



## Unlocking the opportunity in the Pacific menstrual health market

Lessons learned from a workshop of menstrual health actors working in the Asia-Pacific region.

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Prepared by Criterion Institute and Pacific RISE  
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(DFAT)



*Figure 1: Anne-Shirly Korave (Papua New Guinea), Bella Raschi (Samoa), Jessica Waite (Australia)*

Pacific RISE and the Criterion Institute would like to recognise the contributions of all those who stepped forward to champion the Pacific Menstrual Health Management initiative. This work was supported by the Australian Government's Department of Foreign Affairs and Trade (DFAT), particularly by Pacific Women Shaping Pacific Development (Pacific Women). The Menstrual Health Hub (MH Hub), a global thought leader in menstrual health, provided considerable technical input in the design and delivery of this workshop. The Case for Her and Grand Challenges Canada supported the design and development of this initiative, providing insight into the identification of investable opportunities at the individual social enterprise and at the ecosystem level. They continue their interest and engagement as opportunities continue to develop and mature. Marie Stopes International, Kopernik, Care International and others delivered critical sessions and provided new perspectives during the workshop. Finally, the long-term commitment of the menstrual health leaders in the Pacific is the fundamental reason that this initiative has had so much success to date and has rich potential going forward.

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Images contained within are from graphic scribing created during the workshop by Digital Storytellers ([www.digitalstorytellers.com](http://www.digitalstorytellers.com)) to illustrate the outcomes of workshop sessions.

## Key technical terms

<b>Gender lens investing</b>	Gender lens investing incorporates a gender analysis into financial analysis to achieve better outcomes. Gender lens investors use gender as a category of analysis when making investment decisions using one or more of three primary investment objectives or ‘lenses’ including investments that increase access to capital for women entrepreneurs and businesses that have women in leadership positions; investments that promote gender equity in the workplace by investing in private sector companies with leading gender policies that also extend across their supply chains; and investments that increase the number of products and services that benefit women and girls by directing capital to socially responsible businesses that develop and offer these products and services.
<b>Gender lens investors</b>	Individuals and firms that allocate capital with the expectation of a financial return and include the use of a gender lens to assess social impact and financial impact. Gender lens investors may also look for a specific gender impact or provide capital in a particular sector.
<b>Intermediary</b>	Agents who recognise themselves as intermediaries or provide intermediary services. Intermediaries are the market makers responsible for developing pipeline opportunities, structuring the deals and bringing together the best mix of impact investors from their networks. In all other regions, whether in developing or developed countries, an impact investment market will not grow without strong intermediaries and facilities such as this to fund their work.
<b>Investor</b>	A person, who commits capital with the expectation of a financial return.
<b>Market segmentation</b>	The process of dividing a market of potential customers into groups, or segments, based on different characteristics.
<b>Menstrual health ecosystem</b>	A community of interacting and interconnected public and private sector actors working to improve women and girls’ menstrual health including corporations, non-government organisations, governments, researchers, and social enterprises.
<b>Menstrual health enterprises</b>	A company or business (generally a small one) that is taking on a new initiative or project to distribute menstrual health products. It may be a for-profit or not-for-profit distribution method.
<b>Menstrual health management (MHM)</b>	Women and adolescent girls are using a clean menstrual management material to absorb or collect menstrual blood, that can be changed in privacy as often as necessary for the duration of a menstrual period, using soap and water for washing the body as required, and having access to facilities to dispose of used menstrual management materials. They understand the basic facts linked to the menstrual cycle and how to manage it with dignity and without discomfort or fear <sup>1</sup> .
<b>Social enterprise</b>	A social enterprise or business with a central social mission that intentionally uses business model and its profits to achieve a social purpose.
<b>Social impact investment</b>	Impact investments are those that look beyond financial return. They also aim to deliver measurable social and environmental impacts with positive development outcomes.
<b>Social impact investors</b>	Individuals and firms that allocate capital to social impact investments that intentionally target specific social objectives along with financial return and measure the achievement of both.

<sup>1</sup> IWDA, Burnett Institute and WaterAid, The Last Taboo: Research on menstrual hygiene management in the Pacific: Solomon Islands, Fiji, and Papua New Guinea, commissioned by the Department of Foreign Affairs and Trade, 2017

## Executive summary

The Australian Government's Department of Foreign Affairs and Trade (DFAT) has now completed an extensive research, engagement and outreach process to determine the potential of a menstrual health market (the market) across the Pacific Island countries.

In September 2018 the Criterion Institute, supported by DFAT and Pacific Readiness for Investment in Social Enterprise (Pacific RISE), facilitated a four-day workshop in Melbourne, Australia. The workshop brought together a diverse range of social and business actors focused on improving menstrual health management (MHM) in the Asia-Pacific region to understand and overcome inefficiencies and obstacles in the menstrual health market across the region. The workshop focused on understanding the challenges faced by local social enterprises and identifying opportunities to improve market performance, and how appropriate types of capital could increase local access to menstrual health products. Attention was also paid to the role public and private actors play in facilitating universal access to menstrual products and addressing systemic socio-cultural, educational and environmental barriers to menstrual health across the region.

The workshop brought together 43 participants from 13 countries: Australia, Fiji, Indonesia, New Zealand, Papua New Guinea, Philippines, Republic of the Marshall Islands, Solomon Islands, Samoa, Timor-Leste, United Kingdom, United States of America, and Vanuatu.

This report presents lessons learned from menstrual health actors working in the Asia-Pacific region and focuses on the local context of island-based nations. The first of its kind, it should be read as a unique case-study that captures the specific menstrual health challenges faced by countries with dispersed populations across large geographic locations with limited income and commercial access. It explores how innovative investment can be a means of facilitating a new market opportunity, enabling improved access to necessary healthcare products, and support venture creation for women-led businesses. Key findings from the workshop are summarised as follows.

### **At the enterprise level:**

- menstrual health education is core to both customer acquisition and product uptake
- lack of access to consistent, affordable, quality materials leads to an unreliable supply chain and difficulties in quality standards and scale
- enterprises need better market analysis to identify potential consumers and beneficiaries (and create price points, or models to meet markets)
- many menstrual health enterprises in the Pacific are appropriately scaled
- enterprise-level investments can be targeted at strengthening the specific business models, rather than aspiring for significant growth
- empowering businesses with better knowledge of financial terminology, investment funds and access to networks could lead to tangible improvements in their efficiency and profitability.

### **At the menstrual health ecosystem level:**

- Pacific-led and Pacific-specific solutions must be the driving force behind menstrual health work in the region
- families and society recognition of the value of a menstrual health product will determine whether it is prioritised as an item worth spending money on
- NGOs play a central role as major buyers and potential market facilitators that contribute to the sustainability of the menstrual health ecosystem
- actors should coordinate to ensure the needs of all women and girls are met
- there is a need for short-term and long-term collaborative planning to transition toward a functional and sustainable menstrual health market
- innovative investment designs are needed, bringing together different types of finance to support enterprises to access markets, mentors and capital.

To attract investment in the menstrual health market in the Pacific, investor perceptions of the market need to shift and they need to see tangible opportunities to invest in both enterprises and in the menstrual health ecosystem.

### **Opportunities for investment**

The workshop also looked at where finance can be used to improve the market.

Three opportunities present significant potential to improve the quality and ability of women and girls within the Pacific region to sustainably manage their menstrual cycles. Each opportunity requires investment of private and public resources to create both financial and social returns for individuals and investors.

Investment needs to be targeted and appropriate to both the enterprises and the local market. Market growth potential exists however, for investment to be effective, value-adding needs to be viewed differently to a typical impact investment. Investors should not be looking for a single small growth business to scale. Investors should instead be investing in market-based collaborations to expand the unique ability for local enterprises to effectively and efficiently meet the menstrual health needs in their local communities.

#### **Opportunity 1: Ecosystem-level coordination and investment**

Major obstacles experienced by producers and businesses across the Pacific include supply chain difficulties, poor access to capital and market fragmentation segmentation. Improved coordination would increase the leverage and bargaining power of local actors to address national and regional structural challenges such as *regulation, policy and legislation, and quality control*. The workshop-borne Community of Practice will enable local actors to connect ideas, capabilities and capital across the menstrual health ecosystem and work together towards building a sustainable market. This coordination is an investment of time by market actors and is already underway.

#### **Opportunity 2: Aggregate imports of materials**

The single biggest obstacle for social enterprises producing and selling reusable menstrual products in the Pacific is the inability to source materials locally and at an affordable price. Manufacturers utilise the same three materials: cotton textiles, polyurethane laminate, and button snaps. This presents a clear opportunity to aggregate demand for these materials through a single purchasing and distribution system.

A single or set of common purchasing and distribution networks for businesses and NGOs could dramatically reduce the financial and time costs associated with sourcing materials. This could potentially enable enterprises to produce more product. It will also increase financial profitability on current market coverage and allow market growth.

Preliminary feedback suggests that investment in the aggregation of imports is appealing to investors looking to make an impact on menstrual health. Workshop participants have already begun to organise to collectively address supply chain challenges.

#### **Opportunity 3: Aggregate business models to seek investment**

Menstrual health enterprises working in the Pacific can be appropriately scaled to their local context. Current use of low cost and volunteer labour, relatively modest growth potential and low return on investment however, mean a direct investment could be costly for the investor and risky for the enterprise. This has been overcome in other markets through identifying common patterns in the business models and investment needs of the enterprises and standardising a set of investment approaches that could be deployed across multiple businesses.

Four business models emerged during the workshop that had common characteristics across the social enterprises. Examining business requirements and the types of financing useful for each model, investment could be made in multiple enterprises. This would provide the scope and scale to make the opportunity attractive to an investor.

An additional analysis of commonalities in approaches, products and deliveries to inform methods for standardising a set of investment approaches, including specific investment readiness support requirements is planned.

These three opportunities outlined above and identified through the workshop each demonstrate the value of the menstrual health market to women and girls, to the local community and economy, and investors who want to use their capital to create meaningful impact. They show how actors in the Pacific can work both at the enterprise and menstrual health ecosystem levels to create a sustainable market and attend to the menstrual health needs of women and girls in the region.

# 1 Introduction

Between June and September 2018, the Criterion Institute and Pacific Readiness for Investment in Social Enterprise (Pacific RISE), with support from the Australian Government's Department of Foreign Affairs and Trade (DFAT), conducted a research, engagement and outreach process to identify the scope of Pacific menstrual health needs. This led to a unique four-day workshop in Melbourne, Australia from 10–13 September 2018 and brought together participants involved in the menstrual health market in the Pacific.

## 1.1 Why menstrual health?

Menstrual health is a social issue. Women and girls in the Pacific need to have access to menstrual health services, products and facilities needed to enjoy a high level of health, dignity, autonomy and control over their lives, which is closely linked to the achievement of educational and economic objectives.

Menstrual health is also a sizeable market. However menstrual health remains an undervalued market, which historically has not been recognised as a legitimate or investable sector. This is a result of a variety of factors including stereotypes and negative taboos associated with menstruation, a male dominated investor industry, and the belief that menstruation is a 'woman's issue,' therefore a niche.

