



**Ayala  
Foundation**

2019 Annual Report

"Time to test what  
you've learned!  
New game starts in  
three, two, and one!"

**Programs and platforms  
that accelerate learning**



**When the screen  
lights up, so do  
their faces.**





A person is shown in profile, looking down at a tablet device. The background is a blurred classroom with rows of desks and chairs. The text is overlaid on the right side of the image.

That is one of the ways digital technology has transformed education. It enables people of different ages, from different walks of life, to access materials that change the way they see, hear, and experience things. It opens up their eyes and minds to countless possibilities—for learning, for sharing, and for growth.

Digital technology has also been a good instrument to spread hope. As its use becomes more widespread in learning environments, school attendance and classroom engagement improve. It can help pull up school performance. Most of all, it helps open up the possibility that a bright future may just be within reach for every child.



## OUR VISION

Communities where people are productive, creative, self-reliant, and proud to be Filipino.

## OUR MISSION

Understanding community realities and engaging people in the change process

Acting as catalyst for inclusion to bridge community and business aspirations

Building and nurturing partnerships with public and private groups, civil society, and Ayala to achieve impact, scale, and sustainability for everyone involved

## OUR VALUES

We have a deep love of country.  
We believe in shared prosperity.  
We are creative and innovative.  
We act with integrity.  
We strive for excellence.  
We collaborate and work as a team.





# Contents

## **04 Messages**

04 Message from the Chairmen

06 Message from the President

## **08 Our Investment in Community Development**

10 Financial Highlights

11 Program Map

## **12 Our Programs and Their Impact**

14 Highlights from Our Operational Year

## **38 Our Vision Guides the Work that We Do**

40 Productive Lives, Productive Communities

52 Creative Approaches to Learning and Development

## **64 Progress through Self-Reliance**

76 We Are Proud to Be Filipino

## **88 Our Leadership**

90 Board of Trustees

92 Management Committee

94 Directory

96 Credits





## Dear Stakeholders,

We marked our 185<sup>th</sup> year as a conglomerate by affirming our commitment to aligning our business objectives with the evolving goals of our country.

Today, more than ever, Ayala has moved significantly toward greater socioeconomic inclusion through innovations that address real needs of the unserved and underserved sectors. These solutions have allowed us to establish and maintain meaningful connections with people from various sectors of society—through community-based healthcare, affordable private education, inclusive financial services,

and greater access to technology and infrastructure, to name a few.

As the social development arm of the Ayala group, Ayala Foundation is in an ideal position to align the conglomerate's goals with the development needs and aspirations of our communities and the country as a whole. Through programs in education, community leadership, suitable and sustainable livelihood, arts and culture as well as through special projects, Ayala Foundation has expanded its footprint to all 17 geographic regions of the country, even making its presence felt in parts of the



United States, through the Filipino Young Leaders Program (FYLPRO), and through partnerships with international networks, such as the Asian Venture Philanthropy Network and Social Value International.

Ayala Foundation's partnership with Social Value International shows how highly we prioritize measuring our impact. The foundation was one of the first organizations in the country to use social return on investment (SROI) as a tool to account for the value we create in communities through our programs and partnerships. We are pleased that because of our adoption of internationally acknowledged impact assessment standards, Ayala Foundation became the first organization in the Philippines—and the rest of Asia—to get a Level One Certification from Social Value International. This certificate allows the foundation to measure, manage, and maximize social value.

Ensuring that we can deliver measurable, sustainable solutions has allowed us to help improve lives in our program communities. In particular, the foundation has had a productive partnership with Ayala Land and its subsidiaries for integrated community development programs in El Nido, Palawan, and Calauan, Laguna, among others.

In El Nido, Ayala Foundation has helped open up a market for local farmers and handicrafts producers such as weavers and chocolate makers by connecting them to the different resorts and businesses in the resort town. At the same time, the foundation's educational interventions through digital technology, teacher training, and preparing senior high school students for careers in the service industry has increased the local population's potential for employment.

A group of farmers from Calauan, Laguna has steadily supplied the ornamental plants needed for the different construction and design projects of Makati Development Corporation, the construction arm of Ayala Land. The farmers have been empowered to organize themselves into an independent

cooperative and have also ventured into the production of organic vegetables.

On the arts and culture front, we have started a major renovation of the Ayala Museum and the Filipinas Heritage Library to provide even more meaningful experiences for various audiences. We are excited to welcome everyone to the museum and the library when they reopen in 2020.

As the world experiences continued transformation due to technological advancements, political changes, and natural disasters, the Ayala group has invested significantly in staying resilient in the face of challenges. Through Ayala Foundation, we also hope to equip our communities to weather various shocks. And with your help, our dear partners and stakeholders, we are confident we will all have a bright future ahead.

We are grateful for the partnerships that have ensured the growth and success of our programs. Your continued trust has allowed us to keep making a difference in the lives of Filipinos.

**"Ensuring that we can deliver measurable, sustainable solutions has allowed us to help improve lives in our program communities."**



**Jaime Augusto  
Zobel de Ayala**



**Fernando  
Zobel de Ayala**

**Co-Chairmen  
Ayala Foundation, Inc.**





## Dear Stakeholders,

In 2019, “1-Pinoy, 1-Pinas” was our battlecry as we advocated greater unity in loving and serving our country. Rallying our team and our communities to provide wholehearted service for the country and the Filipino, we stepped up our efforts to engage with expanding stakeholder circles, covering the conglomerate, communities, and the country.

We joined the rest of the conglomerate in commemorating Ayala’s 185<sup>th</sup> anniversary, as we looked back at the legacy of our commitment to the Filipino. We also looked forward, inspired by our shared commitment to community development

by way of inclusion and inspiration. And as we went along in our journey, we reached several milestones.

Through our work in measuring social return on investment (SROI), we have the honor of being the first organization in the Asia Pacific region to receive Level One Certification from Social Value International. Thus, we served as key resource persons on SROI and social value at the Social Value International conference in Taiwan. We have also started working closely with different Ayala units for the application of SROI.



As a pilot initiative we measured the SROI of Project Lio 2.0, a community development engagement in El Nido, Palawan, in partnership with Ayala Land. Our community development initiatives in El Nido have a whopping social value of ₱160.3 million, for ₱6 million worth of inclusive investments in livelihood and employment, education, and others.

While the Ayala Museum closed its doors for renovation, we stepped up our efforts to magnify what is uniquely Filipino in art and culture. Through Ayala Museum On-the-Go, we highlighted some of the most inspiring aspects of Filipino identity and history through traveling exhibitions, offsite lectures, and online platforms. Collectively, the different traveling exhibits made a mark in nearly 370,000 guests, higher than the 150,000-plus annual visitorship rates before the museum closed for renovation.

Maging Magiting spread the message of love of country in all 17 geographic regions (from as far north as Batanes to as far south as Tawi-Tawi), and cemented partnerships with public sector partners including the National Historical Commission of the Philippines, Department of Education, and the Philippine National Police, and other private partners. We also distributed 10,454 Philippine flags (5 percent higher than target).

In celebration of the conglomerate's 185<sup>th</sup> anniversary, the Ayala Community for Social Impact (ACSI) supported Ayala-

wide volunteerism activities for 2019. Through initiatives like Brigadang Ayala, and by helping put together a volunteerism microsite for the entire group, we garnered a staggering 345,689 volunteer hours during the year—nearly doubling the year-long target of 185,000 volunteer hours.

All these would not have been possible without the support of our beloved partners and donors, from the Ayala group and the business sector, from the government and nongovernment sectors, and from various communities nationwide.

As the world and the country experience greater volatility, uncertainty, complexity, and ambiguity, we at Ayala Foundation continue to adapt to the changing times and to the changing needs of the people and communities we serve. Guided by our vision and mission, we are confident that we can stay resilient in the face of change, and relevant to the experience of our stakeholders.

We thank you for continuing to take part in our journey towards our vision for communities where people are productive, creative, self-reliant, and proud to be Filipinos.



**Ruel T. Maranan**  
President

**"We at Ayala Foundation continue to adapt to the changing times and to the changing needs of the people and communities we serve."**







A woman with a joyful expression is kneeling in a field, holding a small green plant. She is wearing a green baseball cap with "Prudential PEA" embroidered on it, a brown long-sleeved shirt, and grey camouflage pants. The background is a soft-focus natural setting with trees and foliage.

# Our Investment in Community Development

**WE USE THE RESOURCES ENTRUSTED TO US BY OUR  
STAKEHOLDERS AND PARTNERS FOR THE BENEFIT OF OUR  
PROGRAM COMMUNITIES.**



# Financial Highlights 2019

244.9M

Pesos of Public Support

30.6M

Pesos in Project Revenues

220.3M

Pesos in Cash

319.5M

Pesos in Project Costs

24M

Pesos In-Kind

53.0M

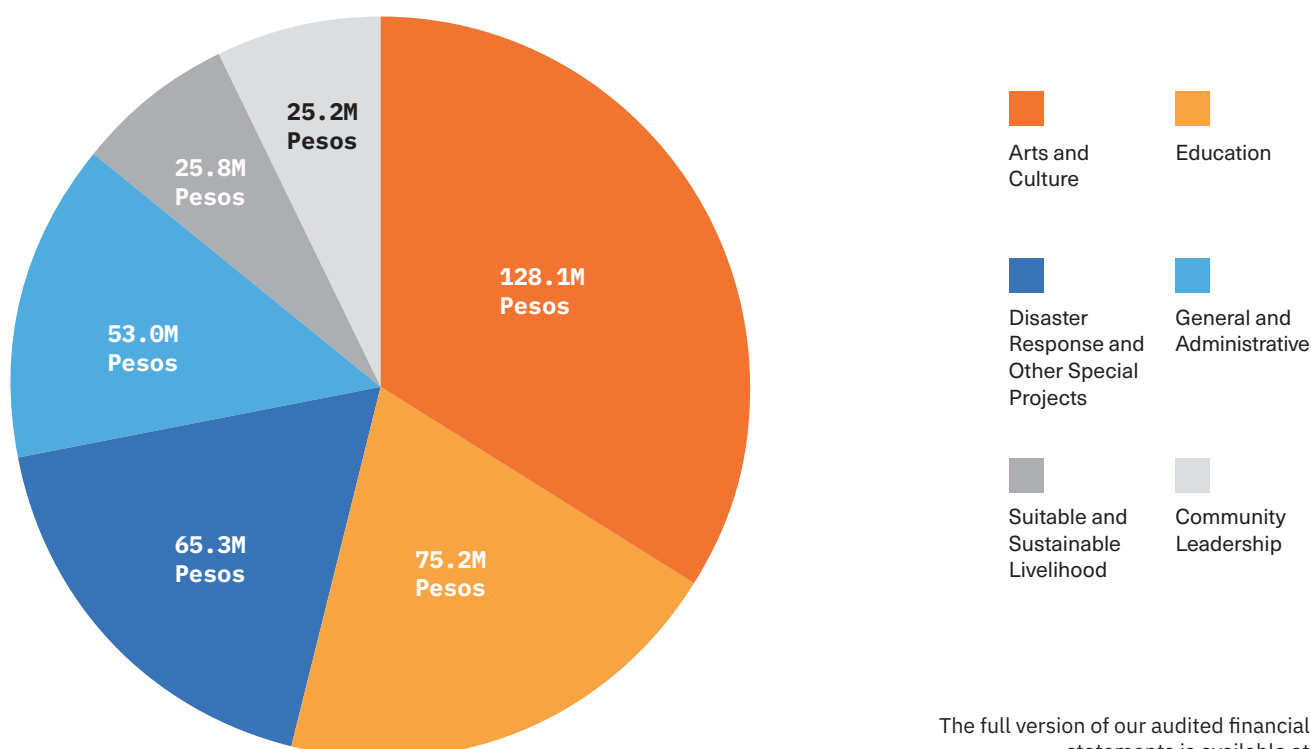
Pesos in General and Administrative Costs

