



Royal University of Phnom Penh



Policy on Research Development and Innovation

2020 - 2024



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Printed in Phnom Penh, Cambodia



His Excellency Dr. Mey Kalyan



Message from the Chair of RUPP Board of Trustees

As the oldest public university and leading higher education institution in Cambodia, the Royal University of Phnom Penh (RUPP) promotes high quality teaching and research practices to serve the community. The vision of RUPP is to be the flagship university in Cambodia, with a national standing in teaching and learning; research and innovation; as well as social engagement. RUPP is currently working towards meeting the Sustainable Development Goals, make contributions at the national, regional, and global level. Our institution wishes to promote Cambodia's national cultural and natural heritage through the provision of high quality of research and innovation that actively engages society.

To sustain economic growth and social development in the country, the Royal Government of Cambodia is promoting education in the Science, Technology, Engineering, and Mathematics (STEM) disciplines. We aim to create the next generation of innovators, who have strong scientific literacy and critical thinking skills. Developing research capacity is the most appropriate mechanism for supporting innovation. It is required to develop the new products and processes that are vital for the national economy leading into the era of the Fourth Industrial Revolution. Establishing RUPP as a research university will help to transform the Cambodian economy from being reliant on unskilled labor to being driven by industrial skills. This vision aligns with the Cambodian Industrial Development Policy 2015–2025.

On behalf of the Board of Trustees, I am committed to providing the institutional support required for the successful implementation of RUPP's Policy on Research Development and Innovation. The time for investment in the establishment of a research university in Cambodia is now. RUPP should no longer rely on the voluntary interest and commitment of individual academics to produce quality research. This policy will lead to more viable and sustainable academic and applied research within the institution. This is of vital importance for curriculum development, as well as the knowledge flows, technological advancement, and social dialogue required to realize the development vision of Cambodia. I trust it will enable RUPP to become the national, regional and international research-based university that is needed in this country.

His Excellency Dr. Chet Chealy



Message from Rector of RUPP

The Royal University of Phnom Penh (RUPP) has made significant efforts to demonstrate best-practice research and social engagement among the Cambodian higher education sector. This has led to recognition from both national and international organizations as being a national leader in this endeavor. RUPP is one of few universities in the country that has introduced Research Grants to allocate resources to RUPP staff via university research grants. This has proven to be successful in establishing an enabling environment for research, demonstrated by our significant achievements in publishing research. For instance, in the well-regarded citation index, Scopus, RUPP is the only Cambodian university among the top ten institutions in terms of the number of research publications featuring an author from a Cambodian university.

RUPP is one of the few public universities in Cambodia that possesses the capacity to produce quality research output. The RUPP Strategic Plan (2019–2023) places special attention on both academic and applied research across the STEM, social science, and humanities disciplines. This plan includes a mission to be a place where researchers are able to access resources and form teams to develop evidence based research. This is evident through the citation of RUPP affiliates in relevant databases, as well our involvement in the development of cross-institutional research centers across various fields. As part of establishing a research culture, RUPP now hosts various journals. These

journals publish academic and applied research from both within and outside of Cambodia. This research contributes to the social, economic, and environmental development of both the country and the region.

I am confident that this Policy on Research Development and Innovation will be instrumental in promoting RUPP as a research university. It illustrates how RUPP plans to manage grants and publications, as well as host knowledge hubs. It is an important document for our partners such as the Ministry of Education, Youth and Sport (MoEYS), World Bank, Asian Development Bank, and Swedish International Development Cooperation Agency (SIDA). It enables them to clearly see our approach to research development and innovation.

SECTION 1 Preamble

1.1 Background

The Royal University of Phnom Penh (RUPP) is the largest public university in Cambodia. It hosts more than 12,000 scholarship and full-fee paying students across a diverse range of undergraduate and postgraduate programs. The university is a full member of the ASEAN University Network (AUN) and has a unique vision ‘to become Cambodia’s flagship university with reputation in the region for teaching, learning, research, innovation, and social engagement.’ The current strategic plan of the institution prioritizes the development of a strong research capacity incorporating peer-reviewed publications, as well as links to industry and community networks, which is well-aligned with Cambodia’s National Education Strategic Plan (NESP) 2014-2018 aimed at supporting the transition of the country from a lower-middle to upper-middle income country by 2030; and obtaining ‘developed country’ status by 2050.

