto a single platform facilitates monitoring and reduces duplication of effort. Sharing data in near real time improves collaboration among donors, buyers, and national stakeholders. The user interface has improved, providing better visibility into inventory and forecasts.”**

 Premium Member, Survey 8 Respondent

## Processes


## EFFICIENCY




**Efficiency scores reached an all-time high among longtime members in Malawi and Nigeria, demonstrating a maturation and ease of use not seen before.** The percentage of Malawi and Nigeria respondents who reported spending less time triangulating data on a monthly basis stayed close to the same between Times 7 and 8 at 92 percent and 91 percent, respectively. The largest improvement was seen in the percentage of respondents who reported spending less time communicating to review data, which increased from 75 percent in Time 7 to 91 percent in Time 8. As two of the VAN's longest standing members, Malawi and Nigeria continue to be dedicated to learning and growing their capabilities in the VAN, leading to notable efficiencies in our collaboration. The patterns in data seen for Malawi and Nigeria over time support the trend seen in the VAN wherein country governments are taking ownership in their supply chains and increasing their visibility and collaborative decision-making.

Overall, respondents' ratings on the ease of access to supply chain reports and data analyses needed for review with the family planning community has improved since the Baseline. The percentage of respondents who reported it was easy to access supply chain reports and data analyses dropped slightly from 58 percent in Time 7 to 56 percent in Time 8, but increased overall from 19 percent in the Baseline. The slight fluctuations from time to time may be explained by the change in VAN users at the country government and partner organization level, which requires refresher trainings and time to get acquainted with a new tool. New optimization activities to be launched late in 2026 are anticipated to make accessing supply chain reports and data analyses easier for country governments and partner organizations. Another measure of efficiency that impacts the experience of country users is the percentage of orders that are past their estimated shipment date but do not have a shipment record in the VAN. This figure decreased from 3 percent in Time 7 to 1 percent in Time 8, the lowest this indicator has been since the Baseline measurement.

**“The information is collected at one domain making it easier to agree on the supply chain decisions.”**

 Early Adopter, Survey 8 Respondent

**“Our quantification exercise, as well as reporting on shipment monthly stock status in country, has become easier and quicker just by the click of a button thanks to the VAN.”**

 Premium Member, Survey 8 Respondent

**Processes** **EFFECTIVENESS** 

**TIME 8 AT A GLANCE:**

**100%**  
of respondents in Nigeria and Malawi agree the collaborative FP supply planning process is transparent and visible

**68%**  
of respondents agree they are able to reliably anticipate expected arrival dates of FP commodities

**79%**  
of Basic and Premium members agree the collaborative FP supply planning process is transparent and visible

**The continued improvements in the effectiveness of supply planning in the VAN platform seen by the VAN’s two longest standing members—Malawi and Nigeria—show the success that can be seen by countries as they advance their use and capacity in the VAN.** Malawi and Nigeria continued to see record high ratings in the effectiveness survey indicators despite the major challenges to supply planning seen this year. The percentage of respondents who reported that the collaborative family planning supply planning process is visible and transparent for Malawi and Nigeria remained at 100 percent for the second time in a row. Although the percentage of Basic and Premium member respondents who reported that the collaborative family planning supply planning process is visible and transparent dropped from 87 percent in Time 7 to 79 percent in the current time frame, this is likely due to the many disruptions experienced as a result of the dissolution of USAID and need to onboard new users. The VAN Country Analysts, VAN Management Unit members, and VAN Consensus Planning Group members collaborated to build a robust tracker to document and track disruptions to supply chains caused by US government policy changes, such as the loss of technical assistance partners who supported the supply planning process, disrupted access to data tools, and other challenges related to staffing and funding. So as the community is working to rebuild and adjust to a new normal, the VAN will continue to provide transparent visibility and insights.