2.122B

Peso-Value Endowment Fund

372.8M

Pesos of Total Operational Expenses

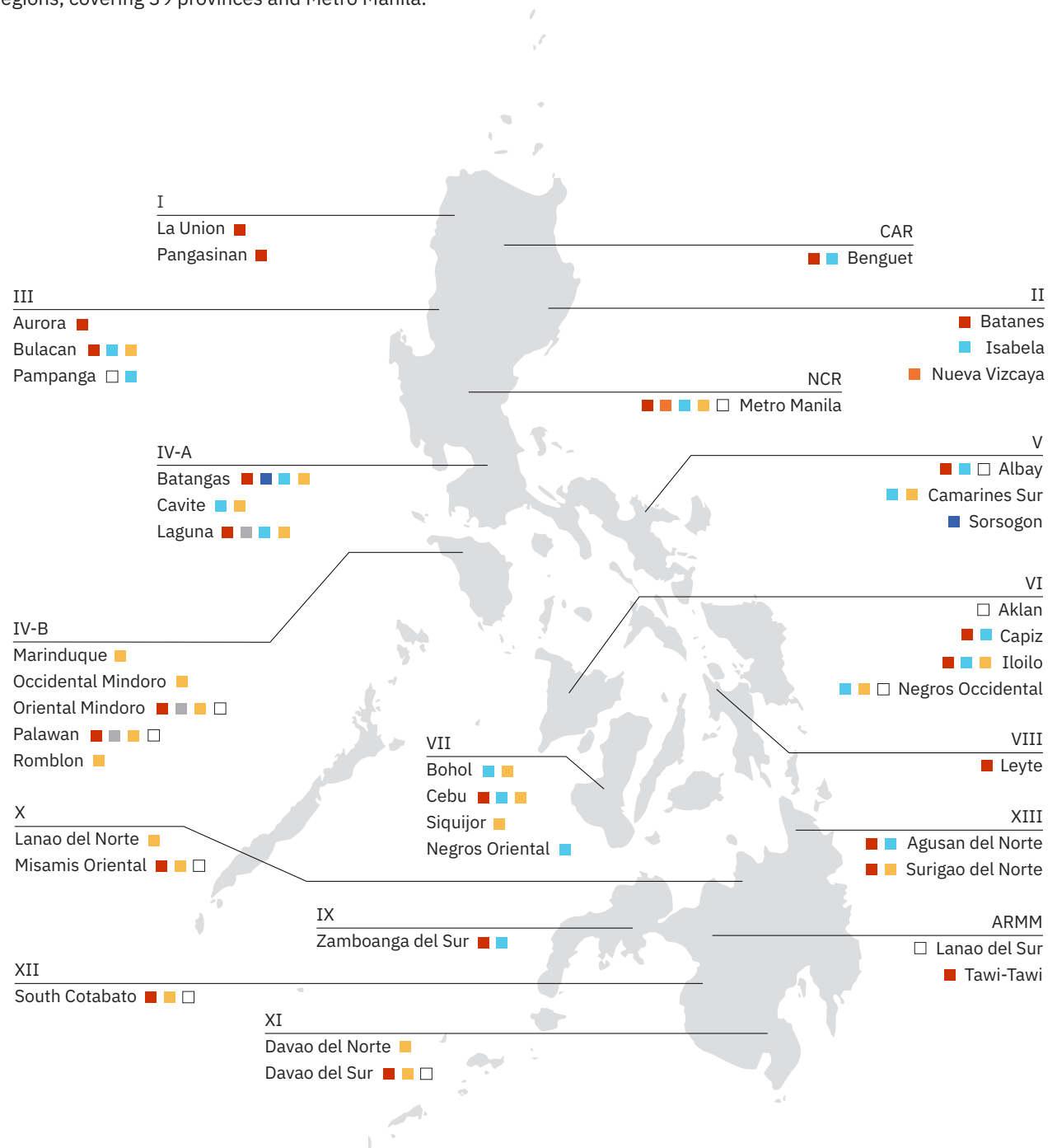


The full version of our audited financial statements is available at [www.ayalafoundation.org/annual-reports](http://www.ayalafoundation.org/annual-reports)



# Where We Are

In 2019, our programs and special projects were present in all geographic regions, covering 39 provinces and Metro Manila.



## PROGRAM MAP LEGEND

Ayala Foundation Programs

■ Arts and Culture	(02)	■ Education	(22)
■ Disaster Response	(02)	■ Community Leadership	(18)
■ Maging Magiting	(23)	■ Suitable and Sustainable Livelihood	(03)
□ Special Projects	(11)		







A group of people, including police officers, are using VR headsets in a room with orange curtains and a large speaker. The text "Our Programs and Their Impact" is overlaid on the image.

# Our Programs and Their Impact

**THESE ARE THE HIGHLIGHTS FROM OUR OPERATIONAL YEAR.**



# ProFuturo





ProFuturo uses **digital technology** to provide access to quality, transformational, and universal education, and through it, access to equal opportunities for boys and girls, in a more inclusive and global society.

QUICK STATS FROM 2019

126

Schools the program was brought to

5160

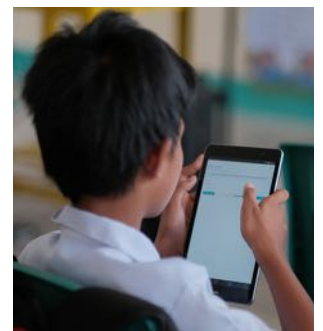
Students served

993

Teachers reached

Program partners include ProFuturo Foundation, together with Fundación Telefónica and Fundación Bancaria “la Caixa,” Department of Education, and local government units.

Program sites include Palawan, Oriental Mindoro, Occidental Mindoro, Romblon, and Marinduque.





# CENTEX



## QUICK STATS FROM 2019

144

Public school teachers  
trained and mentored

100%

Promotion rate

0%

Dropout rate  
1.6% national average

98%

Cohort survival rate  
97.4% national average

90%

Teacher proficiency rating

1156

Total enrollment for CENTEX  
Manila and Batangas  
SY 2019-2020





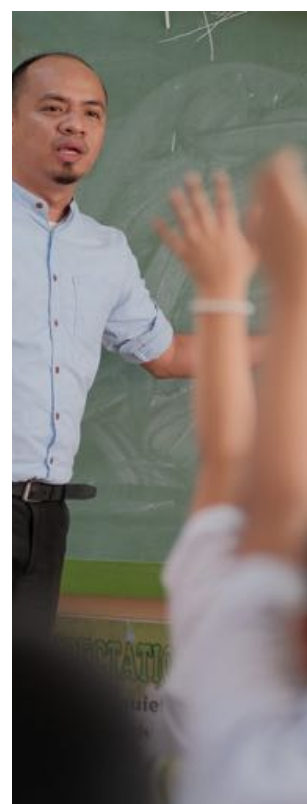
## CENTEX considers **child development to be the collaborative work** of teachers, parents, community members, and other stakeholders.

It focuses on the essentials for lifelong learning—classroom pedagogy, development of critical thinking skills, values clarification, and use of technology in the classroom.

CENTEX started with two public schools in Manila and Batangas, and has now evolved into a program that delivers the “CENTEX way” of education through mentoring and teacher training across the Philippines.

Program partners include Department of Education, City Government of Manila, Provincial Government of Batangas, Private donors, including Ayala Land, Macquarie, and other partners.

During the year, the program reached the following sites: Manila, Batangas, Bago City and Talisay City (both Negros Occidental), Cagayan de Oro City, and General Santos City.



# Leadership Communities





LeadCom harnesses the youth's potential for leadership and community service by helping them **ideate and implement projects that address community issues.**

