



EMPOWERED BY



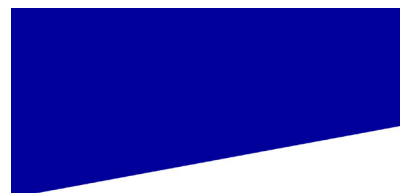
2023 ANNUAL REPORT

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ABOUT THE COVER



For the year 2023, Tulay sa Pag-unlad, Inc. (TSPI) embraced the theme, Empowered by 3Gs, namely, God-centeredness, Gratefulness, and Generosity.



God-centeredness best describes TSPI's vision, mission, core values, and transformation framework. It

encourages dependence on God's plan, strengthens faith in Him even during challenging times, and provides a moral framework based on His word for one's ethical behavior and for every action and decision that has to be made.

Gratefulness is the posture of TSPI's heart in celebrating God's faithfulness and goodness for every blessing received from Him and for every act of service it renders to the communities. **Generosity** goes beyond giving bountifully and more on finding great joy in simplicity and sacrificial giving.

TSPI

Tulay Sa Pag-unlad, Inc.

Tulay sa Pag-unlad, Inc. (TSPI) formerly TSPI Development Corporation, was established on October 30, 1981 as the pioneer of the Philippines' microfinance industry by Maranatha Trust founded by businessman David T. Bussau. It is a Christian, non-stock, non-profit microfinance NGO engaged in social development programs and services to fulfill Christ's commission to proclaim the Good News of His saving grace and kindness to the poor. In partnership with other institutions, it works towards poverty alleviation by supporting the livelihood of microentrepreneurs, and small farmers while nurturing their spiritual well-being. TSPI believes that these microenterprises and farms are God's blessings to the clients and their bridge to progress (tulay sa pag-unlad).

By the end of December 2023, TSPI has served 177, 624 clients through its 120 branches with 109 Sambayanihan Centers all over Luzon. TSPI has a total asset of P1.30B and a loan portfolio of P743M.



VISION

To see people live Christ-centered lives with dignity, sufficiency, integrity and hope; demonstrating this through love and service in their families and communities.

MISSION

To provide individuals, families and communities the opportunities to experience fullness of life in Christ through Christian microenterprise development.

CORE VALUES

Stewardship as the cornerstone of Corporate Governance where prudence and wisdom that demonstrates faithfulness and obedience to the gospel-Driven mission must be seen in all levels of the TSPI organization.

Servanthood modeled on Christ, as the beacon of the kind of a servant heart in His commitment to serve the poor.

Integrity as the burning lamp to light every member of the organization to do what is right despite the cost, even when no one is looking, and consequently gain a strong position of trust from all its stakeholders.

Excellence as a way of life in the TSPI community, by cascading all of the aforementioned three core values.

PROGRAMS AND SOCIAL SERVICES

TSPI NGO provides working capital through its livelihood loan programs. In support of TSPI NGO, the social services of TSPI Mutual Benefit Association Inc. (MBAI) are crucial for TSPI's mission to provide "opportunities to experience fullness of life". It also provides microinsurance & credit life insurance for its members who are also the clients of TSPI.



TSPI Kabuhayan Program (TKP):

For individuals with livelihood/microenterprise operating for at least three (3) months, committed to collective responsibility, we provide collateral-free loans of up to Php50K, payable in three (3) to six (6) months on a weekly basis.



TSPI Maunlad Program (TMP):

For businesses operating for at least two (2) years with a minimum capital of Php60K, we offer loans from Php50,001 to Php300K, payable in three (3) to 24 months on a monthly basis.



TSPI Programang Pang-Agrikultura (TPP):

For farmer groups committed to collective responsibility,

we provide agri-loans of up to Php300K for a maximum of five (5) hectares. The loan is payable in lump sum at the end of the cropping season for rice and corn or in multiple payments during harvest. For high-value crops, the loan is payable in four (4) to six (6) months on a monthly basis.



Home Improvement and Sanitation Program (HISP):

For housing improvement, water source installation, and electrical connection, we offer this program to clients with existing business loans (TKP, TMP, TPP) payable in six (6) months to 24 months with weekly repayment.