Research in the Pacific<sup>2</sup>, found a regional and in-country variation of availability of different menstrual products despite the potential size of the market. 'Reputable sanitary products', are imported and available in a few locations in urban areas while lower quality products vary in accessibility and availability. In remote areas, lack of access to any products is common and 'at home' solutions are used. Price point accessibility varies for different countries and populations. Most interviewed women and girls express a preference of using disposable commercially available products, however many are open to high quality reusable products if available at an affordable price.

To date, there has been limited recognition and interest from investors in the financial and social opportunity that menstrual health represents. The purpose of this project was to consider this, particularly for the Pacific Islands and to involve a range of actors including enterprises creating products, NGOs as customers or funders and finance organisations.

Menstrual health is an attractive area for investors, particularly social impact investors, gender lens investors, investors with a focus on young women and girls, and public and donor agencies in the Pacific. The high level of commitment by actors to build sustainable, affordable, and accessible menstrual health solutions that protect the environment, increase gender equitable economic and educational outcomes, and support the dignity and well-being of women and girls is extremely compelling.

*Figure 2: Compilation of graphic scribing from four days of workshop by Digital Storytellers [www.digitalstorytellers.com](http://www.digitalstorytellers.com) (see over)*

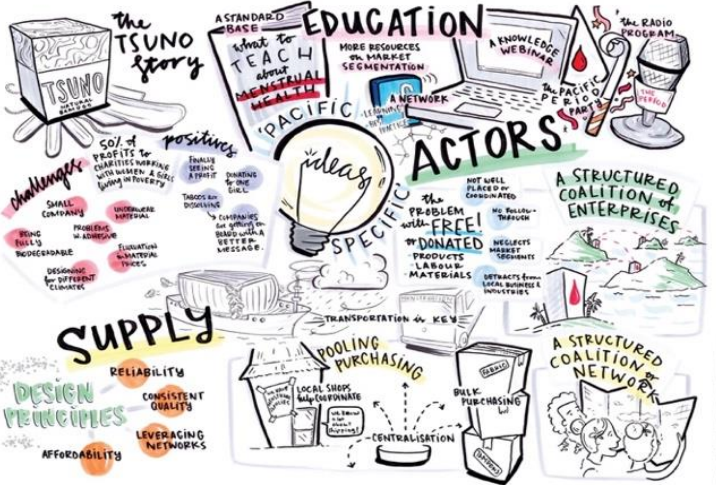
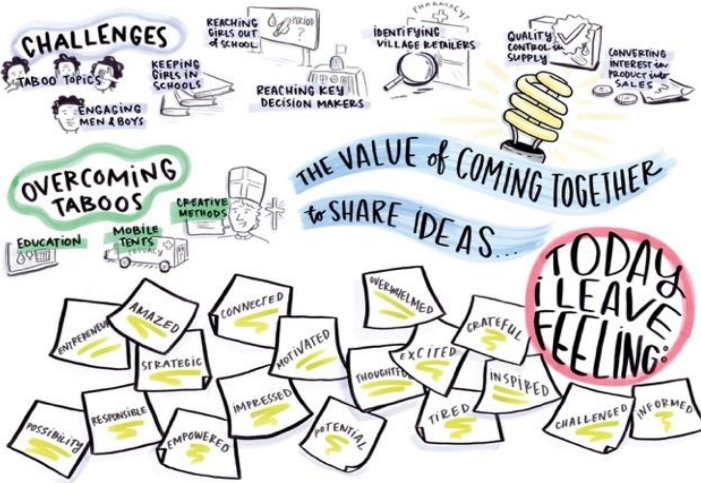
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<sup>2</sup> IWDA, Burnett Institute and WaterAid, The Last Taboo: Research on menstrual hygiene management in the Pacific: Solomon Islands, Fiji, and Papua New Guinea, commissioned by the Department of Foreign Affairs and Trade, 2017



# menstrual health

IN THE PACIFIC  
SEPT. 11<sup>TH</sup>, 12<sup>TH</sup> & 13<sup>TH</sup> 2018



## 2 Workshop design and delivery

The overall objective of the workshop was to deliver a set of recommendations and opportunities for public and private investment, and develop a cohesive ecosystem around menstrual health. By strengthening local enterprises and context specific solutions DFAT, Pacific RISE, and the Criterion Institute hope to create a sustainable market that helps women and girls in the Pacific achieve a higher overall level of menstrual health management.

The workshop brought together 43 participants from 13 countries: Australia, Fiji, Indonesia, New Zealand, Papua New Guinea, Philippines, Republic of the Marshall Islands, Solomon Islands, Samoa, Timor-Leste, United Kingdom, United States of America, and Vanuatu.

Whilst the workshop focused on the Pacific<sup>3</sup>, participants from Timor-Leste, Indonesia and the Philippines were invited to share in conversations around the challenges experienced by island-based nations in building sustainable businesses.

The workshop supported participants to:

- 1) understand how their organisation is positioned with the regional menstrual health context
- 2) examine market segmentation in terms of customers and beneficiaries being reached by existing products and services
- 3) explore different types of business models across social enterprises and NGOs
- 4) identify obstacles, challenges and bottlenecks in the development of menstrual health solutions and supply chain more broadly
- 5) determine where opportunities for collaboration and investment could improve product and service delivery and open new markets.

The workshop also included a graphic scribe who reinforced the conversations held by providing graphical representations of the day's conversations that were displayed at the workshop. These images are included throughout this report.

### 2.1 Values and principles: Pacific knowledge, experience and innovation

The workshop was designed in a participatory manner using human-centered design principles to build on local knowledge and develop 'Pacific-specific' solutions to menstrual health business challenges. Prior to the workshop, a series of conversations with the potential participants were held to understand their work, their business or organisational model, their specific contexts, and the sociocultural and economic challenges faced. This guided the workshop design.

During the workshop, the participants were encouraged to provide ongoing input and feedback to Pacific RISE and the Criterion Institute to ensure that the sessions were fulfilling their needs and helping them achieve their individual and shared priorities for the week. As a result, the workshop took the format of a series of highly-informed and specialised sessions that responded to the group's needs and learning priorities. Similarly, participants were consulted in the development of this report to ensure it represented the thoughts, ideas and solutions they generated as a group.

### 2.2 Where finance can be used to improve the market

A focus of the workshop was to determine if there were opportunities for investment in the menstrual health market. To ensure that the introduction of finance into the market would achieve positive outcomes, the workshop delivered a series of sessions using a gender lens on investment to help navigate investment strategies, understand finance terminology, and explore how to design market-based approaches that work in their geographic and socioeconomic context.

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<sup>3</sup> Future references to 'Pacific' should be read to include Timor-Leste in the context of this report.

This included using finance intermediaries to undertake business modelling, discussion on market segmentation and on price points to improve how business operates but also to understand the role NGOs play in subsidising to customer segments that cannot afford to purchase. .

The workshop used a gender lens across the market to reveal opportunities, increase profitability, scale social impact and create sustainable change. One of the reasons gender lens investing is needed is that despite the size of the menstrual health market and its social and economic impact, it has largely been undervalued and ignored in the Pacific.

The discussions were aimed to determine what capital is appropriate for the Pacific business model and where capital can effectively support and strengthen the ecosystem of the menstrual health market.

## 2.3 Ecosystem building

A core priority of this workshop was building a menstrual health ecosystem of entrepreneurs and businesses across the Pacific region to strengthen the case for an investable market.

Prior to the workshop, there was limited cohesion and existing relationships among the social enterprises, community-based organisations and NGOs working in menstrual health, and this resulted in some overlap and competing priorities. A priority of the workshop was to develop a framework to allow everyone in the room to see how their efforts relate and opportunities to build upon each other's successes.

Over a series of sessions, participants were able to understand the cultural, logistical and financial challenges facing Pacific and island-based actors working in menstrual health. They identified areas where increased collaboration could improve market penetration, improving the sustainability of the menstrual health market, and women and girls' access to affordable and accessible products.

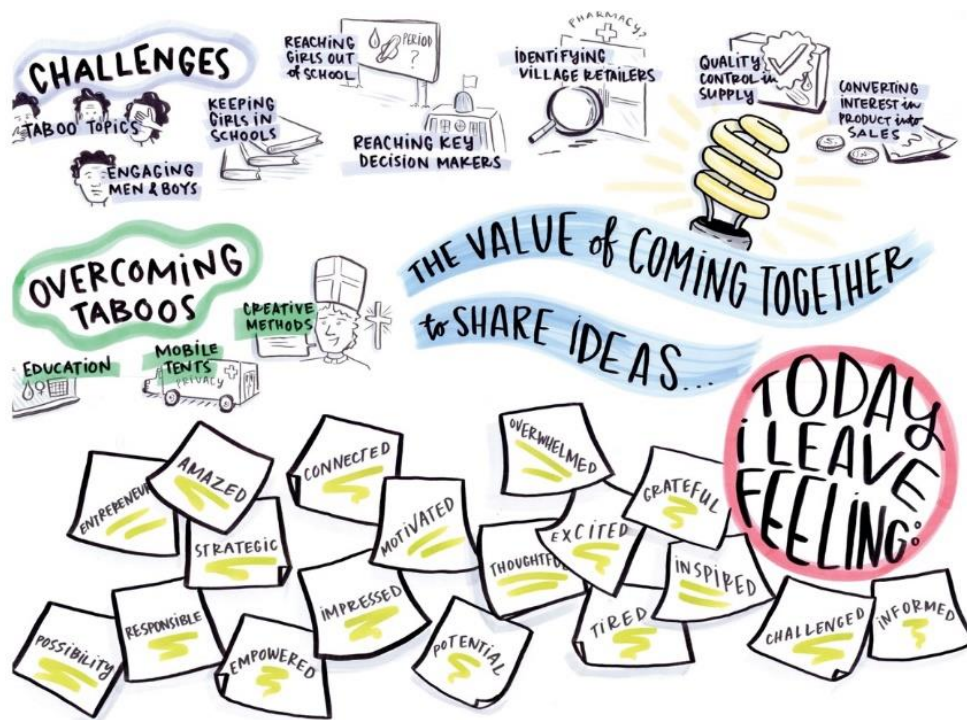


Figure 3: Graphic scribing from the workshop outlining challenges in the menstrual health market

## 3 Analysis of the menstrual health market

The following section summarises insights from the discussions held at the workshop into the menstrual health market regarding the products, services, actors and approaches in the Pacific.

### 3.1 Products

On the second day of the workshop, all menstrual product producers were invited to participate in a series of investor pitches. Product producers presented to their colleagues and peers to explain the design of their products, materials and how they were sourced, considering product unit costs, unit prices, market segments of target, distribution systems and packaging. Product producers were coached on increased levels of specificity in their responses and areas of doubt were noted for follow-up capacity building sessions. During these presentations several important patterns were identified that contributed to the overall recommendations generated by the workshop.