The Royal Government of Cambodia (RGC) through the Ministry of Education, Youth, and Sport (MoEYS) promotes the publication of scientific research in the national higher education strategy. For instance, one of the eight key strategies in the *Policy on Higher Education Vision 2030* is ‘to ensure that RUPP staff and students, especially postgraduate students, contribute to improving the research and development culture in Cambodia to serve national development needs.’ The publication of scientific research is considered to be a crucial aspect of promoting the *Cambodian Industry 4.0 Policy*. This policy aims to engender the creativity and innovation, required to drive economic growth and social development.

While individual faculty members and academics at RUPP currently publish scientific research, this is driven by individual interests and passions, as well as an ability to mobilize external resources. There are few existing mechanisms that may promote the development of a research culture at either the institutional or national level. However, RUPP has been selected by relevant government agencies and international financial institutions, such as the World Bank, to showcase best-practice higher education in Cambodia. This privilege has been granted as a result of the strong effort demonstrated by RUPP in promoting the publication of scientific research by faculty members.

RUPP is widely considered to be the nation’s leading higher education institution in terms of research output. For instance, a Scopus search of peer-reviewed research in international journals including a Cambodian institutional affiliation, shows that RUPP is the only Cambodian University in the top ten. Despite this, if RUPP, as the leading research institution in the country intends to be included in world university rankings, significant investment in the research capacity of the institution is required. If this were to be achieved, it would provide a clear indication that Cambodia has developed an improved capacity to generate local knowledge and innovation within the country. It would also demonstrate that the nation is better equipped to independently address the challenges faced in improving socio-economic development outcomes.

In 2017, RUPP introduced a pilot ‘university research grants’. This initiative allocates university research grants to motivate researchers to publish their work in peer-reviewed journals. RUPP has also developed various

RUPP research management committee and sub-committees



in-house, peer-reviewed journals to enable this to occur. They include the ‘Cambodia Journal of Basic and Applied Research’; the ‘Cambodian Journal of Natural History’; the ‘Cambodian Review of Language Learning & Teaching’; and the ‘Cambodia Review of EFL Research’.

1.2 Vision

RUPP is Cambodia’s leading university in applied and academic research.

1.3 Goals

- **Goal 1.** To establish a system for ensuring research quality and protecting intellectual property.
- **Goal 2.** To mobilize financial resources and advance research infrastructure for postgraduate and postdoctoral programs in each faculty.
- **Goal 3.** To implement research-only positions at the university and other motivation schemes for faculties that realize outstanding achievement.

1.4 Mission

To develop a creative and innovative research culture through:

- Implementing incentives for RUPP staff who published research or produce licensed patents.
- Making long-term investments in the capacity of research staff through training and coaching to build greater knowledge, skills, and competencies.
- Creating enhanced national, regional, and international collaborative research partnerships that support RUPP research staff via grants and exchange programs.

1.5 Approaches

Over the first 5 years, the RUPP Policy on Research Development and Innovation will focus on the first two of three stages:

- **Stage 1.** Nurture a research culture and mobilize financial and human resources
- **Stage 2.** Streamline research practices
- **Stage 3.** Deepen specific research areas

1.6 Strategies

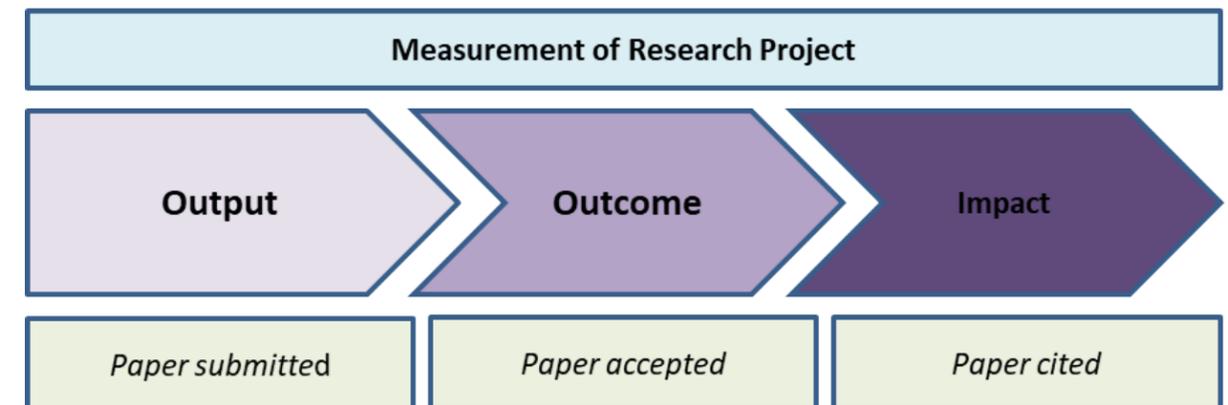
1.0	RUPP research management committee and sub-committees
1.1	To strengthen the functions of the RUPP research management committee related to (1) implementing research human ethics procedures; (2) administering technical support for research proposals aligned with RUPP’s priorities; (3) hosting peer-reviewed journals that enable academics to publish research; and (4) providing recommendation for the research office and sub-committees in dealing with research-related issues.

