



GERESH-CAM

Gouvernance et Emergence
de la Recherche en Sciences Humaines
au Cambodge

WORKSHOP

Administrative and Financial Management of Research, Innovation and Educational Projects

12 - 15 November 2018
Royal University of Fine Arts



This workshop is co-organized by :

- IRD : Estelle Mathieu-Lafon, Elise Montet, Maïa Nardelli
- INALCO: Axel Ducourneau, Asli Denninger, Naoil Bendrimia, Joseph Thach
- RUFA: Dara Non, Dara Sok, Sitha Seng
- MoCFA: Lyda Suos

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Introduction to the GERESH-CAM Project

The GERESH-Cam project (**G**overnance and **E**mergence of **R**esearch in **H**umanities in **C**ambodia) aims to contribute to the effort of improving Cambodia's higher education system, particularly in the area of social sciences and humanities. This initiative which is co-funded by the Erasmus+ programme of the European Union brings together ten Cambodian and European institutions to support research and innovations in Cambodia, with a special focus on social sciences and humanities.

This three years project (2016-2019) has two main objectives:

Building institutional and research competency

The development of research and innovation capacities cannot be achieved without the mastery of a set of knowledge, skills and competences. GERESH-Cam project proposes tools and trainings to all the academic actors including:

- ◆ Managers (Heads of faculties and departments): Training courses for such managers will make it possible for them to implement strategic and essential reforms.
- ◆ Technical and administrative staff: Training courses for administrative and technical staff will contribute to the establishment of efficient management through various uses of appropriate office and administrative tools (software).
- ◆ Teaching staff and students: Training courses for teachers and students will enable them to acquire a broad range of knowledge and skills to develop a "culture of research".

An Innovative Inter-University Research Center

The ultimate outcome of the project will be an inter-university research center dedicated to the field of humanities. Teachers and students from various universities will be able to work on their own research projects and be proactive making the research center a key player in the development of human sciences in Cambodia.

The research center will be a privileged place for researchers as well as a learning and researching space for master's degree students. It will also be a place to create and disseminate knowledge through the organization of both local and international seminars, workshops and conferences. Institutional exchanges of good practices, knowledge, and practically useful experiences will be encouraged to advance the scientific and educational perspectives. These objectives will be achieved through the offering of trainings and workshops designed to address local legislation and culture. In addition, a practical guide reflecting the present situations of the three Cambodian higher education institutions involved in the project (namely, RUFA, RUPP, NIE) could serve as a baseline for other Cambodian universities in case they are interested in joining to create a similar center or to research in other fields.



The GReSH-CAM team during the kick-off meeting at Inalco

GEReSH-CAM Partners



National Institute of Oriental Languages and Civilizations (INALCO) – France / Project Coordinator

Over the centuries, INALCO has become an institution of unrivalled scope, teaching languages that span across Central Europe, Africa, Asia, America and Oceania. No other institution or country offers such a diversity of courses and such opportunity to expand horizons or such a wealth of knowledge, all in one place. Research at INALCO combines area studies and academic fields, the junction of which is particularly innovative and fruitful in scientific terms. The researchers study languages and civilizations that are increasingly in the spotlight and are central to the major issues of the 21st century. Fourteen teams, often partnered with other research organizations, top-class PhD programs, and a major international publishing service form the backbone of research at INALCO. The institution also has a project management and knowledge transfer service. The research teams, administration offices and doctoral school are housed in a building dedicated entirely to research, with access to a full range of support functions: assistance in preparing research proposals and grant applications, organizing scientific events, looking for partnerships and funding, publication support, internal funding, and communication.

Research Institute for Sustainable Development (IRD) - France

IRD has teams throughout the world working to provide advice and follow-up on the design and implementation of projects, facilitate the sharing of best practices, expertise and innovations. The French National Research Institute for Sustainable Development (IRD), together with its partners in the South, responds to various international development issues. Improving health conditions, understanding the evolution of societies, and preserving the environment and resources are the pillars of its action to achieve the Millennium Development Goals.

IRD has several fundamental objectives: to develop knowledge, provide scientific answers to development issues, participate in the structuring and development of scientific research and training of its partners, and establish and consolidate sustainable scientific partnerships.



