

The Davao City Chamber of Commerce and Industry Advocacy Policy Manual



Preface

The Davao City Chamber of Commerce and Industry, Inc. (DCCCII) and the Philippine Australia Human Resource Development Facility (PAHRDF) have been consistently in active partnership in raising the competencies of Chamber volunteers and personnel and Volunteer Business Support Organizations (VBSOs). Proof of this enduring partnership is a series of successful capability-building training and education programs that promote the organizational, human resource and corporate fitness of the Chamber.

The latest of these synergistic partnerships between the DCCCII and the PAHRDF is the *Effective Implementation and Management of Chamber and Industry Associations Advocacy Programs*—more than six weeks of comprehensive course on business advocacy focusing on critical processes, tools and techniques that impact policy and organization.

This document, envisioned to be the first manual of a two-part book on Davao City Chamber Advocacy, bears witness to the dedication and passion of participants from the DCCCII Board of Trustees, the Professional Management Staff, and leaders of Industry Associations, in defining for themselves the meaning of genuine advocacy, in the course of rigorous training, on-field experience and application and coaching.

The following pages shall highlight policy declarations and interventions proposed to institutionalize advocacy work in DCCCII's corporate culture and integrate advocacy processes, tools and techniques into Chamber operations.

To the men and women of the *firm, fair and free-minded* business community of the City of Davao, these manuals are endearingly dedicated.

Introduction

The results of the Davao Chamber’s collaborative mission with its training partners are changing the economic and political landscape of Davao City. The DCCCII, in an unprecedented streak, have brought to the City of Davao honor and recognition as home and haven for pioneering business advocacy.

The recently concluded “Training on Effective Implementation and Management of Advocacy Program for Chamber and Industry Associations” had zeroed-in on improving the capability of the organization to launch, develop and sustain advocacy programs that engage a broader spectrum of stakeholders.

In discussions with various Industry Associations (IAs), the Davao Chamber saw the insistent need to empower itself, as a service business organization, and the organized industries with the right tools, techniques and methodologies to become effective partners in pushing advocacy programs—initiatives that impact both the policy environment of business and trade, and the desire of the community to become co-advocates of progress in Davao City.

Majority of the industry associations have proven to be intensely committed to addressing the problems besetting their sectors. In fact, the DCCCII and industry leaders have addressed these issues and concerns at various levels and have proven the potency of this teamwork in achieving results. This, in more ways than one, is a testament to *advocacy in action*.

The goal of an advocacy initiative is to improve the service of the Chamber to its members thereby making the business environment more sustainable, *through interventions that impact business policy and behavior*. The ultimate goal of the advocacy process is to effect behavioral change among stakeholders of business, government and community towards greater participation in the generation of opportunities for equitable growth and progress.

Firm. Fair. Free. : The Book of Davao Business Advocacy, is a result of more than 6 weeks of intensive, power-charged training and practice of Advocacy, as uniquely defined by the DCCCII and its industry partners. It aims to support the Chamber’s advocacy functions by 1) setting the policies and procedures of an effective Advocacy; 2) creating a shared understanding of the process of issues-generation and solution; and 3) harmonizing existing practices of the Chamber and affiliate industry associations with the evolving culture of DCCCII advocacy.

Characteristic of the Chamber’s advocacy work is their unwavering commitment to effect meaningful change, ensure the greater benefit of community and implement pioneering business practices that translate to a collective, corporate personality. Early on its Advocacy Training, participants have come to define the Chamber’s Advocacy Brand as firm, fair and free.

Our Advocacy Brand

Firm

The DCCCII is establishing itself as an advocate organization seriously standing up for what it believes will promote the common good, particularly that of the business community. It personifies the organization's desire to be more assertive and determined in leveraging various issues of great impact to its constituents and stakeholders.

Furthermore, DCCCII is committed to be more zealous in promoting business in Davao by opening the gates to opportunities for enterprises to showcase their products and services and provide them a reliable advocacy partner.

Fair

DCCCII upholds impartiality in managing its advocacy programs. Thus, it aims to provide opportunities for all sectors and players in the business community to be heard. With more than 300 members, the chamber shall provide mechanisms to draw in general concerns or specific issues for all advocacy stakeholders to have a say in the decision-making process. If conflict is present, the Chamber aim to play the role of mediator and wise counsel; staying true to the values of healthy dialogue and win-win agreements.

Free

DCCCII has always been independent; a sovereign volunteer business service organization raised in the rich context and diversity of Davao's thriving business community. It is committed to protecting this healthy independence and to remain unbound by the pressure of accepted models. Although it collaborates with other organizations for specific activities or projects, it has learned to assert and find strength in this uniqueness. In this shared consciousness, each member is a cog in the ever evolving dynamo of positive change that is the true essence of advocacy. As it is free-minded, it also gives its members the freedom to air their views and be heard.

Though it is independent, holding its own principles and paradigms, DCCCII opens itself to new ideas and insights. There is always a room for learning new knowledge as the Chamber takes pride in being a learning organization.

Our Advocacy Agenda

In the challenging and continuing course of self-discovery, the DCCCII has come to know advocacy as a personal decision to embrace change. Thus, participants to the recent PAHRDF-Integrative Learning Advocacy Training defined the Chamber Advocacy as a unique expression of each one's personal vision of a volunteer business service organization. Thus, for DCCCII Advocacy Team...

