

METRO MANILA AIR SHED
GOVERNING BOARD

MODULE 4

WORK PROCESS DESIGN





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Information Page

Document Title: Work Process Design

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Organization: Metro Manila Air Shed Governing Board

Organization Abbreviation: MMASGB

Office Address: Air Quality Management Training Center, DENR
Compound, Visayas Avenue, Diliman, Quezon City,
Philippines

Phone Number: + 63 2 920 2258

Fax Number: + 63 2 927 3954

Email:



Revision History

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Draft	1 st Draft	June 15, 2006



Section 1: Introduction

This document is divided into three major parts.

The first part (Section 2) presents the task analysis and sequence flow chart of the different activities that the MMASGB will undertake in order to carry out its three major functions - planning, policy making, and monitoring and evaluation.

The second part (Section 3) presents the work process flow charts of the different activities identified in the MMASGB Action Plan. These flow charts specify the work process linkages, information requirements and approval process between and among the Executive Committee, Technical Working Groups, Technical Secretariat and the Metro Manila Air Shed Governing Board as a whole.

This work process design was developed during a workshop on May 17, 2006 which was participated in by members of the MMASGB and the Technical Administrative Secretariat.

The third part (Section 4) summarizes the outputs required from each activity identified in the MMASGB Action Plan.



Section 2: Task Analysis and Sequence Flow Chart for the Major Functions of the MMASGB

This section presents the task analysis and sequence flow chart of the different activities that the MMASGB will undertake in order to carry out its three major functions, to wit:

1. Planning and Work Programming
2. Policy and Guidelines Formulation
3. Monitoring and Evaluation

These functions are illustrated by way of task analysis and sequence flow charts, an analytical tool used in organizing tasks or work activities. The matrix shows in a nutshell what outputs to be delivered, the inputs required, who performs what activities, and when (although in this case, the time log was excluded).

Every task or responsibility is represented by a symbol. A symbol for supplier means the person or group where the symbol falls must perform the task to be delivered to a customer or receiver. The shared responsibility means two or more persons or groups must perform the task simultaneously.

Each major task has sub-tasks or activities that are arranged in sequence. It indicates what tasks will need to be undertaken in order to accomplish the major task, and which activities will need to be undertaken first before the other.

The purpose of using this framework is to identify the activities and establish their sequence of performance in order to accomplish the assigned tasks systematically.



Section 2: Task Analysis and Sequence Flow Chart for the Major Functions of the MMASGB

Chart 1 - Planning and Work Programming Process Flow

WHO OUTPUT/ RESPONSIBILITY I	DRIVER/INPUT	ACTIVITIES	GB	EXE COM	TWG	TA	REMARKS/ OTHER PLAYERS
1. Develop MMAS Air Quality Improvement Framework	RA 8749, DAO 2000-81 & Public Interest	1.1. Establish ambient air quality guideline values			●	●	In cooperation with DOTC, DOST, MMDA, DOH & DTI
		1.2 Review air quality guideline values			●	●	In cooperation with DOTC, DOST, MMDA, DOH & DTI
		1.3 Formulate pollution standards indices			●	●	In cooperation with DOTC, DOST, MMDA, DOH & DTI
		1.4 Take pollution inventory based on the standard indices and MM Air Pollution Status Report	⊗	⊗	●	●	In cooperation with DOTC, DOST, MMDA, DOH, NSCB & DTI
2. MMAS Strategic Plan	Metro Manila Air Pollution Inventory & Status Report and MMAS Air Quality Improvement Framework	2.1 Formulate MMAS Vision-Mission-Goals through Strategic Visioning Workshop	●	●	●	●	
		2.2 Devise Strategic Plan	●	●	●	●	
		2.3 Documentation, synthesis and summary of workshop output	⊗	⊗	⊗	●	
3. MMAS Air Quality Action Plan	MMAS Strategic Plan	3.1 Prepare Work Program with defined tasks and persons accountable, timetable and budget		⊗	●	●	
		3.2 Review and evaluate Work Program for GB Approval	⊗	●			
4. Approved Work Program	MMAS Air Quality Action Plan	4.1 Governing Board approves Work Program during regular or emergency Board meeting	●	⊗	⊗	⊗	
5. Implementing Policies, Rules and Guidelines	RA 8749, DAO 2000-81 & Air Quality Action Plan	Refer to Output/Responsibility Chart (Policy and Guidelines Process Flow)				⏏	
6. Implementation	Approved Work Program	5.1 Coordinate with responsible partners and disseminate				●	

● = Supplier

⊗ = Customer

● = Shared Responsibility



Section 2: Task Analysis and Sequence Flow Chart for the Major Functions of the MMASGB

Chart II – Policy & Guidelines Formulation Process Flow

WHO OUTPUT/ RESPONSIBILITY II	DRIVER/INPUT	ACTIVITIES	GB	EXE COM	TWG	TA	REMARKS/ OTHER PLAYERS	
1. MMAS Operating Policies, Rules and/or Guidelines	MMAS Action Plan & Work Program (Output/responsibility I); Changes in assumptions; Changes in general condition; Internal or external conflict; New opportunities	1.1. Gather the issues and/or concern			⊗	●	In cooperation with DOTC, DOST, MMDA, DOH & DTI, NGOs, POs, Industry Sector, etc.	
		1.2 evaluate the issues or concern if relevant or not			●	●		
		1.3 Gather facts and/or information				●	●	In cooperation with DOTC, DOST, MMDA, DOH & DTI, NGOs, POs, Industry Sector, etc.
		1.4 Consolidate facts, summarize and generate report			⊗	●		
		1.5 Evaluate and analyze impact				●	●	
		1.6 Draft policies, rules or guidelines and submit for comments, corrections or suggestions of partners				●	●	In cooperation with DOTC, DOST, MMDA, DOH & DTI, NGOs, POs, Industry Sector, etc.
		1.7 Finalize draft			⊗	●	●	
		1.8 Review final draft and submit to GB for approval			⊗	●	●	
		1.9 approve policies, rules or guidelines			●			
		1.10 Disseminate approved policies, rules or guidelines for compliance of concerned parties						●

● = Supplier

⊗ = Customer

⊙ = Shared Responsibility



Section 2: Task Analysis and Sequence Flow Chart for the Major Functions of the MMASGB

Chart III – Monitoring and Evaluation Process Flow

WHO OUTPUT/ RESPONSIBILITY III	DRIVER/INPUT	ACTIVITIES	GB	EXE COM	TWG	TA	REMARKS/ OTHER PLAYERS	
1. Monitoring and Evaluation	MMAS Action Plan & Work Program (Output/responsibility I); Policies, Rules and Guidelines (Output/responsibility II)	1.1. Review Action Plan and Work Program to determine and establish milestones and parameters			●	●		
		1.2 Define the evaluation criteria and establish benchmark or standard or target			●	●	In cooperation with DOTC, DOST, MMDA, DOH & DTI, NGOs, POs, Industry Sector, etc.	
		1.3 Design reporting procedure and report format			●	●		
		1.4 Set timetable and frequency of reporting			●	●		
			1.5 Outline policy for non-compliance and delineate persons who are accountable			●	●	
			1.6 Design Monitoring Information System configuration from data encoding, storage, retrieval, analysis & evaluation to report generation			●	●	
			1.7 Determine the software, hardware and people requirements to run the Monitoring Information System			●	●	
			1.8 Develop Monitoring and Evaluation Manual including timeframe and budget			●	●	
			1.9 Submit Draft Manual with proposed budget to ExeCom for final evaluation		⊗	●	●	
			1.10 Review Draft Manual & Budget and submit to GB for approval	⊗	●	●	●	
			1.11 Approve Monitoring and Evaluation Manual & Budget	●				
			1.12 Disseminate approved Monitoring and Evaluation Manual to all concerned parties and implement				●	DOTC, DOST, MMDA, DOH & DTI, NGOs, POs, Industry sector, etc.

● = Supplier

⊗ = Customer

● = Shared Responsibility



Section 3: Work Process Design for the MMASGB Action Plan

The work process design aims to specify the work process linkages, information requirements and approval process between and among the Executive Committee, Technical Working Groups, Technical Secretariat and the MMASGB as a whole.

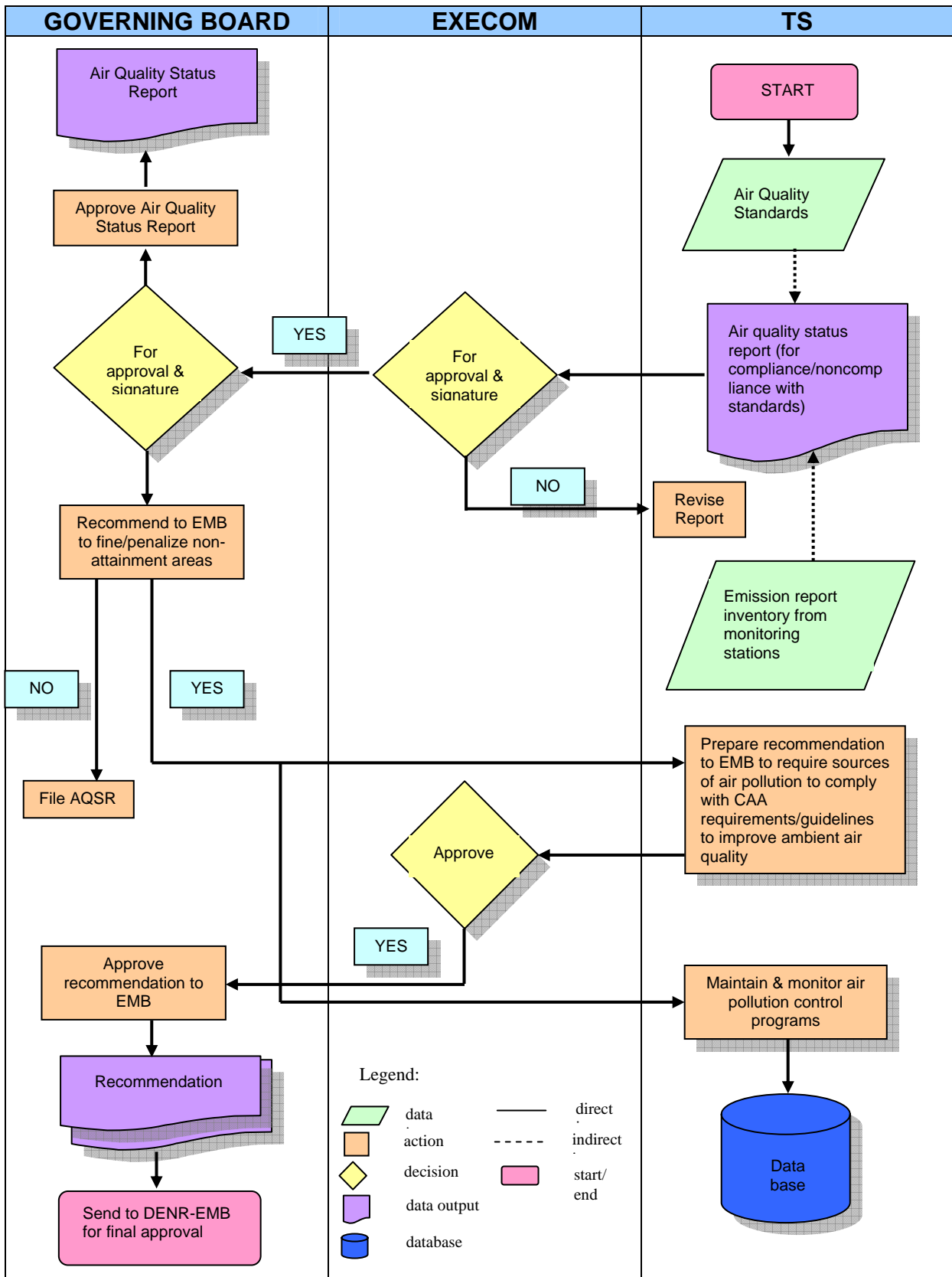
The purpose of defining these work processes is to develop a clear alignment of work responsibilities, accountabilities, and information flow within the MMASGB as it implements its Action Plan. It also aims to organize and establish the priorities in order to accomplish the assigned tasks, and improve efficiency in resource utilization by avoiding duplication of efforts and encouraging appropriate use of skills and institutional mandates.

In the following charts, the components of the MMASGB Action Plan have been classified into strategic, tactical and operational activities. Strategic activities are those which have long-term impact, ranging from a year to twenty years and are usually executed at the top management or executive level. These are accomplished least in frequency compared to tactical and operational activities. Tactical activities, on the other hand, are more frequently accomplished and have medium-term impact compared to strategic activities. Its duration of impact often ranges from a month to a year. These are accomplished at the middle management levels. Operational activities are daily to monthly activities which are usually routine tasks and will have to be accomplished at the lowest level of the organizational hierarchy. It has the highest incidence of frequency among all activities.

In work process and organizational design, it is vital that activities are segregated into strategic, tactical and operational activities in order to properly allocate functions to positions which should have the appropriate knowledge, attitude, skills and abilities. This shall also serve as a good foundation for designing appropriate job dimensions, job content, job context and thereafter, a rationalized salary scale design for the entity.