1.2	To establish a sub-committee for human and animal research ethics that review all research proposals to ensure the dignity, rights, safety, and wellbeing of human and animal research participants.
1.3	To establish a sub-committee that provides advice and technical assistance to RUPP staff via a review of the development and implementation of all research projects.
1.4	To establish a sub-committee responsible for managing the RUPP press, which promotes the publication of research in peer-reviewed journals, and provides indexing and abstracting services.
2.0	Priority research areas
2.1	To identify priority research areas aimed at advancing knowledge that supports socio-economic development as part of a 5-year action plan. These priority research areas will respond to issues of national significance.
2.2	To link research activities to practical outcomes through integrating these theories and concepts into RUPP policies and curricula.
3.0	Capacity development and research grants
3.1	To develop the capacity of research staff and students through the provision of workshops and training based on identified needs.
3.2	To provide research grants to RUPP staff to conduct research activities, participate in conferences, and publish research at the national, regional, and international level.
3.3	To motivate research staff through incentives for conducting research and seeking external funding for conducting research from national, regional and international organizations.
4.0	Collaborative research and international cooperation
4.1	To strengthen research cooperation between academics, research institutes, and research centers across disciplinary boundaries at the national, regional and international level.
4.2	To increase the opportunities available to research staff within RUPP faculties to participate in exchange programs, such as post-doctorate research fellowships, and other professional development opportunities. This may involve short or long-term placements of RUPP staff at research institutions internationally, or hosting visiting researchers at RUPP.
5.0	Research and consultancy services
5.1	To develop an in-house team that bids for national, regional, and international research funding and consultancy opportunities.
5.2	To use the research and consultancy services provided by RUPP to strategically contribute to the advancement of knowledge, the provision of community services, and the promotion of socio-economic development in Cambodia.
6.0	Motivating research output via creative approaches

6.1	To develop junior and senior research positions within the university that compensate staff for their time spent conducting and publishing research in national, regional and international journals, aside from their teaching responsibilities.
6.2	To provide incentives that recognize research output, such as publications, through honorariums and professional recognition.
6.3	To link the promotion of academic staff to research output by establishing performance-based criteria, which recognizes research outcomes, such as publications and citations.
6.4	To sponsor research staff who gain external academic recognition by international institutions to further pursue their research.
7.0	The publication and dissemination of research output
7.1	To host interdisciplinary, peer-reviewed journals that share research output nationally, regionally, and globally through online and printed journals.
7.2	To encourage research staff from RUPP faculties to publish research at national, regional, and international journals evaluated with high rankings in citation indices.
7.3	To promote the use of RUPP research output in planning and policy development. This will occur via the incorporation of this research into university curricula, public lectures, and the design of development projects to take advantage of the creativity and innovation of RUPP researchers. Published research will be made accessible to all staff and students through the university library and research office.
7.4	To organize an annual forum where evidence based research is embedded in the development of policies and other practical applications.
8.0	Enhanced support for academic and applied research
8.1	To increase access to academic research from popular databases such as ScienceDirect, Taylor & Francis, Springer, and Sage for research staff and students.
8.2	To equip the RUPP library with sufficient resources to enable research staff, students, and visiting scholars to conduct quality research.
8.3	To improve the facilities at RUPP so they may facilitate high quality research output.
8.4	To establish research centers dedicated to specialized research in STEM and the social sciences, with strong links to industry.
9.0	Research funding
9.1	To allocate between 5 and 10% of net university income to research activities proposed by RUPP staff, such as University Research Grants, hosting journals, and the operation of RUPP press.
9.2	To advocate for annual funds from the national budget of the Ministry of Education Youth and Sport to be used for strengthening the research culture at RUPP.
10.0	Research coordination
10.1	To establish a one-window registration system for all research activities conducted within RUPP faculties to assist the Research Office to monitor research output.
10.2	To strengthen the capacity of the Research Office to administer and to coordinate research-related activities at RUPP. The Research Office will act as a secretariat, planning the research strategy of RUPP, and supporting the research management committee.