Education Loan Assistance Program (ELAP) :

For clients' children and immediate family members in pre-elementary to post-graduate levels or taking up special courses, we offer loans of up to Php20K to clients with existing business loans, payable in three (3) to six (6) months with weekly repayment.



Microinsurance and Credit Life Insurance Program (CLIP):

For TSPI clients, employees, and their immediate family members affected by disability or death in the family, the TSPI Mutual Benefit Association, Inc. (TSPI MBAI) offers highly affordable microinsurance life plans.

SERVING THROUGH 120 BRANCHES

AS OF DECEMBER 2023

and 109 SAMBAYANIHAN CENTERS

(* 🏠 - Branches with SAMBAYANIHAN Centers)





Sambayanihan is a combination of the words samba (worship) and bayanihan (community spirit). It is coined to refer to TSPI MBI members' benefit program. Samba emphasizes that serving others is a God-given mission carried out to bring glory to Him and in a way, is an act of worship. As stated in our pledge, "Higit sa lahat, hangarin nating mabigyan ng papuri ang Diyos".

Bayanihan underscores the deeper meaning of sama-samang responsibilidad (collective responsibility). It describes the community activities that will benefit TSPI members and their kapamilya. It is a way of giving back to our members through community services that will be jointly organized by the branch staff and member-leaders. It gives the opportunity to staff and members to "demonstrate love and service in their community", which is TSPI's mission.



TSPI's Path to Sambayanihan Movement

Sambayanihan became a "movement" resulting in 109 Sambayanihan centers established by 92 branches located in 23 different provinces.

2023

Sambayanihan logo was approved as the official trademark by the Intellectual Property Office of the Philippines for TSPI NGO.

2022

Roll-out of 40 Sambayanihan Centers to serve clients in their communities which further fosters the Sambayanihan Spirit. The first SC was established in Nabua, Camarines Sur on March 19, 2021.

2021

TSPI NGO Sambayanihan Center (SC) was conceptualized, symbolizing a humble place of service and God's temple for worship.

2020

TSPI MBI as the microinsurance arm of the TSPI - NGO presented the Sambayanihan Program and was approved by the Insurance Commission as the client-members' benefit program.

2019

TSPI MBI initially provided social services to its members. With the flourishing Sambayanihan movement, TSPI MBI has extended service to members' respective communities to sustain its social development program. This is to carry on the TSPI's vision of seeing the people with dignity, sufficiency, integrity and hope, demonstrating this through love and service to the (members') families and their communities on a larger scale.

TSPI's social development program for Mutual Benefit Association, Inc. (MBAI)'s members was branded as Sambayanihan and classified into the following five areas, with a brief description of the community activities under each:



Values Formation –Activities that deepen clients' relationship with God by sharing Bible-based principles and by practicing Christian values in day-to-day living.



Enterprise Training and Development Training activities to help client /farmers and even family members improve their skills to grow their business and eventually increase their income.



Health and Sanitation – Programs that address the health concerns of members with

limited access to healthcare and also promote proper hygiene and sanitary condition of living.



Disaster Recovery Assistance – Financial assistance given to members who are victims of fire or in areas declared under a 'state of calamity' by the government.



Environmental Program – Activities that promote care for the nature and preservation of the environment such as tree planting and urban farming.





EMPOWERED BY



Client Activity Highlights

TSPI embarked on the following client activities which reflected God-centeredness, Gratefulness and Generosity.

God-Centeredness: Experiencing A Sacred Marriage through TSPI Kasalang Bayan



TSPI strongly believes that couples who make God as the center of their relationship will cultivate a blessed and loving family. TSPI became instrumental for select unmarried TSPI clients, together with their spouse, to become God-centered through its values program "Kasalang

Bayan". Deserving clients who are responsible and determined to achieve progress for their families were chosen to benefit from this once in a lifetime opportunity. They were given access to spiritual, legal and moral assistance and guidance enabling them to celebrate the sanctity of marriage with the church, their loved ones and community.

Prior to the wedding ceremony, select couples attended TSPI family development seminar sessions. They also joined access to spiritual, legal and moral assistance and guidance enabling them to celebrate the sanctity of marriage with the church, their loved ones and community.