Figure 4: Menstrual health products

#### a) Similarity in product design and materials

Most enterprises were marketing a similar product, the reusable menstrual pad. Mana Care in Samoa were the only producer was selling menstrual cups as well as the pad. During the product design phase entrepreneurs identified the environmental impact of menstrual waste as a driver of product design choice by innovators. Therefore, reusable sanitary pads had been identified as both an appropriate and affordable method for Pacific women and girls to manage their menstrual cycle. With environmental sustainability a part of the regional “consciousness”, this may be a factor in enabling the uptake of reusables compared to other markets –such as East Africa – where disposables are still preferred, and reusable uptake remains limited.

Most of the products presented were made with imported materials of the same general materials; various types of pure cotton and flannelette, polyurethane laminate, and “snaps” or snapping buttons to fix the pad to underwear, all of which is generally imported to the region. The pads were generally cut from standard patterns with scissors and stitched in a similar way using a sewing machine.

Most menstrual product producers used existing pad models imported from organisations and enterprises functioning in other regions. There were a few exceptions to this pattern, particularly the menstrual underwear producer from the Philippines who explored the possibility of bringing her product to the Pacific. She also explored Pacific-based menstrual pad models that were innovative, thinner and more similar to liners or that mirrored the shape and thickness of a disposable menstrual pad.

## b) Quality standards and assurance

Quality was raised as a key concern from participants across the workshop. There were issues in terms of both standardising individual product design and regular access to high quality materials for production.

The quality of menstrual products and their efficacy to absorb menstrual blood, prevent leaks, and maintain a high level of sanitation was a concern for all producers. Producers assumed menstrual pads should be made of new, specific, uniform materials that need to be imported. As a result, consistent access to high-quality material within the supply chain was a core barrier to ensuring quality standards across the product and scaling.

## c) 'Pacific-specific' local context matters

An important theme during the product presentations was whether products were sufficiently 'Pacific-specific'.



Figure 5: Mary Kalsrap from Mamma's Laef Vanuatu

Some of the important factors in "Pacific-specific" design include:

- The ability to withstand local environmental factors such as the high-level of humidity in the Pacific; pads must be able to dry quickly despite humidity, while still being highly absorbent
- The common use of salt water to wash reusable pads; pads must not deteriorate quickly when consistently washed in salt water.

Several producers had undergone design tests with their customer bases to test their products in their specific context.

## d) Packaging decisions

Two main types of packaging are being used by Pacific menstrual health product producers; waterproof material pull-string bags and plastic resealable bags. There are cost, desirability, and environmental considerations to be considered when packaging materials to use. Several workshop participants reported concerns that plastic bags would damage the natural environment when discussing the pros and cons of different approaches. Alternatively, those championing the use of plastic bags acknowledged their durability and the additional function of a washing receptacle for reusable menstrual pads, arguing Pacific-based women and girls should have the opportunity to choose convenience.

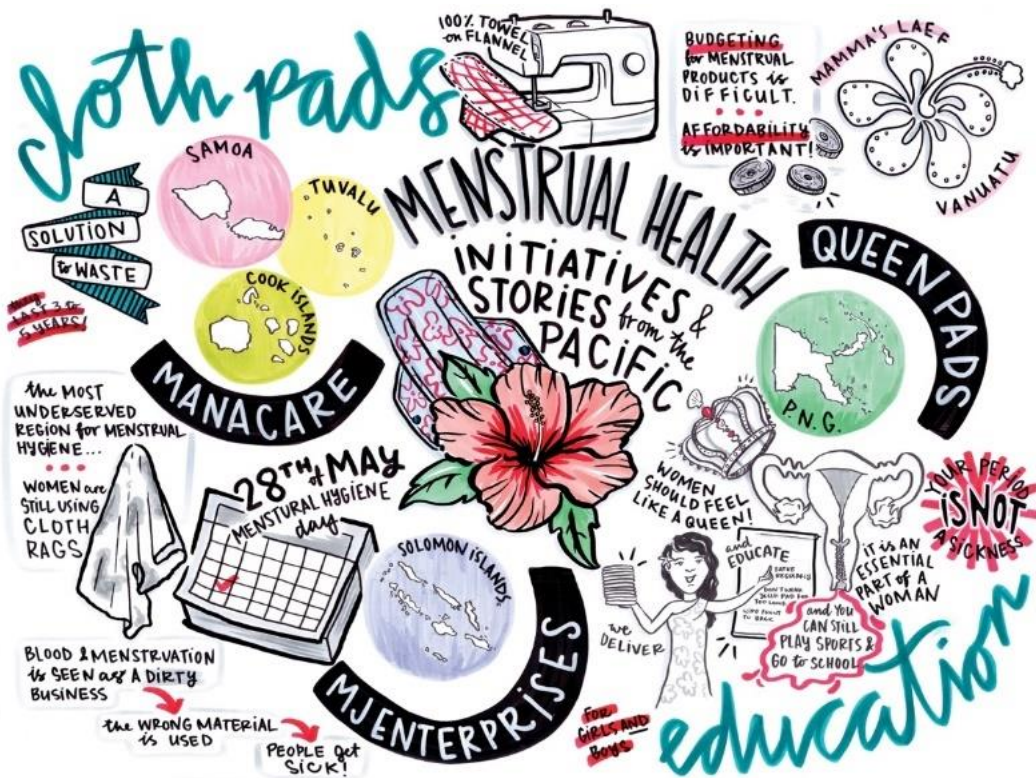


Figure 6: Graphic scribing from the workshop from presentations by menstrual health social enterprises

e) Large kits versus individual units

The size of kits impacted both the cost and uptake of products. Two models emerged; a large kit (as has been done by large international menstrual product charities), and individual units that can be purchased and built into a kit over time.

Enterprises found specific market segments were attracted to large kits they could sell to major buyers who would distribute them for free to low income and rural communities and adolescent girls in school whose parents can't afford menstrual products. They also found that selling products in individual or smaller units is more appropriate for consumers who don't want to buy the whole kit.

## 3.2 Unit costs/unit price

During the product presentation session each Pacific producer was invited to share information about unit costs and unit prices. Several patterns emerged during this process:



Figure 7: Reusable menstrual pad produced by Mana Care, Samoa

a) Materials represent 70–90 per cent of unit costs:

Material represents a large portion of unit costs of Pacific menstrual products. As the single largest contributor to unit costs, resolving the high price of materials would significantly reduce unit costs, improve profitability, and increase affordability of reusable menstrual products in the Pacific.

The supply chain remains one of the largest challenges facing the menstrual health ecosystem, particularly the high costs associated with materials and transportation due to geographical distances.

b) Labour costs, packaging and overhead are low.

**Labour costs:** Labour costs represent approximately five per cent of unit costs across the products. While there is variety in labour sourcing, it is generally provided by volunteers, per piece seamstresses or hourly-waged seamstresses from the local community. Several of the enterprises are run by families, friends and women’s groups with a core focus on social rather than financial opportunity posed by menstrual health. Income-generation for volunteers was not a core priority and women engaged in their supply chains were ‘intrinsically’ motivated to volunteer time. Cost and price are important considerations for consumers and many businesses have used unpaid or low-cost labour to keep costs low.

**Packaging:** The use of re-sealable plastic bags or sewn reusable cloth bags makes packaging costs around five per cent or less for most Pacific menstrual products. In places where re-sealable bags are specially imported such as Timor-Leste, these costs may be higher though necessary.

**Overhead:** Most Pacific menstrual pad producers currently work from residential spaces to produce and package products, resulting in low overheads that will increase when social enterprises grow.

This raises important questions regarding scaling production:

- Should all producers formalise informal/volunteer workforces?
- Do wages for seamstresses align with the wages in other enterprises in the region?
- With scale, would enterprises be able to cover the unmet need across the Pacific?

### c) Unit prices are relatively high

Due to material and transportation costs the unit prices of most menstrual products being produced in the Pacific are high relative to the income levels of consumers. To keep products as affordable as possible, many social enterprises have limited profit. Reusable products at their current price are still cheaper than disposable menstrual products in the long run, however the initial investment is often perceived as difficult to fund for individual consumers.

The notable exception to these patterns was a start-up social enterprise 'Queen Pads' based in Papua New Guinea. Its founder, Anne Shirley, has maintained both a low unit cost and price point by sourcing materials through hand selection of textile pieces at second hand shops. As a result, her unit costs and unit prices were about five times lower (20 per cent) than of other social enterprises that followed the standard approach to 'quality' in sourcing and selecting their materials. She maintained that the quality of her products is still extremely high considering levels of absorption and sanitation.

### d) Scaling and the opportunity for women's economic empowerment

Overall, amongst the enterprises, providing affordable options was of greater value to enterprises than high profit margins. Significant discussions were held around cost considerations and improved customer segmentation as a means of developing multiple price points in order to service the entire market. However, the potential for women's economic empowerment through women's work across the supply chain remained a relatively undervalued topic at this stage.

For these types of businesses, informal and volunteer labour and minimal overhead has proven effective in lowering costs and increasing market reach. With the opportunity to scale posed by investment, businesses will need to consider ways to formalise their workforce both to avoid exploitative labour conditions, as well as providing income generating opportunities for women in the supply which will ultimately advance the women's economic empowerment agenda across the region.

The challenges facing these market-based actors are appropriate for the early stage of the market. Many of these can and will be addressed as the market matures through increased technical assistance and with an influx of financial capital. While labour conditions will be important to monitor there are other considerations such as management time and resources, small teams and competing priorities which can potentially be barriers to scale if not addressed early in the next stage of growth.

## 3.3 Distribution models

Most enterprises producing menstrual products in the Pacific distribute their menstrual products direct to their individual customers so are directly involved in marketing and delivery, as opposed to using a commercial distributor or selling to pharmacies and shops. Based on the stage of growth (for those enterprises that aim to grow) or the business model (for those who are purposefully small or community-based), direct distribution to individual consumers is not surprising, but it does present inefficiencies.

Additionally, geographic distances in the Pacific can lead to significant difficulties in distribution, to reach rural communities with consistent supply and not impact on price.

To help address these challenges and increase the familiarity of social enterprises with other options for getting products to customer bases, a range of distribution models were explored in more depth, including using independent distribution, existing retailers or leveraging other distribution networks:

### a) Kopernik: the independent distribution network

Kopernik is an NGO based in Indonesia that focuses on low-cost technologies to deliver substantial and gender equitable development outcomes. Kopernik was invited to the workshop because of their experience developing, producing and distributing menstrual products in Indonesia, a country that is also made up of many geographically dispersed islands. Kopernik presented its 'wonder woman' distribution network in Indonesia, a model where 'wonder women' (micro-social entrepreneurs) sell



products such as solar lights, cookstoves and water filters direct to individual consumers in a specific region, island or set of communities.

Kopernik is currently testing how this network could also work with fast moving consumer goods such as menstrual products. Kopernik is also investigating whether the network could collect pre-payment for the product orders, revert to Kopernik with order numbers and then distribute products to the pre-paid customers. This distribution approach decreases the level of risk carried by individual sellers/distributors, provides economic opportunities for saleswomen, increases the geographic area that Kopernik can target for individual sales and allows them to focus more on the design and efficient fabrication of products.



