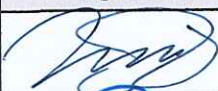

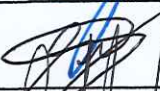
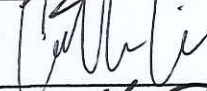
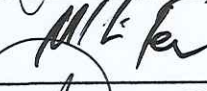



STAKEHOLDER MANAGEMENT MANUAL

Guidelines, Processes and Templates for
Megawide Employees

REVISION HISTORY

Rev. No.	Rev. Date	Description of Change	Author / Originator
00	May 2023	Initial Issuance	Torres, Robert Jason

	Name	Position	Signature	Date
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1.0 PURPOSE AND SCOPE

The **Purpose of the Stakeholder Management Manual** is to provide a comprehensive and practical guide for properly managing relationships with key stakeholders to build, enhance, and protect Megawide's reputation and "social license-to-operate"- an acceptance granted by stakeholders built on trust, credibility, and rapport.

This Manual specifically aims to:

- Standardize the processes of stakeholder mapping, prioritization, engagement planning and its implementation, and status reporting across the Megawide Group
- Maximize efforts to influence stakeholders' attitudes, actions, and decisions for the benefit of Megawide's interests.

Attached to this Manual are **Annexes** to support its implementation.

Scope

This manual shall be implemented across the following business units:

- Megawide Corporate
- Megawide Construction (EPC)
- Megawide Precast & Construction Solutions (PCS)
- Megawide Subsidiaries (PH1, PITX, Citicore, C2W, etc.)

2.0 ROLES AND RESPONSIBILITIES

CCABF Committee

- Serves as an advisory panel for all strategic business units (SBU)
- Monitors and evaluates the engagement planning of corporate departments and SBUs
- Develops and approves relevant policies, guidelines, and procedures

Corporate Affairs

- Encodes and maintains the Stakeholder Map and executes Engagement Plans for:
 - National government officials (legislative and executive branches)
 - Relevant private sector associations (business groups, industry associations, embassies, etc.)
 - Business partners and clients
- Monitors and evaluates the usage and the accuracy of the information in the Stakeholder Map monthly
- Ensures the alignment of engagement activities for national government-level stakeholders across the Megawide Group
- Prepares and submits periodic reports (See Section 4.3)
- Conducts annual trainings to properly equip Megawide front-liners

Corporate Office Departments

- Accomplishes and maintains their respective stakeholder maps
- Prepares and executes appropriate stakeholder engagement plans for their identified stakeholders
- Consults Corporate Affairs about problematic stakeholders
- Prepares and submits monthly progress reports on their stakeholder engagement activities to Corporate Affairs

Strategic Business Units (EPC and PCS)

EPC Project Management Office (PMO) and PCS Management Team

- Encodes and maintains a consolidated stakeholder map for their own SBU
- Prepares and executes appropriate stakeholder engagement plans or properly delegates them to the concerned operating groups.
- Consults Corp Affairs or the CCABF Committee about problematic stakeholders
- Prepares and submits monthly progress reports on their stakeholder engagement activities to Corporate Affairs

EPC Project Groups and PCS Divisions (Batching Plant, Precast, Facilities Management, Construction Equipment, Formworks, Ready-Mix Concrete)

- Prepares and submits their accomplished individual Stakeholder Maps and Stakeholder Engagement and Evaluation Plans (*See Annex 3 and 4*) to their Business Unit heads for consolidation. These stakeholder maps should consist of stakeholders from:
 - Local counterparts of national government regulators
 - Relevant industry and business associations
 - Community stakeholders in their area of operations (provincial, local, and barangay-level)
 - Vendors and clients
- Consults their respective Business Unit heads about problematic stakeholders

Strategic Business Units (MWM Terminals Inc., PH1 World Developers, Cebu2World Development Inc., Citicore Renewable Energy Corp.)