QUICK STATS FROM 2019

40

Youth groups helped in being formed and mentored

245

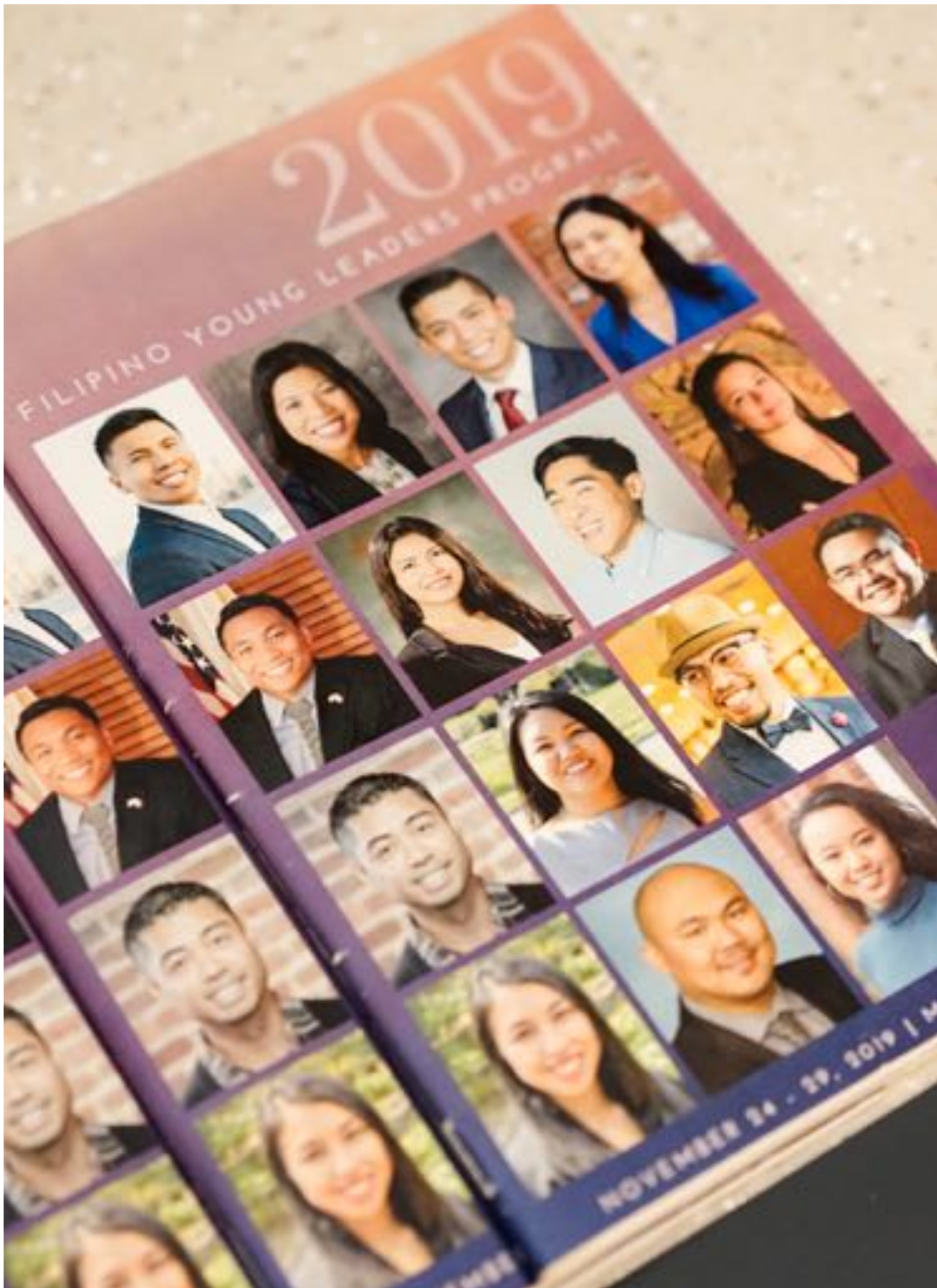
Young leaders directly reached

Program partners include local government units, Youth organizations, and Youth-serving organizations.

During the year, the program reached the following sites: Cagayan de Oro City, Butuan City, and Bago City and Talisay City (both Negros Occidental).



# Filipino Young Leaders Program





FYLPro taps **outstanding young Filipino Americans** who possess a sincere desire to be engaged in their respective communities and promote the Philippines' further development.

QUICK STATS FROM 2019

15

Participants in 2019

85

Alumni

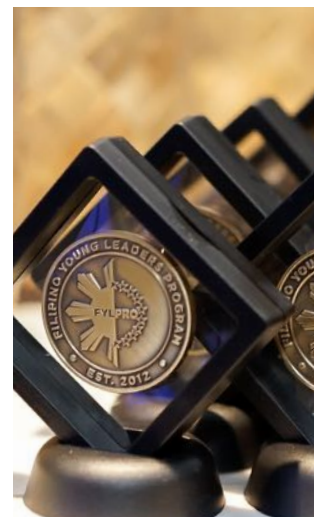


They serve as partners in advancing interests of Filipino Americans, and forging closer Philippine-United States relations.

Program partners include Embassy of the Philippines in Washington, DC, Department of Foreign Affairs, the American Chamber

of Commerce of the Philippines, Makati Business Club, SGV, and other corporate donors and partners.

Program sites include Key US states and territories with significant Filipino American communities.





# Ayala Young Leaders Congress





Ayala Young Leaders Congress (AYLC) is a **student leadership summit** designed to build confidence, hone leadership skills, nurture commitment, foster nationalism and idealism, and encourage faithful stewardship.

As Ayala's flagship youth program, it partners with companies across the Ayala group and reaches young leaders nationwide.

QUICK STATS FROM 2019

80

Congress delegates

1605

Alumni

183

Volunteers mobilized from the Ayala Group





# Project Lio



## QUICK STATS FROM 2019

160M

Pesos worth of social return  
on investment generated  
160.3 million total

115

Farmers engaged for the  
vegetable production initiative

25

Farms that are engaged  
by the program

47

Women engaged for a  
"carinderia" enterprise

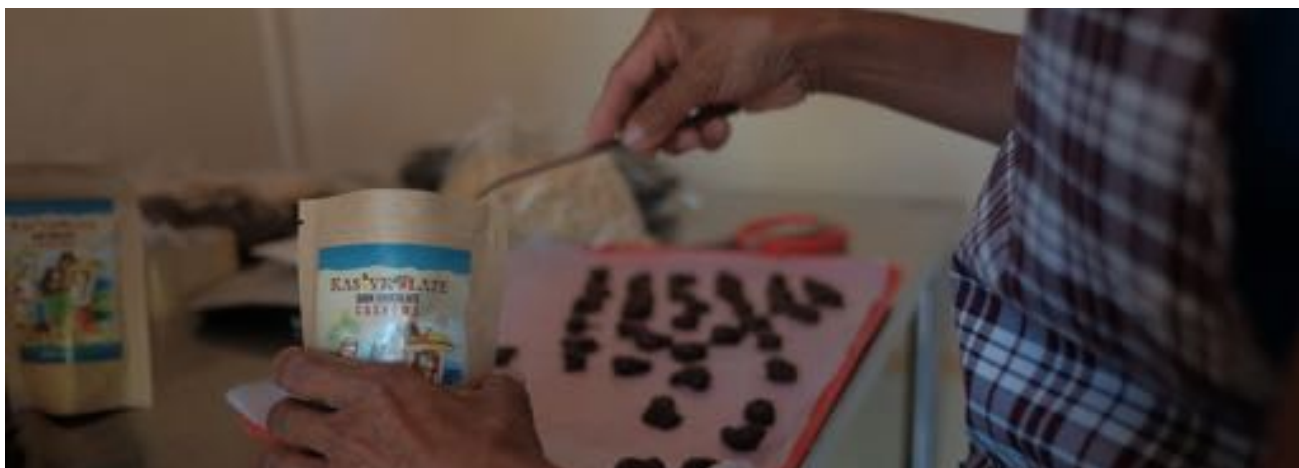
1.8M

Pesos worth of gross sales  
1.83 million total

220

Senior high school students  
underwent immersion training  
in different Lio establishments





## The Lio engagement is a community development program for **communities in El Nido, Palawan.**

It is guided by a five-year community development plan, which aims to help the communities surrounding the Lio Tourism Estate grow and develop as economic activity in the area grows.

Program partners include Ayala Land, the local government of El Nido, Department of Education, Department of Agriculture,

Multi-Access Cooperative, Asosasyon ng mga Mangingisda at Magsasaka ng Munisipyo ng El Nido, Palawan, Sibaltan Women Weavers Association, and establishments in the Lio Tourism Estate.

The program is implemented in El Nido communities.





# Calauan, Laguna Program



Southville 7 in Calauan, Laguna, is a **107 hectare relocation site for families displaced** by Typhoon Ondoy and the Pasig River rehabilitation.

QUICK STATS FROM 2019

6.5M

Pesos of farm income, doubled from 3.7M pesos

35

Farmers engaged

Owned by the National Housing Authority, the property is home to roughly 4,500 families. Together with our partners, we are implementing sustainable livelihood projects (through employment or enterprise) for families in the area. One such project is the MDC Greens project, which grows ornamental plants. We also connect skilled workers in the community to Ayala businesses for potential engagement.

Program partners include the municipal government of Calauan, Salesians of Don Bosco, Ayala group of companies, particularly Ayala Corporation and Ayala Land's Makati Development Corporation, and private partners such as EO Philippines and CLSA.

The program site is in Calauan, Laguna.





# Iraya-Mangyan Program



## QUICK STATS FROM 2019

280

Iraya-Mangyan families served

97

Weavers engaged

34

Beaded-bag artisans engaged

4

Ayala Malls where Iraya-Mangyan products are available

129

Scholars' support facilitated

283

Students' supplemental feeding provided

6790

Individuals helped in accessing health care

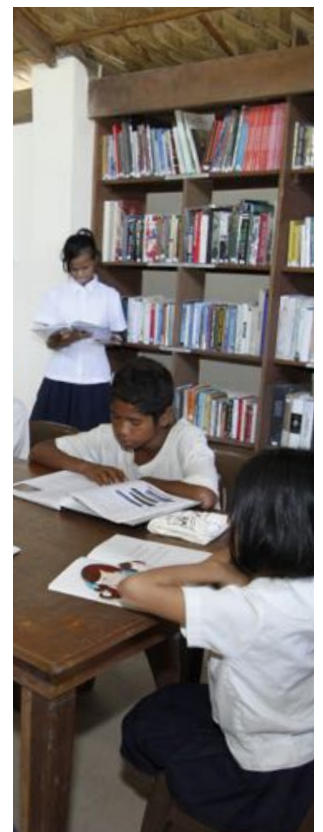


The Iraya-Mangyan Program is **committed to the education and skills training** of the indigenous Iraya-Mangyan community of Talipanan, Puerto Galera, Oriental Mindoro.

We help the Iraya-Mangyan community in Talipanan in reviving their tradition of weaving, particularly in the creation of beautiful but functional nito baskets. With the help of our donors and partners, we also provide training in sewing, offering guided tours, electrical skills, masonry, and agriculture, among others.

Program partners include Ayala group of companies, Sisters of Charity of St. Anne, and private donors.

The program site is in Puerto Galera, Oriental Mindoro.





# Ayala Museum



## QUICK STATS FROM 2019

7

Ayala Malls included in the set of locations where exhibits by the newly launched Ayala Museum On-the-Go were brought

368K

Guests drawn in by traveling exhibits 368,654 total

1525

Subscribers reached on the newly launched Ayala Museum YouTube channel

140K

Views reached  
140,454 total



As one of the leading private museums in the country, the Ayala Museum **makes Philippine history, art, and culture accessible to the public** through engaging exhibitions and exciting cultural programs.

The Ayala Museum uses both traditional and nontraditional platforms to present our country's rich heritage in fresh, engaging, and innovative ways.

Program partners include private collectors, the Ayala group, Local government units (for traveling exhibits).

The Ayala Museum is in Makati City, but it is also present nationwide (through traveling exhibits) and worldwide (through items on loan and online).





# Filipinas Heritage Library



The Filipinas Heritage Library (FHL) houses **contemporary and rare volumes on Philippine art, history, and culture;** vintage recordings of Philippine music; vintage photographs; and maps, periodicals, and multimedia materials.

