PMNCH
for
Women's,
Children's and
Adolescents'
Health

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Draft paper for consultations

Plan 2026-2030

Contents

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1. Context and Need for Action

Over the past three decades, substantial progress has been made in improving the health and well-being of women, children, and adolescents worldwide. Maternal and child mortality rates have decreased, access to reproductive health services has expanded, and greater attention has been given to adolescent health and well-being. However, these gains have been uneven, and multiple challenges continue to threaten progress.

One of the most urgent concerns today is the stagnation—and, in some regions, actual reversal—of maternal, child, and adolescent health and well-being gains. Multiple and intersecting forms of discrimination, human rights violations, and persistent inequities in healthcare access disproportionately impact the poorest most vulnerable and marginalized communities, leading to preventable deaths and compromised intergenerational health and well-being.. Political, commercial, social, and economic factors, including shifts towards conservative leadership in some traditional donor countries and an increasingly effective anti-rights movement, further exacerbate these challenges, as funding reductions and policy rollbacks jeopardize right to health and sexual and reproductive health and rights (SRHR).

In addition, armed conflicts, political instability, and climate change all combine to present significant threats to the health and well-being of women, children, and adolescents. Healthcare systems in conflict zones are frequently disrupted, leaving populations without essential maternal, newborn, and adolescent health services. Women face increased risks during pregnancy and childbirth due to a lack of skilled birth attendants, emergency obstetric care, and essential medicines. Newborns and young children in conflict settings are particularly vulnerable to malnutrition, infectious diseases, and lack of immunization, often due to the breakdown of supply chains and medical infrastructure. Adolescents, especially girls, face a heightened risk of sexual and gender-based violence, child marriage, and human trafficking, exacerbating existing gender inequities and health and well-being risks. The psychological toll of conflict is also immense, leading to increased cases of post-traumatic stress disorders (PTSD), anxiety, and depression among affected populations, while mental health services remain scarce.

Climate change further compounds these challenges, disproportionately affecting women's, children's, and adolescents' health (WCAH) through extreme weather events, food insecurity, and the spread of infectious diseases. Rising temperatures and shifting

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precipitation patterns contribute to the expansion of vector-borne diseases such as malaria and dengue, which pose severe risks to pregnant women and young children. Droughts and floods exacerbate malnutrition, as food shortages become more frequent and access to clean water is compromised, leading to higher rates of diarrheal diseases and childhood stunting. Air pollution, a byproduct of climate change, has been linked to pregnancy complications, premature births, and respiratory diseases in children, further straining already fragile health systems.

However, despite these challenges, there are reasons for optimism. The past few years have demonstrated humanity's ability to innovate, mobilize, and adapt in the face of adversity. The rise of community-led health initiatives, and the increasing role of women and young people in leadership positions, particularly in countries most affected by the noted health and well-being challenges, offer hope for a more inclusive and resilient future. Advances in medical science, digital health, and Artificial Intelligence (AI) are revolutionizing healthcare delivery, making essential services more accessible to underserved populations. Telemedicine, mobile health applications, and AI-driven diagnostics are bridging healthcare gaps, particularly in remote areas, ensuring that lifesaving interventions reach those who need them most.

Within this broader context, the rapid advancement of digital technologies and AI is reshaping healthcare delivery, presenting both opportunities and challenges for women, children, and adolescents. AI-powered diagnostics, predictive analytics, and telemedicine have the potential to expand access to healthcare, particularly in remote and underserved areas. Digital platforms enable improved maternal and child health monitoring, support supply chain efficiency for essential medicines, and enhance real-time data collection for decision-making. AI-driven tools can also improve early disease detection, streamline health record management, and support personalized treatment plans, ultimately strengthening health outcomes, and increasing their cost effectiveness. Digital technologies also hold out the promise of increasing the efficiency and effectiveness of stakeholder engagement, enabling the voices of those most affected to drive processes and shape interventions.

Furthermore, there is a growing global movement toward health equity and social justice, supported by grassroots activism, advocacy, and policy reform. Countries across the Global South are taking a more assertive role in shaping global health policies, ensuring that solutions are locally driven and contextually appropriate. The expansion of regional governance structures such as AU, BRICS and the leadership of nations like India, Brazil,

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Indonesia, and South Africa in global forums signal a shift towards more equitable global decision-making. The democratization of global resources, the push for localized manufacturing of essential medicines and vaccines, and the prioritization of regional health needs reflect an increasing commitment to sustainable and community-centered development.

Philanthropic organizations, civil society groups, and international institutions continue to invest in long-term solutions that prioritize resilience, equity, and empowerment. The rise of social enterprises and public-private-philanthropic partnerships is also fostering innovation in healthcare delivery, ensuring that technological advancements benefit even the most marginalized communities.

There are therefore significant opportunities to drive transformative change. Strengthening political advocacy, securing sustainable funding, and reinforcing multisectoral collaborations are essential to advancing health equity and supporting processes of change that are already underway. Social movements advocating for gender equality, adolescent and youth empowerment, and climate justice continue to gain traction, providing critical momentum for policy reform and accountability. What is becoming more evident today than at any point in recent history is that capitalizing on these opportunities will require stakeholders to work more effectively together and within contexts of coherent partnerships and coalitions—joining forces, resources, and voices is quickly becoming a necessity rather than an option. With continued investment, innovation, and a commitment to inclusive development, the future of women's, children's, and adolescents' health and well-being can be one of progress, resilience, and optimism.

1.1. Building the Future – Addressing the Challenges and Embracing Opportunities Beyond 2030

As we approach 2030, it is crucial to ensure that progress on WCAH and Well-being is not only accelerated but also central to the post-2030 development agenda. While the Sustainable Development Goals (SDGs) have provided a strong framework for advancing maternal, newborn, child, and adolescent health and well-being (MNCAH) and SRHR, a long-term vision is necessary to address persistent and emerging threats. The global health landscape is evolving, with climate change, digital transformation, and geopolitical shifts shaping future challenges and opportunities.