- Encodes and maintains their own stakeholder maps:
 - Local counterparts of national government regulators
 - Relevant industry and business associations
 - Community stakeholders in their area/s of operations (provincial, local, and barangay-level)
- Prepares and executes appropriate stakeholder engagement plans
- Consults Corp Affairs or the CCABF Committee about problematic stakeholders
- Participates in the monthly check-in meetings with Corporate Affairs
- Prepares and submits monthly progress reports on their stakeholder engagement activities to Corporate Affairs and present to the CCABF committee

*Specific roles of officers and personnel are detailed in **ANNEX 1: Stakeholder Management Responsibility Matrix***

3.0 DEFINITION OF TERMS

Stakeholder. An individual or group that affects or is affected by Megawide's business initiatives and projects.

- Stakeholders can be internal such as employees and officers within the organization
- Stakeholders can be external such as government officials, private clients and vendors, and business partners.

Stakeholder Engagement Planning and Evaluation Template. A document that requires planning and evaluation of engagement activities conducted for a particular stakeholder. This shall be submitted by project teams and sub-units to Management for reference and consolidation.

Stakeholder Management. The process of building, enhancing, and maintaining good relationships with stakeholders. This process usually involves:

- Identifying stakeholders
- Analyzing their needs and expectations
- Crafting appropriate communication and engagement plans and strategies
- Effectively implementing said plans and strategies.

Stakeholder Map Template. A document that requires proper listing and analysis of identified stakeholders. This shall be submitted by project teams and sub-units to Management for reference and consolidation.

Digital Stakeholder Management Register (DSMR). This serves as the main online platform for all Stakeholder Management matters and the database for all stakeholder information and engagement plans.



The DSMR was developed for ease of access, viewing, updating of stakeholder information and status of engagements, in addition to other functionalities such as a consolidated engagement calendar, a stakeholder birthdays dashboard, etc.

IMPORTANT REMINDER: Each group shall have designated Stakeholder Map champions that will ensure timely uploading and proper maintenance of their group's stakeholder map, and the corresponding stakeholder profiles and engagement plans in the DSMR. All stakeholder information will be further monitored and curated by Corporate Affairs.