General Policy on Advocacy Agenda: The DCCCII shall adopt the Definition of Advocacy as *“the passionate, collaborative and organized undertaking to effect strategic change to benefit business”*

Our Advocacy Mission

With an advocacy vision rooted in local color, the Team then asserted to be more than a vehicle, a catalyst or driver of progress. Thus, we declare that...

General Policy on Advocacy Mission: “DCCCII shall uphold and promote the business interest and serve as an enabler of growth and competitiveness.”

Our Advocacy Principles

General Policy on Advocacy Principles: DCCCII shall uphold and promote the following Advocacy Principles as its guide to performing its advocacy tasks:.

Transparency

The DCCCII will be open and above board in its operations and advocacies. Having been awarded the best chamber in Asia and the Pacific for 2005, it has established itself as the premier business organization in the country and thus, would protect its reputation at all costs. By being transparent in every aspect of its operations, it will erase all doubts that the organization is influenced by vested interests. In fact, the DCCCII is continuously invited to observe numerous bidding activities by different government agencies to ensure that the proceedings are open and procedures are carried out fairly.

Fairness

The DCCCII does not favor any one member or group over the other. It treats all members, affiliates, groups, and individuals fairly and equally, regardless of status or influence. At the board level, the body ensures that everyone is heard, issues are deliberated and decisions are arrived at via consensus.

Objectivity

The DCCCII studies issues first before committing its position. It makes sure that it is not influenced by emotions thus it continuously deliberates and consults all sectors affected by the issue. It treats all issues for what it is, weighs the pros and cons and the impact of the issue on its members and the business community that it is mandated to serve.

Quality Service

In order to attract and retain more members, the DCCCII through its Professional Management Team or PMT strives hard to ensure that member's expectations are met. Satisfaction surveys are sent out to measure service quality and areas for improvement are immediately addressed. Surveys to determine business and capacity building interventions are also sent out at the end of the year wherein results are evaluated and incorporated in the following year's work program.

Scope of Chamber Advocacy

The DCCCII is clearly an advocacy organization for the business community. By its mandate, it has defined in clear terms that it “shall uphold and promote the business interests of, and provide global linkage for its members and the Davao business community”.

In so doing, the Chamber has set parameters of its advocacy work within its mandate as a “volunteer business support organization”, limiting its concerns to providing its constituency with services that facilitate business development among its members and providing the larger business community with an environment conducive to doing business.

As a business support organization its primary responsibility is to address the major issues that affect the viability of the business environment and the economy as a whole. Drawing from the local perspective of its members, it has to put in place a system of selection to qualify the validity and priority of issues. The bases of such decisions shall be drawn from the broader agenda of regional and national economic development

What the Chamber Advocacy is Not?

The recent Advocacy Training supported by the PAHRDF had the express objective of giving Chamber participants to further narrow down the definition of its business advocacy. In the process, participants saw it advantageous to realign their perspective of local business advocacy to what it is not.

General Policy on Scope of DCCCII Advocacy: “The DCCCII advocacy shall not be designed to guarantee preferential treatment for a business or sector. It shall not be a program to solve day-to-day business problems of members or be a conflict-resolution formula for issues with government”.

Advocacy Policy Framework

Participants to the Advocacy training came up with the following 10-Step Process Model as a framework of Chamber Advocacy Work. Reinforcing these processes are tools that facilitate the advocacy at all process levels.

General Policy on Adopting the 10-Step Advocacy Process Model. The DCCCII shall adopt a 10-step Advocacy Process Model, and including but not limited to the advocacy tools enumerated below. The Chamber shall also ensure the development of these tools and innovation of the same into methods and approaches that promote more efficient conduct of advocacy work. The 10-step process model is as follows:

The 10-Step Process Model

9.	PROCESS	TOOLS	10.
D A T A C O L L E C T I O N	1. Define Issue	Baseline Surveys, Annual Surveys, Interviews, FGDs, Policy Studies, News Clippings, Research, Knowledge Management Systems	M O N I T O R & E V A L U A T E
	2. Set Goals and Objectives	Action Planning Session, Strategic Action Plan	
	3. Identify Target Audience	Audience Analysis, Influence Map	
	4. Build Support	Social Marketing, Lobbying	
	5. Develop Message	Branding, Technical and Creative Writing	
	6. Select Channels of Communication	Press Release, Press kit, Press contact sheets, Meetings with policymakers, Conferences, Summit, Debates, Folk and traditional media	
	7. Raise Funds	Membership Dues, Foreign Donors, Income-generating projects / events Soliciting in-kind contributions, Special fundraising events, Cultivating relationships with large individual contributors, Corporate donations; International, national, or local government grants; Advertising space, Donations	
	8. Develop Implementation Plan	Strategic Planning	

Issues Definition and Classification

It is vital for the DCCCII to put in place systems that institutionalize efficiency and excellence in the performance of its advocacy work. It can do less given the enormous task of leading the local and regional community towards riding the crest of the wave of major changes already sweeping Mindanao. This, its officials realize as a mission the organization is enjoined to be consistently in touch with and reflected in official policy.