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Investing in resilient health systems, quality of care, integrating climate adaptation into healthcare policies, and reinforcing legal protections for reproductive rights will be critical beyond 2030. Additionally, meaningful engaging adolescent and youth leadership as owners and co-creators in health governance will help ensure that future policies are inclusive, sustainable, and reflective of community needs. A continued focus on equity—prioritizing the most vulnerable populations—will be key to preventing backsliding and achieving the goals of universal health coverage.

Given this context, PMNCH's Strategy 2026-2030 not only aims to sustain and accelerate progress but also lays the groundwork for sustained impact beyond 2030. By fostering collaboration, strengthening accountability mechanisms, and advocating for implementation of long-term sustained commitments, PMNCH will ensure that no woman, child, or adolescent is left behind in the decades to come.

2. Our Values and Guiding Lenses

PMNCH's Strategy 2026-2030 is built on fundamental values and cross-cutting lenses that shape its advocacy, partnerships, and accountability efforts. These principles ensure that every action taken is evidence-based, equitable, and responsive to the evolving needs of women, children, and adolescents.

2.1. Core Commitments: Our Values in Action

PMNCH's core commitments, as agreed on and safeguarded by its leadership and the membership at large include:

- Human Rights and Equity – Upholding dignity, justice, and access to healthcare as fundamental rights, particularly for marginalized populations.

- Gender Transformation – Dismantling systemic inequalities by ensuring women, girls, and gender-diverse individuals have the autonomy and resources to make informed health decisions.

- Evidence-Based Decision-Making – Promoting and supporting the collection, analysis and use of robust disaggregated data, prioritization of research (including implementation research), good practices, and community insights to drive effective policies and interventions.

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- Meaningful Adolescent, Youth and Community Leadership and Engagement – Ensuring ownership through opportunities to co-create and deliver policies and programmes that directly impact their health, well-being and rights.

- Results-Based – Establishing clear, measurable outcomes to track progress, ensure transparency, and strengthen policy implementation.
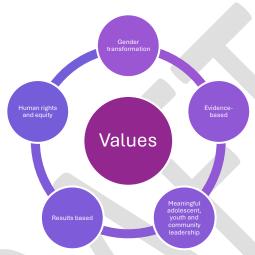

Figure 1: Our values in action

2.2. Strategic Lenses: How We Implement Change

- Human Rights-Based Approach (HRBA): Embedding equity, non-discrimination, and participatory governance into all policies and programs.

- Country Responsiveness and Local Ownership: Ensuring that global advocacy is driven by and aligned with national realities and that local actors lead priority setting and implementation.

- Intergenerational Collaboration: Creating inclusive spaces for adolescent, youth, and adult stakeholders to co-develop sustainable solutions.

- Addressing Emerging Threats: Tackling challenges such as climate change, digital health inequities, and pushback against gender and sexual and reproductive health and rights.

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- Strengthening Mutual Accountability: Enhancing transparency and oversight to hold governments, donors, and implementing partners accountable for their commitments.
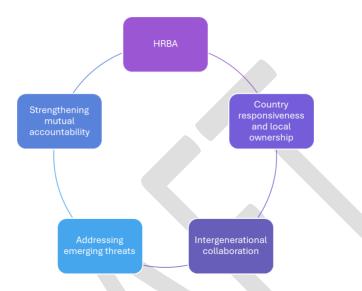

Figure 2: How we implement change

By embedding these principles into our advocacy work and partnerships support, PMNCH ensures that progress for women, children, and adolescents is not only accelerated but also sustained for future generations.

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3. A new partnership for a new future: courage, focus, and alignment

Vision: A world where no women, child or adolescent dies of preventable causes; where access to sexual and reproductive health and ri ghts is guaranteed; and where every woman, child, and adolescent can realize their health and well -being.

Mission: To drive transformative change in financing, polices and services affecting women's, children's and adolescents' health and w ell-being in their countries and communities, through advocacy, strengthened accountability, and mobilization of multi -sectoral partnershi ps

Goal: To champion equity-driven policies and investments, promote health system resilience, and ensure government and stakeholder accountability for commitments to improve women, children and adolescenthealth and well-being, with a focus on sustainable progress beyond 2030

Key pillar: Advocacy for Transformative Change

Key pillar: Accountability for Health and Well-being Commitments

Key pillar: Building Coalitions and Partnerships

Work Package: Partnerships-Solidarity in an Ever-Fragmented World

Work Package: Prioritizing the Unfinished Agenda

Work Package: Standing up for SRHR

Work Package: Adolescents Health and Well-being

Our values: Human rights, gender transformation, evidence based, meaningful adolescent, youth and community leadership and re sults based

Figure 3: Draft PMNCH Strategic framework: 2026-2030

3.1. Vision

A world where no women, child or adolescent dies of preventable causes; where access to sexual and reproductive health and rights is guaranteed; and where every woman, child, and adolescent can realize their health and well-being.

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3.2.   Mission

To drive transformative change in financing, polices and services affecting women's, children's and adolescents' health and well-being in their countries and communities, through advocacy, strengthened accountability, and mobilization of multi-sectoral partnerships.

3.3.   Goal

To champion equity-driven policies and investments, promote health system resilience, and ensure government and stakeholder accountability for commitments to improve women, children and adolescent health and well-being, with a focus on sustainable progress beyond 2030.

