

**KINGDOM OF CAMBODIA  
NATION RELIGION KING**



**MINISTRY OF EDUCATION, YOUTH AND SPORT**

**Master Plan**  
for  
**Research Development  
in the Education Sector**

**2011 - 2015**

**Approved at Ministerial Meeting on 14<sup>th</sup> March 2011**

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# Master Plan

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## Preface

The Master Plan for Research in the Education Sector is based on the seven strategies of the Policy on Research Development in the Education Sector, and supports the implementation of Articles 18 and 28 of the Education Law of Cambodia.

This Master Plan describes in each strategy actions and training programs that will facilitate research development in higher education and enhance the research capacity of academic staff and institutions. The actions and training programs will also enable academic staff, students and higher education institutions develop a research culture. The Master Plan stresses the need for Cambodian private and public higher education institutions to work together and cooperate with international institutions to work on priority programs that benefit the social and economic development of the country.

The Master Plan for Research Development in the Education Sector is also an important mechanism for enhancing the relationships between higher education institutions and the service and production sectors which will enable higher education institutions to respond more effectively to job market demands. These relationships will help to stimulate the development of education and the economy of Cambodia in compliance with the second stage of the Rectangular Strategy of the Royal Government of Cambodia.

The Ministry of Education, Youth and Sport expects all relevant institutions and development partners to contribute to and support the Master Plan to ensure its success in order to recognise research as an essential pillar of Higher Education.

Phnom Penh 27 April 2011

Minister of Education, Youth and Sport



IM SETHY

# **Master Plan for Research Development in the Education Sector 2011 – 2015**

## **A. Introduction**

This Master Plan supports the Policy on Research Development in the Education Sector, which was approved by Ministerial Meeting on March 14<sup>th</sup>, 2011. The implementation of the Master Plan will be financially and technically supported through the World Bank (WB) Higher Education Quality and Capacity Improvement Project (HEQCIP). The focus of the Policy on Research Development in the Education Sector is to enhance the quality of education, increase new knowledge and develop the society, economy and the culture by:

- ensuring that a wide range of research is conducted;
- improving the capacity of researchers and higher education institutions (HEIs);
- promoting respect for research ethics;
- encouraging wide dissemination of research results; and
- promoting research that leads to the development of new knowledge and inventions.

The Master Plan is integral to the Policy on Research Development in the Education Sector as it describes a series of actions and training programs that will guide the implementation of the 7 Strategies of the Policy by HEIs and relevant departments of the Ministry of Education, Youth and Sport. Component 1 and Component 2 of the HEQCIP will provide the financial support that will assist HEIs to begin to implement the training programs and some of the actions described below.

## **B. Development of the Master Plan**

The Master Plan addresses the 7 strategies of the Policy on Research Development in the Education Sector, providing a series of implementation actions and training programs for each of the Policy's 7 strategies. The actions and training programs described in the Master Plan were developed from a series of consultative interviews that took place between June and August, 2010. Eleven large, public and private, well regarded HEIs that are involved in research at some level were consulted about steps they had taken in planning and implementing their research strategies.

In some of the HEIs interviewed almost all research was carried out by undergraduate and graduate students. In other HEIs, lecturers were also actively involved in research. Some of the HEIs had established self funded research centres which develop research proposals, apply for grants, plan and conduct projects and write the reports for NGOs, UN Agencies, Government Ministries, External Universities, philanthropic organisations, private companies and other organisations. At other HEIs, lecturers combined teaching and research. They worked on research projects funded by a range of national and international organisations (private industries, NGOs, aid agencies, philanthropic donors, Cambodian Government) as well as projects funded by the institution.

The consultations with the eleven HEIs resulted in a large amount of information which has been used to develop the actions and training programs required to implement the 7 Strategies of the Policy for the Development of Research in the Education Sector.

## **C. Formulating a Research Development Strategy**

All the HEIs consulted stressed the importance of formulating a research development strategy which must be based on a common understanding of the place research has in the institution. The establishment of a research strategy requires the development of a plan which clearly enunciates the reasons for developing research, the approach the organisation plans to take and the expected outcomes. The HEIs stressed the

importance of the senior management team introducing, supporting and promoting the initiative. The research strategy must describe the institution's approach to research.

The HEQCIP Development and Innovation Grants (DIG) offer HEIs an opportunity to develop, plan and implement key development and research projects. As the HEQCIP project also includes essential training, equipment and resources the long term impact of a HEI obtaining a grant could be considerable in terms of organisational development, human resource development, and upgrading of an institution's equipment, infrastructure and resources.

