



Empowering communities, strengthening leadership
for better health outcomes

Annual Report 2024



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Vision

The Zuellig Family Foundation (ZFF) is a catalyst for the achievement of better health outcomes for all Filipinos.

Mission

ZFF enables local health systems to achieve better health outcomes for all Filipinos through effective leadership and governance in partnership and cooperation with key stakeholders.

About the Cover

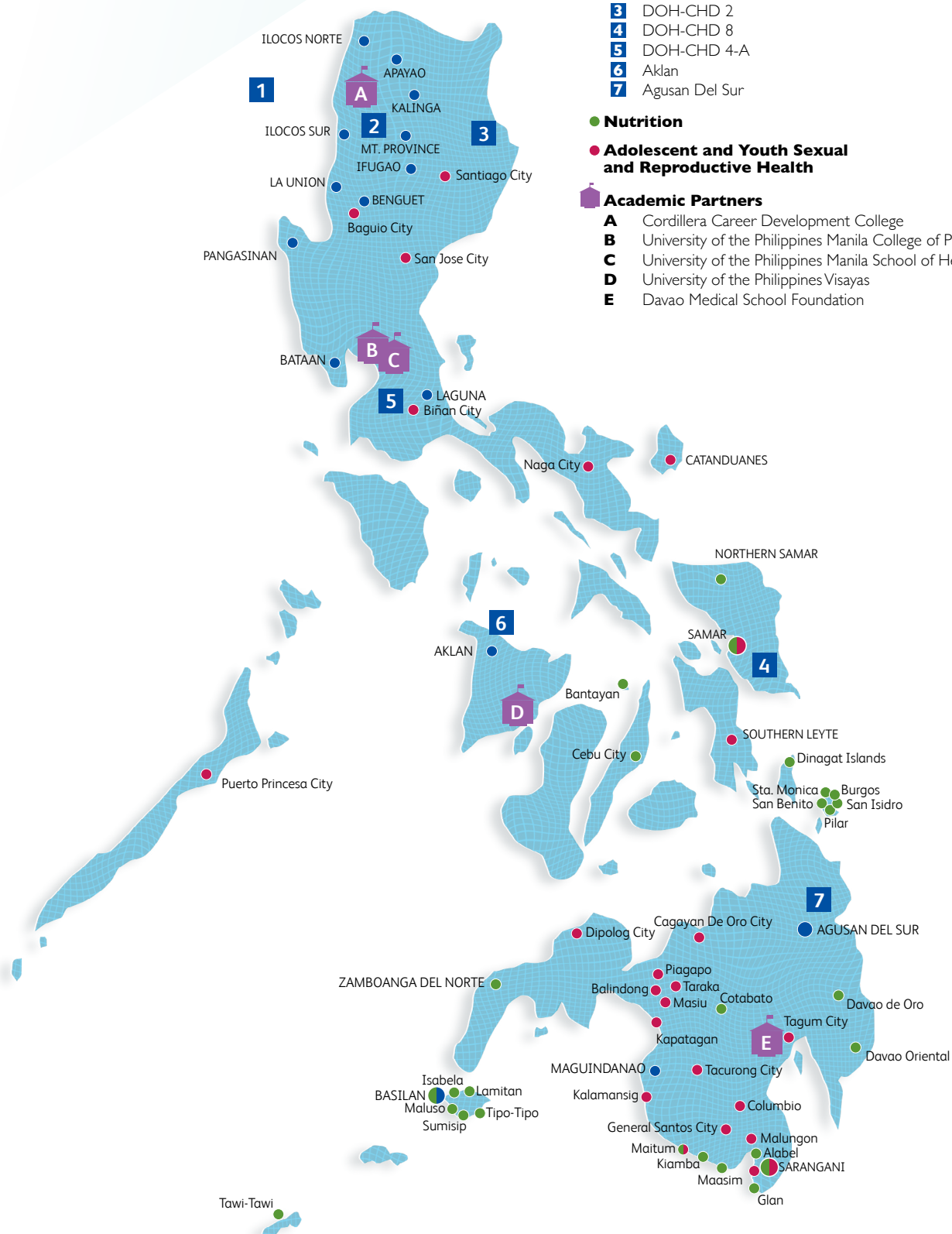
Adolescent-friendly facilities provide adolescents and pregnant teens services such as pre- and post-natal check-ups, family planning information, and other services to lower adolescent birth rates (ABR). Facilities undergo certification to ensure that they meet the necessary standards to offer services that are tailored to the needs of young people.

Taken at San Jose, Nueva Ecija, one of the cities supported by The Challenge Initiative, a platform co-managed and co-funded by the Zuellig Family Foundation and the William S. Gates Sr. Institute for Population and Reproductive Health.



Location: San Jose City, Nueva Ecija
Photo by: Revoli Jose Cortez

Areas with ongoing ZFF programs



Local Health Systems

- 1** Department of Health Center for Health Development (DOH-CHD) Region I
- 2** DOH-CHD Cordillera Administrative Region (CAR)
- 3** DOH-CHD 2
- 4** DOH-CHD 8
- 5** DOH-CHD 4-A
- 6** Aklan
- 7** Agusan Del Sur

Nutrition

Adolescent and Youth Sexual and Reproductive Health



Academic Partners

- A** Cordillera Career Development College
- B** University of the Philippines Manila College of Public Health
- C** University of the Philippines Manila School of Health Sciences
- D** University of the Philippines Visayas
- E** Davao Medical School Foundation

Joint Message from the Chairman, and the President and Executive Director

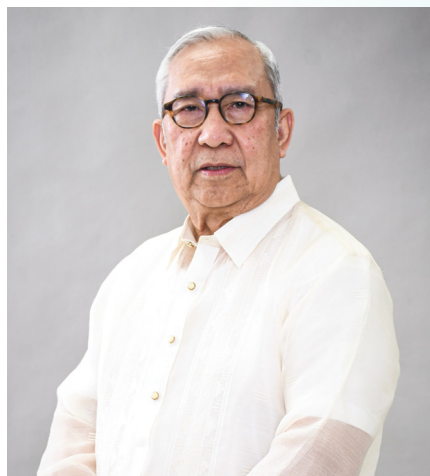
ZFF is committed to advancing public health outcomes for all Filipinos, particularly the poor and marginalized. Achieving this goal requires enhanced leadership and governance capacities within local government units (LGUs) to ensure the sustained effectiveness of local health systems and the provision of health services that uphold the well-being of all Filipinos.