3.4.   Key pillars

Pillars	Illustrative Actions
Advocacy for Transformative Change	**Shape political decisions.** Mobilize political will and secure increased and better used funding for WCAH and well-being, as well as SRHR.
	Amplify stakeholder voices. Amplify the voices of women, children, and adolescents through their leadership and opportunities for co-creation, ensuring their lived experiences and priorities shape policies and programs.
	Empower grassroots movements. Engage with civil society, adolescent and youth-led organizations, and marginalized communities to drive grassroots movements for health equity and human rights and mutual accountability for commitments.
Accountability for Health and Well-being Commitments	**Develop commitment monitoring frameworks.** Develop and implement

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	robust monitoring frameworks to track progress on global, regional, and national health commitments.
	Enable access to data. Strengthen transparency and data systems to enable evidence-based advocacy towards ensuring that governments and stakeholders meet their obligations.
	Promote mutual accountability. Empower communities to hold policymakers and service providers accountable for delivering accessible, equitable and effective healthcare.
Building Coalitions and Partnerships	**Build multi-sectoral country coalitions and align efforts.** Strengthen collaboration among governments, civil society, private sector, and multilateral organizations to amplify advocacy and accountability efforts.
	Leverage global and regional platforms to align advocacy strategies and resources across sectors and regions.
	Mobilize young people and adolescents. Promote intergenerational partnerships by meaningfully engaging adolescents and youth as co-creators in advocacy and decision-making processes.

3.5.   Our Theory of Change (TBD)

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4. What Are We Doing Differently: Renewed Tactics to Drive Impact for Women, Children, and Adolescents

As PMNCH moves into its 2026-2030 strategy cycle and fully recognizing the immense changes that are shaping our world today, renewing our tactics is essential to protect past gains, accelerate progress, and respond to emerging challenges. This strategy recognizes that sustainable change requires PMNCH to build on its past functions, while integrating innovative approaches. To maximize impact, PMNCH will refine and strengthen its work in knowledge synthesis, partner engagement, and advocacy efforts, ensuring a more strategic and impactful role in advancing the health and well-being of women, children, and adolescents.

In this context, the three Key Pillars for PMNCH will therefore become Advocacy for Transformative Change, Accountability for Health and Well-being Commitments and Building Coalitions and Partnerships. To better inform the actions under these Pillars and future work packages, and ensure their highest impact, PMNCH will also revise its tactics ensuring that these build on observed successes from past work and in the global development field, and on new technologies, and emerging priorities.

PMNCH's renewed tactics, embedding a strong focus on accountability, will ensure that timely, tailored, and ambitious commitments translate into real, measurable improvements in the lives of women, children, and adolescents globally. In addition to our ongoing tactics such as political advocacy, our new tactics will include building regional and national multi-sectoral and cross-constituency partnerships, advocacy for innovative financing, and resource mobilization and leveraging digital technologies and AI.

PMNCH's renewed tactics, as illustrated under work packages further below, reflect an adaptive and dynamic approach to advocacy, accountability, and coalition building. By focusing on these tactics, PMNCH aims to drive sustainable improvements in the health and well-being of women, children, and adolescents worldwide.

In the next section, the Strategy document outlines how tactics will be applied to different work packages to shape policies, mobilize resources, and ensure implementation of commitments towards tangible and lasting change.

5. Work Packages

To implement the vision, mission, goal and key pillars as set out above, PMNCH is planning to deliver on the following four work packages: (i) Partnerships – Solidarity in an Ever-Fragmented World; (ii) Prioritizing the Unfinished Agenda; (iii) Standing up for SRHR; and (iv) Advancing Adolescent Health and Well-being. These work packages are building blocks of PMNCH's Strategy, and a basis for future detailed workplanning.

5.1. Partnerships – Solidarity in an Ever-Fragmented World

Problem Statement

Working together through partnerships is essential for advancing the health and well-being of women, children, and adolescents. However, increasing geopolitical tensions, donor fatigue, funding reductions, and ideological pushback against gender and rights threaten these collective efforts. Fragmentation within the global health landscape, competition among stakeholders, and power imbalances are hindering the effectiveness of partnerships today, limiting their ability to mobilize resources, influence policy, and sustain progress.

The COVID-19 pandemic exposed and exacerbated vulnerabilities in global health systems, highlighting the consequences of weak collaboration and uncoordinated responses. Moreover, rising nationalism and protectionist policies have led to decreased international cooperation, making it more challenging to maintain solidarity in tackling global health crises. There is also a notable trend of declining investment in WCAH, with many governments deprioritizing these areas in favor of more politically expedient issues. The increasing influence of anti-rights and anti-gender movements further complicates advocacy efforts, making it crucial to reinforce unified, evidence-based messaging to counter misinformation and regressive policies.

The proliferation of misinformation and disinformation further undermines progress in WCAH, distorting public perceptions, eroding trust in scientific evidence, and fueling opposition to proven interventions. The spread of false narratives around SRHR, vaccines, and gender equality hampers effective policy-making and program implementation. In this context, a coordinated global, regional and national response from health and well-being community is necessary to combat misleading information and uphold the integrity of health and well-being communications. Ensuring that advocacy efforts are grounded in

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accurate, data-driven narratives is essential for safeguarding hard-won gains and preventing the rollback of critical health services.

Despite past successes, recent setbacks—such as declining investments in SRHR, increasing health and well-being inequities, and resistance to human rights-based approaches—highlight the urgent need to strengthen partnerships-led efforts, based on equity, inclusion, and solidarity. A shared commitment across multiple stakeholders to these values fosters trust and cooperation, enabling partners to work together more effectively in overcoming systemic challenges. By leveraging collective voice, resources, and action, global and regional health actors – led by national policies and stakeholders – can more effectively push back against harmful narratives, advocate for sustained and effective funding, and reinforce the moral and political imperative of investing in WCAH.

There is a growing recognition that transformative change in WCAH requires coordinated, unified action across governments, civil society, private sector actors, and multilateral institutions. Without a renewed commitment to solidarity, our collective global health efforts risk fragmentation, duplication, and inefficiency, ultimately failing the women, children, and adolescents who rely on these policies, investments, and services the most.

Now more than ever, it is critical to stand together, amplify evidence-based messaging, and protect the fundamental rights and health of the most vulnerable populations, and do so together, more powerfully.

PMNCH's Role

PMNCH, as the world's largest, multi-stakeholder alliance for WCAH, is uniquely positioned to foster solidarity by convening diverse stakeholders, amplifying marginalized voices, and strengthening multi-sectoral collaboration. By leveraging its extensive network of partners across six constituencies in 130 countries, PMNCH aims to drive political commitment towards better policies, mobilize resources, and enhance accountability for implementation through equitable, inclusive, and impact-driven partnerships.