Lithuanian University of Education Sciences (LUES) - Lithuania

The Lithuanian University of Educational Sciences, established in 1935, is the biggest Lithuanian public institution that provides teacher education. The University's core task is to teach sciences of education; pedagogy and humanities; social sciences; formal, experimental and empirical sciences. The interaction between research and teaching and scientific research is carried out in the university's research units.

The University conducts scientific research on language teaching and teaches the language didactics in various departments and research centers.



Francophone University Association (AUF) - Belgium

The Francophone University Association is a global network of French-speaking higher-education and research institutions. It was founded in 1961 and presently has 845 members (public and private universities, institutes of higher education, research centers and institutions, institutional networks, and networks of university administrators) located throughout 111 francophone countries.

AUF's teams throughout the world provide advice and follow-up on the design and implementation of different projects, facilitate the sharing of best practices, expertise and innovations and provide support in the search for new partners.



University of Latvia (UL) – Latvia

With more than 15.000 students, 13 faculties and over 20 research institutes and independent study centers, the University of Latvia is one of the largest public multidisciplinary research universities in the Baltics. At the University of Latvia, studies and research are conducted in various fields: humanities, natural sciences, social sciences and medicine.

Language and culture-oriented studies have always been among the top priorities at the University of Latvia, in particular at the Faculty of Humanities that unites departments of Baltic, Slavic, Romance, Germanic, English, Asian and oriental languages and culture studies programs. Numerous research projects are being carried out in the field of linguistics and didactics.



Ministry of Education, Youth and Sport (MoEYS) - Cambodia

The Ministry of Education, Youth and Sport's vision is to establish and develop human resources of very highest quality and ethics in order to develop a knowledge-based society in Cambodia. In order to achieve the above vision, the ministry has the mission of leading, managing and developing the Education, Youth and Sport sector in Cambodia in response to the socio-economic and cultural development needs of its people and the reality of both regionalization and globalization.

Under the Education Strategic Plan (ESP) 2014-2018, three main policies are being developed: 1. Ensuring equitable access for all to education services; 2. Enhancing the quality and relevance of learning; 3. Ensuring effective leadership and management of education staff at all levels.



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Ministry of Culture and Fine Arts

Ministry of Culture and Fine Arts (MCFA) - Cambodia

The Ministry of Culture and Fine Arts aims to protect and preserve the cultural heritage of Cambodia. Besides the tangible heritage, the Ministry also ensures the preservation of several types of cultural intangible heritage such as music, dance, theater and practices and traditional customs.

In the perspective of protection and preservation, the Ministry participates in promoting, encouraging, and developing cultural activities. It also encourages and promotes artistic creations and diffusion of Cambodian cultural products to expand their market for economic growth and poverty reduction in the country.

Supported by the network of regional and departmental offices, the Ministry of Culture and Fine Arts works to increase the cultural activities, ensures compliance with the law on cultural heritage preservation, promotes tourism, raises local's awareness about the values of their culture and the contribution of culture to the economy.



Royal University of Phnom Penh (RUPP) - Cambodia

The Royal University of Phnom Penh (RUPP) is Cambodia's oldest and biggest public university. It hosts more than 12,000 scholarship and full-fee paying students, across a diverse range of undergraduate and postgraduate programs. RUPP is unique in Cambodia for offering specialist degrees in many fields including sciences, humanities and social sciences, as well as professional degrees in those fields such as information technology, electronics, psychology, social work, and tourism. RUPP also provides Cambodia's most well-known degree-level language programs through the Institute of Foreign Languages.



Royal University of Fine Arts (RUFA) - Cambodia

RUFA is under the supervision of the Ministry of Culture and Fine Arts. RUFA is also one of the oldest higher education institution in Cambodia. Originally, RUFA was known as the School of Khmer Arts which opened in 1917 in the former workshop of the Royal Palace.

The three main missions of the Royal University of Fine Arts are: 1. To train young generations of artists, architects and archaeologists 2. To carry out research in the field of culture and art with the aim of expanding knowledge through new explorations and modern technology 3. To maintain talents and encourage innovation in the field of culture and fine arts for education.



វិទ្យាស្ថានជាតិអប់រំ
National Institute of Education

National Institute of Education (NIE) - Cambodia

The National Institute of Education (NIE) offers both pre-service and in-service training programs. For pre-service training, NIE is responsible for producing master's degree in educational administration, Upper Secondary School Teachers (Bachelor's degree +1), and Lower Secondary School French-Khmer Teachers (Bac II + 2).