## **D. Five Year Plan on Research Development in the Education Sector 2011-2015**

### **Expectations of the 5 Year Plan**

#### **1. Qualitative Indicators for the 9 public MoEYS HEIs**

- Every HEI has developed action plans for research development linked to their budget plans
- Reward and recognition schemes for high achieving researchers developed by all HEIs
- Research relating to a range of disciplines and interdisciplinary projects are carried out regularly
- Research results reported promptly after projects have been completed
- Research results are regularly presented to national and international conferences
- Research development data base linked with the MoEYS data base and teir3 developed by HEIs
- Research ethics policy developed by MoEYS and implemented by HEIs
- Research ethics procedures implemented by all HEIs
- Policy and procedures to counter plagiarism and enforce copyright implemented by all HEIs
- Thorough supervision of student research carried out in all universities
- Regular training/professional development of thesis supervisors
- Establishment of a bulletin which brings together published papers that discuss Cambodian research and development issues – 2 editions published a year.

#### **2. Quantitative Indicators for the 9 public MoEYS HEIs**

<b>Indicators</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>Data collection</b>	<b>Reporting</b>
Increase in number of articles by Cambodian academics published in national and international academic journals	D/U	5%	8%	10%	15%	20%	DSR	Annual
Increase in number of national and international research conferences held in Cambodia	D/U	3%	5%	8%	12%	15%	DSR	Annual
Increase in number of national and international research conferences attended by academic staff	D/U	5%	8%	12%	15%	18%	DSR	Annual
Increase the percentage of academic staff with PhD	4.4%	5%	6%	7%	8%	9%	DSR	Annual
Increase in the ratio of permanent to part-time/contract academic staff	6:4*						DSR	Annual

D/U – Data unavailable

\*The ratio of permanent to part-time/contract staff in 2010 is an estimate only. With more systematic data collection in 2011 and subsequent years the ratio of full time to part time/contract staff will be monitored. The increase in permanent to part-time/contract staff will be reported annually.

## **E. Actions and Programs for the Implementation of the Policy on Research Development in the Education Sector by HEIs**

### **E1. Training programs and actions supporting Strategy 1: Research Capacity**

#### **Actions that will facilitate the development of a research strategy by HEIs**

The following 2 actions, which are the responsibility of MoEYS, will provide the HEIs with basic information that will assist them develop their Research Development Strategies.

##### **1.1 Establish a data base of existing research teams in the HEIs**

Action	Regularly update the data base of existing research teams. Monitor the research activity of the teams. Monitor the increase in number of research teams over the five years
Objective	Provide HEIs with detailed information on current, planned development of human resources, and facilities for research activities.
Outcomes	HEIs have up-to-date information on research activity.
Source of funding	MoEYS, HEQCIP, Component 1.
Responsibility	MoEYS will develop the data base with input from the HEIs.

##### **1.2 Define priorities areas for research activity**

Action	Provide HEIs with: - a global view of each economic sector and its priority (with facts and projected trends over the next ten years). - detailed lists of potential research topics in each priority sector for Cambodia's development
Objective	Help HEIs plan their research activities by translating the socioeconomic demand into potential research topics.
Outcomes	HEIs focus their research activities on priority areas for Cambodia's development.
Source of funding	MoEYS, HEQCIP Components 1 and 2, Partner Organisations, HEIs.
Responsibility	MoEYS and other Ministries in charge of priority sectors will regularly provide information on priority areas for research to the HEIs

### 1.3 Encourage the level and development of research capacity in major fields which respond to the priority needs of the country

The development of the research capacity of lecturers and researchers and the provision of the essential research facilities and resources are the first steps in implementing a research development strategy.

#### 1.3.1 Develop the research capacity of lecturers working in high priority areas

Training Programs	To increase: - English language competency, - research proposal and grant writing skills, - research methodology skills, - statistical analysis, - research planning and project management skills, - research report writing.
Objective	To enable lecturers to plan and undertake quality research in high priority areas.
Outcomes	Most lecturers are able to plan, carry out and report on the outcomes of quality research .
Source of funding	MoEYS, HEQCIP Components 1 and 2, Partner Organisations, Grants, HEIs
Responsibility	HEIs, MoEYS.

