Guideline for Institutionalising Paperless Operations in Government Offices
2016
ENVIRONMENT AND EFFICIENCY TOWARDS A PAPERLESS GOVERNMENT
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Preface

This guideline aims to provide general and specific information and recommendations for deploying paperless initiatives across the offices of the Royal Government of Bhutan. The guideline is based on the Life Cycle Assessment done in three offices of Office of the Prime Minister and Cabinet, DITTT, MoIC and NECS and also a study on paper consumption in 18 government offices conducted by the Department of National Properties in 2013.

The Studies show that going paperless can save money, boost productivity, save space, make documentation and information sharing easier, keep personal information more secure, and help the environment. From an environmental point of view, paperless initiatives will result in a significant improvement on both climate change and emission of toxins into water.

In keeping with the studies and the findings, the adoption of a paperless office operation in government offices is seen as timely on environmental, economical and sustainability dimensions.

Therefore, the National Environment Commission adopted the Guideline for Institutionalizing Paperless Operations in Government Offices during its 43rd Meeting held on August 6, 2016.

The guideline comes into effect on 30th September 2016.

Tashi Delek!

(Tshering Tobgay)
Prime Minister
Chairperson, National Environment Commission

ENVIRONMENT AND EFFICIENCY:
TOWARDS A PAPERLESS GOVERNMENT

National Environment Commission
Table of Contents

Introduction.................................................................................................................1

Benefits of a paperless office......................................................................................2

Purpose of the Guideline............................................................................................2

Legal Provisions.........................................................................................................2

Paperless Office Tools ................................................................................................3

General Guidelines.....................................................................................................4

Quick Tips:..................................................................................................................5

Long term recommendations......................................................................................7

Conclusion..................................................................................................................7

Annexure: Strategies to go paperless in critical areas of government offices............8

1. Procurement Services.............................................................................................8

2. Administration and Finance Services......................................................................9

3. Human Resource Management and Development Services...................................10

4. Policy, Programme and Planning Services.............................................................12

5. Project Management and Implementation Services...............................................13

Taskforce Members
Introduction

Paper production is one of the most resource-intensive and highly polluting among the manufacturing industries in the world. In Bhutan, according to a report published by the Department of National Properties (2013) on paper procurement, 18 government agencies consumed more than 177.67 tons of paper in the Financial Year (FY) 2011-2012. The one effective way to significantly reduce the negative environmental consequences as a result of paper production, use and disposal can be achieved through rationalising and minimising the use of paper in government and public offices.

The recent Life Cycle Assessment (LCA) report on paper usage in three government organizations in Bhutan reveals there are wide variations in paper use across three offices (17.1, 7.2 and 4.7 reams of paper per person per annum in the Cabinet Secretariat, the Ministry of Information and Communications (MoIC) and the National Environment Commission Secretariat (NECS) respectively). Nonetheless, the implementation of paperless initiatives is expected to yield significant reduction in paper use in all government offices. From an environmental point of view, paperless initiatives will result in a significant improvement of performance on both climate change and emissions of toxins into water. The latter is tied mostly to the act of printing, rather than the use of paper in itself. With regards to cost savings, the study shows that annual direct savings of approximately Nu. 11,600 on an average per person per annum could be achieved through paperless initiatives mainly as a result of improved efficiency in office operation and reduction in printing hard copies. The study also indicates that the NECS alone uses the maximum number of printers among the three offices and if efficient printing methods are adopted (eg. adoption of network printers) about Nu. 6 million in saving could be achieved.

Hence, the adoption of a paperless office operation in government offices is seen as timely from both environmental, economical and sustainability point of view. To enable government offices to initiate paperless office operation, a guideline outlining the general tips and steps for going paperless is developed.
Benefits of a paperless office

A paperless office is a work environment in which the use of paper is eliminated or greatly reduced. While a 100% paperless office is unattainable, a few decisive steps applied over a period of time can dramatically reduce, if not eliminate, paper use in the offices. “Going paperless” can save money, boost productivity, save space, make documentation and information sharing easier, efficient to enhance public service delivery, and make an eco-friendly office. The following are some of the specific benefits of paperless office operation:

1. Easy access and search for documents thereby saving time.
2. Simplify office practices thereby enhancing public service delivery.
3. Timely communication and information sharing.
4. Data security and back-up services.
5. Cost savings.
6. Save storage space: Using a paperless office method will free up a lot of space in the office through minimizing the physical storage of documents.
7. Environmentally friendly: One of the biggest effects of using paper is on the environment so a paperless office will be key to creating an environmentally friendly office space.