TWG 1-1: DETERMINE CURRENT STATUS OF AIR QUALITY WITHIN THE METRO MANILA AIR SHED



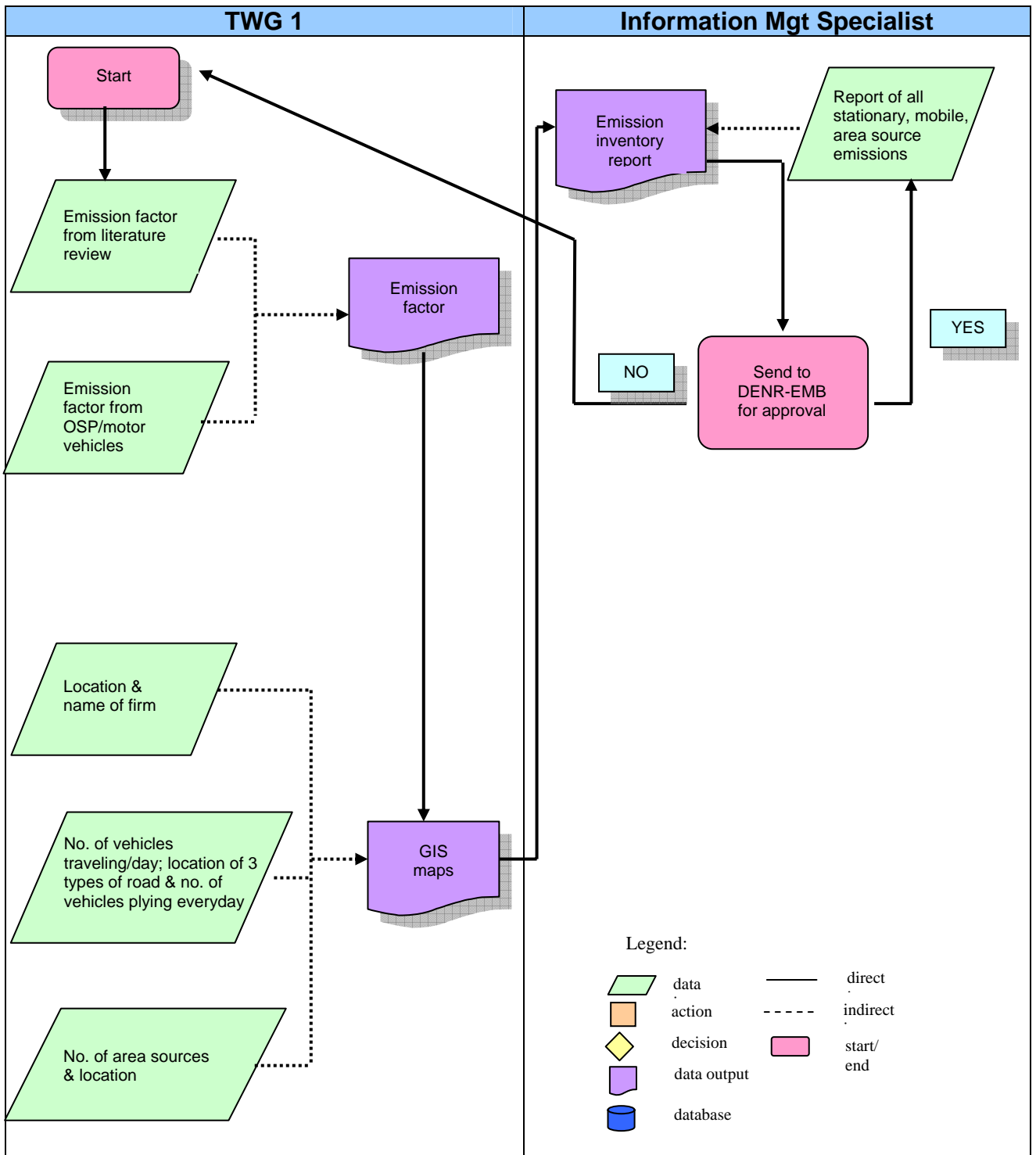


Reports Produced:

1. List of attainment (complying) and non-attainment (non-complying) areas
2. History of fines and penalties per area per period:
 - a. Per sources of air pollution
 - b. Per stationary sources
 - c. Per LGU
3. Air Quality Status Report per area
4. Recommendation to require compliance



TWG 1-2: ESTABLISH AIR SHED EMISSION INVENTORY

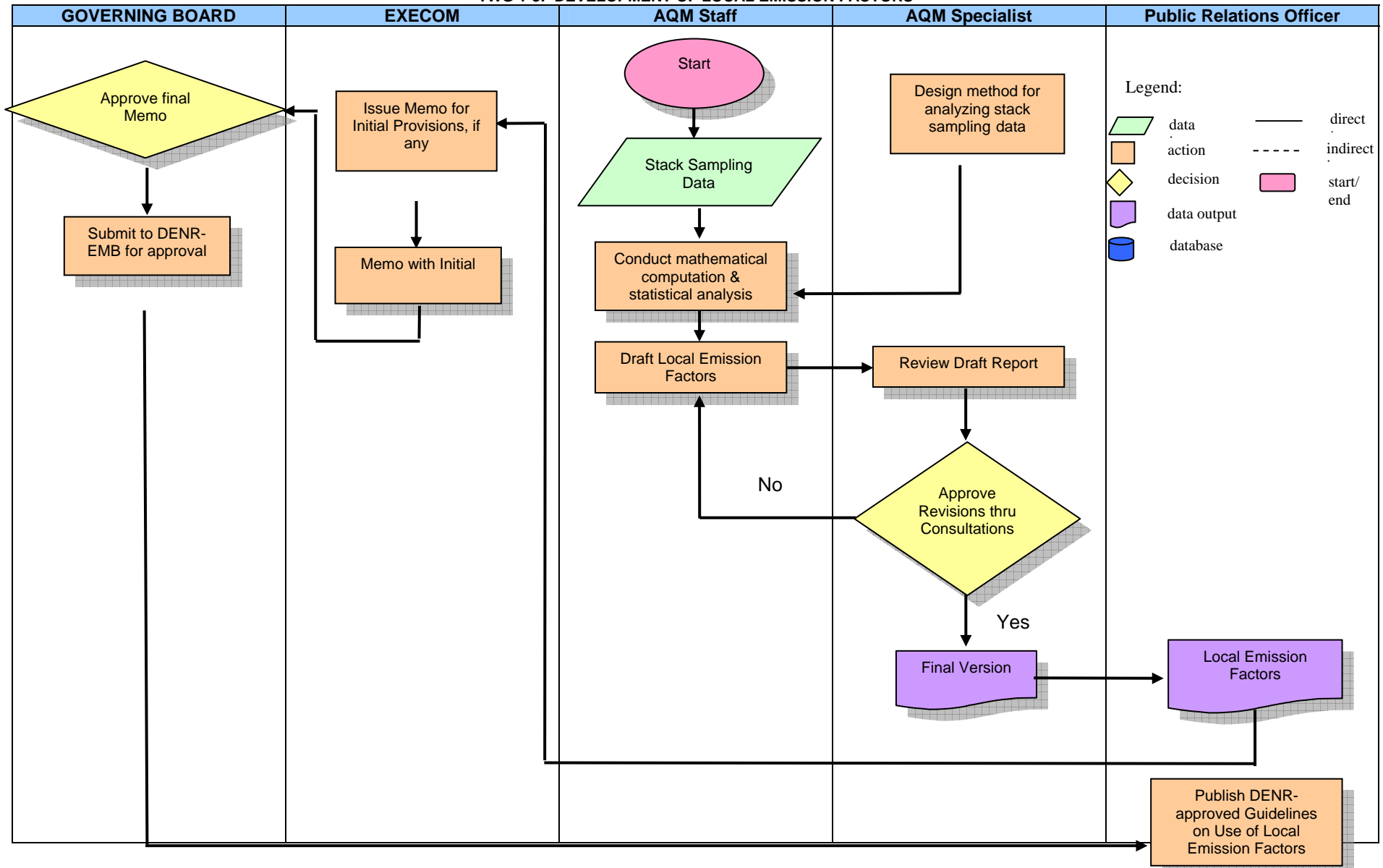


Reports Produced:

1. Report of all stationary source emissions
2. Report of all mobile source emissions
3. Report of all area source emissions
4. GIS maps reflecting location or volume of pollution