In 2024, ZFF, with the support of partners and other stakeholders, prioritized the development of local capacities for the governance of public health:

- to enhance the maturity of local health systems (LHS) to the standards set forth in the Universal Health Care (UHC) Act;
- to address stunting and wasting among children through improved nutrition governance and the implementation of evidence-based, multisectoral nutrition programs; and
- to create enabling conditions for the improvement of adolescent and youth sexual and reproductive health (AYSRH) within local communities.

ZFF learned several key lessons from these efforts.

- First, LGUs play a pivotal role in effecting the desired local health transformations.
- Second, the province plays a crucial role in improving public health outcomes. It supervises other local governments, such as component cities and municipalities, which act as service delivery agents within the local public health governance network. The province guides collaboration with lower-level LGUs by sharing information systems, ensuring predictable and adequate financing, setting agreed-upon province-wide performance standards, and providing clear accountability mechanisms.



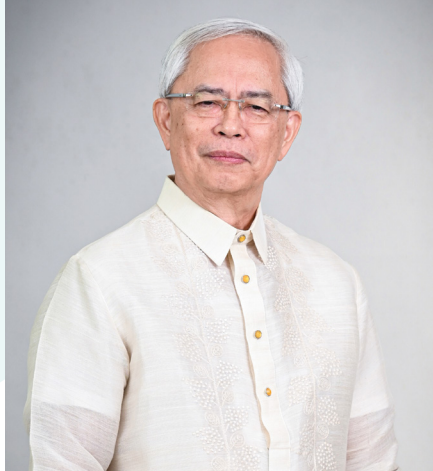
ERNESTO D. GARILAO,
Chairman of the Board

- Third, reforming public health extends beyond technical and sectoral solutions. For reforms to be successful, it is crucial, albeit often overlooked, to manage change readiness to expand support and to overcome resistance when navigating the intersections of public health, local governance, and politics.

Local capacities and reform readiness vary significantly, so a nuanced approach is needed to design and deliver ZFF's leadership and governance interventions.

There is no universal formula that can be applied to all LGUs; context-informed approaches are imperative.

- Finally, building coalitions within and across local governments is paramount. For ZFF, this entails being intentional in collaborating with



AUSTERE A. PANADERO,
President and Executive Director

academic and development partners, as well as with National Government Agencies (NGAs), particularly the Department of Health (DOH), PhilHealth, the National Nutrition Council (NNC), and the Commission on Population and Development (CPD). Strong partnerships are essential in scaling successful programs and approaches and sharing new knowledge with other local governments and stakeholders.

In 2024, we witnessed emerging outcomes, some more favorable and others more rapid compared to LGU baselines or national health standards. Most provinces and LGUs still faced persistent challenges in 2024, particularly when they are under pressure to act swiftly and substantively in advancing health reform agendas.

2024 is the third year of the Foundation's 10-year strategy. ZFF evaluated the lessons, insights, and our work in the evolving environment that affects access and delivery of health services.

In this report, we present selected stories of change facilitated by ZFF in 2024, amplifying the voices of LGUs, National Government Agencies, Academic Partners, and other stakeholders who contributed and collaborated to advancing the health and well-being of the Filipino people.

We articulate our intention to inspire and sustain collective action, continue what we do well together, and to encourage other LGUs to emulate and accelerate efforts towards improved health outcomes for all.

We highlight our directions and priorities for the next three years.

Local Health Systems: accelerating the implementation of Universal Health Care

ZFF continued to implement the *Bayang Malusog Program* in five regions, 26 provinces, one city, and 33 municipalities. The program supports LGUs in effective UHC implementation, making local health systems functional and ensuring that Filipinos have access to equitable health care services.

With the support of five DOH Centers for Health Development (CHDs) and six Academic Partners, namely, the University of the Philippines College of Public Health, the University of the Philippines Visayas, the University of the Philippines Manila School of Health Sciences, the Cordillera Career Development Colleges, the Davao Medical School Foundation, and the Ateneo de Zamboanga University, ZFF focused the *Bayang Malusog Program* on accelerating UHC implementation.

While progress has been made in the nine ZFF-assisted priority areas, namely, Baguio City and the Provinces of Aklan, Apayao, Benguet, Biliran, Laguna, La Union, Northern Samar, and Quezon, the pace of implementation has been unsatisfactory in many instances.

- **Local Health System Maturity:** All priority areas have committed to meeting the full UHC Maturity Level, but fell short in 2024. Seven LGUs, namely, Aklan, Baguio City, Biliran, Laguna, La Union, Northern Samar, and Quezon, have moved their organizational level maturity to 83% and above, nearing the full target.

Q2 2024 Status of DOH 2024 Mid-year Maturity Level Indicators		
Bayang Malusog Areas	Organizational Level	Priority Functional Level
	(Target: 100%)	(Target: 100%)
KONSULTA Primary Care Provider Network (Sandbox sites)		
Baguio City	85%	33%
Quezon	94%	33%
HCPN Demo Sites		
Aklan	94%	17%
Benguet	65%	17%
Laguna	83%	17%
KONSULTA sites		
Apayao	67%	17%
Biliran	86%	17%
La Union	92%	50%
Northern Samar	89%	33%

as of June 30, 2024

Bayang Malusog Areas	Accreditation Status			Licensing Status			First Patient Encounter Status	
	2024 Target	Total number	Percentage	2024 Target	Total number	Percentage	2024 Target	2024 data as of October 2024
Baguio City	100%	16/16	100%	100%	16/16	100%	50%	12%
Quezon		63/63	100%	50%	11/63	17%	50%	16%
Aklan	100%	21 /21	100%	100%	21/21	100%	50%	13%
Benguet		16/16	100%	100%	16/16	100%	50%	9%
Laguna		76/76	100%	100%	5/79	6%	50%	4%
Apayao	100%	9 /9	100%	80%	9/9	100%	25%	9%
Biliran		9/9	100%	70%	6/9	67%	25%	6%
La Union		26/26	100%	100%	17/20	85%	50%	25%
Northern Samar		20/24	83%	50%	4/24	17%	90%	1%

as of September 30, 2024



ZFF Bayang Malusog Community of Practice session on Health Information Systems, September 19-20, 2024.