PMNCH plays a vital role in bridging gaps between global, regional, and national actors, ensuring alignment of advocacy priorities and resource allocation. Its convening power allows for the harmonization of efforts among different stakeholders, mitigating duplication, and maximizing impact. PMNCH also acts as a knowledge hub, providing partners with access to cutting-edge research, evidence-based advocacy tools, and capacity-

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strengthening resources. This ensures that interventions are data-driven, context-specific, and responsive to emerging threats.

A key function of PMNCH is amplifying the voices of historically underrepresented groups, including adolescents, grassroots organizations, and advocates from the Global South. By fostering meaningful engagement and power-sharing, PMNCH helps to build more equitable partnerships that prioritize community-led solutions and sustainability. Through strategically driven and shaped collective advocacy effort, PMNCH works to counteract regressive narratives and defend the rights of women, children, and adolescents, ensuring that global health remains a priority even in challenging political climates.

Furthermore, PMNCH supports accountability mechanisms that track the implementation of policy commitments, financing pledges, and service delivery improvements. By working with governments, civil society, and multilateral institutions, PMNCH ensures that commitments translate into tangible action, strengthening transparency and driving progress toward universal health coverage and gender equality.

In response to the increasing spread of misinformation and disinformation, PMNCH serves as a critical voice in countering false narratives with evidence-based messaging. By collaborating with media, digital platforms, and advocacy groups, PMNCH works to ensure that accurate health information and people's lived experiences reaches decision-makers, communities, and the public. This role is particularly vital in the face of growing opposition to gender and rights-based approaches, where misinformation can derail policy progress and undermine essential services.

By uniting diverse voices and fostering a collective approach to advocacy, PMNCH strengthens the global movement for WCAH. Its commitment to equity, inclusion, and solidarity ensures that all stakeholders—especially those from marginalized and underrepresented communities—have a platform to shape policies and drive transformative change. In an increasingly polarized and fragmented global health landscape, PMNCH's role as a convener, advocate, and knowledge broker is more critical than ever to sustain progress and protect the rights and health of women, children, and adolescents worldwide.

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Tactic	Action	Outcome
Strengthening Multi-Stakeholder Collaboration	Establish and sustain inclusive partnerships that bring together governments, CSOs, youth organizations, private sector, and multilateral agencies to align efforts and drive collective action.	Enhanced policy coherence and resource-sharing for WCAH.
Promoting Equitable Partnerships and Power-Sharing	Address power imbalances by ensuring meaningful leadership roles for Global South partners, youth, health care professionals and affected communities.	Increased representation of historically marginalized voices in global health governance and decision-making.
Aligning Advocacy and Resources Across Sectors and Regions	Foster multi-sectoral collaboration, including with education, finance, and social protection sectors, to integrate WCAH into broader development frameworks.	Strengthened alignment of health advocacy with social determinants of health and gender equity goals.
Leveraging Digital Advocacy and Knowledge Exchange	Utilize digital platforms to enhance peer-to-peer learning, amplify evidence-based advocacy, and promote solidarity movements.	Increased global engagement and knowledge-sharing among partners, leading to coordinated advocacy campaigns.
Enhancing Mutual Accountability Mechanisms	Support community-led accountability initiatives, such as citizen hearings, scorecards, participatory budgeting, and independent review as part of commitment implementation.	Strengthened transparency and government accountability for WCAH commitments.

Results and Impact to Be Achieved

Delivering on the Outcomes above will contribute to a set of Results that PMNCH wishes to achieve in this work package area, as set out below

Results	Description
Reinforce Political Commitment	Ensure WCAH remain high-priority issues at global, regional, and national levels.
Strengthen Advocacy Networks	Create more resilient coalitions that effectively counter anti-rights movements and funding setbacks.
Enhance Resource Mobilization	Drive increased domestic and international funding for WCAH programs.
Promote Social Equity	Foster inclusive, rights-based approaches to WCAH policies, ensuring marginalized populations have access to essential health services.
Improve Implementation of Commitments	Strengthen accountability mechanisms for government and stakeholder commitments, leading to tangible policy and financing outcomes for WCAH.

Through a renewed focus on solidarity, equity, and collective action, PMNCH will reinforce its role as a catalyst for transformative change, ensuring that no woman, child, or adolescent is left behind in the fight for health and rights.

5.2.   Prioritizing the Unfinished Agenda

Problem Statement

Despite significant progress over the past decades, critical gaps remain in achieving universal health coverage and fulfilling commitments to women, children and adolescents' health (WCAH). Millions of women, children, and adolescents, particularly in low- and

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middle-income countries, continue to face barriers to essential healthcare services, resulting in preventable deaths and unmet health needs.

Challenges such as fragile health systems, inadequate financing, and inequitable access to care disproportionately impact marginalized populations, including adolescents, people with disabilities, and communities affected by conflict or displacement. The COVID-19 pandemic has further widened these disparities, leading to stagnation and even regression in progress related to WCAH. Additionally, the rise of anti-rights movements and political pushback against gender equality threaten to undermine existing commitments, and undo decades of progress made.

Deep-rooted structural inequalities, including gender discrimination, lack of political will, and underinvestment in health infrastructure, continue to perpetuate gaps in care. In many contexts, restrictive legal frameworks, policy barriers, and regressive movements against rights and science limit access to essential health services, including contraception, safe abortion and life-saving commodities, including vaccines. Moreover, economic instability and climate-related challenges—such as extreme weather events, food insecurity, changing disease patterns, and forced displacement—further strain already overburdened health systems, exacerbating disparities in service delivery and health outcomes. Climate change disproportionately affects women and girls, increasing risks related to malnutrition, pregnancy complications, and exposure to gender-based violence in humanitarian settings.

