

[20 Essential Resources](#)

POPULATION, HEALTH, AND ENVIRONMENT

Population, Health, and Environment (PHE) is an integrated community-based approach that recognizes the relationships between people's health and the environment. This multi-sectoral approach strives to improve voluntary family planning and reproductive health care and conservation and natural resource management within the communities living in ecologically rich areas of our globe.

Access to voluntary family planning enables couples to decide whether, when, and how many children to have, resulting in healthier women, children, and communities. Along with increased access to education, family planning can also contribute to slowing population growth and therefore may lessen pressure on natural resources. The PHE approach also encourages communities to engage in sustainable practices to preserve their ecosystems.

This collection of essential resources is designed to help program planners, designers, and implementers in a variety of sectors (such as environmental conservation, resilience, food security, and economic development) understand and explore elements of PHE programs so that they can incorporate this approach into their work.

Looking for a more comprehensive collection of resources? The PHE Toolkit has more than 200 resources.

Introductory

The Impact of Population, Health, and Environment Projects

The Evidence Project (2015)



The Evidence Project, Population Council (2015)

This synthesis report examines and summarizes available evidence from integrated Population, Health, and Environment (PHE) projects to document what they are measuring and/or not measuring, assess the current state of PHE project monitoring and evaluation, and identify gaps in evaluation and research for current and future PHE projects to improve upon. Forty-three documents from 35 projects were reviewed in conducting this synthesis.

This report analyzes the available documentation assessing integrated programming's effectiveness at implementing complementary interventions in the well-established fields of population, health, and the environment. It explores the documentation available from projects across different sectors and thus gives a sense of the current state of monitoring and evaluation within PHE projects. Findings from the synthesis suggest that projects report data and impact in some areas, particularly family planning, consistently.

About The Evidence Project

A USAID-

funded project, led by the Population Council, that used implementation science to improve family planning policies, programs, and practices.

Why is it essential?

The report looks at the evidence surrounding the added value of integrated programming as compared to single sector programming, and suggests ways to improve documentation of the ways that integration provides a added value. Finally, this synthesis assesses what evidence could be collect

ed and used to better align projects with emerging fields of interest such as sustainable livelihoods, resilience, and climate change adaptation.

Introductory

Healthy People, Healthy Ecosystems Projects

World Wildlife Fund (2008)



Conservation projects working in remote areas with rich biodiversity often partner with the local communities in which they work. This manual outlines how the Population, Health, and Environment (PHE) approach integrates health and voluntary family planning into conservation projects, developing a harmony that improves the health of both people and the ecosystems. It is designed for those who are starting work in a new area or who might be adding on a health or population component to an existing project, incorporating the lessons learned from various PHE projects.

The manual reviews the why, what and how of PHE projects. To provide the context for the “why,” the authors give a review of health in the world, population trends, and how the conservation sector approaches the P in PHE. The “what” of the manual is designed to give a general overview of the types of health and family planning activities in a PHE project and reviews the basic information a conservation practitioner needs to know in order to start planning a project, including if a PHE approach is appropriate for their situation. The “how” reviews the basic steps involved in creating and implementing a PHE project following the project cycle of define, design, implement, analyze/adapt, and share.

About the World Wildlife Fund

An organization on a mission to conserve nature and reduce the most pressing threats to the diversity of life on Earth.

Why is it essential?

Until this manual was published, there was only anecdotal evidence to support the idea that addressing PHE needs simultaneously can add value to a project. This manual extensively reviewed PHE projects to document evidence.

Introductory

[Family Planning HIPs Can Improve PHE Program Outcomes](#)

PACE (2018)

Experts in the family planning sector have developed a set of evidence-based practices—known as Family Planning High Impact Practices (HIPs)—that improve voluntary family planning and related reproductive health program outcomes. HIPs can also be applied in development programs that integrate multiple sectors at the community level, including voluntary family planning.

This policy brief, available in English and French, and accompanying web feature explore the promising opportunity that exists to expand the use of HIPs within population, health, and environment (PHE) projects. These resources examine, through case studies and videos, how some PHE projects are already applying HIPs in their programs-

- for example, by placing emphasis on educating girls and keeping them in school to promote health and development in Ethiopia and Indonesia and developing supportive government policies in Madagascar, Kenya, and Uganda. Furthermore, they make recommendations on how the projects' voluntary family planning outcomes could be strengthened by greater and conscious application of additional HIPs, which also in turn builds the evidence base of the HIPs.

