



CamEd
Business School



2022 ANNUAL REPORT

2022 ANNUAL REPORT



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ABOUT THIS ANNUAL REPORT

This strategic report is approved on an annual basis by the Board of Trustees, guided by the President and incorporating input collected from internal sources and key stakeholders. Implementation of the plan is the responsibility of the President, with monitoring conducted by Internal Quality Assurance (IQA), the President and the Board of Trustees.

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FOREWORD FROM CHAIRMAN



Greetings from CamEd Business School!

Upon becoming the Chairman of the Board of Trustees in 2022, one of my priorities was to quickly bring CamEd Business School to a broader audience here and abroad. To this end, we created our High Level Speakers program which brought Ambassadors, Regulator, CEOs and Country Directors to our school to share their valuable insights from their respective fields with our students and faculty. We also established a brand new International Engagement Office to liaise with potential partner universities. In 2022 alone, CamEd Business School signed numerous MoUs with universities in Europe and Asia which have already begun to bear fruits. To give back to the community, we began conducting, for the first time, our

PublicCourseWare lectures free of charge to the public. Moreover, since research closely relates to what we teach, the Board also established CamEd Center for Business Research which now runs our academic journal. As a forward-looking institution, our success requires that we create new demand, new client bases and shaping the external environment around us. For this to happen, the Board will continue to have the needed foresight, lead the School very strategically, maintain its good financial health and exercise a balanced oversight role over the management. With a can-do attitude, I am confident that the year 2023 will prove to be another good year with many more exciting products to better serve the business community here in Cambodia while also gradually establishing our reputation in the region and beyond.

With Best Regards,

VirakPrum

Dr. Prum Virak

Chairman of the Board.



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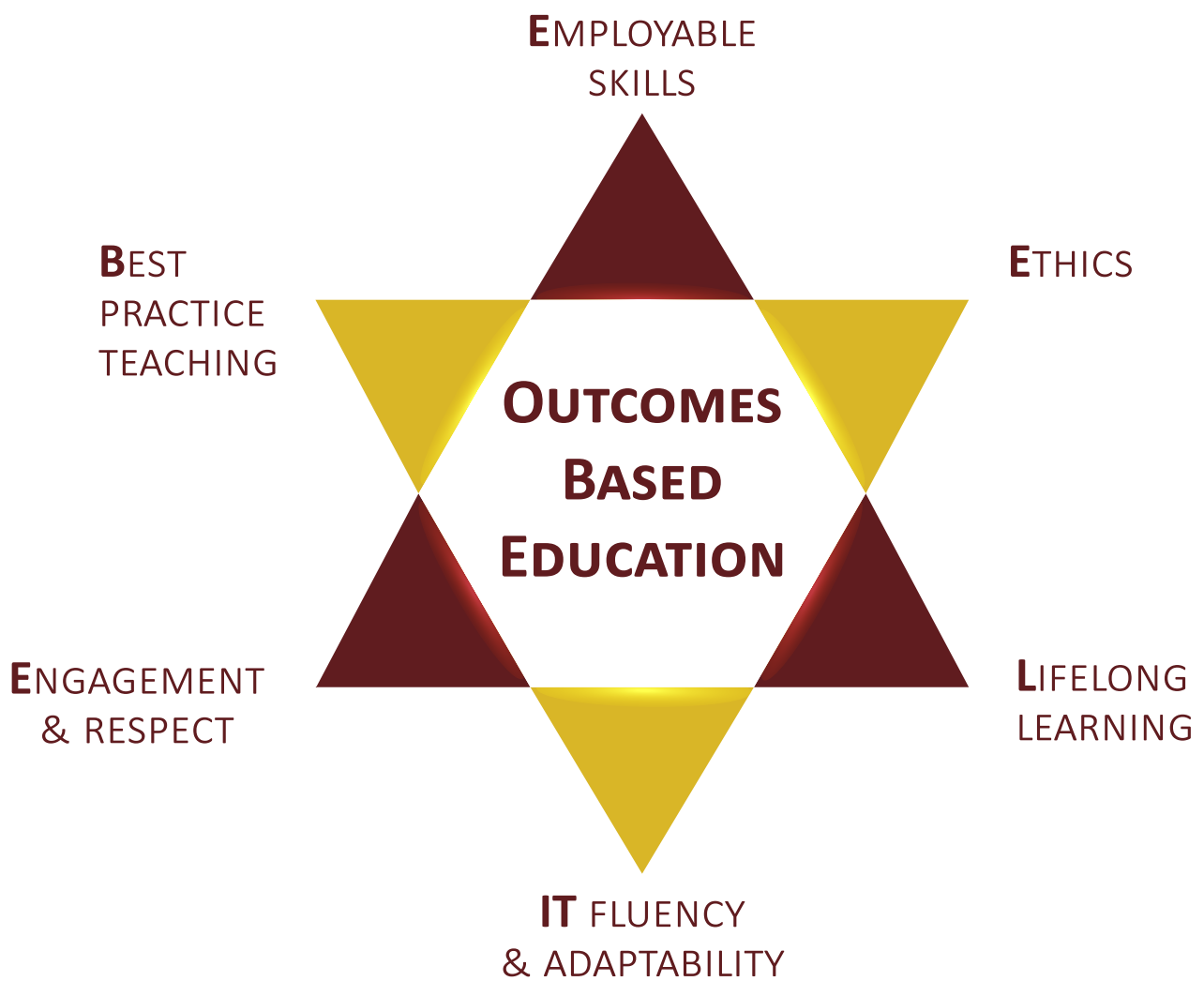
VISION

To develop a community of business professionals performing on par with those in international business centers, taking initiatives as leaders, and upholding ethical standards.

MISSION

To provide higher education with a focus on business, leading to qualifications of international quality and recognition.





EDUCATIONAL PHILOSOPHY

Employable Skills

CamEd follows the principles of outcomes based education to help students achieve learning outcomes that are aligned with the current and future needs of employers and the economy.

Lifelong Learning

CamEd develops students to be lifelong learners to support their personal development, active citizenship, and continued employability.

High Quality Teaching

CamEd believes high quality teaching is critical to students' education. CamEd strives to maintain high performing and diverse academic staff, disseminating best practice in their respective fields.

Engagement and Respect

CamEd seeks the views and feedback of students, staff, and stakeholders, respecting their perspectives as valid and meaningful. CamEd works to cultivate a respectful, liberal, encouraging environment conducive to self-discovery, freedom of thought, innovation, and constructive debate. Team spirit is cultivated to achieve targeted outcomes.

IT Fluency and Adaptability

CamEd aims to provide IT enriched approaches to teaching and learning in order to enhance learning and inculcate the ability to adapt to and exploit changes in technology.

Ethics

CamEd believes that personal, financial, and economic successes arise by acting with integrity, behaving ethically and creating shared value. CamEd builds ethical standards and behavior in its students and employees through study, community activities, and School practices.

CORE VALUES

Continuous Improvement

We recognize the need for continuous improvement in our processes and services by promoting efficiency and innovation which lead to profitable growth and result in greater opportunities. We continuously seek to better understand our stakeholders' needs by conducting market and societal needs analysis, to improve all aspects of our programs and services to meet the needs, and to introduce innovative strategies to stay tuned to the constant market and societal changes. In addition, continuous professional development of our people through pursuit of higher qualifications, attending trainings, and sharing ideas and experiences is also essential to our institute. Moreover, we share local and international expertise to continually improve all aspects of our business and that of our stakeholders. Therefore, continuous improvement in all aspects of our institute is one of the core values that drive our success.

Ethics

Maintaining high ethical standards is one of our values. We always maintain integrity, objectivity, and professional behaviors in all professional and business relationships in order to develop mutual trust, support, and respect from stakeholders. We believe that being ethical is a foundation of our success which leads to the greater responsibility on moral ascendancy.

Practicality

CamEd believes high quality teaching is critical to students' education. CamEd strives to maintain high performing and diverse academic staff, disseminating best practice in their respective fields. We provide international standards and best practices. We respect and learn from local business practices and cultures and we provide knowledge tailored to local needs. In addition, we continuously update our programs and services to ensure that they stay relevant and that they are based on real-world applications. We, furthermore, engage guest speakers who currently work in their field to conduct lectures for our students. Our research publications also fully reflect the reality from the ground and are assigned as teaching and learning materials. staff, disseminating best practice in their respective fields.



Long Term Goals to be Achieved/Maintained by the end of 2023

1. Regularly produce significant numbers of graduates with accounting and finance and skills equal in ability to professionals in international financial centers.
2. Meet the employment needs of local companies, financial institutions, and other organizations in terms of quality accounting and finance professionals.
3. Expand CamEd's international alliances and be an opinion leader in the field of business by sharing international best practices, establishing partnerships with foreign educational institutions, and publishing research.
4. Consistently deliver financial returns that meet or exceed shareholder requirements.
5. Protect and preserve Cambodian culture and Cambodian national identity through education and supporting Cambodians to be the economic masters of their country.



STRATEGIC OBJECTIVES

- 1.1 Develop accounting and finance skills in students via high quality lecturing, assignments, assessments, student clubs, and study tours.
- 1.2 Admit academic degree students with higher intellectual ability.

- 2.1 Regularly review and adjust curriculum, teaching methods and student services to anticipate and respond to the needs of employers
- 2.2 Consult with employers and students, then place appropriately qualified students with employers

- 3.1 Employ a diverse group of lecturers with highly effective teaching skills, respected qualifications, and high intellectual ability, and appropriate experience
- 3.2 Engage and encourage lecturers to conduct and publish research
- 3.3 Host, attend and participate in public forums and/or conferences
- 3.4 Regularly engage and cooperate with relevant professional bodies, industry bodies, and government institutions
- 3.5 Recruit international exchange students.

- 4.1 Achieve operational excellence and efficiency through continuous innovation, quality control, and maximizing capacity
- 4.2 Develop the CamEd brand into a premium, aspirational brand in order to achieve higher margins
- 4.3 Improve Student, Support staff, and Academic staff evaluation of CamEd services and Processes

- 5.1 Graduates will progress to positions of management, able to work effectively in Khmer language and in accordance with Cambodian regulations.

ACHIEVEMENTS 2022

2022 STUDENT ACHIEVEMENT HIGHLIGHTS

In 2022, 520 Bachelor of accounting and finance students graduated, 71 students completed their CAT examinations, and 19 students completed their ACCA program and became ACCA affiliates.



CamEd graduates comprised 71% of new recruits in entry level audit and tax positions at the big four audit firms (PwC, KPMG, EY, Deloitte) in 2022.





CamEd Students received the Champion Award of the CFA Research Challenge Competition in 2022.



On March 19th, 2022, a group of CamEd students won the Innovation Award of Business Model Competition (BMC). Their business idea was about BloodAid.



Mr. Veng Meng, a sophomore, received the 1st Runner Up (Silver Medal) in the Grand Final Round of ASEAN Youth Debate 2022.



Our student team called Vigor Aid+ won the 1st runner-up in the FWD SpringboardX Student Challenge 2022 Finals.



Ms. Monikachhna Huot, our student in the KAKVEI team, won the grand prize 10,000 USD of SmartStart Young Innovator Program. KAKVEI focuses on improving Khmer typing experience by converting Khmer Transliteration to Khmer Script and correcting Khmer Script grammar and spelling mistakes.



CamEd Business School led a group of 37 senior students for the International Study Tour in Singapore from 11-16 July. This international trip provides all students with opportunities to explore and experience different business environments in diverse cultures and to be ready for international career paths.

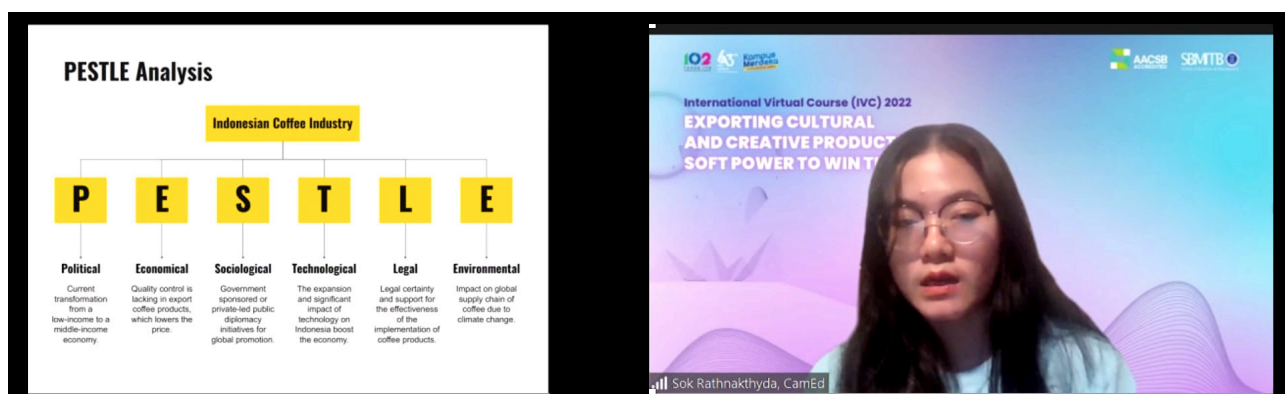
During the trip, students visited various international banks and financial institutions in Singapore, such as Prudential Singapore, LinkedIn, RHB Asset Management, Bank of Singapore, ST Engineering, FWD Singapore, SC Ventures, and the National University of Singapore



CamEd organized the Final President's Debate and Presentation on 23 November 2022 at CamEd Business School. Throughout the research and preparation, CamEd students developed confidence and improvement at all times in the competition



In 2022, 4 CamEd students went abroad on the exchange program for one semester. One student went to MBway School of Management, France, 2 students went to Panyapiwat Institute of Management, Thailand and 1 more student went to Woosong University, Korea. Moreover, 1 student took her summer school in 2 weeks at Bandung Institute of Technology in Indonesia



summer school at Bandung Institute of Technology, Indonesia.



Exchange program to Woosong University, Korea

Exchange program to MBway
School of Management, France



Exchange program to Panyapiwat
Institute of Management, Thailand



5 CamEd students join the online courses at Universitas Brawijaya, Indonesia in the topic of exploring Digital Marketing and E-Commerce.


**FACULTY of
ECONOMICS and
BUSINESS**

IUP International Undergraduate Program

INTERNATIONAL ONLINE SHORT COURSE (IOSC) 2022

"Digital Marketing and E-Commerce"

November 7-11, 2022

COURSES CONTENTS:

1. Search Engines Optimization (CM Labs)
2. Digital Marketing/ Social Media Marketing
3. Design thinking/ Business Innovation
4. Start-Up Ecosystem in Indonesia

REQUIREMENTS:

1. Undergraduate and master's students from foreign universities
2. Proficient in English
3. Committed to online learning (by zoom)

Document requirements:

1. Student ID card
2. Passport/ citizen ID card
3. Pass photo
4. Letter of intent (<https://s.sub.ac.id/letterofintent>)

Benefit

1. International network
2. Learning from digital practitioners
3. E-Certificate
4. Official academic transcript (2 credits)

SCHEDULE:

IOSC 2022 November 7-11, 2022
(8.00 - 11.00 am, GMT+7)
Post Test November 11, 2022

APPLICATION

Deadline: November 4, 2022
Link : <https://s.sub.ac.id/ioscfesub2022>
ToR : <https://s.sub.ac.id/toriosc2022>

Contact Person:
Erwin Ardianto (Mr.)
email : iup.feb@ub.ac.id
Whatsapp : +62 852-3404-2089

FREE

 feb.ub.ac.id

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 [FEBUB.Official](https://www.facebook.com/FEBUB.Official)

 [FEB UB Channel](https://www.youtube.com/FEBUB.Channel)

CamEd students became a worldwide top scorer in Foundations in Audit subject and Foundations in Financial Management subject of the December 2022 Exam Session



2022 ACADEMIC DEVELOPMENT HIGHLIGHTS



On May 6, 2022, CamEd Business School conducted a Conference on “Career in Accounting, Auditing and Tax” presided over by H.E. Dr. Eng Ratana, Director of the Large Taxpayer Department from the General Department of Taxation sharing his speech on the topic “Tax Performance to Economics Growth”.



On November 17, 2022, CamEd hosted a Career in Banking Forum which was presided over by Mr. Ouk Sarat, Director of the Payment System Department from the National Bank of Cambodia. As the world continues to globalize, the Banking Industry has become a very important sector to develop in every country in the world. The Banking Forum provides an excellent opportunity to both employers, students and the public in Cambodia to understand and gain knowledge regarding the roles and careers paths in the Banking Industry.



CamEd hosted the third international research symposium on 13 November 2022. The speakers were academic professionals and representatives from industries and NGOs. They were from Cambodia, Canada, Thailand, Chile, and Spain.



On February 22, 2022, CamEd Business School had an honor to welcome The British Ambassador Her Majesty Tina Redshaw for her site visit to our school and sharing her keynote to our CamEd students on the topic of Cambodia and UK Trading.



On March 21, 2022 CamEd Business School had an honor to welcome His Excellency Mr W. Patrick Murphy, US Ambassador to share a keynote speech of US-Cambodia bilateral Trade in the context of ASEAN to our CamEd students.



On May 23, 2022 CamEd Business School had an honor to welcome His Excellency Mr. Pablo Kang, Australian Ambassador to share a keynote speech to our CamEd students on the topic "Australia-Cambodia Bilateral Trade".



On September 23, 2022 CamEd Business School had an honor to welcome Her Excellency Ms. Carmen Moreno, EU Ambassador to share a keynote speech to our CamEd students on the topic “Trade Relationship between Cambodia and EU”.



On December 25-26, 2022, CamEd Business School hosted an Ethic course of CFA program to CamEd students, CFA Cambodia Community of Investment Professionals team as well as Securities and Exchange Regulator of Cambodia team.