For in-service training, NIE has to upgrade leaders and staff of Provincial Offices of Education, Youth and Sport and upper secondary school teachers throughout the country. It also provide trainings to upper secondary school principals and educational inspectors.

Workshop on Administrative and Financial Management of Research, Innovation and Educational projects

The workshop is organized from 12 to 15 November 2018 at the Royal University of Fine Arts.

Academic research faces new methods of knowledge production that trigger a need for managing research by projects. Therefore, project management is an important skill for HEIs in order to attract funding and lead projects from set-up to completion.

This training aims to provide key project management concepts, implement effective project management processes, and develop leadership skills needed for successfully planning, managing, and delivering academic projects of any size and scope. It introduces the principles and practices of structured project management. Participants will gain a comprehensive overview of the skills, knowledge, and tools needed to effectively manage projects. Class discussion and group exercises will reveal best practices.

The training is designed for those new to project management, or that have some experience and want to further understand the key principles: administrative staff in charge of research in HEIs, researchers and staff who is or will be in charge of project management especially in the future research centre in Social Sciences and Humanities

By the end of this training, participants will be able to:

1. Understand basic project management terminology, methodology and the role of project manager
2. Identify the key activities in the project life cycle
3. Identify project stakeholders and understand ways of managing the relationship with them
4. Outline basic tools and techniques of project management, monitoring and quality control.

Trainers are from a wide range of universities and research organizations who have particularly sound knowledge in the areas of setting up, implementing and coordinating projects in the field of research.



The GReSH-CAM team and the participants of the first workshop on Developing Research Capacity in Social Sciences and Humanities (Siem Reap, Cambodia — March 2018)

PROGRAMME

DAY 1: Monday, 12th November 2018

Morning

Time	Content	Speaker/Person in Charge
Meeting Room - Full day Master of ceremony: Lyda SUOS Topic: Project management overview		
8:15 - 8:30	<i>Registration</i>	Dara Sok, Maïa Nardelli
8:30 - 9:00 (30')	National anthem	Dara Sok
	Welcom remarks	H.E HENG Sophady, Recteur of RUFA
	Presentation of the GERESH -CAM project	Joseph Thach
9:00 - 9:45 (45')	Presentation of the training: programme, rules and round table (introduction of participants)	Speaker: Estelle Lafon
9:45 - 10:45 (60')	Definition of project and project management : phases, actors, roles and governance	Speaker : Axel Ducourneau
10:45 - 11:00	<i>Coffee break</i>	
11:00 - 12:00 (60')	Project development techniques : structuration and planning	Speaker: Asli Denninger
12:00 -14:00	<i>Lunch break</i>	

DAY 1: Monday, 12th November 2018

Afternoon

Time	Content	Speaker/Person in Charge
Meeting Room - Full day Master of ceremony: Lyda SUOS Topic: Project management overview		
14:00-14:15 (15')	Feedback on the morning session and discussions	Moderator: Estelle Lafon
14:15 - 14:45 (30')	Influence mapping of social networks : introduction	Speaker: Axel Ducourneau
14:45 - 15:00	<i>Coffee break</i>	
15h00 - 16h00 (60')	Influence mapping of social networks : practical case study of a Research project CAMNAM project : <i>“Recherche sur la mémoire collective dans l'espace khmer : Approches linguistiques, ethnologiques et historiques”</i>	Speaker: Axel Ducourneau & Asli Denninger
16:00 - 16:15 (15')	Debriefing of the Project planning and development session	Speaker: Axel Ducourneau

DAY 2: Tuesday, 13rd November 2018

Time	Content	Speaker/Person in Charge
Meeting Room - Half day Master of ceremony: Lyda SUOS Topic: Project planning and development		
8:45 – 9:00	<i>Registration</i>	Dara SOK, Maïa NARDELLI
9h00 - 9:30 (30')	Practical case study on the CAMNAM project: introduction	Speaker : Estelle Lafon & Asli Denninger
9:30 - 10:30 (60')	Work groups: build a Gantt chart	Moderator: Axel Ducourneau, Estelle Lafon, Maia Nardelli, Asli Denninger
10:30 - 10:45	<i>Coffee break</i>	
10:45 –11:45 (60')	Work groups: build a provisional budget	Moderator: Axel Ducourneau, Estelle Lafon, Maia Nardelli, Asli Denninger
11:45 - 12h00 (15')	Debriefing of the project development session	Moderator: Estelle Lafon,