Primary Care Accomplishments:

- **Licensing and accreditation:** All priority areas have met 100% accreditation of Primary Care Facilities, except Northern Samar at 83%.
- **KONSULTA registration:** About 3.2 million Filipinos registered for PhilHealth KONSULTA in the nine priority areas in 2024, 31% lower than 2023. The national average for registration in 2024 was 25%. Most priority areas of ZFF performed at a higher rate than the national average.
- **First Patient Encounter:** Filipinos accessing health services remained low: only 12% of KONSULTA-registered Filipinos had their First Patient Encounter (FPE) in ZFF-assisted priority areas. The low rate of availment of health services is a persistent concern.

Leadership competencies for UHC at the local and regional levels are crucial, but insufficient. The implementation of UHC at the national and regional levels involves numerous interconnected components, including the administrative, technical-technological, financial, and regulatory arrangements of the DOH and PhilHealth. These arrangements are reform priorities in themselves because they directly impact the willingness, capacity, and momentum of LGUs to accelerate province-wide UHC implementation at the local level.

Continuous learning from diverse local conditions, UHC implementation experiences, and a wide range of national and regional factors that influence local health change remains crucial. ZFF continues to amplify partners' outcomes and practices in knowledge platforms and to disseminate knowledge on UHC within the context of local governance to national audiences and beyond.

ZFF fosters learning community for UHC

The Community of Practice (CoP) among nine ZFF-assisted provinces and cities was established in April 2024 in partnership with Social Innovation in Health Initiatives (SIHI). Throughout the year, face-to-face and virtual sessions were conducted to share best practices and facilitate the diffusion of knowledge.

The UHC Champion Series, launched in 2024, highlights exemplary leadership practices and initiatives. A series of feature stories was published on the ZFF website and disseminated across various social media platforms (see feature story on page 6).

Additionally, ZFF developed discussion and research papers in collaboration with partners.

Sources:

DOH 2024 Mid-Year LHS-ML Report

PhilHealth Konsulta Status Report (National and Provincial Reports for Q1-Q3 of 2024;

PhilHealth Membership Portal (extracted as of October 31, 2024)

DOH National Health Facility Registry; Provincial and Regional Licensing Status Report

2024: ZFF partners facilitate meaningful change

The year 2024 generated stories of change. The spotlight goes to diverse stakeholders and partners with whom ZFF collaborated to advance health change agendas at the local level. Through their experiences, we explore the unique approaches and strategies employed in diverse settings and under varying levels of influence to move local health transformation.

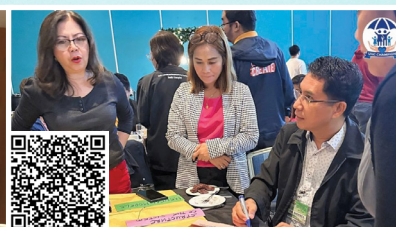
An ecosystem of willing and enabling actors facilitate the realization of health outcomes at the community level.

This report dedicates space to UHC Champions who are actively driving the system and access transformations in their regions, to a partner who is elevating the role of provinces in combating stunting among children and improving nutrition governance, and to a youth leader who empowers young Filipinos with informed sexual and reproductive health choices. Their narratives of meaningful change mirror ZFF's own partnerships with local governments and other stakeholders, resulting in better collaboration and capacity for producing better and faster health outcomes for all.

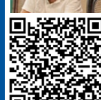
UHC Champions: Navigating diverse local realities

Effective leaders inspire collaboration to seize opportunities or address compelling needs, generating shared solutions, building on strengths, and adapting to local circumstances. They derive purpose from endeavors, especially in promoting universal access to healthcare for Filipinos in poor and rural areas.

Dr. Hydee Salao, a distinguished public health professional with the DOH in the Cordillera Administrative



First Row:
Dr. Hydee Salao - DOH CAR
Dr. Rommel Francisco - DOH Northern Samar
Second Row:
Dr. Feman Rene Autajay - DOH Aklan
Dr. Exuperia Sabalberino - DOH Eastern Visayas
Right:
Janriel Lavadia, RN - DOH Cagayan Valley



Scan the QR codes provided above to access the individual stories of ZFF's UHC Champions.

Region (CAR), dedicated her career to addressing the region's public health challenges. She managed a rural health unit with a limited budget in isolated and disadvantaged areas, where resources were scarce and community needs were substantial.

Growing up in Northern Samar, **Dr. Rommel Francisco** witnessed the challenges of accessing public healthcare. Residents had to take two-hour boat rides to obtain basic medical assistance due to poverty and distance. After completing his medical education, he heeded his father's advice to return home and be of service to his community.

The Eastern Visayas, known for its resilience in the face of health disparities and extreme weather events, is one of the impoverished regions in the Philippines. Three of its six provinces are among the 20 poorest in the country. The region's challenging geography and ongoing peace and order concerns further impede access to essential health services. This context shaped **Dr. Exuperia Sabalberino's** career in public health.

Janriel Lavadia, a registered nurse, overcame initial fears and took on a role in UHC despite unclear directions. He bridged political divides in Region II (Cagayan Valley), advocating for a comprehensive healthcare approach.

Dr. Feman Rene Autajay, a seasoned public health professional, emphasizes the importance of adapting to political situations while staying true to principles. He helped establish six District Health Boards in Aklan as a model Province-Wide Health System and contributed to Aklan's designation as one of the four Healthcare Provider Network (HCPN) demonstration sites.

Drs. Salao, Francisco, Sabalberino, and Autajay, as well as Lavadia, are members of ZFF's UHC Champions, collaborating with provinces and stakeholders to advance UHC implementation in their respective regions. For them, implementing UHC requires calculated, bold steps: establish connections with local stakeholders, build trust, facilitate collaboration, manage change, and demonstrate results.