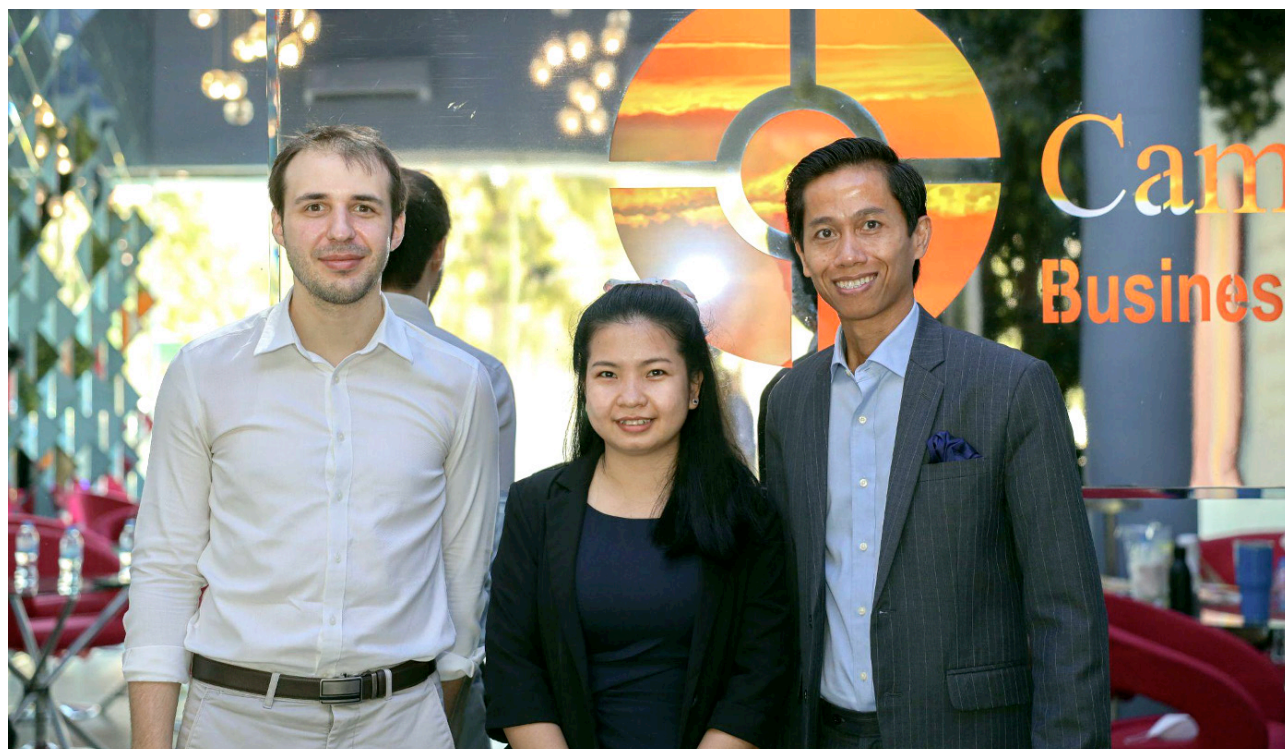
On November 10, 2022, the International Engagement team of CamEd Business School paid a site visit to Management & Science University, Malaysia to do a short presentation on CamEd Business School program.



On November 11, 2022, the International Engagement team of CamEd Business School paid a site visit to Sunway University, Malaysia to do a short presentation on CamEd Business School program.



On May 15, 2022, CamEd welcomed a visit by Mr. Charles Quellec, Southeast Asia Area Manager from Renne School of Business, France to discuss the collaboration between our school and successfully signed an agreement in 2023



On 16-20 June 2022, the IQA staff attended the ACBSP International Conference in Washington D.C under the theme “Resilience in Education: The Intersection of Challenge and Opportunity”.



CamEd professors joined the Harvard Business School annual conference. It was a good opportunity for them to learn directly from Harvard professionals and connect with professors from many different countries. As a result, our professors may emphasize the international standard of education at CamEd



On December 14, 2022, special guests from the Department of Archive, the Ministry of Economic and Finance (MEF Library) visited CamEd Business School and took a tour around the campus to learn about CamEd Business Library E-Resources such as library databases and e-books.



Chairman Dr. Virak Prum spoke about investment law, e-commerce law and Competition law at IBC's annual program: Cambodia in 2022.



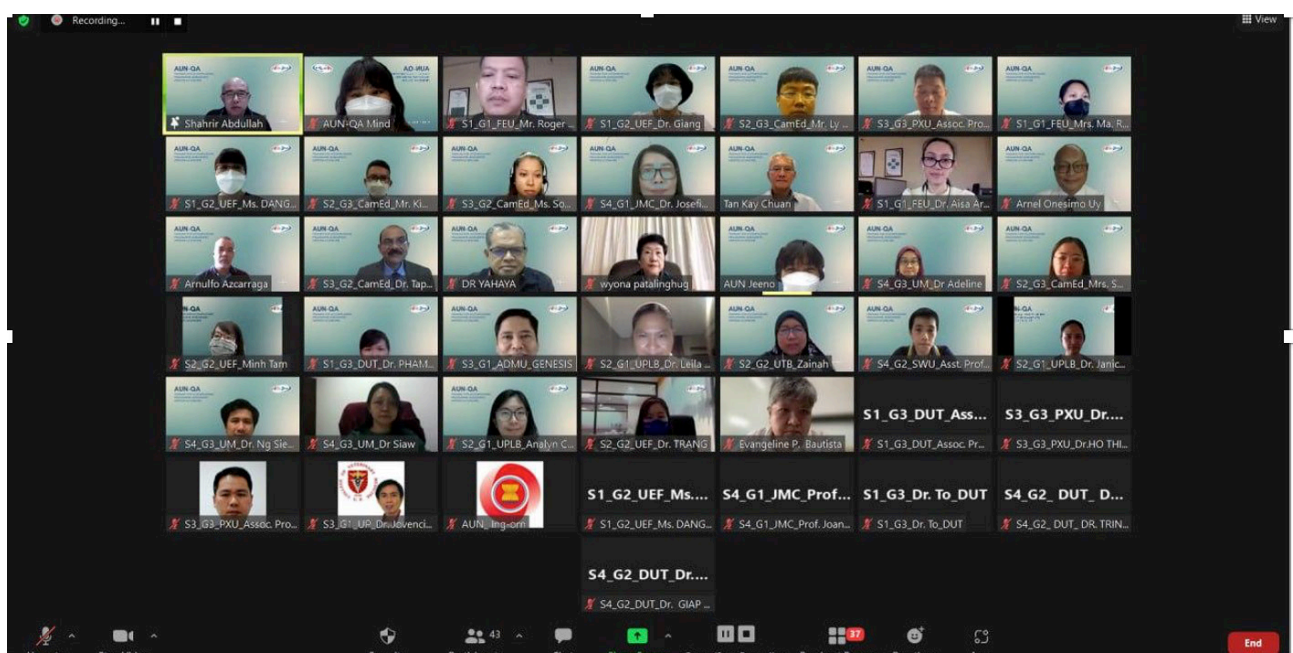
An honor to welcome our guests from Luxury Business Group to discuss a future collaboration with CamEd Business School. They were impressed with our school's international recognition and quality and keen to build strong business relationships.

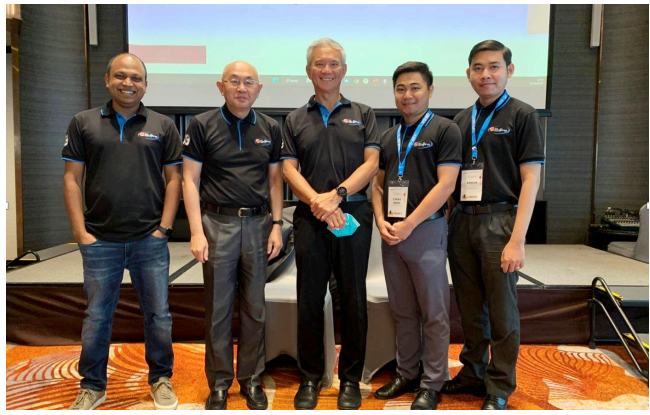


The IQA staff was selected to attend the ASEAN Quality Assurance: TrainIQA workshop in 2022 supported by the funds of the German Federal Ministry of Economic Cooperation and Development (BMZ).



CamEd Academic staff and support staff attended AUN QA Tier 1: accomplishing program assessment online and physical in March, August, October and November 2022.



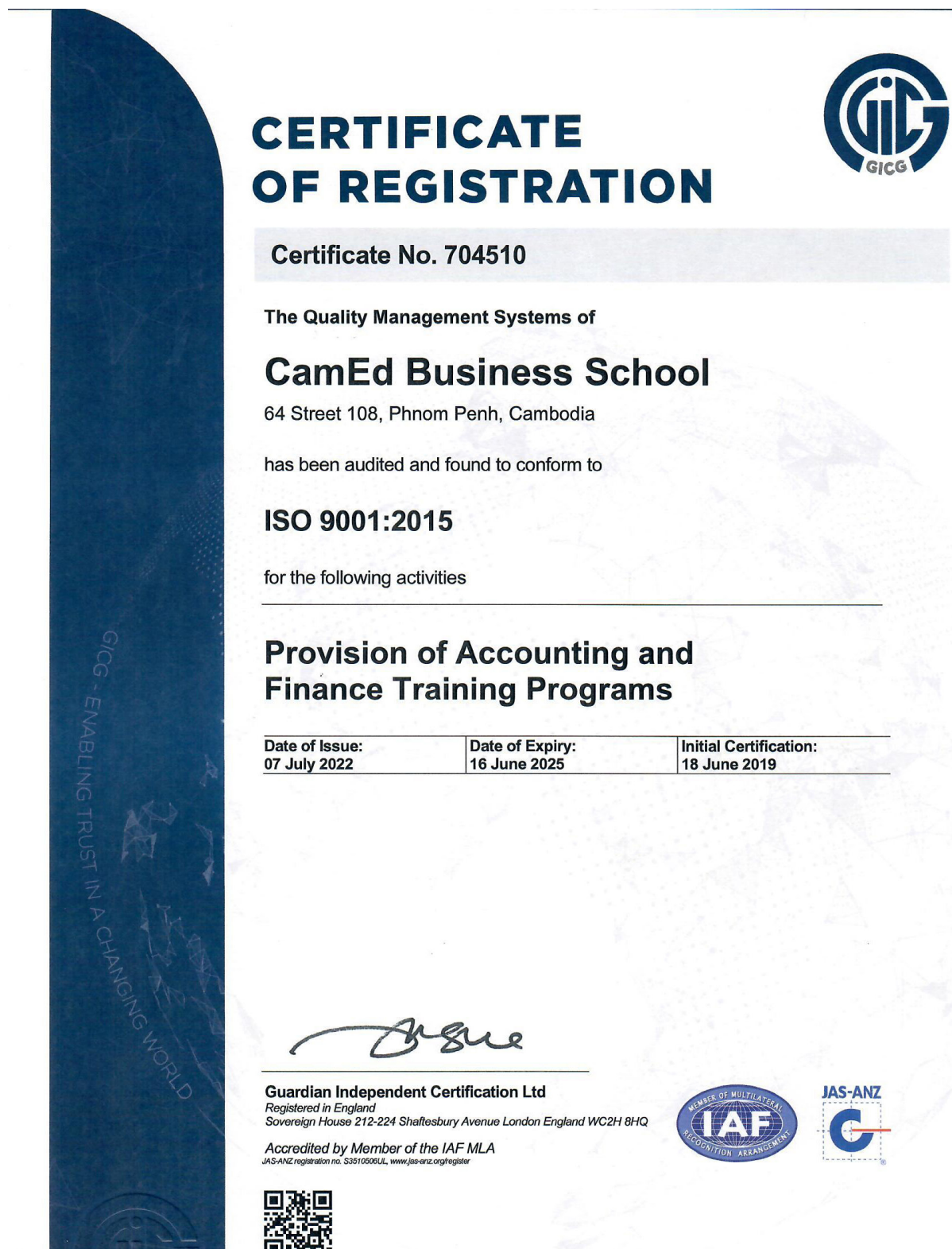


CamEd organized a training on customer service on 30 March 2023. The aim of the training was to enhance support staff skills, improve customer satisfaction, and improve teamwork and collaboration.



2022 INSTITUTIONAL DEVELOPMENT HIGHLIGHTS

CamEd successfully received a renewal of ISO 9001:2015 Quality Management System certification on 07 July 2022.





The Finance Accreditation Agency (FAA) granted Full Accreditation of the Bachelor of Accounting and Finance Program for a validity of FIVE (5) years effective from 13 September 2022.



The Finance Accreditation Agency (FAA) granted provisional Accreditation of the Diploma in IFRS for SMEs for a validity of FIVE (1) years effective from 12 May 2022.



On 06 September 2022, CamEd was honored by Dr. Rajesh Khajuria, ACBSP Commissioner and Mentor to share his valuable insights to CamEd students about the future of jobs.



On September 07, 2022, CamEd Business School and Rishabh Integrated Skill Enhancement (RISE) Center, RISHABH Software Pvt. Ltd. signed a Memorandum of Understanding (MoU) for IT skill development, outcome-based training, placement, R&D services and related services.



On 14-16 November 2022, CamEd successfully completed a site visit by the Accreditation Council for Business Schools and Programs (ACBSP) USA to evaluate the Bachelor of Accounting and Finance Program.



On December 22, 2022, CamEd entered into a Memorandum of Understanding (MoU) with Amret for human resource development, knowledge and experience sharing and job recreation for CamEd students.



After receiving a 5-year accreditation by the Accreditation Committee of Cambodia (ACC), CamEd Institute had to undergo a mid-term review. Led by Mr. Sea Ith, the Director of Standards and Accreditation, five ACC officers conducted a mid-term review at CamEd Institute from the 9th to the 10th of August 2022.



On November 29, 2022, CamEd entered into a memorandum of understanding with Confucius Institute of the Royal Academy of Cambodia for collaboration and support on Chinese Language Training.



On May 18, 2022, CamEd Business School signed an MoU agreement with Securities and Exchange Regulator of Cambodia for collaboration on students internship and academic exchange.



On August 15, 2022, Mr. Casey Barnett, the President of CamEd Business School and his delegates were invited to Panyapiwat Institute of Management, Thailand for the physical signing MoU agreement for the students exchange program, academic exchange, research and summer school between CamEd and PIM institutions.



On October 25, 2022, CamEd Business School had an honor to welcome a representative from EM Strasbourg Business School Ms. Alexandra Klack and a representative from French Embassy Mr. Thomas Vallee for their site visit to our school. At the same time, both parties had signed the MoU agreement to promote the program for both business schools as well as share and promote the students.



On January 12, 2022 CamEd Business School signed a MoU agreement with Beijing Foreign Studies University, China for the students exchange program, academic exchange, research and summer school.



On February 15, 2022 CamEd Business School signed a MoU agreement with Management & Science University, Malaysia for the students exchange program, academic exchange, research and culture event.



On June 15, 2022 CamEd Business School signed a MoU agreement with Sunway University, Malaysia for the students exchange program, academic exchange, research and culture exchange.

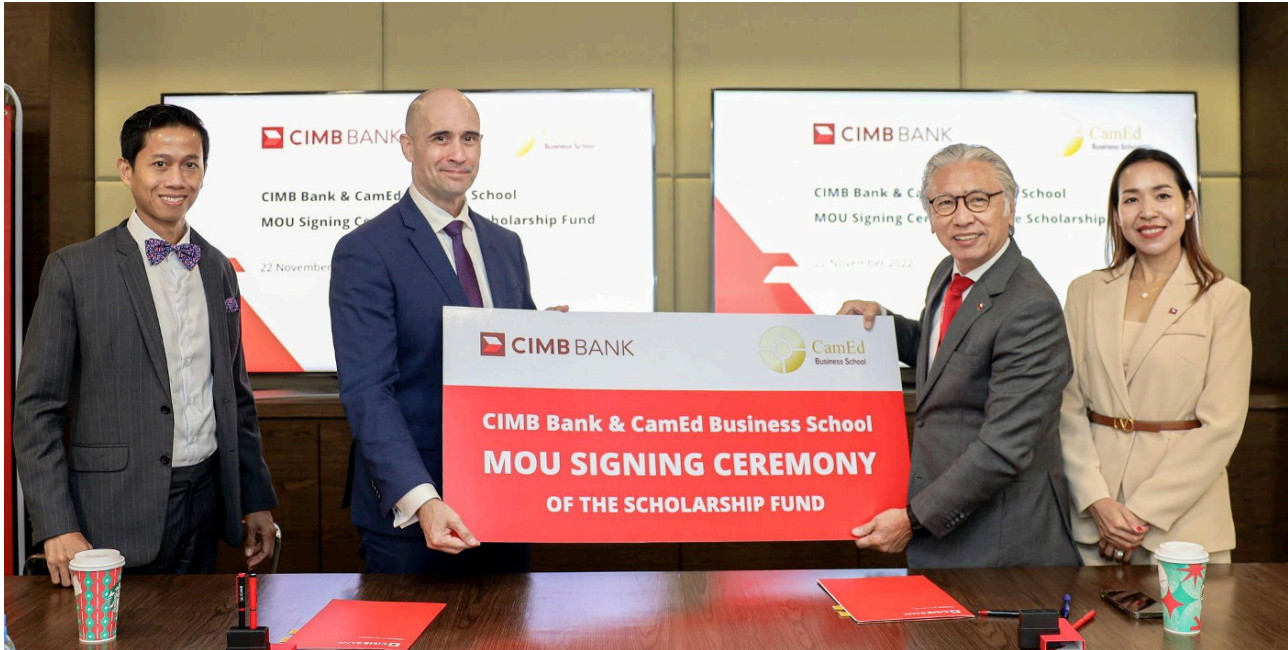


On August 28, 2022 CamEd Business School signed a MoU agreement with Woosong University, Korea for the students exchange program.



2022 COMMUNITY DEVELOPMENT HIGHLIGHTS

On November 22, 2022, CamEd entered into a Memorandum of Understanding (MoU) with CIMB for Corporate Social Responsibility (CSR) project to offer 6 scholarship funds to students.



On November 30, 2022, CamEd successfully organized the “CamEd Entrepreneurship Challenge 2022”. This competition aims to develop an entrepreneurial mindset so the students can play a more significant role in the country’s development.