Purpose of the Guideline

This guideline aims to enable government offices to adopt a paperless office operation. It can be also extended to other organizations and for individual set-up. It provides:

1. General guidelines for institutionalising and implementing the paperless operations in offices;
2. A quick tip for offices to reduce paper use; and
3. Detailed steps to move towards reduction in paper use in specific areas such as Procurement, Human Resource Management, Policy and Planning services, Administration and Finance services and Project Management.

Legal Provisions

Generally, Bhutan’s existing laws require government offices to maintain records and to send notifications in writing. However, the legal provisions give the authorities adequate flexibility and discretion to execute the provisions in a manner that is deemed appropriate. The legal provisions do not expressly mention the need to have print copies, except in a couple of legislations that are reflected in the long-term recommendations.

2. Government Offices include all ministries, constitutional bodies, autonomous agencies, local governments and any other public offices that receive budgetary supports from the Royal Government of Bhutan.
3. A total of 17 legal instruments including Acts, Rules and Rules of procedures reviewed with the objectives of identifying provisions that can be implemented immediately.
4. Section 268 of the National Assembly Act of Bhutan 2014, Section 31 read with Section 138(e) of the Civil and Criminal Procedure Code and Procurement Rules of Bhutan.
Paperless Office Tools

The following are some of the different types of tools that may be used for a paperless office:

Applications (for example, Online Security Clearance System): It plays an important role in a paperless office. It facilitates online working environment.

Online Collaborative tools: Use of online collaborative tools such as emails for communicating, sharing information (both formal and informal), documents, report, etc., wherever practical, instead of print copies or fax.

Storage: Store documents/information electronically. Ideally, it enables data backup off-site through a remote server to avoid data loss in the event of disaster.

Scanner: The scanner is an essential tool for a paperless office. It converts printed documents into digital files, which becomes more convenient for mass distribution online through various mediums. High-speed scanners can quickly scan multipage documents, or even books, eliminating the need to store the paper copies.

Displays: Reading content from a computer screen saves the need to print a paper copy.

Duplex/Network printers: Duplex printers allow automatic printing of paper on both sides. A network printer is a device that connects computers over a network and accepts printing from multiple computers. Thus, reducing the number of printers.
General Guidelines

General guidelines towards a paperless office are as follows:

1. Have a clear objective set by the organization for going paperless.
2. Ensure reliable internet connectivity in the offices.
3. Envision adequate time range for shifting from paper-based to paperless system. Not everything needs to be switched at one time!
4. Establish a user-friendly electronic records retention system.
5. Give a clear filename for every document when digitising it for archiving and easy retrieval.
6. Retain a master file as the primary record for paper documents.
7. Create awareness on the paperless office practices.
8. Adopt user-friendly applications that are compatible with what most people use. Use the basic formats, so that most people can deal with them.
9. Check and upgrade your archives from time to time to make sure they remain usable.
10. Adopt email as working official correspondences, unless it is necessary to communicate on paper. This should be possible with online collaborative suites like Google Apps.
11. Conduct paperless meetings.
12. Use online collaborative suites to finalise draft working papers such as notes, office orders, letters, reports etc.
13. Identify super-users (early adopters): The “super-user” is the staff member who reads on a laptop/tablet, corresponds from their smart phone, and prefers to deal with data on-screen rather than on paper. In each office, the supervisor should identify the tech-fluent employees who will not have problem adopting the new systems and help create a training cascade that will reach the most resistant users.
14. Identify users responsible for scanning in-bound paper documents, letters etc. to digitalise for distribution.
15. Create server folders and share among the office employees.
16. Implement document management software to increase productivity and reduce the need for printing and filing of documents, along with online backup tools that can automatically store a backup of documents online. This should provide easy, secure access from any location.
17. Encourage use of eco-fonts, for example Garamond font, and avoid excessive spacing.
18. Reuse one-side-used paper: Create a box for people to drop off safely reusable documents for printing drafts on the blank side.
19. Discourage printing of emails: Add a message to the bottom of all emails asking people to only print, if necessary. Educate employees on how to archive emails in folders for later retrieval and how to assign email reminders.