SECTION 2 Research Quality and Intellectual Property

2.1. Research outputs, outcomes, and impact



The Research Office shall work with each department and faculty to track research projects on the basis of whether they produce impactful relevant societal outcomes, as outlined in the following illustration.

A digital research archive will be established to aid with the dissemination of research output and promote broader outcomes and impacts from research projects conducted by RUPP research staff. Both academic and applied research will be published in the archive, otherwise known as the online research output (ORO) repository. This will enable RUPP staff to share their research for international collaboration with other institutions. The ORO shall include books, book chapters, journal articles, conference publications, technical documents, working papers, and other reports. The Research Office will manage the intellectual property of research staff, ensuring that when their work is stored in the ORO that any copyright restrictions placed on each item is upheld. The RUPP Research Committee shall assist research staff in negotiating these issues.

The Research Office shall also use the ORO repository to evaluate the outputs, outcomes, and impact of RUPP research staff. In addition to standard research outcomes, such as the publication of journal articles and books, the system shall also evaluate creative works, videos, blogs, and other media, as well as applied research, such as technical reports and policy briefs. Other quantitative measurements including the submission and successful receipt of research grants, as well as the amount of research income generated will also be assessed. The Research Office shall evaluate the data from the ORO repository quarterly and use this information to credit researchers with benefits based on their research output. These benefits may include academic promotion, honorariums or certificates.

2.2. Research quality

The Research Office shall work with each faculty to rank journals in each respective field and determine the quality of each based on locally, regionally, and internationally accredited citation indices such as ISI, Scopus and others. For instance, research quality is evaluated by each index in different ways:

- **The Institute for Scientific Information (ISI)** is an academic publishing service pioneered in Philadelphia by Eugene Garfield in the 1960s. It offers scientometric and bibliographic database services, specializing in the indexing and analysis of citations. A list of over 14,000 journals is maintained by the ISI including about 1,100 arts and humanities titles. The list of the journals covered by ISI can be found at <http://mjl.clarivate.com/>.
- The **Science Citation Index (SCI)** was also established by Eugene Garfield as a spin-off of ISI. Since 1990, the SCI has expanded and now covers more than 8,500 journals across 150 disciplines. It is made available to researchers online through various platforms including Web of Science and SciSearch. A small number of journals assessed by the SCI index also disseminate research via compact discs and printed journals. This database enables researchers to track articles that have cited their previous work and determine which authors have been most cited in a particular field or topic. The list of the journals covered by the SCI can be found at <https://www.scijournal.org/>.
- **Scopus** is an abstract and citation database established by Elsevier in 2004, which covers 36,377 titles (22,794 active titles and 13,583 inactive) from 11,678 publishers. There are 34,346 peer-reviewed journals in the database from top-level subject fields. Three types of sources are assessed including book series, journals, and trade journals, which are reviewed annually to ensure high quality standards are maintained. Scopus provide four qualitative measures for each title, including a *h*-Index, CiteScore, SCImago Journal Rank (SJR), and Source Normalized Impact per Paper (SNIP). The list of the journals covered by Scopus can be found at <https://www.scopus.com>.
- **The Emerging Sources Citation Index (ESCI)** is a new database within Web of Science launched in late 2015. When launched it covered around 3,000 journals, spanning a full range of subject areas. The selection of a journal for this index is the first step in the process of applying to other Web of Science indexes, including SCI, the Social Science Citation Index (SSCI), and the Arts and Humanities Citation Index (AHCI). Submitted journals under evaluation for these core Web of Science databases are indexed in ESCI while undergoing more in-depth editorial review. The list of the journals in the ESCI can be found at <http://mjl.clarivate.com/cgi-bin/jrnlst/jlresults.cgi>.
- **Accredited international citation indexes** are obtained from scientific and scholarly journals, covering all subjects in many languages managed for quality based on these indices. Each journal is ranked based on an impact factor measuring the number of citations it receives as a perceived indicator of how influential the research is. Accredited international citations appear in databases such as the Bibliography of Asian Studies; the International Bibliography of the Social Sciences; International Political Science Abstracts; the Public Affairs Information Service; the Centre for Agriculture and Bioscience International (CABI) and NHN. As no specific index is able to confirm whether research has received an accredited international citation, the RUPP Research Committee will assess research quality, based on the sources available.
- **National and regional citation indexes** are databases established to index bibliographic records and citations of quality research output appearing in scholarly journals in Cambodia and other ASEAN countries. These journals are primarily published locally in Brunei Darussalam, Cambodia, Indonesia, Lao

PDR, Malaysia, Myanmar, the Philippines, Singapore, Thailand, and Vietnam. As there is no any specific index to confirm whether a national or regional citation has been received, again, the RUPP Research Committee shall assess quality based on available sources.