Figure 8: Tungga Putri and Sarah Wilson from Kopernik

b) Tsuno: Use of existing retailers

Tsuno, an Australian social enterprise producer of environmentally-friendly disposable menstrual products, shared their experiences marketing products through traditional distribution channels, such as commercial distributors which now stock Tsuno products in speciality pharmacies, grocery stores and shops.

c) A partnership approach: Leveraging existing distribution network

Marie Stopes International and WaterAid, in partnership with Timor-Leste based social enterprises Bele Kria and Eldas Sewkrafted, to create joint market facilitation that identified and supported the utilisation of existing distribution networks for the distribution of menstrual products in Timor-Leste. Marie Stopes and WaterAid presented lessons learned and explained how this model might be utilised by others depending on the distribution challenges experienced in each geographic and infrastructural context.

As enterprises grow and expand their customer bases, more efficient forms of distribution will need to be developed to decrease the cost and time burdens of getting products to customers.

Improving or leveraging access to other distribution networks could dramatically decrease the costs for enterprises. Workshop participants discussed how they could collaborate to be able to leverage existing commercial and non-commercial networks that move consumer goods effectively across the region. This included

- Repurposing local businesses such as alcohol distribution networks who import products regularly
- Looking for opportunities within the WASH sector for improving supply chain management
- Leveraging relationships with NGOs with presence in multiple countries with people and products frequently moving between.

While not a focus of the actors present, disaster preparedness and response could potentially be an avenue for the social enterprises to explore new routes to market. With the example set by [Afripads](#), based in Uganda, becoming a major distributor to UN agencies and other government bodies responsible for emergency relief, a similar model could be potentially be pursued within the Pacific region. With considerable aid efforts emerging from, and needed in the region, aid agencies and key government partners could potentially become major buyers creating a consistent demand for products.

### 3.4 Market segmentation

Market segmentation was a significant and recurring theme throughout the workshop. There are a variety of actors aiming to improve women and girls menstrual health in the Pacific. There was a strong need to understand which actors are addressing the needs, and of whom. Market segmentation was used in the workshop to divide the menstrual health market in the Pacific based on the different needs, price points, and routes to distribution. E.g. women living in rural and urban areas, girls in school. This includes the role of market-based actors and NGOs to meet the needs of customers and beneficiaries particularly those that need subsidy such as those in remote areas or in crisis or post-disaster relief.



Figure 9: Graphic scribing from the workshop presenting the menstrual health ecosystem

a) Lack of analysis around market segmentation leads to inefficiencies

There are various private and public actors working to meet the menstrual health needs of women and girls in the Pacific. Charitable endeavours often import reusable menstrual products to the Pacific and distribute them. Social enterprises manufacturing products locally wish to sell their products.

NGOs act as both suppliers and customers and purchase menstrual products to distribute through their projects, often targeting adolescent girls in school.

Through a market segmentation exercise in the workshop, organisations outlined their different customer segments including consumers, beneficiaries, and major buyers, and how their needs could be met through different organisations, price points and business models.

It emerged that there was significant overlap in market segmentation between public and private actors primarily in urban areas which presents significant challenges to commercial actors in communities where menstrual products are being distributed for free. While in certain geographic locations, such as remote areas and islands, there is no access to menstrual products and public subsidy is needed.

#### b) Assigning value to menstrual products

For the menstrual health market in the Pacific to become sustainable, products need to be perceived as valuable and worthy of household investment. Price points could still increase to meet market demand but distributing free products as a charitable item ultimately devalues the product. This is shown in a range of studies<sup>4</sup> of free condom distribution and its impact on condom markets.

Menstrual health market actors need to consider whether free distribution is the right approach. Alternatives such as tiered or highly-subsidised pricing might be more appropriate for certain market segments, to reinforce their value in the region as whole while still prioritising access.

### 3.5 Menstrual health education and information

An obstacle identified as a priority by participants is the lack of access to uniform, accurate and accessible menstrual health information and education in most Pacific countries.

Identified in The Last Taboo<sup>5</sup> report, workshop participants reiterated that limited country-level efforts were being implemented to ensure boys and girls could access menstrual health education in the school system. A concerted effort amongst actors is needed to enable targeted policy interventions and public-sector investments to improve menstrual health education in national curricula.

The lack of menstrual health information and education in the Pacific is a dignity and human rights issue but also creates inefficiency in the market. Menstrual health education will increase the understanding of the value of menstrual products in the economic, educational and social participation of women to move them away from being charitable items. Recognising the value of a menstrual health product within the family and society as whole, will determine whether it is prioritised as an item worth spending money on.

Due to the lack of national menstrual health education, most of the workshop participants are conducting ad-hoc menstrual health education in communities. Consistent with global trends, commercial actors across the region are playing a central role in education and awareness raising. Menstrual health education is core to both customer acquisition and product uptake. However, this places a strain on already limited resources with educational activities often not compensated and incomplete. There is a need for properly funded public education in this area.

### 3.6 Business models in menstrual health

There are a variety of business models currently in use across the region in both public and private sector approaches. Two financial intermediaries, The Difference Incubator (TDi) and Spark Strategy,

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<sup>4</sup> Evans, W., Kadirov, K., Thior, I., Ganesan, R., Ulasevich, A., & Deperthes, B. (2018). Willingness to Pay for Condoms among Men in Sub-Saharan Africa. *International journal of environmental research and public health*, 16(1), 34. doi:10.3390/ijerph16010034

<sup>5</sup> IWDA, Burnett Institute and WaterAid, The Last Taboo: Research on menstrual hygiene management in the Pacific: Solomon Islands, Fiji, and Papua New Guinea, commissioned by the Department of Foreign Affairs and Trade, 2017

participated in the workshop to facilitate discussions around business model development, and more importantly differentiation based on approaches and customer segmentation. Several examples of how menstrual health actors can explore business models are articulated below:

a) Centralised production, distribution and sale – individual consumers

Pacific menstrual products are primarily produced at a central location (often residential) and producers manage the distribution and individual sale of their products. Some of these target middle and lower-income individual consumers. Others such as Mana Care in Samoa, target multiple market segments including upper-income urban women with a 'premium' product line.

b) Centralised production and sale – major buyers:

Some Pacific menstrual health products are produced at centralised locations and then sold in large quantities to major buyers such as NGOs, hospitals and local and national government bodies who distribute the products, generally for free.

c) Sale of educational training materials to major buyers:

Some Pacific menstrual product producers package their reusable pads with educational training materials that are sold to major buyers, such as Care International, to ensure that the women and girls have information about menstrual health management and use.

d) Sale of Technical Capacity Building Sessions:

One of the social enterprise/community-based initiatives supported by the Reef and Rainforest Research Centre, has the unique model of selling technical capacity building sessions to train women in rural areas in producing, distributing and selling menstrual products in their communities.

By understanding their approaches using tools such as the business model canvas, the group was able to shift thinking from a community of actors to a market economy approach. Both charitable and market-based actors have clear roles to play that can strengthen each other's work and build a sustainable menstrual health ecosystem to address the menstrual health needs across the region.

Considerable time was spent identifying which types of products or services which could be monetised, as well as potential buyers beyond the end consumer.



*Figure 10: Anna Moegerlein from The Difference Incubator (TDi) outlines a business canvas mapping exercise with social enterprises.*

### 3.7 NGOs as major buyers and market facilitators

NGOs can play a crucial role in market facilitation, strengthening supply chain, and increasing the capacity of sellers and distributors when included in the conversation of how the market can develop. NGOs (and multilateral organisations) in the Pacific have demonstrated their continued commitment to the menstrual health market delivering menstrual health education and information to adolescent boys and girls in schools, as well as free distribution of menstrual health products. NGOs have a role to play as major buyers and potentially market facilitators contributing to the sustainability of the menstrual health ecosystem.

While the workshop focused on market solutions, there is still considerable gaps to reach all women and girls across the Pacific which requires subsidy through NGO funding. There is the potential for the market to become sustainable but this is ultimately a long-term goal. Government funding remains necessary to support menstrual education and discrete distribution of free products to those living in remote areas. Furthermore, NGOs themselves can become major buyers, or facilitate the purchasing of products for emergency and disaster relief. Such an approach would ensure that local menstrual needs are met by local producers. This should be informed by a coordinated total market approach will enable women and girls in certain market segments to access products.

## 4 Key opportunities to invest in the Pacific menstrual health ecosystem

During the workshop many of the Pacific enterprises were interested to expand their businesses and social impact significantly however there are also a number of market gaps and inefficiencies where capital can play a role to the benefit of the whole ecosystem.

Three opportunities for increasing the efficiency and sustainability of the menstrual health ecosystem emerged from discussions and agreements made during the workshop (see workshop agenda in Appendix 2) and from analysis of:

- The outcomes and recommendations as set forth by The Last Taboo report (summarised in Appendix 3)
- Findings from the Pacific Menstrual Health Ecosystem Research Report (summarised in Appendix 4)

Both public and private investment is required to build local capacity as they transition to a formed and functional market that can create both financial and social returns for individuals and investors.

### **Opportunity 1: Ecosystem-level coordination and investment**

Producers face similar challenges to businesses in the Pacific, such as supply chain issues, access to capital, and market segmentation. Coordination, and financial investments into the menstrual health ecosystem will be necessary to overcome them.

A market approach to building menstrual health across the region will:

#### a) Correct market inequalities

In a balanced menstrual health ecosystem, the most vulnerable socioeconomic groups should access products and services through free distribution; those who are somewhat better off through subsidised products; and those with greater ability to pay, buy commercially viable products. This is not the case in the Pacific.

For menstrual health management, most of the major obstacles are found at a broader menstrual health ecosystem need to be addressed through the market actors collaborating and talking to each other including social enterprises, NGOs, and the public and private sector. When partners collaborate to segment the market, they are then able to build business and brand strategies for pricing, promotion, products and placement based on audience insights for their identified market segments. Collaboration can lead to reduced costs through shared opportunities such as product development/ importation, shared warehousing and distribution, and collaborated efforts to prioritise public investments in menstrual health education and information. The approach appropriately supports healthy competition between enterprises where there are agreed areas of market segmentation overlap and has a greater likelihood of success where trust exists between partners.

This approach aims to correct market inequalities and develop more sustainable solutions to health problems by providing customers with more choice. The goal is to achieve a marketplace where everyone can access high quality products and services according to their ability to pay.

#### b) Create a Community of Practice

Pacific actors decided to continue to communicate post workshop through a Community of Practice in order to:

- Coordinate menstrual health efforts in the region
- Create a platform for national, regional and international menstrual health advocacy efforts
- Network for collaboration between regional producers and distributors
- Sharing knowledge and best practices or lessons learned

The Community of Practice will collaborate on business and social priorities to address the challenges and priorities identified in this report. It will seek to connect ideas, capabilities and capital across the menstrual health ecosystem as it transitions towards a sustainable market and to draw in other actors that were not part of the workshop.