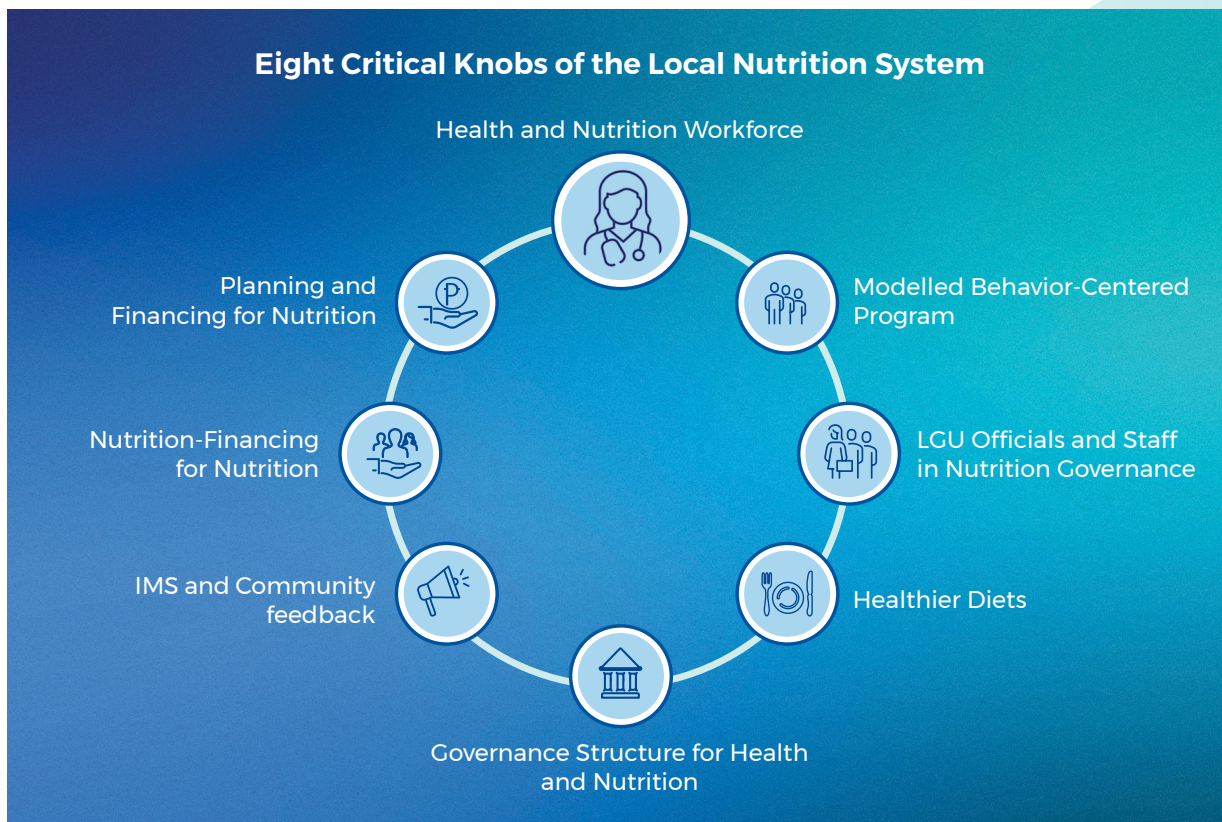
▀ **Nutrition and the First 1,000 Days: scale-ready system for better nutrition outcomes**

ZFF continued to implement its *Pook Malusog* Program, a nutrition leadership and governance approach aimed at addressing stunting among children in local communities, particularly in vulnerable provinces and regions. Aligned with the national priorities of the Philippine Plan of Action for Nutrition (PPAN) 2023-2028 and the Universal Health Care (UHC) implementation, *Pook Malusog* facilitates unlocking the eight critical knobs essential to sustain effective nutrition programs in LGUs.

For the year 2024, two priorities were identified as key drivers to initiate change. The first area involves establishing a governance structure for nutrition and enhancing the delivery of nutrition-specific interventions and investments through a comprehensive local nutrition action plan.



ZFF Family Stunting Reduction Program hands-on module delivery in Gandara, Samar, October 30, 2024.





From left to right: Mayor Maria Liza Resurreccion of Pilar, Mayor Angie Arcena of Burgos, and Mayor Arwela Dolar of Sta. Monica, Siargao share insights during the Nutrition Learning Forum held in Cebu on May 21, 2024. Pilar, Burgos, and Sta. Monica are pilot sites of the AHON Siargao Capacity Enhancement Program (CAPE), in partnership with the Alumni Association of the Asian Institute of Management (AAIM).

The second area focuses on improving service delivery and access to basic nutrition services, including antenatal care, severe acute malnutrition, and moderate acute malnutrition management. The LGU is expected to determine the necessary number of nutrition workers to ensure that quality services are provided to the vulnerable population.

The year 2024 generated the following evidence for nutrition outcomes.

- Five provinces under the Kristian Gerhard Jebsen Foundation (KGJF) project, namely, Basilan, Northern Samar, Samar, Sarangani, and Zamboanga del Norte, and three municipalities under AHON Siargao, namely, Burgos, Pilar, and Sta. Monica, achieved significant reduction of stunting and wasting.
- All LGUs improved their health and nutrition systems, and leaders have demonstrated improved governance capabilities.

Successful evidence-based nutrition programs have been scaled in 2024.

- The Nutrition Leadership and Equity Acceleration Program (NutriLEAP) commenced

in July 2024, expanding the reach of ZFF's Nutrition Governance Program to four provinces across the country. The League of Provinces of the Philippines (LPP) partnered with ZFF to strengthen critical leadership and governance competencies of provincial nutrition teams and establish province-wide systems for an effective and sustained nutrition and food security programs. LPP President, Governor Reynaldo S. Tamayo, Jr., and ZFF President and Executive Director Austere A. Panadero made the partnership official with a Memorandum of Understanding.

- The Basilan Assistance Program (BAP) was expanded to include five additional municipalities with high stunting rates: Al-Barka, Hadji Mohammad Ajul, Hadji Muhtamad, Tabuan Lasa, and Ungkaya Pukan. The mayors of these towns have taken proactive steps to enhance nutrition governance systems within their respective municipalities.
- The League of Corporate Foundations (LCF) brought together nine local CSR organizations—Jollibee Foundation, Metrobank Foundation, Pilipinas Shell Foundation, EastWest Seeds Foundation, Manila Water Foundation,

Knowledge Channel Foundation, Ayala Foundation, SEOIL Foundation, and SUN Business—to support Basilan in strengthening its nutrition systems. Their initiatives include constructing community kitchens, installing water systems, training on vegetable farming, and providing anthropometric tools, among other efforts, aimed at achieving holistic nutrition improvement in the province.

- The DOH-CHD and National Nutrition Council (NNC) in Region VIII (Eastern Visayas), with technical assistance from ZFF, initiated the scale up of the Family Stunting Reduction (FaStR) Program to more municipalities in Eastern Visayas, including Gandara and San Jose de Buan. The ongoing pilot implementation of the FaStR Program is synchronized with the efforts of Philippine Multisectoral Nutrition Project (PMNP) and is aligned with the objectives and strategies of the PMNP.