Defining worthy issues for advocacy is the first step towards ensuring that all efforts and resources are focused on advocacies that bring about significant changes in the overall business climate of Davao. It is critical for the DCCCII Advocacy Team to be able to develop policies that set the criteria for defining issues and establish priorities in advocacy work. The very nature of the chamber organization necessitates its exposure to varying issues that have to be analyzed and classified according to its projected impact to the business community and the required time of advocacy engagement.

General Policy on Issues Definition and Classification: The DCCCII shall adopt a policy on Issue Definition, Classification and Action based on:

- a. Projected impact to the majority of the business community; and
- b. Terms or timeframe of engagement within which Chamber resources shall be devoted to.

Issue Assessment Matrix

	Short Term	Medium Term	Long Term
High Impact	Act now	Prepare	Monitor
Medium Impact	Act if resources allow	Monitor	Drop
Low Impact	Drop	Drop	Drop

Plans of action shall be based on the two criteria, and corresponding advocacy activities shall be executed to support recommended plans.

Policy on Issues-Generation. A “complaint” or subject matter becomes an issue only when this has been approved as such by the Advocacy Committee of the DCCCII. Only upon approval as an issue of the complaint or subject matter by the DCCCII Advocacy Committee will the creation of a work-plan complete with timelines and corresponding budget begin which will eventually be presented by the same committee for final review prior to presentation to the DCCCII BOT for approval.

1. For emerging issues: This covers complaints that crops up and is not covered under the Comprehensive Advocacy Agenda. The ED or Advocacy officer or any member of the Advocacy Unit is formally informed of a complaint by any member. In the case of complaints forwarded by the DCCCII’s Industry.

Association affiliates on behalf of their members, it is assumed that the initial data gathering, screening and due diligence has been applied on the complaint by the concerned IA prior to it being forwarded to the DCCCII.

2. For issues covered under the Comprehensive Advocacy Agenda: This covers issues that have been generated through the annual survey and has been processed by the PMT in coordination with the companies involved, the sectoral committee, sector VP and IA concerned (if applicable). This will be submitted to the Advocacy Committee for approval, prioritization and classification.

Policy on Issue Classification and Prioritization. The ED discusses the complaint with the DCCCII Advocacy Officer. The Membership Development Officer is tasked to contact the company concerned, the sectoral committee, the sector VP, the IA and the Advocacy Committee to convene a meeting to discuss whether the “complaint” or subject matter is indeed an issue. The *final decision* on whether a complaint or subject matter is an *issue* and identifying *under which classification* it falls under rests on the Advocacy Committee. The Advocacy Unit of the Chamber, in coordination with the IAs, Sectoral Committee or companies concerned shall recommend the classification of the issue to the Advocacy Committee. The categories of issues are as follows:

- High Impact + Short Term
- High Impact + Medium Term
- High Impact + Long Term
- Medium Impact + Short Term
- Medium Impact + Medium Term
- Medium Impact + Long Term

- Low Impact + Short Term
- Low Impact + Medium Term
- Low Impact + Long Term

Duties and Responsibilities. The following shall be tasked to take primary responsibility over the processing, deliberation and decision-making process for approval or denial of a complaint to be an advocacy issue.

- The DCCCII Advocacy Unit headed by the Executive Director;
- The companies covered by the issue via the designated representative;
- The Sectoral Committee concerned headed by the Committee Chairman;
- The DCCCII Sectoral VP;
- Industry Association (if applicable) headed by the President or designate;
- The DCCCII Advocacy Committee headed by the Advocacy Committee Chairman.

The 10-step process model shall only serve as a framework or a guide upon which all advocacy efforts are built. Since these processes are not necessarily sequential, they are engaged more as “process sets” applied according to the priority of issues.

Advocacy policy should be able to establish clear duties and responsibilities, functions, roles and tasks of each member of the DCCCII advocacy organization. As advocacy exempts no one in the organization from participation in advocacy work, it is vital to assign each level of the organization—from the executive, the Board of Trustees down to the Professional Management Team with accountabilities in the entire advocacy process.

Advocacy Functions of the Professional Management Team

Members of the Professional Management Team (PMT) shall perform the following functions throughout an advocacy campaign, or as may be assigned by the Board of Trustees.

- **Executive Director (ED)** – the ED shall manage and oversee the advocacy program of the DCCCII at the PMT level. The ED will direct, supervise and assign special tasks such as technical writing, research and data gathering activities not only within the PMT advocacy team members but also to the rest of the PMT. The ED shall preside over regular meetings with the PMT on Chamber advocacy work and will require status reports from them. The ED shall also take the lead in re-echoing knowledge gained from the advocacy training to the rest of the PMT who were unable to join the training.

The ED will regularly report to the President on a monthly or a per need basis on the developments of the DCCCII's advocacy work. Aside from the President, the ED can also be the point of contact on advocacy issues. The ED will also ensure that the business processes on advocacy are followed by the PMT, the different Chamber members or affiliates and the different sectoral or working committees concerned. The ED can also coordinate with the Advocacy Committee on the planning and implementation of the different advocacy work plans and ensure that these are followed within the indicated timelines and budget. The ED shall take the lead in monitoring and evaluation efforts at the PMT level and can submit recommendations to the Advocacy Committee to further improve the advocacy efforts.