QUICK STATS FROM 2019

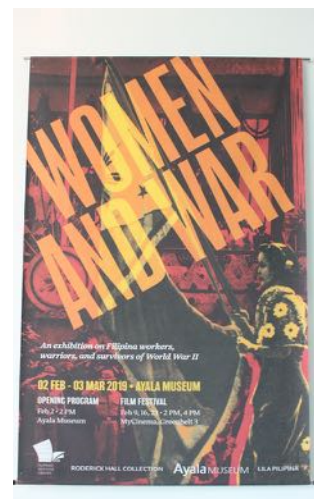
24.5K

Guests attracted by the Women and War exhibit  
24,511 total

The library has also embarked on a massive digitization project to make a significant part of its collection available online. In addition, FHL partners with government and private groups to develop community libraries, through the OurLibrary program.

Program partners include local government units, BPI, Ayala Land, Globe Telecom, and private individuals and organizations.

FHL is based in Makati City, but its resources are available nationwide and worldwide through its online channels.





# Sari-Saring Aralan





Sari-Saring Aralan is a 12-month community project that encourages the youth to pursue one of three pathways: **education, employment, or entrepreneurship.**

It uses the corner store as the hub of learning activities. Unlike the usual image of the sari-sari store as the place where aimless youth or “*tambays*” hang out, Sari-Saring Aralan transforms the community corner store as a venue where out-of-school youth can interact with teachers, mentors, and fellow learners.

Program partners include Rotary Club of Manila, City Government of Manila, Grameen Australia Philippines, Rotaract Manila, De La Salle University / College of St. Benilde, Project Duke, and Alumni from the CENTEX and AYLC programs.

Its pilot site was Tondo, Manila.

#### QUICK STATS FROM 2019

14

Graduates produced

11

Participants pursuing their life plans





# Maging Magiting



## QUICK STATS FROM 2019

100%

Geographic regions of  
the country reached

10.4K

Flags distributed  
10,454 total

SPOT  
AWARD

Launched for note-worthy  
police officers and public  
school teachers



Maging Magiting promotes love of country by **highlighting the importance of our national symbols** and honoring the virtues that are uniquely Filipino.

It started as a project seeking to distribute Philippine flags to all geographic regions of the country.

Program partners include National Historical Commission of the Philippines, Department of Education, Philippine

National Police, Bounty Agro Ventures Inc. / Chooks-to-Go, and the Ayala group of companies.

The program reached all regions nationwide.





## <code/it>



<code/it> is a digital literacy learning program that provides public elementary school students with access to **basic computer science and programming education** as part of their educational curriculum.

QUICK STATS FROM 2019

12

Pilot schools across 6 regions

169

Teachers trained

4500

Students reached



The program was designed to address the widening digital divide in many disadvantaged communities and originated from our belief that technology can change lives. Through <code/it>, we believe every Filipino student deserves a chance to learn the digital skills needed to remain relevant in the workplace of tomorrow.

Program partners include Microsoft Philanthropies, the Department of Education, and local government units.

Initial program sites include Manila; Bauan and San Pascual, Batangas; Puerto Galera, Oriental Mindoro; El Nido, Palawan; Ligao City, Albay; Kalibo, Aklan; Silay City, Negros Occidental; and Cagayan de Oro City.









A serene sunset scene with a calm body of water in the foreground. In the middle ground, there are dark, silhouetted mountains or hills. The sky is a mix of soft pinks, oranges, and purples, with a few wispy clouds. The overall mood is peaceful and contemplative.

# Our Vision Guides the Work that We Do

**IN 2019, WE NURTURED PARTNERSHIPS TO HELP OUR COMMUNITIES** BECOME MORE PRODUCTIVE, CREATIVE, SELF-RELIANT, AND PROUD TO BE FILIPINO.









# Productive Lives, Productive Communities

**THROUGH COMMUNITY DEVELOPMENT,** LIVES ARE  
TRANSFORMED AND COMMUNITIES GET CLOSER TO PROGRESS.



# Productive Communities Who Take Pride in their Accomplishments



# Farmers for a day, farmers for life

The family of Samuel Abanto, 49 years old, was displaced by the devastation of Typhoon Ondoy (Ketsana) in 2009. Their home in Marikina City had been declared part of a danger zone, and as a result they had to be relocated.

The Abantos were among the thousands of families that had to move to a relocation site in Calauan, Laguna. Their first few years in the area were difficult—they lost access not only to their livelihood, but to a way of life. In Calauan, they had to start over again.

Sam was one of the original 20 Calauan relocatees who were invited by Ayala Foundation to take part in a farming initiative. They had no experience in farming, because most of the residents came from urban centers, but they were willing to try.

The farmers-to-be were eased into the daily realities of farming. They underwent

training with the Technical Education and Skills Development Authority (TESDA), with support from the Salesians of St. John Bosco, who addressed the spiritual needs of the local community. They started testing their farming skills in a two-hectare lot in an Ayala property near their residence.

The program scored a major win when Makati Development Corporation (MDC) came on board. The farmers were trained in the growing and nurturing of ornamental plants. Ornamental plants such as carabao grass, ornamental peanuts, and different flowering plants were an important part of MDC's many landscaping projects. This was a win-win scenario, because the plants grown by farmers would be directly purchased by MDC—a steady source of income for the farmers, and an assured source of ornamentals for MDC.

**"This was a win-win scenario, because the plants grown by farmers would be directly purchased by MDC—a steady source of income for the farmers, and an assured source of ornamentals for MDC."**

A future that gets brighter and brighter for Calauan Farmers

	2017	2018	2019
Farmers engaged	30	31	35
Purchase orders for ornamental plants including vegetables in 2018-2019	₱4 million	₱4.75 million	₱15.22 million
Annual farm income	₱2.9 million	₱3.7 million	₱6.5 million

## OPPOSITE PAGE.

Every day, 35 farmers in Calauan, Laguna, lovingly take care of ornamental plants and organic vegetables as a productive way to make a living



Slowly, the program showed gains. In 2016, the number of participants grew from 20 to 25, with each of them earning ₱6,200. More partners came in, such as Tsaa Laya, which engaged the farmers in producing the herbs needed for their teas. The farming space grew from two hectares to four hectares, and the farmers grew to 30, whose skills developed to include the production of organic vegetables. Partners like EO Philippines and CLSA provided 11 greenhouses and other facilities for vegetable production.

By 2018, 31 farmers were part of the enterprise, and they were receiving purchase orders (for ornamentals and vegetables) valued at ₱4.75 million. They also earned a sustained monthly income of ₱7,100. By 2019, there were 35 farmers in the group, and the enterprise earned a total of ₱6.5 million, each of the farmers taking home ₱7,700 monthly.

The program also started “Farmer for a Day,” an immersion activity offered to

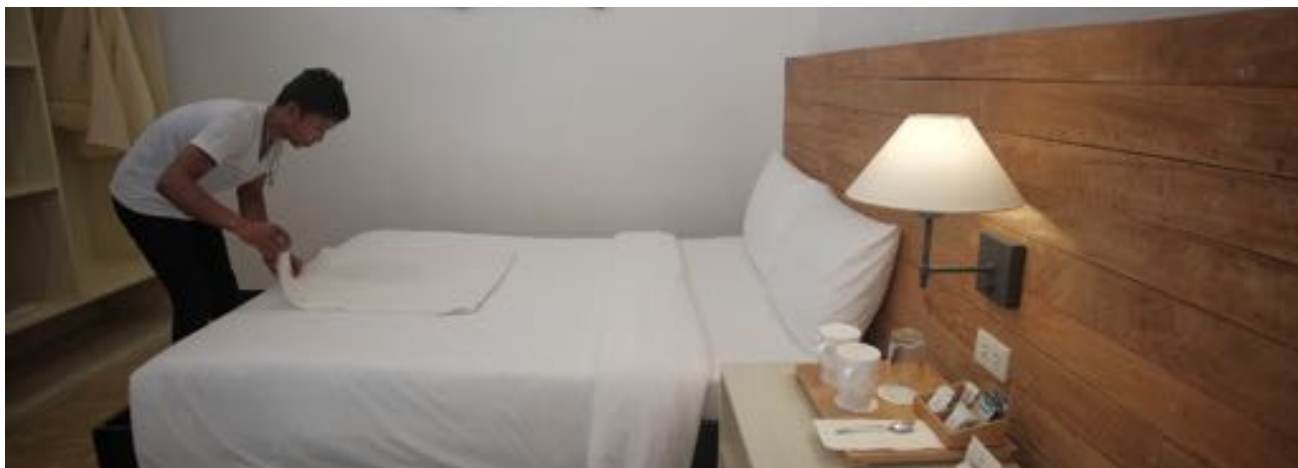
companies and various volunteer groups, who had the opportunity to experience a slice of a farmer’s life—planting, clearing the land of pests and weeds, watering and fertilizing, and harvesting. Two Farmer for a Day initiatives were held during the year.

Most importantly, the farmers were empowered to organize themselves as a cooperative. Today, they are known as Inang Kalikasan Agriculture Cooperative (IKAC), and they are officially registered with the Cooperative Development Authority.

And Samuel Abanto now feels how greatly changed his life has become, along with the lives of his fellow farmers. As the leader of IKAC, he has made this commitment: *“Sa pagiging pinuno ay ginagampanan ko lamang ang kaya kong gawin para mapaunlad at matulungan ‘yung mga kasamahan ko.”* (As a leader, I do my best to help and improve the lives of my co-farmers.)



Today, the farmers are organized into a cooperative called Inang Kalikasan Agriculture Cooperative—proof that they are making significant progress in their lives in Calauan, Laguna.



Senior high school students from partner schools in El Nido get to experience what it's like to work in a world-class tourism facility through the Ora Mismo Immersion program, which is implemented with the support of Ayala Land, Lio Tourism Estate, and other establishments in the resort town.

## Inclusive growth in a picturesque town

On its third year, our community development partnership with Ayala Land in El Nido, Palawan, continues to flourish. Covering various facets of development, Project Lio 2.0 envisions an El Nido community experiencing sustained, shared prosperity—as business grows, so too, should the people living in the area.

One major initiative for Project Lio 2.0 is Ora Mismo. A project that aims to bridge the needs of El Nido schools and industry, Ora Mismo organized job fairs and immersion training sessions for two public high schools in the town. It worked with senior high school students on the technical/vocational/livelihood track, training them in skills needed for the service and hospitality industry, with the potential for employment in Lio and El Nido resorts as well as partner companies and service providers.

A total of 82 students completed their immersion training, while another 139 students have on-going training at Seda-Lio, Lio Estate Resorts, El Nido Resorts, and their manpower agency partners. The initiative also helped enhance school facilities—putting up a replica of a Seda hotel room in Barotuan National High School and a Casa Kalaw room replica in El Nido National High School.

Project Lio 2.0 also continued working with 115 farmers and their families. By working with farmers, the project aims to provide Lio hotels and other establishments a source of high-quality vegetables, while providing a sustained source of income for the farmers. Aside from vegetables, the partner farmers expanded their services to livestock and poultry raising. Gross sales for 2019 are ₱2.2 million.