ZFF emphasizes the importance of data-driven governance of health and nutrition. It piloted Health and Nutrition Information Systems in Basilan

and Siargao and introduced the *Pook Malusog* Dashboard, a tool for informed decision-making at the local level.

At the Asia Pacific Association for Medical Informatics Biennial Conference held in October 2024, ZFF presented the impact of its *Pook Malusog* Dashboard. The conference, which attracted experts from various regions worldwide, underscored the significance of developing user-friendly and effective digital tools for public health initiatives.



Launching of the ZFF Pook Malusog Dashboard in Surigao del Norte, February 6-8, 2024.



ZFF's *Pook Malusog* Dashboard: easy access child and maternal health data for LGUs' informed decision-making

“

Managing data effectively is crucial for delivering health services.”

– ZFF

Use the QR code provided to access details pertaining to the launch of the *Pook Malusog* Dashboard containing critical information on a young child's First 1,000 days, encompassing vital data such as the health status of mothers within the community.

Provinces address stunting through ZFF's Nutrition Leadership and Equity Acceleration Program (NutriLEAP)

The Philippines has high child stunting rates, with 26.4% of children under five being short for their age. The National Government urges LGUs to take robust actions to improve nutrition, especially in 34 priority provinces identified in the Philippine Plan of Action for Nutrition (PPAN). Governor Reynaldo S. Tamayo, Jr., LPP President, emphasized the provinces' role in leading these efforts.

Over the past decade, ZFF implemented health and nutrition leadership and governance development programs in collaboration with selected provinces, NGAs, and international development partners. Province-led initiatives reduced stunting rates by about two percent annually.

ZFF's NutriLEAP aims to enhance provincial nutrition leadership and governance to improve nutrition. The program assists governors and their teams in evaluating local nutrition systems and implementing strategic initiatives.

Leadership and good governance drive progress. Governors can implement policies targeting malnutrition by understanding local data and working with experts. Collaboration between the provincial core team, local nutrition committees, and communities is crucial.

NutriLEAP's Executive Session for Governors (ESG) began on August 23, 2024. Governors received training



From top to bottom: Representatives of Tawi-Tawi, Dinagat Islands Governor Nilo Demerey Jr., and Davao Oriental Governor Niño Sotero Uy Jr., at the launching of the ZFF Nutrition Leadership and Equity Acceleration Program, supported by the League of the Provinces of the Philippines, August 23, 2024.



on analyzing local nutrition data, implementing optimal practices, and developing actionable plans. Governors Niño Sotero Uy Jr. of Davao Oriental and Nilo Demerey Jr. of Dinagat Islands, along with their teams, participated in the one-day training sessions. They analyzed data, identified issues, and developed strategies to improve nutrition systems. The goal is to foster continuous learning, teamwork, and accountability.

NutriLEAP's data-driven approach empowers governors to use data for assessment and decision-making. They set ambitious targets, aiming for 90% coverage of key nutrition services. Regular monitoring ensures accountability and alignment with provincial objectives.

This is a combined version of two original features published on the ZFF website. Visit www.zuelligfoundation.com/our-stories/ to read more feature articles.

Adolescent and Youth Sexual and Reproductive Health (AYSRH): high impact interventions and practices

In 2024, ZFF continued to implement the AYSRH program, supported by The Challenge Initiative (TCI) in partnership with the William Gates Sr. Institute for Population and Reproductive Health and the Johns Hopkins Bloomberg School of Public Health, as well as the Youth Leadership and Governance Program (YLGP), in collaboration with the United Nations Population Fund (UNFPA).

The primary objectives of these programs are to promote AYSRH behaviors among the Filipino youth, families, communities, and local governments, as well as other stakeholders. These behaviors empower the youth with informed reproductive health choices and address early pregnancies and parenthood. Furthermore, the programs foster youth engagement in local governance.

Like other ZFF programs, ZFF's AYSRH programs have yielded tangible outcomes.

- The national target for adolescent birth rate (ABR) is below 37 per 1,000 women. However, the Philippine hub under the TCI program has set a more progressive target of below 20 starting in 2024 for the 24 cities. Under this new target, 11 cities reached the below 20 ABR goal by the end of 2024. Conversely, if considering the national target, 22 cities met the national goal. In terms of modern contraceptive prevalence rates (mCPR), 14 engaged cities have met the End of Period (EOP) target of above 30%.
- The Philippine hub has successfully expanded its network of certified adolescent-friendly health facilities (AFHF), increasing the total from 394 in the last quarter of 2023 to 555 in the fourth quarter of 2024.

Scan the QR code on the right to access additional information on the specific milestones achieved by the five LGUs at the TCI Graduation Colloquium in November 2024.





Scan the QR code on the right to access additional information on the specific milestones achieved by the five LGUs at the TCI Graduation Colloquium in November 2024.

- Five cities—Dipolog, Cagayan De Oro, Puerto Princesa, Baguio, and San Jose—have demonstrated self-reliance in improving health indicators related to family planning (FP) and AYSRH. They graduated in November 2024. The cities highlighted their innovative and leadership efforts that drove changes in their localities. These efforts included developing a youth-led comprehensive service referral network for adolescents, integrating FP into a broader range of services, and fostering public-private partnerships for comprehensive service delivery.
- For outcomes under the YLGP with the support of UNFPA, LGUs integrated the findings of the Child Early and Forced Marriage and Union (CEFMU) study and the Longitudinal Cohort Study of the Filipino Child into their YLGP Modules and LGU Plans. Findings relevant to the LGUs identified the factors causing CEFMU, such as school disruptions, early child labor, disadvantaged male child, limited parental guidance, poor access to Family Planning Resources, limited knowledge of the anti-child marriage law (RA 11596). As a response, LGUs planned to implement Alternative Delivery Mode of Education, implementation of Anti-

Bullying Act in Schools, Strengthening of Adolescent Mental Health, Enhancement of Parenting skills, Expansion of Access to Modern Contraceptives, and adoption and localization of RA 11596 (“An Act Prohibiting the Practice of Child Marriage and Imposing Penalties for Violations Thereof”). Measures implemented through the AYSRH system in local governance facilitated the reduction of ABR and the achievement of mCPR targets in Samar and Southern Leyte. Samar’s ABR reduced from 37 per 1,000 in 2022 to 35 per 1,000 in 2024. Southern Leyte’s ABR decreased from 21 per 1,000 in 2022 to 18 per 1,000 in 2024. Current modern contraceptive users in Samar increased from 699 in 2022 to 2,054 in 2024 and from 614 in 2022 to 799 in 2024 in Southern Leyte.