- **Advocacy Officer (AO)** - the AO is accountable for the entire technical work of the different advocacy programs of the Chamber. The AO shall report to the ED on the planning, creation and implementation of the technical work plan for the different advocacy programs of the DCCCII. The AO shall lead all research and data gathering activities and the processing and confirmation of data gathered. The AO shall oversee all technical writing and also recommend to the ED possible technical approaches on identified advocacies to be championed by the Chamber. The AO shall craft and oversee the conduct of the annual advocacy survey

of the Chamber and the processing of results. The AO can also direct the other members of the PMT particularly the Membership Officer/s, the Media Relations Officer/s and the IEC Officer/s on research and other advocacy tasks. The AO shall also assist the ED in monitoring and evaluation of advocacy work. The AO shall also take the lead at the PMT level in defining the issue, creation of the influence map and targeting the audience.

- **Membership Officer (MO)** – The MO is in charge of organizing all meetings on advocacy that will include the PMT and involve any or a group of DCCCII members, DCCCII Sectoral and Working Committees, Sectoral VPs, Advocacy Committee and other identified stakeholders with the exception of the Press. The MO is also in charge of preparing the minutes of the meetings and distributing these to those concerned once these has been reviewed and approved by the ED. The MO shall also contribute to the data gathering activities of the PMT. The MO shall report to the AO and if necessary, to the ED.
- **Media Relations Officer** – The MRO is in charge of all press-related activities of the DCCCII. The MRO shall take the lead in liaison activities with the press including organizing and participating in meetings that will be scheduled on a monthly basis to be attended by the DCCCII President or his designated representative. The MRO shall write and distribute all press releases to the media, organize press conferences and re-echo learning on how to handle the press to other PMT. Written work shall be submitted by the MRO to the AO for review and forwarded to the ED for clearance prior to its release as approved by the Advocacy Committee or the President. The MRO shall also take part in data gathering activities and monitoring and evaluation of the implementation of the advocacy work particularly in the areas that involve the press or media. The MRO shall report to the AO and to the ED if needed.
- **Information, Education and Communication (IEC) Officer** – The function of the IEC Officer in an advocacy campaign can be delegated to members of the PMT specializing and handling the development and deployment of creative media, training and education materials. The IEC Officer-in-Charge shall be perform the function of *head developer* of advocacy materials, including but not limited to:

- Tools and tool guides
- Campaign materials i.e. Posters, leaflets, banners and others
- Presentation Materials in multimedia formats
- Other determined by the Advocacy Committee or special advocacy bodies organized by BOT authority.

Advocacy Policy on Issues, Processes, Responsibilities and Roles

The DCCCII Advocacy Team shall define issues, implement advocacy processes, delegate responsibilities and accountabilities, and define roles of each organic member based on the *Issue Assessment Matrix* below.

The determination of the parameters governing each *issue priority*, based on *impact* and *term*, shall be the sole responsibility of the Board of Trustees, unless otherwise delegated to Committee Heads and the Executive Director, by official appointment.

Issue Assessment Matrix

	Short Term	Medium Term	Long Term
High Impact	Act now	Prepare	Monitor
Medium Impact	Act if resources allow	Monitor	Drop
Low Impact	Drop	Drop	Drop

The categories of issues based on the Issue Assessment Matrix are as follows:

- High Impact + Short Term = Act Now
- High Impact + Medium Term = Prepare
- High Impact + Long Term = Monitor
- Medium Impact + Short Term = Act if resources allow
- Medium Impact + Medium Term = Monitor
- Medium Impact + Long Term = Drop
- Low Impact + Short Term = Drop
- Low Impact + Medium Term = Drop
- Low Impact + Long Term = Drop

Crisis Advocacy – Act Now **HIGH IMPACT + SHORT TERM ISSUES**

General Policy. The immediacy of DCCCII’s actions as regards issues forwarded to them depends primarily on its urgency and on the issues’ level of impact to the business. The Advocacy Committee evaluates where the issues fall in terms of its urgency and impact. For issues that require direct action from the DCCCII, the Executive Director will immediately forward the issue to the Advocacy Officer, who consequently convenes the Advocacy Committee and/or the Industry Associations or sector who is affected by the issue for them to re-validate and for them to plan on the course of actions to take. The actions to be implemented will undergo particular processes, again, depending on the identified level of impact and urgency of the issue. Correspondingly, particular roles are needed for each process to run.

Again, in the case of issues that have high impact to the Chamber and particularly to the business community or the sector and are short-term or those that need to be immediately acted upon, the following are the processes and roles involved:

- a. **Identification of audience.** For issues that have to be immediately acted upon and that are seen as having a big impact, the primary audience is seen as the most important. The primary audience is defined as the group of people with the authority and influence to deliver the results desired by an advocacy. In DCCCII’s advocacy experiences, this primary audience may be identified as the local and national government, specific organizations or agencies that need to act on their policies to effect positive change to the groups affected by the issue and internally, in the Chamber, the Board of Trustees. The identification of the primary target audience really depends on the issue at hand. This is seen as a salient task of the Industry Associations because they are the key individuals who are in the know of the details of the issue and what they really want to happen.