DAY 3: Wednesday, 14th November 2018

Time	Content	Speaker/Person in Charge
Meeting Room - Half day Master of ceremony: Lyda SUOS Topic: Project execution		
8:45 - 9:00	<i>Registration</i>	Dara Non, Dara Sok
9h00 - 9h45 (45')	Overview of project implementation: how to follow-up ? How to manage the team and solve problem ? what tools ?	Speaker: Estelle Lafon Moderator: Maïa Nardelli
9:45 - 10:30 (45')	Practical case studies and games on the topic	Moderator: Axel Ducourneau, Estelle Lafon, Maia Nardelli, Asli Denninger
10:30 - 10:45	<i>Coffee break</i>	
10:45 -12:00 (75')	Pooling of results Discussion	Moderator: Estelle Lafon

DAY 4: Thursday, 15th November 2018

Time	Content	Speaker/Person in Charge
Room: - Full day Master of ceremony: Lyda SUOS Topic: Project monitoring and reporting		
8:45 - 9:00	<i>Registration</i>	Dara Non, Dara Sok
9:00 - 9:45 (45')	Project monitoring Financial and technical reporting	Speaker: Maïa Nardelli, Moderator: Dara Non
9:45 - 10:15 (45')	Testimony of a person in charge of World Bank funded project + Q/A	Speaker: Soth Sok, Rotha Chy Moderator: Dara Non
10:15 - 10:30	<i>Coffee break</i>	
10:30 –11:30 (60')	Practical case studies from CAMNAM research project: establish a reporting strategy	Moderator: Maia Nardelli, Dara Non
11:30 - 12:00 (30')	Pooling and presentation of strategies developed <discussion	Moderator: Maia Nardelli, Dara Non
12:00 - 14:00	<i>Lunch break</i>	
14:00 - 16:00	Debriefing of the training Closing remarks	Speakers: Maia Nardelli, Dara Non, Joseph Thach

Speakers' biographies



Ms. Asli DENNINGER-CONSIGNEY, Inalco

As the National and European Grants Officer at the Research Knowledge transfer Unit, Asli Denninger seeks to promote the world-class research carried out at Inalco, an unparalleled partner in Social Sciences and Humanities, by seizing the external funding opportunities (national, European and international) that enable researchers to pursue their scientific targets. Her activities consist of communication on funding possibilities towards research teams, specialized advice and support during grant application as well as follow-up and management of grants. She holds an MA Degree in European Affairs (Université Sorbonne Nouvelle - Paris III) and previously worked at Sorbonne University for 2 years.

Mr. Axel DUCOURNEAU, Inalco

Axel Ducourneau is head of Research Knowledge transfer Unit at Inalco. He holds a PHD in anthropology from Aix-Marseille University. He worked ten years as a researcher and project manager for various institutions including Aix-Marseille University, University of Cambridge, Cnrs and University of New-Caledonia. In 2018, he has joined Inalco to run activities to support mutually beneficial

Speakers' biographies

collaborations between university, businesses and the public sector.



Ms. Maïa NARDELLI, IRD

Maïa Nardelli is project coordinator at the French Research Institut for Sustainable Development (IRD). Her position in Cambodia allows her to manage the Manusastra project, whose goal is to strengthen training and research in social sciences, as well as to work currently with the partners of the GERESH-CAM project.

She holds an MA degree in international cooperation (Institut de géographie - Panthéon Sorbonne - Paris I) and works in the field of partnership development projects since 2015.



Ms. Estelle MATHIEU-LAFON,, IRD

Estelle Mathieu Lafon started her career in the field of research as a legal expert in the year 2000. She was responsible for the Research contracts at a French research institute.

Staying in this environment is what motivated Estelle to always move towards more operational positions in collaboration with researchers, by providing them with financial and administrative support in their projects. Since 2016, she holds a position of project manager at the

Speakers' biographies

Laboratory Population Environment
Development (LPED) laboratory in
Marseille, France (<http://www.lped.fr/>). In
LPED lab, she supports researchers in the
editing, monitoring and justification of
their projects. She acts as linchpin in
implementing externally funded projects



Mr. Dara NON, RUFA

Dara NON is currently acting head of Languages Department of Royal University of Fine Arts (RUFA), lecturer of general and Khmer linguistics at Royal University of Phnom Penh (RUPP) and associate member of SeDYL (Languages Structures and Dynamics, a linguistics research laboratory under the aegis of the National Centre for Scientific Research (CNRS), the Institute of Research for Development (IRD) and the National Institute of Oriental Languages and Civilizations (INALCO), Paris).