ZFF expanded the Minimum Initial Service Package for Sexual and Reproductive Health (MISP for SRH), a coordinated set of life-saving priority SRH activities and services to be implemented at the onset of every humanitarian emergency, to Regions V (Bicol Region), VIII (Eastern Visayas), and XIII (CARAGA), as well as to the Provinces of Eastern Samar, Southern Leyte, Catanduanes, and Surigao del Norte in 2024.

With its experience in facilitating evidence-based governance reform to support AYSRH outcomes in collaboration with local governments and other stakeholders over the years, ZFF and partners participated in international and national learning forums to share the Foundation’s AYSRH expertise and local knowledge.

- In 2024, the Philippines hosted the TCI Global Meeting in Cebu, which attracted 80 participants from various organizations, including ZFF, Bayer AG, the Melinda and Bill Gates Foundation, the William H. Gates Sr. Institute, and hubs from East Africa,

Francophone West Africa, Nigeria, India, Pakistan, and the Philippines. This provided an opportunity to amplify evidence-based change in FP and AYSRH in the Philippines to an international audience.

- TCI-supported Dipolog City shared its success in addressing adolescent reproductive health through an integrated, whole-of-government approach at the 2024 National Family Planning Conference in Pasig City.
- At the DOH's Adolescent Health Learning Exchange, Cagayan de Oro City, a TCI-supported city, showcased its good practices in organizing the Information Service Delivery Network (ISDN) for the Adolescent Health Development Program

(AHDP) sustaining the enhanced quality of health services provided to young Filipinos and addressing adolescent pregnancies.

- TCI-Philippines was invited to review and serve as a reactor during the Department of Social Welfare and Development's (DSWD) 2024 Policy Review/Study Session on "Increasing Rates of Adolescent Pregnancy in the Philippines."
- ZFF, through TCI-Philippines, participated in a culturally enriching event in Isabela de Basilan for the Indigenous Peoples (IP) Summit for Adolescent Pregnancy. The event engaged in discussions on Islamic perspectives on early pregnancy and provided hands-on activities promoting healthy relationships.

ZFF, partners recognized for AYSRH work

ZFF in collaboration with TCI-Philippines, Family Planning Organization of the Philippines (FPOP), and the recently concluded USAID ReachHealth Project, was recognized by the Commission on Population and Development (CPD) Regional Office III during the Rafael M. Salas *Kaunlarang Pantao* Award (RMSKPA) Stakeholders' Appreciation Day on November 26, 2024.

Furthermore, ZFF, through its TCI team, in collaboration with Jhpiego Philippines and CPD 10, received plaques of recognition during DOH Northern Mindanao's Health Summit held on October 10, 2024.



Youth Leader Emilio Galangue empowers youth in Basey, Samar; inspires replication of initiative

Upon becoming Sangguniang Kabataan (Youth Council) Chairperson of Barangay Mabini, Basey, Samar, **Emilio Galangue** took action to effect positive change. He joined other SK leaders in the Municipal Expanded Youth Leadership and Governance Program (MEYLGP) Module 1, a training facilitated by ZFF in collaboration with the Joint Programme on Accelerating the Reduction of Adolescent Pregnancy in Southern Leyte and Samar (JPAPAS) and UNFPA.

Inspired by the training, Emilio initiated the Adolescent Health and Development Program (AHDP), a flagship project aimed at empowering adolescents with knowledge and skills for informed health decisions. The program encompasses physical, emotional, mental, and social development of young Filipinos.

The program places a strong emphasis on mental health, fostering open discussions and a supportive environment. Interactive activities, including lectures, audio-visual presentations, and role-playing simulations, engage young participants. Experts, such as medical professionals, youth advocates, and social workers, facilitate sessions.

The AHDP quickly gained support from the youth and parents, and Emilio incorporated it into the barangay's annual budget for sustainability. Emilio's leadership inspired other SK



Emilio Galangue, Sangguniang Kabataan (SK) Chairperson of Barangay Mabini, Basey, Samar.



Chairpersons in Basey to replicate his initiative, spreading its positive impact throughout the municipality.

Emilio's efforts demonstrate transformative potential of youth leaders. By addressing adolescents' needs, he fulfills his role as SK Chairperson and fosters a healthier,

more informed, and resilient community.

For Barangay Mabini, Emilio embodies hope and progress, showing that determination and visionary leadership are catalysts for behavioral change and health awareness among young Filipinos.

This revised version of the original feature published in the ZFF website on November 26, 2024, is available in <https://zuelligfoundation.com/our-stories/>

■ Zuellig Family Foundation Institute (ZFFI) for Health Leadership: capacity-building for ZFF staff and partners

In 2024, ZFFI enhanced ZFF's capacity to fulfill its core mission and vision.

- The Roberto R. Romulo Fellowship program was implemented in 2024 to provide coaching and technical assistance to Fellows in addressing health concerns. The program identified the most pressing health needs affecting four provinces and is working to develop context-sensitive solutions to enhance the overall well-being of these provinces.
- The strategy for Aklan addressed the growing number of mental health issues as well as the prevalence of NCDs, such as cancer, diabetes, and hypertension. Davao de Oro addressed the problems of rabies and sanitation, in addition to the challenges of malnutrition and vaccination rates. To facilitate improved decision-making and resource allocation, Dinagat Islands concentrated on strengthening health leadership, safeguarding resources, and upgrading health information systems. Kalinga prioritized reducing maternal mortality, addressing non-communicable diseases (NCDs), and addressing traffic-related injuries.
- ZFFI engaged with ten academic institutions nationwide to support the scale-up of ZFF's leadership programs. Among these, five institutions have been fully capacitated and onboarded for the implementation of the *Bayang Malusog* Program, while the others remain ready to support ZFF-led portfolio programs through individual faculty engagements.
- Through the Staff Formation Program (SFP), targeted learning interventions were delivered to enhance staff competencies in health leadership and governance, learning and development, partnership building, and coaching and mentoring. Additionally, workshops were conducted to familiarize ZFF staff with the enhanced Health Change Model and explore its effective operationalization throughout the organization.
- ZFF maintained its ISO 29993:2017 Certification by successfully passing the ISO recertification audit in June and Professional Regulation Commission - Continuing Professional Development (PRC-CPD) provider accreditation, ensuring global learning standards and CPD unit credentialing across allied health sciences professions.