Another important indicator of effectiveness measured across all survey respondents is the reported reliability of the VAN to anticipate expected arrivals of family planning commodities. In Time 8, this indicator reached an all-time high at 68 percent, increased from 66 percent in Time 7 and 24 percent in the Baseline. Seeing improvement in ratings for the reliability of shipment arrival dates illustrates just how hard the VAN Management Unit and VAN Country Analysts worked in the crisis period to leverage all available platforms and data sources to ensure VAN members, especially country governments, had visibility into expected final USAID shipments, urgent non-USAID shipments, as well as their own orders throughout the crisis. The VAN leveraged its partnership with Shippeo to offer countries order-specific, real-time tracking of shipment locations, which was particularly important in the period when USAID’s shipments were disrupted by stop-work orders and stuck at ports of entry other than their expected destinations. One of the VAN’s biggest contributions to the crisis response was this visibility. Other health areas did not have such visibility and struggled much more to make sense of product movement, country needs, and gaps to make decisions. The family planning community, however, was able to lean into the VAN visibility to contextualize the situation and think through financial and operational responses. Survey Time 8 respondents had the following comments on the reliability of expected arrival dates:

**“Information on shipment (arrivals) are very visible on the VAN. Shippeo even gives good tracking of where the shipments have reached.”**  
Premium Member, Survey 8 Respondent

**“The VAN allows you to view planned orders, submitted orders, and shipments. It makes it quite easy to forecast and anticipate incoming orders and also to see the funding gap.”**  
Premium Member, Survey 8 Respondent

**“VAN collaboration with Shippeo has helped to better anticipate and track shipments. With monthly inventory data submissions, it is easy to track and update stock status in the VAN. The VAN CT [Control Tower] runs routine FGA [Funding Gap Analysis] as well as ad-hoc FGA analyses to meet the needs of VAN partners.”**  
Control Tower Member, Survey 8 Respondent

## Processes

## EFFECTIVENESS




**Effective supply chain recommendations and decisions continue to be seen by countries through use of the data currently available to them in the VAN.**

In Time 8, Malawi and Nigeria early adopters saw the highest rating on making timely and specific supply chain recommendations with the data currently available to them at 95 percent, up from 85 percent in Time 7 and 41 percent in the Baseline. Basic and Premium members are still working up to the effectiveness seen by Malawi and Nigeria. The rating from Basic and Premium member survey respondents on currently making timely and specific supply chain recommendations using the data available to them did increase slightly from 66 percent in Time 7 to 69 percent in Time 8. The measurable success of the VAN's pilot countries, Nigeria and Malawi, shows a trend for where the other Basic and Premium member countries are likely to follow in the coming years.

Survey Time 8 respondents had the following comments on making timely and specific supply chain recommendations:


**“With the enhanced data in the VAN, I can now optimize inventory levels, improve delivery routes and schedules, and forecast demand more accurately—leading to faster, smarter, and more cost-effective supply chain decisions.”**

 Basic Member, Survey 8 Respondent


**“The VAN gathers information from all levels and understands the needs, inventory levels, and collaborates with partners to adjust the orders and shipments to reduce stock imbalances, and also provides guidance to procurers in consideration of funding resources and the needs of the community.”**

 Procurer, Survey 8 Respondent

**“It helps to expediate and cancel orders when need arises.”**

 Early Adopter, Survey 8 Respondent

**“I remember we had an overstock of Levoplant, which was flagged out in the VAN. We were able to ask other countries who can use it and were able to do transfers.”**

 Early Adopter, Survey 8 Respondent

## Processes

## EFFECTIVENESS



**Malawi and Nigeria reached a record high confidence level for their ability to make more timely and specific supply chain recommendations and decisions in the future.** In Time 8, 97 percent of respondents expect the VAN will allow them to make more timely and specific supply chain recommendations and decisions in the future, compared to 96 percent in Time 7 and 85 percent in Time 1. For the remaining Basic and Premium member countries, 73 percent of respondents reported that they expect the VAN will allow them to make more timely and specific supply chain recommendations and decisions in the future, which is slightly lower than the 75 percent seen in Time 7. While this indicator decreased slightly, the relatively minimal fluctuation in the confidence of the VAN's future during such a volatile time in our environment shows just how much trust countries have in the VAN's capacity to weather impacts to global supply planning. Malawi and Nigeria's confidence rating was the highest score for this indicator since it was first asked during Time 1, showing the potential confidence that could be achieved in the future by other Basic and Premium members as our community works to acclimate to our new funding environment.