On May 01, 2022, CamEd organized its Corporate Social Responsibility activity by planting mangrove trees at Trongpang Songkae Ecotourism, Kampot province. We believe planting mangrove trees will contribute a lot to the environment and support the livelihood of the local people and community.



On September 18, 2022, CamEd brought food and other necessities to offer to the pagoda at Oudong mountain.



Members of CamEd Community Club prepared breakfast for waste management workers and underprivileged people.



CamEd International Business Club organized Discovery Project to bring study materials to young children in Siem Reap.

In March 2022, members of different clubs came together to collaboratively visit York Batr High School to donate hand washing machine and teach high school students on how to properly wash their hands.



CamEd CyberSecurity Club visited a high school in Kandal Province to teach local children on how to maintain a clean environment by managing their waste and trash properly.



CamEd Sustainable Development Clubs organized 2 workshops on SDGs: Nature and Biodiversity workshop and WORKSHOP with CLEAN ENERGY REPORT.



GOAL #1

Regularly produce significant numbers of graduates with accounting and finance skills equal in ability to professionals in international financial centers.

STRATEGIC OBJECTIVES

1.1 Develop accounting and finance skills in students via high quality lecturing, assignments, assessments, student clubs, and study tours.

2023 Indicators	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1.1.1 The institute has achieved international accreditation by a US accreditation association.	Achieved AUN-QA & ISO	Achieved ACC	Achieved QS Ranking.	To be accredited by ACBSP	Achieved ACBSP Site Visit
1.1.2 50%+ of classes with international exams shall achieve exam pass rates in excess of the international pass rates.	BA: 3/7 Non-BA: 7/9	BA: 0/7 (No exam due to Covid-19) Non-BA: 7/9	BA: 5/7 Non-BA: 10/11	BA: 3/5 Non-BA: 7/9	BA: 2/5 Non-BA: 7/11
1.1.3 There is a BA intake of 1,000 students, an MSc intake of 200 students, CAT intake of 100 students, and an ACCA intake of 200 students	BA: 581 CAT: 110 ACCA: 253 MSc: NA	BA: 755 CAT: 61 ACCA: 181 MSc: NA	BA: 621 CAT: 103 ACCA: 186	BA: 800+ CAT: 50 ACCA: 150 MSc: 150	BA: 554 CAT: 81 ACCA: 153 MSc: 316 (in progress)
1.1.4 80%+ of entering BA and MSc students graduate within four years and two years, respectively.	54% of 2016 students	63% of 2017 students	63% of 2018 students	65% of 2019 students	69% of 2019 students
1.1.5 The average engagement score for support staff and academic staff is 6 or higher on a scale of 1-7.	Support staff: 5.84 Academic staff: 6.26	Support staff: 6.18 Academic staff: 6.26	Support staff: 6.39 Academic staff: 6.47	Support staff: 6+ Academic staff: 6+	Support staff: 6.36 Academic staff: 6.66

1.2 Admit academic degree students with higher intellectual ability.

2023 Indicators	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1.1.1 Entering BA students have an average APTIS score of C1 or equivalent.	2020 average APTIS Score of B2.	2021 average APTIS Score of B1.	2022 average APTIS Score of B1.	2023 average APTIS Score of B1.	2023 average APTIS Score of B1.
1.2.2 Entering BA students have above average cognitive (SPM, MRT, CCT tests) and emotional intelligence (MSCEIT).	NA	NA	Not Done Yet	70%	95%

GOAL #2

Meet the employment needs of companies in terms of quality accounting and finance professionals.

STRATEGIC OBJECTIVES

2.1 Regularly review and adjust curriculum, teaching methods and student services to anticipate and respond to the needs of employers

2023 Indicators	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
2.1.1 95% of graduates seeking employment are employed within 6 months of finishing studies or receiving final results from professional examinations	Within 6 months: 96%. Within 3 months: 91%	Within 6 months: 98%. Within 3 months: 93%	Within 6 months: 98%. Within 3 months: 92%	Within 6 months: 95%. Within 3 months: 85%	Within 6 months: TBU Within 3 months: In progress: 92% (by Feb 01, 2023)

2.2 Consult with employers and students, then place appropriately qualified students with employers

2023 Indicators	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
2.2.1 Student satisfaction ranking of employment is 6.0 or above on a scale of 1-7	5.70 70% of bachelor degree graduates ranked their present employment as "good" or "excellent" N: 158 Internal Study	5.54 62% of bachelor degree graduates ranked their present employment as "good" or "excellent" N: 107 Internal Study	5.71 61% of bachelor degree graduates ranked their present employment as "good" or "excellent" N: 67 Internal Study	5.85 75-85% of bachelor degree graduates rank their present employment as "good" or "excellent" N: 100+ External Study	5.33 59% of bachelor degree graduates ranked their present employment as "good" or "excellent" N: 73 Internal Study
2.2.2 Employer satisfaction ranking of students is 6.0 or above on a scale of 1-7	5.14 29% of employers rank the quality of CamEd graduates as "good" or "excellent". N:7 External Study	5.48 62% of employers rank the quality of CamEd graduates as "good" or "excellent". N: 29 External Study	5.50 50% of employers rank the quality of CamEd graduates as "good" or "excellent". N: 23 External Study	5.75 50% of employers rank the quality of CamEd graduates as "good" or "excellent" N:35 External Study	6.00 75% of employers rank the quality of CamEd graduates as "good" or "excellent". N: 12 Internal Study
2.2.3 Employer ranking of students in regards to increasing efficiency and effectiveness by using IT solutions is 5.0 or above on a scale of 1-7.	NA	NA	5.05 N = 19	5.4 N = 35	5.08 N=12



GOAL #3

Expand CamEd's international alliances and be an opinion leader in the field of business by sharing international best practices, establishing partnerships with foreign educational institutions, and publishing research.

STRATEGIC OBJECTIVES

3.1 Employ a diverse group of lecturers with highly effective teaching skills, respected qualifications, and high intellectual ability, and appropriate experience

2023 Indicators	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
3.1.1 All lecturers are academically or professionally qualified in the subject they are teaching.	Achieved	Achieved	Achieved	Achieved	100%
3.1.2 A majority of lecturers hold a Phd.	42%	38%	44%	48%+	48%
3.1.3 Student evaluations of lecturers is 6.0+ or above on a scale of 1-7.	6.35	6.31	6.30	6.00+	6.39

3.2 Engage and encourage lecturers to conduct and publish research

2023 Indicators	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
3.2.1 On average, lecturers publish 1+ research papers per year.	85% No: 28	103% No: 33	56% No: 20	60% No: 30	43% No: 15 (in progress)

3.3 Host, attend and participate in public forums and/or conferences

2023 Indicators	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
3.3.1 CamEd hosts two public forums and/or conferences per year.	Achieved	Not Achieved	Achieved	To achieve	2
3.3.2 Annually, 100% of CamEd professors attend or participate in industry conferences.	31/34= 91%	21/30= 70%	30/36= 83%	100%	30/35= 86%

3.4 Regularly engage and cooperate with relevant professional bodies, industry bodies, and government institutions

2023 Indicators	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
3.4.1 CamEd holds approval or learning partner status from the ACCA.	Achieved	Achieved	Achieved	To achieve.	Achieved
3.4.2 CamEd holds affiliate status from the CFA Institute.	Achieved	Achieved	Achieved	To achieve.	Achieved

3.5 Recruit international exchange students.

2023 Indicators	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
3.5.1 The percentage of international academic exchange students compared to domestic students will be 5%.	NA	NA	NA	1.5%	51/2434 = 2%



GOAL #4

Consistently deliver financial returns that meet or exceed shareholder requirements.

STRATEGIC OBJECTIVES

4.1 Achieve operational excellence and efficiency through continuous innovation, quality control, and maximizing capacity

2023 Indicators	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
4.1.1 CamEd maintains a 3-year running median growth in profit	Achieved: 18% 2017: 45% 2018: 18% 2019: -11%	Achieved: 18% 2018: 18% 2019: -11% 2020: 77%	Achieved: 19% 2019: -11% 2020: 77% 2021: 19%	19% 2020: 77% 2021: 19% 2022: 19%	Achieved: 19% 2020: 77% 2021: 19% 2022: 16%
4.1.2 CamEd maintains a total 3-year flow growth free cash flow to equity of 10%	21% 2017: 2.20M 2018: 1.94M 2019: 1.26M Total: 5.40M	-3% 2018: 1.94M 2019: 1.26M 2020: 2.05M Total: 5.25M	25% 2019: 1.26M 2020: 2.05M 2021: 3.24M Total: 6.55M	-108% 2020: 2.05M 2021: 3.24M 2022: -0.24M Total: 5.05M	-12% 2020: 2.05M 2021: 3.24M 2022: 0.48M Total: 5.77M
4.1.3 CamEd increases its 3-year running median operating margin*	16% 2017: 45% 2018: 16% 2019: -6%	16% 2018: 16% 2019: -6% 2020: 80%	10% 2019: -6% 2020: 80% 2021: 10%	10% 2020: 80% 2021: 10% 2022: 10%	28% 2020: 80% 2021: 10% 2022: 28%
4.1.4 CamEd reserves** earn returns in excess of the highest bank fixed deposit rate reported by the National Bank of Cambodia	CamEd: 8% NBC: 5% NBC Report 2019 (P. 17)	CamEd: 6% NBC: 4% NBC Report 2020 (P. 17)	CamEd: 7% NBC: 4% NBC Report 2021 (P. 17)	CamEd: 7%	CamEd: 5% NBC: 5%

*Operating margin is profit before tax and finance costs and finance income.

** Reserves refers to investments and financial assets in excess of three months expenditure.



4.2 Develop the CamEd brand into a premium, aspirational brand in order to achieve higher margins

2023 Indicators	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
4.2.1 CamEd has a 3-year running median net margin of 15%+	Achieved: 25%	Achieved: 33%	Achieved: 33%	33%	Achieved: 33%
	2017 (25%)	2018 (27%)	2019: 20%	2020: 33%	2020: 33%
	2018 (27%)	2019 (20%)	2020: 33%	2021: 34%	2021: 34%
	2019 (20%)	2020 (33%)	2021: 34%	2022: 34%	2022: 32%

4.3 Improve Student, Support staff, and Academic staff evaluation of CamEd services and processes

2023 Indicators	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
4.3.1 Student satisfaction of departments, facilities, and student club is 6.0 or above on a scale of 1-7	Percent of students who would recommend CamEd: 83%	Percent of students who would recommend CamEd: 92%	Percent of students who would recommend CamEd: 89%	Percent of students who would recommend CamEd: 85%	Percent of students who would recommend CamEd: 88%
	Departments: 5.44 Facilities: 5.20 Student Clubs: 5.29	Departments: 6.17 Facilities: 6.10 Student Clubs: 6.06	Departments: 5.95 Facilities: 5.77 Student Clubs: 6.07	Departments: 6+ Facilities: 6+ Student Clubs: 5.8+	Departments: 5.92 Facilities: 5.79 Student Clubs: 6.14
4.3.2 Engagement score of support staff on a scale of 1-5.	4.17	4.41	4.56	4.5+	4.54
4.3.3 Engagement score of academic staff on a scale of 1-5.	4.37	4.48	4.62	4.5+	4.75
4.3.4 Academic staff satisfaction of departments and facilities is 6.0 or above on a scale of 1-7	Departments: 6.10 Facilities: 6.16	Departments: 6.24 Facilities: 6.54	Departments: 6.33 Facilities: 6.32	Departments: 6+ Facilities: 6+	Departments: 6.56 Facilities: 6.41



GOAL #5

Protect and preserve Cambodian culture and national identity through education and supporting Cambodians to be the economic masters of their country.

STRATEGIC OBJECTIVES

5.1 Graduates will progress to positions of management, able to work effectively in Khmer language and in accordance with Cambodian regulations.

2023 Indicators	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
5.1.1 90% of CamEd graduates increased pay or position within 24 months of graduation	NM	100%	100%	100%	81% (n=38/47)
5.1.2 20% of CamEd graduates become managers or entrepreneurs within 5 years of graduation.	NM	20% (45/227)	58% (304/523)	20%	34% (n=25/73)
5.1.3 100% of Cambodian CamEd bachelor degree graduates are able to produce a Khmer language financial report and tax return in accordance with Cambodian law and regulations..	NM	Tax: 0% Financial Report: 60%	Tax: 98% Financial Report: 100%	Tax: 5%+ Financial Report: 100%	Tax: 100% Financial Report: 100%

*Not measured as Goal 5 was approved in 2020.





2022

ACTION PLANS

BOARD OF TRUSTEES

ACTION PLAN

JANUARY 2022 - DECEMBER 2022

OBJECTIVE #1

Progress is made towards a vision and mission that is clear, valid and reflects the resources and capacity of CamEd.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. The vision and mission is up to date.	The board reviewed and did not propose any changes.	The board reviewed and did not propose any changes.	The board reviewed and did not propose any changes.	Conduct a review of the vision and mission.	The board reviewed and made adjustments to the vision and mission.
2. An annual strategic and action plan is prepared.	The plan was approved.	The plan was approved.	The plan was approved.	Prepare and approve an annual strategic and action plan.	The plan was approved.
3. Strategic objective targets are met or exceeded.	8/16 = 50%	14/20 = 70%	24/31 = 77%	23/32 = 72%	TBU

OBJECTIVE #2

Oversee the financial performance, financial position, and financial reporting controls of CamEd Business School.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. There is an appropriate annual budget.	A budget was reviewed and approved by the board.	A budget was reviewed and approved by the board.	A budget was reviewed and approved by the board.	A 2022 budget is reviewed and approved by the board.	A 2022 budget was reviewed and approved by the board.
2. A set of financial statements is prepared.	Achieved	Achieved	Achieved	The 2021 financial statements shall be prepared by the CFO, approved by the President and submitted to the Audit Committee.	Achieved
3. A management accounting report is prepared.	NA	NA	A management accounting report was prepared.	A management accounting report will be prepared.	A management accounting report was prepared.
4. Appointment of external auditor is conducted.	Appointed by the Audit Committee.	Appointed by the Audit Committee.	Appointed by the Audit Committee.	Appointed by the Audit Committee.	Appointed by a shareholder.
5. The annual internal audit report is reviewed.	The annual report was submitted and presented to the audit committee, and the boards.	The annual report was submitted and presented to the audit committee, and the boards.	The annual report was submitted and presented to the audit committee, and the boards.	An annual internal audit report is prepared by the internal auditor, approved by Vice President IQA-IA, and submitted to the audit committee.	An annual internal audit report was prepared by the internal auditor, approved by Vice President IQA-IA, and submitted to the audit committee.

OBJECTIVE #3

Be accountable for CamEd performance.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Report performance to shareholders and relevant stakeholders.	A strategic report was prepared and disseminated. A financial report was prepared for the shareholder.	A strategic report was prepared and disseminated. A financial report was prepared for the shareholder.	A strategic report was prepared and disseminated. A financial report was prepared for the shareholder.	A strategic report shall be prepared and disseminated. A financial report shall be prepared for the shareholder.	A strategic report was prepared and disseminated. A financial report was prepared for the shareholder.

OBJECTIVE #4

Improve and evaluate board and executive performance.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Engagement scores of board members.	4.94	4.6	4.7	4.6+	4.68
2. Evaluate the performance of the President on a scale of 1-7.	6.9	7	6.73	6.5+	6.83
3. Evaluate the performance of the Board.	An internal evaluation was conducted.	An internal evaluation was conducted.	An internal evaluation was conducted.	Conduct an internal and external evaluation.	An internal evaluation was conducted.
4. A timeline of board meetings and tentative agenda items is prepared for the following year.	A timeline was prepared.	A timeline was prepared.	A 2022 timeline was prepared.	A 2023 timeline shall be prepared by the end of the year.	A 2023 timeline was prepared.

OBJECTIVE #5

Oversee the risk management process of the institute.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Risk management framework is annually reviewed.	The risk management framework was approved on 30 November 2019.	Not achieved	Achieved	By the end of the first quarter.	Achieved
2. Risk management reports are reviewed.	NA	A semesterly report from IQA-IA was submitted to the risk committee and the board.	A semesterly report from IQA-IA was submitted to the risk committee and the board.	A semesterly report from IQA-IA is submitted to the risk committee.	A semesterly report from IQA-IA was submitted to the risk committee.

IQA DEPARTMENT

ACTION PLAN

JANUARY 2022 - DECEMBER 2022

A. QUALITY OF THE INPUTS

OBJECTIVE #1

Review the alignment of the Curriculum.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Review the alignment of the curriculum graduate attributes, PLOs, CLOs, and LLOs	NA	Report to Curriculum Committee in October	Achieved	Report to Curriculum Committee in April	Achieved

OBJECTIVE #2

Strengthen the capacity of the QET in each department.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Capacity building for QET	NA	All QET teams receive 2 training sessions in Jan & Feb.	Training on data analytics and basic statistics in May and December.	Training on intermediate statistics, data analysis, and report writing in May.	Not Achieved
2. Train about ACBSP standards and requirements	NA	NA	1st training: 26 Feb 2nd training: 7 Jul	One training in March	Achieved
3. Train on AACSB standards and requirements	NA	NA	NA	One online training in July	Not Achieved

OBJECTIVE #3

Develop the capacity of the IQA Department members.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. IQA members receive training from ACC and MoEYS	5 training sessions were attended	4 training sessions were attended.	Achieved: 1 training by 2 people	One Training: by 3 people	Achieved: 1 workshop by 1 people
2. IQA members have a clear understanding of ACBSP.	NA	Dr. Sok Uttara attended the ACBSP training in Feb.	Achieved	One ACBSP Online Conferences: by 2 people	Achieved
3. IQA receives PhD	NA	NA	NA	IQA Manager: Course begins in Feb	Not Achieved
4. IQA members attend the AACSB conference.	NA	NA	NA	2 IQA members attend AACSB attend annual conference in July	2 IQA members attend AACSB attend annual conference in June

B. QUALITY OF THE PROCESSES

OBJECTIVE #1

Review and evaluate the implementation of the recommendations by AUN-QA and ACC.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Review and evaluation of the implementation of the recommendations by AUN-QA are conducted.	90% -faculty and staff attended an internal seminar on the AUN-QA recommendations	100% of accepted recommendations of AUN-QA were implemented.	Achieved	Follow up the implementation of the AUN-QA recommendations. (100% by Jun)	Follow up the implementation of the AUN-QA recommendations. (100% by Jun)
2. Review and evaluation of the implementation of the recommendations by ACC are conducted.	NA	100% of accepted recommendations of ACC were implemented	Achieved	Midterm Review by ACC	Midterm Review by ACC

OBJECTIVE #2

Ensure the Quality of Teaching and Learning.

