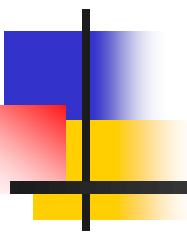


# **eGovernance Reform: The Case of the eUP Project**



**Dr. Ben Paul B. Gutierrez  
University of the Philippines  
Cesar E.A. Virata School of Business**

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# I. Contextualizing the eGovernance Reform Policy

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- The University of the Philippines – a university system with 8 constituent universities in the Philippine archipelago
- Has 50,000 students, half in UP Diliman
- Has 4,571 faculty, 1,089 research associates, 7,949 non-teaching staff



# I. Contextualizing the eGovernance Reform Policy

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- Governance is vested in the Board of Regents, with 11 members
- The University President is the chief academic officer, chief executive officer
- Each CU has a Chancellor, to whom the Deans report to.



## II. Policy-making

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- eGovernance through the information system project, the eUP Project, was proposed by the UP President
- The eGovernance Project, was a major aspect of UP Strategic Plan 2011-2017, approved by BOR in August 2011.



## II. Policy-making

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- Timing, approval of budget of US17.74 million in July 2012, more than one year after the start of the President's term.



## II. Policy-making - Contents

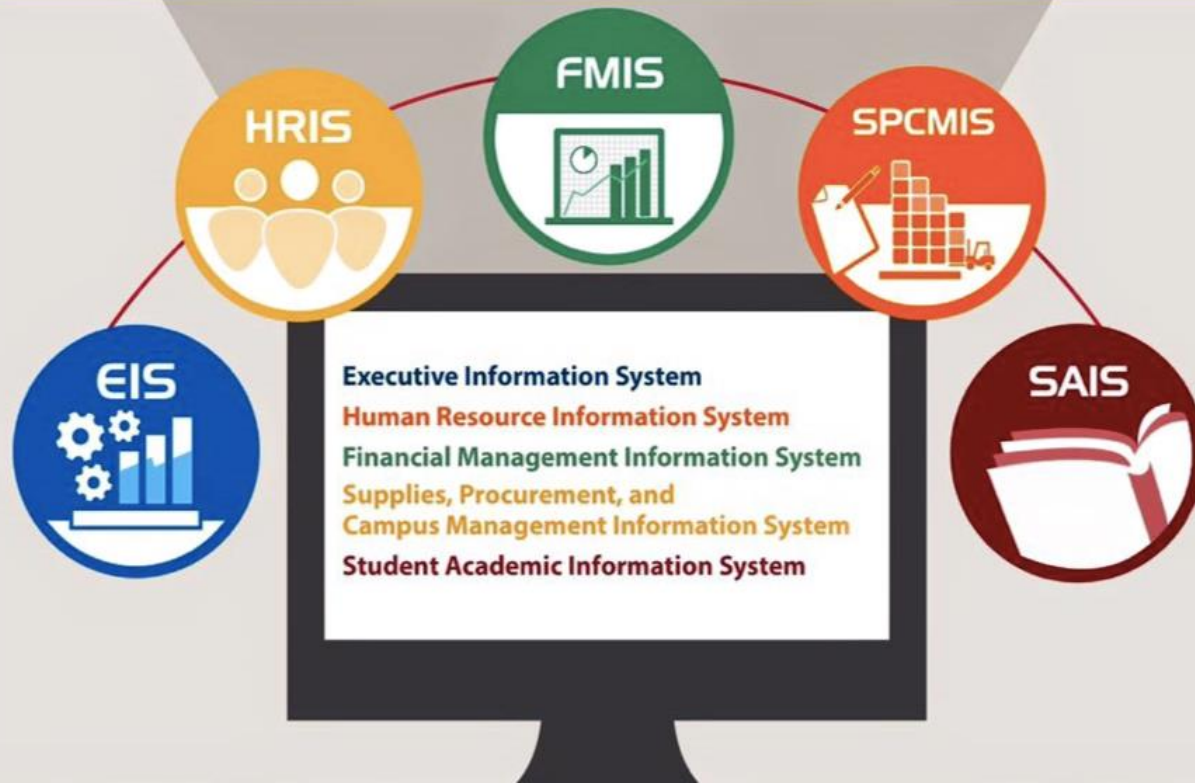
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- Integrated, interconnected, harmonized and interoperable ICT systems and infrastructure across UP campuses (8 campuses plus PGH and UP System) to support UP thrusts of academic excellence and operational excellence.
- Massive project >> massive problem

(Dr. Annete Lagman – eUP team)

# The eUP Core Information Systems

## 5 UP Core Information Systems



# The eUP Core Information Systems



## **STUDENT ACADEMIC INFORMATION SYSTEM**

A Student Lifecycle data management system encompassing admission application to graduation and alumni tracking.