### STUDENTS IN TRAINING

82

Students who completed their immersion training

139

Students who have on-going training in resorts and partner companies



The Sibaltan Women Weavers Association Inc. (SWWAI) actively engaged 85 women, who ventured into two social enterprises—KasuyKolate and Juana Bayong. Products are sold in Lio Airport Souvenir Shop, Seda-Lio, Lio Estate Resorts, El Nido Resorts, Lio Weekend Taboan, Tamboks, Kalye Artisan, and other outlets in the town of El Nido. Gross sales for the year were ₱1.3 million, versus ₱430,000 in 2018.

Forty-seven women from Sibaltan, Villa Libertad, and Pasadeña now sell food and

other delicacies at the Weekend Taboan and through a carinderia called “Caring Derya.” Combined gross sales amounted to ₱1.83 million for its pilot year (2019).

One hundred twenty members of the Lio TODA (tricycle and drivers association) were trained to help ensure good customer relations between guests and the Lio Estate. They also participated in community events such as Brigadang Ayala, Lio Beach Festival, and Swimjunkie.

#### SIBALTAN WOMEN WEAVERS ASSOCIATION INC.

85

Women engaged in SWWAI

1.3M

Pesos in gross sales



Making a traveler’s experience of El Nido even more memorable was one of the reasons Project Lio worked with 120 tricycle operators and drivers. This was achieved through customer relations training and participation in community events.

#### CARING DERYA

47

Women selling food and other delicacies at the Weekend Taboan

1.83M

Pesos in combined gross sales for its pilot year (2019)

#### LIO TRICYCLE AND DRIVERS ASSOCIATION

120

Members trained

# Measuring our impact through SROI

During the year, we sharpened our focus on measuring the impact of our programs. Using the principles and methods of Social Return on Investment (SROI) as a framework to measure social value, we look closely at how deeply and how sustainably an intervention impacts its stakeholders, while also showing possible areas for improvement.

SROI measures non- or extra-financial value, covering such items as social or environmental impact, among others. While using the SROI methodology primarily assigns a financial proxy to each type of impact, it also allows for the inclusion of non-monetized (but still quantitative), qualitative, and narrative information.

Briefly speaking, SROI looks at the return earned by a social investment. The higher the return for every peso investment, the greater the social impact.

As a pilot initiative we measured the SROI of our community development engagement in El Nido, Palawan. On top of the livelihood and employment initiatives, we also took a look at the impact of one-time and continuing education initiatives and other projects. These socially inclusive investments had a financial value of ₱6 million, but if one took into consideration their social value—as can be seen in terms of lives changed on various fronts, as well as vibrant social and economic activity sustained over a period of time—our initiatives have resulted in a whopping social value of ₱160.3 million. What this means is that for every one-peso investment, there is a return of investment worth ₱26.48.



Melodiya Bantog, president of the Sibaltan Women Weavers Association, has experienced significant changes in the lives of her family and her community.

**“These socially inclusive investments had a financial value of ₱6 million, but if one took into consideration their social value [...] our initiatives have resulted in a whopping social value of ₱160.3 million. ”**





Juana Bayong and its products are available in various El Nido establishments.

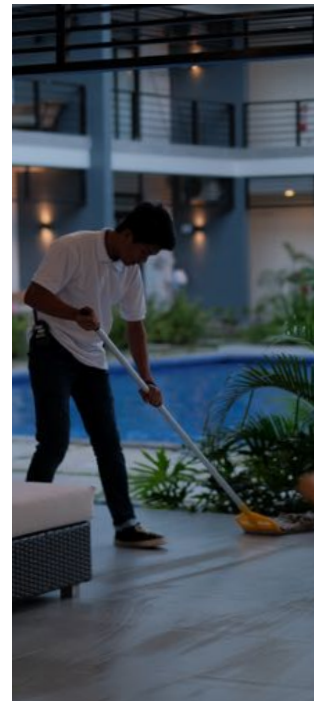
# International certification for social value

Our efforts to align our measurement and evaluation initiatives with international standards led to us securing a Level One Certification from Social Value International, making us the first organization in the Philippines and in Asia to receive a Social Value Certificate.

The Level One Certificate means that the foundation is committed to implementing “systems and processes that are consistent with the Social Value Principles.” According to Social Value International, a global network that focuses on social impact

and social value, the certificate means that “systems and processes [in place] will help Ayala Foundation to measure, manage, and maximize their social value.”

The certificate was awarded to the foundation following a stringent examination process. Covering a two-year period, the certificate also expresses the foundation’s commitment to progressing to the next levels—Level Two (Implement) and Level Three (Maximize).



For our programs to make a lasting impact, we make sure that we deliver both solid numbers and narratives of transformed life experiences—and we can represent these numbers through SROI.





Through LeadCom, young leaders seek to address some of the challenges faced by their community—such as starting a reading advocacy (above) and promoting the protection of coastal areas through replanting mangroves (below).

## Young community leaders in action

New cycles of Leadership Communities were implemented in four sites—Cagayan de Oro City, forming 10 groups and training 50 youth leaders; Butuan City with 50 youth leaders and 10 groups; Bago City with 48 youth leaders and 10 groups; and Talisay City with 47 youth leaders and 10 groups.

The LeadCom cycle in Anilao, Iloilo was completed, training 50 youth leaders and forming 10 groups. The 12-month journey of the youth groups produced 10 community projects implemented in Anilao's different barangays. Among the projects were Gulayan Para Sa Buwas Damlag Sang Kabataan, an eco-friendly farm that grows organic vegetables for the benefit of out-of-school youth; OSY for OSY's: Oysters Save Youth, a talaba-farming project works with 20 unemployed

out-of-school youth to help improve their income; Basa para sa Bata: A library of hope, an advocacy project that gives opportunities for school children who need to improve their reading skills with an easy-access library, as well as through reading sessions, donation drives, and assistance from community members.

A memorandum of agreement was signed for LeadCom Iloilo City in September, and Catbalogan City in October. Project cycles for these two sites will begin in 2020.

Funding worth ₱6.7 million for the second run of the Bangsamoro Young Leaders Program was secured from the Australian government.



# Using our **resources** wisely

Ayala Foundation also continued to manage the resources available to us, to ensure maximum impact for our operations and the communities we serve. Donations and public support was at ₱244.9 million, 21 percent higher than budget. The foundation received unbudgeted one-time donations for Pampanga and Mindanao earthquake relief, the construction of the CENTEX Ballet Studio, the Istorya ng Pag-asa Film Festival, Stella Abrera and Rising Stars of American Ballet Theater fund-raising show, support for the “Gold in Our Veins” exhibit at the Ayala Museum, and other special projects. Also received were in-kind donations of probiotic food supplements from Airlife International Trading Corporation and WiFi services from Globe.

The endowment fund generated earnings of ₱145.2 million, with a return on investment of 6.9 percent. The Ayala Museum earned revenues of ₱20.6 million during five months of operations prior to closing for the renovation, but this was below target on venue rentals and shop sales.

Total expenses of ₱372.8 million were 1 percent lower than budget. Direct costs

were 18 percent higher, matching the additional donations received this year. Personnel costs of ₱127.1 million posted a favorable variance of 15 percent versus budget, as Ayala Foundation continued to rationalize headcount before filling up vacancies. Premises costs were 2 percent above budget due to rental of storage facilities for the museum pieces, but this was funded by curatorial service revenues.

The endowment fund value of ₱2.122 billion at year-end was 6 percent lower than last year. The fund declined due to advances of ₱135 million to date for the museum renovation. Additional funding of ₱257 million was also secured for the museum renovation.

For our dedication and commitment to ensuring service excellence and accountability, the Philippine Council for NGO Certification (PCNC) recognized Ayala Foundation as one of the ten pioneering organizations, consistently securing PCNC accreditation for the past 20 years.

## PUBLIC SUPPORT

# 21%

Higher than budget

## ENDOWMENT FUND

# 145M

Pesos of generated earnings

# 6.9%

Return on Investment

# 2.12B

Peso-value of endowment fund at year-end



An Aeta woman receives a mat and other essential goods following the Pampanga earthquake of April 2019.









# Creative Approaches to Learning and Development

**LEARNING IS A SHARED RESPONSIBILITY OF A COMMUNITY, AND IT NEEDS BOTH TECHNOLOGICAL INNOVATION AND HUMAN PARTICIPATION.**



# A Creative Environment through Technology and Education



Every day, Teacher Henia Pampilo Garcia drags behind her a bulky suitcase as she enters her classroom. “*Mapiya katalbuka sa kuyo mga abyan,*” she says, greeting her grade 4 students “Good morning to everyone” in the native Iraya language.

As a teacher at the Talipanan Mangyan School in Barangay Aninuan, Puerto Galera, Oriental Mindoro, Teacher Henia holds classes with the indigenous Iraya Mangyan children living in the community. In many ways it is just an ordinary school day, filled with lectures, discussions, exercises, and note-taking. That is, until Teacher Henia opens the suitcase she has brought with her.

Out of the suitcase comes several tablets, which Teacher Henia distributes carefully to all her students. She also connects a laptop to a portable LCD projector.

As a school for the indigenous Iraya-Mangyan of Puerto Galera, the Talipanan Mangyan School may not immediately strike a casual observer as a technology-enabled school. However, it is one of the 95 schools in the Mimaropa region where the ProFuturo program was piloted in 2018.



Digital technology has changed the way we approach education. Programs such as ProFuturo (opposite page) have helped teachers worldwide improve the classroom experience. Among these teachers is Teacher Henia Pampilo Garcia (above) of the Talipanan Mangyan School in Oriental Mindoro.

## ProFuturo **for the future**

As one of the ProFuturo pilot sites, the Talipanan Mangyan School introduced its indigenous students to the wonders of technology, and how it can transform their experience of education. While a solid grounding in the students’ indigenous identity and traditions remains a priority, the school also gives them a glimpse of one possible future through technology. Just like other kids their age, the Iraya-Mangyan students have also now become well versed in the use of computers, tablets, and interactive educational materials, especially in relation to enhancing their

learning experience. Their daily lessons have become as tech-savvy as those of their counterparts from mainstream public schools as well as private schools.

First implemented in Southeast Asia by Ayala Foundation, ProFuturo is currently present not just at the Talipanan Mangyan School but in 126 other public elementary schools in the provinces of Oriental and Occidental Mindoro, Marinduque, Romblon, and Palawan.

“While a solid grounding in the students’ indigenous identity and traditions remains a priority, the school also gives them a glimpse of one possible future through technology.”



The result of the partnership among Ayala Foundation, Spain's ProFuturo Foundation and Fundación Telefónica, the Department of Education (DepEd)–Mimaropa, and the different local government units, ProFuturo

has trained an initial 993 teachers and 5,160 students, with the potential to reach up to 40,000 students from the current schools.