2.1 Lesson Planning and Teaching Methods

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Review lesson plans and their alignments with CLOs (including reviewing the videos)	NA	1. Collect 2 lecture notes and/or lesson plans from each lecturer for JJ2020 and JD2020. 2. Review them against CLOs.	1. Collect 2+ lecture notes and/or lesson plans from each lecturer for JJ2021 and JD2021 and review them against CLOs.	100% of lecture plans of faculty observed are reviewed.	100% of lecture plans of faculty observed were reviewed against CLOs.

2.2 Review the Assessment Methods and Conformity to the CLOs

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Review the checklist of conformity to the CLOs submitted by LSC.	100%	Feedback on the Checklist of conformity - Jul & Dec	Feedback on the Checklist of conformity - Jul & Dec	Feedback on the Checklist of conformity - Jul & Dec	Review the Checklist of conformity to the CLOs submitted by LSC - Jul & Dec

2.3 Strengthen the Quality and Efficiency of Marking, Giving Feedback and Assessment Results

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Review marking rubrics of assignments and facilitate the use of the rubrics	Assignment rubrics collected from faculty	Review marking rubrics of assignments (e.g. project, research paper, essay, paragraph, presentation) from all faculty in July and Dec. 100%	Review marking rubrics of assignments (e.g. project, research paper, essay, paragraph, presentation) from all faculty in July and Dec. 100%	Review marking rubrics of assignments (e.g. project, research paper, essay, paragraph, presentation) from all faculty in July and Dec. 100%	Review Marking rubrics of assignments collected from LSC 100%
2. Review the quality of the major assessments	NA	NA	30% of courses in each year level	30% of courses in each year level	30% of courses in each year level

3. Review the quality of marking.	NA	NA	Check to confirm that all assessment answers are shared with students. In June and December, send an end-of-term survey to students about the quality of marking major assessments. Risk based review of 30% of courses in each year level	Report on the quality of marking of a sample assessment: 20	Check to confirm that the quality of marking of a assessment was moderate since they were marked by some faculty
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OBJECTIVE #3

Conduct classroom observations and peer review to ensure quality of the teaching and learning.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Teaching performance of randomly selected faculty to be observed and discussed by IQA-IA Unit	50% of faculty observed by IQA-IA advisor	50% of the faculty were observed by the IQA-IA Unit	100% of the faculty were observed by the IQA-IA Department.	100% of the faculty will be observed by the IQA-IA Department.	100% of the faculty were observed by the IQA-IA Department.

C. QUALITY OF THE OUTPUTS

OBJECTIVE #1

Ensure an Accurate Report on the Student Statistics, Student Learning Outcomes and Institutional Functions.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Conduct institutional evaluation by students, by faculty, and by staff	Achieved	Achieved	Achieved	Report will be submitted in Oct	Achieved
2. Conduct student self-evaluation of CLOs	Piloted	Report was submitted in December	Report was submitted in Jun and Dec	Report will be submitted in June and December	Report will be submitted in June and December
3. Analyze the results of student self-evaluation of PLOs	NA	NA	NA	Report will be submitted in December	Report was submitted in December

OBJECTIVE #2

Coordinate the sharing of departmental good practices, area for improvement and recommendations for improvement.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Coordinate the sharing of the good practices of each department.	NA	One sharing session of good practices in Dec.	One sharing session of good practices in Dec.	One sharing session of good practices in Dec.	One sharing session of good practices in Dec.
2. Review the departmental self-assessment/self-audit report with the department	NA	NA	NA	NA	Review report in Dec

OBJECTIVE #3

Become a member of the Accreditation Council for Business Schools and Programs (ACBSP).

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Submit self-study report to ACBSP	NA	NA	Not Achieved	Self-assessment report is accepted by ACBSP by Jan	Achieved
2. Get accredited by ACBSP by Dec	NA	NA	Not Achieved	Accredited by ACBSP by Dec	Accredited by ACBSP in Jan

OBJECTIVE #4

Evaluate the IQA Department performance

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. The results of IQA Department self-assessment	NA	5.74	5.91	6.0+	5.70
2. Results of IQA Department assessment by BoT, President, Faculty, and Department Heads.	Reports of the results will be presented to the President and BoT by December. 5.8	6.5	6.26	6.0+	6.37
3. The results of the evaluation of the quality of recommendations provided by the IQA Department.	NA	5.9	6.27	6.0+	6.40

D. QUALITY OF THE OUTCOMES

OBJECTIVE #1

Coordinate a tracer study.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Coordinate a tracer study conducted by a consulting firm.	Report was submitted to IQA	Tracer study report was submitted to IQA in Aug	Achieved: Report in Dec	Tracer study report is submitted to IQA in Aug	Not Achieved

OBJECTIVE #2

Synthesize systemic data and give recommendations for improvement.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Synthesize data (self-assessment reports, tracer study report, internal evaluation reports)	NA	Annual Report was prepared.	Achieved	An integrated report and recommendations for improvement are provided to respective departments in Dec.	An integrated report and recommendations for improvement were provided to respective departments in Dec.

INTERNAL AUDIT DEPARTMENT

ACTION PLAN

JANUARY 2022 - DECEMBER 2022

OBJECTIVE #1

Ensure the reliability and integrity of the financial and operational information.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Review the accounting guidelines used by the accounting and finance department.	Achieved	100% of accounting guidelines were reviewed.	100% of accounting policies, procedures & guidelines were reviewed.	100% of accounting policies, procedures & guidelines will be reviewed.	100% of accounting policies, procedures & guidelines were reviewed.
2. Review the accounting and financial transactions relevant to the financial statements to determine if there are sufficient controls over the cycles.	Achieved	Review Report submitted to Finance on 31 July 2020	Achieved	Report on the implementation of accounting policies, procedures & guidelines	Achieved
3. Review cash and deposit reconciliation on a date randomly selected.	1. 26 Apr 19 2. 29 Jul 19 3. 22 Oct 19 4. 13 Dec 19	1. 29 Apr 20 2. 27 Jul 20 3. 04 Nov 20 4. 21 Dec 20	1. 25 May 21 2. 10 Aug 21 3. 27 Oct 21	4 spot checks	1. 28 April 2022 2. 01 Sep 2022 3. 08 Dec 2022

OBJECTIVE #2

Review the effectiveness and efficiency of the control system in each department.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Coordinate risk assessments and advise corrective actions in each department.	Achieved	Risk assessment reports from 100% of departments were submitted to VP for IQA-IA to review in June and Jan	Risk assessment reports from 100% of departments were submitted to the VP for IQA-IA and the Board of Trustee to review in July.	Risk assessment reports from 100% of departments are submitted to VP for IQA-IA in June and December.	Risk assessment reports from 100% of departments were submitted to the VP for IQA-IA in June and December.
2. Validate explanation on budget variances.	Achieved	Achieved	Achieved.	To achieve.	Achieved
3. Submit an annual internal audit report to the Audit Committee and BoT.	Report was submitted to BoT in January.	Report will be submitted to the Audit Committee and BoT in January.	Achieved	Report will be submitted to the Audit Committee and BoT in January.	Report was submitted to BoT in March.
4. Conduct risk-based review of expenses	N/A	Achieved	Achieved	Report on expense in December	Achieved
5. Conduct cost reduction review	NA	Cost Reduction Report on agreement with all departments saving up to \$441, 782	Budget Reduction Summary was submitted to the VP for IQA-IA in October.	Budget Reduction Summary was submitted to the VP for IQA-IA in October.	A budget reduction was discussed in a meeting with Finance and HoDs.

OBJECTIVE #3

Develop capacity of the IA members.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. IA members receive professional training.	17 internal auditors were trained by ISO on 06-May 2019	All internal auditors attend two training sessions: - Cost of Quality and Kaizen on 21-22 Jan 2020. - Risk Management on 11-Feb 2020.	- Data analytic training on 24, 26 & 28 May and 27-28 Dec - Internal Training for IA by LIA on 05 Mar	Financial Audit Training	- Business Data Analytics - Internal Training for IA by LIA on 04 Mar 22
2. IA members pursue Master and PhD programs.	NA	PhD in Education: - Ms. Maria Isabelita	Master Degree in Professional Accountancy	PhD in Business Management: - Mean Udam PhD in Education: - Ms. Maria Isabelita	PhD in Education: - Ms. Maria Isabelita
3. Lead internal auditor receives mentoring and coaching from IA mentor.	Two Meeting with IA Mentor	5 Meeting with IA Mentor	LIA obtained ACCA membership.	Mentoring and coach program objectives are met.	Mentoring Action Plan was produced
4. Enterprise visits about IA systems and meetings with Local and International internal auditors.	NA	One online Meeting with Internal Audit Manager at CIMB on 20 Dec 2020.	20 mentor meetings with audit associates.	Two online meetings or face to face enterprise visits.	- Grant Thornton: 20 Oct 22 - KPMG: 02 Nov 22

OBJECTIVE #4

Review and evaluate the implementation of the recommendations by internal auditors, ISO auditors and external auditors.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Review and evaluate the implementation of the recommendations by ISO, LIA, and external auditors.	N/A	The implementation of the accepted recommendations were reviewed and evaluated (100%)	The implementation of the accepted recommendations will be reviewed and evaluated (100%).	The implementation of the accepted recommendations will be reviewed and evaluated (100%).	The implementation of the accepted recommendations were reviewed and evaluated (100%)

OBJECTIVE #5

Review the IQA-IA Department's performance.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. The IQA-IA performance is reviewed by BoT, support staff, and faculty.	NA	6.02	6.47	6.0+	6.37
2. Evaluation score on a scale of 1-7 from relevant departments on "Quality of the IQA-IA Department's Recommendations".	6.25	6.5	6.27	6.0+	6.40

CURRICULUM COMMITTEE

ACTION PLAN

JANUARY 2022 - DECEMBER 2022

OBJECTIVE #1

Review the curriculum and program specification for conformity with the vision and mission of the school.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Review the curricula for conformity with the vision and mission.	Achieved in line with AUN accreditation process.	Achieved. (Add work placement course)	Achieved	Conformity review will be conducted.	Achieved

OBJECTIVE #2

Evaluate and improve the curriculum.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Solicit feedback from alumni and employers on the relevance of the curriculum.	1. Meetings with 4 employers (conducted by LSC) 2. Not Achieved 3. Survey of employers was achieved through the tracer study 4. Survey of alumni was achieved through tracer study	1. Not Achieved 2. Meetings with 11 alumni (conducted by LSC) 3. Survey of employers was achieved through the tracer study 4. Survey of alumni was achieved through tracer study	1. Meetings with 32 employers 2. Meetings with 10 alumni 3. Survey of employers was achieved through the tracer study 4. Survey of alumni was achieved through the tracer study	1. Meetings with 10+ key employers 2. Meetings with 10+ alumni 3. Survey employers 4. Survey alumni	1. Achieved (by ACC and ACBSP) 2. Achieved (by ACC and ACBSP) 3. Internal survey of employers 4. Internal survey of alumni
2. Conduct external review of the program specification.	Achieved.	Not Achieved.	Not Achieved.	To achieve	The FAA and ACBSP reviewed the program specification.
3. Benchmark the program specification with international universities.	Achieved.	Achieved.	Achieved.	Not targeted this year.	Not targeted this year.
4. Before year end, the tax syllabus is reviewed by an external firm.	Reviewed by KPMG in February 2019.	Reviewed by VDB in November 2020.	Reviewed by VDB in February 2021.	To review by August 2022.	Reviewed by C.Tax course advisor.
5. Before year end, the business law syllabus is reviewed by an external firm.	Reviewed by DFDL in February 2019	Reviewed by Dr. Prum Virak in November 2020.	Reviewed by Dr. Prum Virak in January 2021.	To be reviewed by a firm in August 2022.	Reviewed by Dr. Prum Virak in June 2022.

OBJECTIVE #3

Draft new program specifications.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. A master's degree program specification will be drafted and subject to evaluations by key stakeholders, including alumni and employers.	Not Achieved.	Not Achieved.	Achieved	To be updated	Achieved
2. Review feasibility and establish timelines for additional academic degrees and diplomas	NA	NA	NA	1. Review feasibility for establishing a timeline for developing a bachelor of law, business management, marketing and diplomas in business communication (English), Entrepreneurship, Business IT, banking and finance.	Survey was conducted to discuss the new degree.

OBJECTIVE #4

Develop the capacity of the Curriculum Committee.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Identify and participate in relevant training to improve Committee members' skill in developing the curriculum.	Two Curriculum Committee members joined two AUN-QA training.	Two Curriculum Committee members joined the ACBSP conference.	One Curriculum Committee member joined the AACSB conference.	Participate in 1+ workshops, training, or higher education related to curriculum development.	Two curriculum committee members joined the presentation of the strategic plan 2030 by higher education.

DEPARTMENT OF ACCOUNTING AND FINANCE

ACTION PLAN

JANUARY 2022 - DECEMBER 2022

OBJECTIVE #1

Produce qualified students by delivering high quality lecturing, assignments and assessments.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Student evaluation of lecturer quality.	Average lecturer evaluations were as follows: JJ2019 BA Evaluation 1: 6.30 BA Evaluation 2: 6.39 ACCA/CAT Eval 1: 6.33 ACCA/CAT Eval 2: 6.41 JD2019 BA Evaluation 1: 6.46 BA Evaluation 2: 6.42 ACCA/CAT Eval 1: 6.36 ACCA/CAT Eval 2: 6.35	Average lecturer evaluations were as follows: JJ2020 BA Evaluation 1: 6.42 BA Evaluation 2: 6.35 BA Evaluation 3: 6.31 ACCA/CAT Eval 1: 6.29 ACCA/CAT Eval 2: 6.21 ACCA/CAT Eval 3: 6.17 JD2020 BA Evaluation 1: 6.39 BA Evaluation 2: 6.39 ACCA/CAT Eval 1: 6.25 ACCA/CAT Eval 2: 6.30	Average lecturer evaluations were as follows: JJ2021 BA Evaluation 1: 6.35 BA Evaluation 2: 6.40 ACCA/CAT Eval 1: 6.39 ACCA/CAT Eval 2: 6.41 JD2021 BA Evaluation 1: 6.33 BA Evaluation 2: 6.40 ACCA/CAT Eval 1: 6.39 ACCA/CAT Eval 2: 6.31	Average lecturer evaluations were as follows: JJ2022 BA Evaluation 1: 6.0+ BA Evaluation 2: 6.0+ ACCA/CAT Eval 1: 6.0+ ACCA/CAT Eval 2: 6.0+ JD2022 BA Evaluation 1: 6.0+ BA Evaluation 2: 6.0+ ACCA/CAT Eval 1: 6.0+ ACCA/CAT Eval 2: 6.0+	Average lecturer evaluations were as follows: JJ2022 BA Evaluation 1: 6.36 BA Evaluation 2: 6.48 ACCA/CAT Eval 1: 6.27 ACCA/CAT Eval 2: 6.37 JD2022 BA Evaluation 1: 6.46 BA Evaluation 2: 6.51 ACCA/CAT Eval 1: 6.20 ACCA/CAT Eval 2: 6.21
2. Peer evaluation observations by the Faculty's Council members and IQA evaluations score lecturer quality, lesson delivery, supporting materials, as well as the effectiveness of alignment of expected learning outcomes, lessons, and teaching methods and assessments.	Overall score: ACCA/CAT Lecturers = not conducted. BA Lecturers = 6.36	Overall score: ACCA/CAT Lecturers = 6.60 BA Lecturers = 6.58	Overall score: ACCA/CAT Lecturers = 6.78 BA Lecturers = 6.70	Overall score: ACCA/CAT Lecturers = 6.1+ BA Lecturers = 6.1+	Overall score: ACCA/CAT Lecturers = 6.81 BA Lecturers = 6.72
3. Average bachelor student self-study hours per lecture hour.	1.18	1.12	1.08	1.4	1.20

4. International pass rates for exams embedded in the bachelor program.	Pass rate $\frac{1}{2}$ or more of international pass rates for 3/7 subjects in JJ19 and 5/7 subjects in JD19.	No international Exam due to Covid-19	Pass rates $\frac{1}{2}$ or more of international pass rates for 7 out of 7 subjects.	Pass rates $\frac{1}{2}$ or more of international pass rates for 6 out of 7 subjects.	Pass rates $\frac{1}{2}$ or more of international pass rates for 2 out of 5 subjects.
5. International pass rates for professional certification exams not embedded in the bachelor program.	Pass rates $\frac{2}{3}$ or more of international pass rates for 7/9 subjects in JJ19 and 8/9 subjects in JD19.	Pass rates $\frac{2}{3}$ or more of international pass rates for 7/9 subjects.	Pass rates $\frac{2}{3}$ or more of international pass rates for 12 out of 12 subjects.	Pass rates $\frac{2}{3}$ or more of international pass rates for 8 out of 10 subjects.	Pass rates $\frac{2}{3}$ or more of international pass rates for 7 out of 11 subjects.
6. Student evaluation of the integrity of exams.	JJ19 Midterm: 6.34 JJ19 Final: 6.00 JD19 Midterm: 5.67 JD19 Final: 6.27	JJ20 Midterm: 6.36 JJ20 Final: 5.81 JD20 Midterm: 6.25 JD20 Final: 6.20	JJ21 Midterm: 5.74 JJ21 Final: 6.17 JD21 Midterm: 6.18 JD21 Final: 6.29	JJ23 Midterm: 6.1+ JJ23 Final: 6.1+ JD23 Midterm: 6.1+ JD23 Final: 6.1+	JJ22 Midterm: 6.17 JJ22 Final: 6.00 JD22 Midterm: 6.51 JD22 Final: 5.93
7. Retention rate as measured by percent of students continuing to the new academic year.	First year continuation: 93% Second year continuation 86% Third year continuation: 92%	First year entering second: 85% Second year entering third: 95% Third year entering fourth: 96%	First year entering second: 85% Second year entering third: 92% Third year entering fourth: 97%	First year continuation: 90% Second year continuation 90% Third year continuation: 90%	First year entering second: 86% Second year entering third: 92% Third year entering fourth: 98%
8. Evaluation of alignment of expected program learning outcomes, expected course learning outcomes, expected lesson learning outcomes, teaching methods, and assessments.	Achieved	Achieved	Achieved	To achieve	Achieved