They also joined the Pre-Cana Seminar as a prerequisite to the church wedding. The ultimate goal of these two (2) seminars is for the couples to understand their lifelong commitment and responsibilities. It emphasizes strengthening families and transmitting faith from parents to children.

The first Kasalang Bayan was held on August 1, 2023 at San Bartolome Apostol Parish Church, Nagcarlan, Laguna. The church was founded by Franciscan priests in 1578 and has a Baroque style structure. In this place of worship, select 13 couples received the sacrament of marriage. Most of the couples are second generation clients whose parents are also current TSPI clients.

The second Kasalang bayan was held on September 7, 2023 at the St. Raymond of



Peñafort Parish or known as Mangatarem Church in Mangatarem, Pangasinan. Named after the Dominican priest who later became the patron saint of canon lawyers and lawyers in general, this church was built in 1835. It reflects an Early Renaissance architectural style and is mainly distinguishable for its dome-like roof". Hand-picked 13 couples were given the opportunity to be part of the church wedding.

This program was funded by Wholistic Transformation Resource Center Foundation, Inc. (WTRC), a nonstock, nonprofit Christian organization aiming to build true transformation in people's lives. WTRC was founded by David T. Bussau, TSPI's Chairman Emeritus.

***Gratefulness:
Provision of Free Facilities of Service
and Recognition of Hard Work***



Sambayanihan Center Opening in Tondo and TSPI MBI Regional Center in Better World Smokey Mountain, in Barangay 128, Tondo Manila on September 29, 2023. TSPI is grateful to San Miguel Foundation for its generous provision of facilities. The space is accessible to a community of 30 tenements with vibrant residents who are open to change if given the right opportunities. Through this partnership, TSPI is able to continuously reach out to about 150,000 families in the area by providing them access to microfinance services, financial inclusion and values formation activities and transformation programs. Clients expressed their appreciation how TSPI's livelihood loan program helped to progress their businesses, enabling them to meet their families' basic needs.



Sambayanihan sa Sakahan (refers to Collective Responsibility in Farming), a celebration held at the Cultural Center of San Manuel, Tarlac on June 29, 2023 was organized by TSPI, and joined by Jollibee Group Foundation. The objective of the event was to recognize and thank TSPI's farmer-entrepreneurs, the Local Government Units and TSPI Farmer Entrepreneurship Program (FEP) Project Team. The following farmer groups were given awards under the TSPI-Jollibee Group Foundation (JGF) FEP: MASIFAGCA Pangkabuhayan, Inc. and Ungab Farmers Association both in Nueva Ecija; ALCAVEGA, Inc., Nueva Vizcaya; Pagbiagan Multi-Purpose Cooperative in Tarlac; and Segundu Agri-products, Inc. in Pangasinan. Acknowledgement of the farmer-entrepreneurs' achievements served as a tremendous source of motivation and encouragement to the other farmer attendees. To express their gratitude, farmer groups offered organizers and guests bags of their best produce vegetables and fruits.

2nd Digital Financial Inclusion Awards

October 24, 2023 | BSP Assembly Hall



Digital Financial Inclusion Awards (DFIA) program is an annual recognition given to outstanding microfinance institutions and/or financial institutions and micro-entrepreneurs who successfully transitioned to using digital solutions for their businesses. The financial inclusion award program is made possible by Citi Foundation in partnership with Microfinance Council of the Philippines, Inc. (MCPI), and supported by Bangko Sentral ng Pilipinas (BSP). Four (4) TSPI Clients were recognized:



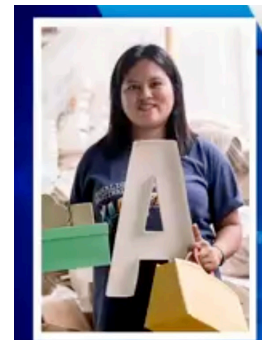
(1) Shirley Aguinaldo of TSPI Taguig Branch provides digital financial services such as cash-in, cash-out, funds transfer, bills payment, and e-load TrueMoney and GCash as her main line of business. Shirley Online Shop, the name of her shop in Lazada, provides her additional income. She also offers an online shopping drop-off service. As her commitment to good customer service and convenience, she maintains effective communication with her buyers.