At the same time, the rapid advancement of digital technologies and artificial intelligence (AI) presents both opportunities and challenges for WCAH. AI-driven health innovations, digital health platforms, and telemedicine have the potential to bridge gaps in access to healthcare, improve diagnostics, and enhance data-driven decision-making. However, the digital divide—including disparities in internet access, digital literacy, and ethical concerns surrounding AI bias—risks deepening inequalities rather than closing them. If not carefully regulated and equitably implemented, AI and digital technologies could reinforce existing health disparities, excluding the most vulnerable populations from benefiting from these advancements.

These compounding factors lead to consistently high and inequitable rates of maternal, newborn, and under-five mortality and morbidity, including stillbirths. The unfinished agenda is not just a matter of technical solutions but one of political will, financing, and multi-sectoral accountability. Without urgent action, the global community risks failing to meet the Sustainable Development Goals (SDGs) and reversing hard-won gains in health

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equity and rights. Addressing these challenges requires a bold and unified response to prioritize the drivers of preventable mortality and morbidity in national, regional and global health plans, and ensure sustainable investments to accelerate progress and improve health outcomes.

PMNCH's Role

PMNCH is uniquely positioned to address the evolving challenges impacting WCAH. As the world's largest global alliance dedicated to these issues, PMNCH mobilizes its diverse membership—including governments, civil society organizations, youth-led groups, academia, and the private sector—to drive a coordinated and transformative response. With 20 years of leadership PMNCH has proactively worked towards advancing an agenda that safeguards and accelerates progress toward universal health coverage and SDGs.

PMNCH approach includes both pushback against the anti-rights backlash and regressive movements; but also foster a forward-looking and action-oriented agenda for WCAH. PMNCH works to build resilience in health systems by advocating for sustainable investments, ensuring that WCAH are prioritized in national budgets, and integrating climate-responsive and digital health solutions into policies. By fostering political commitment at the highest levels, PMNCH prevents rollbacks before they occur, ensuring that health and rights remain central to global, regional, and national agendas.

PMNCH leads proactive campaigns to counter misinformation and disinformation, particularly regarding reproductive health, vaccines, and gender equality. Through evidence-based advocacy, strategic communications, and engagement with digital platforms, PMNCH challenges false narratives, amplifies scientific consensus, and promotes policies rooted in human rights and equity. PMNCH supports civil society and youth advocates in navigating the digital landscape, equipping them with tools to combat online misinformation and strengthen community trust in health services.

Recognizing that WCAH cannot be addressed in isolation, PMNCH actively collaborates with multilateral organizations such as the World Health Organization (WHO), United Nations agencies, the World Bank, and regional institutions. These partnerships enhance policy coherence, ensure alignment of funding priorities, and facilitate coordinated action at global and national levels. PMNCH also works closely with climate, education, and humanitarian sectors to ensure an integrated approach to health challenges exacerbated by climate change, digital transformation, and conflicts.

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By leveraging its convening power, PMNCH fosters high-level dialogue among governments, donors, and advocates to ensure that commitments translate into concrete, sustained action. This includes advancing the implementation of commitments related to WCAH, strengthening accountability mechanisms, and advocating for bold policy reforms that protect and expand access to essential health services.

PMNCH recognizes the transformative potential of digital health and artificial intelligence (AI) in closing gaps in service delivery, improving health information systems, and empowering frontline workers. PMNCH advocates for equitable access to digital health tools, ensuring that marginalized populations—including those in rural and conflict-affected areas—are not left behind in the digital revolution. PMNCH works with partners to address the risks of algorithmic bias, data privacy concerns, and digital divides, ensuring that AI and emerging technologies enhance, rather than hinder, health equity.

Bridging human resource gaps in health is central to PMNCH's mission. The alliance advocates for increased investment in midwives, nurses, and community health workers, and inter-professional collaboration, particularly in low- and middle-income countries, where health workforce shortages threaten progress. By pushing for stronger policies in education, employment, regulation, and retention, PMNCH ensures that health systems are equipped to meet the needs of WCAH.

Through strengthened accountability mechanisms, and initiatives such as Collaborative Advocacy Action Plans (CAAPs), PMNCH enhances transparency and fosters mutual accountability and holds governments and other donor and partner institutions responsible for delivering on their commitments, ensuring that policy shifts translate into real improvements in health outcomes.

At its core, PMNCH remains committed to amplifying the voices of women, children and adolescents. By fostering meaningful adolescent, youth and community engagement, PMNCH ensures that those most affected by health inequities shape the policies and programs designed to serve them.

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Tactics	Action	Outcome
Advocating for Increased and Sustained Financing	Mobilize global and national funding for WCAH through strategic advocacy with governments, donors, and the private sector.	Enhanced financial commitments and resource allocation prioritizing the key drivers of mortality for women, children and adolescents.
Strengthening Policy and Legal Frameworks	Support partners in advocating for laws and policies that uphold WCAH, ensuring their implementation and enforcement.	Greater legal protections for women's, children's, and adolescents' health and rights, improving access and quality of essential services.
Scaling Up Community-Led Advocacy and Engagement	Empower grassroots organizations, adolescent and youth networks, and affected communities to drive demand for quality health services and hold governments accountable for existing commitments against the unfinished agenda.	Increased community participation and skills for transformative advocacy, and local ownership and co-creation of WCAH initiatives.
Enhancing Accountability for Health Commitments	Develop and expand accountability tools, including scorecards, independent progress reports, and multi-stakeholder platforms for discussing the progress, and what actions need to be taken to accelerate progress.	Strengthened transparency and responsiveness from policymakers and institutions, ensuring follow-through on commitments.
Promoting Multi-Sectoral Collaboration	Foster partnerships across health, education, finance, and social protection	Integrated, holistic approaches that reduce mortality and morbidity, improve overall health

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	sectors to address the unfinished agenda.	outcomes and reduce inequalities.