OBJECTIVE #2

Ensure that courses both adhere to the curriculum and also address needs of expected employers of students.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Lecturers review and participate in the revision of their course specifications.	Achieved	Achieved	Achieved	To achieve	Achieved
2. Lessons, assessment and materials conform to the course specifications.	Achieved	Achieved	Achieved	To achieve	Achieved
3. Percentage of lecturers who attended or participated in industry conferences, workshops.	1 or more workshops = 31/34 = 91% 2 or more workshops = 23/34 = 68% 3 or more workshops = 15/34 = 44%	1 or more workshops = 13/16 = 82% 2 or more workshops = 8/16 = 50% 3 or more workshops = 6/16 = 38%	1 or more workshops: 81% 2 or more workshops: 63% 3 or more workshops: 44%	1 or more workshops = 90%+ 2 or more workshops = 50%+ 3 or more workshops = 30%+	1 or more workshops: 95% 2 or more workshops: 76% 3 or more workshops: 57%

4. Percentage of of BA except Foundations lecturers who have introduced real-world application via local case studies, research assignments, and guest lecturers.	88%	88%	95%	100%	100%
5. Percentage of lecturers who have met with key industry employers.	1 or more key employer: 29/34 = 85% 2 or more key employers: 19/34 = 56% 3 or more key employers: 14/34 = 41%	1 or more key employer: 12/16 = 75% 2 or more key employers: 8/16 = 50% 3 or more key employers: 5/16 = 31%	1 or more key employer: 90% 2 or more key employers: 50% 3 or more key employers: 31%	1 or more key employer: 90% 2 or more key employers: 70% 3 or more key employers: 50%	1 or more key employer: 90% 2 or more key employers: 67% 3 or more key employers: 57%

OBJECTIVE #3

Develop both the technical knowledge and pedagogical skills of lecturers.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Review and enhance Faculty's Council policies.	Achieved	Achieved	Achieved	To achieve	Achieved
2. Percentage of lecturers who have completed at least 36 hours of continuing professional development in their field of study.	30/34 = 88%	15/16 = 94%	90%	100%	100%
3. Percentage of lecturers who have completed a self- assessment and self-development plan.	87%	100%	100%	100%	100%
4. Percentage of lecturers who have undergone a one-on-one pedagogical evaluation with direct feedback.	Adjunct lecturers: Not conducted Full-time lecturers: 100%	Adjunct lecturers: 70% Full-time lecturers: 100%	Adjunct lecturers: 50% Full-time lecturers: 100%	Adjunct lecturers: 50% Full-time lecturers: 100%	Adjunct lecturers: 100% Full-time lecturers: 100%
5. Percentage of lecturers who have participated in teacher development workshops.	One or more workshop: 100% Two workshop: 64%	One or more workshop: 81% Two workshops: 44%	One workshop: 100% Two workshops: 100% Three workshops: 100%	One workshop: 100% Two workshops: 75%+ Three workshops: 25%+	One workshop: 100% Two workshops: 95% Three workshops: 81%

FOUNDATION YEAR DEPARTMENT

ACTION PLAN

JANUARY 2022 - DECEMBER 2022

OBJECTIVE #1

Produce qualified students by delivering high quality lecturing, assignments and assessments.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Average student evaluation of lecturer quality on a scale of 1-7.	JJ2019 Evaluation 1: 6.25 Evaluation 2: 6.24 JD2019 Evaluation 1: 6.35 Evaluation 2: 6.33	JJ2020 Evaluation 1: 6.35 Evaluation 2: 6.24 Evaluation 3: 6.34 JD2020 Evaluation 1: 6.33 Evaluation 2: 6.38	JJ2021 Evaluation 1: 6.27 Evaluation 2: 6.34 JD2021 Evaluation 1: 6.35 Evaluation 2: 6.40	JJ2023 Evaluation 1: 6.2+ Evaluation 2: 6.2+ JD2023 Evaluation 1: 6.2+ Evaluation 2: 6.2+	JJ2022 Evaluation 1: 6.37 Evaluation 2: 6.80 JD2022 Evaluation 1: 6.41 Evaluation 2: 6.58
2. Peer evaluation observations by the Faculty's Council members and IQA evaluations score lecturer quality, lesson delivery, supporting materials, as well as the effectiveness of alignment of expected learning outcomes, lessons, and teaching methods and assessments.	BA Lecturers: 6.36	BA Lecturers: 6.62 JJ20 = 6.60 JD20 = 6.70	BA Lecturers: JJ21 = 6.63 JD21 = 6.70	BA Lecturers: JJ23 = 6+ JD23 = 6+	BA Lecturers: JJ22 = 6.69 JD22 = 6.65
3. Average Foundation Year student self-study hours per lecture hour.	0.95	1.13	1.15	1.4	1.19
4. Student evaluation of the integrity of exams.	JJ2019 midterm: FY only: 6.26 JJ2019 final: FY only: 6.26 JD2019 midterm: FY only: 6.07 JD2019 final: FY only: 6.07	JJ2020 midterm: FY only: 6.21 JJ2020 final exam: FY only: 5.82 JD2020 midterm exam: FY only: 6.05 JD2020 final exam: FY only: 6.30	JJ2021 midterm: FY only: 6.22 JJ2021 final exam: FY only: 6.24 JD2021 midterm exam: FY only: 6.36 JD2021 final exam: FY only: 6.32	JJ2023 midterm: FY only: 6+ JJ2023 final: FY only: 6+ JD2023 midterm: FY only: 6+ JD2023 final: FY only: 6+	JJ2022 midterm: FY only: 6.05 JJ2022 final exam: FY only: 5.96 JD2022 midterm exam: FY only: 6.37 JD2022 final exam: FY only: 6.23
5. Retention rate as measured by percent of students continuing to the new academic year.	First year entering second: 93%	First year entering second: 85%	First year entering second: 85%	100%	First year entering second: 86%

6. Evaluation of alignment of expected program learning outcomes, expected course learning outcomes, expected lesson learning outcomes, teaching methods, and assessments.	Achieved	Achieved	Achieved	To achieve	Achieved by FAA
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OBJECTIVE #2

Ensure that courses both adhere to the curriculum and also address needs of expected employers of students.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Foundation Year lecturers review and participate in the revision of their course specifications.	Achieved	Achieved	Achieved	To achieve	Achieved
2. Lessons, assessment and materials conform to the course specifications.	Achieved	Achieved	Achieved	To achieve	Achieved
3. Percentage of Foundation Year lecturers who have introduced real-world application via local case studies, research assignments, and guest lecturers.	9/12 = 75%	9/11 = 82%	67%	100%	100%
4. Percentage of Foundation Year lecturers who have met with key industry employers.	1 or more key employer: 9/12 = 75% 2 or more key employers: 6/12 = 50% 3 or more key employers: 5/12 = 42%	1 or more key employer: 5/11 = 45% 2 or more key employers: 4/11 = 36% 3 or more key employers: 3/11 = 27%	1 or more key employer: 42% 2 or more key employers: 42% 3 or more key employers: 0%	1 or more key employer: 90% 2 or more key employers: 70% 3 or more key employers: 50%	1 or more key employer: 73% 2 or more key employers: 45% 3 or more key employers: 36%

OBJECTIVE #3

Develop both the technical knowledge and pedagogical skills of lecturers.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Review and enhance Faculty's Council policies, roles and responsibilities in regards to Foundation Year management.	Achieved	Achieved	Achieved	To achieve	Achieved
2. Percentage of Foundation Year lecturers who have completed at least 36 hours of continuing professional development in their field of study.	67%	91%	80%	80%	100%

3. Percentage of Foundation Year lecturers who have completed a self assessment and self-development plan.	100%	100%	100%	100%	100%
4. Percentage of Foundation Year lecturers who have undergone a one-on-one pedagogical evaluation with direct feedback.	Adjunct lecturers: 0% Full-time lecturers: 100%	Full time lecturers: 100%	Full-time lecturers: 80%	100%	Full-time lecturers:
5. Percentage of Foundation Year lecturers who have participated in teacher development workshops.	1 workshop: 13/13 = 100% 2 workshops: 10/13 = 77%	1 workshop: 10/11 = 91% 2 workshops: 8/11 = 72%	1 workshop: 80% 2 workshops: 60% 3 workshops: 50%	1 workshop: 80%+ 2 workshops: 80%+ 3 workshops: 80%+	1 workshop: 100% 2 workshops: 82% 3 workshops: 64%

OBJECTIVE #4

Develop CamEd Admissions English Tests.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Develop the English Admission Test (Grammar, Vocabulary, Reading)	NA	One Admission test.	Achieved	5 Admissions test	Achieved
2. Develop the English Entrance test focusing on writing (Official Entrance Exam)	NA	Not Achieved.	Achieved.	To achieve	Achieved

RESEARCH COMMITTEE

ACTION PLAN

JANUARY 2022 - DECEMBER 2022

OBJECTIVE #1

To contribute to the vision of CamEd and foster academic development by producing new and relevant high quality academic research.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Number of research papers submitted by faculty.	January-June 2019 - Literature reviews: N/A - Full papers: 13 - Papers published in JAFESS: 13 - Papers published outside JAFESS: N/A July-December 2019 - Literature reviews: N/A - Full papers: 15 - Papers published in JAFESS: 15 Papers published outside JAFESS: N/A However, no proposal submission was required. Submission of literature review before submitting the final paper was not compulsory.	January-June 2020 - Literature reviews: 7 - Full papers: 9 - Papers published in JAFESS: 9 - Papers published outside JAFESS: N/A July-December 2020 - Literature reviews: 10 - Full papers: 15 - Papers published in JAFESS: 15 Papers published outside JAFESS: 9 (8 in the Symposium book) Since submitting literature review first before submitting a full paper was not compulsory, some authors did choose to skip the first stage.	January-June 2021 - Literature reviews: 16 - Full papers: 14 - Papers published in JAFESS: 14 - Papers published outside JAFESS: N/A July-December 2021 - Literature reviews: 13 - Full papers: 12 - Papers published in JAFESS: In progress Papers published outside JAFESS: 6 Submitting a literature review before submitting the full paper was not made compulsory yet.	18	January-June 2022 - Proposals: 14 - Literature reviews: 12 - Full papers: 10 - Papers published in JAFESS: 10 (in progress) - Papers published outside JAFESS: N/A July-December 2022 - Proposals: 17 - Literature reviews: 8 - Full papers: 9 - Papers published in JAFESS: In progress Papers published outside JAFESS: 5 Submitting a proposal form before doing the literature review was made a requirement starting from April 2022. After the proposal stage, submitting literature review was required as a second stage.
2. Percent of faculty submitting research papers.	31% of BA faculty 18% of adjunct faculty 11 articles to be published in JJ19 and 14 articles to be published in JD19.	63% of BA faculty 30% of adjunct faculty 12 articles to be published in JJ20 and 11 articles to be published in JD20.	51.43% of BA faculty 25% of adjunct faculty 13 articles to be published, 7 in Vol.6, No.1 and 6 in Vol.6, No.2 for 2021	55%	Completed JJ2022 BA Faculty: 34.29% Adjunct Faculty: 6.25% Papers to be published: 12 JD2022 BA Faculty: Adjunct Faculty: Papers to be published: January-June 2022 - Full-time faculty: - Adjunct faculty: July-December 2022 - Full-time faculty: - Adjunct faculty:

3. Average peer evaluation scores on a scale of 1-7.	5.54	6.11	5.77	6.2	5.84
4. Number of student research papers submitted to internal or external conferences or journals	3: CFA Research Challenge: 2 teams SECC Research Challenge: 1 teams	2: Research presentation in International Virtual Research Symposium (6 students)	1. Research presentation in International Virtual Research Symposium 2021 (4 students) 2. Short Case Studies presented to Harvard Business School MOC Asian Chapter Conference (2 July 2021): 2	15	3: International Research Symposium 1: CFA Challenge
5. Average number of article citations (citations by other researchers) and views per published research paper.	NA	NA	Citation: 3 View: 20	3-5	In process

OBJECTIVE #2

To enhance the impact of research with dissemination, publication, and publicity.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Number of faculty writings or research published in external publications, presented at conferences or quoted in the local press.	12	10	22	30	In process
2. All research is published online as well as in hard copy.	Achieved	Achieved	Achieved	Achieved	Achieved
3. Number of public conferences presenting student and faculty research hosted by CamEd.	1: Research presentations were held in the afternoon of the Careers in Accounting Conference	1 Research Symposium	Harvard Business School MOC Network Asian chapter Conference (01-02 July 2021) 2: International Virtual Research Symposium 2021 and Research Presentation with CSSA	4	Completed JJ2022: 1 CamEd Lecturers and Students Research Presentation (May 6, 2022) JD2022: 1 TCI/MOC Asian Chapter Summer Conference 2022 (Jul 1, 2022)

OBJECTIVE #3

To manage research, grants, and publication efficiently, fairly and transparently.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Conduct a research committee election.	Election was held at the lecturer meeting on January 13, 2019.	No election was held.	No election was held	No election currently planned as focus is on development of existing procedures and data capture	Completed Election took place in April 2022 and new Research Committee appointed
2. Lecturer evaluation of ease of conducting research, fairness in publication, and fairness in awarding grants on a scale of 1-7.	5.74	5.96	6.18	6.2	In process

RESEARCH COMMITTEE:

Objectives for 2nd Half of 2022

Write a Terms of Reference for the Research Committee	Write a Terms of Reference for the Research Committee which can then form the basis for the individual job descriptions (and possible proposal for remuneration). The TOR for the Research Committee is to include the scope of the Research Committee mandate and the outputs that the Research Committee has to achieve and the level of authority that the Research Committee will have. This is to respond to evidence of bad feedback and resentment that has been given to Research Committee members in recent months over decisions related to publication or rejection) of papers put forward by certain faculty members (N.B. we can write the RC TOR on the basis of what is already in the Research Policy). We want this to be a document that is part of the process of ensuring good productive liaison and respect between faculty members and the Research Committee.
Ensure Job Descriptions for Research Committee Members	We will write formal job descriptions for Research Committee members to ensure that each of them understand their roles and responsibilities as part of the research committee. We will put this forward as a possible basis for remuneration of Research Committee members, given the level of work involved in reviewing papers and peer reviews
Introduce a quarterly physical meeting for Research Committee Members to review all papers and proposals	We are intending to reintroduce the quarterly meeting of the Research Committee to meet physically to review and decide on the publication status of all pending papers and proposals. This is to help ensure that the Research Committee is able to meet its goals and individuals meet their job description requirements.
Introduce a review form to ensure that authors have completed the corrections required to a satisfactory standard	The Review Form will be created with two columns, the left hand column for the identification of the issue that the author needs to address in the paper, and the right hand column for the author to be able to respond with the exact reference as to where he/she has made that amendment (including page number and paragraph).
Fine-tune the Research Policy	The Research Policy has been fully developed in accordance with the policy of CamEd Business School for the development and remuneration of published research. We feel that the research policy is clear and up-to-date but we will always look for ways of amendment and fine-tuning where necessary
Fine-tune the Ethical Compliance Whilst Undertaking research Document	The policy on ethical compliance was developed and adopted by CamEd Business School during the period February to May 2022 and has now been formally accepted as a component of the CamEd Business School Research Policy. We feel that this policy on ethical compliance is appropriate for CamEd Business School at this stage, but we will make any amendments to this policy on ethical compliance as circumstances dictate.

Fine-tune the Research Proposal and Review Process	The Research Proposal and review process was introduced in January 2022 as a means for Peer Reviews to be assessed by the Research Committee and recommendations made for revisions and acceptance of final publication in the CamEd Journal (JAFESS). The Research Proposal Form, which all faculty and anyone publishing is required to submit has proven successful in encouraging faculty to think about their research questions and requirements before they write it.
Recommend changes to the Remuneration Policy (if requested)	We are open to giving recommendations in the remuneration policy for research completed and peer review if required.
Develop Research Themes	We have already announced to faculty and support staff that we are encouraging research consistent with the ACBSP themes and sub-themes related to "Collaboration", which is the theme of the ACBSP Conference in February 2022. We will be providing as much guidance as we can for faculty during the 2nd half of 2022 to enable research to be published following this theme.
Assist Faculty and Students to Publish	We have provided a lot of support material and seminars for faculty and students wishing to undertake research over the last 3-4 years, and continue to provide support as required. We find that the most successful means of support is informal, talking to faculty about their research and helping guide them to complete and publish. This is the preferred method of support that we will provide during the 2nd Half of 2022, and we will provide additional support as we can.
Develop the links with the CamEd Library for Research Support	The CamEd Library is a really strong and committed supporter of research and we are trying to encourage faculty to use the services of the library, particularly for assistance with literature review and data collection.
Develop Existing Partnerships and Build New Partnerships	Continue to build partnerships with other universities and institutes worldwide. We have during the last month created a proposal for university partnerships indicating our areas of research interest which we can and have started to use as a basis for partnership proposals. We are also working closely with the Microeconomics of Competitiveness Network at Harvard Business School, of which we are very active members and building a case study base with other affiliates of this network.