For digital education to be effective, teachers also need to experience the benefits of technology in the classroom. Aside from providing access to important technology tools, Ayala Foundation's education programs also invest heavily in the training of teachers and school heads.





The City of Manila is one of the growth areas of `it`, following the signing of an agreement between Ayala Foundation, Manila Mayor Francisco “Isko Moreno” Domagoso, DepEd Manila, and Asian Terminals Inc.

## Preparing for **the workplace of tomorrow**

ProFuturo is not our only technology-enabled (and -enabling) initiative.

Officially launched in 2019, `it` is the first digital education initiative conceptualized and designed by the foundation’s Information and Communications Technology (ICT) division. Guided by the philosophy that technology can change lives and that every Filipino student deserves a chance to learn the digital skills needed to remain relevant in the workplace of tomorrow. `it` is a capacity-building and digital literacy learning program that provides public elementary school students with early access (Grades 3 to 6) to basic computer science and programming and integrates these concepts into the classroom curriculum in a fun and engaging way.

A ₱1 million donation provided by the Ayala Group CIO Forum and a US\$25,000 grant

from Microsoft Philanthropies kickstarted the pilot phase of `it`, covering 12 public elementary schools across the country. A total of 169 teachers and more than 4,500 students were trained in basic coding using the Scratch, Kodu, and Micro:bit programming platforms. The program also provided laptops to schools that did not have a computer lab, as well as connectivity devices, USB drives, and other gadgets.

Following the successful pilot, we have started scaling up the program. We signed a Memorandum of Agreement with the City of Manila, represented by Mayor Francisco “Isko Moreno” Domagoso, the Department of Education-Manila, and Asian Terminals Inc. for the implementation of `it` in all 73 public elementary schools in the city from 2020–2022.

**“Technology can change lives and [...] every Filipino student deserves a chance to learn the digital skills needed to remain relevant in the the workplace of tomorrow.”**





Holistic education is what  
CENTEX provides its students.

## Consistent scores for CENTEX

Without a doubt, technology is an important enabler and tool for learning, especially as a component of a well-rounded education. This is why our CENTEX education program continues to take a holistic approach to education.

To date, CENTEX Manila and Batangas have produced 1,909 graduates. Many of the graduates from the earlier batches now have college degrees and pursuing professional careers in various fields.

For school year 2019-2020, CENTEX Manila and Batangas have a combined enrollment of 1,156. Both schools continue to show remarkable scores in specific indicators, particularly cohort survival rate (98 percent, vs. national average of 97.4 percent) and drop-out rate (zero percent, vs. national average of 1.6 percent). CENTEX teachers also received a 90 percent proficiency rating, or very satisfactory.

True to its name as a “center of excellence,” CENTEX Batangas was named a “benchmark school” for its home province by the Department of Education Division of Batangas. This means that the school secured a level 3 accreditation for School Based Management, making it an

educational institution where educators from all over the country can observe and learn the best practices in public education.

The CENTEX approach to holistic education remains embedded in the implementation of the CENTEX Training Institute, which has closely trained and mentored public school teachers and school heads in different parts of the country since 2012. In 2019, we sealed partnerships for the Training Institute with Bago City and Talisay City in Negros Occidental; Cagayan de Oro City; and General Santos City.

Through intensive training and mentoring sessions, Training Institute reached 144 teachers during the year, with an additional 82 teachers from new and existing partner schools participating in the annual summer training.

Myko Lagundi from CENTEX Manila was recognized as an outstanding teacher in the Division of Manila. Another three teachers from Aklan and CENTEX Manila were chosen to present at the 2019 Reading Association of the Philippines (RAP) national convention—proving that CENTEX-trained educators can rank among the best in the country.

### RECOGNITION FOR CENTEX EDUCATORS

## BENCH- MARK SCHOOL

Recognition for CENTEX  
Batangas

# 1

Educator recognized as an  
outstanding teacher in the  
Division of Manila

# 3

Teachers chosen to present at  
the 2019 Reading Association  
of the Philippines

## Other **education** initiatives

We also served pre-school students and teachers through the Buklod Bahayan Child Development Center in Silang, Cavite. For school year 2019-2020, Buklod Bahayan served 86 pre-schoolers. The center also continuously extends its facility for use of DepEd's ALS program and community events.

We also facilitated the continuing education of a select number of our graduates through a scholarship program. This program benefited 105 high school, college, and postgraduate scholars for SY 2019-2020, and engaged 13 partner schools.

### SCHOLARSHIP PROGRAM

# 105

High school, college, and postgraduate scholars for SY 2019-2020



Our education programs make sure that elements essential to lifelong learning are included—from the use of technology in the classroom (above) to after-hours arts programs (below).







CENTEX alumnus Elwince Magbitang is one of the “rising stars” featured in the “Stella Abrera and the Rising Stars of the American Ballet Theatre.”

## An encore—and a dance studio—for CENTEX

Following the success of a fund-raising performance for CENTEX in 2018, the internationally acclaimed ballet dancer Stella Abrera returned to the country in November 2019 for a return performance. The second fund-raising event for CENTEX featured not only Abrera, but also fellow American Ballet Theatre (ABT) Principal Dancer James Whiteside, as well as members of the ABT Studio Company, considered the “rising stars” of ABT.

One of these rising stars was Elwince Magbitang, a member of CENTEX batch 2013. As a dance scholar of the STEPS Dance Studio, Elwince, even at a young age, had shown himself a talented dancer,

competing in international competitions such as the Asian Grand Prix in Hong Kong.

In 2018, he had the chance to share the stage with Abrera during the CENTEX fund-raiser. His passion for dance caught the eye of both Abrera and Sascha Radetsky, the artistic director of the ABT Studio Company. With the encouragement of Abrera, Radetsky, and STEPS founder and director Sofia Zobel Elizalde, he had the chance to participate at the summer intensive program at Kaatsbaan Extreme Ballet in New York, and eventually became a student at the prestigious Jacqueline Kennedy Onassis School at the American Ballet Theatre.

Members of the ABT Studio Company mesmerized audiences at the “Stella Abrera and the Rising Stars of the American Ballet Theatre” fund-raising performance.





“It was unbelievable,” he said, but he also knew that he had to put in the work. “I had to make the most of it.” He was also amazed that he had the chance to work with legendary dancers in New York. As he continued training in New York he reached another milestone in his dance career—he officially became part of the ABT Studio Company, a training ground for some of the top names in ballet.

The two-night fund-raising performance, entitled “Stella Abrera and the Rising Stars of the American Ballet Theatre,” was held on November 7 and 8 at the Maybank Performing Arts Center in Bonifacio Global City, and raised ₱2.4 million, which would

be used for continuing after-hours music and arts program in both CENTEX Manila and Batangas.

Abrera’s visit to the country coincided with the official inauguration of the Stella Abrera Dance and Music Hall at the CENTEX Batangas campus. Because of the generous support we received from 2018’s “An Intimate Evening with Stella Abrera and the American Ballet Stars,” STEPS Dance Studio and Ayala Foundation completed the construction of the beautiful new dance and music hall. The studio will be a nurturing space for dance and music talents from CENTEX Batangas.



The Stella Abrera Dance and Music Hall (above) was inaugurated in 2019, to nurture the after-hours music and dance program for CENTEX Batangas. The renowned Filipino-American ballerina Stella Abrera (below right) was in the country to witness the inauguration.





Aside from participating in volunteer activities in school, CENTEX parents are encouraged to take part in various livelihood-training initiatives, as a way to expand their skills and develop their self-confidence.

## Nurturing **parents**

Parents are essential members of the CENTEX community. As students and teachers grow, so too should parents. With this in mind, Ayala Foundation has strengthened its programs for CENTEX parents, covering three areas—volunteerism within the CENTEX community; opportunities for parent education; and community development through livelihood education.

One of the parents who participated in initial livelihood training initiatives was Sheila Jang, whose child studies at CENTEX

Manila. She said of the experience:

*“Nagbago po ang aking pananaw sa pagiging maybahay lang, maaari rin po pala ako makatulong sa aking pamilya sa pamamagitan ng paggawa ng dekalidad na mga produkto.”* (My view of what it means to be a “housewife” changed. I realized I could help my family by making high-quality products.)

And it is our goal to nurture creative communities—with students, teachers, and parents—through education for many years to come.

**“As students and teachers grow, so too should parents.”**







A low-angle, upward-looking photograph of several tall palm trees against a clear, light blue sky. The trunks of the palm trees are dark and diagonal, creating a sense of height and reaching upwards. The fronds are green and detailed at the tops of the trees.

# Progress through **Self-Reliance**

**PEOPLE AND COMMUNITIES SET THEIR OWN GOALS  
FOR PROGRESS—AND CHART THEIR WAY TO GET THERE.**



# Self-Reliant Communities through Service and Empowerment



Sometimes a nudge in the right direction could bring a person closer to a brighter future. This “nudge” can be in the form of an opportunity to make a change in their lives, to gain a new skill, to boost their confidence—and become more self-reliant.

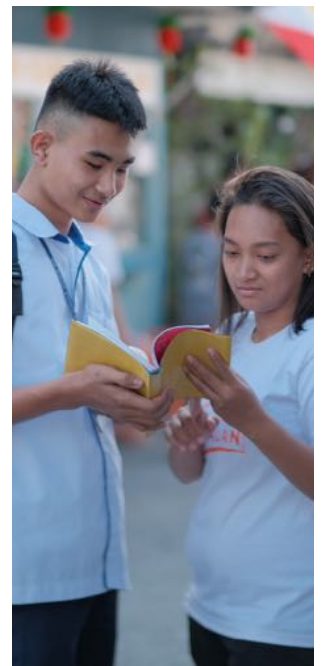
One such opportunity is our Sari-Saring Aralan (SSA) project. Launched in 2018, the project worked with young men and women from Tondo, Manila, for a 12-month mentoring and training program. By transforming a community sari-sari store as a learning hub, SSA encourages out-of-school or unemployed youth to pursue one of three pathways—to go back to formal education, to improve their skills for possible employment, or to train them in the principles of entrepreneurship.

With the help of partners, SSA worked with participants who grew in confidence as the project progressed. Among the partners were the Rotary Club of Manila and the City Government of Manila, as well as Rotaract, CENTEX alumni, Project Duke, APEC Schools, Grameen Australia Philippines, De La Salle University-Manila, Escuela Taller de Filipinas, National Teacher’s College, BPI Foundation, Sentro ng Karunungan Library, TESDA Manila, DepEd Manila, DTI-Negosyo Center, and Tutuban Properties.

During their “graduation” ceremony fourteen SSA participants showed their excitement as they prepare to enter a new phase in their lives. Some of them are getting ready to go back to school, while the rest are ready to face prospects for employment and entrepreneurship.