4.0 STAKEHOLDER MANAGEMENT PROCESS

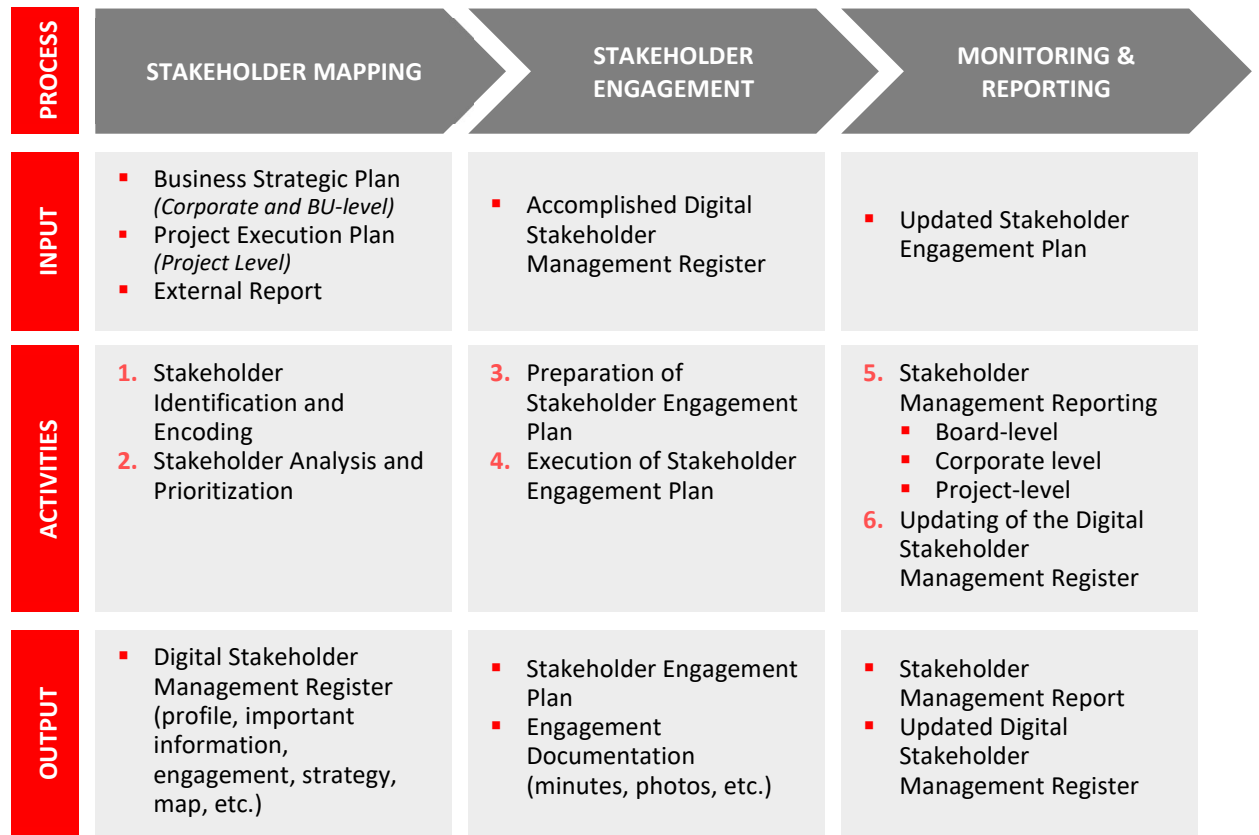


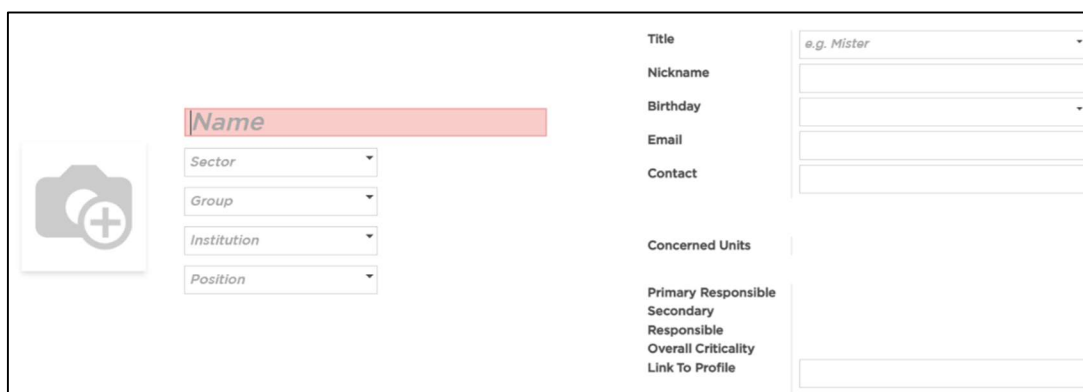
Figure 2. Stakeholder Management Process

IMPORTANT REMINDER: Stakeholder Management is a **CYCLE**. Stakeholders and the circumstances surrounding them constantly change over time (e.g., new government appointments, elections, and business expansion activities). Therefore, it is important to continuously undergo this process to ensure that stakeholder maps, profiles, plans, and strategies are always appropriate and effective

4.1 Stakeholder Mapping

Stakeholder Identification and Encoding

1. Identify all possible stakeholders considering the company's strategic plans, initiatives, and projects. These stakeholders include:
 - National government agencies and officials
 - Local government and host community officials
 - Regulators
 - Business partners or investors
 - Business and industry associations
 - Clients, vendors, and suppliers
 - Media members, and local government officials
2. Conduct research and collect information about each stakeholder and input the following:
 - Full Name
 - Title
 - Nickname/Alias
 - Sector
 - Group
 - Institution
 - Position
 - Birthday
 - Email
 - Picture of the stakeholder
3. Encode the list of stakeholders and the basic information gathered about them. This is accomplished with the Stakeholder Map Template (See ANNEX 2) which will be uploaded by the respective champions in the DSMR.