LEARNING SUPPORT CENTER

ACTION PLAN

JANUARY 2022 - DECEMBER 2022

OBJECTIVE #1

Provide high quality support to lecturers and students.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Average LSC department evaluation on a scale of 1 - 7 appraised by lecturers and students.	5.71	6.11	6.19	6+	6.15
2. End of year, ratio of bachelor program academic staff to LSC staff.	2.85:1 (40/14)	2.33:1 (28/12)	2.33:1 (35/15)	1.5:1	JJ22: 2.59 (44/17) JD22: 2.65 (45/17)
3. Course specifications are reviewed by lecturers with support from LSC prior to commencement of each term to ensure they are up to date and aligned with the program specification and relevant standards.	Achieved	Achieved	Achieved	To achieve	JJ22: Achieved JD22: Achieved

OBJECTIVE #2

Ensure high quality study materials aligned with course specifications, adhered to the curriculum, and prepared for students in a timely manner.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Have lecture notes submitted to LSC and passed to the graphic designer before the start of each term.	Achieved	Achieved	Achieved	To achieve	JJ22: Achieved JD22: Lecture Notes are now passed to the Stock Office in the Finance Dept. This indicator is no longer relevant.
2. Have lecture notes cross-checked against the course specification before having them printed or delivered.	Achieved	Achieved	Achieved	To achieve	JJ22: Achieved JD22: Achieved
3. Ensure lessons, assessment and materials conform to the course specification.	Achieved	Achieved	Achieved	To achieve	JJ22: Achieved JD22: Achieved
4. Percentage of BA lecturers, who have introduced real-world app via local case studies, research assignments, and guest lecturers	Foundation Year lecturers: 75% Second, Third, and Fourth Year lecturers: 88%	Foundation Year lecturers: 82% Second, Third, and Fourth Year lecturers: 88%	Foundation Year lecturers: 100% Second, Third, and Fourth Year lecturers: 100%	Foundation Year lecturers: 100% Second, Third, and Fourth Year lecturers: 100%	Foundation Year lecturers: 100% Second, Third, and Fourth Year lecturers: 100% This indicator should go to 'Foundation Year Department and Dept of Acc and Finc' instead.
5. Evaluation score of the quality of the design of lecture notes on a scale of 1 - 7.	JJ2019: 6.30 JD2019: 6.00	JJ2020: 6.63 JD2020: 6.63	JJ2021: 6.33 JD2021: 6.33	JJ2022: 6+ JD2022: 6+	JJ2022: 6+ JD2022: 6+ This indicator is no longer relevant, since the designer is no longer under LSC.

OBJECTIVE #3

Evaluate teaching quality and report feedback to both faculty members and management in a timely manner.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Date of conducting faculty evaluation for 100% of courses.	JJ2019 (achieved) Evaluation 1: Feb Evaluation 2: May JD2018 (achieved) Evaluation 1: Aug Evaluation 2: Oct	JJ2020 (achieved) Evaluation 1: Feb Midterm evaluation: Apr (due to the drastic transition from physical to online class) Evaluation 2: May JD2020 (achieved) Evaluation 1: Aug Evaluation 2: Oct	JJ2021 (achieved) Evaluation 1: Feb Evaluation 2: Apr JD2021 (achieved) Evaluation 1: Aug Evaluation 2: Oct	JJ2022 Evaluation 1: Mar Evaluation 2: May JD2022 Evaluation 1: Aug Evaluation 2: Oct	JJ2022 (achieved) Evaluation 1: Mar Evaluation 2: May JD2022 (achieved) Evaluation 1: Aug Evaluation 2: Oct However, the evaluation of the first-year courses was delayed due to the delay in starting the classes.

OBJECTIVE #4

Deliver high quality examinations and grading in line with course specifications for students in a timely manner.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Date of preparing and reviewing exams for alignment with course learning outcomes (CLOs), and delivering exams.	JJ2019 (achieved) Draft midterm: Feb Midterm: Mar Draft final: May Final: June JD2019 (achieved) Draft midterm: Aug Midterm: Sep Draft final: Nov Final: Dec	JJ2020 (achieved) Draft midterm: Feb Midterm: Mar Draft final: May Final: June JD2020 (achieved) Draft midterm: Aug Midterm: Sep Draft final: Nov Final: Dec	JJ2021 (achieved) Draft midterm: Mar Midterm: April Draft final: May Final: June JD2021 (achieved) Draft midterm: Aug Midterm: Sep Draft final: Nov Final: Dec	JJ2022 Draft midterm: Mar Midterm: Mar & April for FY only Draft final: May Final: June JD2022 Draft midterm: Aug Midterm: Sep Draft final: Nov Final: Dec	JJ2022 (achieved) Draft midterm: Mar Midterm: Mar & April for FY only Draft final: May Final: June JD2022 (achieved) Draft midterm: Aug Midterm: Sep Draft final: Nov Final: Dec However, the exams of the first-year courses were delayed due to the delay in starting the classes.
2. Exam integrity as determined by an appraisal score on a scale of 1 - 7 appraised by students.	JJ2019 midterm: FY only: 6.26 BA (excluding FY): 6.02 JJ2019 final exam: FY only: 6.26 BA (excluding FY): 6.24 JD2019 midterm exam: FY only: 6.07 BA (excluding FY): 6.02	JJ2020 midterm: FY only: 6.21 BA (excluding FY): 6.36 JJ2020 final exam: FY only: 5.82 BA (excluding FY): 5.81 JD2020 midterm exam: FY only: 6.05 BA (excluding FY): 6.25	JJ2021 midterm: FY only: 6.21 BA (excluding FY): 6.32 JJ2021 final exam: FY only: 5.82 BA (excluding FY): 5.81 JD2021 midterm exam: FY only: 6.28 BA (excluding FY): 6.10	JJ2022 midterm: FY only: 6+ BA (excluding FY): 6+ JJ2021 final exam: exam: FY only: 6+ BA (excluding FY): 6+ JD2022 midterm exam: exam: FY only: 6+ BA (excluding FY): 6+	JJ2022 midterm: FY only: 6.05 BA (excluding FY): 6.17 JJ2022 final exam: FY only: 5.96 BA (excluding FY): 6.00 JD2022 midterm exam: FY only: 6.37 BA (excluding FY): 6.51

	JD2019 final exam: FY only: 6.07 BA (excluding FY): 6.11	JD2020 final exam: FY only: 6.30 BA (excluding FY): 6.20	JD2021 final exam: FY only: 6.26 BA (excluding FY): 6.27	JD2022 final exam: FY only: 6+ BA (excluding FY): 6+	JD2022 final exam: FY only: 6.23 BA (excluding FY): 5.93
3. Feedback results for exams are given to the students in a timely manner.	JJ2019 midterm: Apr JJ2019 final: Jul (achieved) JD2019 midterm: Oct JD2019 final: Jan 2020 (achieved)	JJ2020 midterm: Apr JJ2020 final: Jul (achieved) JD2020 midterm: Oct JD2020 final: Jan 2021 (achieved)	JJ2021 midterm: Apr JJ2021 final: Jul (achieved) JD2021 midterm: Oct JD2021 final: Jan 2022 (achieved)	JJ2022 midterm: Apr and May for FY only JJ2022 final: July JD2022 midterm: Oct Oct JD2021 final: Jan 2023	JJ2022 midterm: Apr and May for FY only JJ2022 final: July (achieved) JD2022 midterm: Oct JD2021 final: Jan 2023 (achieved) However, the results of the first-year classes were delayed due to the delay in starting the classes too

OBJECTIVE #5

Ensure academic integrity in accordance with the policy in the Student Rulebook.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Give cheating students a warning letter for a first offense notice for attendance, quizzes, homework or assignments. If a second offense, give an auto failing notice.	Achieved: Academic Misconduct Report	Achieved: Academic Misconduct Report	Achieved: Academic Misconduct Report	To achieve	Achieved: Academic Misconduct Report
2. For exams, give an auto failing notice to the cheating students for a first offense.	Achieved: Academic Misconduct Report	Achieved: Academic Misconduct Report	Achieved: Academic Misconduct Report	To achieve	Achieved: Academic Misconduct Report

OBJECTIVE #6

Ensure the productivity, development and cooperation of LSC members.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. LSC staff are productive, as measured by an appropriate number of classes/LSC team members.	JJ2019: 14.33 (172/12) JD2019: 14.33 (172/12)	JJ2020: 16.25 JD2020: 15.67	JJ2021: 13.07 JD2021: 12.13	JJ2022: 11 JD2022: 11	JJ2022: 10.06 JD2022: 9.53
2. Average LSC peer appraisal (How well did he/she do the job?) on a scale of 1 - 7 appraised by peers and the department head.	6.34	6.42	6.59	6+	6.73

3. Average team cooperation score on a scale of 1 - 7 for team spirit measured by the question "Do you like your LSC team?"	6.81	6.58	6.67	6.94 However, the question asked was a little adjusted to "I enjoyed working in LSC."	6+
4. Average score for self appraisal to the question "Are you challenged by your work?" on a scale of 1-7.	6.64	6.40	6.49	6+	6.72
5. LSC staff will study CAT/ACCA at CamEd, with passing exam scores.	- Sonon: CTax & F9 (passed), F5 (passed) - Nika: FA1 & FAU(passed), FFM (passed) - Chanthea: FAU (passed) , FFM (passed) - Bunna: F2/FMA (No exam) - Sokunneath: FA1 (passed)	- Sokunneath: FA1-2 & FFA, MA1-2(Passed) - Nika: FA2 & FFA, F1 (Passed) - Chanthea: FA1-2, F2-3,MA1-2, CTax (Passed)	- Neath: Completed CAT - Nika: Completed CAT - Reaksmey passed CTX, IFRS for SMEs, CIFRS for SMEs	- Neath: F5, F9 - Nika: - Bunna: - Ly: FFM - Srun: CTX, CBL	5% (1/17) of staff passed CBL 11% of staff passed CTX 5% of staff passed FBT
6. LSC staff will study English at ACE, with a pass result.	- Lyhong: ACE (completed Level 12) - Chanthea: ACE (graduated) - Nika: GEP, L11B - Bora: GEP, L9A	- Reach Saysobora: GEP L9A (before Covid-19) - Nika didn't enroll due to Covid-19	- ACE training was not available	ACE scholarship is not available	ACE scholarship is not available
7. LSC staff will enroll in a master program/PhD related to education management	- Yem Bunthorn: master of education at RUPP - Chan Somaniza: master of education at RUPP - An Sita: master of education RUPP or TESOL at PUC	- Yem Bunthorn MEd at RUPP (terms 3 - 4) - Chan Somaniza MEd at RUPP (Terms 3 - 4) - An Sita Master at IFL, RUPP (Term 1) - Lyhong: MIB at NUM	- Bunthorn & Niza: Completed MEd at RUPP - An Sita: Pursuing MA at IFL - Phalin : Pursuing MEd at RUPP - Lyhong: Pursuing MIB at NUM	- Meng: MIB at NUM - Sita: Continues MA at IFL - Phalin: Continues MED at RUPP	- 24% (4/17) staff pursued a master's degree - 5% (1/17) of staff pursued a bachelor's degree.
8. Number of LSC staff attending relevant external training to enhance delivery of higher education services.	AUN-QA Tier 1: 3 people AUN-QA Tier 2: 3 people OBE: 1 person Edu Conference: 2 people	2 Staff (Bora & Chhaly) attended 'Photographies Conference' on 16 - 17 January 2020 in Singapore None went to ACC & Ministry training	An Sita: completed Online OBE training with AUN Bora and Chhaly moved admissions department	Online AUNQA training	11% of staff attended AUN-QA online training 5% of staff attended AUN-QA physical training in Bangkok

LIBRARY DEPARTMENT

ACTION PLAN

JANUARY 2022 - DECEMBER 2022

OBJECTIVE #1

Provide effective services, management and assessment..

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Evaluations scores on a scale of 1-7	Students: 5.67 Academic Staff: 6.26	Support Staff: 6.00 Faculty: 6.64 Students: 6.69	Support Staff: 6.00 Faculty: 6.64 Students: 6.69	Students: 6.0+ Academic: 6.0+ Staff: 5.8+	Students: 5.98+ Academic: 6.65 Staff: 6.2
2. Team member engagement score on a scale of 1-5	4.5	4.1	To be conducted in September	4.5+	Achieved
3. Access of (Kaplan) CAT & ACCA books in online resources in the CamEd App & CamEd Ebooks.	NA	NA	- Achieve posted in CamEd Google Drive and Hosted in CamEd Business Library E-book website.	To achieve	Achieved
4. Apply AI Technology in the library service	NA	This was adopted on FAQ handout, we plan to make a short video and convert it into AR video for students to scan to experience lively instructional FAQs and Answers.	- Achieve 4 video produced (2 with Blippar app and another 2 with :orientational app)	To achieve	Achieved
5. Develop and Coordinate Open Access on students research hosting in the library website via Digital Academy	NA	Achieved - OER (fb post & Oreintation presentation) - FAQs (CamEd website in FAQs features) - Research Guides (library blog) - CamEd Research Journal (Library website)	Achieved - OER (fb post, Oreintation presentation, and CamEd Business Library YouTube Channel Playlist) - FAQs (CamEd website in FAQs features) - Research Guides (library blog) - CamEd Research Journal (Library website)	To achieve	Achieved
6. Building Statistic Report on Overall Service & Resource Usage	Achieve with Reports on computer usage, tablet usage, check-outs, patrons	Achieved - Reports on computer usage, tablet usage, check-outs, patrons for 2020.	To be conducted in December	To achieve	Achieved
7. Department Assessment Report (Physical library & Online library survey to students & lecturers)	3.70 (Scale 1-5)	3.81 (Scale 1-5)	To be conducted in September	4.0+ To achieve	Achieved

OBJECTIVE #2

Develop and Enhance Research and Reference Services.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Creating library resource's introducing: updating content events in library website, blog, youtube channel, facebook, telegram.	10+ Posters created	50% completed - Update New Library - 1 Library Information Instructional Book - 5 Posters produced on Research Guides and Information Literacy by Oct 2020	Achieved 36*2 digital content created posted in CamEd Reading Club & CamEd Business Library Facebook Page	10+	Achieved
2. Provide guidelines on research skills & information literacy.	Achieved with book finding and searching resources via library databases.	Achieved - insert in library orientation to all BA intake students, and completed produce master plan for RSD	Achieved 10 students in January 15 students in April 10 academic staff in April and May	10+	Achieved
3. Number of library sharing sessions including handouts/ videos.	600 BA foundation students received instruction via training sessions + 1 orientation video	Achieved - 551 BA foundation students received instruction via training session + library orientation video.	Achieved - 650 BA foundation students received instruction	600+ students	Achieved
4. Number of online articles, book reviews, and event reports produced.	5 book reviews 5 online articles	Achieved - 10 Book Summaries - 10 Online articles - Welcome Coach Corner program	Achieved - 5 Book Summaries - 5 Educational Articles	10+	Achieved
5. Number of MOUs	International: 0 Local: 4	Achieved 4. Local Hun Sen Library for Cambodian Studies Subject PUC - American Corner for English Story Books CKS Library for History Books RULE Library for Law Subject 1. International from RMIT OER Libguides for Academics links to LMS OER For Students as learners	Achieved-Inter-Library Loan and Document Delivery Service (ILL & DDS) 5 Local 1 International	4+	Achieved

OBJECTIVE #3

Activities Conducted to Enhance Student Engagement: Engage more users and readers, empower and encourage them to read, research, and think positively.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Number of library's events	3	Events was cancel as COVID-19 Outbreak	Achieved As of 25 June, 2021, the library conducted 6 events.	5+ Achieved	Achieved
2. Number of book ambassadors	5 ambassadors Team working on media including promotional videos and facebook post	Achieved	Achieved 10 book ambassadors	5+	Achieved
3. Videos for library marketing	10+ video achieved	10+ video achieved	Achieved 25 video produced as of 25 June, 2021	10+ videos Achieved	Achieved
4. Number of student engagement activities conducted (Delete, same with indicator 1)	4	3	Achieved 6	NA	NA

OBJECTIVE #4

Librarian Staff Capacity Development Program: Librarian Development Program, Networking and Self Branding.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Twitter account for up to date new discovery trending related to information technology, library and resources.	1	Achieved	2	1+	Achieved
2. Number of library memberships	2	Achieved 1 for CLA Membership 1 for IATUL (IATUL SIG-ALICE Coaching Program)	To be achieved	2+	Achieved
3. Number of case study sessions	4	50% completed - ISO training sharing - Library Book Meeting Catch Up	To be achieved	4+	Achieved
4. Number of books read and reviewed by each librarian.	10	Achieved Ref. Part B. Library Blog Post	Achieved 10	10+ Achieved	Achieved

5. Collaborate with lecturers on research/ journal articles published.	1	To achieved - Research Title: "Right to Access to Digital Resources and Services on the Use of Technology: An Interpretation of the Academic Libraries in Cambodia"	Achieved 1	1+	Achieved
6. Number of local and international training, online courses, webinars, conferences and workshops.	1 webinar 10 local training/ workshops/ events No online learning course	Achieved 1 ISO Training: - Cost Quality Control 9 online webinars: - SIG-ALICE Coaching programme monthly catch up @ Fri Jan 3, 2020 - RSD introductory workshop @ Wed Jan 15, 2020 - (SIG ALICE meeting) @ Wed Feb 19, 2020 - CamEd Zoom meeting @ Thu Mar 19, 2020, @ Wed Apr 22, 2020, @ Thu Apr 30, 2020, @ May 21, 2020 - Zoom@CEBS Library Skills Program Review @ Wed Jun 24, 2020 - Zoom Training Managing References with Mendeley: A workshop for CamEd Business School Library (IATUL SIG-Alice Program) @ 7th July 2020	To be achieved	10+	10+
7. Number of staff study Master/CAT/ACCA/ Diploma.	Socheat & Roseka: FA1 Roseka : Finished MBA	NA		1 To achieve	Achieved

ADMISSIONS - PROCESSING

ACTION PLAN

JANUARY 2022 - DECEMBER 2022

OBJECTIVE #1

Ensure timely, effective, and friendly processing of applications in compliance with institute policies.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. For all programs, review and enhance intake policy, and processing procedures, with formal endorsement from executives.	Achieved	Achieved	Achieved	Achieved	March 2022
2. For all programs, review and enhance online and printed communication of admissions information.	Achieved	Achieved	Achieved	Achieved	March 2023
3. Applicant evaluation of quality, efficiency and fairness of the admissions process, on a scale of 1-7.	6.19	5.81	5.97	6.17	6.21
4. Percent of bachelor applicants who take an entrance exam and undergo entrance interview in accordance with institute policies.	100%	100%	100%	100%	100%