Roles/Functions.

a1. Industry Associations/Sectors. The IAs, upon endorsing the issue, should have made data gathering already and, hence, should have provided preliminary pieces of information for the DCCCII to work on. Furthermore, they are the ones who will identify the primary audience

because it is they who know the people or agencies they want to act to address their issue.

a2. Advocacy Committee. The Advocacy Committee, upon receiving the recommended primary audience identified by the IAs will verify if indeed this is correct or if there are other primary audience who are missed out. They will also be reporting this to the BOT for approval.

a3. Board of Trustees. After the Committee approves the final list of the primary audience, the BOT shall approve this.

a4. Professional Management Team (Membership Development Officer). After the primary audience has been identified, the Membership Development Officer shall search amongst the membership list who may also be considered as a primary audience. This shall then be forwarded to the Advocacy Officer and/or Executive Director so that it will be included in the initial list.

- b. Developing the Message.** The preliminary data gathered by the Industry Association will be crucial to the development of the message. The Advocacy Committee will review the initial data gathered by the Industry Associations to be able to distinguish the appropriate activity or actions to take. The message may take the form of, but not limited to, position papers, resolutions and press releases.

Developing a clear and direct message creates a better understanding for audience and stakeholders. The message that will be produced will already be the stand, not only of the IAs involved but also by the DCCCII who is giving its support to a particular issue advocated.

Roles/Functions

b1. Advocacy Committee. They will conduct a review and evaluation of the issue forwarded by the IAs/Sectors along with the initial data gathered by the group. He will then supervise the development of the message particularly in formulating the position papers, resolutions and press releases. The IAs, however, may already develop the message they want to put across when it reached the committee. In this case, all the Committee needs to do is to review and improve the message.

As soon as the message is developed, the committee will present this to the BOT for approval.

b2. Industry Associations. Since most of the issues received by the DCCCII involve a certain industry or sector, the IAs are empowered to develop initial message, at their level, incorporating what they really want to achieve or how they want the issues to be addressed. This may be in the form of drafting position papers and/or resolutions.

b3. Board of Trustees. Upon the development of the message, the Advocacy Committee will present this to the BOT for review and approval.

b4. Professional Management Team (Advocacy Officer). The PMT will provide technical assistance to the Advocacy Committee and/or the IAs/sector in developing the message. If needed, the PMT shall also be tasked to conduct supplemental data gathering to strengthen the message.

- c. Select channels.** The classification and priority set for a particular issue will determine the channels to be maximized to deliver the message to the public. If the issue is classified as having high impact and should be addressed immediately, all possible channels that would help in effectively bring the message to the primary audience.

In most cases involving these kinds of issues, the Advocacy Committee and/or the Industry Association will opt to use all the media possible. Some tools in developing the message and selecting appropriate channels are: press releases, press conferences, issues briefs and other materials using the tri-media and new media.

Roles and Functions

c1. Professional Management Team (Executive Director and Media Officer). The Executive Director with the recommendation of the Media Officer will be responsible for choosing the best channels to use to put the message to the attention of the primary audience. They will consequently recommend this to the Advocacy Committee.

c2. Advocacy Committee. All the recommendations of the PMT will be reviewed by the Committee. The Committee will present these selected channels to the BOT and craft a clear plan on how to approach each medium to deliver the message.

c3. Board of Trustees. The BOT will approve the channels selected and put some additional comments or insights as regards the usage of these channels to effectively deliver the message.

- d. Building support.** In building support, the social network and linkages established by the DCCCII play a key role. Currently, the organization has strong relations with the local government of Davao, with the media and with the various industry associations, most of which eventually became members of the Chamber. Aside from local relations, DCCCII also was and is currently a beneficiary of various foreign-funded projects that usually promote SME Development, environmental management and human resource and organizational development.

Having these linkages is one primordial factor that would enable the DCCCII to attract and build the needed forms of support for its advocacy initiatives. It helps the organisation in identifying entities that could support their stand on a particular issue to make it stronger and hence, elicit immediate and appropriate feedback and solutions from concerned groups/agencies.

Primarily, the Executive Director, BOT, External Affairs and Policy Advocacy Officer and the Membership Development Officer have key roles to take in building needed support. Events may be organized for the DCCCII and potential and existing partners to meet. Also, the MDO should continue to attract potential members that are also influential to establish strong base from various sectors.

Roles and Functions

d1. Board of Trustees. The BOT can assist in directly communicating with the entities or individuals who can help the advocacy work. Their primary role, however, is to approve, reject or improve the recommendations of the Advocacy Committee.

d2. Professional Management Team (ED, Advocacy Officer, Membership Officer). Assist the Advocacy Committee in identifying and

finalizing the external linkages whose support the DCCCII needs. The Membership Committee will choose who among the members of the DCCCII can mostly provide support to the advocacy initiative. The Advocacy officer looks into the other external entities/organizations and/or individuals who have the influence to help the DCCCII leverage the issues for immediate action. The Executive Director, with the recommendations of the MDO and the AO, will review and approve these.

d3. Advocacy Committee. The Committee will finalize the activities or process of getting the DCCCII links and contact to help the DCCCII push the urgent issues to the offices concerned.

- e. **Implementation.** Considering an issue as very urgent, the implementation must be done immediately. It is most often in the DCCCII Board of Trustees' hands whether to push with the implementation of the advocacy plans or simply just leave these for archiving. The Board of Trustees, Committees and the Professional Management Team play an important role in the implementation of the advocacy. The roles and functions should be clearly defined and specific timelines are carefully planned for proper execution, in consideration with policies governing the conduct of advocacy processes.