The image shows a screenshot of a web form titled 'Stakeholder Profile Template in the DSMR'. The form is divided into two main sections. On the left, there is a large red rectangular box labeled 'Name' with a camera icon and a plus sign, indicating where to upload a picture. Below this box are five dropdown menus labeled 'Sector', 'Group', 'Institution', and 'Position'. On the right, there is a vertical list of input fields: 'Title' (with a dropdown menu showing 'e.g. Mister'), 'Nickname', 'Birthday' (with a dropdown menu), 'Email', and 'Contact'. Below these fields is a section titled 'Concerned Units' with a list of checkboxes: 'Primary Responsible', 'Secondary Responsible', 'Overall Criticality', and 'Link To Profile'.

Figure 3. Stakeholder Profile Template in the DSMR

For priority stakeholders, important information must be collected through further research such as:

- Personal/Professional background details
- Political career (if applicable)
- Interests and advocacies (or at least what they appear to be)
- List of issues that we should NOT discuss during engagements

The additional information shall be documented per individual stakeholder using the Stakeholder Profile Briefer Template (See ANNEX 3)

4. Determine the Stakeholder's **influence business/project operations, conditions, and outcomes**:
 - Higher likelihood of business or project acceptance and support
 - Lower likelihood or risk of criticism or rejection during instances when stakeholders' needs, or expectations are not met
 - Higher likelihood of being informed in advance on possible risks, issues, and opportunities

STAKEHOLDER ANALYSIS AND PRIORITIZATION

Once all stakeholders are identified and the necessary information encoded, **analysis and prioritization** can now be conducted. Both analysis and prioritization of stakeholders can be done thru the **Stakeholder Map Template** (See Annex 3) or thru the **Digital Stakeholder Management Register (DSMR)** for selected personnel

1. **Analyze stakeholders** by identifying their **Power** and **Interest** level with respect to Megawide.
 - **Power** is measured as the stakeholder's perceived impact that the stakeholder has on business or project operations.

RATING	INDICATOR/S
Very High	His/her functions, decisions, or opinions will directly and gravely affect business (e.g. business closure, permanent work stoppage, major delays in production/project implementation)
High	His/her functions, decisions, or opinions may cause relatively significant impact on the business (e.g. moderate to major delays in production, temporary work stoppage). These also directly influence those who have Very High power.
Medium	His/her functions, decisions, or opinions have moderate or limited impact on business, but typically can be managed with internal resources and managerial-level support
Low	His/her functions, decisions, or opinions, have little impact on business operations but should still be considered in developing business strategies

Table 1. Power Rating Scale

- **Interest** is measured as the stakeholder's perceived level of involvement on the Megawide business/project operations. This is usually indicated by the frequency and intensity of their direct involvement/scrutiny/monitoring towards any aspect of the business.

RATING	INDICATOR/S
Very High	Directly and constantly scrutinizes/monitors/involves in major aspects of business management/operations or project implementation.
High	Frequently scrutinizes/monitors/involves in aspects of business management/operations or project implementation.
Medium	Occasionally monitors/involves in aspects of the business management/operations or in specific projects/circumstances only
Low	Seldomly or barely monitors/involves in any aspect of the business management/operations or project implementation

Table 2. Interest Rating Scale

- 2. Determine Criticality using a Power-Interest Grid.** Prioritization of stakeholders depends on their Criticality level. This also serves as the guide in determining the engagement strategy, recommended engagement frequency and intensity, as well as the Megawide personnel primarily responsible to manage said stakeholders.

POWER	Very High	Medium	High	Very High	Very High
	High	Medium	Medium	High	Very High
	Medium	Low	Medium	Medium	High
	Low	Low	Low	Medium	Medium
		Low	Medium	High	Very High
INTEREST					

Figure 5. Power-Interest Grid

Criticality	Response	Description	Relationship Holder	Alternate
Very High	Manage Closely	Fully and consistently engage these people; Make the greatest efforts to satisfy them as they are capable to considerably impact the business	Megawide Executives	Department/SBU heads
High	Keep Satisfied	Put enough work in with these people to keep them satisfied, but not so much that they become bored or feel bothered;	Department/SBU heads	Unit/area/project managers
Medium	Keep Informed	Adequately engage these people to them to ensure that no major issues arise. These are people that are usually more hopeful with specific aspects of projects/business;	Unit/area/project managers	Supervisors/ middle managers
Low	Monitor (Minimum Effort)	Observe and occasionally engage these people to simply remind them that you are a positive acquaintance	Supervisors/ middle managers	Officers/ Rank & File personnel