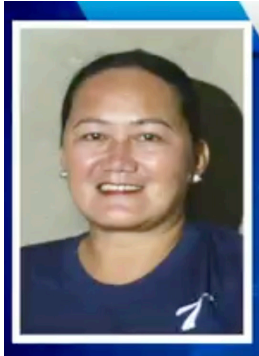


(2) Arlene Panit of TSPI Umingan Branch has multiple businesses, namely, Supremo Vertices Organic Fertilizer, Tiffany Quail Egg Production, and online selling through Facebook and GCash. With customers initially from her locality, the pandemic emboldened her to try online selling. This widened her customer reach to all over the country. In doing business, Arlene upholds the principles of legitimacy, honesty, and hard work, as she strongly believes these would benefit both her customers and her business.

(3) Arlene Passion of TSPI Siniloan Branch has gone digital for her business called Crafts 'n Creation by posting on platforms such as Facebook and Tiktok. Her online presence expanded her customer base exponentially from one client for export to three local buyers.

Customers conveniently pay through GCash and online bank transfers. She is also engaged in selling chip board scrap materials and efficiently utilizing the excess materials. She values client satisfaction and resourcefulness in serving her clients, which she acknowledges to be important in retaining their loyalty.





(4) Catherine Rugnao of TSPI Vigan Branch moved from importing and reselling salt to establishing her own salt production facility in 2001. As such, she supports her relatives and neighbors by providing them employment. The choice of salt for a business venture is a wise decision since it is a commodity of

necessity. To maximize digital platforms, she created the Facebook page, Salt of the Earth: Kap Salt Making Factory. This further expanded her customer base and boosted her sales. Payments through GCash and online bank transfer are accepted for a faster and hassle-free process.

DFIA Digital Champions were very grateful for having access to working capital for their businesses provided by TSPI. With TSPI's digitalization campaign, clients were exposed to usage of software applications such as CLICK for loan updates, GCash and TAAS for payment, Zoom for virtual training among others. This enabled them to be more confident in exploring digital solutions in marketing their products and transacting business.

Generosity: Opportunities for Growth and Learning



Tulay Iskolar (refers to TSPI Scholar) Graduation was held on August 17, 2023 at the TSPI Sambayanihan Center in Bailen, Cavite. Wholistic Transformation Resource Center (WTRC) Foundation, Inc. generously funded and supported this activity through their Men at Work program. It helps marginalized men to restore and improve their capabilities as productive leaders and role models of their families and communities by utilizing an integrated development approach through values formation and skills development. Twenty-five male scholars received their Certificates of Training in Shielded Metal Arc Welding (SMAW) from the Technical Education and Skills Development Authority (TESDA). Most of the scholars are out-of-school relatives of TSPI clients who now have a better chance of being employed and can help put food on the table.



Employees Activity Highlights

TSPI values Stewardship as it nurtures employee's growth through spiritually engaging activities. It promotes the observance of Servanthood by rekindling the commitment to serve guided by Godly principles and socially responsible actions. TSPI cultivates Integrity as reflected by valuable and strengthened relationships with Partners. It encourages Excellence by recognizing outstanding work performance and outstanding contributions and initiatives among its employees.

Stewardship: Nurturing and Empowering Leaders



TSPI Management Retreat and Leadership Conference was held on March 9 and 10, 2023 in Morong, Bataan, with three main programs: (1) Leadership Conference focused on God-centeredness; (2) Fellowship Night and Team Building centered on Gratefulness; and (3) Spiritual Retreat set on Generosity.

Outstanding leaders were also acknowledged for serving like Jesus TSPI's clients. They delivered quality microloans services, promoted digitalization and conducted Sambayanihan Program. With the activities, which could be described as both fun and meaningful, the leaders were refreshed, and strengthened in their relationship with the Lord and each other.