One SSA graduate who found a new opportunity for growth was Xander Sta. Maria. An out-of-school youth before joining SSA, Xander dreamed of going back to school and eventually building a career. Because of his determination, Xander was eased back into school through the Department of Education’s Alternative Learning System. After completing ALS, he returned to school as a regular student, even securing a scholarship. He said: *“Natutunan ko sa SSA na magtiwala sa aking sarili at magkaroon ng lakas ng loob. Ngayon ay pinagbubutihan ko na ang aking pag-aaral upang makapagtapos at makatulong sa aking pamilya at sa pamilyang kumupkop sa akin.”* (Through SSA, I learned to trust myself to have self-confidence. Today, I study hard so I can finish my studies, and to help my family as well as the family that helped me.)

*“Natutunan ko sa SSA na magtiwala sa aking sarili at magkaroon ng lakas ng loob. [...] pinagbubutihan ko na ang aking pag-aaral upang makapagtapos at makatulong sa aking pamilya at sa pamilyang kumupkop sa akin.”*



Xander Sta. Maria (left), one of the graduates of the SSA project, has returned to mainstream education, and is well on his way to reaching his dreams.

#### OPPOSITE PAGE.

Sari-Saring Aralan transformed the sari-sari store as a learning hub. In the process, it inspired out-of-school youth to go back to school or pursue entrepreneurial or employment opportunities.



## Young leaders out **to serve communities**

Self-reliance is also at the heart of the Ayala Young Leaders Congress, but it's a self-reliance that also inspires others to be self-reliant as well.

Carrying the theme, "Leaders Committed to the Filipino," the congress brought together 80 young leaders from the top colleges and universities in the country. The congress brought in speakers from different sectors of society, and organized team-building activities for the participants.

Present to keynote the event was the performer Apl.de.Ap, member of the internationally popular group Black Eyed

Peas. "[Don't] believe in the limitations of yesterday; instead, [believe in] the potentials of tomorrow," he said during his keynote. "Follow your curiosity and choose to lead your generation creatively."

AYLC, as the flagship youth program of the Ayala group, also provided Ayala citizens a volunteerism opportunity. About 183 volunteers were mobilized.



International pop star Apl.de.Ap served as the keynote speaker at the 2019 Ayala Young Leaders Congress. Present at the congress to thank the musician were Ayala chairman emeritus Jaime Zobel de Ayala and Ayala president Fernando Zobel de Ayala.



Eighty young leaders from top colleges and universities participated in leadership training and team-building activities during AYLC.

## An indigenous group **that can stand on their own feet**

For years now several indigenous Iraya Mangyan families have been living as a community at the foot of Mt. Malasimbo in Sitio Talipanan, Barangay Aninuan, Puerto Galera, Oriental Mindoro. In this village, they have their own homes, a school and a daycare center, access to livelihood opportunities and health care. With the assistance of our various donors and partners, we have been working with 280 Iraya Mangyan families for an integrated community development program.

About 97 Iraya Mangyan were engaged in nito weaving and another 34 in beaded

bags production. Income distributed from these livelihood activities amounted to ₱1.15 million, and ₱423,455, respectively. Iraya-Mangyan products are sold at Glorietta, Alabang Town Center, and Greenbelt.

Through the Sisters of Charity of St. Anne (SCCA), the program was able to support 129 scholars, 283 pre-school and elementary students received supplemental feeding, and 6,790 health cases served.



An Iraya-Mangyan child learns their tradition of weaving with the guidance of his parents and other members of the community.



## Expanding our communities through special projects

Aside from sustained programs, we also implemented special projects in different parts of Mindanao.

We donated ₱1 million to Cagayan de Oro City's Urban Container Household Gardening project, a city-wide livelihood project for over 4,000 families affected by flooding in January 2017. Ayala Foundation's support to the project, whose intent was to have "Food Always in the Home (FAITH)," targeted 152 residents (women and members of *Kalpunan ng Liping Pilipina*).

The Lake Sebu Indigenous Women Weavers Association is working to establish a heritage village for the indigenous T'boli people to help accelerate the economic development of the community. LASIWWAI constructed 10 homestay units, a tribal hall, and a socials/dining hall to serve tourists who wish to experience the T'boli culture.

Together with the Bangon Marawi Chamber of Commerce and Industry, Oro Chamber, and Ayala Centrio Mall, Ayala Foundation's Marawi Initiatives worked with Maranao

artisans and merchants to recover from the damage brought about by the Marawi siege through exhibits and bazaars. The Marawi Exhibit and Bazaar was a continuation of Ayala Business Club and Ayala Foundation's 2017 *Kagayawan Sa Marawi* Photo and Maranao products exhibit. Ten exhibitors from Oro Chamber and 10 from Bangon Marawi Chambers participated.

In close coordination with Ayala Corporation, we oversaw the construction of the House of Hope Halfway House for Children with Cancer in Davao City. The halfway house is meant for children undergoing treatment at the Cancer Institute of the Southern Philippines Medical Center (SPMC), together with their guardian. Since most of the patients that seek treatment in SPMC come from different parts of Mindanao (or even the Visayas), the halfway house provides free lodging, with clean bathrooms and kitchen space. The halfway house was formally inaugurated in November, with the City of Davao formally accepting the donation.

"Since most of the patients [...] come from different parts of Mindanao (or even the Visayas), the halfway house provides free lodging, with clean bathrooms and kitchen space."



Ayala Foundation, in cooperation with the Ayala group, supervised the construction of the House of Hope Halfway House for Children with Cancer in Davao City. Ayala volunteers also came together to interact with the children staying at House of Hope (above photo and top photo, opposite page).

“Allow me to express my gratitude and commendations to Ayala Foundation for this gesture of generosity, and to everyone who took part in the realization of this project,” said Davao City Mayor Sara Z. Duterte. “Let me take the opportunity as well to congratulate the Ayala group of companies on your 185<sup>th</sup> anniversary. We celebrate with you in this priceless charitable endeavor of giving back to the community.”

For the second year in a row the foundation partnered with the Office of the Vice President of the Philippines for the Istorya ng Pag-asa Film Festival, which culminated in June 2019 at Trinoma Cinema 7. The

third year of the project was launched in November 2019.

“It warmed my heart to see another batch of inspiring stories come to life before the big screen,” said Vice President Leni Robredo. “Indeed, there is so much to celebrate about the Filipino—as shown by the men and women who have generously shared their struggles and triumphs with us. May we continue to be inspired by their defiant hope—to be kinder, to find our light and help others shine—and together, let us work to become a better nation.”



We worked with the Lake Sebu Indigenous Women Weavers Association to establish a heritage village for the T'boli of Lake Sebu (middle and bottom photo).





We nurture our team through regular training and engagement sessions and the provision of tools necessary not just for the delivery of work, but also for professional growth and development.

## Empowering our own internal communities

Our work of empowering communities must also happen within our own ranks—after all, we consider our people as our most valuable resource. Through improvements in processes and resources, we help our teams become more efficient and effective in their respective roles.

Through our Human Resources division, we facilitated the sharpening of Ayala Foundation’s strategic direction, through discussions structured around the BetterTogether brand of Community Development. It helped the different divisions craft a Theory of Change as well as their respective Contribution Statements, which show how they help create communities that are productive, creative, self-reliant, and proud to be Filipino. We also strengthened our internal community through hAFI Life, which integrates our staff development and employee engagement initiatives.

We also continued with the second year of our three-year digital transformation

roadmap by automating processes to improve efficiencies, productivity, and controls; providing digital solutions and innovations to improve engagement; and implementing robust and secure network and infrastructure upgrades. With our Information and Communications Technology Division as the lead, we developed our business continuity and disaster recovery plans and strengthened governance through an update of our ICT policies.

To further develop the technical skill sets and competencies of the organization, we launched various internal campaigns and training sessions to help inculcate a digital mindset and culture. We advocated the use of advanced productivity and collaboration tools, conducted online meetings using various videoconferencing platforms, and used gamification software to liven up various employee engagement activities.

Interactive outdoor activities to develop camaraderie and team spirit are a key feature of the Ayala Young Leaders Congress.











# We Are Proud to be Filipino

**WE SERVE OUR COMMUNITIES** BECAUSE WE  
LOVE OUR COUNTRY.



# Proud to be Filipino, Wherever We Go



Farmers waking up early to nurture the crops that will feed the nation. Workers in public markets and construction sites who continue to contribute to the growth of our local and national economy. Overseas workers who leave home so they can provide for their families. Teachers who continue to instruct and inspire the learners in their classrooms. Men and women in uniform who serve the country in times of need. And then there are the many nameless individuals who go about their daily lives with honesty, dignity, and quiet heroism.

These are just some of the modern-day heroes we honored in the National Anthem video that we launched during the year. The

new video—currently shown in all Ayala Malls Cinemas and various Ayala events—was one of the manifestations of our call to national action: Maging Magiting.

Maging Magiting means to be heroic, to be courageous, to be valiant. But if we traditionally associate “kagitingan” with offering one’s life during times of war, we also strongly believe that heroism and courage take many other forms and can be exhibited in situations both ordinary and extraordinary. And by doing these acts in our individual capacities and in our respective local communities, we are also doing it for the country.



## Raise **the flag**

Honoring small acts of heroism was also our way of promoting love of country. And a potent symbol of loving our country is the National Flag—and by providing proper flags for public elementary schools and other government offices and promoting their correct handling, and by encouraging people to sing the National Anthem with fervor, we hope to inspire Filipinos to love their country more.

During the year, we distributed 10,454 Philippine flags across all geographic regions—exceeding our initial target of 10,000. The program’s first year was implemented in partnership with the National Historical Commission of the Philippines, the Department of Education, Chooks-to-Go, and other private and public sector partners, including the Ayala group.

As traction for the program strengthened, other major government agencies partnered with the foundation—the Philippine National Police–National Capital Region Police Office, with the launch of the Pulis Magiting Spot Awards, and the DepEd, where a highlight of its National Teachers Day celebration was the awarding of the Gurong Magiting Spot Awards.

We were also invited to two important national events—the kick-off of National Flag Days on May 28 in Imus, Cavite, with our President Ruel Maranan serving as guest of honor and keynote speaker; and in the flag-raising ceremony during the annual commemoration of Rizal Day on December 30.



We raise the flag—and the Filipino spirit—wherever we go. We have shouted “Maging Magiting” from Batanes (opposite page) to Siargao together with DepEd, NHCP, and Ms. Patsy Zobel (middle photo); with our teachers in Cagayan de Oro, together with Secretary Leonor Briones (top); to Tawi-Tawi, with our Filipino brothers and sisters down south (bottom).



# Filipino Americans for the Philippines

One of the supporters of Maging Magiting were alumni of the Filipino Young Leaders Program (FYLPRO), a partnership initiative organized by Ayala Foundation in partnership with the Department of Foreign Affairs and the Philippine Embassy in Washington, D.C. Through their efforts, the FYLPRO alumni were able to send flags for schools in Tawi-Tawi.