Results and Impact to Be Achieved

Delivering on the Outcomes above will lead towards a set of Results that PMNCH wishes to achieve in this work package area, as set out below

Results	Description
Reduce Preventable Mortality and Morbidity	Drive accelerated progress toward eliminating preventable deaths among women, children, and adolescents.
Enhance Equity and Inclusion	Advocate for enhancing equity and access to high-quality, rights-based services by vulnerable and marginalized populations by 2030.
Strengthen Health System Resilience	Build capacity to respond to emerging health threats and crises by upholding essential WCAH services.
Foster Mutual Accountability	Ensure that commitments translate into real action and measurable improvements in health outcomes.
Combat Regressive Movements	Actively counter misinformation and anti-rights narratives that threaten progress in gender equality and SRHR.
Promote Community and Youth Leadership	Increase opportunities for direct engagement of affected communities in decision-making processes.

By leveraging its advocacy, partnerships, and accountability mechanisms, PMNCH will drive the global movement to complete the unfinished agenda, ensuring that no woman, child, or adolescent is left behind in the journey toward health and well-being.

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5.3.   Standing Up for Sexual and Reproductive Health and Rights

Problem Statement

Sexual and Reproductive Health and Rights (SRHR) are under increasing threat globally, with setbacks in policy, funding, and access to essential services. Despite decades of advocacy and progress, the health and well-being and rights of women, adolescents, and marginalized communities remain at risk. Many countries are experiencing a rollback in SRHR laws, driven by the rise of conservative ideologies, religious fundamentalism, and misinformation. These policy regressions have led to increased restrictions on access to contraception, comprehensive sexuality education (CSE), and safe abortion services, significantly heightening health risks, particularly for women and girls in vulnerable situations.

Compounding these challenges is the stagnation and decline in funding for SRHR programs. Development assistance for reproductive and maternal health saw a 14% reduction between 2019 and 2021, leading to service disruptions and reduced access to contraceptives. The resulting increase in unintended pregnancies and unsafe abortions highlights the urgent need for renewed investment. Economic downturns and shifting global priorities further exacerbate financial constraints, leaving SRHR programs underfunded and unable to meet growing demand.

Systemic inequalities and discrimination continue to pose significant barriers to SRHR access. Women, adolescents, LGBTIQ+ individuals, and marginalized populations face social, cultural, and legal challenges that limit their ability to seek essential healthcare. Gender-based violence, discriminatory policies, and stigma surrounding SRHR services contribute to poor health outcomes and reinforce cycles of poverty and exclusion. Furthermore, humanitarian crises, conflicts, and natural disasters disproportionately affect access to SRHR services. Women and girls in crisis settings are at heightened risk of sexual violence, maternal mortality, and restricted reproductive health services, exacerbating inequalities in healthcare access.

The escalating impact of climate change additionally presents new and urgent challenges to SRHR. Extreme weather events, food insecurity, displacement, and environmental degradation disproportionately affect women and girls, disrupting healthcare services and limiting access to contraceptives, maternal health care, and safe abortion services. Climate-induced migration and displacement expose women and girls to heightened risks of

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gender-based violence, child marriage, and reproductive health complications, underscoring the need for climate-resilient health systems that integrate SRHR into disaster response and adaptation strategies.

The rapid advancement of digital technologies and Artificial Intelligence (AI) is reshaping access to SRHR services, presenting both opportunities and risks. Telemedicine and digital health platforms have expanded access to contraception, safe abortion services, and sexual health education, particularly in restrictive environments. However, digital divides, misinformation, and online harassment and grooming especially of early adolescents pose significant challenges. AI-driven biases in healthcare systems and data privacy concerns further threaten marginalized communities' access to safe and confidential SRHR services. Governments and organizations must ensure that technological advancements are harnessed ethically and equitably to enhance, rather than undermine, SRHR.

Weak accountability mechanisms hinder progress in SRHR implementation. Many governments fail to uphold their commitments due to inadequate monitoring frameworks, lack of enforcement, and limited engagement with civil society. Without robust accountability structures, commitments to improving SRHR remain unfulfilled, leading to persistent service gaps and ineffective policy execution. Without urgent and coordinated action, these challenges will stall global efforts to reduce maternal mortality, improve adolescent health and well-being, achieve gender equality, and safeguard fundamental human rights.

PMNCH's Role

PMNCH plays a pivotal role as the world's largest multi-stakeholder platform advocating for the health and rights of women, children, and adolescents. By bringing together a wide range of organizations—including governments, UN agencies, civil society groups, adolescent and youth-led organizations, and private sector stakeholders—PMNCH drives coordinated advocacy, policy change, and accountability efforts to advance SRHR worldwide.

As a leader in global advocacy, PMNCH mobilizes high-level political and civil society actors to champion SRHR at global, regional, and national levels. Through strategic advocacy campaigns and policy engagements, PMNCH ensures that SRHR remains a priority in global health and development agendas. By synthesizing and disseminating research and data, PMNCH equips policymakers, advocates, and program implementers with the tools needed

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to counter misinformation, push for evidence-based policies, and challenge restrictive SRHR regulations.

PMNCH fosters multi-sectoral alliances, uniting feminist movements, adolescent and youth networks, grassroots organizations, and political leaders to amplify SRHR advocacy. These coalitions work collectively to respond to emerging threats and secure policy commitments that safeguard reproductive rights. Strengthening national and international accountability mechanisms is another critical function of PMNCH. Through initiatives such as the Countdown to 2030 and Collaborative Advocacy Action Plans (CAAPs), PMNCH enhances transparency, tracks commitments, and holds governments accountable for fulfilling their SRHR obligations and fosters mutual accountability.

Recognizing the growing impact of climate change on SRHR, PMNCH integrates climate-resilient health strategies into its advocacy efforts. By promoting climate-smart policies and investments in disaster-resilient healthcare infrastructure, PMNCH ensures that SRHR services remain accessible in climate-affected regions. PMNCH also works to address the disproportionate impact of environmental degradation, displacement, and food insecurity on women and girls, advocating for policies that mitigate these risks and strengthen SRHR service delivery in crisis settings.

In the digital era, PMNCH leverages technological advancements to enhance SRHR access while addressing risks associated with AI-driven biases, misinformation, and privacy concerns. By supporting digital health solutions, telemedicine, and AI-driven innovations, PMNCH promotes equitable access to reproductive health services while ensuring ethical oversight and protection against digital inequalities.

