



Royal School of Administration (RSA), Cambodia

RSA at a glance: past, present and future.

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A. Historical Highlights

- 1914: School of Kramakars
- 1917: Cambodian School of Administration and Jurisdiction
- 1956-1965: Royal School of Administration inaugurated by H.M. King Norodom Suramarit
- 1972-1975: National School of Administration during the Khmer Republic
- 1982-1985: Administration and Law Senior Public Servants' School-during the People's Republic of Kampuchea
- 1992-1994: National School of Administration
- 1995 – present: Royal School of Administration (RSA)

B. The restructuring and the role of RSA

From 1990s to 2013, Royal School of Administration (RSA) was under the supervision of the Office of the Council of Ministers. But, from February 2014 due to the government restructuring program, RSA becomes a public training institute under the direct supervision of the newly established Ministry of Civil Service. RSA is seen to receive a strong and unmitigated support from the Royal Government of Cambodia.

Based on the 2014 sub-decree 197 ANKR.BK on the RSA statute and the 2019 Royal decree NS/RKT/0219/258 on the organization and functioning of the RSA, RSA is the public training institution under the supervision of Ministry of Civil Service, and plays the role in improving capacity and efficiency of initial training, continuing training and public sector-related research. The key mission includes:

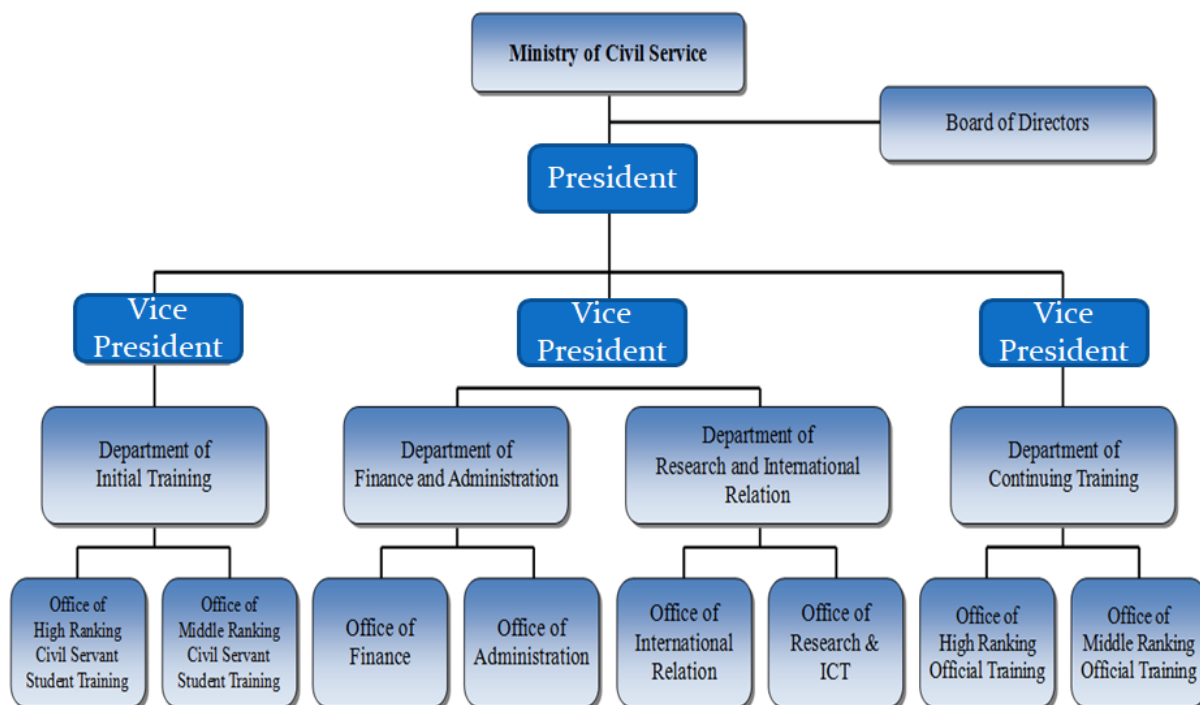
- select and train high-ranking and middle-ranking (Kramakars) civil servant students as well as provide orientation training for newly-recruited civil servants in the administrative category
- offer continuing training, short course training, workshop, and sharing session for students, civil servants, public servants, and other officials who are working in the public sector