Table 3. Stakeholder Criticality Guide

- 3. Indicate Area of Impact.** This is the specific aspect of the business or project operations that is influenced by the stakeholder. The usual areas are:

- Bids and Contracts
- Branding
- Business Strategy
- Design
- Financials
- Governance
- Health, Safety, Security, and Environment (HSSE)
- Organization
- Procurement
- Quality
- Regulatory

4. **Determine Engagement Strategy.** This is set based on Current Relationship versus Target Relationship.
 - The DSMR or Stakeholder Map automatically determines this after the user inputs the Current Relationship with a stakeholder.
 - No need to set the Target Relationship (Very High, High, Medium, Low) as it is already set automatically by the DSMR or Stakeholder Map after determining a stakeholder's Criticality.

RATING	INDICATOR/S
Very High	Strong ally that you can call anytime. You can ask for favor, intel, or can help push agenda
High	Ally that can be tapped for urgent matters, but with a certain degree of formality
Medium	Open to discussions. Neither an ally nor adversary
Low	Zero to Hostile relationship

Table 4. Current Relationship Rating Scale

Engagement Strategy	Gap	Description
Catch-up	2-3	Essentially starting from nothing; Develop relationship ASAP
Enhance	1	Increase quality/quantity/consistency of engagement
Maintain	0	Maintain and protect relationship; Opportunity to strengthen informal relationship

Table 5. Engagement Strategy Scale

4.2 Stakeholder Engagement

1. **Craft a Stakeholder Engagement Plan** using the Stakeholder Engagement Planning and Evaluation Template (See ANNEX 4) and the DSMR Engagement Plan feature. Ensure Targeted and strategic engagements are the best tool to build and strengthen stakeholder relationships.
 - The **Plan of Action** is a section of the Stakeholder Engagement Plan that is usually accomplished first.
 - Ideally, there must be an engagement plan for all stakeholders. But Prioritize Very High/High criticality stakeholders as the progress and performance in engaging them will be closely monitor by Corporate Affairs, and reported quarterly to the Megawide Management Committee.
 - The Stakeholder Engagement Plans are **live documents** accomplished thru the Stakeholder Engagement Plan and Report Form (See Annex 5) or thru the DSMR for selected personnel. They shall constantly be updated and revised as engagement activities progress

IMPORTANT REMINDER: Engagements with national government-level stakeholders must be consulted with **Corporate Affairs** for proper guidance and support

CRITICALITY	Very High	High	Medium	Low
Minimum Engagement Frequency	Monthly	Every two months	Quarterly	Semi-annually
Initial Engagement	Formal Courtesy Call/Visit		Formal/Informal Visit or Introduction	
Gifting <i>See ANNEX 5 for some guidelines</i>	Personal and institution-related occasions and major holidays Small gifts during courtesy visits		Selected personal occasions and major holidays	
Invitation to key Megawide Activities	Necessary		As needed	
Provision of food during activities	Recommended		As needed	

Table 6. Engagement Activities Guide.

2. Execute the Stakeholder Engagement Plan

2.1 Request Appointments. Once the Plan of Action is outlined, this is commonly next step, especially for formal engagement activities. This is done by sending a **formal request** at least two weeks ahead of the activity via:

- Formal e-mail to the stakeholder's office or personal email address/es
- Physical letters transmitted through a reliable courier or official liaison to the stakeholder's office address.
- Personal phone call or text message when personal or more direct contact information is available.
- Endorsement from a common friend/close associate

Best practice: Use multiple means of communications to increase the chances of the request being acknowledged

2.2 Set the Agenda. The **main objective** is either to establish a new relationship or strengthen the existing relationship with a stakeholder. **Do not complicate** the discussion by overtly asking for favors or opinions on critical issues and concerns, unless extremely necessary or explicitly brought up by the stakeholder. This is to avoid being perceived as **exploitative**.