The VAN's ability to be effective relies on receiving high-quality, timely data. The percentage of targeted countries providing complete supply plans at least once a quarter improved this year with an increase from 82 percent in Time 7 to 92 percent in Time 8, despite the fact that fewer countries were providing supply plans during the survey time frame. This indicator is particularly significant in 2025, given the loss of GHSC-PSM and GHSC-FTO technical

assistance on supply planning and supply chain management, and given disruptions with the most commonly used supply planning tool, the Quantification Analytics Tool. The increase, despite the challenges, shows the strength of the partnership built between country governments and the VAN Country Analysts and the dedication of both sides of the partnership to ensure continued data flow. Supply plan data was prioritized, given its critical importance as the demand signal for the community. The percentage of targeted countries providing complete inventory updates dropped slightly from 84 percent in Time 7 to 79 percent in Time 8. This change in targeted countries providing inventory updates is attributed to countries no longer receiving the support that was previously provided by GHSC-PSM and USAID. There are more countries supplying inventory data, and supply plan data was the priority, so despite the extra effort on both the VAN's and country governments' sides, it was not possible to cover the full gap left in technical assistance and so part of the impact is evident in this indicator. The VAN is not resourced to cover this gap, but given the critical need for information to promote equitable distribution of family planning products in the crisis moment, the VAN Management Unit and Control Tower members provided and continue to provide interim support to help countries until new support can be identified.

The box below explains the extra technical assistance support provided by the VAN Country Analysts team in 2025 to ensure continued data flow, despite the unexpected dissolution of USAID and termination of GHSC-PSM Task Order 3.

## VAN COUNTRY ANALYSTS SUPPORTING COUNTRY GOVERNMENTS IN A TIME OF CRISIS

***VAN Country Analysts spent significant time outside of their routine scope to provide country governments with support for national supply planning efforts and the Quantification Analytics Tool (QAT)***

VAN Country Analysts supported national supply planning quantification exercises by integrating insights from the Shippeo container tracking platform on in-transit USAID-funded shipments for Ghana, Nigeria, and Rwanda, among other country governments. Having greater visibility into the family planning supplies shipments allowed country governments to more clearly plan their country supplies and funding needs. VAN Country Analysts also provided additional hands-on technical support for transitioning ownership of data tasks previously completed by GHSC-PSM to the country government, leading targeted QAT learning sessions, and developing, updating, and submitting supply plans in QAT for country government users in Benin, Burundi, Ethiopia, Ghana, Mozambique, Malawi, Nigeria, and Zambia. The additional time and effort spent by VAN Country Analysts was integral to time-sensitive funding decisions made by donors for 2025 and 2026. The impacts of the additional technical assistance provided to country governments will reach far beyond the current crisis. Country governments are now taking more ownership than ever before over their supply planning efforts, helping build national supply chain resiliency as well as resiliency across the global family planning supply chain ecosystem.



## Processes

## SCALE



## TIME 8 AT A GLANCE:

18

countries with supply plan data

31

countries with inventory data

89%

of respondents agree that the VAN will be able to cover more countries without increasing total work hours in the future

89

products and 22 methods included in the VAN

89%

of respondents agree that the VAN will be able to cover more products without increasing total work hours in the future

**Confidence in the ability of the VAN to cover more countries and products is the highest seen across all eight surveys and the Baseline.**

A key component of the VAN business case is the hypothesis that efficient, effective supply chain processes will improve coordinated supply chain management across more countries, more products, and more actors without additional costs. Scaling this type of coordination requires buy-in and engagement from the entire reproductive health community. Time 8 marks the highest percentage of respondents who agree that the VAN will be able to cover more countries and products in the future, at 89 percent for both indicators in Time 8, a more than 25 percent improvement from 63 percent for both indicators in the Baseline.