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- conduct research, publish and disseminate innovation and best practice findings within public policy, public management, administration, economy, finance and international relations

C. RSA Organization Chart



D. Training Programs

There are various types of training programs provided by RSA, but the key training programs include:

1) Initial Training Program:

There are two groups of initial training program – High-Ranking Civil Servant Student Training, and Middle-Ranking Civil Servant (Kramakars) Student Training. The students for this training are carefully selected through competitive examination (Written Exams, and Oral Exams). The duration for the training is 2 years for High-Ranking Civil Servant students, and 1 year for Middle-Ranking Civil Servant (Kramakars) students.

At the end of each training program, students are required to undertake internship (on-job learning and report writing) within specific duration. For instance, High-Ranking Civil Servant Students require to undertake internship for 10 weeks at national government, and 10 weeks at sub-national government or Cambodian embassies abroad (for diplomatic students). For Middle-ranking Civil servants (Kramakars) students, the internship duration is for 10 weeks at national or local government

After successful completion and based on their study records, students are assigned to work at various ministries and local government.

As of 2016, the number of students who completed Initial Training Program is around 855 students which include 343 High Ranking Civil Servant Students (Since 1995)

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2) Continuing Education Program

There are various types of continuing training programs which are organized and offered based on the civil servants' categories and positions such as High-Ranking Official Training (position of deputy director level up, Category A), and Middle-Ranking Official Training (below deputy director level, Category B). The duration of the continuing training is at the minimum of 550 hours for High-Ranking Official Training, and 350 hours for Middle-Ranking Official Training.

The participants of the continuing training program are selected and approved by the Minister of Ministry of Civil Service. As of 2016, 3,624 officials have been trained including 1999 senior officials (Since 1992).

In the continuing training program, RSA also provides other public sector-related short training courses to update civil servants' knowledge and capacity.

As of 2018, the total number of officials have been trained reaches 7134 which includes:

- High-Ranking Official training = 2967 officials
- Middle-Ranking Official training = 1969 officials
- Executive Course or Short Course for Senior Officials across government ministries/local authorities = 1216 officials
- Customized courses based on MOU with line ministries = 982 officials

3) Orientation training program

Based on the 2019 Royal decree, RSA also offers orientation training program for civil servants who are newly recruited by ministries/ institutions with the Category A and B. The duration for this training is about three months or 200 hours which is conducted before the probation period. The training period will be included in the probation period

E. Cooperation

RSA is strongly committed to expanding its network of both internationally and locally and has signed a number of agreements with several partners including:

International partners:

- ❖ Civil Service College of Singapore
- ❖ National Graduate Institute for Policy Studies (GRIPS) of Japan
- ❖ Central Officials Training Institute (COTI) of Republic of Korea (currently known as NHI)
- ❖ Ecole Nationale d'Administration (ENA) of France
- ❖ National Institute of Development Administration (NIDA) of Thailand
- ❖ Women's Federation for World Peace (WFWP)
- ❖ Sunmoon University of South Korea

Local partners:

- ❖ Ministry of Environment, Cambodia
- ❖ University of Kratie, Cambodia
- ❖ National Institute of Diplomacy and International Relations, Ministry of Foreign Affairs, Cambodia
- ❖ Ministry of National Assembly-Senate Relations and Inspection, Cambodia