Dara is also a member of the scientific and educational council of Manusastra project, a cooperation between France, Cambodia and Laos for research training in the Humanities. He obtained a Master and a PhD in "theoretical and descriptive linguistics" from Paris Diderot University in 2007 and 2014 respectively.

His research focuses on the semantics and syntax of modern Khmer including both oral and written aspects of the language. The subject of his thesis is the complex noun phrase in modern Khmer.

List of Acronyms

HEIs	Higher Education Institutions
CNRS	French National Center for Scientific Research
IRD	French National Research Institute for Sustainable Development
INALCO	National Institute of Oriental Languages and Civilizations
MCFA	Ministry of Culture and Fine Arts
MoEYS	Ministry of Education, Youth and Sports
NIE	National Institute of Education
RUFA	Royal University of Fine Arts
RUPP	Royal University of Phnom Penh
SeDyL	Structure et Dynamique des Langues
UMR	Mixed (Joint) Research Unit

Useful information

Lunches, dinners, accommodation and transportation are shouldered by the participants themselves.

Workshop locations:

All workshop sessions will be at the Royal University of Fine Arts

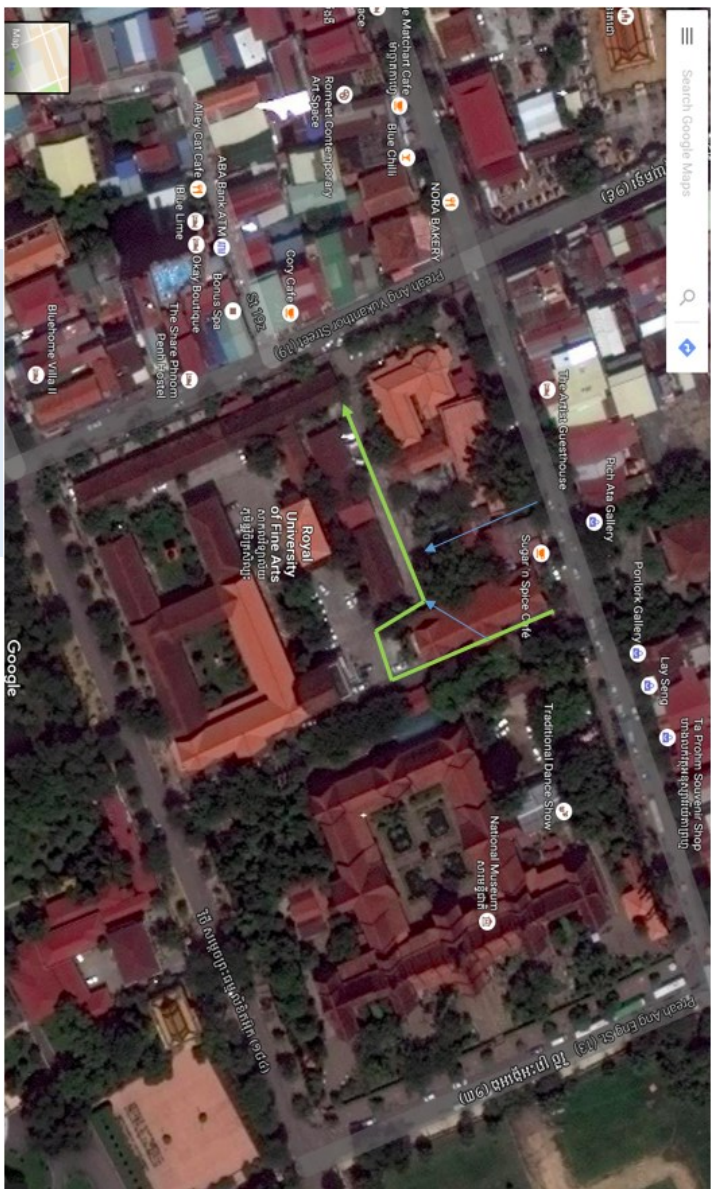
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RUFA's main entrance

Workshop location



Co-funded by the
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