- **Open access journals** are self-supporting organizations, which do not receive funding from external institutions or governments. The management of these journals are financed solely by handling fees received from authors, required to meet operational expenses. Open access journals do not receive subscription fees as research is freely accessible over the internet. In general, authors pay a manuscript handling fee for publication in these journals to manage the processing of their articles after their manuscripts have been accepted for publication. Again, as there is no any specific source to confirm whether journal articles have been indexed by open access journals, the RUPP Research Committee shall make this assessment based on available sources.

The quality of the research output shall be evaluated as soon as a paper is submitted for publication, with a conclusion reached when a paper is accepted for publication or otherwise. Research impact will be measured using citation counts, the *h*-index, as well as journal impact factors. The Google citation index will be adapted as the tool that will be used to measure citation counts for RUPP staff. The Research Office shall work with research staff to develop their own Google Citation account, which will be linked to the ORO digital repository.

2.3. Intellectual property

The protection of intellectual property plays a pivotal role in ensuring the quality of teaching and research activities at RUPP. In this policy, intellectual property refers to the ownership of research output developed by the university and third-party material used by researchers in their work. This may be derived from either academic or applied research and include inventions, scholarly publications, databases, new plant varieties, insect species, or new concepts and theories. Intellectual property rights to research outputs shall be protected. This will ensure that proof of concept ideas or laboratory-scale prototypes that require further research and development before they can be commercialized, benefit both the individual researchers and the university. Granting RUPP the rights to the intellectual property derived from publicly-financed research enables the institution to commercialize research and the Royal Government of Cambodia (RGC) to accelerate the transformation of inventions into industrial processes and products. It also strengthens collaborative ties between universities and industry.

The teaching activities of RUPP also result in the production of intellectual property, such as printed material, software, films, sound recordings, multimedia presentations. This intellectual property also requires protection by copyright. The internet and other technology for sharing information has greatly increased access to scholarly materials, but also prompted greater conflict over the use and ownership of this material. Thus, this policy also refers to the ownership of teaching materials, access to scholarly information and the use of third-party materials. RUPP aims to serve the public interest by distributing knowledge and skills through research and teaching. In this light, RUPP intends to build strong links with the private sector, at the same time as making the results of these activities publicly available. In general, this material will be suitable for open access publication, however, some research findings will be kept confidential for an appropriate period of time to enable them to be developed commercially. RUPP will develop clear guidelines on the management of intellectual property

throughout the university.

Transforming research results to the next stage of development is a key institutional objective for RUPP. The policy on intellectual property is a key requisite for successful collaboration between academia and commercial partners. A formal document will be produced to outline:

- The rights to intellectual property by faculty and commercialization partners,
- Procedures for identifying, evaluating, protecting and managing intellectual property,
- Procedures for cooperation with third parties,
- Guidelines on the sharing of benefits from the successful commercialization of research; and,
- Internal mechanisms to ensure the respect for intellectual property rights.

This document will provide our stakeholders with clear guidance about RUPP policies regulating intellectual property. These key stakeholders include researchers, technicians, and students; as well as commercialization partners such as industry sponsors, consultants, non-profit organizations, small and medium enterprises, and government agencies. Any research conducted by RUPP research staff or visiting researchers hosted by the RUPP, shall be subject to the following requirements:

- Publication or patents produced by RUPP research staff shall have RUPP affiliation acknowledgement
- Any publication or patents developed by students hosted by RUPP shall have RUPP affiliation acknowledgement.
- Any publication or patents produced by visiting researchers conducting research hosted by RUPP shall have RUPP affiliation acknowledgement.