Quick Tips:

1. **Print only one original copy:**
   Print only one copy of the finalised document to be filed in a master file. Scanned copy could be circulated via email or other ICT tools.

2. **Reuse what you can:**
   Use paper that has printing on only one side in a designated “draft” copier or printer.

3. **Print on both sides of the paper:**
   Duplex your printer so that it automatically prints documents on both sides of the pages. Then set all computers, printers and copiers to default to double-sided printing.

4. **At Your Computer:**
   - Don’t print out emails unnecessarily.
   - Create and distribute publications electronically.
   - Online review and edit draft documents on-screen rather than on paper.
   - Use the electronic Track Changes and Comment features rather than printing out hard copies for markups. If you need to print lengthy reports, consider adjusting the paper settings to allow more text to fit on each page, or print two pages on each piece of paper, an easy adjustment in the print settings.
   - Employ office intranet solutions that allow open or password-protected access to documents, presentations, or databases through an office network or via the web.
   - Proof read documents on-screen when possible and always use Print Preview and the Spell- ing and Grammar check before printing.
   Adjust the default settings on word processing programmes to use a slightly smaller font and slightly wider margins.

5. **Make it less convenient to print by reducing the number of printers in office:**
   Replace smaller, low-end machine (printer, scanner, copier, etc.) with heavy-duty machines capable of higher print volumes and place at a central location for wider access.
   Network Printing: Adjust printer setting to default to double-sided printing for all documents. Network printers should be operationalised in all offices.
6. Discourage the use of fax for sending letters and documents:
Instead of using fax, encourage employees to send and share scanned letters/documents in PDF forms via email or other ICT tools.
Gradually, phase-out use of fax wherever there is internet connectivity.

7. Use of Computers and other ICT tools for conducting paperless meetings/workshop and for reviewing of documents, etc.
Use email/Google Apps instead of hard copy for circulating agenda papers and any other draft paper for review and comment. A suggested process for drafting documents online collaboratively in real-time with Google apps for Government offices is described as follows:

1. MEETING
   a. PRE MEETING
      i. Google Docs: Share the Agenda document to collect agenda items from relevant officials via email.
      ii. Google Calendar: Identify time, create events, attach agenda, invite officials and send reminders.
      iii. Prepare draft Minutes of the meeting in the same agenda document
   b. POST MEETING:
      Share and update the minutes collaboratively during the meeting.
      i. Send for review, comments and make necessary changes.
      ii. Finalise the minutes in the same document.
      iii. Print a copy of the finalised minutes for signing and record keeping.

2. DOCUMENTS
   (viz. Proposals, Concept note, Planning, RFP etc.)
   a. Google Docs: Create draft document and share via email.
   b. Work collaboratively on the document (Make and track changes, comment, get suggestions, use instant messages and finalise the document).
   c. Send status update reminders and notifications by email to complete the task.

3. INTERNAL APPROVALS
   a. Google Docs: Create draft letters/memos/notes/office order and share via email.
   b. Work collaboratively on the document (Make and track changes, comment, get suggestions, use instant messages and finalise the document).
   c. Send status update reminders and notifications by email to complete the task.
   After finalising, management or focal person prints a copy for signing and record keeping.

5. EXTERNAL CORRESPONDENCES
   a. Google Docs: Create draft email content and share via email.
   b. Work collaboratively on the document (Make and track changes, comment, get suggestions, use instant messages and finalise the document).
   c. After finalising, send email to the external stakeholders using google mail.
   If required, signed official letters/documents are sent via email to stakeholders as attachments.
**Long term recommendations**

- Digital Document archival for easy retrieval will be required in future.
- Combining digital signature with fingerprint biometrics could be used for further strengthening the authenticity and securing the document.

**Conclusion**

This guideline describes the general approach, steps and quick tips towards adoption of a paperless office. While a completely paperless office operation is a long-term goal, an immediate reduction in paper use in offices is possible with the advancement in technologies. By and large, going paperless means digitising office operation and making services online. The technological difficulties (such as system stability, network stability and reliability, compatibility, etc.), human capacity (not having technological skills), data security and the based policy and laws are seen as hindrance for going paperless. However, a paperless office operation can bring many benefits in terms of environmental impact, efficiency in service delivery and cost savings.