About PACE

The PACE (Policy, Advocacy, and Communication Enhanced for Population and Reproductive Health) Project, implemented by the Population Reference

Bureau (PRB), distills evidence through data-driven, innovative products; strengthens capacities in advocacy, policy communication, and negotiation; and increases commitments to multisectoral approaches such as Population, Health, and Environment and the demographic dividend.

Why is it essential?

When PHE projects use HIPs in their work, they can direct their family planning resources more effectively to achieve greater impact. Strengthening awareness and knowledge between HIPs and PHE projects increases sharing of best practices. Using HIPs in remote areas also feeds information back to the HIPs evidence base to show how PHE projects help serve the voluntary family planning needs of rural communities.

Introductory

[PHE as a Biodiversity Conservation Strategic Approach](#)

ICF, Environmental Incentives (2018)



The United States Agency for International Development (USAID) has been a strong supporter of Population, Health, and Environment (PHE) activities for over two decades and established a Population-Environment program to allocate funds for voluntary family planning and reproductive health care in areas where population growth threatens biodiversity or endangered species.

In an effort to strengthen the evidence base about integrated programming, this report synthesizes the documentation around three distinct topics. First, it aims to improve program design by demonstrating the causal pathways bet

ween PHE projects and their stated goals. Second, it provides a synthesis of the indicators used by PHE programs to assess their biodiversity conservation impacts. And third, it summarizes major assumptions that underpin PHE activities. In addition, the report provides recommendations for improving biodiversity outcomes and monitoring for missions considering this integrated approach.

About ICF

ICF contributes to the creation of sustainable and resilient societies across the world providing technical expertise to strengthen institutions, meet market challenges, and fulfill people's needs.

About Environmental Incentives

An organization that designs performance-driven approaches to conservation, aligning public and private sector objectives, for resilient water, land, and wildlife resources.

Why is it essential?

The evidence in the report provides readers a better understanding of: the causal pathways that can inform integration of biodiversity conservation with other development sectors; the defined indicators for monitoring, evaluation, and learning used in past PHE projects as evidence about their effectiveness compared to single-sector programming; and the implicit and explicit assumptions to assess the likelihood that a PHE project will achieve its intended biodiversity conservation goals.

Introductory

[PHE eLearning course](#)

Global Health eLearning Center (2016)



The Population, Health, and Environment (PHE) eLearning course was developed by the Population Reference Bureau and is one course within the cross-cutting certificate program on the Global Health eLearning Center, a platform aimed at increasing knowledge in a variety of global health technical areas.

This course introduces learners to the fundamentals of the PHE approach, including PHE relationships, benefits of PHE integration, program considerations, the PHE policy and advocacy landscape, and how the PHE approach can contribute to global development priorities, such as the Sustainable Development Goals and Family Planning 2020, in an efficient and effective way. Learners will also benefit from case examples showcasing these concepts in current and recent PHE projects around the world.

The course is available in three languages and its format is well-suited to individuals who prefer to go through a step-by-step course to learn about new information and concepts.

About the Global Health eLearning Center (GHeL)

GHeL serves as the primary learning destination for leaders and experts of global health and development and combines technical content with current US AID programming principles, best practices, and case studies.

Why is it essential?

The number of organizations implementing PHE activities is increasing and interest in this approach continues to grow among stakeholders and decision makers at the local, national, regional, and international levels. This

free course can provide program designers and implementers in a variety of sectors (e.g. family planning, environmental conservation, food security , climate adaptation, and economic development) with the PHE basics to become knowledgeable and contribute to discussions on this recurring topic of integrated programming in holistic, multisectoral approaches to community development

Introductory

Removing Barriers to FP: Background Paper and Call to Action

Margaret Pyke Trust (2019)

A diverse alliance of over 150 organizations working in 170 countries support the Thriving Together statement, which at the heart is an agreement, for the first time, that the removal of barriers to voluntary family planning are critically important not only for women and girls, but also for environmental conservation and biodiversity. Barriers to voluntary family planning are the physical, financial, educational, social, religious, personal or legal obstacles which prevent women from accessing contraception. Barriers to voluntary family planning are not only relevant to those who are passionate about improving health, gender equality, empowerment, and economic development, but also to those who are passionate about the conservation of biodiversity, the environment, and sustainability.