For **first-time engagements** with stakeholders the **recommended agenda** or **meeting flow** is:

- Brief introduction of all meeting participants
- Discussion of company profile. If possible, highlight the details relevant to the stakeholder or the office/position they occupy.
Example: If you are meeting a DOLE official, prepare Labor-related details/information.
- Touchbase on general updates and topics relevant to both parties
- Scheduling of next engagement activity, if appropriate
- Acquire personal contact details (e.g., calling card) from the stakeholder or their staff for more direct communication moving forward.

2.3 Determine Megawide participants. Once the request for an engagement activity is acknowledged by the stakeholder, finalize the list of Megawide participants. Ideally, the Relationship Holder and Alternate need to attend.

2.4 Confirm and reconfirm details. Right before any activity, the participants must accomplish the following:

- Prepare and review the stakeholder's profile for a more strategic approach during the activity. This will set the tone that will be carried over in succeeding engagements. Take note of matters or topics that cannot or should not be discussed.
- Reconfirm the list of participants and re-align regarding the activity's objectives, strategy, and target outcomes.

2.5 File a Post-Engagement Activity Report. It should detail the following:

- Details of the recent engagement activity i.e., date, time, venue, attendees
- Meeting highlights/salient points raised
- Assessment if the target objectives and outcomes were met
- Next steps

4.3 Monitoring and Reporting

Periodic reports are expected based on the schedule below.

Report to	Responsible	Schedule
Board of Directors	Corporate Affairs	Semestral summary/progress reports
Management Committee	Corporate Affairs	Quarterly progress reports
OCEO	Corporate Affairs	Annual summary report
Corporate Affairs/CCABF Committee	PCS/EPC/SBUs	Minimum of bi-monthly (every two months) progress reports
SBU Project Performance Reporting	Projects Sites and Other Assets	Reporting of individual SME files during monthly Project Performance Review (PPR) meetings
Corporate Affairs	PCS/EPC/SBUs	Urgent updates/concerns, bi-weekly or as needed

Table 8. Stakeholder Management Reports Guide

Updating of the Stakeholder Profiles and Maps must also be conducted based on the results of the monitoring and reporting to ensure that they are still accurate and relevant. Here are some circumstances that should automatically trigger updating of profiles and maps:

- Reorganization within stakeholder offices or agencies
- New appointments within the government
- Newly elected officials after national or local elections
- New or updated basic information/important information about stakeholders
- Resignation, reassignment, death of individual stakeholders
- New business developments, thrusts, and initiatives
- Expansion of business ventures, projects, area of operations
- Developments regarding issues or concerns relevant to the business

Stakeholder engagement plans must also be updated with new target engagement activities that are aligned with the Next Steps and Ways Forward that were identified in the previous evaluations and reports. This ensures the positive progress of the relationship with stakeholders.

5.0 ANNEXES


This Stakeholder Management Handbook is supported by annexes to describe the specific **work instructions and processes in performing abovementioned tasks**:

#	Title	Owner
1	Stakeholder Management Responsibility Matrix	Corporate Affairs
2	Stakeholder Map Template	Corporate Affairs
3	Stakeholder Profile Briefer	Corporate Affairs
4	Stakeholder Engagement and Evaluation Template	Corporate Affairs
5	Stakeholder Gifting Guidelines	Corporate Affairs