WaterAid has stepped up to provide continued support of this Community of Practice. One of their approaches to resolving issues is in the development of best practices aimed at better segmenting the market and coordinating the targeted distribution of free products to the most vulnerable socioeconomic groups and ensuring that for-profit and social enterprises target market segments that are prepared to pay a full or subsidised price for their products. The Community of Practice can support coordination and targeted investments.

### **Opportunity 2: Aggregate imports of materials**

One of the biggest obstacles faced by social enterprises producing and selling reusable menstrual products in the Pacific is the inability to source materials locally at a reasonable price. As producers all use the same materials (cotton textiles, polyurethane laminate and button snaps), there is an opportunity to aggregate their supply through a single purchasing and distribution system. Enterprises could dramatically reduce the financial and time costs associated with sourcing materials, and potentially produce more as a result. This can increase profitability and facilitate market growth.

Shipping to and within the Pacific will remain a challenge, however, the benefits of a consolidated supply chain would make it worthwhile. Materials represent approximately 70-90 per cent of the average unit cost of menstrual products produced in the Pacific, making it the largest barrier to improving the affordability and accessibility of reusable menstrual products in the region.

### **Opportunity 3: Aggregate business models to seek investment**

Menstrual health enterprises working in the Pacific may be appropriately scaled to their context, however their relatively modest growth potential and size potentially make direct investment costly for the investor and risky for the enterprise. This has been overcome in other markets through identifying common business models and investment needs of enterprises to standardise a set of investment approaches.

During the workshop, four business models emerged with common characteristics across the social enterprises. Through examining common business requirements and the type of financing useful for each model, investment in multiple enterprises is possible, making the scope and scale of the opportunity attractive to an investor. The next step is to analyse commonalities in approaches, products and deliveries that can inform how to best standardise a set of investment approaches and the investment readiness that would be required for each.

## Conclusion

The workshop focused on understanding the challenges faced by local social enterprises and identifying opportunities to improve market performance. Attention was also paid to the role both public and private actors play in facilitating universal access and addressing systemic socio-cultural, educational and environmental barriers to menstrual health across the region.

The workshop demonstrated the incredible potential that exists within the Pacific to build a commercial market around menstrual health through increased technical assistance and access to capital as outlined through the above mentioned opportunities.

As a result of the workshop several areas were identified which would benefit from further research. These include:

- connecting social enterprises to emergency and disaster relief actors
- the investment in social enterprises as a strategic means to promote women's economic empowerment across the region
- explore complimentary women's health products which impact women across the life cycle including eg. pregnancy, sexual health, pelvic and vaginal health, breast health and menopause
- expand production to address other unmet needs such as incontinence
- innovations in biodegradable and compostable disposables to be a suitable option locally.



Figure 11: Graphic scribing from the workshop outlining market interventions needed



## 5 The path forward

The Pacific menstrual health market represents an opportunity for gender equitable social impact, economic opportunity and growing potential for return on investment. Investments made now would strengthen the overall menstrual health ecosystem and increase access to women and girls to suitably Pacific-styled menstrual health products.

The workshop participants identified next steps and actions have already begun to mobilise resources. The below table outlines priorities, progress and plans to continue momentum from the workshop.

Activities	Responsible party	Progress as at February 2019	Next steps
1. Establish a Community of Practice for menstrual health actors across the region	WaterAid with support from the Menstrual Health Hub	<ul style="list-style-type: none"> <li>Two planning meetings have been held</li> <li>A Community of Practice Facebook group established with 20 members registered.</li> <li>Requests from non-workshop participants are increasing.</li> <li>A strategic plan (with allocated resources) aligned to WaterAid's existing DFAT funded programme is in development</li> <li>Each enterprise has developed a three-month action plan</li> <li>Creating a regional advocacy agenda for Women Deliver, 2019</li> </ul>	<ul style="list-style-type: none"> <li>A strategic plan will be developed by February 2019</li> <li>Online coordination meeting will be held March 2019</li> <li>Working groups will be established March 2019</li> </ul>
2. Aggregate business models: identify standardised business models and create collective investment toolkits	Pacific RISE with Criterion Institute	<ul style="list-style-type: none"> <li>Four business model types identified</li> </ul>	<ul style="list-style-type: none"> <li>Map and assess business models of actors</li> <li>Identify investment strategies per business model</li> <li>Develop investment readiness approach based on models and engagement with Australian and New Zealand based investors</li> </ul>
3. Aggregate input of materials: establish common purchasing and distribution system for materials (supply chain strengthening)	Several participants in the workshop, Criterion Institute and Pacific RISE	<ul style="list-style-type: none"> <li>Several strategic discussions have been held to coordinate this priority</li> <li>A material supplier has been identified in PNG and negotiations are taking place</li> <li>Mana Care have already put in an order for materials needed for 2019</li> <li>Camille Escudero ( Elle Intimates,) leading the development of common purchasing system</li> <li>Four social enterprises have been ordering and testing different transportation routes</li> </ul>	<ul style="list-style-type: none"> <li>Identify cost-effective distribution method</li> <li>Development of common, uniform ordering system for materials</li> <li>Create a business plan and financial model for investment</li> </ul>
4. Develop the business case for the Pacific menstrual health market (including current coverage and growth)	Pacific RISE with Criterion Institute	<ul style="list-style-type: none"> <li>Design currently underway</li> </ul>	<ul style="list-style-type: none"> <li>Complete a business case by March 2019 using analysis of current menstrual health market coverage and projected markets and designed in consultation with key stakeholder</li> <li>Investor pitch deck created to document the business case for menstrual health in the pacific investment</li> </ul>
5. Investor engagement strategy	Criterion Institute and Pacific RISE	<ul style="list-style-type: none"> <li>Criterion has developed an investor engagement strategy</li> <li>Specific menstrual health investor engagement includes: Grand Challenges Canada and The Case for Her<sup>6</sup></li> <li>High-level investor engagement at We Deliver, Gender Smart<sup>7</sup>, and SOCAP<sup>8</sup></li> <li>Incorporated approach into Pacific RISE Investor Engagement Strategy</li> <li>Investor workshop held in Sydney in February, with 40 investors confirmed in attendance.</li> </ul>	<ul style="list-style-type: none"> <li>Pacific RISE will host workshops to be held in February and May 2019 to gather Australian investors and these opportunities can be a part of that</li> <li>Map out global investor opportunities amongst Asia-Pacific and global actors (female health, gender, or Pacific focused)</li> <li>Actively engage a set of investors in moving capital around the opportunities named in the report</li> </ul>

<sup>6</sup> Swedish based investment collective who invest in female health related enterprises and initiatives

<sup>7</sup> Gender Smart Investing Conference in London, November 2018

<sup>8</sup> Social Capital Markets conference in San Francisco, October 2018

## Building the momentum

Momentum is building in the Pacific around public and private sector solutions to unmet menstrual health needs for women and girls. As this workshop demonstrated, an increasingly connected and strategic set of actors are building a Community of Practice to collaborate and meet the needs of different market segments in a sustainable and Pacific-led manner.

They are exploring ways to understand and overcome obstacles to helping women and girls manage their periods. At an enterprise level, they are enhancing their individual business models and product designs to respond to market trends. Pacific RISE, Pacific Trade and Invest Australia, and the Criterion Institute are working to continue fostering these opportunities over the next year and ensure that we facilitate investments into menstrual health across the Pacific.

This menstrual health ecosystem presents an opportunity for high-impact public and private sector investments that address inefficiencies that cannot be resolved by individual actors.

The development and launch of a Community of Practice, full of passionate and driven by Pacific women and men, means that public and private sector investments will be informed directly by Pacific menstrual health experts. WaterAid and the Menstrual Health Hub are working to improve coordination, collective advocacy, and connections to the global menstrual health movement. This ensures actors ability to advance common priorities, to share best practices and elevate their voices on the global stage.

Pacific RISE and the Criterion Institute will work to invite social impact investors, public agencies, financial intermediaries and philanthropists to get involved in the Pacific menstrual health ecosystem and begin exploring opportunities with social enterprises and the Pacific menstrual health Community of Practice.

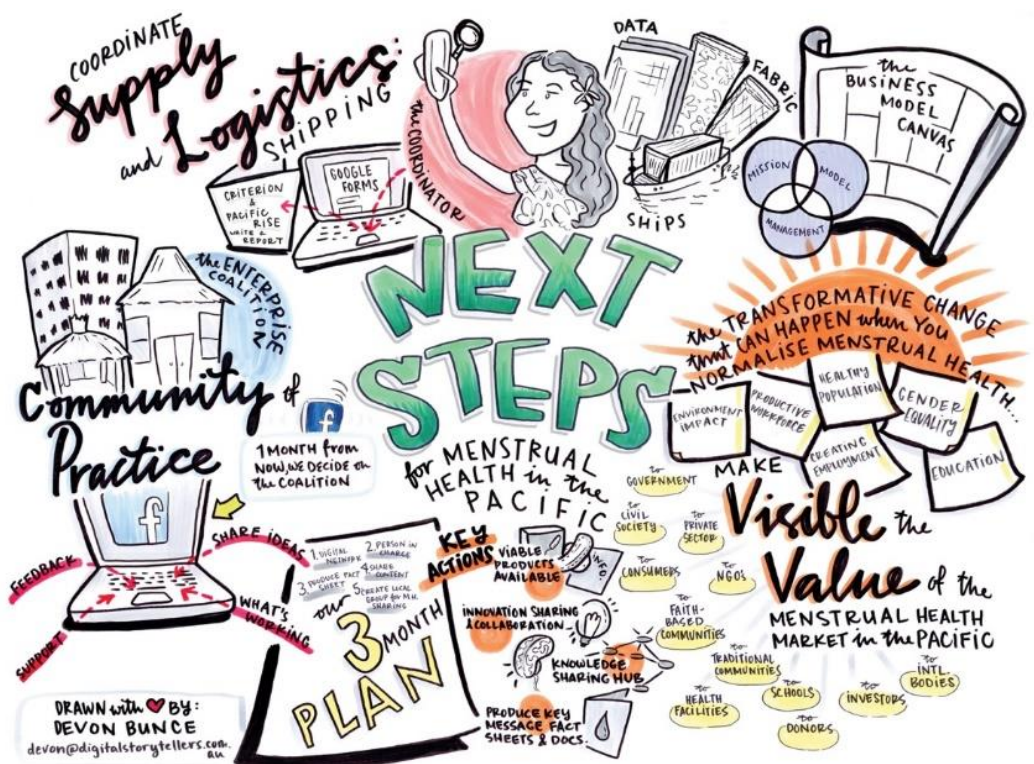


Figure 12: Graphic scribing from the workshop outlining next steps based on discussions on the final day