## **HUMAN RESOURCE INFORMATION SYSTEM**

Enhances HR processes such as management of employee profiles, accomplishments, benefits, performance and training.



## **FINANCIAL MANAGEMENT INFORMATION SYSTEM**

Streamlines and automates financial processes in accounting, budget, and case management and will enable an automatic generation of reports.



## **SUPPLY, PROCUREMENT, AND CAMPUS MANAGEMENT INFORMATION SYSTEM**

The Supply, Procurement, and Campus Management Information System automates processes relating to the procurement of goods and services, highly technical equipment, and infrastructure projects at the University.



## **EXECUTIVE INFORMATION SYSTEM**

Uses Business Intelligence and Analytics to fortify the University's decision-making capability. This is achieved through a data warehouse that consolidates all information from all systems, and a powerful visualization tool that generates interactive reports.





## II. Policy-making – Key Drivers

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- Slow or manual processing. Counting how many students, faculty? Passing from one office to another.
- Data inconsistencies. No common records.
- No standardization/harmonization of policies among CUs. Numerical grades vs. pass/fail grades.
- Inadequate ICT infrastructure. UP Mindanao has very slow Internet. Backbone servers, computers, fiber optics
- Inadequate IT support for decision making

(Dr. Annete Lagman – eUP team)



## II. Policy-making – Key Interest Groups

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- Project champion – The University President
- Supporters – The Board of Regents, the Vice Presidents, Chancellors
- Opponents – The students, student organizations, some faculty members, Computer Science Department, academic union; the Commission on Audit
- Indirect Opponents – Legislators, the media



## II. Policy-making – Process

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- Top-down decision making
- No detailed scoping study/feasibility study/IT audit
- Consultations only conducted when project was about to be implemented.
- University has a number of homegrowns “legacy” information systems to be replaced by the eUP project.



## eUP: Early Operational Problems

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- SAIS: Go Live in UP Manila, UP Baguio, UP Mindanao and UP Los Baños
- Erroneously encoding of 'dirty' data into UP Manila's student databases in 2013, causing massive glitches during enrollment
- To date, UP Diliman is lagging in SAIS implementation. Half of the students in the UP System are in UP Diliman.



## III. Policy Implementation - Organizations

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- Steering Committee composed of Vice Presidents and Chancellors
- Project Implementation Committee, headed by eUP Project Director, reporting to Vice President for Development
- Project coordination Committees, at the System-level and campus-level



## **III. Policy Implementation - Project Bidding**

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- Government procurement requires a bidding process
- Initial bidding failed.
- Project awarded to Oracle, ePLDT and other partner-companies in May 2012



## **III. Policy Implementation - Project schedule**

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- Project implementation revised to start with smaller regional campuses.
- Started with the Student Academic Information System (SAIS)
- Next, was the Human Resources Information System (HRIS) and Financial Management Information System (FMIS)



## III. Policy Implementation - Early operational problems

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# eUP: Early Operational Problems