#### 1.3.2 Provide essential research facilities and resources

##### 1.3.2.1 Provide library resources to support research development

Action	Provide essential library resources
Objective	To provide essential library resources to carry out research and Development and Innovation Grants (DIG).
Outcomes	HEIs expand the library resources essential for research development and DIG grants.
Source of funding	MoEYS, HEQCIP Component 2, Partner Organisations, Grants, HEIs.
Responsibility	HEIs, MoEYS.

##### 1.3.2.2 Provide laboratories and equipment

Action	Provide essential laboratory facilities and equipment.
Objective	To provide laboratory and/or equipment required for DIG Grants and research development.
Outcomes	HEIs obtain laboratory facilities and equipment essential for completing DIG Grants and research development.
Source of funding	MoEYS, HEQCIP Component 2, Partner Organisations, Aid Organisations, Grants.
Responsibility	HEIs, MoEYS.



### 1.3.2.3 Provide computer equipment and software

Action	Provide computer equipment and software essential for DIG grant and research development. Provide wireless connection throughout all HEI campuses.
Objective	To provide computer equipment, software and interconnectivity essential for DIG grants, research development and the development of a digitised learning environment.
Outcomes	HEIs have up to date computer equipment, software and connectivity essential for DIG grants and research development.
Source of funding	MoEYS, HEQCIP Component 2, Partner Organisations, Aid Organisations, Grants.
Responsibility	HEIs, MoEYS .

## E2. Training programs and actions supporting Strategy 2: Research Quality

Dissemination of research outcomes includes writing journal articles, publishing reports, presenting papers at conferences and seminars, as well as communicating research findings to organisations, communities and individuals most affected by the research findings

### 2.1 Encourage researchers to present their research findings at national and international conferences.

#### 2.1.1 Increase conference presentation skills of lecturers and researchers

Training Program	Increase conference presentation skills of lecturers.
Objectives	To raise lecturers' conference presentation skills (use of power point, record and present DVDs, plan presentations, speak confidently, use a microphone, etc) to enable them to present papers at conferences and forums confidently.
Outcomes	Most HEI lecturers can confidently present papers at national and international conferences and forums.
Source of funding	MoEYS, HEIs, HEQCIP Component 1 and Component 2, Partner Organisations.
Responsibility	HEIs, MoEYS.

#### 2.1.2 Encourage lecturers and researchers to present their finding at national and international conferences

Action	Encourage, enable and fund researchers to present their research findings at national and international conferences.
Objective	To increase the number of researchers presenting their research findings at national and international conferences.
Outcomes	Lecturers regularly present research findings and project outcomes at national and international conferences.
Source of funding	MoEYS, HEQCIP Component 1 and Component 2, Partner Organisations, Aid Organisations.
Responsibility	HEIs, MoEYS.

### 2.1.3 Support the organization of both national and international conferences in Cambodia.

Action	Support HEIs, professional societies and other organisations to organise national and international conferences in Cambodia.
Objective	To provide the support needed to HEIs and other organisations to ensure that they are able to organise and run national and international conferences professionally.
Outcomes	Several successful national and international conferences are regularly put on in Cambodia.
Source of funding	HEQCIP Component 2 , Partner Organisations, Aid Organisations, private companies, EU.
Responsibility	HEIs, MoEYS.

### 2.2 Establish structures which facilitate meetings between researchers from many HEIs, and provide opportunities for them to present their findings.

Action	Establish structures and mechanisms that facilitate meetings of researchers.
Objective	To ensure that regular meetings between researchers and lecturers from many HEIs to discuss their discipline and recent research are held. To establish professional societies in many academic fields and support them to put on conferences and hold meetings.
Outcomes	Regular meetings are held at which researchers from many HEIs present and discuss their research findings. Researchers are encouraged to attend these meetings.
Source of funding	HEQCIP Component 1 and Component 2, Partner HEIs, Partner Organisations, MoEYS.
Responsibility	MoEYS, NGOs, HEIs.

### 2.3 Encourage researchers to study topics that are particularly relevant to Cambodia and to publish their findings in Cambodia.

Action	Encourage researchers to study topics that are particularly relevant to Cambodia and publish their findings widely within Cambodia.
Objective	To ensure researchers study topics that are important to Cambodia, publish their findings in Cambodia and disseminate their findings to organisations, communities and individuals most affected by the outcomes.
Outcomes	Research on topics important to Cambodia is regularly undertaken and the findings published in a variety of Cambodian publications making them widely available to communities and individuals most affected by the outcomes.
Source of funding	HEQCIP Component 1 and Component 2, Partner Organisations, Aid Organisations, private companies, EU, Development Organisations.
Responsibility	HEIs, MoEYS.