Students, university employees, visiting researchers, and external collaborators are all involved in the creation of intellectual property when performing teaching and research activities. This may take the form of confidential technical information, trade secrets, patented inventions, designs, software programs, original written works, diagrams, or lectures and presentations as outputs of creative endeavors. Intellectual property agreements will be developed in consultation with all the stakeholders who have contributed in some ways to the generation and dissemination of innovations, inventions, research findings and teaching materials, as well as interests and/or expectations which are not always fully aligned. These stakeholders may include university administrators, employees, research groups, graduate students, postdoctoral fellows, visiting researchers, sponsors and industry collaborators, the national patent office, funding agencies, and the government.

SECTION 3 **Research Grant Management, Postgraduate and Postdoctoral Programs**

3.1. Type of research grants

RUPP implements research projects using its own revenue, as well as accepting development assistance for carrying out research-related activities. Research grant management procedures help to assure sponsors that research activities will be conducted in accordance with the scope of work. It also ensures that expenditure complies with the terms and conditions of the sponsor, aligned with RUPP policy. The Research Office's focal point will be responsible for ensuring key stakeholders expectations are met throughout the life of the project.

Project funds are managed using this framework to mitigate the reputational and financial risks that RUPP is exposed to through research activities. Outlining key responsibilities ensures transparency and accountability with respect to the use of research funds, the treatment of unspent budgets, overspending, and overheads. Research grants at the RUPP are classified in one of three categories:

- **RUPP Research Grants** are budgeted funds invested in research related activities that build capacity in publishing quality research by research staff. This budget is mainly derived from fees and other sources of revenue generated by RUPP. The grants cover research funding and attendance at training, workshops, and conferences that enhance the capacity of recipients to publish in international peer-reviewed journals.
- **Research assistance and loans** refer to the research budget provided by Ministry of Education Youth and Sport (MoEYS), other governmental institutions, and development partners, such as the World Bank and Asian Development Bank to promote a research culture at RUPP. RUPP directly administers the grants aligned with RUPP policies. This budget is provided for institutional rather than individual support.
- **Research grants and fellowships** refer to grants and funding packages provided by national or international organizations to directly fund individual research projects conducted by RUPP research staff. Researchers at RUPP are eligible to apply for external research grants or fellowships and manage them by themselves directly if using their own account.

3.2. Consultancy services refer to services delivered by RUPP faculty for national and international non-government organizations. Consultancies are generally conducted by individual researchers, as opposed to RUPP as an institution.

3.3. Research grant management

RUPP Faculty Research Grants are allocated annually as approved by the University Board, while Research Assistance and Loans provided to RUPP must comply with the regulations of both RUPP and research partners. Expenditure on research projects from these two categories shall be allocated as follows:

- 50% for operational costs,
- 40% to be provided to the staff involved to incentivize research activities, and
- 10% for consumables and required software

Each grantee shall be paid in three installments: an initial installment of 30% of the total budget, a second installment of 50%, and a final installment of 20%. The Research Office and the Accounting Office coadminister the University Research Grants. Upon selection, grantees may access the first installment to conduct field work or experiments. The second installment shall be issued upon the submission of a progress report approved by the Research Office and Accounting Office. The Research Office supports and supervises each grantee in quality and technical aspects, while the Accounting Office supports and supervises financial documents for payments and audits. To receive the final payment, grantees are required to submit a final narrative report and a working paper or a manuscript accepted for publishing in a national, regional, or international journal. As for Research Assistance and Loans are managed by the individual researcher or department.

RUPP research staff are encouraged to apply for research grants, fellowships, and consultancies either as part of the institution or as individual researchers. RUPP shall issue a support letter upon request to host the research and provide institutional support to enable access to funds. Applicants who access research grants with the assistance of the Research Office shall pay a fee for RUPP regardless of the size of the grant. This fee will be between 5% and 10% of the total approved budget received from the funding agency. To assist with transparency, RUPP will permit research partners to conduct an external audit of project expenditure upon request.

This policy is subordinate to the broader finance regulations of RUPP for managing research project funding. All project funds accessed with institutional support from RUPP must be transferred to the designated RUPP account, with access to project funds managed following the RUPP finance and accounting procedures. Grantees are also requested to submit a summary of the research proposals to the Research Office.