This paper summarizes why removing those barriers to voluntary family planning are critical for women's health and empowerment, as well as sustainable environmental conservation. It provides recommendations for environmental conservation project implementers, policy makers and donors, and academics on instituting organizational education about voluntary family planning, supporting conservation policy change, and undertaking research on barriers to family planning in conservation priority areas. The paper also shares important data related to barriers to family planning and provides key messages to readers on reasons to act on family planning.

About the Margaret Pyke Trust

A committed leader in advancing contraception to ensure improvements in family planning information and services through collaborations with organizations in low- and middle-income countries.

Why is it essential?

The report seeks to provide a case for significant and permanent engagement between the environmental conservation and reproductive health c

ommunities, which is essential for the success and sustainability of integrated PHE programming approaches.

Program Design

[PHE Integration Programming Manual](#)

PHE Ethiopia Consortium (2018)



The Population, Health, and Environment (PHE) approach necessitates an integrated design and implementation of program activities. The purpose of this manual is to provide basic, easy to use information on the different stages of a PHE program cycle.

In the Designing a PHE Program section, the authors walk through the design process including pre-project planning, establishing the linkages between the identified problem to be addressed through the integrated approach, selecting the appropriate interventions and activities, and gaining support and partnerships for the PHE program among local governments and communities.

The Implementing PHE Projects section outlines models of implementation including multi-sectoral coordination, peer education, and involving community members, including women and youth, in PHE project activities.

The final two sections of the manual focus on monitoring, evaluating, and communicating results and the sustaining and scaling up of PHE programming.

About PHE Ethiopia Consortium

A consortium contributing to sustainable development in Ethiopia by promoting and enhancing the integration of population, health, and environment through multi-sectoral approaches.

Why is it essential?

This manual was developed by the PHE Ethiopia Consortium, whose 14 member organizations have been involved in establishing and carrying out PHE programs since it gained momentum in the country in 2007. The Consortium and its member organizations have accumulated rich experience in addressing social, economic, ecological, and demographic issues at the community level by engaging diverse stakeholders through integrated approaches. These past experiences were reflected in the preparation of this manual.

Program Design

PHE Partnerships Guide

PHE Network Madagascar, Blue Ventures (2017)



Environmental and health organizations are often trying to tackle overlapping challenges in the same geographic zones but from different starting points, which represents an opportunity for collaboration. Population, Health, and Environment (PHE) initiatives can be implemented by these organizations working together to combine their respective technical expertise and share operational infrastructure to reach isolated communities.

This guide focuses on providing practical advice to environmental and health organizations seeking to develop cross-sector PHE partnerships, including information on training, community outreach, and monitoring and evaluation. However, much of the information is also relevant to organizations seeking to implement PHE initiatives by interdisciplinary or sector-specific teams.

About PHE Madagascar Network

A network that connects, inspires, and supports its members to develop collaborative initiatives that improve the health of both people and the environment.

About Blue Ventures

An organization developing transformative approaches for catalyzing and sustaining locally-led marine conservation.

Why is it essential?

Available in English and French, this guide draws on the PHE implementation experiences of Blue Ventures and other members of the Madagascar PHE Network. It provides practical advice structured in a conversational format with case study examples. It should be highly relevant to organisations working in Madagascar and much material will be applicable to organisations working in other countries.

Program Design

PHE Approaches Enhance Youth Leadership and Development

PACE (2018)



Population, Health, and Environment (PHE) programs have demonstrated they can contribute to youth development through inclusion and youth development opportunities. This policy brief and accompanying interactive web feature describe how that occurs through this integrated approach, which contributes to better sectoral outcomes. It describes the different community-driven methods of engaging youth including peer education, livelihood training, radio or dramas, and leveraging existing governance structures that encourage youth participation.

The resources also provide recommendations for policymakers, advocates, and organizations interested in youth and PHE to improve project design, foster youth development, and invest in monitoring and evaluating the benefits of PHE integration for youth.

About PACE

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Why is it essential?

Many youth in the world's most rural areas—whose needs differ from urban youth—are not receiving critical health care, education, or training. A growing body of evidence suggests that integrated PHE projects, a type of community-based development approach, can help youth in rural communities meet these needs.