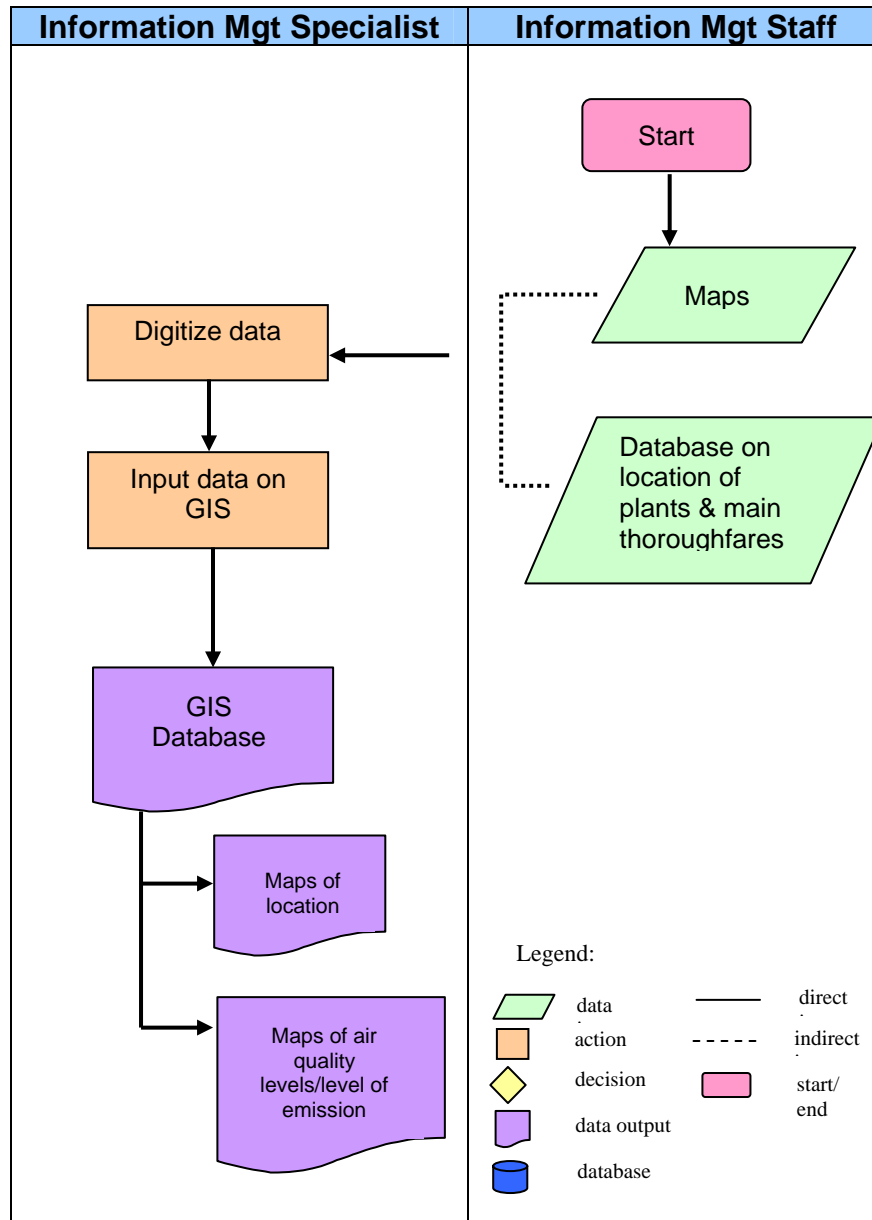


TWG 1-3: DEVELOPMENT OF LOCAL EMISSION FACTORS





TWG 1-4: ESTABLISH A GIS SYSTEM REFLECTING THE LOCATION OF PLANTS AND MAIN THOROUGHFARES

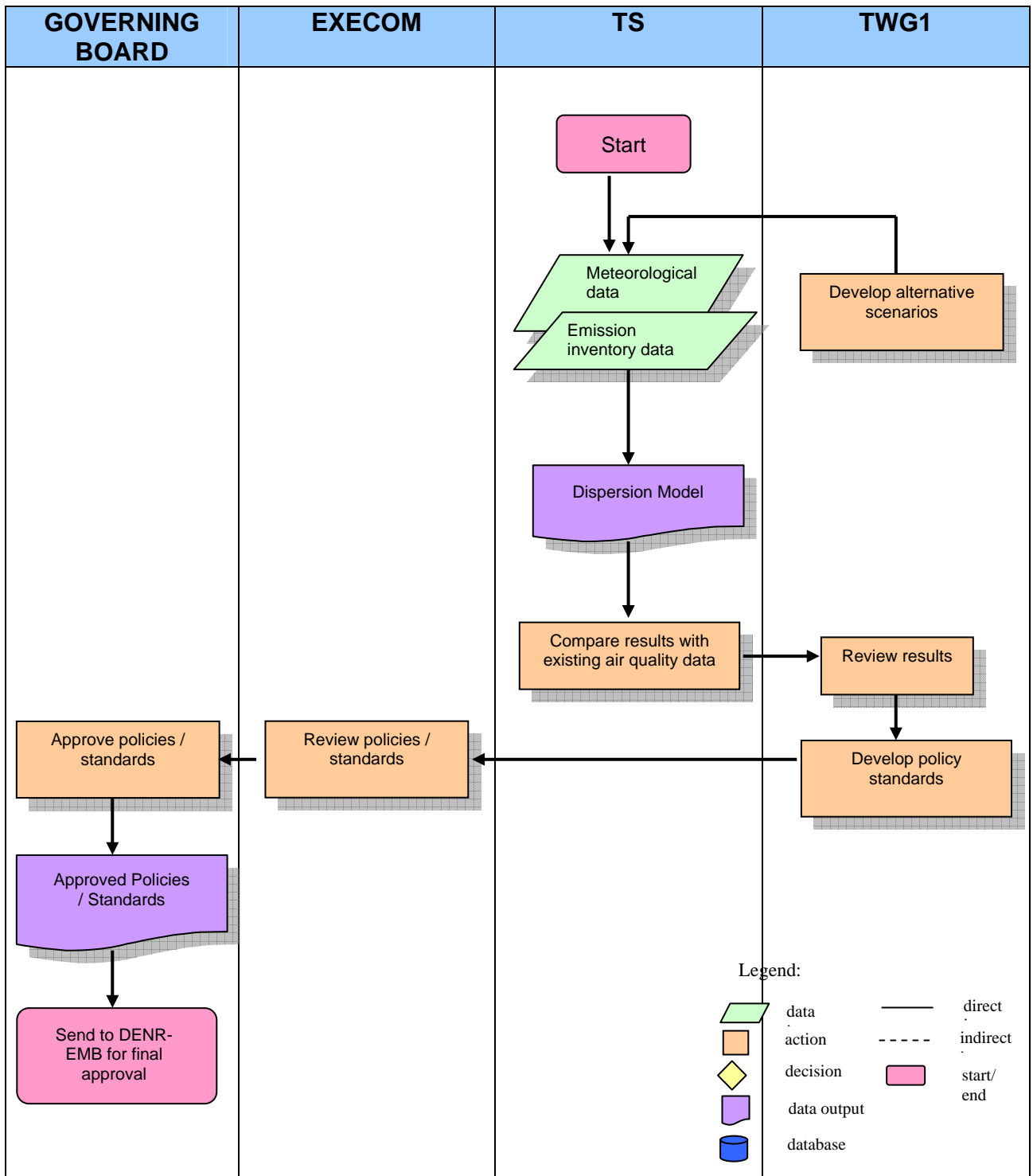


Reports Produced:

1. GIS maps reflecting location of plants and main thoroughfares
2. GIS maps reflecting level of air quality/level of emission



TWG 1.5: CONDUCT AIR QUALITY CARRYING CAPACITY STUDIES FOR THE METRO MANILA AIR SHED

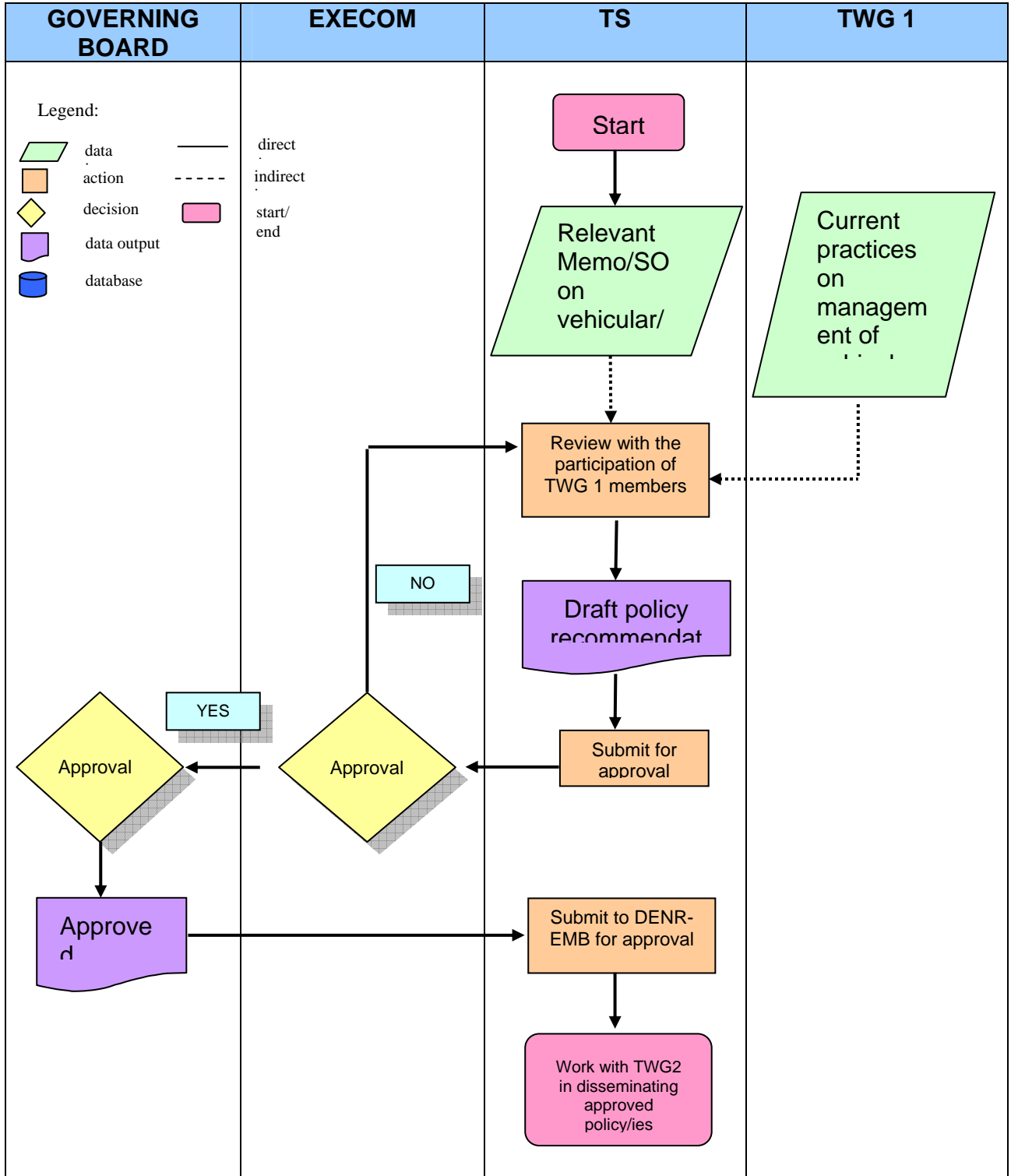


Reports Produced:

1. Technical reports on air quality carrying capacity for the air shed
2. Policies and standards on air quality carrying capacity for the air shed



TWG 1-6: FORMULATE POLICY RECOMMENDATIONS ON MANAGEMENT OF VEHICULAR AND STATIONARY EMISSIONS

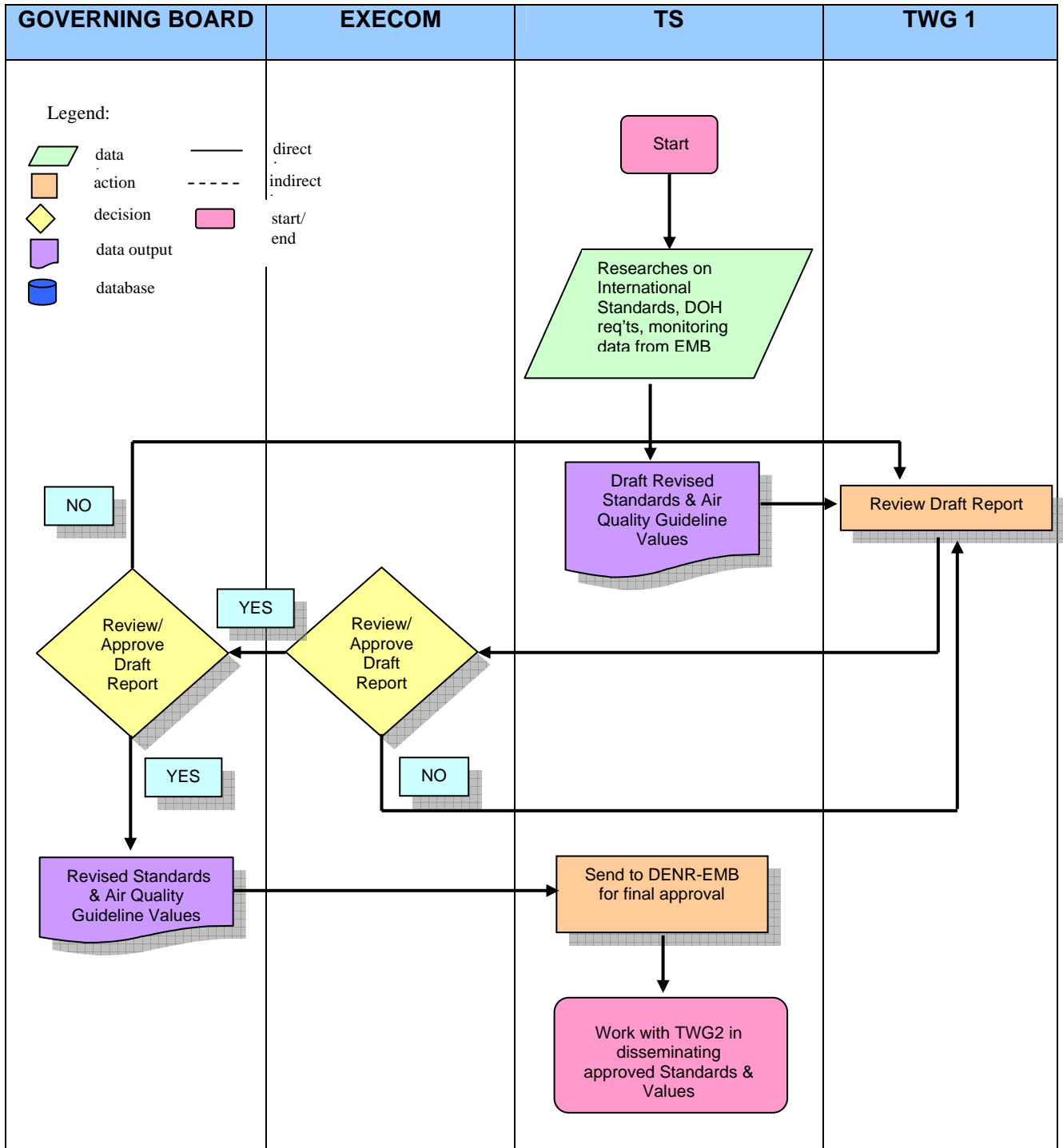


Reports Produced:

1. Approved policy/ies on management of vehicular and stationary emissions



TWG 1-7: REVIEW AND REVISE STANDARDS AND AIR QUALITY GUIDELINE VALUES

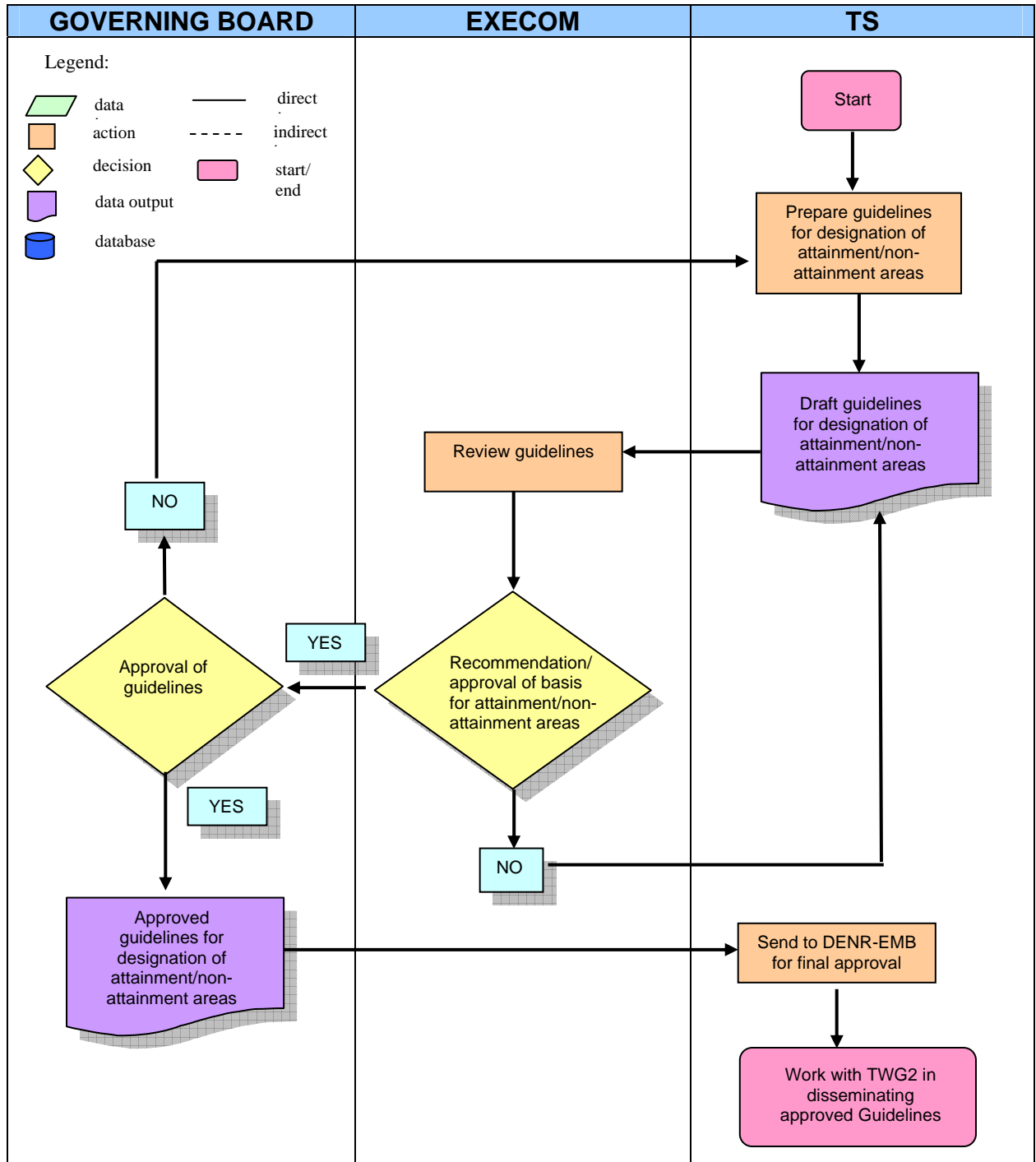


Reports Produced:

1. Revised standards and air quality guideline values



TWG 1-9: ESTABLISH BASIS FOR DESIGNATION OF ATTAINMENT/NON-ATTAINMENT AREAS

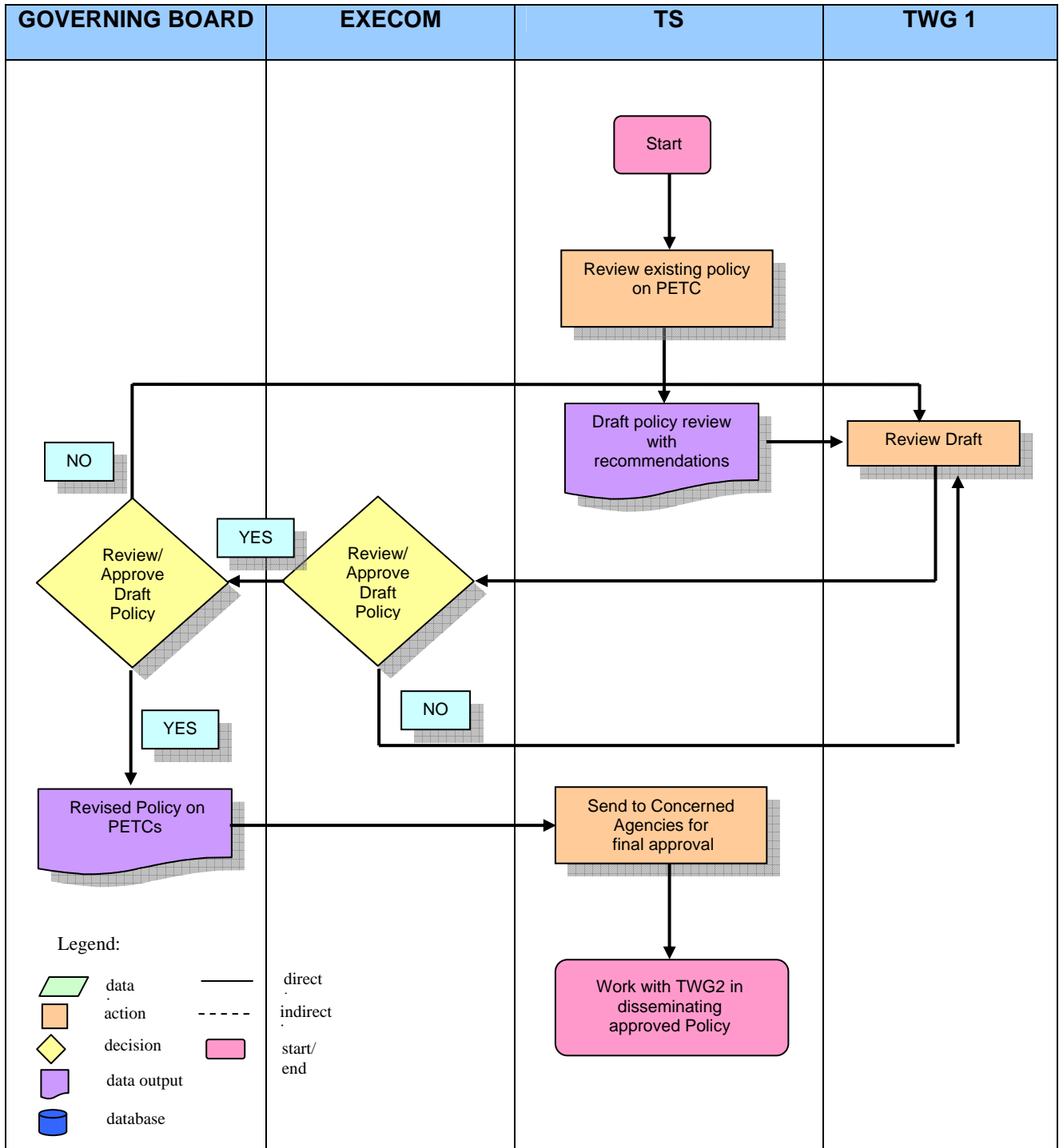


Reports Produced:

- Guidelines on Designation of Attainment/Non-Attainment Areas



TWG 1-10: ASSESS EXISTING POLICY ON PRIVATE EMISSION TESTING CENTERS (PETC)

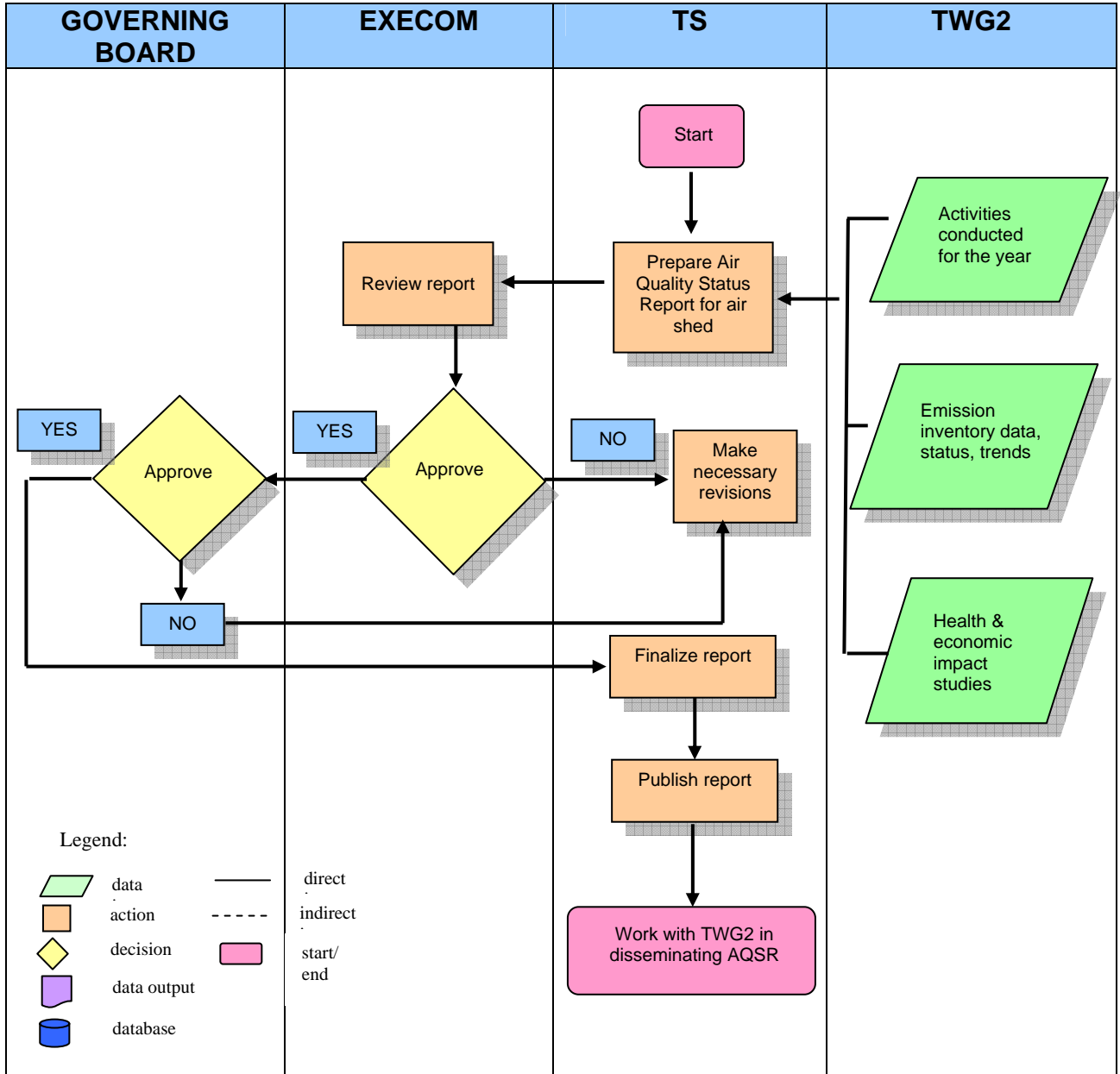


Reports Produced:

1. Revised Policy on Private Emission Testing Centers (PETCs)



TWG 2-1: PACKAGE AND PUBLISH ANNUAL REPORT ON AIR QUALITY WITHIN THE AIR SHED

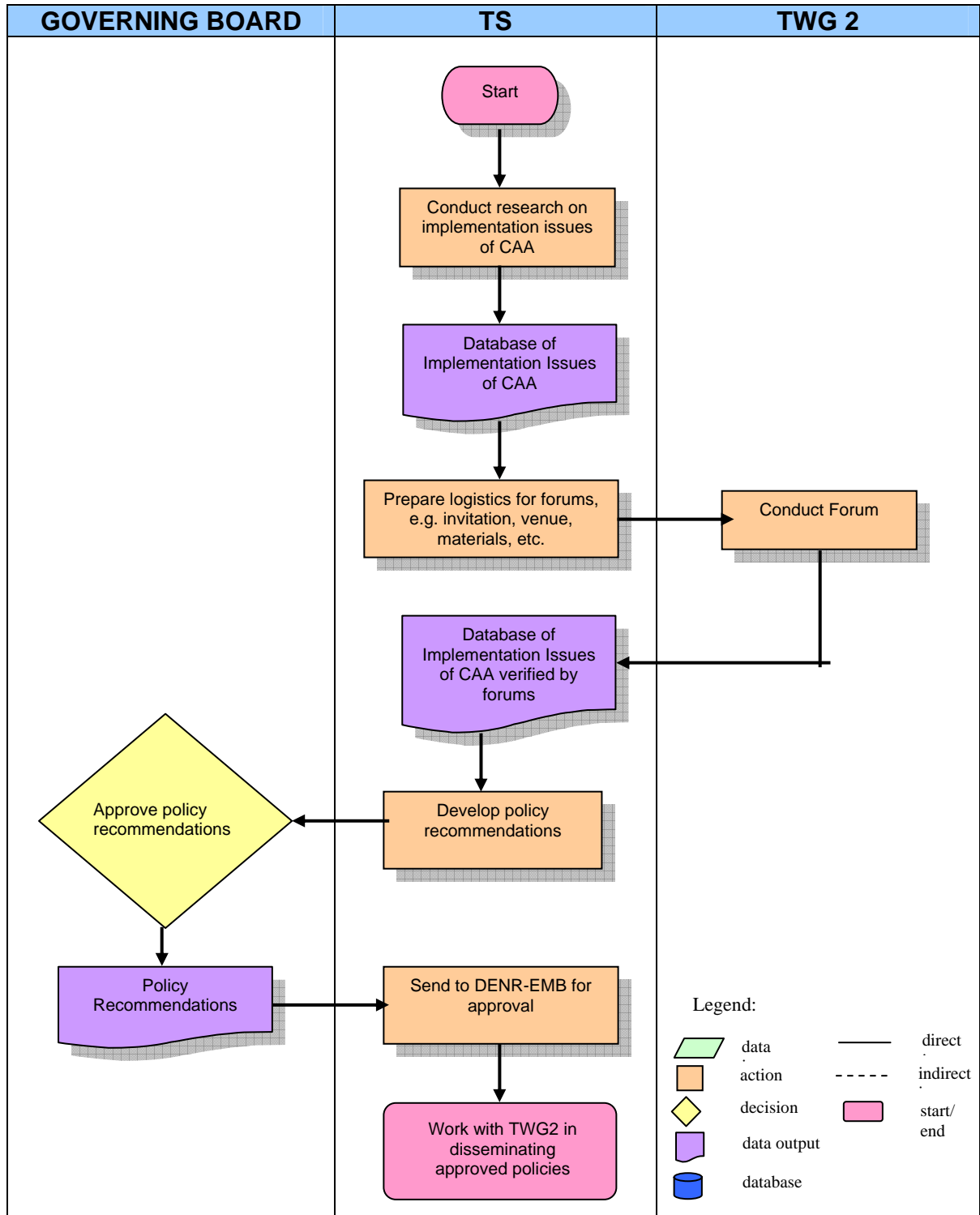


Reports Produced:

1. Annual Air Quality Status Report for the Metro Manila Air Shed



TWG 2-2: CONDUCT FORUMS ON THE PROVISIONS OF CAA AMONG THE STAKEHOLDERS

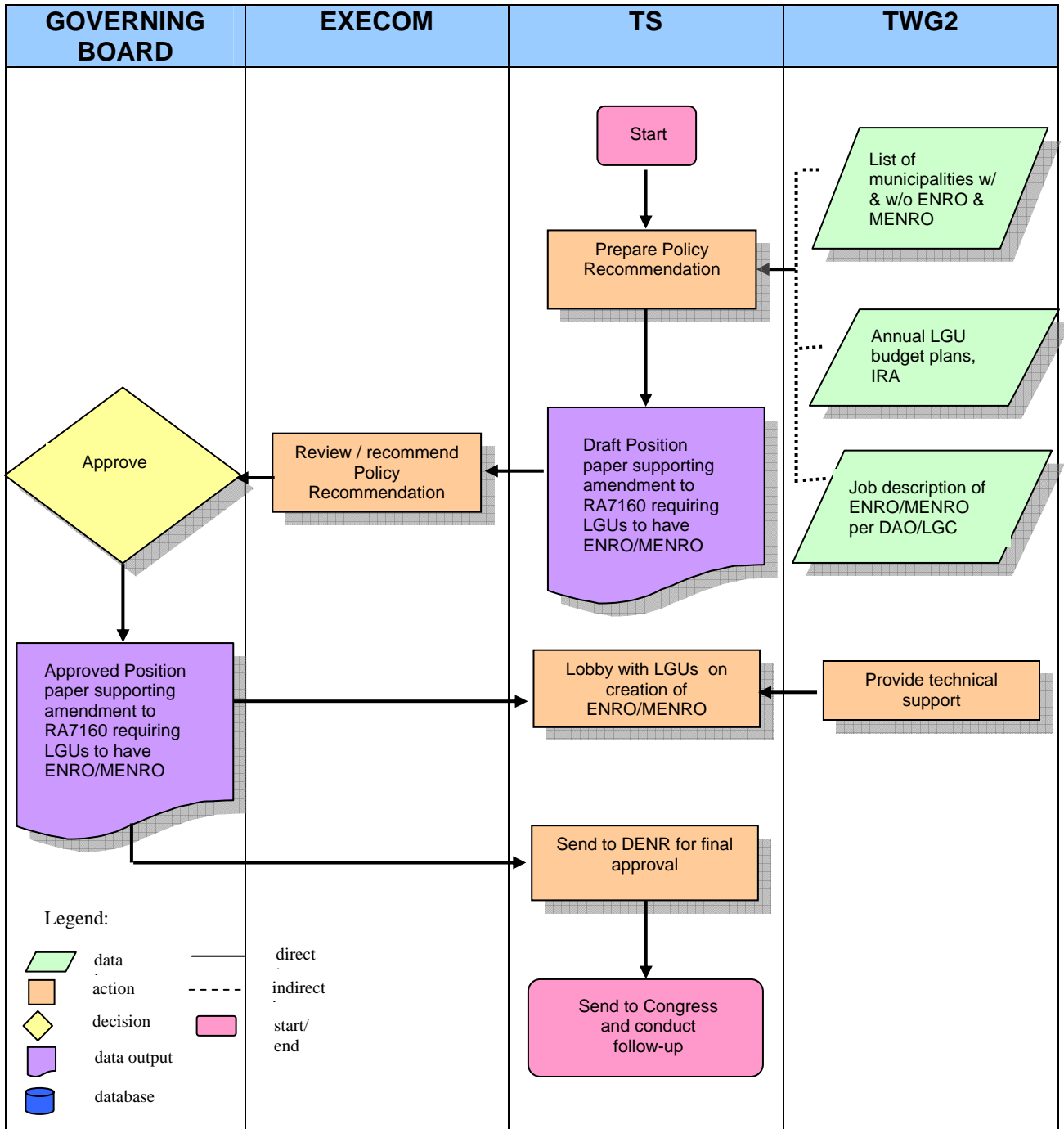


Reports Produced:

1. Reports on forums conducted
2. Policy paper on implementation issues of CAA with recommendations



TWG 2-3: ADVOCATE FOR THE CREATION OF ENRO / MENRO FOR ALL MUNICIPALITIES

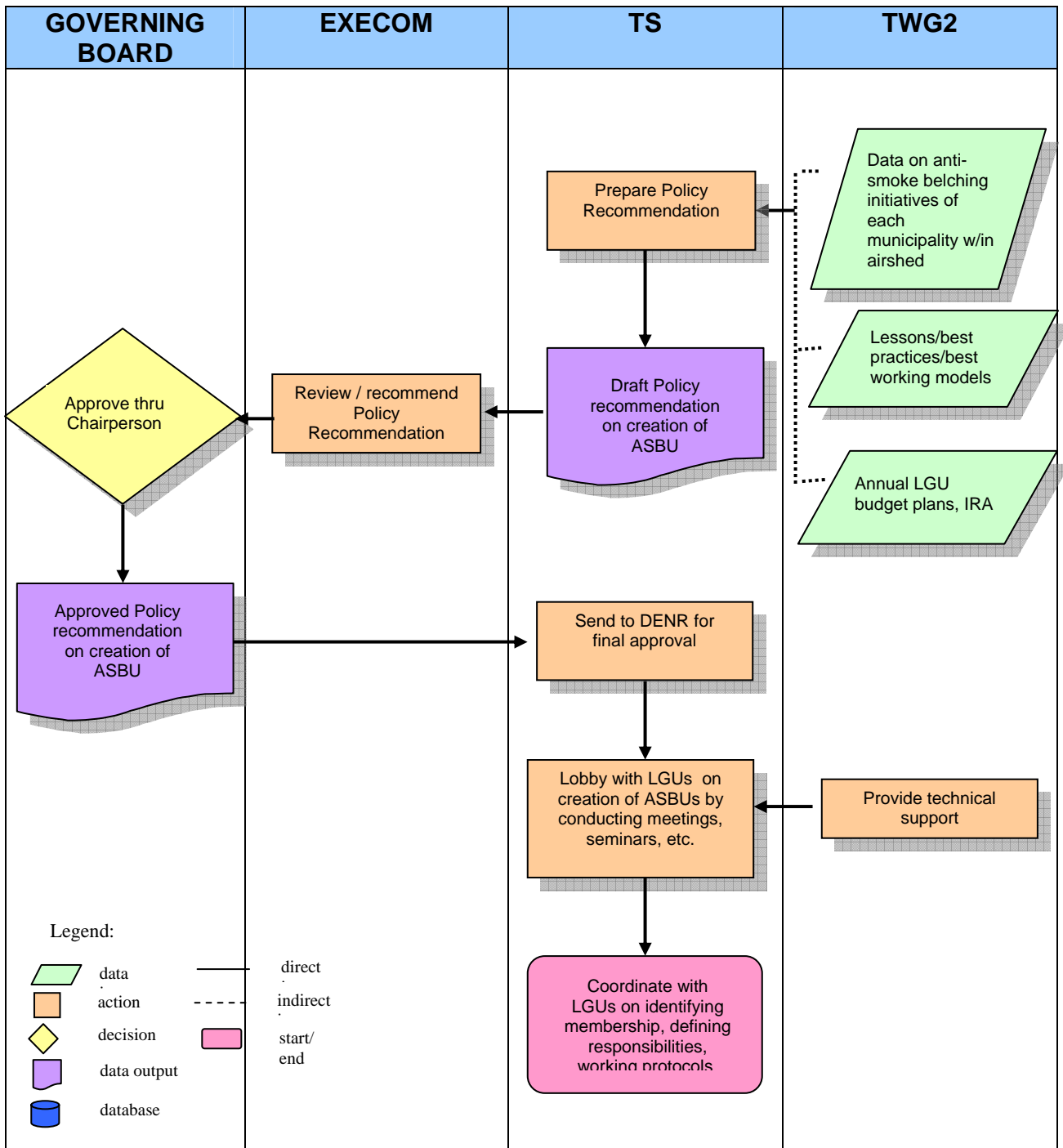


Reports Produced:

1. Position paper supporting amendment to RA7160 requiring LGUs to have ENRO/MENRO



TWG 2-4: ADVOCATE FOR THE CREATION OF ANTI-SMOKE BELCHING UNITS (ASBU) FOR ALL MUNICIPALITIES

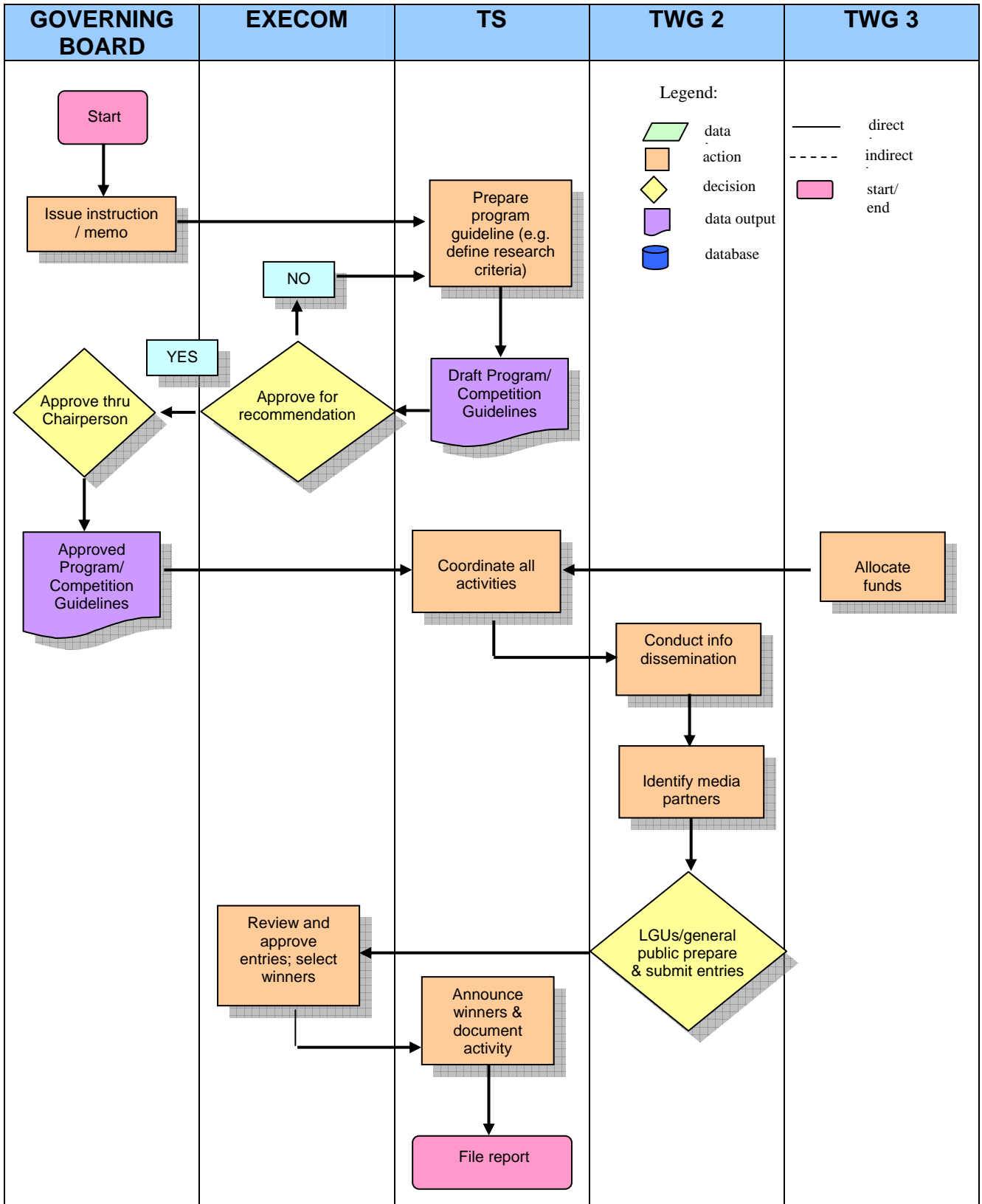


Reports Produced:

1. Policy recommendation on creation of ASBU.



TWG 2-5: DEVELOP A PROGRAM TO RECOGNIZE BEST ENVIRONMENTAL/CLEAN AIR PRACTICES IN ALL MUNICIPALITIES



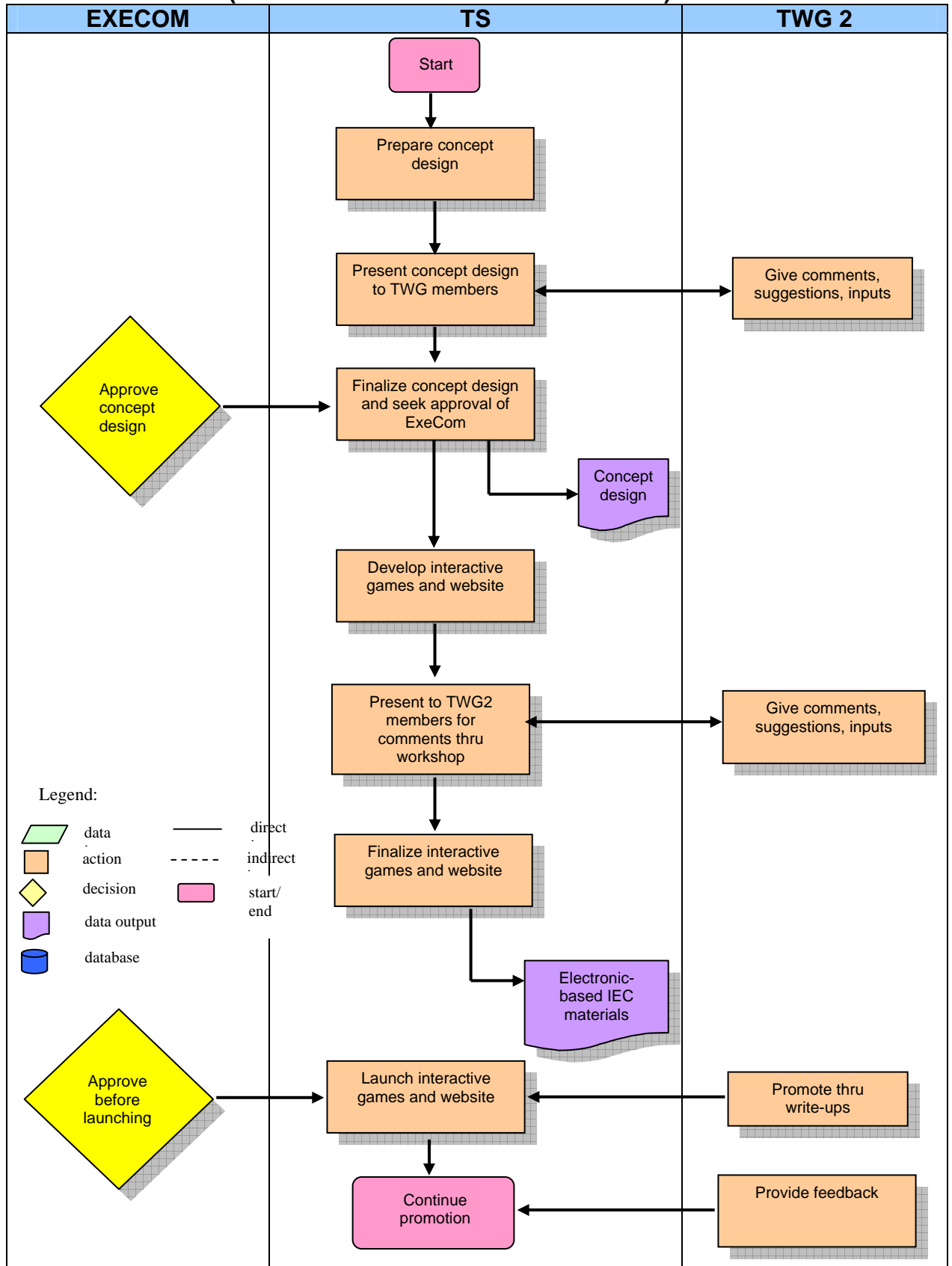


Reports Produced:

1. Program/competition guidelines for recognition of best environmental/clean air practices in all municipalities.
2. Reports on awarding activities.



**TWG 2-6: DEVELOP & MAINTAIN ELECTRONIC-BASED IEC MATERIALS
(INTERACTIVE GAMES AND WEBSITE)**



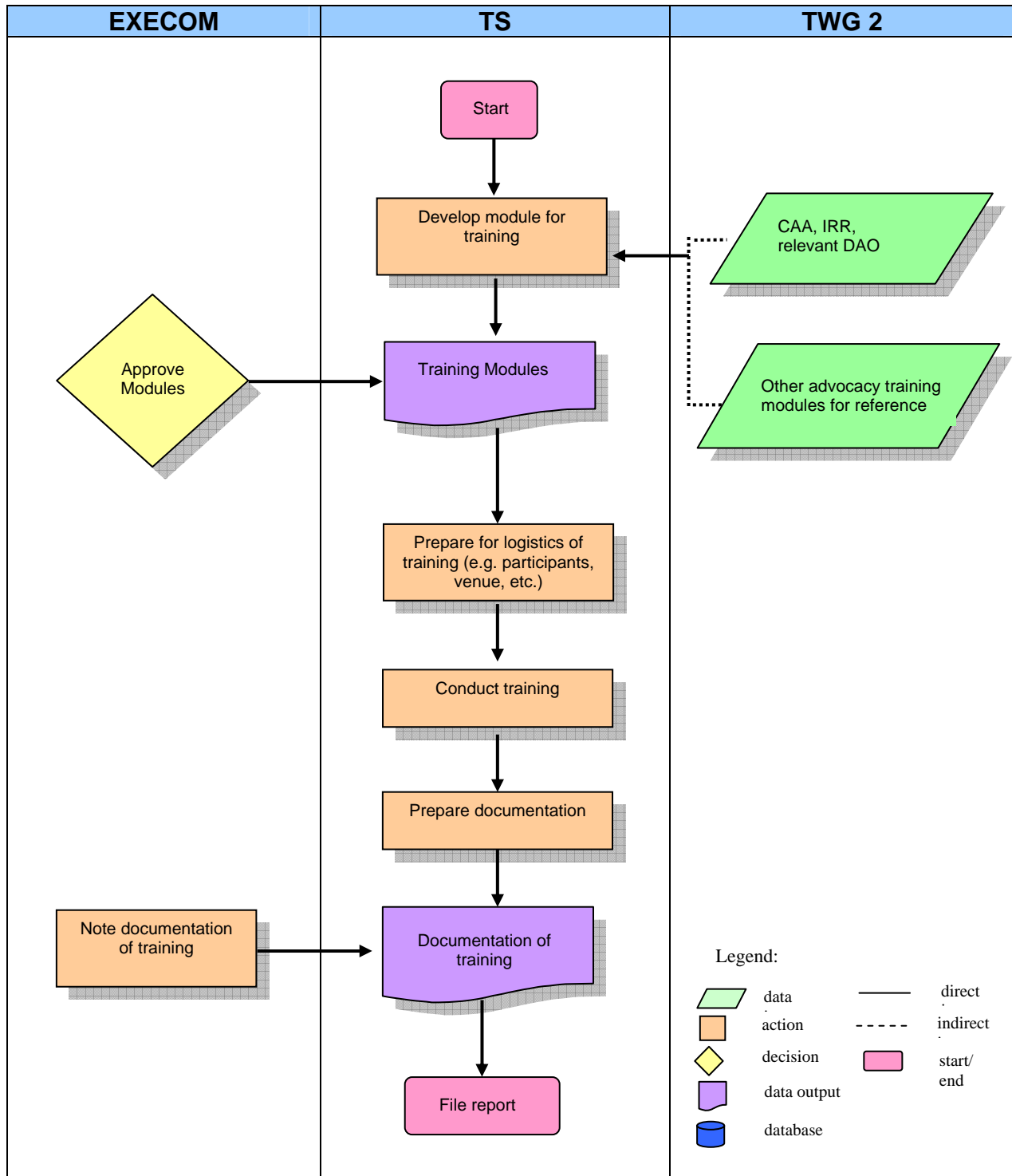


Reports Produced:

1. Electronic-based IEC materials



TWG 2-7: CONDUCT TRAINER'S TRAINING TO ASSIST IN ADVOCACY

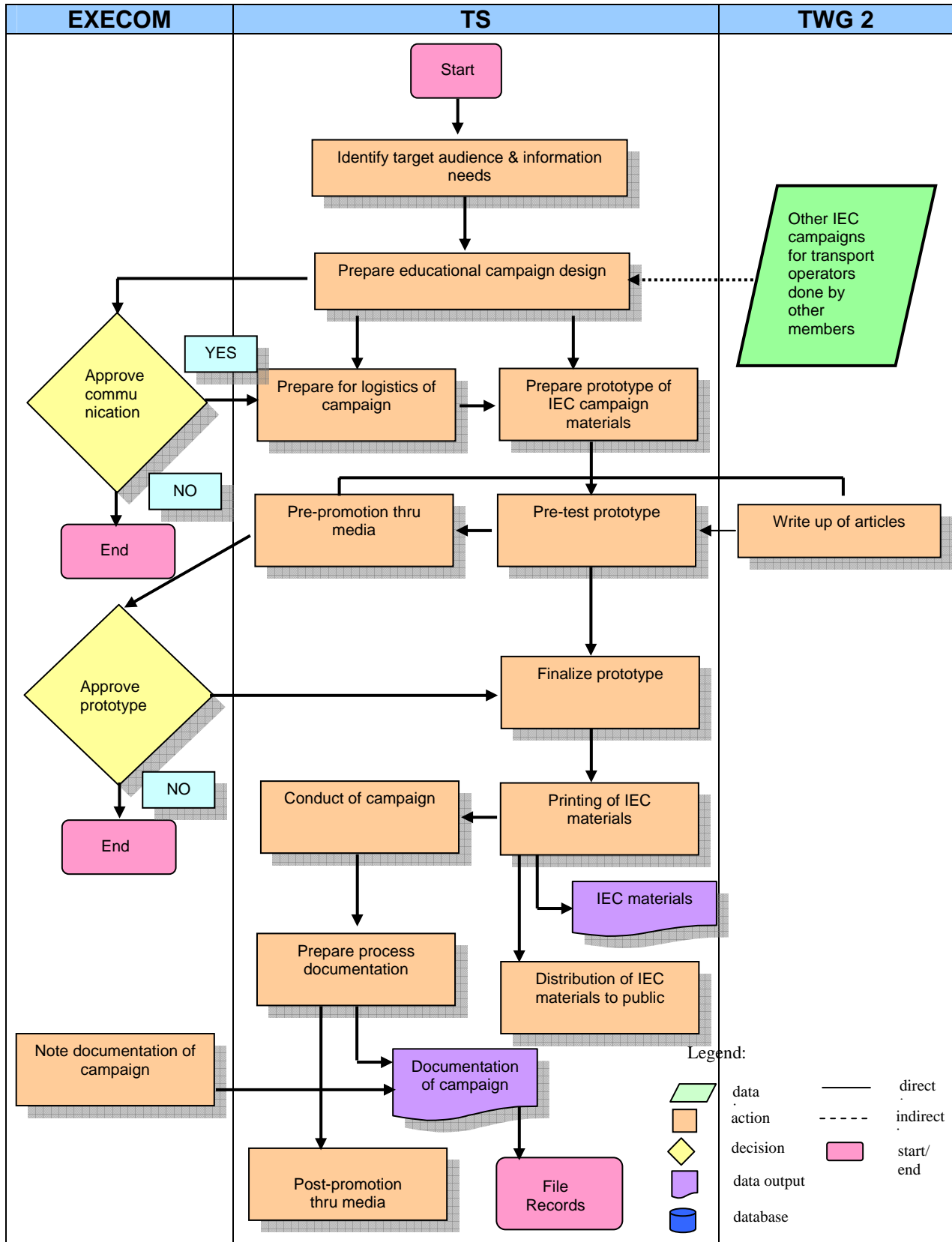


Reports Produced:

1. Training design / Training Modules
2. Reports on trainings conducted



TWG 2-8: CONDUCT EDUCATIONAL CAMPAIGNS FOR TRANSPORT OPERATORS



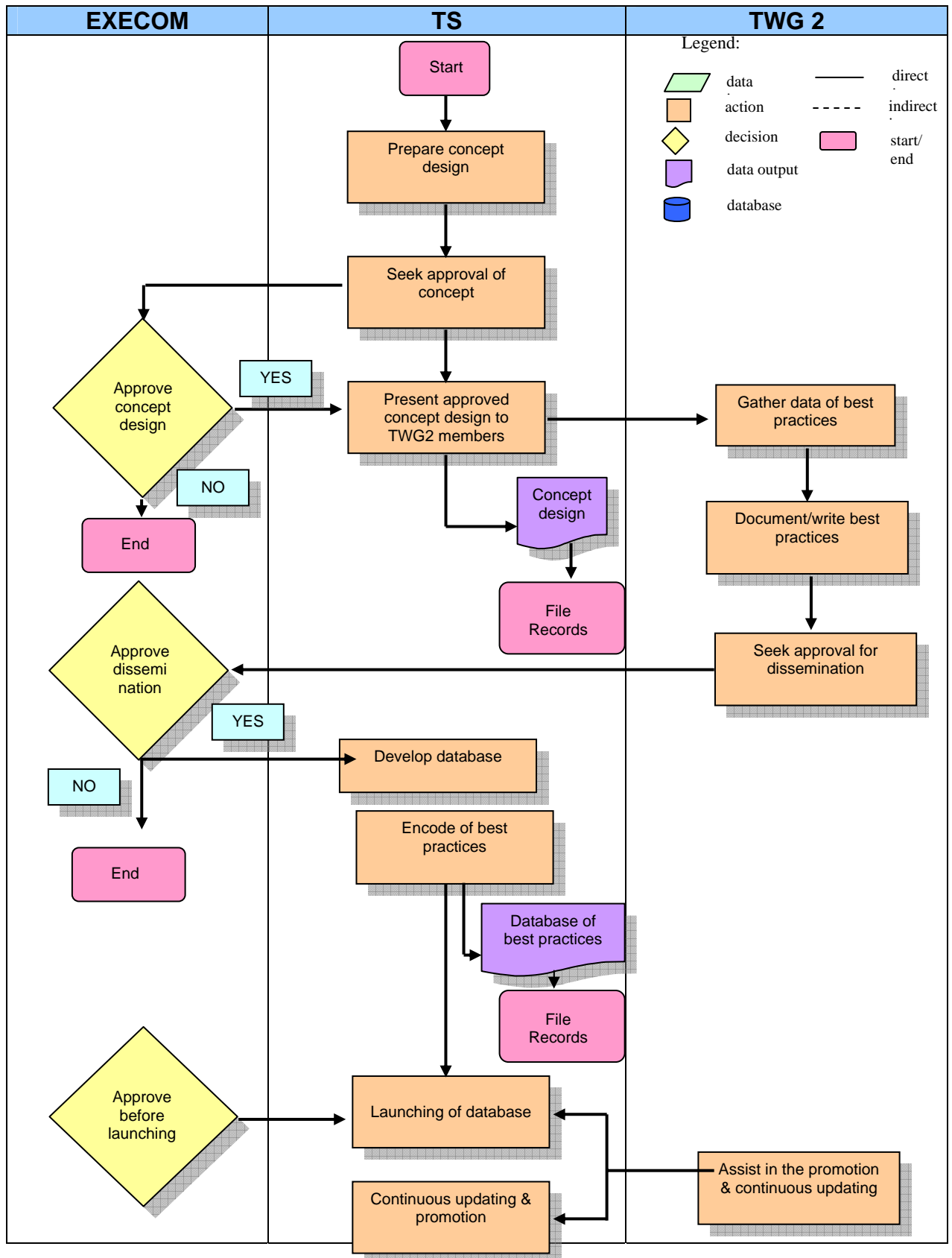


Reports Produced:

1. IEC materials
2. Documentation of trainings/campaigns conducted



TWG 2-9: ESTABLISH DATABASE ON BEST PRACTICES IN THE IMPLEMENTATION OF CAA



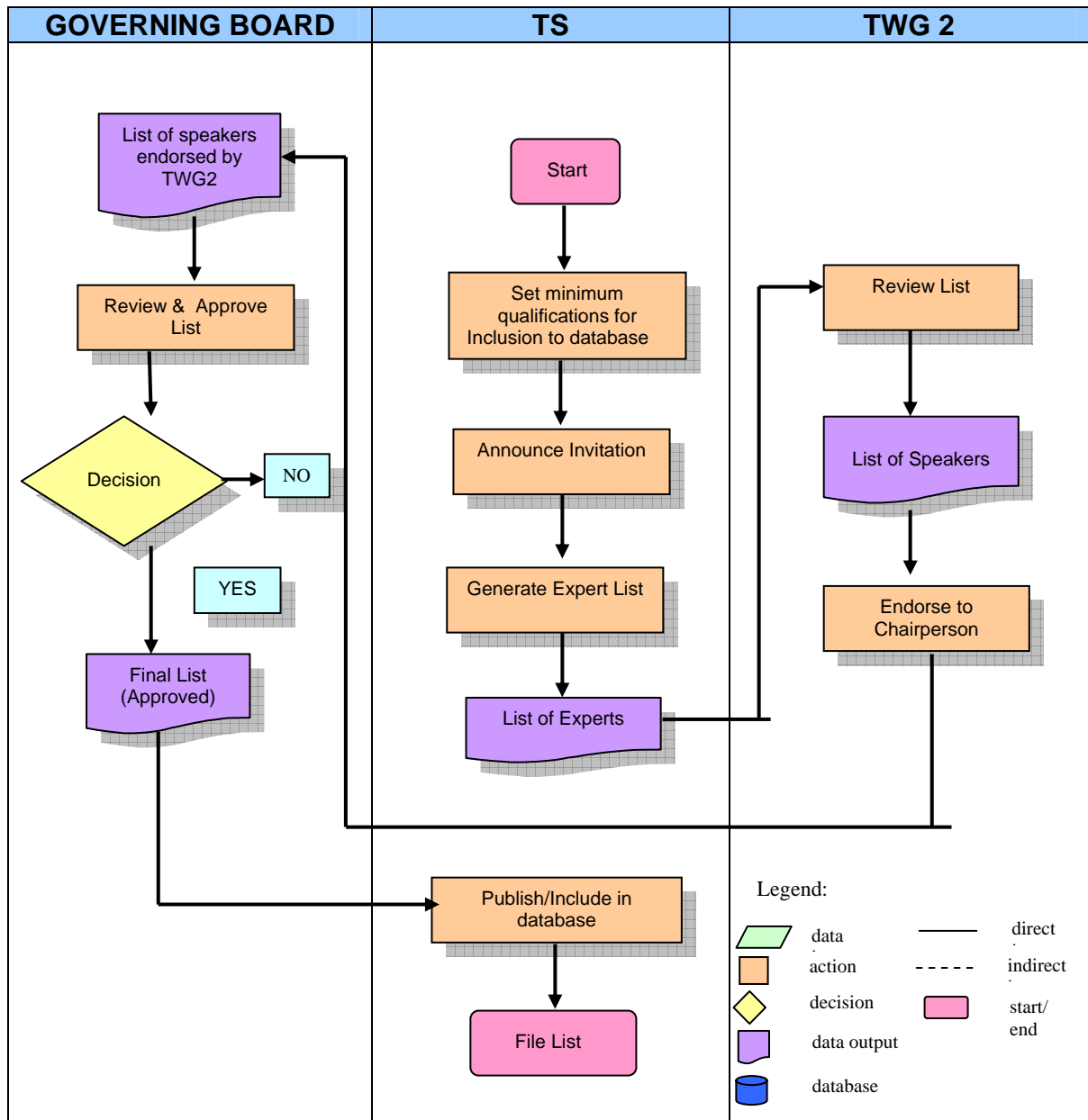


Reports Produced:

1. Database/documentation of best practices in CAA implementation



TWG 2-10: CREATE A SPEAKERS' BUREAU ON CAA

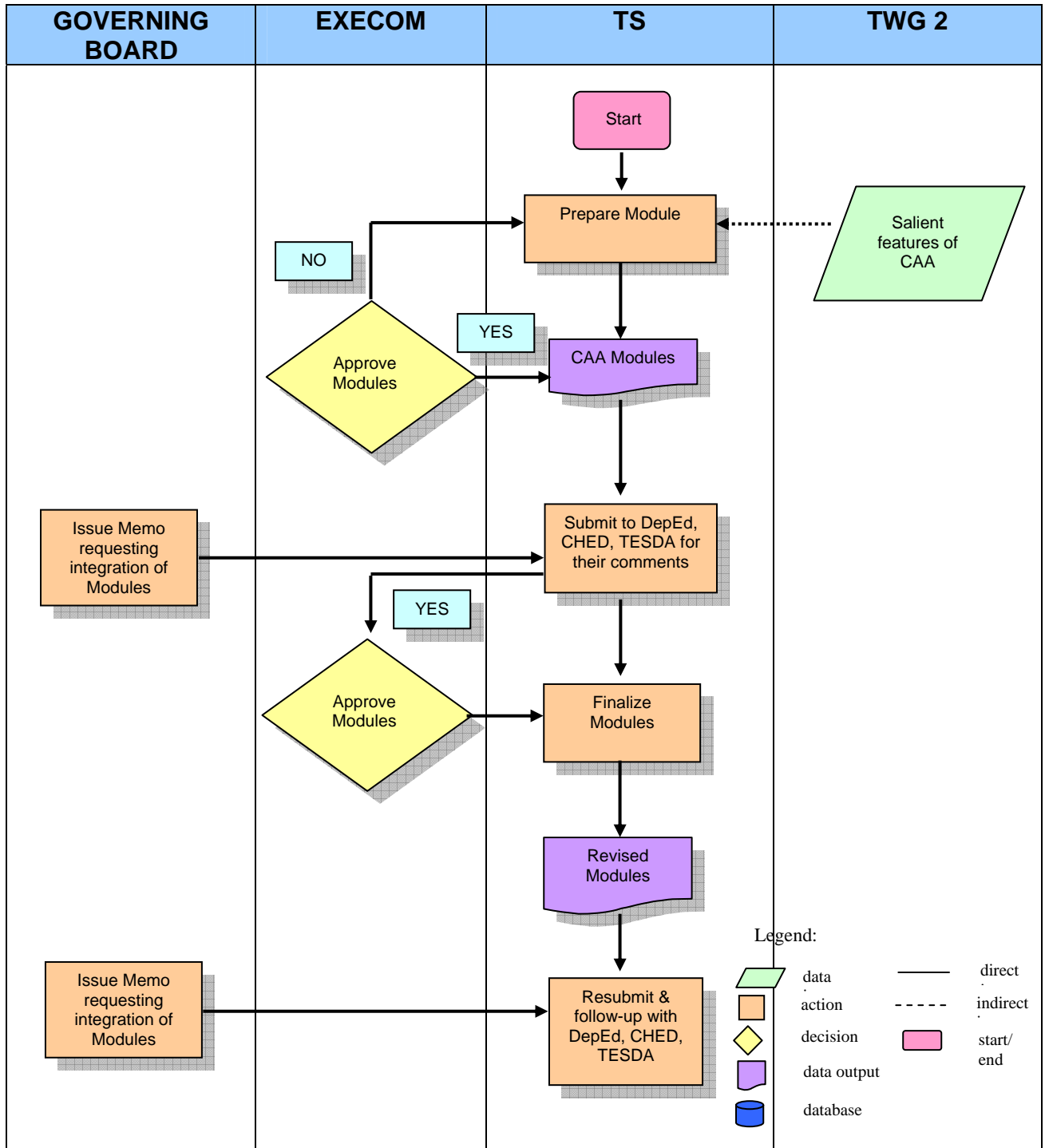


Reports Produced:

1. List of members of the speakers' bureau on CAA



TWG 2-11: COORDINATE WITH DepEd, CHED and TESDA IN THE INTEGRATION OF CAA ON SCHOOL CURRICULUM

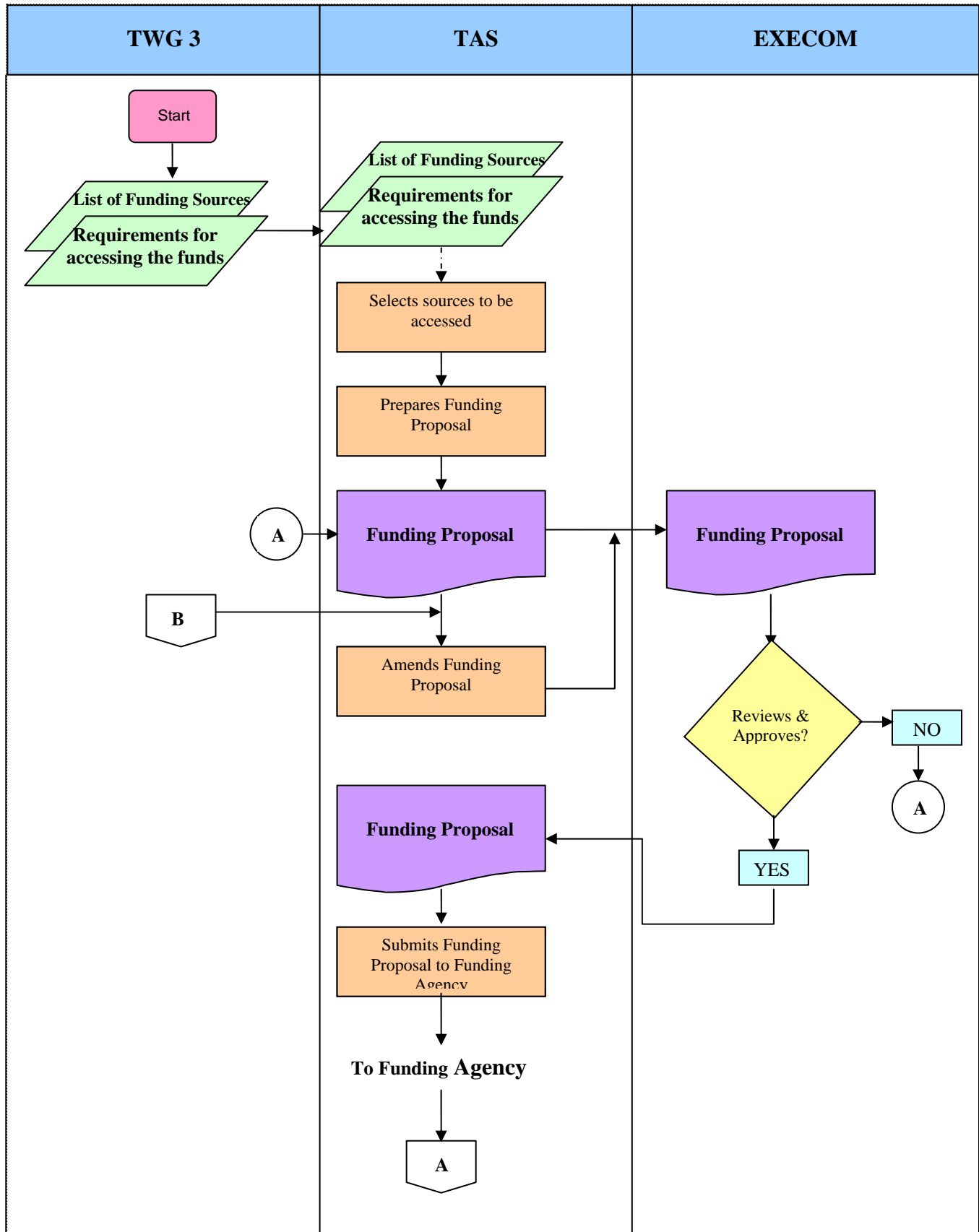


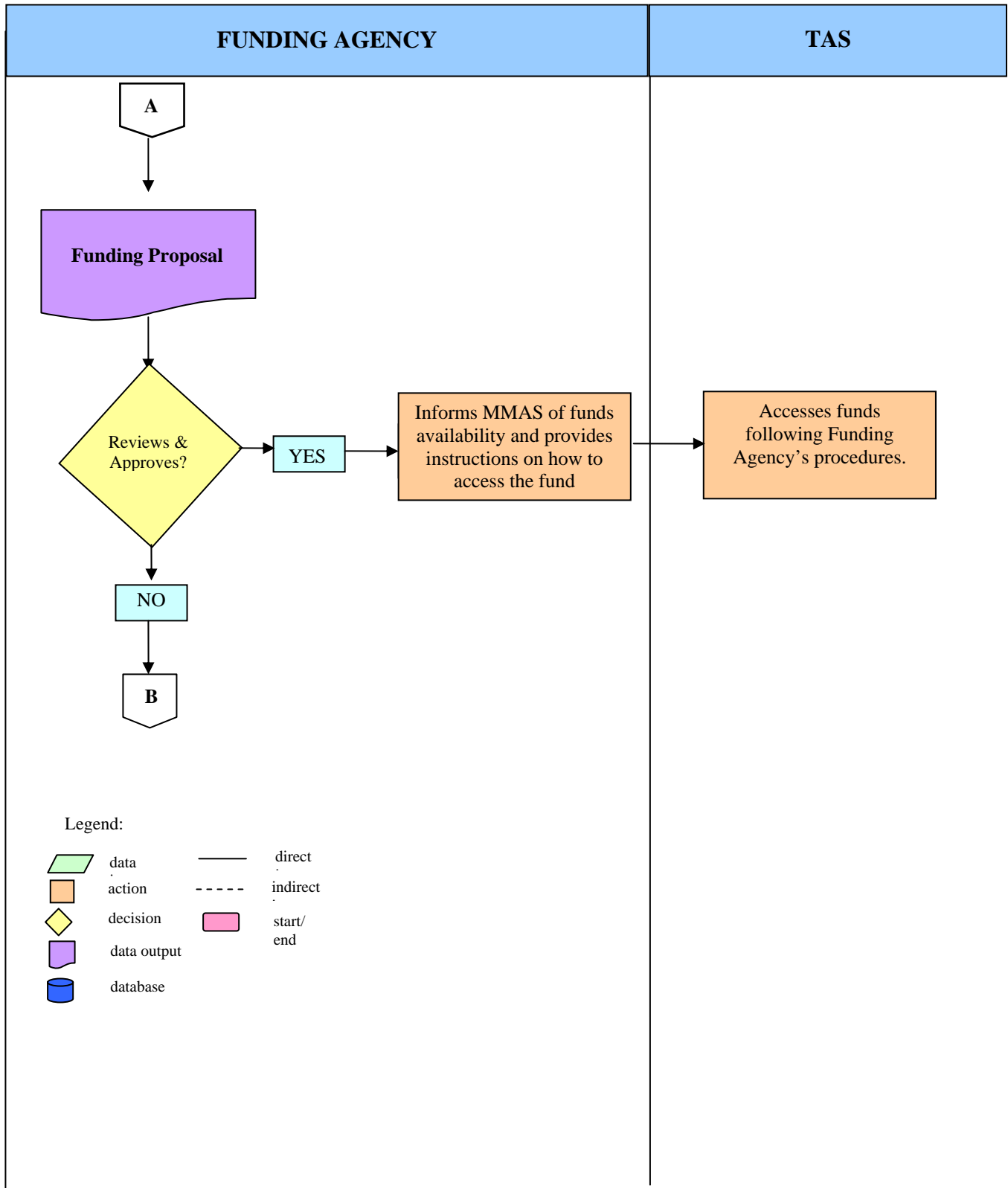
Reports Produced:

1. Modules on CAA for integration in school curriculum



TWG 3.1: IDENTIFY AND ACCESS FUNDING AND OTHER SOURCES



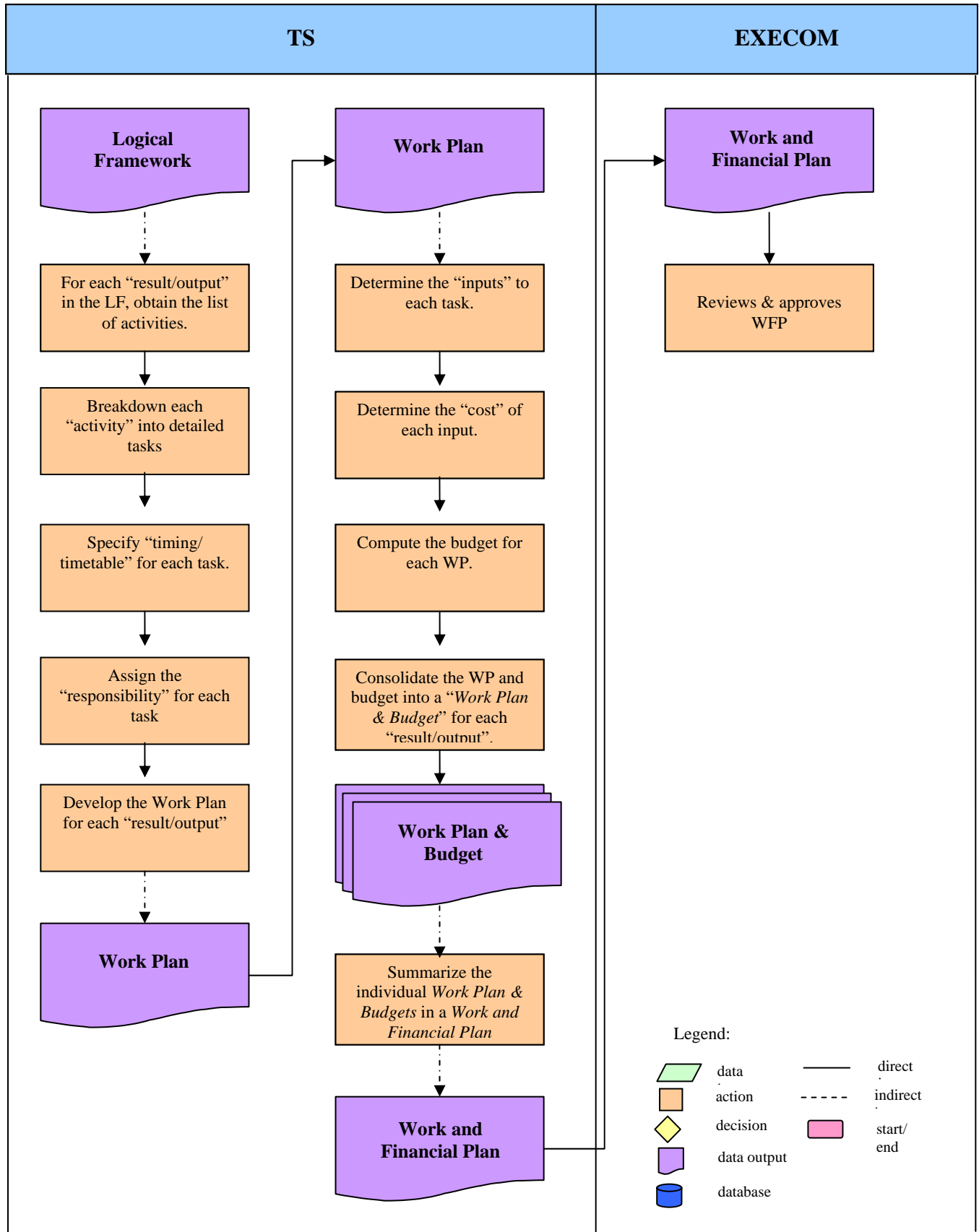


Reports Produced:

1. Funding proposals developed
2. Funding sources identified and accessed

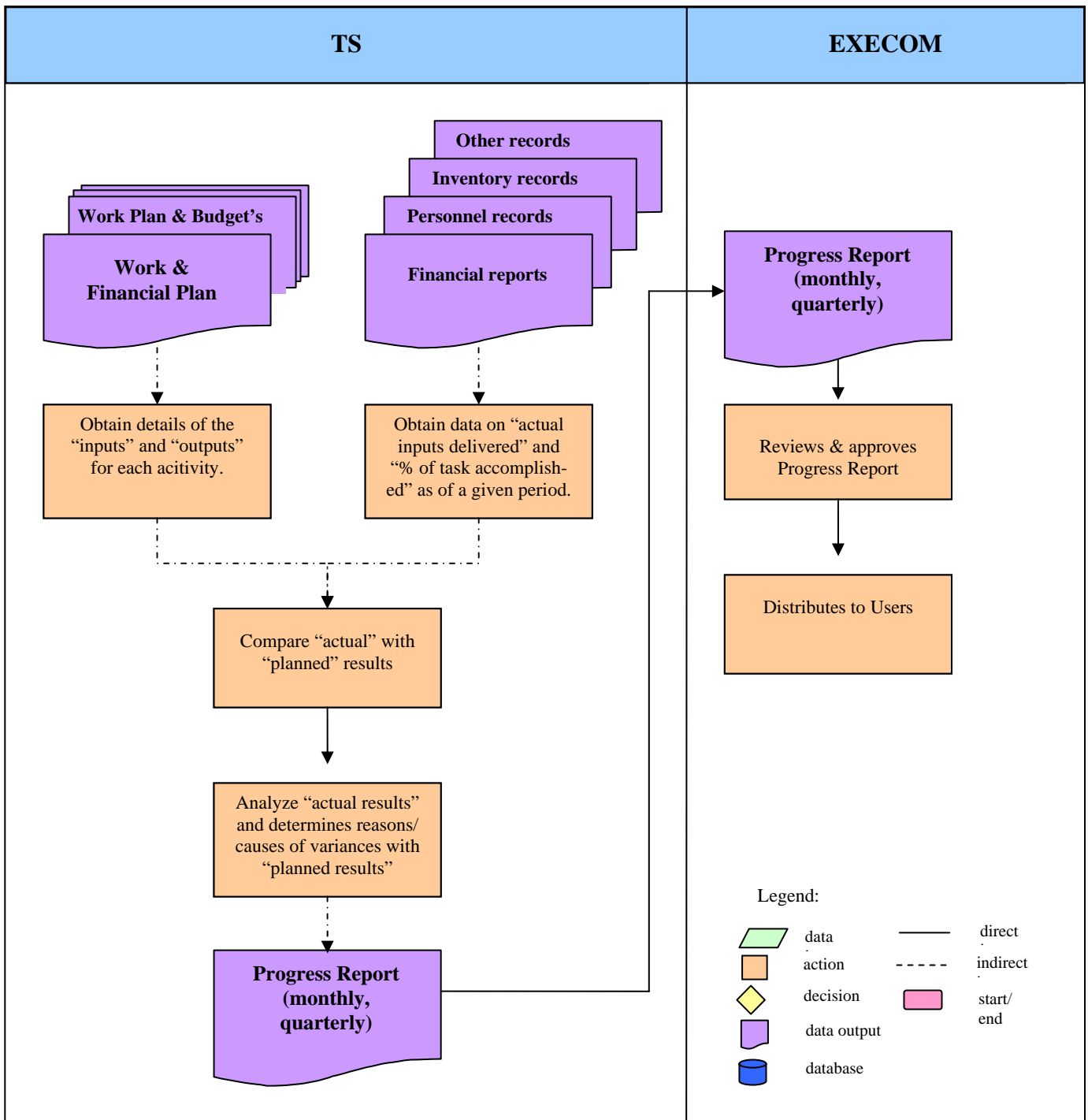


TWG 3.2: DEVELOP A WORK AND FINANCIAL PLAN





TWG 3.3: MONITOR RESOURCE UTILIZATION





Section 4: Summary of Outputs from the MMASGB Action Plan

The following are the outputs from the MMASGB Action Plan:

- Updated emission inventory report on vehicle, stationary, point and area sources
- GIS database
- Meteorological Data
- Report on local emission factors
- Technical Reports on air quality carrying capacity of Metro Manila Air Shed
- DENR AO on updates on air quality guideline values
- Approved guidelines for designation of attainment/non-attainment areas
- Draft policy to amend existing law on PETC
- Approved monitoring and implementation guidelines for Clean Air Act
- Metro Manila Air Shed Air Quality Status Report
- Proceedings of fora on Clean Air Act
- Position paper supporting amendment to RA7160 regarding ENRO/MENRO creation for each LGU
- Competition guidelines and Proceedings of award ceremonies for best environmental/clean air practices
- IEC materials, news releases
- Training Modules; documentation of trainings conducted
- Documentation of education campaigns conducted
- Documentation of best practices in CAA implementation
- List of members of the speakers' bureau on CAA
- Modules on CAA for integration in school curriculum
- Personnel Documents
- Agenda of all scheduled meetings in MMAS GB, EC, TWG & TAS
- Minutes of all scheduled meetings in MMAS GB, EC, TWG & TAS
- Funding proposals
- Progress Reports on funds/resource utilization (monthly, quarterly)
- Reports on funding sources identified & accessed
- Work & Financial Plan