► Moving forward

In 2025-2027, ZFF aims to strengthen LGU capacity; promote reliable, effective, and efficient service delivery; and accelerate the improvement of health outcomes. These objectives are supported by the following strategic choices approved by the Board of Trustees in August 2024:

- to pursue provincial approaches contextualized according to capabilities of LGUs;
- to continue collaboration with partner LGUs to achieve better health outcomes faster;
- to influence national and local policies to promote systemic change in LGUs using evidence-based interventions;
- to document management of change by LGUs;
- to implement targeted communications and dissemination of lessons; and
- to increase the value and visibility of ZFF's internal capabilities.

Province-wide capacities and better health outcomes as a result of ZFF's interventions

Building upon evidence-based health change models and scale-ready programs for local governments and other stakeholders, ZFF will continue to provide targeted and contextually appropriate capacity-building and advisory services to provinces and lower-level local governments units, as well as other partners. This will ensure that universal health coverage and health programs deliver improved health outcomes for all. Specifically, by 2027, ZFF aims:

- to support Healthcare Provider Networks (HCPN) in Aklan, Benguet, and Baguio so that they can serve as benchmarks for UHC implementation, demonstrating sustainable and replicable methods for delivering high-quality primary care; ZFF will provide context-responsive system-level interventions for the province, collaborating with lower-level LGUs, to facilitate the achievement of agreed-upon health outcomes;

- to support Basilan, Dinagat, and Davao Oriental in strengthening nutrition governance mechanisms through functional nutrition committees, increased investments implementing multi-sectoral plans, and evidence-based interventions; ZFF will assist these provinces in accelerating the reduction of stunting and wasting prevalence among 0 to 2-year-old children by half, and reducing the number of nutritionally-at-risk pregnant women, among other nutrition outcomes;
- to implement high impact interventions and practices for adolescent pregnancy reduction in the provinces of Samar, Southern Leyte, and in the cities under TCI, such as Dipolog, San Jose, and Baguio City; ZFF will use its expertise to assist LGUs in achieving zero pregnancies among 10 to 14-year-old adolescent girls and exceeding the national average reduction in adolescent birth rates among girls and women aged 15 to 19, among other health outcomes.

Collaboration to improving local governance, accelerating health outcomes

Provinces are expected to collaborate with component local governments to ensure that local health systems and services are effectively integrated and functional within their respective communities. Shared information systems, agreed performance management and financing arrangements, and clear accountability mechanisms are essential for effective inter-LGU collaboration under the province's auspices.

ZFF will continue to attract partners to assist local governments in implementing their health transformation agendas.

Enabling conditions at the national level

The role of the National Government in creating an enabling environment for UHC implementation and local health transformation is paramount. DOH and PhilHealth continue to be pivotal partners in facilitating the seamless transition of local governments to the requirements for UHC maturity, thereby ensuring that Filipinos at the community level have universal access to healthcare services. This entails the provision of clear, comprehensive, and timely administrative, financial, technical, technological, and regulatory guidance from NGAs for the implementation of UHC at the provincial level.

ZFF will prepare the roadmaps of provinces in advancing the maturity and accessibility of the UHC system at the local level, as well as connecting them with other stakeholders. ZFF will facilitate the amplification of opportunities for enhancing system-level responsiveness at the national level, as these impact the scope and acceleration of UHC implementation at the provincial level.

Scale-ready ZFF programs for accelerated expansion and adoption

With the support of the League of Provinces of the Philippines (LPP), provinces will be progressively engaged in addressing stunting among children. The National Nutrition Council (NNC) through the PPAN, 2023-2028, reported that the Philippines ranks fifth among countries in East Asia and the Pacific with the highest stunting prevalence and one of the ten countries with the highest number of stunted children worldwide. Utilizing the learnings and knowledge products refined over the years, provinces will be introduced to ZFF's proven governance approach known as the *Eight Critical Nutrition Governance Knobs*, which aims to accelerate the decline in stunting rates.

For AYSRH, ZFF will utilize the knowledge and experience gained from evidence-based change in leadership, governance systems, and outcomes of cities under the TCI to develop a 'playbook' containing guidelines to assist other LGUs in scaling the governance of AYSRH at the local level.

Knowledge creation

ZFF will provide credible, value-adding management advisory services on public health and local governance in the Philippines. To do this, ZFF commits:

- to demonstrate excellence in facilitating local health outcomes building on ZFF's track record in helping LGUs do better in local health systems and programs;
- to learn from accelerated health outcomes and diverse local capacities and readiness under province-wide, network-based health systems and programs, and pursuing purposive diffusion and scale;

- to engage and empower local health leaders by actively involving and supporting LCEs and health managers to foster effective decision-making and implementation of health initiatives; and
- to maximize collaborative partnerships with key stakeholders including (i) NGAs for policy alignment, (ii) LGUs and their Leagues to drive localized health programs and innovations, (iii) academic institutions for knowledge exchange and capacity-building, and (iv) development partners and donors to enable sustainable health systems and programs.

In addition to ZFF's management advisory services to LGUs and other stakeholders, ZFF will conduct research to reinforce program development and enhancement for the governance of public health at the local level. ZFF will support digital solutions for evidence-based decision-making.

Partnerships for local health change

ZFF will establish partnerships based on mutually agreed-upon outcomes that align with the ZFF 10-Year Strategy and the priorities of LGUs. It will collaborate with academic and other development partners to provide support for the capacity and change management requirements of LGUs.

Upskilling internal capacities

ZFF will enhance internal systems and processes to foster the improvement of talents and teams by investing in the development of ZFF staff and supporting their work with a culture of recognition, continuous improvement, and innovation. Research will be conducted to support ZFF's areas of expertise, enhancing the reach of our digital platforms and disseminating stories of change through ZFF's communication channels.