ANNEX 1: STAKEHOLDER MANAGEMENT RESPONSIBILITY MATRIX

#	PROCESS	R	A	S	C	I	OUTPUT
STAKEHOLDER MAPPING							
1	Stakeholder Identification and Encoding	Project / Division / Unit Heads	Department/ SBU Heads	Corporate Affairs	Corporate Affairs	Corporate Affairs	<ul style="list-style-type: none"> List of Stakeholders with basic personal information gathered Consolidated and updated stakeholder maps Initial stakeholder profiles <ul style="list-style-type: none"> Basic information Important information
2	Stakeholder Prioritization and Analysis	Division / Unit Heads	Department/ SBU Heads	Corporate Affairs	Corporate Affairs	Corporate Affairs	<ul style="list-style-type: none"> Accomplished Digital Stakeholder Management Register entries <ul style="list-style-type: none"> Updated stakeholder map Complete stakeholder profiles
STAKEHOLDER ENGAGEMENT							
3	Preparation of Stakeholder Engagement Plan	Designated MCC representative/s	Department/ SBU Heads	Division / Unit Heads	Corporate Affairs	Corporate Affairs	<ul style="list-style-type: none"> Draft Engagement Plan Invitations/requests for scheduling of engagement activities with stakeholders Designated representatives to participate and agenda for the engagement activity
4	Execution of Stakeholder Engagement Plan	Designated MCC representative/s	Department/ SBU Heads	Division / Unit Heads	Corporate Affairs	Corporate Affairs	<ul style="list-style-type: none"> Updated Engagement Plan <ul style="list-style-type: none"> Post-Engagement Evaluation Minutes of the Meeting Photo documentation
MONITORING AND REPORTING							
5	Stakeholder Management Reporting	Designated reporters	Heads of the designated reporters	Corporate Affairs	Corporate Affairs	Corporate Affairs	<ul style="list-style-type: none"> Periodic Status Reports (Effectiveness of Engagements)
6	Updating of the Digital Stakeholder Management Register	Division / Unit Heads	Department/ SBU Heads	Corporate Affairs	Corporate Affairs	Corporate Affairs	<ul style="list-style-type: none"> Updated Digital Stakeholder Management Register entries <ul style="list-style-type: none"> Updated stakeholder map Updated stakeholder profiles Additional engagement activities

ANNEX 2: STAKEHOLDER MAP TEMPLATE

 <div style="display: inline-block; vertical-align: middle; margin-left: 10px;"> Engineering A First-World Philippines </div>									
STAKEHOLDER MAP									
Identification, Analysis, and Prioritization of Stakeholders									
SBU: NATURE OF BUSINESS: SBU HEAD:									
No.	Name of Stakeholder	Sector	Group	Institution	Position	Area of Impact	Power	Interest	Criticality
1	Stakeholder 1	Government	LGU	Institution 1	Position 1	Financials	High	Medium	High
2	Stakeholder 2	Private	LGU	Institution 2	Position 2	Business Strategy	High	High	Very High
3	Stakeholder 3	Government	NGA	Institution 3	Position 3	Branding	Medium	High	Medium
4	Stakeholder 4	Private	NGA	Institution 4	Position 4	Regulatory	Low	Low	Low

Engagement Approach	Current Relationship	Target Relationship	Engagement Strategy	Frequency of Engagement	Primary Responsible	Secondary Responsible	Gift Tier
Keep Satisfied	Low	High	2 - Catch-up	Every two months	SBU Head	SBU Manager	B
Manage Closely	High	Very High	1 - Maintain	Monthly	Chief	SBU Head	A
Keep Informed	Medium	Medium	1 - Maintain	Quarterly	SBU Manager	SBU Supervisor	C
Monitor (Minimum Effort)	Low	Low	1 - Maintain	Semi-annually	SBU Supervisor	SBU Staff	D

ANNEX 3: STAKEHOLDER PROFILE BRIEFER



Full Name:

Nickname:

Sector

Institution:

Position:

Birthday

Email:

Phone #:

Personal/Professional Background:

- AAAA
- BBBB
- CCCC

Political Career:

- AAAA
- BBBB


Interests/Advocacies:

- AAAA
- BBBB
- CCCC

Issues (Strictly do not discuss):

- AAAA
- BBBB
- CCCC

ANNEX 4: STAKEHOLDER ENGAGEMENT PLANNING AND EVALUATION TEMPLATE

		Engineering A First-World Philippines	
Stakeholder Engagement Plan and Evaluation Template			
SBU / Department: HoldCo Corporate Affairs			
Stakeholder Information			
Name	Position	Institution	Criticality
Stakeholder 1	Position 1	Institution 1	Very High

Plan of Action		
Target Engagement Activity	Target Date/Time	Details/Remarks
Target Activity #1		
Target Activity #2		
Target Activity #3		
Target Activity #4		
Target Activity #5		
Target Activity #6		

Post-Engagement Evaluation			
Actual Engagement Activity	Actual Date/Time	Outcomes / Highlights	Next Steps
Actual Activity #1			
Actual Activity #2			
Actual Activity #3			
Actual Activity #4			
Actual Activity #5			
Actual Activity #6			