3.4. Roles and responsibilities

The Research Office monitors all research projects and provides RUPP researchers with coordination and technical support, while the Accounting Office are responsible for appropriateness in financial aspects. These responsibilities are outlined as follows:

3.4.1. Research office

- To review and approve of all memorandum of understanding with development partners.
- To critically assess the impact of the proposed research to ensure that it is linked to the strategic research themes of the University.
- To help RUPP in generating additional research income for research projects whose impacts are beneficial to Cambodian society.
- To ensure that research contracts are compliant with the legal, ethical and policy requirements of RUPP.
- To monitor research activities and directly negotiate with research partners with respect to any potential modifications to funding agreements, ensuring that these changes are made in consultation with the research team.
- To review changes to partnership agreements to ensure that the scope of work and terms and conditions are acceptable to the research partner and consistent with RUPP policies.
- To assist each respective research staff or department to interpret the policies of the research partner, university, and government; with respect to the terms and conditions of each award, how the project will

be conducted, and the delivery and reporting of research outputs.

3.4.2. Finance and accounting office

- To provide timely access to research funds for grantees to conduct research activities.
- To assure that research project costing procedures and financial regulations are followed appropriately and to assure the appropriateness of financial documents for audit purposes.
- To assist the project finance officer to respond to audit enquiries.
- To identify projects where development partners have not been invoiced.
- To deactivate accounts for completed projects and transferring any remaining balance in accordance with funding agreements.

3.5. The research student programs

To improve research quality and increase the number of publications and citations affiliated with RUPP, a program will be designed to recruit high-caliber Bachelors and Masters students to conduct PhD research at RUPP. There will also be opportunities for recently graduated PhD students to access postdoctoral funding. Undergraduate or postgraduate students may be admitted by their relevant department or faculty to participate in the RUPP research programs. The relevant Dean or Head of Department accepts certain duties and responsibilities for these appointments.

Candidates selected for postgraduate and postdoctoral programs shall graduate upon completion of their thesis and publication in a peer reviewed journal. The number of publications, quality index, and citation requirements shall be determined for each program by the relevant department or faculty. Undergraduate students identified as suitable for recruitment into the postgraduate research programs will be required to propose a defined research project, part of which can be developed as a thesis, and submit the research manuscript to a peer-reviewed journal for publication. Undergraduate students who have had their work published in a peer-reviewed journal will receive a full scholarship for the postgraduate research program. RUPP shall only admit students to the research programs only where:

- Students have completed high quality research in a relevant field of study;
- Supervisors with the necessary skills and knowledge are available to negotiate the successful completion of the research program;
- Students can be guaranteed access to the required facilities and equipment necessary to successfully complete the research program;
- There is evidence of a strong commitment to write a manuscript of sufficient quality to be published in a peer-reviewed journal, with the support of a supervisor.

3.6. Postdoctoral programs

Postdoctoral program appointees contribute to the academic community by enhancing the research and education programs of RUPP. The program brings expertise, insight, creativity, and innovation to enrich the research and educational environment of the RUPP research community. The university strives to provide a constructive, positive, and stimulating experience for postdoctoral appointees by emphasizing a shared

commitment between the institution, faculties, and departments, as well as individual scholars to this end. The Unit of Postdoctoral Affairs shall be established within the RUPP Graduate School to be responsible for administering the postdoctoral program and taking active steps to ensure compliance with the postdoctoral policy. RUPP shall appoint postdoctoral fellows to two types of positions:

1. Research intensive contracted positions focused solely on research related responsibilities,
2. Mixed research and teaching contracted positions with both research related and official teaching responsibilities.

Each appointment is full time and limited to a maximum of 3 years. The appointee's output/progress shall be reviewed annually and considered to be renewed or terminated by the the Unit of Postdoctoral Affairs. Qualifications and responsibilities of appointees to the RUPP postdoctoral program are as follows:

- A Postdoctoral Associate will have successfully completed a Master program, while a Postdoctoral Fellow will have successfully completed a PhD, not more than five years ago in a field directly related to their assigned responsibilities.
- The assigned responsibilities of the appointee will be focused primarily on research, however this may be combined with teaching responsibilities of up to 50% of the researcher's time.
- The appointment is viewed as a preparatory stage for a full-time career in academia, industry, government, or the non-profit sector.

RUPP-administered grants for these two positions are usually provided by funding agencies, and appointees are considered to be employees of the University, receiving a salary for services provided. Postdoctoral appointees are considered to be in on-the-job training as they work on funded research projects. This enables RUPP to provide essential benefits and services to key stakeholders. Research and teaching position include significant teaching responsibilities.

Postdoctoral positions should be supervised by a mentor, who is a faculty member in the unit to which the appointee is assigned. Faculty mentors are responsible for guiding, monitoring, and advancing the work of the appointee. Faculty mentors should provide the appointee with a written description of assigned duties and expectations, together with a description of the goals and objectives of the program. Faculty mentors should regularly communicate with appointees, providing timely performance assessments at least annually, providing career advice and assistance in accessing job placements. This postdoctoral program will be periodically revised as required.