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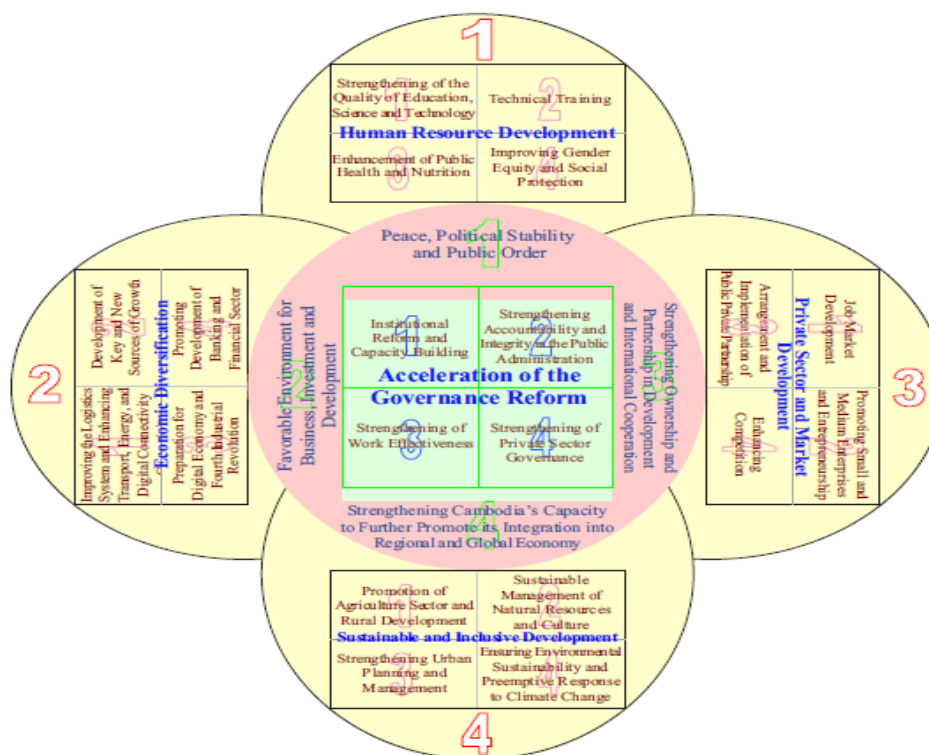
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Prospective partners:

- ❖ Royal University of Phnom Penh (RUPP), Cambodia
- ❖ National Institute of Posts, Telecoms & ICT (NIPTICT), Cambodia
- ❖ French Embassy in Cambodia
- ❖ Kochi University, Japan
- ❖ Ministry of Mine and Energy, Cambodia
- ❖ Battambang Province, Cambodia
- ❖ Prey Veng Province, Cambodia
- ❖ Ministry of Justice, Cambodia

F. Public sector transformation supports

Figure 1: **Diagram of Rectangular Strategy - Phase IV**



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The government Rectangular Strategy in the 6th mandate (2018-2023) has singled out the development strategy by focusing on human resource development and speeding up good governance to support growth, employment, equity and efficiency (figure 1). Then, the recruitment, capacity and professionalism of civil servants are the key priorities.

Also, in the Public Administrative Reform Program (2015-2018) which is focusing on serving people better, human resource improvement is one of the three goals (Public Service, Human Resource, Pay System) (figure 2).

In supporting such perspectives, RSA is seen to pursue innovation and modernization in supporting the government policy implementation as well as public sector reform. The adoption of public sector related short course is seen as the way of updating capacity and knowledge of civil servants to support government reform program. Also, new courses are being included in the training curriculum such as public policy, performance management, innovation in public sector, public communication, crisis management, leadership, management of change and so on.

More than that, RSA is ambitious to become a government's research think tank on governance, leadership and innovation. In this sense, the sub-decree on establishing R&D Centre has completed its inter-ministerial consultation and final draft for the Prime Minister approval. The organization and functioning of the R&D Centre is seen to be based on result-based or project-based management where the soft organizational structure is applied to reduce the burden cost and also to apply the new reform initiative within public sector structure.

Figure 2: Public Administrative Reform Program



Though the R&D Centre is not yet established, recently RSA has conducted case study research on salary transformation through the banking system and the leadership at Wat Bo primary school. Such case study research is aimed at providing best practice and lesson learnt for sharing leadership success and knowledge creation for other sector reform areas.

At the meantime, RSA is aiming at developing the Master program in Public Policy for Senior government officials to support government policy-making capacity. This program is still

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underway which the new building is almost completed and the learning from other public training institutions is developing and organizing.

Many other initiatives to further reform and modernize the RSA learning environment and quality as well as supporting the public sector reform are also pointed out by the RSA Board of Directors and President such as

- Increasing the number of high-ranking civil servants (from 60 to 95)
 - online learning (short-course/online training) and registration,
 - fair and transparent examination
 - green environment / plastic-free environment,
 - website upgrading and alumni platform for online resource learning and communication.
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