ANNEX 5: STAKEHOLDER GIFTING GUIDELINES

General Guidelines

- Business Units and corporate departments shall allot sufficient budget in their Annual Operating Plan (AOP) for stakeholder gifting initiatives.
- Only stakeholders in the stakeholder map with assigned gift tiers shall be included in gifting for proper monitoring
- The branding and design of gift packaging/wrapping materials must comply with Corporate Branding policies and guidelines
- When possible, gifts sent must have a proof of receiving to ensure that the intended recipient received the gift. This also serves as useful feedback in future gifting initiatives.
- For gifting during the December holidays, it is highly recommended that it is completed by end of November

These **key pillars** are equally important aspects in conducting gifting initiatives to ensure that they are budgeted for, cost-effective, and appropriate.

- Budget Allotment
- Gift Tiering
- Gift Recipient List

Here are the recommended tasks that must be accomplished per pillar:

Budget Allotment

- Refer to the current year's Annual Operating Plan to take note of the total Management-approved amount that should be spent for the gifting activity
- Identify Management Intent/Direction as well. This may increase/decrease the initial budget allotment and greatly impact the other pillars

Gift Tiering

- Adopt the recommended Gift Tiering to categorize stakeholders. Business units may customize the compositions per gift tier but must still adopt the S, A, B, C tiers.

Gift Tier	Public Sector	Private Sector
S	<ul style="list-style-type: none">• First Family• Select government officials	<ul style="list-style-type: none">• Select partners• Select clients
A	<ul style="list-style-type: none">• Key cabinet members• Key Senators & Congressmen• Key Governors and Mayors	<ul style="list-style-type: none">• Owners• Presidents/CEOs• Directors• Key executives
B	<ul style="list-style-type: none">• Undersecretaries• Assistant Secretaries• Other senators and congressmen• Other LGU officials	<ul style="list-style-type: none">• Other executives• Key dept heads or managers• Media
C	<ul style="list-style-type: none">• LGU officials• Other Executive dept officials• Rank and File	<ul style="list-style-type: none">• Analysts• Other dept heads & manager• Officers

- Estimate costs per gift tier
- Propose gift packages/items per tier
- Refer to past categorizations for comparison, if available

Gift Recipients List

- Prepare initial list of stakeholders in the Stakeholder Map
- Assign stakeholders to gift tiers based on approved tiering system
- Review the recipients list to ensure that all important stakeholders were included
- Align with Corporate Affairs for guidance and finalization
- Narrow down list based on approved budget, if necessary
- Refer to past gift lists for comparison, if available

Sample timeline of activities for December holidays gifting initiative (May-November):

DURATION	INDICATIVE DATES	ACTIVITY
PHASE 1: APPROVAL OF GUIDELINES – 1 MONTH		
2 weeks	01 to 15 May	Approval of 2023 Gifting policies and guidelines
2 weeks	16 to 31 May	Roll-out meetings
PHASE 2A: FINALIZATION OF RECIPIENTS LIST – 1.5 MONTHS		
3 weeks	01 to 23 June	Initial recipient list
2 weeks	24 June to 07 July	Recipient list clean-up
1 week	08 to 15 July	Management approvals
PHASE 2B: FINALIZATION OF GIFT ITEMS – 1.5 MONTHS (CONCURRENT)		
2 weeks	01 to 15 June	Gift items list finalization
4 weeks	16 June to 15 July	Item sampling
PHASE 3: PROCUREMENT – 3 MONTHS		
8 weeks	16 July to 15 September	Procurement
4 weeks	16 September to 15 October	Branding and Preparation
PHASE 4: DELIVERY – 1.5 MONTHS		
2 weeks	16-31 October	Distribution
4 weeks	1-30 November	Delivery
TOTAL DURATION	7 MONTHS	01 May to 30 November

This may be applicable to other major holiday gifting initiatives.

*Business units and SBUs may opt to develop and follow a different timeline for the December holidays gifting as long as the entire activity is completed **by end of November**.*