The Royal Government of Bhutan (RGoB) in its effort towards achieving efficiency in service delivery has implemented the use of the Google Apps suit for official correspondence and documents sharing. E-government initiatives, such as Government to Citizen (G2C), Government-to-Government (G2G) and Government to Business (G2B) are at the in the agenda for 11th Five Year Plan. Likewise, the Ministry of Information and Communications has developed an electronic Government Interoperability Framework (eGIF) to facilitate compatibility among systems in an effort to digitise the government system. These initiatives are clear indication of government’s commitment for a paperless office.

Nonetheless, to realise the goal of a paperless office operation, the concept of going paperless office operation should be mainstreamed into national/sectoral policies. The successful implementation of a paperless office requires the full support and commitment of all agencies.
Annexure: Strategies to go paperless in critical areas of government offices.

1. Procurement Services
Procurement services involves acquiring goods, works and services in compliance with the Procurement Rules and Regulation 2009 and other guidelines. The tender opportunities are advertised in the media to ensure value for the money through competition by providing a level playing field to all bidders. The bid documents are printed and sold to interested bidders, they are also uploaded in the websites of respective agencies. The bids are evaluated in accordance with criteria set in the bid document and awarded to the lowest evaluated bidder. The procurement unit is responsible for timely delivery of contract obligation as per the conditions of the contract.

<table>
<thead>
<tr>
<th>Current practice of each of the above activity</th>
<th>Opportunities</th>
<th>Recommendations (What should be in place)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Administrative approval, technical and financial sanction are printed and shared</td>
<td>The original copy scanned and shared through email with relevant officials</td>
<td>Issue a notification/circular/ executive order</td>
</tr>
<tr>
<td>2. Printed form of notice inviting tender is sent to relevant media and shared with relevant officials.</td>
<td>Original copy can be scanned for sharing with media and other officials through mail or upload it on the website.</td>
<td>Issue a notification/circular/ executive order</td>
</tr>
<tr>
<td>3. The tender documents are printed and sold to interested bidders.</td>
<td>The tender documents can be uploaded on the website to enable the bidders to download.</td>
<td>Issue an executive order to upload the bid documents in the websites of respective agencies.</td>
</tr>
<tr>
<td>4. Not complying with the Standard Bidding Documents (SBD) the parties use a full set of the bid document.</td>
<td>The bidders can submit those documents used for evaluation of bids only.</td>
<td>There should be effective monitoring system in place.</td>
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<tr>
<td>5. The evaluation report is printed for every committee member.</td>
<td>The evaluation report can be shared online and presented.</td>
<td>Issue a notification/circular/ executive order.</td>
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<tr>
<td>6. Minutes of the various committee meetings are printed and circulated.</td>
<td>The original copy of minutes of the meeting can be scanned and shared through email.</td>
<td>Issue a notification/circular/ executive order</td>
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<tr>
<td>7. The award notice is conveyed in writing and shared with officials.</td>
<td>The original copy can be scanned and shared with the officials.</td>
<td>Issue a notification/circular/ executive order.</td>
</tr>
<tr>
<td>8. Work order and supply order is issued in hard copy.</td>
<td>The original copy can be scanned and emailed to the relevant officials/ contractor/ supplier.</td>
<td>Issue a notification/circular/ executive order</td>
</tr>
<tr>
<td>9. Measurement Book (MB) is maintained for every construction project.</td>
<td>The work progress can be maintained in excel sheet and printed for future record.</td>
<td>Amend the Financial Rules and Regulations (FRR) and Procurement Rules and Regulations (PRR)</td>
</tr>
</tbody>
</table>

Note: The Ministry of Finance in collaboration with MoIC is developing an Electronic Government Procurement System (e-GP). When the e-GP system is fully rolled out, the whole bidding process will be online. The PRR and other guidelines will have to be amended to enable Electronic Procurement system to be implemented.
2. Administration and Finance Services
The Administration and Finance Services is one of the areas where paper usage is huge. The main activities/responsibilities include day-to-day office management, motor transport requirements, budgeting and accounting.