Every issue, whether it stems from the annual comprehensive agenda or from the sectors, this must be reviewed and validated initially by the Advocacy Committee. The DCCCII Corporate Legal Counsel must be actively involved in the process especially if there are controversial issues involved. These kinds of issue must be thoroughly reviewed and validated to avoid compromising situations that may damage the credibility of the Chamber or the reputations of the businesses either directly or indirectly involved with the advocacy. After the issue passes through the Advocacy Committee, the Board of Trustees must have their own evaluation and review of the issue before they actually approve and allow for the implementation of whatever actions recommended. The Professional Management Team, as mentioned above, will be in charged of implementing the approved plans.

Roles and Functions

e1. Advocacy Committee. Present final materials for the advocacy activity to the BOT.

e2. Board of Trustees. After they approve the advocacy materials, the directives on the implementation of these advocacy works will be given by the BOT.

e3. PMT and IAs. The advocacy work will be implemented both by the concerted efforts of the PMT, providing the technical and logistical requirements and assistance and the IAs being one of the fore people backing the advocacy actions of the DCCCII.

The Executive Director and the Advocacy Officer will finalize the position paper or resolutions drafted and will forward it to the Media Officer for publishing.

1st Level Advocacy Preparedness ***HIGH IMPACT + MEDIUM-TERM ISSUES***

General Policy. These kinds of issue shall undergo a more detailed process, involving the preparation of the entire organization in ***all the 10-step process model levels***. If the issue is identified by the Advocacy Committee as ***1st Level Advocacy Preparedness Issue***, mechanism shall be in place to immediately implement preparatory measures involving key officers and personnel.

Duties, Responsibilities, Roles and Functions

As a rule in this issue category, PMT members shall be responsible for preparing their respective departments for preliminary data-gathering and development of action plan for integration into a ***Master Strategic Action Plan (SAP)***.

a1. Advocacy Committee. The Advocacy Committee shall be directly responsible for convening the Chamber Advocacy Team, appointing roles and delegating tasks to other concerned officers and personnel in the development of a *Strategic Action Plan*. The Office of the Committee Chairman shall be the repository of all relevant information regarding the issue and the recommendations for every advocacy process drawn from all PMT officers or as may be appointed by the Executive Director.

a2. Board of Trustees. The Board of Trustees shall decide on the recommendations submitted by the Advocacy Committee in matters involving policy and resources needed to implement the advocacy campaign.

a3. Professional Management Team. The PMT officers, upon the designation of the Executive Director shall perform their advocacy functions as described in the Advocacy Policy Manual. Each officer shall be responsible for gathering of pertinent data, analysis and conversion into recommendations as to what tools and activities are needed to be engaged.

1. **Tasks of the Membership Officer.** While all responsible officers and personnel are developing the 1st level Advocacy Preparedness Plan, the Membership Officer shall ensure that the proper liaison work is being carried out, particularly to the industry sectors involved in the issue. He/She shall directly implement *social marketing* activities to enhance acceptability and support of the General Membership on the issue.
2. **Tasks of the Media Officer.** The Media Officer shall continue to monitor the media and the media practitioner circles for developments in the issue and shall be prepared for a media management contingency plan in the event of media crisis breakout. This shall involve gathering of advanced information on breaking news, consultation with media personalities and influentials and other related work.

a4. Industry Associations. Industry associations, particularly those directly involved or have endorsed the advocacy issue shall be engaged, through proper channels and official Board resolution, in the continuous

monitoring of advocacy activities and developments on the the ground and in their respective sectors. They shall be encouraged to share responsibilities and resources in the conduct of advocacy activities.

a5. Executive Director. The Executive Director shall see to it that all advocacy processes are prepared to in accordance with the *Strategic Action Plan* with specific and measureble benchmarks of readiness for any eventuality of full-blown advocacy.

a6. Knowledge Management Officer. The KM Officer shall ensure that proper documentation procedures and systems are in place for issues information, processes and experience to be properly archived and processed in local databases and integrated into the Knowledge Management system of the Chamber.

Monitoring Potential Long-Term Advocacies

HIGH IMPACT + LONG-TERM ISSUES

General Policy. The Chamber shall adopt a “diligent monitoring and preparedness” policy on issues assessed as *High-Impact* and *Long-Term* in nature. Monitoring shall involve, among others, the creation or activation of an *Issues Monitoring* body composed of PMT members in the Membership, Media, and Government Policy monitoring to closely follow developments in a marked issue.

Duties, Responsibilities, Roles and Functions

a1. Advocacy Committee. The Advocacy Committee shall be the sole authority in determining and marking an issues as *High Impact-Long term* and shall formally issue an memorandum effecting specific roles and tasks of select members of the PMT.

a2. Executive Director The Executive Director shall ensure that proper recommendations regarding potential *High Impact-Long Term* issues are forwarded to and discussed at the Committee and BOT levels for the appropriate deliberation and official endorsement.

a3. Professional Management Team. The select PMT officers, upon the designation of the Executive Director shall perform their advocacy functions as described in the Advocacy Policy Manual. Each officer shall be responsible for gathering of pertinent data, analysis and conversion into recommendations as to what tools and activities are needed to be engaged.