## Appendix 1. Participants and organisations

First Name	Last Name	Organisation
Akanisi	Dawainavesi	IPPT Humanitarian
Amanda	Jupp	Pacific RISE
Amelia	Greaves	World Vision Vanuatu
Angela	Saunders	Cookhouse Confidential / International Organization for Migration (IOM)
Angelica	Salele	Mana Care Products
Anna	Moegerlein	The Difference Incubator (TDi)
Anne-Shirley	Korave	Queenpads (Kumul Game Changer 2017)
Belinda	Roselli	Mammas Laef
Camille	Escudero	Elle Intimates, Inc.
Carmen	Steunenberg	SWIM
Deanna	Salpietra	Pacific RISE
Dorothy	Kenneth	Bougainville Women's Federation
Ellis	Lee	World Vision Vanuatu
Elsie	Lardner	Marie Stopes International Australia
Felicity	Spurrett	Pacific RISE
Felicity	Green	Spark Strategy
Isabell Mema	Rasch	Mana Care Products
Jack	Kalsrap	Mamma's Laef Vanuatu
Jennifer	Poole	Medical Services Pacific
Jessica	Waite	IWDA
Joanna	Mott	GHD
Joy	Anderson	Criterion Institute
Leata	Alaimoana-Roberts	Pacific Trade Invest Australia
Mary	Kalsrap	Mamma's Laef Vanuatu
Mary	James	Department of Foreign Affairs and Trade
Mary Sandra	Ramosaea	Kaleko Steifree (M&J Enterprise)
Megan	Chisholm	CARE Vanuatu and Pacific
Meredith	Hickman	WaterAid
Michelle	Laws	Marie Stopes Timor-Leste
Milena	Bacalja Perianes	The Menstrual Health Hub
Nina	Boydell	Seif Meri Mun
Noemia	Soares	Bele Kria
Renee	Paxton	Department of Foreign Affairs and Trade
Robert	Verebasaga	International Planned Parenthood Federation

First Name	Last Name	Organisation
Sally	Sutherland	Days for Girls, North Balwyn
Sarah	Wilson	Kopernik
Susan	Laird	HEAPS International Foundation
Tomos Penelope	Opaka	Kaleko Steifree (M&J Enterprise)
Tracey	Newbury	Department of Foreign Affairs and Trade
Tungga	Putri	Kopernik
Yolonde	Entsch	Moonsick Care Bags / Authentic Power
Yoshiko	Yamaguchi-Capelle	Cookhouse Confidential
Zulmira Fonseca	Carvalho Amaral	Elda's Sewcrafted

## Appendix 2. Pacific Menstrual Health Management Workshop Agenda

Monday 10 September 2018

Time	Session	Description and major outcomes
09:00	Welcome session	<ul style="list-style-type: none"> <li>• Introduction of DFAT, Criterion Institute, Pacific RISE, the MH Hub and other contributors and facilitators.</li> <li>• Social media strategy for the workshop.</li> <li>• Overview of the workshop's approach and confirmation of agreed-upon objectives (based on conversations from the Ecosystem Research process)</li> <li>• Summary of findings and recommendations from The Last Taboo.</li> <li>• Recognition of the level of expertise of the workshop participants and their central role to designing solutions.</li> <li>• Importance of establishing strong collaborative relationships with other menstrual health actors from the region.</li> </ul>
09:30	Introductions	<ul style="list-style-type: none"> <li>• All participants introduce themselves, where they are from, their approach to menstrual health work, and describe their hopes and dreams for menstrual health in the Pacific in six months and five years' time.</li> </ul>
10:15	Values and ground rules	<ul style="list-style-type: none"> <li>• Brief discussion of the shared objectives for the workshop.</li> <li>• The group defined a set of ground rules for the week: everyone should be treated with respect; the voices of all participants, particularly Pacific-based participants, must be heard and influence the outcomes of the workshop; all opinions, as long as they are voiced respectfully, are welcome and encouraged. (These values were repeated throughout the workshop to ensure they were carried out).</li> <li>• Housekeeping details for the week.</li> </ul>
10:30	Coffee break	<ul style="list-style-type: none"> <li>• Participants are encouraged to begin introducing themselves to each other and establish a new relationship during every coffee and lunch break.</li> </ul>
11:00	High level framing of menstrual health	<ul style="list-style-type: none"> <li>• The MH Hub guides a group activity focused on understanding the cross-sectoral nature of menstrual health resulting in the establishment of a common understanding of how sexual and reproductive health and rights, WASH, Education, Environment/Sustainability, and Economic Empowerment come together to influence the menstrual health of women and girls.</li> </ul>
12:00	Lunch break	<ul style="list-style-type: none"> <li>• Participants are encouraged to begin introducing themselves to each other and establish a new relationship during every coffee and lunch break.</li> </ul>
13:00	State of menstrual health management in the Pacific	<ul style="list-style-type: none"> <li>• MH Hub and Criterion led a group discussion towards the identification of major sociocultural and behavioral obstacles that complicate menstrual health management in the Pacific.</li> <li>• The discussion resulted in an agreement that the term 'taboo' can refer to both positive and negative beliefs and practices and should be described as such; a list of negative or harmful menstruation taboos and practices which varied in applicability to different countries and sub-regions, and a list of positive taboos.</li> <li>• This session laid a base for sessions later in the week that focused on interventions around behavioral change and comprehensive menstrual and sexual education needed in the region.</li> </ul>

Time	Session	Description and major outcomes
14:00	Introduction to ecosystems and markets	<ul style="list-style-type: none"> <li>• Criterion Institute delivered a session dedicated to understanding the terminology and workings of markets (what makes them more efficient, who and what influences the success and efficiency of a market) and how a market fits into a larger ecosystem.</li> <li>• The session built a strong foundation for the diverse set of workshop participants to understand how their work was positioned and interrelated with the work of other players in the Pacific, how a market gains functionality and efficiency, who and what is needed to change the functionality of a market, and what might result in the Pacific menstrual health ecosystem if things were more functional and efficient.</li> </ul>
16:00	Introduction to finance as a tool for social change	<ul style="list-style-type: none"> <li>• Criterion Institute delivered a session introducing the ways that finance can be used to create gender equitable social change.</li> <li>• Workshop participants learned more about how finance works, how it can be leveraged to produce societal changes that address current gender inequities and power imbalances and were introduced to ways that finance could influence the menstrual health ecosystem in the Pacific.</li> <li>• Criterion introduced different types of investments (institutional debt, equity, bank loans, etc.) and provided an explanation of the pros and cons of these investments in different settings. Some of the major pitfalls of receiving investment were discussed to lay a base for the week ahead.</li> </ul>
16:30	Wrap up session	<ul style="list-style-type: none"> <li>• Participants were asked to reflect on the first day of the workshop and share with the group how they were feeling, what made sense to them and what was still unclear and things that they were taking away from the first day of the workshop.</li> </ul>
17:00	Conclusion Day 1	<ul style="list-style-type: none"> <li>• Day 1 concludes, and participants are reminded to spend the evenings getting dinner with their new contacts, reflecting on what they need to accomplish the remainder of the week and driving towards those outcomes through new relationships, expressing their needs in the morning and contextualizing their learning to their individual immediate contexts.</li> </ul>

## Tuesday 11 September 2018

Time	Session	Description and major outcomes
09:00	Welcome session	<ul style="list-style-type: none"> <li>• An overview of the day is provided to all participants, connecting the day's sessions to the agreed-upon objectives of the week.</li> <li>• Participants are asked to share any reflections they've had from the previous evening.</li> </ul>
09:30	Product presentations (pitch sessions)	<ul style="list-style-type: none"> <li>• Criterion provides an overview of what a product presentation is about, how it relates to the success of an enterprise to bring attention and potential funding to their business model and products, and what social norms are involved.</li> <li>• Each product producer in the room is given an opportunity to do a facilitated product presentation in which they formally present their product design and justification/advantages to the design, their targeted market segments, type of materials used and where they are sourced from, unit cost versus unit price, and the market potential for their product.</li> <li>• This session reveals a list of capacity building needs (lack of nuanced approach to market segmentation, lack of understanding of unit costs versus unit price, a need to keep increasing comfort to discuss things</li> </ul>

Time	Session	Description and major outcomes
		<p>from a business perspective) of the social enterprises in the room that are noted for focus in a subsequent session.</p> <ul style="list-style-type: none"> <li>• This session reveals inefficiencies in the menstrual health ecosystem in the Pacific (enterprises are spending a large portion of unit costs on textiles which need to be imported leaving little room for profits or for decreasing costs for higher affordability and accessibility, the product designs prioritise “quality” (broadly defined as exact consistency in materials, exact consistency in stitching, absorbability of fabric, how long it lasts and how quick it dries) over affordability – an imported concept, products are being sold to individual consumers which is inefficient, targeted customers often lack comprehensive menstrual health education, requiring the social enterprises to conduct educational sessions to socialise their customer bases).</li> <li>• NGOs in the room that are interested in or already purchasing and distributing menstrual products through their programs note the wide differences in unit costs between different social enterprises and the overall high unit costs, making it more expensive for them to be major purchasers.</li> <li>• It is noted that the products almost all use the exact same set of materials (various types of cotton, PUL and snaps) and that the designs are very similar in nature.</li> </ul>
10:30	Coffee break	<ul style="list-style-type: none"> <li>• Participants are encouraged to continue establishing and deepening their relationships.</li> </ul>
11:00	Unit price versus unit cost	<ul style="list-style-type: none"> <li>• Criterion Institute breaks down how to do calculations of unit cost versus unit price, explaining how percentages of unit cost can be calculated to identify potential areas of inefficiency.</li> <li>• Participants in the room recalculate their unit costs with this guidance, reinforcing the theory that materials present the single largest cost, significantly increasing the overall cost to produce reusable menstrual health products in the Pacific. Labour costs, which often act as a large contributor to unit costs, are extremely low in this case.</li> <li>• The group agrees that resolving issues around the cost of materials would significantly benefit the entire menstrual health ecosystem in the Pacific and a future session focused on this issue is better informed by these sessions.</li> </ul>
12:00	Lunch	<ul style="list-style-type: none"> <li>• Participants are encouraged to have lunch with a new set of contacts and create meaningful and lasting relationships with them, identifying concrete areas of potential collaboration whenever possible.</li> </ul>
13:00	Market segmentation	<ul style="list-style-type: none"> <li>• MH Hub and Criterion jointly deliver a session focused on enhancing the ability of all workshop participants to use market segmentation to increase the efficiency of the menstrual health ecosystem in the Pacific.</li> <li>• Market segmentation is presented as a concept. Examples of how market segments behave differently, have different actual needs, have different abilities to purchase at different price points, are reached through different distribution channels and marketing approaches are explained through an interactive presentation.</li> <li>• Workshop participants are asked to organise themselves by country and produce a small analysis describing the different market segments that exist in their countries, identifying which, if any, menstrual health actor (social enterprises, NGOs and charitable organizations) is meeting their needs at the moment and whether there is overlap or gaps in addressing that segment’s needs.</li> <li>• Several country groups are asked to present their analyses to the whole group and are used as the basis of a broader discussion. The group</li> </ul>