## Media Advisory

03 August 2016

### eUP Project, SAIS and DoS Attack

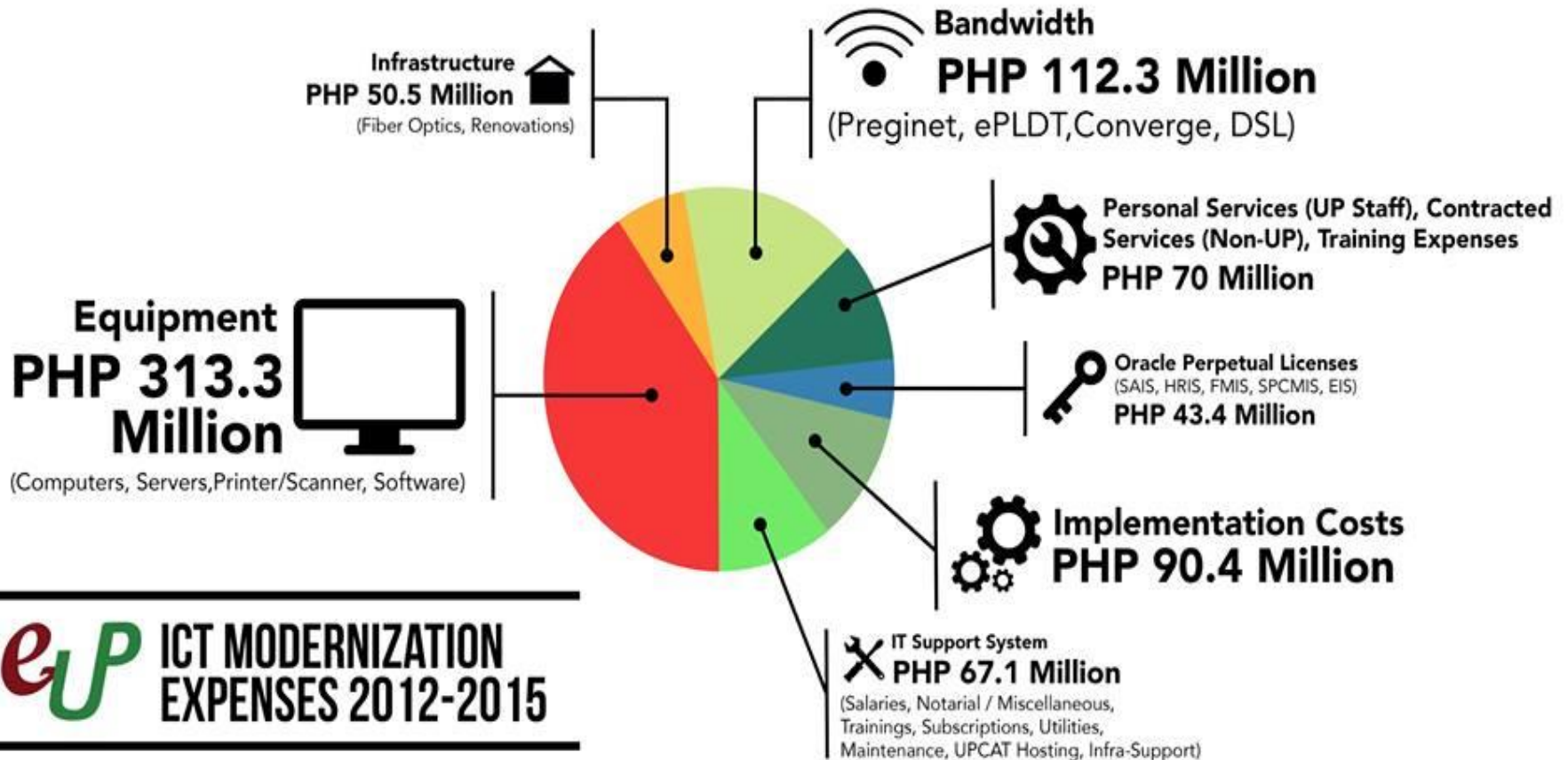
The eUP Project Team will host a press conference **tomorrow (04 August 2016), 1:30 PM** at the **Quezon Hall, University of the Philippines Diliman**, to discuss the eUP Project, the computerization project of the current UP administration; the Student Academic Information System, commonly known as SAIS, the data management system for handling student transactions; and the Denial of Service (DoS) attack that has caused the sudden slowdown and inaccessibility of SAIS, which lead to a massive disruption on the enrollment process in UP Manila, UP Los Baños, UP Baguio, and UP Cebu.

In attendance are the **eUP Project Director, Dr. Jaime D.L. Caro**, and **eUP Project Consultant, Dr. Annette G. Lagman**.

**MEDIA COVERAGE REQUESTED**



# Cost of the eUP Project (2012-2015)



**eUP** ICT MODERNIZATION  
EXPENSES 2012-2015

# III. Project Implementation - The Opposition



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- The eUP project was opposed during the initial presentations in UP Diliman in 2013.
- The UP Computer Science Department had reservations on the project.
- The CRS team's work for more than a decade worth PHP 34 million will go to waste.
- The UP Diliman University Council formed a special committee to study the project.

# III. Project Implementation - The Opposition



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- Undergraduate thesis of UP CMC students Ronn Bautista and with Krixia Subingsubing identified 10 issues ranging from procurement law violations, favoring one supplier, Oracle; high cost, loss of homegrown talents, etc.
- The eUP team claimed the study had “misleading claims, questionable conclusions, and false allegations.”

# III. Project Implementation - Major Challenges



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- The opposition from the flagship campus, UP Diliman, and two other large universities, was relentless.
- The Deans supported the University Registrar that new system will not be used until it can duplicate the capabilities of the existing registration system.

# III. Project Implementation - Major Challenges



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- Commission on Audit did not recognize electronic signatures/approval – still required paper documents.
- Inadequate Internet infrastructure because the system required IT operations across campuses to be integrated.

## IV. Policy Evaluation – Lessons Learned



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- Consultation is valued in University governance.
- Reengineering requires a careful review of the processes. Computerization must follow reengineering, not the other way around.

## IV. Policy Evaluation – Lessons Learned



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- Accomplishing too much too soon. Incremental changes might have worked – but it would be too slow to change.
- Organizational politics must be managed well especially in government organizations.





# Acknowledgments

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