<table>
<thead>
<tr>
<th>Current practices</th>
<th>Opportunities (strategies to reduce paper use)</th>
<th>Recommendations (what should be in place)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Vehicle and office supplies are requisitioned on a form which has to be signed by the supervisor, Head AFD, and the Accounts.</td>
<td>Requisition could be made via email to the signatories, approved online and emailed to stores/procurement. The email to be copied to relevant officials.</td>
<td>Circulation/Notification from the Ministry of Finance (MoF).</td>
</tr>
<tr>
<td>2. For PIT filing, TDS certificates are generated, printed, signed and given to each and every individual and supplier.</td>
<td>The Accounts Section can generate TDS certificates and email them to the individuals to submit online to DRC.</td>
<td>MoF could look into accepting a system generated TDS certificate, which is not signed by Accounts Personnel for the Govt. Budgetary Bodies.</td>
</tr>
<tr>
<td>3. Requests for supplementary budgets, re-appropriations of Donor funds are printed, signed and sent to the GNHC and copies are sent to various agencies.</td>
<td>The agency could print the forms, get it signed, and send the scanned documents to all relevant agencies.</td>
<td>Circular/Notification from the MoF.</td>
</tr>
<tr>
<td>4. Annual or periodic reports and brochures are printed in huge numbers and distributed to the stakeholders</td>
<td>The agencies could print only a few copies as deemed necessary. Such reports or brochures could be uploaded on the website and shared with relevant stakeholders.</td>
<td>Circular/Notification from the MoF.</td>
</tr>
<tr>
<td>5. For departmental activities, the muster roll is being maintained in print copy.</td>
<td>Muster rolls can be made on smaller sheets for example printed excel sheets.</td>
<td>MoF and the Ministry of Works and Human Settlements (MoWHS) to review and revise the existing muster roll form.</td>
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<tr>
<td>6. Approved budget copies are printed, laminated and distributed to the Heads of agencies, departments and divisions for reference.</td>
<td>Approved budgets can be shared via email or shared server or google drive folder to all relevant officials.</td>
<td>Create a shared server folder and share such information.</td>
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</table>
7. Agencies issue a cheque with a forwarding letter with copies to the Banks for all salary disbursements and remittances

National Electronic Clearing System (NECS) should be used for paperless bulk cheque clearing. The types of transactions covered under NECS (Credit) are the payment of salaries and remittance. (Except for TDS – tax deduction - Remittance to the Department of Revenue and Customs)

The following are some of the benefits of using the National Electronic Clearing System (NECS):
- Administrative costs associated with the conventional method of payments shall be minimised to a greater extent.
- It’s a safe and secure mode of transfer of funds.

MoF to review and issue a circular to all remaining agencies to use NECS.

Note:
1. E-payment gateway is incorporated in the 11FYP under DITT, MoIC. The use of cheques can be reduced drastically if the E-payment system is introduced.

3. Human Resource Management and Development Services

The Human Resource Service has the following responsibilities:
- Overall management of the Human Resources Development (HRD) and Human Resources Management (HRM)
- Formulate and execute the long-range continuous professional development of the Agencies
- Prepare and implement annual in-house training programmes in line with long term plans