Time	Session	Description and major outcomes
		discussion reveals that market segmentation has been haphazard in most cases and that with increased coordination, more segments of the market can be targeted more intelligently. Through coordinated efforts, social enterprises can better target those market segments that are capable of paying for menstrual health products and charitable organizations and NGOs can target those segments that are unable to pay (at the time of the workshop charitable organizations often distributed to areas and market segments that could purchase menstrual products, weakening the market for social enterprises and likely reinforcing the belief that menstrual products were only a charitable product, not worthy of household investments).
14:00	Diverse distribution models	<ul style="list-style-type: none"> <li>• Indonesian-based NGO Kopernik, who has executed an innovative menstrual product initiative across many Indonesian island communities, delivers an interactive session presenting their experiences developing alternative distribution models, including their experiences working with ‘wonder women’ who are trained to accept pre-sales of menstrual health products in Indonesia and distribute products subsequently, increasing their flexibility to act as independent salespeople while decreasing the risk they take on when required to pre-purchase products prior to sales in a particular area.</li> <li>• Kopernik initiated a discussion around some of the unique challenges faced in an island setting where communities can only be reached via boat and how to overcome geographic challenges by partnering with those with an existing distribution channel.</li> <li>• Next Kopernik walked the workshop participants through a customer journey activity, increasing the nuanced understanding of a potential customer’s perspective from first contact with products through to purchase and use.</li> <li>• Finally, Kopernik presented the Grand Challenges Canada STARS grant opportunity for innovative market-based sexual and reproductive health and rights initiatives, walking the participants through their experience in receiving this grant and explaining that the opportunity is open and available for application by Pacific-based enterprises.</li> <li>• Workshop participants expressed feeling better equipped to approach potential customers by understanding what it often takes to convert interest into a sale; interest in exploring partnerships with companies who have existing distribution systems in their areas; and a request for additional information on the “wonder woman” distribution model as a potential model that could be replicated in specific Pacific settings.</li> </ul>
15:00	Market segmentation and free distribution	<ul style="list-style-type: none"> <li>• The topic which was flagged by several during the Ecosystem Research process and which was explored to some degree during the Market Segmentation Session was focused on for an additional 45 mins.</li> <li>• The workshop participants explored the ways that free distribution has played a significant role in ensuring women and girls can access menstrual products to date, but that without improved coordination and market segmentation, this approach can threaten the ability of the social enterprises to build their customer base and the ability of the ecosystem to become more sustainable overall.</li> </ul>
15:45	Coffee break	<ul style="list-style-type: none"> <li>• Participants are encouraged to continue establishing and deepening their relationships.</li> <li>• Interested participants can sign up for individual coffee and lunch sessions with Joy Anderson to go over enterprise-specific business questions at greater depth.</li> </ul>

Time	Session	Description and major outcomes
16:00	NGOs in market facilitation and distribution	<ul style="list-style-type: none"> <li>WaterAid and Marie Stopes International deliver an interactive session focused on the multiple roles of NGOs in the Pacific menstrual health management ecosystem. The presentation focuses on the experiences of the two organizations cooperating to execute a market facilitation strategy to menstrual health in Timor-Leste in partnership with two of the social enterprises in the room.</li> <li>Workshop participants learn about approaches to market facilitation, or a supportive process by which a market becomes more robust and/or efficient through concerted efforts to generate demand and knowledge of available products, and direct support to product producers improve their marketing, distribution and sale of products.</li> <li>Following this session, the workshop participants agree that a broader discussion around the role of NGOs as both direct market facilitators as well as educators and behavioral change makers is needed in order to identify where resources could create significant impact and increased efficiency in the ecosystem.</li> </ul>
17:00	Conclusion Day 2	<ul style="list-style-type: none"> <li>Day 2 concludes, and participants are reminded to spend the evenings getting dinner with their new contacts, reflecting on what they need to accomplish the remainder of the week and driving towards those outcomes through new relationships, expressing their needs in the morning and contextualizing their learning to their individual immediate contexts.</li> </ul>

### Wednesday 12 September 2018

Time	Session	Description and major outcomes
09:00	Welcome session	<ul style="list-style-type: none"> <li>Criterion Institute welcomes all workshop participants back and elicits a short discussion about how everyone is feeling, what is clearer, what is less clear and any emerging lessons or needs for the next two days.</li> <li>The overview of the day, focused on generating consensus around ecosystem-level obstacles, is presented and refined based on feedback from the workshop participants.</li> </ul>
09:30	Digging into supply chain challenges	<ul style="list-style-type: none"> <li>Using a mapping process, the workshop participants work through the various supply chain struggles that have been preliminarily discussed over the past two days.</li> <li>The session focuses on answering the questions: What are the difficulties in obtaining the right materials? What are the difficulties in producing the products correctly? What are the difficulties in getting products to the end users?</li> <li>Using the base created by the ecosystem session on Monday, the workshop participants describe and build consensus around the major challenges they face regarding efficiently and properly functioning supply chains.</li> <li>Group consensus was that the priority areas of focus for a dedicated problem-solving session later in the day were: consistent and affordable supply of materials and transportation and logistics.</li> <li>An initial brainstorming session results in several possible approaches to resolving the supply chain challenges as a group. These ideas were set aside to form the basis of the In-Depth Group Problem-Solving Session later in the day.</li> </ul>
10:30	Coffee break	<ul style="list-style-type: none"> <li>Participants are encouraged to continue establishing and deepening their relationships.</li> </ul>

Time	Session	Description and major outcomes
		<ul style="list-style-type: none"> <li>Interested participants can sign up for individual coffee and lunch sessions with Joy Anderson to go over enterprise-specific business questions at greater depth.</li> </ul>
11:00	Exploring alternative materials	<ul style="list-style-type: none"> <li>Criterion Institute delivered a session focused on exploring the ways that menstrual products have been produced in other regions using locally-available and often environmentally friendly materials. The session was framed as an educational opportunity, recognizing that materials can be more or less useful depending on the climate where the products are being used (the Pacific is a very humid environment, so products must be humidity-resistant; most Pacific women wash clothing and reusable menstrual products in salt water, requiring that products stand up to this level of harsh washing).</li> <li>The topic of disposable menstrual products being in demand, sometimes seen as aspirational menstruation management products, and a cause of significant environmental challenge were discussed briefly by the group. Proper disposal of such products in the Pacific remaining a challenge was briefly explored.</li> <li>The presentation covered the use of bamboo, coconut fiber, banana leaf paper, and other alternative and locally-available products by different social enterprises in various regions of the world.</li> <li>The presentation provided a good base for the session delivered by Tsuno after lunch.</li> </ul>
12:00	Lunch	<ul style="list-style-type: none"> <li>Participants are encouraged to continue establishing and deepening their relationships.</li> <li>Interested participants can sign up for individual coffee and lunch sessions with Joy Anderson to go over enterprise-specific business questions at greater depth.</li> </ul>
13:00	Tsuno and the journey of environmentally-friendly social enterprise development	<ul style="list-style-type: none"> <li>Australia-based social enterprise Tsuno delivered a short session presenting experiences developing, branding and scaling sale of menstrual products made with bamboo fiber. Tsuno also described the experience of outsourcing the production of pads and tampons to an existing factory in Asia, negotiating details of the production of the products, identifying cutting-edge technologies that make their products increasingly environmentally-friendly and shared a video of her products being manufactured by the factory.</li> <li>The workshop participants asked questions to Tsuno about their branding approach, their experiences identifying distributors in Australia, the UK and elsewhere, and details of Tsuno's unit costs and unit prices.</li> <li>The session seemed to allow participants to apply new knowledge gained from the previous two days to understand and pull apart the business model of a well-established and specialised menstrual health social enterprise. This session solidified many of those learnings because of the concrete application.</li> </ul>
14:00	In-depth group problem-solving sessions	<ul style="list-style-type: none"> <li>In order to move from broader learning and exploration to a point where the workshop could deliver a concrete, actionable set of recommendations to stakeholders and a set of implementable plans among themselves, workshop participants were asked to join three In-Depth Problem-Solving Groups: <ul style="list-style-type: none"> <li>Group A: Overcoming Challenges Around Distribution vs. Donation</li> <li>Group B: Overcoming Supply Chain Challenges</li> <li>Group C: Overcoming Education and Information Challenges</li> </ul> </li> <li>Each group was asked to concretely define the problem at hand, discuss and deliver a set of proposed and actionable steps to resolve</li> </ul>

Time	Session	Description and major outcomes
		<p>the problem and present to the broader group at the end of the day for consensus building and input purposes.</p> <ul style="list-style-type: none"> <li>Each group was given a private workshop space to collaborate in and two hours of time to develop their recommendations.</li> </ul>
16:00	Presentation of outcomes of group sessions	<p>Group A: Overcoming Challenges Around Distribution vs. Donation</p> <p>Group B: Overcoming Supply Chain Challenges</p> <p>Group C: Overcoming Education and Information Challenges</p>
16:40	Closing session	<ul style="list-style-type: none"> <li>During the last part of the day, the workshop participants were asked to share three words to describe how they are feeling at this point in the workshop and in approaching their overall objectives for the week together.</li> <li>Word cloud from this session:</li> </ul> 

#### Thursday 13 September 2018

Time	Session	Description and Major Outcomes
09:00	Framing of objectives for the final workshop day	<ul style="list-style-type: none"> <li>Criterion Institute welcomes everyone back to the workshop for the final day and introduces representatives from DFAT, Spark and TDI who join for the final day together.</li> <li>The objectives for the final day are focused on delivering the last segments of individual capacity building that were identified as priorities from the beginning of the workshop and producing plans for next steps in building the Pacific menstrual health ecosystem in the Pacific.</li> </ul>
09:30	What needs to happen next?	<ul style="list-style-type: none"> <li>Based on the final session from yesterday, participants have built consensus around what recommendations and actionable changes could be implemented in order to address identified challenges that are shared by all workshop participants at the ecosystem level.</li> <li>This session focused on writing up plans for those three areas of concrete action. Three groups were created, with a new mix of actors from the previous day, that worked as a group to develop an</li> </ul>