Program Design

[New Research Links FP and MCH to Boosting Resilience](#)

PACE (2018)



New research indicates that voluntary family planning and use of maternal and child health facilities is positively associated with resilience. Resilience has a range of definitions and operates at different scales. It is generally understood as the ability of an individual, household, community, or system to cope with shocks by responding in ways that maintain their essential functions while expanding their capacity to adapt to change.

This fact sheet discusses the findings of a study that aimed to determine the f

actors associated with resilience with the goal of understanding how to build resilience among people in ecologically rich rural regions who rely on natural resources for their livelihoods. The research provides quantitative and qualitative evidence that the association between voluntary family planning and maternal and child health and resilience is robust across a range of factors and broadly related to the construct of resilience.

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Why is it essential?

The brief fact sheet is based on the data and analysis of a peer-reviewed study, which had findings that supported the importance of including family planning and maternal and child health in the design and implementation of holistic, multisectoral projects intended to enhance resilience. Such projects can help communities meet multiple development needs—including reproductive health—and cope with climate and environmental shocks.

Monitoring & Evaluation

[A Guide for Monitoring and Evaluating PHE Programs](#)

MEASURE Evaluation (2018)



Population, Health, and Environment (PHE) programs deliver voluntary family planning, basic health services, environmental management or conservation information, and service interventions to rural communities in a coordinated or integrated fashion. The effective management and execution of these or any projects depend on the ability to define and measure success at several levels. A well-thought-out and implemented monitoring and evaluation (M&E) system provides the information for measuring success.

This guide serves as a comprehensive reference for practitioners and provides not only a list of potential indicators but also advice on setting up M&E systems; the addition of livelihoods indicators, and a section on evaluating complex programs.

About MEASURE Evaluation

The USAID-funded MEASURE Evaluation project had a mandate to strengthen health information systems (HIS) in low-resource settings. MEASURE Evaluation enabled countries to improve lives by strengthening their capacity to generate and use high-quality health information to make evidence-informed, strategic decisions at local, subregional, and national levels.

Why is it essential?

PHE programs should define and measure indicators in the same way across programs to allow for comparison across countries and programs. The use of comparable measures can also provide international programs with valuable measures of the same indicator in different populations and habitats, enabling findings to be triangulated and regional or local differences to be addressed.

Program Examples

[Linking FP to Resilience in the Sahel](#)

Evidence to Action Project (2019)



In 2017, the Evidence to Action (E2A) project launched Building Resilience through Strengthening and Integrating Reproductive Health and Family Planning in Niger (RISE-FP) in the Sahel to integrate quality, voluntary family planning programming into the Resilience in the Sahel-Expanded (RISE) initiative. As part of the RISE-FP project, E2A proposed to pilot and document an innovative family planning and resilience intervention built on the concepts of integration and partnership between health and non-health sectors.

The findings from the study demonstrate that they were able to expand access to integrated information across the target villages, they were able to reach men with voluntary family planning information, they were able to reach clients with an intent to use family planning, and they expanded women's access to conservation farming techniques.

About the E2A project

A USAID-

funded project, led by Pathfinder International, that advances evidence-based practices that contribute to reductions in unintended pregnancies and gender disparities and improvements in reproductive health.

Why is it essential?

This resource, available in a full report or a brief, outlines the different aspects of the intervention including the strategy, the methodology, the findings, a discussion on the facilitators and barriers of an integrated approach, and recommendations based on the experience.

Program Examples

[HoPE-LVB Interactive Toolkit: Uganda and Kenya](#)

Pathfinder International (2017)



The Health of People and the Environment in the Lake Victoria Basin (HoPE-LVB) project aims to scale up its use of the Population, Health, and Environment (PHE) community-development model at local, national, and regional levels by integrating PHE considerations into formal government development planning and policies in Kenya and Uganda. This interactive collection of resources was developed for governmental and non-governmental organizations, institutions, and development practitioners who want to design, implement, scale-up, advocate for, and/or monitor and evaluate PHE initiatives.

The Toolkit is broken into sections and focuses on: the HoPE-LVB approach; designing, implementing, and evaluating a PHE program; scaling up HoPE-LVB interventions; tools for PHE advocacy; and a resources and references section that provides action plans and case studies.

About Pathfinder International

An organization focused on reproductive health, family planning, HIV/AIDS prevention and care, and maternal health to ensure women, men, and young people are able to choose their own paths forward.