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<tbody>
<tr>
<td>1. Trainings:</td>
<td>- Nominations can be conveyed/submitted through e-mail (for agency level trainings)</td>
<td>- Develop and implement a system to enable individual to submit in-country/ex-country training forms online.</td>
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<td></td>
<td>- Accept reference number for security and audit clearance while submitting training forms (instead of making it mandatory to submit hard copies).</td>
<td>HR info can be synchronised with CSIS and submission of physical papers/forms can be avoided.</td>
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<td>- Training information can be generated from Civil Service Information System (CSIS)</td>
<td>Share with RCSC for necessary review and implement.</td>
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<table>
<thead>
<tr>
<th>Section</th>
<th>Requirements</th>
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</table>
| **Recruitment and selection process** | - Need to submit employment application form  
- Need to submit, audit clearance, security clearance, CID in hard copies.  
- Need to photocopy and submit all supporting documents such as certificates.  
- Need to submit performance evaluation copy for two years for in-service recruitment.  
- Accept reference number for security and audit clearance while submitting training forms (instead of making it mandatory to submit hard copies)  
- Accept the list of certificates at the time of submitting application forms rather than having to submit photocopies. At the time of interview, the committee will cross check the list with original certificate.  
- Develop and implement system to enable individuals to submit job applications and all supporting documents online.  
RCSC and MoLHR for necessary review and implement. |
| **Promotion process** | - Need to submit promotion form in hard copy  
- Need to submit audit clearance, security clearance, CID in hard copies.  
- Accept reference number for security and audit clearance while applying for jobs and submitting training forms instead of making it mandatory to submit hard copies.  
Develop and implement systems for submission of promotion forms online  
RCSC for necessary review and implement. |
| **Performance Management** | - Need to prepare and submit Individual Work Plan for S5 to P1 (staff levels) and submit to HRD/RCSC  
- Submit performance evaluation forms based on the Individual work plan.  
- Accept Individual Work Plan (IWP) – in full what does IWP mean? in PDF format through email (Short-term)  
- Accept online IWP forms  
- Develop and implement online system for submission and evaluation of IWP  
RCSC for necessary review and implement. |
| **Various office orders (Promotion, leave, training award order, leave etc.)** | - While issuing office orders copies are given to the person concerned, the head of the agency/department/division/sections for information and one set maintained as office copy.  
- Consider grouping many recipients in a department/division/section and sharing online while issuing pay increment order, leave encashment order, LTC payment order, etc.  
- For other office orders, such as training award letter, transfer order, separation order, etc. which requires issuing copy to individual and copies to other relevant person/agencies, print hard copy only for person concerned and for rest scanned and sent it online through e-mail or other means.  
- Develop and implement online system for sharing office orders  
- Develop and implement online system for submission and approval leave  
RCSC for necessary review and implement. |
| **BCSE Exams** | - Paper-based exams for PE and ME  
- PE and ME exams conducted online  
Develop and implement online BCSE Exams |
| **Civil Service Welfare (CSW)** | - Online submission of CSW forms  
Issue a notification/circular/executive order. |
4. **Policy, Programme and Planning Services**

The Policy, Programme and Planning Services under various ministries and agencies are primarily involved in the following activities:

a. Formulation/Review of sector policies;
b. Formulation/Review of sector related legislations;
c. Preparation of Five Year plans (FYP) and Annual Performance Agreements (APAs) for the sector;
d. Monitoring and evaluation of FYPs and APAs;
e. Periodic Policy and Planning Co-ordination Meetings.

<table>
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<th>Opportunities (strategies to reduce paper use)</th>
<th>Recommendations (what should be in place)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Formulation/Review of sector policies:</td>
<td>- Working drafts can always be circulated in e-copies for discussion and comments.</td>
<td>Respective agencies could make use of online collaborative suites and PlaMS.</td>
</tr>
<tr>
<td>- Draft/review policy papers circulated to departments for consultation and comments.</td>
<td>- Limit printing such documents to just a few copies based on necessity only.</td>
<td>GNHC to reinforce use of PlaMS</td>
</tr>
<tr>
<td>- Revised draft submitted to higher authority for final approval.</td>
<td>- Approved policy documents must be uploaded on the agency’s website. Print copies must be limited.</td>
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<td>- Submit final draft to GNH Commission (GNHC) for endorsement.</td>
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<tr>
<td>- Submit to Cabinet for final approval.</td>
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<tr>
<td>- Adoption of the Policy – policy booklets printed.</td>
<td>Respective agencies could make use of online collaborative suites.</td>
<td></td>
</tr>
<tr>
<td>2. Formulation/Review of sector related legislations:</td>
<td>- Working drafts can always be circulated in e-copies.</td>
<td></td>
</tr>
<tr>
<td>- Draft/review legislations circulated to departments for comment/consultation</td>
<td>- Limit printing to just few copies based on necessity only.</td>
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</tr>
<tr>
<td>- Revised draft submitted to OAG for comments.</td>
<td>- Approved Acts and Regulations must be uploaded on the agency’s website. Print copies must be limited.</td>
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<td>- Submit final draft to Cabinet for final endorsement.</td>
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<td>- Submit to Parliament for deliberation.</td>
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<tr>
<td>- Adoption of the legislation – final Act printed.</td>
<td>Respective agencies could make use of online collaborative suites.</td>
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<tr>
<td>3. Preparation of FYPs and APAs for the sector:</td>
<td>Discussions and finalisation of the APA targets could be done online without necessarily printing the draft APAs.</td>
<td>Respective agencies use online applications.</td>
</tr>
<tr>
<td>- Prepare FYP in consultation with departments.</td>
<td></td>
<td>GNHC to reinforce use of PlaMS</td>
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<td>- Finalise FYP for the sector</td>
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<td>- Submit to GNH Commission</td>
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<tr>
<td>4. Monitoring and evaluation of FYPs and APAs;</td>
<td>Make use of online collaborative suite</td>
<td>Respective agencies use online applications.</td>
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5. Project Management and Implementation Services