On its eighth year, FYLPRO brought to the country 15 outstanding young leaders

from different parts of the United States. During their weeklong immersion in the Philippines, they met with leaders from industry, government, and the not-for-profit sectors, sharing insights on development and discussing possible points for collaboration.

To date, FYLPRO now has 85 alumni.



Fifteen Filipino Americans reconnected with the country of their ancestry through FYLPRO.



An important highlight of our “Maging Magiting” campaign is the launch of our new National Anthem video, held in the City of Manila on National Heroes Day.



Ayala volunteers went all out to support Brigadang Ayala 2019.



The 185<sup>th</sup> anniversary of Ayala Corporation prompted the Ayala group to render 185,000 volunteer hours for the nation. For Ayala Foundation–supported volunteerism activities, the target was exceeded, generating 345,000 hours.

## Ayala volunteers **for the nation**

Our commitment to helping the nation and various communities is shared by 50,000-plus Ayala citizens.

In celebration of the conglomerate’s 185<sup>th</sup> anniversary, Ayala Corporation called on its citizens to serve various communities across the nation in meaningful ways, most especially through volunteerism activities.

Through the Ayala Community for Social Impact (ACSI), we pushed for stronger participation in such volunteerism activities as Macquarie Charity Fun Run, Brigadang Ayala, the Ayala Coop–organized Blood Drives, the Million Tree Challenge, and Manila Water’s Toka-Toka Taguig River Clean-Up Drive, among others. By mobilizing its talents and partners, and by organizing some of the key volunteerism efforts for the year (such as Brigadang Ayala), Ayala Foundation generated 345,689 volunteer hours.

ACSI also helped assemble volunteer actors and singers for Ayala Foundation’s National Anthem video, and called for volunteers for the Farmer for a Day project in Calauan, Laguna. Additionally, it coordinated the sharing of information and efforts connected to relief efforts in Mindanao communities in the fourth quarter of 2019.

The Ayala group also worked closely with Ayala Foundation in various disaster response initiatives during the year. We mobilized relief initiatives for Pampanga communities affected by the April 23 earthquake. Together with Manila Water Foundation, Clark Water, Apl.de.Ap Foundation, and Broadcast Journalist Kara David’s Project Malasakit, we distributed shelter kits, sleeping kits, drinking water, and other relief items to tide them over during the period of recovery.



We responded to the call for relief by Pampanga communities affected by the April 2019 earthquake; we also officially turned over our support for shelters to the Pampanga provincial government.



We also turned over relief assistance for families affected by Typhoon Tisoy (Kammuri), which struck the Bicol region in December. We turned over funds amounting to ₱2 million to Sorsogon

Governor Francis “Chiz” Escudero. The donation will be used for immediate relief and rebuilding initiatives, particularly through the province’s “Food for Work” program in severely affected areas.



“Gold in Our Veins” featuring the work of artist Mark Higgins transformed the museum gallery into a historic warehouse.

## The best in Pinoy art and culture

We stepped up our efforts to bring the experience of Philippine art and culture to a wider audience, expanding our reach outside the walls of the Ayala Museum and Filipinas Heritage Library (FHL).

Before closing the doors of the Ayala Museum and FHL for renovation, we mounted fresh, insightful exhibitions and events that proudly showcased what is uniquely Filipino. One of them was “Gold In Our Veins,” a beautiful and intricate exhibition featuring the work of Mark Lewis Lim Higgins. The exhibition design was also remarkable, as the gallery space was transformed into a warehouse that celebrated the complex heritage and shared culture of Southeast Asia from the Philippine perspective.

In an effort to bring National Artists closer to every Filipino, we partnered with the advertising agency, Wunderman Thompson Philippines, for the Obra Typeface project. Inspired by the works of Abdulmari Imao, the typeface was created to bring Imao into the everyday. The typeface, alongside works of Imao, were showcased in an exhibition that featured the works of local artists and their translation of the Imao Typeface through everyday products.

FHL continued to stage free exhibitions that attracted thousands of visitors. The second-floor walkway attracted an additional 24,511 visitors. Their striking and poignant exhibition, “Women and War,” focused on what Filipino women



FHL's "Women and War" exhibit showed captivated audiences that passed through the museum's second floor gallery, facing the Ayala Center walkways.





had to do, endure, and overcome during World War II and the many untold stories from that war-torn time.

The Ayala Museum also continued to take its classic programs and put a new spin to them. We launched “History Talks: Diorama Series” to further delve into the history of each diorama and put more context to the time. Three diorama talks were held in 2019: Manila–Acapulco Galleon Trade, Martial Law, and the Balangiga Massacre. Each talk had an average of 100 attendees.

Following its 2018 success, Creative Nights was restaged, featuring exhibition artist Gus Albor and producer CRWN. Creative Nights is an after-hours event that

focuses on the collaboration between two creative mediums and artists—an opportunity for the audience to experience art in a different way. Albor himself joined in for a jam session before doing live art to the beats of CRWN.

The Rush Hour Concerts with the Manila Symphony Orchestra saw repeat shows of two sold-out music events—Video Game Symphonic and Bohemian Rhapsody in Blue. Ayala Museum concerts saw a total of 4,022 music lovers fill its halls.

#### EVENT ATTENDANCE

100

Attendees on average for each talk in the “History Talks: Diorama Series”

4022

Total attendees to Ayala Museum concerts



The Manila Symphony Junior Orchestra was part of the “Inspire Every Day” Teachers Edition.

# Ayala Museum **On-The-Go**

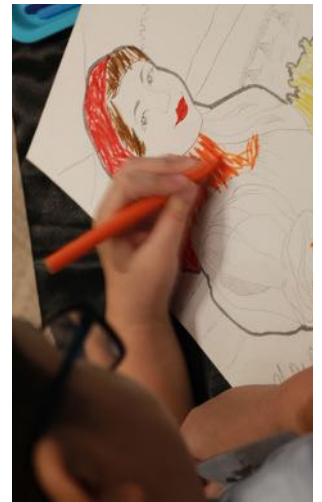
Our mission to promote art and culture continued online and offsite with a new program, Ayala Museum On-The-Go (OTG).

Ayala Museum OTG brought the museum's iconic exhibitions to malls, schools, and LGUs, reaching a broader audience to evoke awe and wonder.

We partnered with Ayala Malls to bring the "Evolution of Philippine Costume: Ayala Museum Dolls Traveling Exhibition" to

seven malls around Metro Manila. These included Market! Market!, TriNoma, UP Town Center, Greenbelt 5, Ayala Malls the 30th, Ayala Malls Bay, and Ayala Malls Circuit. Free of charge and accessible, the traveling exhibition drew a combined total of 368,654 visitors.

Ayala Museum OTG exhibitions also went outside Metro Manila to partner with universities and local government units.



Ayala Museum On-the-Go brought the museum experience to different locations, making the experience of art and culture more accessible to the public.



“Kisame: Visions of Heaven on Earth” was mounted in both Colegio de San Juan de Letran Laguna and Lyceum of the Philippines Cavite. The museum’s classic “Pioneers of Philippine Art: Luna, Amorsolo, Zobel” was then staged in the People’s Museum and Library in Nueva Vizcaya.

Sustaining its investment in storytelling technology, the museum’s “Diorama Virtual Reality Traveling Exhibition” reached three public schools this year. The exhibition made a stop in schools named after key subjects of the VR videos—Jose Rizal Elementary School, Fort Aguinaldo Elementary School and Camp Aguinaldo, and Andres Bonifacio Elementary School. Approximately 1,250 students and

soldiers experienced the VR Diorama experience.

Ayala Museum OTG also brought the museum’s workshops and lectures to various partner establishments. The museum held 14 art workshops, partnering with such establishments as Coffee Bean & Tea Leaf, Holiday Inn & Suites, Makati Diamond Residences, Commune Café, Tokyo Curry, and Avida.

For the first time in five years, the iconic “History Comes Alive!” lecture series with Ambeth Ocampo was brought out of the museum and into the Greenbelt Cinema. Despite the new venue and new schedule,



#### CURRENT AND OPPOSITE PAGE.

Ayala Museum On-the-Go featured exhibits, lectures, workshops, and other activities—an innovative way to reach various audiences.

History Comes Alive! packed in the crowds, drawing a total of 709 attendees.

On its third year, “Inspire Every Day: Teacher’s Edition” was held in Power Mac Center in Ayala Malls Circuit. The program focused on the value of performing and visual arts in children’s education, with

activities and talks from the Philippine Education Theater Association (PETA), Manila Symphony Junior Orchestra, illustrator Paul David Arcos, educator Kara Decloedt, and Senator Grace Poe. A total of 210 teachers across 26 schools attended the program.



## Stronger Online Presence

Ayala Museum OTG also offered a way to access the museum experience online. With Ayala Museum’s mobile app, the museum’s permanent collections such as Gold of Ancestors and Dioramas of Philippine History stayed accessible through audio guides and photos.

Additionally, the year saw the official launch of the Ayala Museum YouTube channel as an educational tool. Through the channel, audiences get to experience the museum’s collection through exclusive videos and curated content. The Ayala Museum YouTube channel houses two new cultural micro-documentaries created and produced by the Ayala Museum team: *Atin* and *In Focus*.

*Atin: Stories from the Collection* tells the story of the Filipino through images and videos of Ayala Museum’s archaeological, ethnographic, fine arts, historical, and numismatic collections and Filipinas Heritage Library’s archival and documentary holdings. Meanwhile, *In Focus: Arts and Objects Explained* highlights one specific object from the Ayala Museum and FHL’s collection and takes the viewers through an in-depth object tour.

Ayala Museum’s YouTube channel currently has 1,525 subscribers with 19 videos and a total of 140,454 views on both YouTube and Facebook Watch.

**“Through the [YouTube] channel, audiences get to experience the museum’s collection through exclusive videos and curated content.”**







A full-page background image showing a sunset over a tropical beach. The sun is low on the horizon, partially obscured by a dark, silhouetted hill. Palm trees are visible on the left side of the hill. The sun's rays create a strong lens flare effect across the center of the image. The water in the foreground reflects the golden light of the sunset, and the beach is visible at the bottom.

# Our Leadership

**SERVICE** IS AT THE HEART OF WHAT WE DO.



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ZOBEL DE AYALA**  
Co-Chairman

**BERNARD  
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Information technology is an important part of Ayala Foundation's holistic education programs. Through ProFuturo, <code/it>, the Filipinas Heritage Library's online resources, and the Ayala Museum's various cross-platform initiatives, we hope to continue enriching the learning experience of many young people nationwide.



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*Stella Abrera and the Rising Stars of American Ballet*

*Theater on pages 62 to 63*

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