Why is it essential?

The HoPE-LVB project is one of the largest and most scaled up integrated Population, Health, and Environment (PHE) programs implemented in the East Africa

an region. The HoPE-LVB Toolkit has been developed using the lessons learned and best practices from the project in the hope that this PHE approach to sustainable development will be adopted on a wider scale not only in East Africa but in other areas of the world.

Program Examples

[Community of Hope: A Look at HoPE-LVB Project](#)

PACE (2018)



The Health of People and Environment in the Lake Victoria Basin (HoPE-LVB) project uses an integrated Population, Health, and Environment (PHE) approach with island and coastal communities in Kenya and Uganda. The project, managed by Pathfinder International and local partners, works to ensure that community members can access voluntary family planning and reproductive health services while also managing their natural resources in a way that safeguards their future.

This video highlights the project and its activities - including how they aligned their program design with several of the High Impact Practices (HIPs) in Family Planning such as Community Health Workers, Community Group Engagement, and Policy. The video includes beautiful photography and footage of the Lake Victoria Basin region and has excerpts of community members describing the HIPs being used in the project.

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nd Reproductive Health) Project, implemented by the Population Reference Bureau (PRB), distills evidence through data-driven, innovative products; strengthens capacities in advocacy, policy communication, and negotiation; and increases commitments to multisectoral approaches such as Population, Health, and Environment and the demographic dividend.

Why is it essential?

The HoPE-

LVB project was one of the largest and most scaled up integrated Population, Health, and Environment (PHE) programs implemented in the East African region. The project also ensured that HIPs are incorporated into its activities, thereby bringing proven and impactful voluntary family planning approaches into its program design.

Program Examples

[Institutionalizing Integration through PHE Advocacy in East Africa](#)

Pathfinder International (2018)



Communities in and around the Lake Victoria Basin experience a number of interconnected challenges. These challenges include dependence on diminishing natural resources, pervasive poverty, food insecurity, poor reproductive health outcomes, and inaccessible health services. At the same time, the ecosystem itself faces substantial degradation. To address these intertwined challenges and foster healthy and engaged communities, Pathfinder International has been advancing an integrated Population, Health, and Environment (PHE

) initiative called Health of People and Environment-Lake Victoria Basin (HoPE-LVB) since 2011, in partnership with several environmental and health sector partners in Uganda, Kenya, and the US.

This brief describes the strong advocacy component used by the project to ensure institutionalization and expansion of successfully tested approaches, particularly the collaboration with the Lake Victoria Basin Commission as an institutional partner.

About Pathfinder International

An organization focused on reproductive health, family planning, HIV/AIDS prevention and care, and maternal health to ensure women, men, and young people are able to choose their own paths forward.

Why is it essential?

Given its strong advocacy component to ensure institutionalization and expansion of successfully tested approaches, the HoPE-LVB project has been able to foster innovative policies and guideline changes to accommodate integrated multi-sectoral policies and programming.

Program Examples

[Working Together: PHE in Madagascar](#)

John Snow Inc (2019)



As part of JSI's Population, Health, and Environment (PHE) Integration Activity, policymakers and program implementers learned how community members perceive and participate in community-based health services. JSI, in collaboration with a local NGO Ny Tanintsika, used the partnership model to introduce communities to high impact approaches that can support income generation activities to reduce human pressure on the forest corridor and water.

This video provides beautiful footage and scenery of the forest corridor of Fandriana Vondrozo in Madagascar and the interviews and perspectives from the community members in the village of Ambilo. The video is in Malagasy with English subtitles.

About JSI

An organization of public health care and health systems consultants and researchers driven by a passion to improve health services and outcomes for all individuals.

Why is it essential?

This film takes you to the village of Ambilo, located near the forest corridor of Fandriana Vondrozo, along the southeastern part of the island. For many years, the local community has been committed to preserving this forest and its water springs, which are necessary for the community's agriculture and health. By using these approaches, community leaders, families, farmers, and community health workers demonstrated their motivation to protect biodiversity, their livelihood, and health.