ADMISSIONS - HIGHER EDUCATION MARKETING PLAN

ACTION PLAN

JANUARY 2022 - DECEMBER 2022

OBJECTIVE #1

Increase quality and efficiency of representative services.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
Average student evaluation on a scale of 1-7	5.81	5.97	6.17	6.1 +	6.21

OBJECTIVE #2

Significantly increase the number of new students.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
Number of presentations in public and international high schools and number of student attendees.	Phnom Penh: 40 Province: 37 Attendees: • PP: 5445 • PV: 3215	Phnom Penh: 46 Province: 5 Attendees: • PP: 9107 • PV: 4712	Due to Covid-19, we conduct High School online presentation: Phnom Penh: 47 Province: 34 Attendees: • PP: 7974 • PV: 5396	Phnom Penh: 45 Province: 35	Phnom Penh: 57 Province: 50 Attendees: • PP: 4,128 • PV: 5,479
Number of BA+CAT applications	• Jan - Jun: 293 • Jul - Dec: 1248 Total: 1541	• Jan - Jun: 434 • Jul - Dec: 1628 Total: 2062	• Jan - Jun: 244 • Jul - Dec: 1505 Total: 1749	1600+	• Jan - Jun: 143 • Jul-Dec: 1,553 Total: 1696
Number of new student deposits for the BA + CAT program	• 100% Scholarship: 7 • Paid Student: 574 Total: 581	• 100% Scholarship: 8 • Paid Student: 747 Total: 755	• 100% Scholarship: 10 • Paid Student: 611 Total: 621	620+	• 100% Scholarship: 4 • Paid Student: 629 Total: 633
Number of new students deposits for the BA+CAT program who are foreign students	NA	NA	N/A	10+	4 (International Students)
Number of MSc applications	NA	NA	N/A	450+	JD2022: 249 JJ2023: 131
Number of new student deposits for MSc program	NA	NA	N/A	80+	JD2022: 206 JJ2023: 105
Promote the BA + CAT and MSc program to existing students.	• Brochure Distributed: N/A • Email: 77,056 • SMS: 103,223 • In class Presented: N/A	• Brochure Distributed: Suspended due to Covid-19 • Email: 73,823 • SMS: 116,755 • In class Presented: 25 • Internal Banner Display 4 times	• Brochure Distributed: Suspended due to Covid-19 • Email: 340,866 • SMS: 70,974 • In class Presented: 82	• Brochure Distributed: 45 • SMS: 51,501 x 4 • Email: 14,000 x 4 • In Class Presented: 43 • Internal Banner Display 4 times	• Brochure Distributed: Cancel • SMS: 88,447 • Email: 15,000 x 4 • In Class Presented: 62

OBJECTIVE #3

Promote our school to potential clients in order to increase the awareness of school branding.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
Number of awareness and networking events organized and joined.	- CamEd Event: 11 - Networking Events: 14	- CamEd Event: 22 - Networking Events: Suspended due to Covid-19	- CamEd event: 24 - Networking events: Suspended due to Covid-19	- CamEd event: 16 - Networking events: 13	- CamEd Event: 13 - Networking Events: Suspended due to Covid-19
Number of letters, emails, meetings, and times that brochures are distributed.	- Promotion Letter: 9,249 - Presentation at Chey Thavy and Sisowath: 3 - Met HS directors and get HS Data: - Phnom Penh: 40 - Province: 37 - Sharing Session: 3 - BacII Preparation Course: 4 - Promoting program during Bac II exam and result: 2	- Promotion Letter: 3,121 - Presentation at Chey Thavy and Sisowath: Suspend due to Covid-19 - Met HS directors and get HS Data: - Phnom Penh: 31 - Province: 14 - Suspended due to Covid-19 - Sharing Session: 1 - BacII Preparation Course: 20 - Promoting program during Bac II exam and result: Insert in some newspapers: 5 times	- Promotion Letter: 4,123 x 2 times - Presentation at Chey Thavy and Sisowath: Suspend due to Covid-19 - Met HS directors and get HS Data: (Suspend due to covid-19) - Phnom Penh: 16 - Province: 17 - Sharing Session: 6 - BacII Preparation Course: 16 - Promoting program during Bac II exam and result: In progress	- Promotion Letter: 5,500 x 2 times - Promotion Letter: 5000+ x 2 times - Presentation in Chey Thavy and Sisowath: 3 times x 2 days - Meet HS directors and get HS Data: - Phnom Penh: 45 - Province: 35 - Sharing session: 4 - Bac II Exam Preparation Course: 12 - Promoting BA program during Bac II exam and result: 3 times	- Promotion Letter: 5,500 x 2 times - Presentation in Chey Thavy and Sisowath: 3 times x 2 days - Meet HS directors and get HS Data: - Phnom Penh: 45 - Province: 35 - Sharing session: 7 - Bac II Exam Preparation Course: 6 - Promoting BA program during Bac II exam and result: 3 times
Branding image through channel marketing such as digital communication, mass media, and social networks	- Digital Marketing: - Facebook Page: 378 posts - Youtube: 21 videos - Media websites (PR Article): 16 posts (Skip Posting due to BA peak period) - Instagram: 378 posts - Line: 0 post - Linkedin: 2 posts - Newspapers: 175 times	- Digital Marketing: - Facebook Page: 282 post ***Special remarks: Get authorized on CamEd Business School Facebook Page and Increase number of likes on CamEd Linked in. - Youtube: 36 videos - Media websites (PR Article): 21 posts - Instagram: 282 posts - Linked in: 100	- Digital Marketing: - Facebook Page: 392 posts - Youtube: 30 - Media websites (PR Article): 29 posts - Instagram: 392 posts - Linked in: 269 posts - Telegram: 271 posts - Google display network: 1 month	- Digital Marketing: - Facebook: 365 - Youtube: 10 - Telegram Channel: 150 - LinkedIn: 150 - PR Article: 16 - Instagram: 365 - Newspapers: 24 - Google Display Network: 12 months	- Digital Marketing: - Facebook: 414 - Youtube: 10 - Telegram Channel: 365 - LinkedIn: 350 - PR Article: 16 - Instagram: 365 - Insert brochures in Newspaper: cancel due to reduce the budget - Google Display Network: 12 months

	- PPP online newsletter (KH+Eng): 419,591 impressions & 1,234 clicked to CamEd page - PPP Website: 128,520 impressions & 85 clicks - Commercial video advertising in Fresh News: 3 months (20 times per day) - Business Cambodia Website: 8,210,160 impressions + 21,860 clicks - Business Cambodia Facebook: 5 months - Thmey Thmey Banner on Website: 2 months - KSP website: 5 months - Inserted brochure in Newspaper: 9 times - Special Report/ Supplement: 6 issues • Telemarketing: - SMS: 103,223 recipients - Email: 118,016 - Call Sale: 20,574 - Cambodian Job: (88K email addresses) 5 times	- Newspapers: 17 times (Cancel all Contract due to Covid-19) - Google display network: 1 month - PPP online newsletter (KH+Eng): 6 months - PPP Website & Mobile: 6 months - Fresh News E-marketing on Website and Mobile: 8 months - Business Cambodia Website and Facebook: 6 months - KSP Website: 8 months - Inserted brochure in Newspaper: 4 times • Special Report / Supplement: 8 issues • Telemarketing: (Dec 2, 20) - Email: 73,823 - SMS: 116.755 • Cambodia Jobs: 8 times • CJCC Display: Suspend due to Covid-19	- PPP online newsletter (KH+Eng): 11 months - PPP Website & Mobile: 11 months - Fresh News E-marketing on Website and Mobile: 11 months - Business Cambodia Website: 11 months - Business Cambodia Facebook: 11 months - KSP Website: 9 months - Khmer Time Website: 3 months - Sabay News: 1 months - Telegram “ឯកសារយុទ្ធសាស្ត្រសាធារណៈ”: 27 posts - Insert Brochure in Newspapers : 3 times • Special Report/ Supplement: 1 issues • Cambodia Jobs: Suspend • CJCC Display: Suspend • Telemarketing: - SMS: 70,974 - Email: 340,866	- Display on News Website: 4 sizes / 12 months • Special Report/ Supplement: 10 • Telemarketing: - SMS: 30,000 - Email: 15,000 x 10 - Sales Calls: 15,000 • Cambodia Jobs: 8 • CJCC Display: 12 • Insert brochure in Newspaper: 3	- Display on News Website: 4 websites/12 months • Special Report/ Supplement: 2 (cancel some special supplement due to reduce the budget) • Telemarketing: - SMS: 88,447 - Email: 15,000 x 10 • CJCC Display: 12 months
Sufficient budget expenditure on advertising	\$458,773	\$393,095			

OBJECTIVE #4

Encourage and increase the productivity of representatives.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
Regular team meetings to review sales performance, provide guidance and motivation.	40+ weekly meetings	21 meeting	20 meetings	21 meetings	

OBJECTIVE #5

Training and Development: to build up sales, marketing and English language skills.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
Number of staff trained and training programs.	- English Language - Ms. Phoeun Sreynoch, ACE Level 9B. - Mr. Noun Piseth- ACE Level 9B, 10 and 11A - Ms. Sao Sokong, ACE Level 9A - CamEd Training - Ms. Samoeun Maryna - FA2 - Ms. Eang Rithychanras - Internal Auditor by ISO - Higher Education - Ms. Phoeun Sreynoch- Master (Year 2, semester 1) - Mr. Nuon Piseth- Master (Term 3) - Ms. Van Pichata- Master (Term 1) - Mr. Hou Naroth- Bachelor at PUC (Year 1) - Ms. Sao Sokong- Master (Year 1, Semester 1) - International Training 3 staff (Nuch, Piseth and Maryna) joined Integrated Digital Marketing Strategies in Singapore from March 25-26	- English Language - Mr. Noun Piseth- ACE Level 11B - CamEd Training - Ms. Samoeun Maryna - MA2 & CTax - Ms. Van Pichata F1 & CTax - Specialist Local and International Training - Graphic Design: Ms. Sam Sokuntheary, Phoeun Sreynoch, Samoeun Maryna and Reth Kimty - Higher Education - Ms. Phoeun Sreynoch- Master (Year2, Semester 2 and Master Graduated) - Mr. Nuon Piseth- Master (Term 3, 4&5) - Ms. Eang Rithychanras- Master (Year 1 - semester 1) - Local Conferences /Training - Ms. Sam Sokuntheary Joined training Program on Research Methods for Beginners on August 24 - September 2, 2020	- English Language - Mr. Hou Naroth - Business English Program at Cam-Asian - Higher Education - Ms. Eang Rithychanras - Master (Year1, Semester 1 & 2 and Year 2, Semester 1) - Ms. Van Pichata - Master (Year1, Semester 1 & 2) - Mr. Nuon Piseth - Master (Master degree - Completed) - Ms. Samoeun Maryna, Mr. Reth Kimty and Mr. Nop Manith - Master (Year 1, Semester 1)	- English Language - Mr. Reth Kimty, You Phyrun, Hann Chhally, Reach Saysobora and - Ms. Phoeun Sreynoch - Academic Course at ACE - Mr. Nuon Piseth, Mr. Nop Manith, Ms. Eang Rithychanras and Ms. Samoeun Maryna - Business Communication Course at ACE - Mr. Hou Naroth - English for Professional Purpose at Cam-Asian - CamEd Training - Mr. Nuon Piseth - FA2 & MA2 - Mr. Nuon Piseth - Exam FA1 & MA1 - Ms. Phoeun Sreynoch - Cambodian Business Law	- English Languages - Cancel due to the new policy that staff cannot enroll class at ACE - CamEd Training - Mr. Nuon Piseth - MA1 & FA1 - Higher Education - Ms. Eang Rithychanras (Waiting for official graduate result) - Ms. Van Pichata - Master (Year2, Semester 2) - Mr. Nuon Piseth - Master of TESOL at IFL (Year 1, Semester 1) - Mr. Reth Kimty - Master of Marketing at NUM (Year 1, semester 1 & 2)

	- Ms. Sam Sokuntheary joined Asian Accounting Education Workgroup in Malaysia from July 26-27 - Ms. Sam Sokuntheary joined EduTech 2019 Conference in Singapore on November 4-7 - Ms. Sam Sokuntheary joined "3rd AUN-QA Workshop (Tier 1+) Applied Approach to Designing and Implementing OBE Framework" in Thailand on October 15 - 18 • ACC - Ms. Sam Sokuntheary joined training workshop in Siem Reap on "Guidelines and Rubrics for National Standards of Accreditation" from June 20-23 • EuroCham Breakfast Talk - Ms. Sam Sokuntheary joined Breakfast Talk on "Digital & E-Commerce Trends in Cambodia" on July 30 • EuroCham Training - Ms. Pichata and Ms. Chanras joined "Sale & Management Training" on May 10, 2019. • 6th InterChamber Networking Event - Mrs. Theary, Ms. Chanras, and Ms. Pichata joined on Sep 6, 19	- Mr. Nuon Piseth, Ms. Phoeun Sreynoch and Ms. Eang Rithychanras, joined training Program on Research Methods for Beginners on August 24 - September 2, 2020 - Mr. Nuon Piseth, Ms. Phoeun Sreynoch and Ms. Eang Rithychanras, joined the training Program on Questionnaire Design on October 21 - 23, 2020. • Virtual International Training/ Workshop/ Conference: - Ms. Sam Sokuntheary - Joined Digital Marketing Training by Digital Marketing Institute (July - November 2020) - Ms. Sam Sokuntheary - Joined ACBSP 2020 Virtual Conference on June 22-24, 2020 - Ms. Sam Sokuntheary Joined Meaningful work for the digital professional: Roadmap beyond the pandemic (CPD Units 1) on July 16, 2020		- Ms. Phoeun Sreynoch - Exam CBL • Specialist Local and International Training - Ms. Eang Rithychan ras, Van Pichata, Nuon Piseth, Nop Manith, You Phyrun and Hou Naroht - Photoshop and Illustrator - Ms. Phoeun Sreynoch and Mr. Nop Manith - Digital Marketing at STEP IT Academy - Mr. Reth Kimty - Photo shooting class - Mr. Hann Chhaly - Diploma of Graphic and Design at STEP IT Academy - Mr. Reach Saysobora - Photoshop and Illustrator & Professional Video Editing • Higher Education - Ms. Eang Rithychan ras, and Van Pichata - Master (Year2, Semester 2) - Mr. Nuon Piseth - Master of TESOL at IFL (Year 1, Semester 1) - Mr. Reth Kimty - Master of Marketing at NUM (Year 1, semester 1 & 2) - Ms. Samoeun Maryna and Mr. Nop Nanith - Master of Business Administration at NUM (Year 1, Semester 1 & 2)	- Ms. Samoeun Maryna and Mr. Nop Nanith - Master of Business Administration at NUM (Year 1, Semester 1 & 2 and Year 2, semester 1)
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		- Ms. Sam Sokuntheary Joined EduTech Asia Webinar “Using Technology to deliver lessons during the Covid-19 pandemic” on April 9, 2020. - Ms. Sam Sokuntheary Joined LinkedIn Marketing Lab “Getting Start with LinkedIn” on April 16, 2020. - Ms. Sam Sokuntheary Joined EduTech Asia “AI and Big Data” on April 23, 2020		- Mr. You Phyrun - Master of Economic (Year 1, Semester 1 & 2) - Ms. Sam Sokuntheary - Diploma in Business Communication Skills at ACE -Diploma in Business Writing Skills at ACE • International Training: - Ms. Sam Sokuntheary - PG Diploma in Digital Business at MIT Management Executive Education (E-Learning and 9 Months Program) - Social Media Marketing Course in SG on April 21 and 22, 2022 (In-person Training) - Digital Marketing Strategy Course in SG on April 23 and 24, 2022 (In-person Training) • Local Conferences and Networking - Average number of event attend by admissions staff: 3	
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ADMISSIONS - CORPORATE MARKETING PLAN

ACTION PLAN

JANUARY 2022 - DECEMBER 2022

OBJECTIVE #1

Provide friendly, efficient and effective service to customers.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
Average non-BA student evaluation on a scale of 1-7	5.81	5.97	6.17	6.1+	6.21

OBJECTIVE #2

Regularly increase the number of enrolled students for ACCA, CAT, CTax and CBL.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Number of new sponsored students from firms, banks, companies and organizations.	JD2019: 17 ACCA 5 CAT 6 C.Tax 1 CBL JJ2020: 40 ACCA 14 CTax 2 CBL	JD2020: 24 ACCA 8 CAT 3 C.Tax 2 CBL JJ2021 43 ACCA 8 CAT 21 C.Tax 1 CBL	JD2021: 56 ACCA 14 CAT 19 C.Tax 6 IFRS 2 CFRS JJ2022: 25 ACCA 3 CAT 13 C.Tax 1 CBL 16 IFRS	JD2022: 29 ACCA 10 CAT 8 C.Tax 2 CBL 5 IFRS 5 CFRS JJ2023 29 ACCA 10 CAT 8 C.Tax 2 CBL 5 IFRS 5 CFRS	JD2022: 53 ACCA 2 CAT 30 C.Tax 3 CBL 26 IFRS JJ2023 18 ACCA 4 CAT 13 CTax 8 CBL 29 IFRS
2. The total number of new ACCA students.	JD2019: 120 JJ2020: 133	JD2020: 86 JJ2021: 95	JD2021: 103 JJ2022: 83	JD2022: 108 JJ2023: 85+	JD2022: 106 JJ2023: 45
3. Increase number of new CAT students.	JD2019: 47 JJ2020: 63	JD2020: 30 JJ2021: 31	JD2021: 43 JJ2022: 60	JD2022: 35+ JJ2023: 40+	JD2022: 29 JJ2023: 54
4. Increase number of new C.Tax students.	JD2019: 110 JJ2020: 83	JD2020: 63 JJ2021: 86	JD2021: 64 JJ2022: 67	JD2022: 65+ JJ2023: 70+	JD2022: 109 JJ2023: 79
5. Increase number of new CBL students.	JD2019: 26 JJ2020: 33	JD2020: 8 JJ2021: 11	JD2021: 14 JJ2022: 13	JD2022: 15+ JJ2023: 20+	JD2022: 25 JJ2023: 31
6. Increase the number of new IFRS for SMEs students.	N/A	N/A	JD2021: 79 JJ2022: 84	JD2022: 40+ JJ2023: 45+	JD2022: 99 JJ2023: 61
7. Increase the number of new CFRS for NFPEs students.	N/A	N/A	JD2021: 37 JJ2022: 20	JD2022: 25+ JJ2023: 30+	N/A