Project Management is an important process in any project execution because it is a core process that bridges all project activities and processes together. Project management involves various activities that can be categorised into five main processes:

A. Project conception & initiation
   a. Meeting of decision making teams
   b. Develop ideas for projects
   c. Detailed requirement gathering

B. Project planning
   a. Outline requirement scope/identify project tasks
   b. Budgeting
   c. Project timelines/schedules
   d. Determine resource requirements and resource allocation

C. Project execution
   a. Distribute/assign project tasks
   b. Tracking project progress
   c. Status updates

D. Control & validation
   a. Keep track of deadline and budget
   b. Quality assurance
   c. Verify successful outcome

E. Closeout and evaluation
   a. Evaluate to identify mistakes
   b. Project completion report
   c. Final presentation
   d. Hand over and closing of project

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<tr>
<th>Current practices</th>
<th>Opportunities (strategies to reduce paper use)</th>
<th>Recommendations (what should be in place)</th>
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</table>
| 1. Project Conception & initiation:  
- Draft and review project proposal  
- Draft and review concept note  
- Draft and review note sheet for administrative approvals  
- Submit final draft for endorsement and approvals | - Drafting, reviewing and finalisation of these documents can be carried out using online collaborative tools like Google docs, sheets and slides  
- Submission of final drafts for endorsements and approvals could be done using secure and reliable email system.  
- If handwritten signatures are required devices like electronic signature pads can be utilised on digital documents. There is also software like DocuSign Ink that enables the placement of digital signatures on digital documents. | - Deployment of Online collaborative suite applications with secure and reliable email system  
- Deploy DMS (document management systems) with digital signature infrastructure in place to handle basic workflow like approval processes  
- Deploy eFax (send and receive faxes by email). DITT, MoIC to explore the above opportunities and coordinate implementation. |
### 2. Project Planning:
- Draft and review project requirements and tasks
- Draft and review budget requirements
- Draft and review note sheet for admin and financial approvals
- Come out with Project Timelines/Schedules
- Determine resource requirements and resource allocation

- Drafting, reviewing and finalisation of these documents can be carried out using online collaborative tools like Google docs, sheets & slides
- Submission of final drafts for endorsements and approvals could be done using secure and reliable email system.
- If handwritten signatures are required devices like electronic signature pads can be utilised on digital documents or there are softwares like DocuSign Ink that allows to place digital signatures on any digital documents
- Use project management tools to plan, organize, control resources, track progress etc.

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<th>Deployment of Online collaborative suite applications with secure and reliable email system</th>
<th>Deploy DMS (document management systems) with Digital signature infrastructure in place to handle basic workflows like approval process</th>
<th>Deploy project management software or other tools like Gantter or Basecamp.</th>
<th>DITT, MoIC to explore the above opportunities and coordinate implementation.</th>
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### 3. Project Execution
- Draft, review, finalise and publish Request for Proposals (RFP) in print media
- Print tender documents to be purchased by interested firm
- Draft office orders to distribute/assign project tasks
- Call on meetings to track project progress and draft minute of meetings
- Draft and send status updates

- Drafting RFPs, office orders for task assignments, drafting minutes of meeting and status reporting could be done using online collaborative tools like Google docs, sheets & slides or using a secure and reliable email system
- RFPs could be floated using official/project websites
- Use project management tools to plan, organise, control resources, track progress etc.

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### 4. Closeout & Evaluation
- Evaluate to identify mistakes
- Draft and submit project completion report
- Draft and present final report

- Use project management tools to plan, organise, control resources, track progress etc.
- Final report submission and presentation could be done using online collaborative tools like Google docs, sheets & slides or using a secure and reliable email system

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