SECTION 4 **Research Positions and Motivation Scheme**

4.1. Research positions

To promote a research culture that encourages publication of research at RUPP, the university shall prioritize two research positions. These are Junior Researcher and Senior Researcher. Only RUPP research staff are eligible to apply to be part of any of these research positions and this occurs on a competitive basis. Those selected shall receive an additional monthly incentives from RUPP. Upon receiving this payment, research staff will be required to reduce the number of hours they spend teaching and focus on research activities. Recruitment of RUPP research staff to each research position will be made annually by the RUPP research management committee based on the following criteria:

For Junior Researcher position, candidates must:

- Hold at least a Master/PhD degree from a recognized university.
- Have the ability to conduct field work, analyze data, and write academic research for publication.
- Have extensive publications in peer-reviewed journals in national and regional indices such as the ASEAN citation index.

For Senior Researcher position, candidates must:

- Hold PhD from a recognized university.
- Have ability to conduct field work, analyze data and write academic research for publication.
- Have extensive publications in peer-reviewed journals in international citation indices such as SCI, ISI, and Scopus.

Those who hold the Junior Researcher position will be required to publish at least one peer-reviewed manuscript in a national or regional citation index every two years, while those with the Senior Researcher position will be required to publish at least one international peer-reviewed paper over the same period. Appointments with proper research position contracts will be made to each research position annually. These contracts will be reviewed annually by the RUPP Research Committee to verify whether the appointees' progress/ outputs have satisfied the terms and conditions stipulated in the contract. The research position contracts shall be renewed for those who have performed well and obey the contracts. The research position contracts shall be terminated for those who are not able to fulfill the terms and conditions and be.

4.2. Motivation

A central component of this policy is to encourage and motivate RUPP staff to conduct research. This is achieved through provision of cash incentives and certificates of appreciation. Academic staff are motivated by teaching activities as they are directly related to their salary. Thus, to make research activities more attractive, cash incentives shall be provided on the basis of the number of publications, and quality of citations achieved by each researcher. RUPP staff who conduct research with the support of RUPP Research Grants, Research Assistance, or Loans and have their research work published in a peer-reviewed

journal shall receive a certificate of appreciation only. However, both cash incentives and certificates of appreciation may be awarded to those who conduct research with the support of other funding sources. These incentives may be awarded to researchers who successfully publish research and then are subsequently cited in indexes such as SCI, ISI, Scopus and other international citation indices. These incentives are only applied to research published after the approval of this policy. Criteria for awarding these incentives relate to publication in a journal with double-blind peer-review process, as shown in Table 1.

Table 1. Categories for cash incentives and certificates of appreciation

Category	Index	Impact Factor
1	<ul style="list-style-type: none"> Institute for Scientific Information (ISI) Science Citation Index (SCI) Scopus 	1 and above
2	<ul style="list-style-type: none"> Institute for Scientific Information (ISI) Science Citation Index (SCI) Scopus Emerging Sources Citation Index (ESCI) 	Less than 1
3	<ul style="list-style-type: none"> Accredited international citation indexes (i.e., ACI, ESCI, CAB Abstracts, Aqualine Abstracts, Cambridge Scientific Abstracts, Environment Abstracts, GEO Abstracts, IBZ/IBR, Science Citation Index and ICEA.) 	Not required
4	<ul style="list-style-type: none"> National and regional citation indexes (i.e., Google Scholar, EZB, and WorldCat) 	Not required

- **The first category** will be awarded by RUPP for any paper that is published in SCI, ISI, or Scopus journals in the specific requirement listed in Table 1. This will result in the provision of a cash incentive and a Category 1 certificate of appreciation.
- **The second category** will be awarded by RUPP for any paper that is published in SCI, ISI, Scopus, or ESCI journals in the specific requirement listed in Table 1. This will result in the provision of a cash incentive and a Category 2 certificate of appreciation.
- **The third category** will be awarded by RUPP for any paper that is published in an accredited international citation index in the specific requirement listed in Table 1. This will result in the provision of a cash incentive and a Category 3 certificate of appreciation.
- **The fourth category** will be awarded by RUPP for any paper that is published in a national and regional citation index in the specific requirement listed in Table 1. This will result in the provision of a cash incentive and a Category 4 certificate of appreciation.