Resource mobilization and advocacy for sustained and enhanced financing are key aspects of PMNCH's role. By working with partners to secure sustainable financing for SRHR programs, PMNCH advocates for increased domestic investment, donor commitments, and equitable budget allocations. Financial tracking tools help monitor expenditures and identify funding gaps, ensuring that SRHR services receive the necessary resources to meet demand and services reach the most vulnerable.

Recognizing the power of young people in driving change, PMNCH actively supports youth-led advocacy, capacity-strengthening   initiatives, and intergenerational partnerships. By engaging young people in SRHR policymaking and implementation, PMNCH ensures that adolescent and youth voices are represented and that their health and well-being needs are

prioritized. Through its coordinated efforts, PMNCH strengthens the global SRHR movement, ensuring that advocacy initiatives are aligned, rights are protected, policies are informed by evidence, and commitments translate into tangible actions to improve the lives of women, children, and adolescents worldwide.

Tactic	Action	Outcome
Advancing Policy and Legal Protections for SRHR	Advocate for the removal of restrictive laws and policies that limit access to contraception, safe abortion, and SRHR education	Strengthened legal frameworks that uphold SRHR as a fundamental human right
Mobilizing Sustainable Financing for SRHR	Work with governments, donors, and the private sector and private foundations to increase funding for SRHR services, particularly for marginalized groups, including within context of climate mitigation financing	Expanded and sustained investments in SRHR programs, ensuring equitable access to essential services
Strengthening Grassroots and Youth-Led Advocacy	Strengthen the capacity of civil society, youth networks, and community-based organizations to engage in SRHR advocacy and accountability efforts	Increased grassroots mobilization and stronger demand for comprehensive SRHR services and rights
Enhancing Accountability for SRHR Commitments	Support to strengthen accountability tools and processes, such as scorecards and independent progress reports, to track SRHR commitments at national and global levels	Improved transparency and policy enforcement, ensuring governments and stakeholders deliver on SRHR commitments
Countering Misinformation and Anti-Rights Movements	Launch digital campaigns, leverage influential voices,	Increased public awareness and strengthened advocacy

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	and produce evidence-based communications to combat misinformation and regressive policies on SRHR	for SRHR as an essential component of human rights and public health

Results and Impact to Be Achieved

Delivering on the Outcomes above will lead towards a set of Results that PMNCH wishes to achieve in this work package area, as set out below

Result	Details
Ensure Universal Access to SRHR Services	Advocate for high-quality, accessible, and affordable sexual and reproductive health services for all, especially marginalized populations.
Strengthen Legal Protections for SRHR	Influence policy changes that remove barriers to comprehensive SRHR services and protect individuals from discrimination and rights violations.
Increase Funding for SRHR	Secure sustained domestic and international investments in SRHR to expand access and improve service delivery.
Foster allyship with Communities and Young leaders	Strengthen the capacity of local organizations and young leaders to drive grassroots advocacy and policy engagement.
Combat Regressive Narratives	Strengthen evidence-based advocacy and digital engagement to counter misinformation and reinforce SRHR as a fundamental human right.
Enhance Government Accountability	Improve monitoring and reporting mechanisms to ensure governments and stakeholders meet their SRHR commitments.

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Through coordinated advocacy, strategic partnerships, and accountability mechanisms, PMNCH will play a pivotal role in advancing SRHR globally, ensuring that individuals everywhere can exercise their sexual and reproductive rights with dignity, autonomy, and full access to essential health services.

5.4.   Advancing Adolescent Health & Well-Being

Problem Statement

Adolescence is a critical period of physical, emotional, and social development, with lasting impacts on health and well-being throughout the life course. However, millions of adolescents worldwide, particularly in low- and middle-income countries, face significant barriers to accessing essential health services, education, and social support. Key challenges include inadequate sexual and reproductive health services, gender-based violence, mental health issues, malnutrition, and limited opportunities for meaningful participation and leadership in decision-making processes that affect their lives.

Despite global commitments, adolescent health and well-being remains a neglected area, often receiving insufficient funding and policy attention. The COVID-19 pandemic further exacerbated vulnerabilities, disrupting access to education, healthcare, and social protections, leading to an increase in adolescent pregnancies, child marriages, and mental health crises. Additionally, restrictive policies, stigma, and socio-cultural norms continue to limit adolescents' ability to exercise their rights, particularly in relation to sexual and reproductive health, mental well-being, and protection from violence.

The escalating impact of climate change poses new and compounding threats to adolescent health and well-being, exacerbating food and water insecurity, displacement, and exposure to extreme weather events. Climate-related stressors contribute to rising mental health concerns, including anxiety and depression, while also reducing access to education and healthcare due to environmental disruptions. Adolescents in climate-affected regions face heightened risks of exploitation, early marriage, and trafficking, further undermining their well-being and future opportunities.

The rapid expansion of digital technologies presents both opportunities and challenges for adolescent health and well-being. While digital platforms can provide critical information on sexual and reproductive health, mental well-being, and educational opportunities, they also expose adolescents to risks such as cyberbullying, online harassment/grooming,

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misinformation, and digital exclusion, particularly for marginalized groups. The digital divide continues to widen inequalities, disproportionately affecting adolescents in low-resource settings and those from vulnerable communities, including LGBTIQ+ youth, who may struggle to find safe, affirming spaces online.

LGBTIQ+ adolescents face heightened discrimination, legal barriers, and social exclusion, with their rights increasingly under threat in many parts of the world. In some contexts, regressive policies and punitive laws criminalize LGBTIQ+ identities, limiting access to healthcare, education, and protection from violence. The compounded impact of stigma, mental health distress, and lack of supportive networks places LGBTIQ+ adolescents at a significantly higher risk of self-harm, homelessness, and economic instability. Without targeted interventions, these young people will continue to experience systemic neglect and marginalization.