## 2.4 Regularly publish a bulletin which brings together published papers and abstracts that discuss Cambodian development and research issues

Action	Allocate resources to establish the bulletin
Objective	To establish a bulletin that brings together a wide range of published papers and abstracts on Cambodian development and research issues to increase their accessibility by all education institutions, government departments, NGOs, Aid Organisations, business, and others.
Outcomes	Publication of the bulletin twice yearly to a wide internal and external readership.
Source of funding	MoEYS, Partner Organisations, Development Organisations, Grants.
Responsibility	MoEYS will establish the bulletin, call for papers and abstracts to be submitted and publish the bulletin regularly. The HEIs will submit papers and abstracts.

## 2.5 Increase the availability of electronic research journals.

Action	Establish a Higher Education Centre that is the holder and distribution point for electronic journals through a dedicated server. Fund subscriptions to a range of electronic journals required for research in priority areas. Make them available electronically (for a small fee) by researchers throughout Cambodia.
Objective	To enable all researchers in Cambodia to access the electronic journals they need to carry out research.
Outcomes	Key electronic journals mounted on the electronic hub which is accessible by researchers in Cambodia from anywhere in the country with internet connection.
Source of funding	MoEYS, HEQCIP Component 2, Partner Organisations, Grants, Aid Organisations, Development Organisations, CAMREN, EU, UNESCO, UN
Responsibility	MoEYS will establish the Higher Education Centre for use by MoEYS staff and HEIs.

## E3. Actions supporting Strategy 3: Cooperative Research

It is essential that each institution develops a range of national and international networks and partnerships to support the research strategy and foster cooperative research. The HEIs should develop new partnerships and effectively maintain existing linkages.

### 3.1 Foster cooperation between HEIs, both private and public, and national and international researchers.

Action	New national and international partnerships and networks developed and existing linkages effectively maintained.
Objectives	To establish new national and international partnerships and networks with industries, businesses, NGOs, universities, research centres, Government HEIs, UN organisations, sponsors, aid agencies and philanthropic organisations. To effectively maintain existing linkages.
Outcomes	New national and international partnerships and networks developed enabling new cooperative research. Existing linkages maintained.
Source of funding	HEQCIP Component 2, Partner HEIs, Partner Organisations, Grants, MoEYS.
Responsibility	HEIs, MoEYS.

### 3.2 Support projects related to a wide range of disciplines as well as interdisciplinary projects.

Action	Establish mechanisms to facilitate commencement of projects across a wide range of disciplines as well as interdisciplinary projects.
Objective	To encourage researchers to undertake projects across a wide range of disciplines and interdisciplinary projects.
Outcomes	Research projects that focus on a wide range of disciplines as well as interdisciplinary projects are completed and their findings published.
Source of funding	HEQCIP Component 2, Partner HEIs, Partner Organisations, Grants, Aid Organisations, MoEYS.
Responsibility	HEIs, MoEYS.

## E4. Actions supporting Strategy 4: Research Reports

A culture needs to be established that encourages researchers to report their findings, and mechanisms developed to ensure this happens.

### 4.1 Develop a mechanism and culture of reporting research results regularly and appropriately.

Action	Develop a mechanism and culture in which research results are regularly reported.
Objective	To ensure research results are regularly and appropriately reported
Outcomes	Research results are reported widely (at conferences, forums, seminars, academic journals and other publications) and in a timely manner.
Source of funding	HEQCIP Component 2, Partner Organisations, Grants, MoEYS.
Responsibility	HEIs, MoEYS.

### 4.2 Develop a research management system database

Action	Develop and maintain a national research management database linked to HEI databases and the TEIN3 project.
Objective	To set up a national research management databases linked to HEI databases and the TEIN3 Trans Eurasian Information Network. To provide training for appropriate staff on how to manage and maintain the national and HEI databases.
Outcomes	A national and HEI research management databases established and readily accessed by staff and students.
Source of funding	HEQCIP Component 1 and Component 2 large DIG grant, Partner Organisations, Grants, Aid Organisations, MoEYS.
Responsibility	MoEYS will establish the national research management database. HEIs will establish their own databases that are electronically linked to the national one.

## F5. Actions supporting Strategy 5: Research Ethics

All research HEIs and universities need to be vigilant in preventing plagiarism, protecting intellectual property and ensuring research ethics are followed.

### 5.1 Prepare regulations and inform students, staff, and researchers about plagiarism and protection of intellectual property.