**As a data aggregator, the VAN technology platform has been able to achieve scale and surpass its original scope of products, methods, and countries sharing orders and shipment data.**

These scale indicators are presented on the scorecard under Technology, and all showed growth over the previous time frame. The VAN platform now contains 22 contraceptive methods, 89 products, and 156 countries with orders and shipment data, all of which far exceed the originally agreed upon scope. Despite the growth seen in these three areas, the number of countries sharing inventory data and supply plan data declined in Time 8. These two indicators are particularly significant in 2025, given the loss of GHSC-PSM and GHSC-FTO technical assistance on supply planning and supply chain management, and given disruptions with the most commonly used supply planning tool, the Quantification Analytics Tool. The loss of partners able to provide in-country technical assistance support led six countries to stop reporting inventory data in the VAN, reducing the number of

countries with inventory data from 37 in Time 7 to 31 in Time 8. This also led seven countries to no longer report supply plans to the VAN, reducing the number of country supply plans formatted, mapped, and uploaded in the VAN platform from 25 in Time 7 to 18 in Time 8.

While the VAN is not resourced to cover this gap, given the critical need for visibility to fill family planning gaps and respond to countries at risk in the crisis moment, the VAN team worked tirelessly with countries impacted by these withdrawals in 2025 to provide additional logistics and supply planning support, as outlined above in the call-out box about VAN Country Analyst support. Some countries continued to face challenges with the loss of in-country supply planning and inventory support, and those countries were unable to share data.

For many other countries, however, they benefitted from the VAN support and were able to continue sharing data. The counterfactual is that without the VAN, in 2025, many more countries would have stopped sharing supply plan and inventory data, reducing the visibility needed to identify countries at risk, escalate their needs, and promote equitable distribution.

## Processes

## COST



**From 2020 to 2025, the VAN helped procurers mobilize and allocate more than \$182.2 million in new orders for member countries, avoided waste by supporting at least \$5.6 million of canceled and transferred orders, and helped expedite 124 orders to mitigate supply shortages.** Over these years, the VAN has served as a critical resource for the community during times of volatility, uncertainty, complexity, and ambiguity—and the VAN will continue to support the community to weather ecosystem shocks related to geopolitical change in this critical moment in time. Following the initial US government stop-work orders and the subsequent dissolution of USAID and termination of GHSC-PSM Task Order 3 (TO3), more than \$53.6 million worth of USAID-funded family planning products—including Task Order 1 condoms and lubricants—became stranded across the supply chain: with manufacturers, at regional distribution centers, in transit, and in warehouses in-country and with country partners. The VAN Management Unit, VAN Country Analysts, and VAN Consensus Planning Group worked swiftly alongside global partners and country governments to locate and communicate the status of stranded products, recommend appropriate supply chain actions, and track product movement once those actions were taken. The team focused primarily on the \$49.3 million worth of TO3 products, where visibility was greatest. By the end of 2025, more than \$34.5 million—70 percent of the TO3 products—had been successfully moved through the supply chain. The team continues to follow the remaining products to confirm their eventual delivery to and receipt by destination countries, ensuring they reach the communities that need them most. This effort is one example of what the VAN was built to do: support the global community in times of crisis. By providing critical visibility into product movement and funding gaps, the VAN strengthens supply chain management and helps maximize limited global resources for family planning supplies. This role proved especially vital in 2025, as the broader community navigated unprecedented shocks to our ecosystem.

The VAN Procurement Funding Gap Analysis, which provides our collective community's best indication of unmet funding needs and gaps, was conducted in March and September 2025 to support collaborative efforts across family planning organizations to assess the expected and initial impacts of the US government funding cuts and policy changes. Thanks to this work, we are able to estimate the quantity and value of shipments country governments and NGOs need to maintain their desired family planning stock levels

in the public sector. The results of the September 2025 analysis—conducted across 48 countries—estimated a total need of \$446 million in family planning procurement for January to December 2026. The estimated procurement gap between expressed needs and available funding was shared as \$288 million. Historical funding spent by donors has averaged out around \$250 million per year over the last five years. The estimated need is, therefore, more than two times what has historically been covered and, in the face of declining donor government funding, means there is an important risk for shortages and stockouts in-country. The March and September 2025 analyses results were used in coordination with data from partner organizations to support advocacy and funding conversations across the community in multiple large forums, including the International Conference on Family Planning. Following the recommendations made by the VAN Management Unit and VAN Country Analysts, 34 new requisitions totaling approximately \$12 million for 13 countries were approved by the United Nations Population Fund in May 2025.