The lack of a coordinated, multisectoral approach results in fragmented programmes that fail to address the interconnected needs of adolescents. Education, healthcare, and social protection systems often operate in silos, limiting their effectiveness in providing comprehensive care. Adolescents with disabilities, those living in humanitarian settings, and LGTBQIA2S+ youth face even greater challenges in accessing essential services due to compounded discrimination and systemic barriers.

Failure to address adolescent health and well-being has intergenerational consequences, affecting future economic productivity, gender equality, and social stability. If adolescent health and well-being continues to be overlooked, global efforts to achieve the Sustainable Development Goals (SDGs), particularly those related to health, education, and gender equality, will be severely compromised. To accelerate progress, a concerted effort is required to place adolescent health at the center of the global health and development agenda in the lead up to and after 2030.

PMNCH's Role

PMNCH plays a crucial role in ensuring that adolescent health and well-being are prioritized at global, regional, and national levels. As the largest global multi-stakeholder partnership dedicated to women's, children's, and adolescents' health and well-being, PMNCH convenes and mobilizes partners to advocate for stronger policies, increased investments, and improved accountability for adolescent health and well-being.

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PMNCH acts as a powerful advocacy platform, ensuring that adolescent health and well-being remains high on political agendas and receives sustained and enhanced funding. By engaging diverse partners—including governments, civil society, youth led and youth serving organizations, health care professionals and the private sector—PMNCH fosters collaboration to develop integrated solutions that address the multifaceted needs of adolescents in the lead up to and beyond 2030.

PMNCH amplifies the voices of adolescents by creating safe spaces for adolescent and youth engagement, co-creation and leadership in governance, policy dialogues and decision-making processes. Through the Global Forum for Adolescents and other initiatives, PMNCH provides platforms for adolescents and youth to share their perspectives and directly influence policies that impact their lives. The partnership also strengthens youth leadership by building the capacity of young advocates to engage in high-level decision-making processes and platforms and drive accountability at national and global levels.

Additionally, PMNCH supports the generation and dissemination of evidence to inform policies and programs, and drive investments at the global, regional and national levels, ensuring that adolescent health and well-being interventions are grounded in data and good practices. The partnership works to align global commitments with national implementation by providing technical support to policymakers and diverse stakeholders in developing and enforcing adolescent and well-being health policies.

Through strengthened accountability mechanisms, and initiatives such as Collaborative Advocacy Action Plans (CAAPs), PMNCH enhances transparency and fosters mutual accountability and holds governments and other donor and partner institutions responsible for delivering on their commitments, ensuring that policy shifts translate into real improvements in health outcomes for adolescents.

By leveraging its convening power, PMNCH facilitates multi-sectoral engagement, ensuring that health, education, and social protection systems work together to deliver holistic and effective solutions for adolescent health and well-being. The partnership also engages with media and digital platforms to raise awareness, counter misinformation, and shift societal attitudes toward adolescent rights and well-being. Recognizing the growing impact of climate change and digital transformation, PMNCH advocates for policies that integrate climate resilience into adolescent health strategies and ensure equitable access to digital health resources.

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Furthermore, PMNCH is committed to advancing the rights of LGBTIQ+ adolescents by advocating for inclusive policies, supporting safe spaces for LGBTIQ+ youth, and working with partners to dismantle legal and social barriers that restrict their access to essential services. By championing equity and inclusion, PMNCH helps to ensure that all adolescents—regardless of gender, ability, sexual orientation, or socio-economic status—can thrive and reach their full potential.

Tactic	Action	Outcome
Strengthening Policy Frameworks and Investments in Adolescent Health and Well-being	Advocate for the inclusion of adolescent health and well-being priorities in national health and development policies (including in relation to climate change and digital technologies), with dedicated funding for adolescent-focused programs using tools like the AWB Investment Case	Increased political commitment and financial resources for adolescent health and well-being interventions.
Expanding Access to Comprehensive Adolescent Health and Well-being Services	Support partners in scaling up integrated adolescent-friendly health and well-being services, including mental health support, SRHR services, and nutrition programs.	Improved access to quality, adolescent-responsive health and well-being services, reducing unmet health and well-being needs.
Promoting Meaningful Adolescent and Youth Engagement and Leadership	Strengthen adolescent and youth co-creation and ownership in decision-making processes through leadership programs, advocacy training, and youth-led accountability initiatives e.g. through MOOC and PDP	Increased youth-led advocacy and greater inclusion of adolescent voices in policy formulation and implementation.

Enhancing Accountability for Adolescent Health and well-being Commitments	Support the development of monitoring frameworks, scorecards, and progress reports to track the implementation of commitments related to adolescent health and well-being.	Strengthened accountability mechanisms ensuring that commitments translate into tangible improvements in adolescent health and well-being outcomes.
Addressing Social and Cultural Barriers to Adolescent Health and Well-being	Work with community leaders, educators, and media to promote inclusion and challenge harmful social norms, stigma, and misinformation affecting adolescents.	Increased awareness and acceptance of adolescent rights, reducing barriers to accessing health and education services.

Results and Impact to Be Achieved

Delivering on the Outcomes above will lead towards a set of Results that PMNCH wishes to achieve in this work package area, as set out below

Results	Details
Improve Adolescent Health and Well-being Outcomes	Reduce adolescent mortality, improve mental health services, expand access to SRHR and nutrition programs
Strengthen Adolescent and Youth Leadership and Participation	Create and support safe spaces for adolescents to take an active role in shaping health and well-being policies and programs
Enhance Policy and Financial Accountability	Secure sustained and increased investments and policy support for adolescent health and well-being in national health strategies
Foster Multi-Sectoral Collaboration	Strengthen partnerships across health, education, and social protection sectors

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Increase Social Acceptance of Adolescent Rights	Shift harmful norms and reduce stigma surrounding adolescent health and well-being

Through sustained advocacy, evidence-based action, and accountability mechanisms, PMNCH will work to ensure that adolescent health and well-being are fully integrated into global, national, and local health and development agendas, contributing to a healthier and more equitable future for all.

6. **Monitoring, evaluation and learning Framework (TBD)**