1. **Tasks of the Membership Officer.** The Membership Officer shall ensure that concerned sector or industry members are informed of the issues status and that the proper advocacy work and resource complementation is communicated, processed and decided by the concerned. He/She shall be responsible for properly endorsing recommendations of members regarding policy, activities and other relevant matters to the Executive Director for proper action and endorsement.
2. **Tasks of the Media Officer.** The Media Officer shall continue to monitor the media and the media practitioner circles for developments in the issue and shall be prepared for a media management contingency plan in the event of media crisis breakout. This shall involve gathering of advanced information on breaking news, consultation with media personalities and influentials and other related work.
3. **Functions and Tasks on Government Policy.** In the absence of a responsible officer to monitor developments in the government front, the Executive Director shall perform this function or duly designate an officer of the PMT. They shall be responsible for the data-gathering activities with regard relevant policies that may have implications on the status of *Hight Impact-Long Term* issues.

a4. Industry Associations. Industry associations, particularly those directly involved or have endorsed the advocacy issue shall be engaged, through proper channels and official Board resolution, in the continuous monitoring of advocacy activities and developments on the the ground and in their respective sectors.

a5. Knowledge Management Officer. The KM Officer shall ensure that proper documentation procedures and systems are in place for issues information, processes and experience to be properly archived and processed in local databases and integrated into the Knowledge Management system of the Chamber.

Potential Crisis Advocacy **MEDIUM IMPACT + SHORT-TERM ISSUES**

General Policy. The Chamber shall adopt a policy of organizational and resource preparedness and monitoring for issues assessed as of *Medium Impact* and *Short Term*. It shall be the goal of the organization to equip its officers and members with the proper information, advocacy tools and skills in preparation for a potential crisis advocacy

Duties, Responsibilities, Roles and Functions

a1. Advocacy Committee. The Advocacy Committee shall be the sole authority in determining and marking an issue as *Medium Impact-Short Term* and shall formally issue an memorandum effecting specific roles and tasks of other officers and select members of the PMT upon approval of the BOT. The Committee shall also be responsible for determining the appropriate advocacy processes to be engaged in managing issues of this category and getting the approval of the BOT for official delegation and allocation of funds.

a2. Executive Director The Executive Director shall ensure that proper recommendations regarding potential *Medium Impact-Short Term* issues are forwarded to and discussed at the Committee and BOT levels for the appropriate deliberation and official endorsement.

a3. Professional Management Team. The PMT officers, upon the designation of the Executive Director shall perform their advocacy functions as described in the Advocacy Policy Manual. Each officer shall be responsible for gathering of pertinent data, analysis and conversion into recommendations as to what tools and activities are needed to be engaged.

Functions and Tasks of the PMT:

1. Assist the Executive Director in formulating recommendations to the Advocacy Committee and the BOT for concrete plans of action regarding issue.
2. Regularly provide the BOT and concerned industry with updated information regarding issue developments, including position of major stakeholders in the issue.
3. Coordinate with concerned industry members, groups or individuals in continuous data-gathering and monitoring.

4. Conduct a financial study to recommend ways and means to raise funds for on-going monitoring and potential full-blown advocacy. The Finance Officer shall be primarily responsible for this.

a4. Industry Associations. Industry associations, particularly those directly involved or have endorsed the advocacy issue shall be engaged, through proper channels and official Board resolution, in the continuous monitoring of advocacy activities and developments on the ground and in their respective sectors.

a5. Knowledge Management Officer. The KM Officer shall ensure that proper documentation procedures and systems are in place for issues information, processes and experience to be properly archived and processed in local databases and integrated into the Knowledge Management system of the Chamber.

2nd Level Advocacy Preparedness

MEDIUM IMPACT + MEDIUM-TERM ISSUES

General Policy. This issue category shall undergo a more detailed process of analysis and validation, involving the preparation of the entire organization in **Audience, Message and Fund-raising Processes**. If the issue is identified by the Advocacy Committee as **2nd Level Advocacy Preparedness Issue**, mechanisms shall be in place to immediately implement preparatory measures involving key officers, personnel and affiliate industry groups.

Duties, Responsibilities, Roles and Functions

The Professional Management Team shall be responsible for preparing their respective departments for preliminary data-gathering and development of action plan for integration into a *Master Strategic Action Plan (SAP)*.

a1. Advocacy Committee. The Advocacy Committee shall be directly responsible for convening the Chamber Advocacy Team, appointing roles and delegating tasks to other concerned officers and personnel in the development of a *Strategic Action Plan*. The Office of the Committee

Chairman shall be the repository of all relevant information regarding the issue and the recommendations for every advocacy process drawn from all PMT officers or as may be appointed by the Executive Director.

a2. Board of Trustees. The Board of Trustees shall decide on the recommendations submitted by the Advocacy Committee in matters involving policy and resources needed to implement the advocacy campaign.

a3. Professional Management Team. The PMT officers, upon the designation of the Executive Director shall perform their advocacy functions as described in the Advocacy Policy Manual. Each officer shall be responsible for gathering of pertinent data, analysis and conversion into recommendations as to what tools and activities are needed to be engaged.