**Amid the impactful changes to the family planning sector, country governments are committed now more than ever to using the VAN to build capacity in their supply chains.** Country governments are at the heart of the VAN, and they continue to turn to the VAN for insight into product movement and funding gaps to help with decision-making. And despite the challenges of 2025, more countries started to pay for their own subscriptions. In August 2025, Senegal became the newest country government to pay for its VAN membership subscription with government funding. This investment is a testament to the critical value the VAN provided during the uncertainty and volatility during the first half of the year. In August 2025, Côte d'Ivoire government officials also demonstrated ownership and commitment to using the VAN by mobilizing partner funds to pay for the VAN Premium membership subscription and training. As a Premium member of the VAN, the Côte d'Ivoire Ministry of Health will now be able to improve its supply planning capabilities and use the enhanced data visibility to make more effective decisions with partners regarding the country's family planning supplies needs. With three Premium member countries out of 38 total country members, the VAN platform will be able to provide even greater regional and global coordination of family planning supplies and stronger resilience to supply chain disruptions.

THE INFOGRAPHICS LINKED BELOW SHARE THE IMPORTANT IMPACTS MADE BY THE VAN'S CONSENSUS PLANNING GROUP RELATED TO PROCUREMENT FUNDING GAPS, MONITORING SUPPLY CHAIN DATA, AND EFFECTIVE USE OF FUNDING RESOURCES.

[2025 INFOGRAPHIC](#)

[2023 INFOGRAPHIC](#)

[2021 INFOGRAPHIC](#)

[2024 INFOGRAPHIC](#)

[2022 INFOGRAPHIC](#)

[2020 INFOGRAPHIC](#)

## Methodology

The VAN Scorecard is designed to track progress toward the key performance indicators (KPIs) of the VAN using objective KPIs measured by the platform, subjective KPIs measured by the VAN Initiative Survey, and other relevant statistics.<sup>3</sup> The 2025 VAN Scorecard includes eight time frames: 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025.<sup>4</sup> As noted in previous years, the growth of the VAN from 2018 to 2025 and the way the survey expanded to capture wider viewpoints have impacted how some indicators are represented in the VAN Scorecard. Indicators that do not contain a numeric value for a specific survey instance reflect features or processes that were not live at the time the surveys were disseminated. The pool of VAN users significantly increased when the Procurement Planning and Monitoring Report (PPMR) was decommissioned in 2021 and the 35 PPMR countries were transitioned to the VAN. To capture the viewpoints of the expanded pool of VAN users more accurately, the Time 5 survey was administered to two new groups: Basic members and Premium members. A new skip pattern was also introduced in the Time 5 survey to provide Control Tower member and procurer respondents with the option to indicate “I don’t support Nigeria and Malawi” and “I don’t support countries other than Nigeria and Malawi” where applicable. The Time 5 survey provided baseline measurements for the Basic member and Premium member groups, and the Times 6, 7, and 8 Surveys offered second, third, and fourth measurements for comparison.

3. Historically, the longitudinal survey was conducted with a small group of respondents (n=19), querying them on an ongoing basis over time in order to accurately compare trends. However, VAN membership and use have grown exponentially over the years, now covering more than 150 organizations and nearly 1,000 official VAN users. In 2022, the VAN Management Unit modified the survey methodology to continue the series of repetitive cross-sectional studies with the initial three groups surveyed before, and added two new questionnaires to represent Basic and Premium members not surveyed before. The total n including the new surveys is n=43.

4. The data time frame for Time 1 is December 2018 for the survey and platform KPIs, and February 2019 for the other indicators. For Time 2, the data time frame is August 2019 for the survey KPIs, and the fourth quarter of 2019 for the platform KPIs and other indicators. For Time 3, the data time frame is January 2020 for the survey indicators, and the first quarter of 2020 for the platform and other indicators. For Time 4, the data time frame for the survey indicators is April–May 2021, and October 2021 for the platform and other indicators. For Time 5, the data time frame is July 2022 for the survey indicators, and September 2022 for the platform and other indicators. For Time 6, the data time frame for the survey indicators is June–July 2023, and September 2023 for the platform and other indicators. For Time 7, the data time frame for the survey indicators is September–October 2024, and October–November 2024 for the platform and other indicators. For Time 8, the data time frame for the survey indicators is August–September 2025, and October–November 2025 for the platform and other indicators.