Program Examples

[Integrating PHE for Sustainable Development in Kenya](#)

PACE (2017)

This ENGAGE presentation highlights many of Kenya's development successes, including the national climate change strategy and national population policy. Breaking down complex concepts and using nontechnical language, the presentation shows the connections between people's access to family planning and reproductive health (FP/RH) information and services, their health, an

d their reliance on natural resources. The presentation connects the impacts of FP/RH access for households, communities, and the country, drawing on examples of successful PHE efforts in Kenya.

Stakeholders from diverse sectors within Kenya can use this resource to promote a policy dialogue about the critical role of population dynamics with health and the environment, and the ways that investments in FP/RH can propel progress towards Kenya's many development goals.

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Why is it essential?

This ENGAGE presentation, available in English and Kiswahili, is an advocacy tool that can be used by others to promote integrated PHE approaches. The presentations and videos are accompanied by a key messages handout and a user's guide, which offer guidance on how to effectively deliver the presentation.

Program Examples

[Changes in Household Well Being & Resilience in Tanzania](#)

The Evidence Project, PACE (2018)



The Tuungane Population, Health, and Environment (PHE) Project is being implemented in a 4.8-million acre forested landscape in western Tanzania with the goal of achieving healthier families, healthier forests, and healthier fisheries, using an integrated cross-sectoral approach. In 2016, the Tuungane Project collaborated with the Evidence Project to collect quantitative and qualitative data to track the results of the first four years of the project.

This synopsis summarizes the findings on several key components of resilience that relate to population, family planning, and reproductive health, including population knowledge and perceptions, family planning knowledge and perceptions, desired family size, access to health care, social cohesion, access to livelihoods, natural resources management, food security, and water, sanitation, and hygiene.

About The Evidence Project

A USAID-

funded project, led by the Population Council, that used implementation science to improve family planning policies, programs, and practices.

About PACE

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Why is it essential?

The synopsis provides the data and findings from a quantitative and qualitative analysis that demonstrates how the Tuungane project made progress across a number of indicators towards increasing resilience in western Tanzania.

Program Examples

[PHE Voices: Stories from Lake Victoria Basin of the East African Community](#)

Lake Victoria Basin Commission, K4Health Project (2018)



Population, Health, and Environment (PHE) programs improve primary health care services such as family planning and reproductive health, while also helping communities conserve biodiversity, manage natural resources, and develop sustainable livelihoods. When these issues are addressed simultaneously, communities thrive.

This collection highlights the experiences of PHE stakeholders and champions in the Lake Victoria Basin through stories and photos. The booklet shares a diverse set of voices from policy makers, community members, and PHE program implementers.

About the Lake Victoria Basin Commission

A specialized institution of the East African Community whose mandate is to coordinate, promote, facilitate, and strengthen the capacity of stakeholders around the Lake Victoria Basin by piloting best practices in health and environmental management.

About the K4Health Project

A USAID-

funded knowledge management project, led by the Johns Hopkins Center for Communication Programs, that collected, curated, and adapted the latest evidence and best practices on family planning and reproductive health.

Why is it essential?

The stories are an inspiration to anyone struggling to understand why PHE is important. Any donor or development partner who is looking for reasons to invest in PHE can find answers right here. For program designers and developers of integrated PHE approaches, this collection provides an overview of key components to consider while designing your package. Policy makers will find evidence they need to push for integrated policies and approaches.

Program Examples

History of PHE Approaches in the Philippines

Knowledge SUCCESS, PATH Foundation Philippines, Inc. (2021)



This booklet summarizes the journey of Population, Health, and Environment (PHE) in the Philippines. Synthesizing decades of leadership and learnings from PHE programs led by local and regional experts, it highlights key projects and milestones and summarizes lessons learned and key themes that have emerged during the last two decades.

This resource is intended to serve as a practical guide for others interested in PHE implementation, including program managers, technical advisors, or policymakers in the Philippines and around the world.

About Knowledge SUCCESS

Knowledge SUCCESS is a global project led by a consortium of partners and funded by USAID's Office of Population and Reproductive Health to support learning, and create opportunities for collaboration and knowledge exchange, within the family planning and reproductive health community.

About PATH Foundation Philippines, Inc.

An organization pioneering, designing, implementing, and evaluating innovative approaches and projects in family planning, health, and cross-sectoral initiatives by integrating population, health, and environment.

Why is it essential?

The Philippines has a rich history of PHE programming and this booklet chronicles the paradigm shift, conceptually and operationally, from a single-sector to a synergistic integrated response.