1. **Tasks of the Membership Officer.** While all responsible officers and personnel are developing the 2nd level Advocacy Preparedness Plan, the Membership Officer shall ensure that the proper liaison work is being carried out, particularly to the industry sectors involved in the issue. He/She shall directly implement *social marketing* activities to enhance acceptability and support of the General Membership on the issue.
2. **Tasks of the Media Officer.** The Media Officer shall continue to monitor the media and the media practitioner circles for developments in the issue and shall be prepared for a media management contingency plan in the event of media crisis breakout. This shall involve gathering of advanced information on breaking news, consultation with media personalities and influential and other related work.

a4. Industry Associations. Industry associations, particularly those directly involved or have endorsed the advocacy issue shall be engaged, through proper channels and official Board resolution, in the continuous monitoring of advocacy activities and developments on the ground and in their respective sectors. They shall be encouraged to share responsibilities and resources in the conduct of advocacy activities.

a5. Executive Director. The Executive Director shall see to it that all advocacy processes are prepared to in accordance with the *Strategic Action Plan* with specific and measurable benchmarks of readiness for any eventuality of full-blown advocacy.

a6 Knowledge Management Officer. The KM Officer shall ensure that proper documentation procedures and systems are in place for issues information, processes and experience to be properly archived and processed in local databases and integrated into the Knowledge Management system of the Chamber.

Monitoring Potential Medium-Term Advocacies

MEDIUM IMPACT + LONG-TERM ISSUES

General Policy. The Chamber shall adopt a “diligent monitoring and preparedness” policy on issues assessed as *Medium-Impact* and *Long-Term* in nature. Monitoring shall involve the assignment of the responsible PMT officer in the Membership, Media, and Government Policy to closely follow developments in a marked issue their respective areas of responsibility.

Duties, Responsibilities, Roles and Functions

a1. Advocacy Committee. The Advocacy Committee shall be the sole authority in determining and marking issues as *Medium Impact-Long term* and shall formally issue a memorandum effecting specific roles and tasks of select members of the PMT.

a2. Executive Director The Executive Director shall ensure that proper recommendations regarding potential *Medium Impact-Long Term* issues are forwarded to and discussed at the Committee and BOT levels for the appropriate deliberation and official endorsement.

a3. Professional Management Team. The select PMT officers, upon the designation of the Executive Director shall perform their advocacy functions as described in the Advocacy Policy Manual. Each officer shall be responsible for gathering of pertinent data, analysis and conversion into recommendations as to what tools and activities are needed to be engaged.

1. **Tasks of the Membership Officer.** The Membership Officer shall ensure that concerned sector or industry members are informed of the issues status and that the proper advocacy work and resource complementation is communicated, processed and decided by the concerned. He/She shall be responsible for properly endorsing recommendations of members regarding policy, activities and other relevant matters to the Executive Director for proper action and endorsement.
2. **Tasks of the Media Officer.** The Media Officer shall continue to monitor the media and the media practitioner circles for

developments in the issue and shall be prepared for a media management contingency plan in the event of media crisis breakout. This shall involve gathering of advanced information on breaking news, consultation with media personalities and influentials and other related work.

3. ***Functions and Tasks on Government Policy.*** In the absence of a responsible officer to monitor developments in the government front, the Executive Director shall perform this function or duly designate an officer of the PMT. They shall be responsible for the data-gathering activities with regard relevant policies that may have implications on the status of *Medium Impact-Long Term* issues.

a4. Industry Associations. Industry associations, particularly those directly involved or have endorsed the advocacy issue shall be engaged, through proper channels and official Board resolution, in the continuous monitoring of advocacy activities and developments on the ground and in their respective sectors.

a5. Knowledge Management Officer. The KM Officer shall ensure that proper documentation procedures and systems are in place for issues information, processes and experience to be properly archived and processed in local databases and integrated into the Knowledge Management system of the Chamber.

Data Preparedness for Low-Impact Issues

LOW-IMPACT + SHORT-TERM ISSUES

LOW-IMPACT + MEDIUM-TERM ISSUES

LOW-IMPACT + LONG-TERM ISSUES

General Policy. The Chamber shall consider all issues assessed as *Low-Impact* “dropped” from the roster of priority advocacy issues. However, it shall be the policy of the organization to maintain a database of these issues for reference and monitoring.

Duties, Responsibilities, Roles and Functions

a1. Advocacy Committee. The Advocacy Committee shall be responsible for the oversight of the effective maintenance of a *Low Impact Issues* database system from within the online Knowledge Management System of the Chamber. He shall periodically check this database for potential movement of issues to the higher impact levels.

a2. Executive Director The Executive Director shall ensure that the proper PMT officers are performing their tasks in compiling issues of low-impact. He shall ensure that these issues are periodically discussed in meetings with the Advocacy Committee for proper updates and risk assessment.

a3. Professional Management Team. The PMT shall ensure that proper documentation procedures and systems are in place for issues information, processes and experience to be properly archived and processed in local databases and integrated into the Knowledge Management system of the Chamber.

a4. Industry Associations. Industry associations, particularly those directly involved or have endorsed the advocacy issue shall be engaged, through proper channels and official Board resolution, in the continuous monitoring of advocacy activities and developments on the the ground and in their respective sectors.

“Our Advocacy is a movement of change—in the workplace, in our daily dealings as Volunteers, in our hearts and minds and in the community we serve. We are the Davao City Chamber of Commerce and Industry, Inc.—your firm, fair and free-minded partners in making Davao a truly dynamic economic force for our country.”

***Atty. Domingo Duerme
President, DCCCII***