Servanthood: Committing to Serve with Passion



Sector Rally is an annual one-day activity of which each sector in the Operations Group convene to (1) intentionally "pause for a purpose" during staff retreat and (2) present and discuss strategic direction in preparation for the following year. Seven sectors conferred in batches, which started on November 11 and ended on December 15, 2023. With the year's theme of 3G, as one G stood for God-centeredness, the guiding principle for this Sector Rally was "Trust God". This was anchored on the bible verse Psalm 37:5. "Entrust your ways to the Lord. Trust Him, and He will act (on your behalf)." This activity renewed TSPI field personnel's spiritual strength and motivation to achieve their goals.



Isang Puso, Isang Puno para sa Panginoon (translated literally as 'One Heart, One Tree for the Lord'), a tree planting activity was held on June 23, 2023 at Mount Purro Nature Reserve (MPNR), Antipolo City. Over 100 TSPI employees participated, and was made special by the presence of Dumagats. Its impact on the environment is evident: planting trees will prevent flooding and protect the environment and the people, especially those living in Metro Manila, since MPNR is situated in the Sierra Madre Mountain Range mountains.



Integrity: Appreciating Valuable Partnerships

TSPI received two significant certificates reflecting the integrity of TSPI in nurturing valuable partnerships.

Rotary Club of Makati (RCM) handed the "Award of Appreciation" on June 19, 2023. This is in recognition of the noteworthy impact of the project "Sambayanihan Center Business Program" for micro entrepreneurs funded by RCM.



Employers Confederation of the Philippines (ECOP) awarded the Certification for Sustainable Development Goals (SDG) Value Scan last December 6, 2023. TSPI underwent the pilot SDG Value Scan session on November 10, 2023.



Excellence: Celebrating Significant Contributions and Initiatives

The First TSPI Daniel Excellence Service Awards for employees was the main highlight during the 42nd TSPI Anniversary celebrated last October 25, 2023. The major event was attended by Chairman Emeritus, David T. Bussau, Board of Trustees spearheaded by Atty. Lamberto L. Meer, Management team led by Alice Z. Cordero, all employees and clients. President Rene E. Cristobal graced the event as he expressed his heartfelt message through a song "Great is Thy Faithfulness". The Daniel Excellence Service Awards were granted to deserving individual employees and Technical Working Groups (TWGs) who made valuable contributions to the organization and demonstrated TSPI's core values of Servanthood, Stewardship, Integrity and Excellence.

A Committee composed of the Senior Management Team oversaw the execution of this Award Program following the approved

Guidelines. The awardees individually received a Certificate of Recognition and a cash gift.

Three (3) employees qualified for The Excellent Daniel Award Individual Category.

1. Training Manager Jonathan A. Bauin who composed & arranged Songs for TSPI Advocacy Programs & Special Projects,
2. Sector Manager and TPP Business Manager Lorena M. Mandanas for Agri-Program Sustainability –FEP & TSPI Agri-Loan Program
3. Alliance and Program Group Manager Maribel F. Guevarra for Sambayanihan Program Governance.

The Excellent Daniel Award Team Category was awarded to the Groups that implemented high-impact projects based on the defined criteria.

1. TSPI MBAI Claims Payout via online banking/ e-wallet
2. Loans & CBU Disbursement thru e-wallet
3. TSPI MBAI Petty Cash Replenishment Module
4. Sambayanihan Program's Kasalang Bayan
5. Sambayanihan Program's Kamalayan sa Kalusugan ng Komunidad (K3)
6. Sambayanihan Center Business Program (SCBP) TSPI Agent
7. TSPI-SCF Covid-19 Recovery Program
8. TSPI CLICK
9. Farmer Entrepreneurship Program (FEP)



The awards were aptly named after Daniel, whom the Bible described as one who 'distinguished himself above all the other presidents and satraps because an excellent spirit was in him'.

The theme "Empowered by 3Gs" (God-centeredness, Gratefulness, and Generosity) served as the driving force that propels TSPI and its employees. It sets the direction in implementing its plans and programs for the good of the clients and communities it serves. TSPI clients, employees, Management and the Board were truly empowered this 2023!



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**“Oh, magnify the Lord with me, and
let us exalt His name together!”**

- Psalm 34:4

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