Statements of Assets, Liabilities and Fund Balance

	December 31	
	2024	2023
ASSETS		
Current Assets		
Cash (Note 4)	₱55,931,684	₱57,146,840
Receivables (Note 5)	17,971,817	10,731,313
Prepayments and other current assets	781,900	949,450
Total Current Assets	74,685,401	68,827,603
Noncurrent Assets		
Property and equipment (Note 6)	2,146,084	2,278,218
Retirement asset (Note 13)	797,963	476,887
Refundable deposit	37,500	37,500
Total Noncurrent Assets	2,981,547	2,792,605
TOTAL ASSETS	₱77,666,948	₱71,620,208
LIABILITIES AND FUND BALANCE		
Current Liabilities		
Accrued expenses and other payables (Note 7)	₱16,897,606	₱13,235,253
Deferred donations (Note 8)	9,330,892	9,775,915
Total Current Liabilities	26,228,498	23,011,168
Fund Balance	51,438,450	48,609,040
TOTAL LIABILITIES AND FUND BALANCE	₱77,666,948	₱71,620,208

See accompanying Notes to Financial Statements.

Statements of Revenues and Expenses

	Years Ended December 31	
	2024	2023
REVENUES		
Donations (Note 10)	₱186,594,805	₱172,684,433
Unrealized foreign exchange gain	227,120	—
Interest (Note 4)	7,323	5,156
Others	2,292	20
	186,831,540	172,689,609
EXPENSES (Note 11)		
Salaries, wages and other benefits (Note 12)	94,040,658	84,907,654
Trainings and seminars	38,666,189	28,115,108
Transportation and travel	19,992,243	19,323,472
Professional fees	8,191,003	9,457,840
Outside services	7,228,622	7,510,648
Materials and supplies	4,555,502	4,262,906
Utilities	3,372,310	3,154,759
Representation and entertainment	1,641,055	3,260,156
Depreciation and amortization (Note 6)	1,455,987	1,509,634
Repairs and maintenance	1,033,360	837,527
Retirement cost (Note 13)	1,009,400	3,524,234
Donations and contributions	235,707	3,834,464
Taxes and licenses	56,738	74,843
Unrealized foreign exchange loss	—	90,598
Others	2,523,356	1,473,244
	184,002,130	171,337,087
EXCESS OF REVENUES OVER EXPENSES	₱2,829,410	₱1,352,522

See accompanying Notes to Financial Statements.

Statements of Changes In Fund Balance

	Years Ended December 31	
	2024	2023
Balance at beginning of year	₱48,609,040	₱47,256,518
Excess of revenues over expenses	2,829,410	1,352,522
	₱51,438,450	₱48,609,040

See accompanying Notes to Financial Statements.

For the complete audited financial statement report and accompanying financial statement, go to <https://zuelligfoundation.com/our-work/>

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Abbreviations



ABR	- Adolescent birth rate	LBW	- Low Birth Weight
AFHF	- Adolescent-friendly Health Facility	LCE	- Local Chief Executive
AHDP	- Adolescent Health Development Program	LCF	- League of Corporate Foundations
AP	- Academic Partner	LDP	- Leadership and Development Program
AYSRH	- Adolescent and Youth Sexual and Reproductive Health	LGU	- Local Government Unit
BAP	- Basilan Assistance Program	LHS	- Local Health System
BM-LDP	- Bayang Malusog: Leadership Development Program	mCPR	- Modern Contraceptive Prevalence Rate
CALABARZON	- Cavite, Laguna, Batangas, Rizal, Quezon	MEYLGP	- Municipal Expanded Youth Leadership and Governance Program
CAR	- Cordillera Administrative Region	MUAC	- mid-upper arm circumference
CEFMU	- Child Early and Forced Marriage and Union	NAR	- Nutritionally At-risk
CHD	- Center for Health Development	NCR	- National Capital Region
CoP	- Community of Practice	NGA	- National Government Agency
CPD	- Commission on Population and Development	NGO	- Non Government Organization
CSO	- Civil Society Organization	NCD	- Non-communicable disease
CLT	- City Leadership Team	NCU	- Net Contraceptive Uptake
CTL	- City Technical Lead	NNC	- National Nutrition Council
DOH	- Department of Health	NUTRILEAP	- Nutrition Leadership and Equity Acceleration Program
DSWD	- Department of Social Welfare and Development	OPT+	- Operation Timbang Plus
EOP	- End of Project	PHB	- Provincial Health Board
ESG	- Executive Session for Governors	PHC	- Primary Health Care
FAsTr	- Family Stunting Reduction	PHILHEALTH	- Philippine Health Insurance Corporation
FP	- Family Planning	PHTL	- Provincial Health Team Leader
FIKD	- First 1,000 Days	PCPN	- Primary Care Provider Network
FHSIS	- Field Health Services Information System	PLDP	- Provincial Leadership Development Program
FPE	- First Patient Encounter	PLGP	- Provincial Leadership and Governance Program
HCM	- Health Change Model	PMNP	- Philippine Multisectoral Nutrition Project
HCPN	- Health Care Provider Network	PPAN	- Philippine Plan of Action for Nutrition
HII	- High Impact Interventions	PRC-CPD	- Professional Regulation Commission - Continuing Professional Development
HIP	- High Impact Practices	RAISE	- Reflection and Action to Improve Self-reliance and Effectiveness
HNIS	- Health and Nutrition Information System	RRR	- Robert R. Romulo
HSS	- Health Sector Strategy	SFP	- Staff Formation Program
IP	- Indigenous People	SHF	- Special Health Fund
ISDN	- Information System Delivery Network	SK	- Sangguniang Kabataan
ISO	- International Organization for Standardization	TCI	- The Challenge Initiative
JPARAP	- Joint Programme on Accelerating the Reduction of Adolescent Pregnancy	UHC	- Universal Health Care
KGJF	- Kristian Gerhard Jebsen Foundation	UIS	- Universal Health Care Integration Sites
KOICA	- Korea International Cooperation Agency	UNFPA	- United Nations Population Fund
KONSULTA	- Konsultasyong Sulit at Tama	UNICEF	- United Nations Children's Fund
		USAID	- United States Agency for International Development
		YLGP	- Youth Leadership and Governance Program
		ZFF	- Zuellig Family Foundation
		ZFFI	- Zuellig Family Foundation Institute

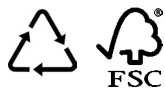


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This Annual Report was printed on Forest Stewardship Council (FSC)-certified paper.
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2024 audited financial statements may be downloaded from
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