#### 5.1.1 Develop regulations to counter plagiarism

Action	Establish effective mechanisms and regulations to counter plagiarism and protect copyright. Regularly inform students and staff about plagiarism, copyright protection and the protection of intellectual property.
Objective	To reduce the incidence of plagiarism, and ensure intellectual property and copyright is protected by establishing regulations and informing students, staff and researchers.
Outcomes	Plagiarism is reduced and protection of intellectual property and copyright is increased.
Source of funding	HEIs, MoEYS.
Responsibility	HEIs, MoEYS.

#### 5.1.2 Improve thesis supervision

Action	Establish effective thesis supervision processes that identify and control plagiarism and provide appropriate support for students. Provide professional development programs for thesis supervisors.
Objective	To establish thesis supervision that controls plagiarism and provides appropriate support for students.
Outcomes	Thorough thesis supervision is established effectively reducing plagiarism and providing appropriate support to students. Regular professional development programs provided for thesis supervisors.
Source of funding	HEIs, MoEYS, Development Partners.
Responsibility	HEIs, MoEYS.

#### 5.1.3 Effective student research provides the support structures for wider research involvement by HEIs

Action	To establish a research framework for student research and enhance the quality of student research.
Objective	To enhance all aspects of undergraduate and post graduate student research.
Outcomes	High level student research completed, effectively defended and reported appropriately.
Source of funding	HEIs.
Responsibility	HEIs.

## 5.2 Research and review national and international conventions and ethics policies.

Action	Research and review international ethics policies.
Objective	To research and review a selection of international ethics policies in preparation to developing an appropriate Cambodian ethics policy.
Outcomes	A selection of international ethics policies researched and reviewed, the core principles for an ethics policy defined and an appropriate policy developed.
Source of funding	MoEYS.
Responsibility	MoEYS

## 5.3 Develop research permission procedures and forms that reflect research ethics principles.

Action	Develop appropriate research permission procedures and forms that reflect ethics, human rights and other relevant principles.
Objective	To develop research permission procedures and forms that reflect research ethics, human rights and other relevant principles.
Outcomes	Appropriate research permission procedures and forms developed and widely used by HEIs.
Source of funding	HEIs, MoEYS.
Responsibility	HEIs.

## 5.4 Promote compliance with the code of research ethics among researchers in Cambodia.

Action	Encourage all HEIs to establish their own research ethics committees to monitor compliance of the code of research ethics. Regularly inform researchers and students in Cambodia that it is essential that they comply with the code of research ethics.
Objective	To increase compliance with the code of research ethics.
Outcomes	Compliance with the code of research ethics increased. Incidence of non-compliance is reduced.
Source of funding	Internal, MoEYS.
Responsibility	MoEYS, HEIs.

## E6. Actions supporting Strategy 6: International Cooperation

Cooperative research opportunities can be developed with industry, business, NGOs, Government, donors, universities and research centres both nationally and internationally. All partners benefit from participating in well developed and managed research projects.

### 6.1 Provide opportunities for Cambodian and international researchers to work together.

Action	<p>Identify compatible cooperative research opportunities with Cambodian and international researchers.</p> <p>Develop effective working arrangements with Cambodian and international researchers.</p> <p>Encourage researchers to join cooperative research projects.</p> <p>Develop appropriate communication strategies to support cooperative Research.</p> <p>Establish fellowships that enable Cambodian academics and graduate students to carry out research and advanced study at international universities.</p>
Objective	<p>To provide opportunities for Cambodian and international researchers to work together.</p> <p>To provide increased opportunities for Cambodian academics and graduate students to work and study at international universities.</p>
Outcomes	<p>Increased cooperative research carried out by Cambodian HEIs and research centres.</p> <p>Increased cooperative research carried out by Cambodian and international researchers.</p> <p>Increased opportunities for Cambodian academics and students to study and carry out research.</p>
Source of funding	HEQCIP Component 1, Component 2 DIG Grants, Partner Organisations, Grants, Aid Organisations, Partner HEIs, MoEYS.
Responsibility	HEIs, MoEYS.

### 6.2 Promote cooperation amongst national and international HEIs through joint: forums, grant applications, research projects, and publications.

Action	Promote cooperation amongst national and international research institutions and HEIs by increasing: joint forums and workshops, joint research proposals being the preferred project structure for Grants, joint publication of results.
Objective	To increase cooperation amongst national and international research institutions and Cambodian HEIs.
Outcomes	Increased national and international cooperative research, forums, publications and information exchange.
Source of funding	HEQCIP Component 2, Partner HEIs, Partner Organisations, MoEYS.
Responsibility	HEIs, MoEYS.