Time	Session	Description and Major Outcomes
		<p>implementable plan, needed resources, critical actors and a timeline of action.</p> <p><u>Community of Practice (with a focused Social Enterprise Working Group):</u> Groups A and C came to the conclusion that these obstacles could be overcome through the establishment of a Community of Practice to be created using existing resources available to WaterAid. The Community of Practice would improve coordination and communication among the diverse actors focused on menstrual health in the Pacific. Specific priorities identified for this Community of Practice: developing and disseminating best practices that would improve market segmentation among social enterprises, charitable distribution networks and NGOs as major buyers; improve the ability of the diverse menstrual health actors in the Pacific to discuss and address different aspects of menstruation in the Pacific more collaboratively (including through the identification of research needs, increased focus on country-level advocacy, discussion of the types of educational, informational and behavioral change initiatives needed, etc.). The group highlighted the importance of establishing space within the Community of Practice specifically for social enterprises, who will likely have a specialised set of interests among the broader set of actors.</p> <p><u>Aggregate Demand for Materials:</u> Group B developed a plan to design an importation company that would aggregate the demand for the same textiles needed by all the social enterprises in the Pacific, import it at a lower price and distribute it to the countries where it was needed. One option for establishing this entity was presented by Camille Escudero, a social entrepreneur and business owner from the Philippines who fabricates lingerie and menstrual panties and has existing relationships with textile fabricators in South East Asia.</p>
12:00	Lunch	<ul style="list-style-type: none"> <li>• Participants are encouraged to spend the lunch with those new contacts that represent the potential for concrete collaborations or mutual support in the near future.</li> <li>• Interested participants spent last lunch session with Joy Anderson to go over enterprise-specific business questions at greater depth.</li> </ul>
13:00	Your business model	<ul style="list-style-type: none"> <li>• Summarizing the various pieces of learning that took place during the workshop, this session focused on supporting the workshop participants in applying their new knowledge to their individual business models using the business model canvas. The Difference Incubator (TDi), a financial intermediary that supports social enterprises in their business and social impact objectives, joined the workshop to deliver this session.</li> <li>• After a brief introduction to the canvas, each organization and social enterprise spent time writing out their business models, defining their missions, key parties, activities, resources, their value proposition, cost structure, revenue streams, customer relationships and customer segments.</li> <li>• Several of the participants presented their business models through a facilitated process, noting where they were making planned changes to their business model based on the capacity building sessions conducted during the workshop and new ideas introduced to them by other social enterprises.</li> <li>• Several social enterprises expressed interest in having additional conversations with TDi outside of the workshop and exchanged contact information.</li> </ul>

Time	Session	Description and Major Outcomes
15:00	Understanding financial intermediation and investments	<ul style="list-style-type: none"> <li>• Spark Strategy, a financial intermediary that works to support the success of business models to address social problems, joined the workshop and delivered a session focused on understanding financial intermediation and investment and whether they could play a role in the success of the social enterprises in the room.</li> <li>• Workshop participants had the opportunity to hear how Spark Strategy had already worked with one of the social enterprises in the room to do targeted capacity building and investment readiness work.</li> <li>• Several social enterprises expressed interest in having additional conversations with Spark Strategies outside of the workshop and exchanged contact information.</li> </ul>
16:00	Conclusions and carrying things forward	<ul style="list-style-type: none"> <li>• Wrapping up the four-day workshop, this session focused on reinforcing agreed-upon next steps, the responsibility of the workshop participants to implement the changes they have planned to make at the individual business model and to continue developing their newly established peer relationships.</li> <li>• Criterion Institute committed to drafting and providing the workshop report to participants to review and provide this suggested additions and edits.</li> <li>• Workshop participants enjoyed several team building activities at the end of the workshop, including an empathy and gratitude activity and the creation of a large tapestry with the names of all participants, sliced and divided amongst the group to take back to their homes and businesses.</li> </ul>

## Appendix 3. The Last Taboo Report: Summary of Findings and Recommendations

In 2017, the International Women's Development Agency (IWDA), The Burnet Institute and WaterAid, and the Australian Government's Department of Foreign Affairs and Trade (DFAT) supported the publication of 'The Last Taboo' report. The Last Taboo highlighted the need to ensure that women and girls in the Pacific have access to menstrual health services, products and facilities needed to enjoy a high level of health, dignity, autonomy and control over their lives, which is closely linked to the achievement of educational and economic objectives. The report, which was based on surveys and qualitative interviews conducted in Fiji, Solomon Islands and Papua New Guinea, uncovered a range of socioeconomic, cultural and gender normative obstacles; price point and accessibility difficulties based on available products in each market; and limitations in the availability of needed water sanitation and hygiene (WASH) facilities.

A summary of the findings and recommendations of The Last Taboo report, which formed the basis of the motivation for DFAT to explore solutions to major menstrual health management challenges with Pacific RISE, are summarised below.

Major findings:

- Challenges faced by adolescent girls to manage menstruation with dignity have the potential to negatively impact health, emotional well-being, attendance and performance in school and work and hurt the environment.
- With some geographic variations between and within countries, accurate information about menstrual health is not available to all adolescent girls. This leads to a lack of preparation for menarche and lower levels of hygiene during menstruation.
- Women and girls with disabilities are regularly excluded from education and information and further marginalised.
- Teachers need more guidance to provide accurate menstrual health guidance to students.
- Many girls believe that menstruation is dirty, and as such should be kept a secret, leading to unhygienic practices, teasing and harassment from boys, feelings of embarrassment and potentially absence from school
- There is regional and in-country variation of availability of different menstrual products. Stayfree, Kotex and Libra, considered 'reputable sanitary products', are available in a few urban areas. Price point accessibility varies for different countries and populations. Lower quality products, some of which come from China and some are believed to be counterfeit, also vary in accessibility and availability.
- Most interviewed women and girls express a preference of using disposable commercially available products, but many are open to high quality reusable products if available at an affordable price.
- Girls and women with less access to financial resources face additional barriers to purchasing menstrual products and may rely on home-made solutions (such as rags) which inevitably lead to higher levels of staining and may lead them to miss or be distracted during school. Alternatively, girls and women without access to financial resources may end up relying upon parents or spouses to be willing to purchase products for them.
- WASH facilities in work and at schools are often inadequate, lack safe disposal options, soap, water and/or privacy to facilitate proper menstrual health management. Girls and women may be further motivated to stay home to use household WASH facilities, contributing to missed school and work. Of the three countries surveyed, Fiji had the highest level of WASH facilities in these spaces.

Major recommendations:

- Improve leadership and policy action on menstrual health management in the region
- Improve access to high quality information about menstruation and menstrual health management
- Improve availability, affordability, and access to quality commercial menstrual hygiene products in remote parts of the Pacific
- Improve menstrual health management-friendly water, sanitation and hygiene facilities, services and monitoring.

## Appendix 4. Actors in the Pacific and Beyond: Pacific Menstrual Health Management Ecosystem

Organisation	Website	Type of Organisation
Mana Care Products	<a href="https://www.facebook.com/manacareproducts/">https://www.facebook.com/manacareproducts/</a>	Samoan menstrual product producer and social enterprise.
Mama's Laef Vanuatu	<a href="http://www.lavkokonas.com">www.lavkokonas.com</a>	Ni Vanuatu owned and operated, social enterprise based in Pango Village, Efate. Manufacturing reusable sanitary products and other reusable, hygiene-based consumables.
Queen Pads	<a href="https://www.facebook.com/queenpadspng">https://www.facebook.com/queenpadspng</a>	Papua New Guinea-based menstrual product producer and social enterprise
MJ Enterprises 'Kaleko Steifree'	<a href="https://www.facebook.com/oceania2017/">https://www.facebook.com/oceania2017/</a>	Solomon Islands-based menstrual product producer and social enterprise
AT Projects, Mun Pad Project	<a href="https://atprojects2017blogs.wordpress.com/2017/08/02/mun-pads-project/">https://atprojects2017blogs.wordpress.com/2017/08/02/mun-pads-project/</a>	Technology-focused organisation implementing projects in PNG
Bele Kria	<a href="https://www.facebook.com/belekriasing/">https://www.facebook.com/belekriasing/</a>	Timor-Leste social enterprise
Eldas Sewkrafted	<a href="https://www.facebook.com/groups/ELDA%E2%80%99S-SEWCRAFTED-STUDIO-1810298399191296/">https://www.facebook.com/groups/ELDA%E2%80%99S-SEWCRAFTED-STUDIO-1810298399191296/</a>	Timor-Leste sewing production studio and local social enterprise
Cookhouse Confidential	<a href="http://weblog.iom.int/cookhouse-confidential-menstruation-tropical-paradise">http://weblog.iom.int/cookhouse-confidential-menstruation-tropical-paradise</a>	Republic of the Marshall Islands women's group which does work around menstrual health management
Seif Meri Mun	N/A	Volunteer Group (Partnered with Bouganville Women's Federation), Reusable Pad Distribution and Pad Production Capacity Building in PNG
Kopernik	<a href="http://www.kopernik.info">www.kopernik.info</a>	NGO, Consultants
Moon Sick Care Bags (Reef and Rainforest Research Centre)	<a href="https://www.yolonde.com/blogs">https://www.yolonde.com/blogs</a> , <a href="https://rrrc.org.au/">https://rrrc.org.au/</a>	A community-based initiative focused on providing technical skills, so PNG-based women can sew and sell menstrual products in their communities.
Friends of Rambutso	<a href="http://www.friendsoframbutso.org">www.friendsoframbutso.org</a>	Australian Non-Governmental Organisation focused on PNG
HEAPS International	<a href="https://heapspng.com/">https://heapspng.com/</a>	Limited public company conducting advocacy and



Organisation	Website	Type of Organisation
		village support activities in PNG
<b>Solomon Islands Planned Parenthood Association</b>	<a href="https://www.facebook.com/Solomon-Island-Planned-Parenthood-Association-1714398578779212">https://www.facebook.com/Solomon-Island-Planned-Parenthood-Association-1714398578779212</a>	Solomon Islands-based organisations associated with Planned Parenthood
<b>CARE International (Vanuatu)</b>	<a href="https://www.care.org/country/vanuatu">https://www.care.org/country/vanuatu</a>	International Non-Governmental Organisation
<b>WaterAid</b>	<a href="https://www.wateraid.org/where-we-work/australia">https://www.wateraid.org/where-we-work/australia</a>	International Non-Governmental Organisation
<b>Plan International</b>	<a href="https://www.plan.org.au/">https://www.plan.org.au/</a>	International Non-Governmental Organisation
<b>World Vision</b>	<a href="https://www.wvi.org/">https://www.wvi.org/</a>	International Non-Governmental Organisation
<b>UNICEF</b>	<a href="https://www.unicef.org/">https://www.unicef.org/</a>	United Nations body focused on the well-being of children and youth
<b>International Women's Development Agency (IWDA)</b>	<a href="https://iwda.org.au/">https://iwda.org.au/</a>	Australian development agency focused on gender equality and women's rights
<b>Grand Challenges Canada (GCC)</b>	<a href="http://www.grandchallenges.ca/">http://www.grandchallenges.ca/</a>	Canadian non-profit organization that uses a grand challenges model to fund global health solutions.
<b>Pacific Trade and Invest Australia (PTI Australia)</b>	<a href="https://pacifictradeinvest.com/">https://pacifictradeinvest.com/</a>	Trade Promotion Organisation representing 16 Pacific countries
<b>Menstrual Health Hub (MH Hub)</b>	<a href="https://mhhub.org/">https://mhhub.org/</a>	Menstrual Health global thought leader, research hub and Community of Practice.
<b>Quality Philippine Export Lingerie and Apparel, Inc. (QPELA)</b>	<a href="https://qpela.weebly.com/about.html">https://qpela.weebly.com/about.html</a>	Philippines-based marketing and manufacturing organisation with a full range of high-quality lingerie products.
<b>The Case for Her</b>	<a href="http://www.thecaseforher.com/">http://www.thecaseforher.com/</a>	The Case for Her invests in for-profit social enterprises, organisations and initiatives that work within female health.