### 6.3 Encourage national and international cooperation through exchanging research results and expertise.

Action	Provide mechanisms and opportunities for Cambodian and international researchers to exchange research results and expertise.
Objective	To increase national and international research cooperation, sharing and exchange.
Outcomes	National and international exchange of results and expertise increased
Source of funding	HEQCIP Component 1 and Component 2 , Partner HEIs, Partner Organisations, MoEYS.
Responsibility	HEIs, MoEYS.

## E7. Actions supporting Strategy 7: Marketing Research and Development

Lecturers need to be officially recognised and rewarded for undertaking a broad range of activities beyond teaching, for example research and consultancy work, attending workshops, presenting papers at conferences, writing papers for publication, gaining additional qualifications, teaching workshops for industry and other external organisations.

### 7.1 Ensure academic staff gain appropriate benefit and acknowledgment from their research activity.

#### 7.1.1 Establish a process for ranking HEI academic staff

Action	Establish a scale that ranks academic staff according to their teaching, research and development performance using the following categories: Lecturer, Assistant Professor, Associate Professor, and Professor.
Objective	To establish a scale that takes into account all the activities academic staff undertake: teaching, research and consultancy work, attendance at workshops, writing and presenting papers at conferences, writing papers for publication, teaching workshops for industry and other external organisations, gaining additional qualifications, etc.
Outcomes	A ranking system for Higher Education academic staff is established. Points on the scale reflect the time and work involved in taking on a range of teaching, research and development activities.
Source of funding	HEIs, MoEYS.
Responsibility	MoEYS will establish the scale and requirements for each level on the scale.

#### 7.1.2 Establish a system of rewarding academic staff with the best results in research

Action	Organize each year a national concourse to award lecturers having achieved results of research in the priority sectors of development
Objective	Encourage the best researchers through providing national awards. Increase the visibility of research achievements of Universities.
Outcomes	Each year a national ceremony is organized by the MoEYS to reward the best researchers after a call for proposals in different categories (junior / senior) and in different priority sectors (agriculture, energy, infrastructures, water, health, etc.)
Source of funding	MoEYS.
Responsibility	MoEYS will organise the national concourse.



## 7.2 Encourage research to link with new scientific, technological, economic, social and cultural initiatives.

Action	Encourage researchers to undertake projects that link with new scientific, technological, economic, social and cultural initiatives (including Indigenous knowledge and culture).
Objective	To increase state-of-the-art research in Cambodia.
Outcomes	Increased Cambodian research into the latest areas of scientific, technological, economic, social, cultural and Indigenous knowledge and culture.
Source of funding	HEQCIP Component 1 and Component 2, Partner Organisations, Aid Organisations, Grants, MoEYS, EU.
Responsibility	HEIs, MoEYS.

## 7.3 Facilitate links between research HEIs and the production and service sectors.

Action	Set up mechanisms that facilitate the establishment of links between HEIs and the production and service sectors
Objective	To encourage HEIs to work with the production and service sectors.
Outcome	Increased communication, ideas exchange, cooperation and joint research between HEIs and the production and service sectors
Source of funding	HEQCIP Component 1 and Component 2, Partner Organisations, Aid Organisations, Grants, MoEYS.
Responsibility	HEIs, MoEYS.

## G. Monitoring and Evaluation of the implementation of the Master Plan by the HEIs

The HEIs will develop Action Plans and Budget Plans for the Actions and Training Programs described in this Master Plan. The Commission for Research Development in the Education Sector will evaluate research development against the qualitative and quantitative expectations described in Section E of the Master Plan and the targets described in the Action Plans developed by the HEIs. The Commission will regularly report evaluation and monitoring outcomes to MoEYS.

## H. Conclusion

Both the intent and the timeframe (2011 – 2015) of the HEQCIP and the Master Plan are very similar. As the WB project will support many of the training programs and actions identified by the Master Plan as being essential to the development of research, it offers Cambodian HEIs a development and capacity building opportunity that they must take full advantage of.

This Master Plan and the HEI Action and Budget Plans will guide the development of research throughout the HEI sector. The Commission for Research Development in the Education Sector will work closely with HEIs to ensure the successful implementation of this Master Plan.

The Policy on Research Development in the Education Sector and its Master Plan will lead to a significant increase in research activity in Cambodian HEIs. This in turn will lead to the enhancement of the quality of all aspects of higher education.