OBJECTIVE #3

Regularly build CamEd's brand awareness and branding image in order to increase the number of enrollment students and achieve targets for ACCA, CAT, Tax and CBL programs.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Regularly build CamEd's brand awareness and branding image through channel marketing such as digital communication and mass media.	● Digital Marketing: ○ Facebook: 378 ○ Youtube: 21 ○ PR Article: 16 ○ Instagram: 378 ○ Newspapers: 175 ○ PPP online newsletter (KH+Eng): 419,591 impressions & 1,234 clicked to CamEd page ○ PPP Website: 128,520 impressions & 85 clicks ○ Commercial video advertising in Fresh News: 3 months (20 times per day) ○ Business Cambodia Website: 8,210,160 impressions + 21,860 clicks ○ Business Cambodia Facebook: 5 months ○ Thmey Thmey Banner on Website: 2 months ○ KSP website: 5 months ○ Inserted brochure in Newspaper: 9 times ● Special Report/ Supplement: 6 issues	● Digital Marketing: ○ Facebook Page: 282 posts ***Special remarks: Get authorised on CamEd Business School Facebook Page and Increase number of likes on CamEd Linked in. ○ Youtube: 36 videos ○ Media websites (PR Article): 21 posts ○ Instagram: 282 posts ○ Linked in: 100 ○ Newspapers: 17 times (Cancel all Contract due to Covid-19) ○ Google display network: 1 month ○ PPP online newsletter (KH+Eng): 6 months ○ PPP Website & Mobile: 6 months ○ Fresh News E-marketing on Website and Mobile: 8 months ○ Business Cambodia Website and Facebook: 6 months	● Digital Marketing: ○ Facebook Page: 392 posts ○ Youtube: 30 ○ Media websites (PR Article): 29 posts ○ Instagram: 392 posts ○ LinkedIn: 269 posts ○ Telegram: 271 posts ○ Google display network: 1 month ○ PPP online newsletter (KH+Eng): 11 months ○ PPP Website & Mobile: 11 months ○ Fresh News E-marketing on Website and Mobile: 11 months ○ Business Cambodia Website: 11 months ○ Business Cambodia Facebook: 11 months ○ KSP Website: 9 months ○ Khmer Time Website: 3 months ○ Sabay News: 1 months ○ Telegram “ឯកសារប្រតិបត្តិការ”: 27 posts	● Digital Marketing: ○ Facebook: 365 ○ Youtube: 10 ○ Telegram Channel: 150 ○ LinkedIn: 150 ○ PR Article: 12 ○ Instagram: 365 ○ Insert brochures in Newspaper: 3 ○ Google Display Network: 12 months ○ Display on News Website: 4 sizes/12 months ● Special Report /Supplement: 10 ● Telemarketing: ○ SMS: 30,000 ○ Email: 15,000 x 10 ○ Sales Calls: 15,000 ● Cambodia Jobs: 8 ● CJCC Display: 12	● Digital Marketing: ○ Facebook: 414 ○ Youtube: 10 ○ Telegram Channel: 365 ○ LinkedIn: 350 ○ PR Article: 16 ○ Instagram: 365 ○ Google Display Network: 12 months ○ Display on News Website: 4 websites/12 months ● Special Report/ Supplement: 2 (cancel some special supplement due to reduce the budget) ● Telemarketing: ○ SMS: 88,447 ○ Email: 15,000 x 10 ● CJCC Display: 12 months

	● Telemarketing: ○ SMS: 103,223 recipients ○ Email: 118,016 ○ Call Sale: 20,574 ○ Cambodian Job: (88K email addresses) 5 times	○ KSP Website: 8 months ○ Inserted brochure in Newspaper: 4 times ● Special Report / Supplement: 8 issues ● Telemarketing: (Dec 2, 20) ○ Email: 73,823 ○ SMS: 116.755 ● Cambodia Jobs: 8 times ● CJCC Display: Suspend due to Covid-19	○ Insert Brochure in Newspapers : 3 times ● Special Report/ Supplement: 1 issues ● Cambodia Jobs: Suspend ● CJCC Display: Suspend ● Telemarketing: ○ SMS: 70,974 ○ Email: 340,866		
2. Number of networking and traditional marketing events to build CamEd's brand awareness and branding image through B2B efforts.	CamEd event: 11 Networking events: 14	CamEd event: 22 Networking events: Suspended due to Covid-19	CamEd event: 24 Networking events: Suspended due to Covid-19	CamEd Event: 16 Networking Events: 13	CamEd Event: 13 Networking Events: Suspended due to Covid-19
3. Number of visits to companies and promotional letters sent to build CamEd's brand and maintain relationships with new and existing employers	New companies: 12 Existing clients: 18 Letters : 9,249	New companies: Suspended due to Covid-19 Existing clients: In progress (Communication via email and Call) Letters: 3,121 (In process)	New companies: Suspended due to Covid-19 Existing clients: In progress (Communication via email and Call) Letters: 8,877 letters	New companies: 15 Existing clients: 20 Letters: 5,000+ x 2 times	New companies: 15 Existing clients: 20 Letters: 5500 x 2 times
4. Sufficient budget expenditure on advertising	\$458,773	\$393,095			

OBJECTIVE #4 & #5

Productivity: increase of the output and encourage representatives to take on more work challenges and Training and Development: to build up the capacity of sale and marketing skills as well as better of English language .

Please note that the indicators for this objective of #4 and #5 are described in the Higher Education Marketing Strategy and Action Plan because the higher education representatives also fulfill the role of corporate marketing representatives.

ACCA AND MoEYS COORDINATION

ACTION PLAN

JANUARY 2022 - DECEMBER 2022

OBJECTIVE #1

To successfully register new and graduating students with MoEYS and ACCA.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. The process to conduct the Ministry observing the official entrance exam.	The exam was successfully conducted on 29 Nov, 2019	It is delayed to 2021 due to the postponed exam of BAC II	The official entrance exam for JJ21 students is conducted on March 20-21. The official entrance exam for JJ22 students is delayed due to the late BAC II exam and results.	- The official entrance exam of the new BA students for JJ2022 is conducted in February 2022. - The official entrance exam of the new BA for JJ2023 is conducted in November 2022.	The official entrance exam of the new BA students for JJ2022 is conducted on 25 March 2022. Letter to MoEYS
2. The percent of confirmed new BA students whose BAC II certificates are verified by the General Education Department.	704/704 = 100%	100% (538 BAC II certificates are confirmed by MoE)	This process is delayed due to the restricted work of the relevant department of MoEYS.	100%	100% confirmed by MoEYS Letter to MoEYS
3. Percent of graduated BA students taking and passing the official exit exam and reported to MoEYS for official approval.	Number of students took the exit exam: 326 Number of students passed: 313 Exit exam on: Dec 27, 2019	MoEYS approved on issuing the certificate of BA program for 313 students (100%)	MoEYS approved on issuing the certificate of BA program for 364 (2020: 100%). Official Exit Exam for 2021 is conducted on 29 Dec, 2021.	100%	MoEYS approved the issuing of the certificate of BA program for 355 students who already passed the official exit exam on 29 December, 2021. Graduate List
4. Percent of students requiring registration who are successfully registered. (CAT/ACCA Account)	496/496 = 100%	100% (723 accounts) Updated on Dec 15	554 CAT/ACCA accounts were successfully registered	100%	672 students are registered for ACCA/CAT accounts Account Registration List
5. Percent of students successfully processed for CBL and CTAX papers.	55 students (paid student)	CBL: 23 students CTax: 20 students (Jan - Dec 15)	CBL: 18 students (Paid student: 13, Only processing: 5) CTax: 28 students (Paid student: 24, Only processing: 4)	100%	- CBL: 14 students - CTax/FTX: 26 students Exemption Claim

OBJECTIVE #2

Ensure the department and executives (President, Dean, Senior Vice President, Vice Presidents) and other relevant staff are up to date on MoEYS and CHEA announcements, requests and initiatives.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Percent of CHEA meetings attended.	2/4 = 50%	3/3 = 100%	02	1 or more executives: 50% MoEYS and ACCA Coordination official: 90%	6 out of 8 (75%) Invitation Letter
2. Evaluation score on a scale of 1-7 from executives and relevant staff to the question "Does the MOEYS and ACCA Coordination Department keep you updated +on MOEYS announcements, requests and initiatives?"	5.5	6.0	6.30	6.0+	6.37 (Average PA 2022)

OBJECTIVE #3

Improve capacity, efficiency and skills.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Study Master Degree at RUPP	Completed 2 terms	Completed 2 terms	Graduated	N.A	N.A
2. Percent of MoEYS Workshops that CamEd staff and lecturers attended for which MOEYS has sent a letter of invitation.	6 workshops	1 Sharing workshop at ACC 1 workshop in Kampot	01 (by ACC)	2 workshops/training	1 (Attended by Dr. Prum Virak) Invitation Letter
3. Number of international/local training/workshops/Conference	No	No	00	2	1 Training at EDI

INTERNATIONAL ENGAGEMENT DEPARTMENT

ACTION PLAN

JANUARY 2022 - DECEMBER 2022

OBJECTIVE #1

Significantly increase the number of new international students.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
Improve the quality of support services to international students	N/A	N/A	N/A	Asia: 4 EU: 2 MOU:6	Achieved. 6 Universities in Asia which have 2 universities in Malaysia, 1 university in China, Thailand, Korea, and one more university in France.
Number of CamEd students studying one full semester abroad	N/A	N/A	N/A	Asia:10	50% achieved. We have 5 exchange students in oversea universities, 1 student in MBway School of Management, Indonesia, Korea and 2 students in Thailand.
Number of international students studying one full semester at CamEd	N/A	N/A	N/A	EU: 35 Asia: 10	113% achieved. - 35 students exchange programs from France - 8 students from Ukraine. - 3 students from China - 1 student from South Korea, Liberia, Uzbekistani, Philippine and America
Number of CamEd students going on international study tours of 14 days	N/A	N/A	N/A	Asia: 0 EU: 0	5 students joined the online short course via online of Universitas Brawijaya, Indonesia.
Number of collaboration with Intermediaries	N/A	N/A	N/A	Embassies: 2 Agents, Recruiter: 3 Professors: 5	- Achieved, two universities have been recommended by the Embassy - Successful negotiation with agents - Achieved
Number of Sessions on scholarship opportunities and Meetings with Potential partner Universities	N/A	N/A	N/A	8+	24
Number of site visit of representative from oversea universities	N/A	N/A	N/A	N/A	We have 3 representative Universities - Rennes Business School, France - EM Strasbourg Business School, France - PIM Institute, Thailand
Site visit by Agency	N/A	N/A	N/A	N/A	- Site visit by Alzea world in Practice - Site visit from BSB Cambrian Education Group
Visit to other countries after signed the agreements or bring students to do the exchange program	N/A	N/A	N/A	N/A	Physical sign MoU at PIM Thailand and site visits to Malaysia.

OBJECTIVE #2

To Improve the Capacity, Effectiveness and Efficiency of International Engagement Department and Staff Development.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
Website page of International Engagement	N/A	N/A	N/A	Create the International Engagement Website	Website has been created and comes along with an international guide book and exchange program brochure. Website helps us to communicate more effectively with our potential partners and clients.
Number of meetings with business associations (IBC, Eurocham, Amcham)	N/A	N/A	N/A	At least 10	11

OBJECTIVE #3

Increase number of academic staff and support staff through international exchange programs.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
Number of joining research between CamEd Professors and Partner Universities (Transfer to Research Center)	N/A	N/A	N/A	N/A	Guest speaker by Dr. Prum Virak for Sunway university and Management Science University as well as joining the research evaluation committee for external evaluation by Dr. Ken Charman and Dr. Prum Virak for Management Science University.

OBJECTIVE #4

Invite well-known guest speakers to deliver speeches to CamEd academic and support staff and students (international and/or senior officers from embassies).

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
Number of Ambassadors site visit to CamEd	N/A	N/A	N/A	N/A	Site visit Ambassador from UK embassy, US embassy, Australia embassy and EU embassy to CamEd Business School.

CAREER SERVICES AND STUDENTS ADVISING DEPARTMENT

ACTION PLAN

JANUARY 2022 - DECEMBER 2022

OBJECTIVE #1

Help BA/CAT/ACCA graduates gain employment.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Fourth year student average evaluation of Career Services on a scale of 1 - 7	6.37	6.19	6.13	6+	6.17
2. 2021 Graduate evaluation of employment quality	94% bachelor degree graduates ranked their present employment as "good" or "excellent"	62% of bachelor degree graduates rank their present employment as "good" or "excellent"	61.19% graduates evaluate on their employment as "good" or "excellent" 67/373	65%+ bachelor degree graduates rank their present employment as "good" or "excellent"	5.52 and 65% of graduates evaluate on their employment as "good" or "excellent"
3. Percent of fresh graduates employed within three months of finishing studies.	As of March 18, 2020 BA: 91%	As of Feb 05, 2021 BA: 88%	As of March 30, 2022 BA: 91.61%	As of March 30, 2023 BA: 85%	In progress: By 28 Feb: 93.26%
4. Percent of 3rd year students who do a mock interview	0%	81%	89%	80%+	Completed 89.91% : HERE
5. Number of sharing sessions from CamEd alumni and graduates	2: 1. Big Four Sharing Session 2. Motivational Speech - Jamie Andrew	2: 1. Online big four sharing session 2. C-Tax Sharing session from LY Porchhoun	2: Achieved 1. Big Four Sharing Session 2. Audit Progression by Senior Audit Manager at BDO	2 1. Big Four sharing session. 2. Be a successful Auditor by Partner of Lochan & Co	Completed: 1. Big Four Sharing Session 2. Be a successful Auditor by Partner of Lochan & Co
6. Number of times CSSA arranges guest speakers present to CamEd classes on relevant subjects.	1. Prudential (BUE & Team Psycho) 2. AIA (F9) 3. CBL Company (BFI & IFRS) 4. Hyundai (BFI & IFRS) 5. Unilever (BFI & IFRS) 6. CIMB Bank (F9)	ABA to BFI class Due to Covid, we do not have physical classes and companies did not want to join online classes.	1. KPMG recruitment in (F7) 2. KPMG Internship in (FFM 7FAU) 3. Heineken Sharing in (BS) 4. Unilever Future Leadership Program in (F9) and (BS) 5. Career in Auditing by Baker Tilly Partner	7+ 1. Baker Tilly (FAU) 2. Deloitte (FAU) 3. CamBrew (BS) 4. Prudential (VI) 5. Grant Thornton (FAU) 6. EY Cambodia (FAU) 7. KPMG Cambodia (FAU) 8. KPMG Recruitment (Team Psycho) 9. KPMG Recruitment (BS)	Achieved 1. Baker Tilly (FAU) 2. Deloitte (FAU) 3. CamBrew (BS) 4. Prudential (VI) 5. Grant Thornton (FAU) 6. EY Cambodia (FAU) 7. KPMG Cambodia (FAU) 8. KPMG Recruitment (Team Psycho) 9. KPMG Recruitment (BS)

7. Number of students joining internal and external debate competitions and public speaking.	- Internal CamEd Debate and Speaking: 98 - JCI Debate: 35 - ACE CamDebate: 45 - President Debate & Presentation: 130	President Debate Debate: 24 Presentation: 35 External: None	President's Debate and Presentation 1. Debater: 21 2. Presentation: 23	President's Debate and presentation: 50+	Achieved - Internal: - 1. Debaters: 24 - 2. Presenters: 30 - External: - JCI : - Public speaking =4 - Debate Team = 2 - Asean Youths Debate: 5 - CamEd Debate: - Debaters: 3 - Public speaking: 5 - National Debate - Debater: 4 - Public speaking: 3
8. For all incoming and exiting students: Measure life goals and emotional intelligence.	NA	NA	Identify the assessment instrument for use in 2022.		NA

OBJECTIVE #2

Support the employment needs of firms, banks, local companies, financial institutions and other organizations in employing quality accounting and finance professionals.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Employer evaluation on career services department on scale of 1 - 7	71% of employers described CSSA provides good support, Tracer Report 2019	81% of employers rank CSSA good or excellent (Result get from Tracer report 2020)	70% of employers described CSSA provides good or excellent support (tracer study)	70%+ of employers described CSSA provides good or excellent support (tracer study)	7.0 (Done internally by IQA)
2. Average percent of big four new hires who are CamEd students	Average: 70% PwC= 71% Deloitte= 88% EY= 82% KPMG= 40%	Average: 79.5% PwC= 70% Deloitte= 79% EY= 84% KPMG= 85%	Average: 70%+ PwC: 90% Deloitte: 73% EY: 81% KPMG: 60%	Average: 60-70%	PwC: 95% Deloitte: 35% (Deloitte's new strategy wants diversity of staffs) EY: 91% KPMG: 63%
3. Number of relevant companies (especially banks) whom CSSA has met (both online & physically) and introduced career services.	5:	Due to Covid, companies do not allow for any physical meeting. *We only could met -3E-fii -Prince Bank *Introduced through phone & email: 47	1. Phnom Penh Precast Plants 2. Yetak Group 3. Impact Hub PP 4. Lee's Food 5. Dynamic Pharma Co., Ltd. 6. Metropolitan Restaurants	8+	Achieved 1. Acclime 2. Hong Leong Bank 3. RHB Bank 4. SBI Royal Securities 5. Chip Mong Group 6. Amret 7. Canada Bank

			7. Mengly J. Quach Education 8. Insurance Regulator of Cambodia 9. CamAccounting 10. DKSH-Healthcare		8. KUBOTA 9. Pointer 10. TotalEnergies 11. CamBrew 12. Phillip Bank 13. Bollore Logistics 14. 7-Eleven 15. LOLC Cambodia 16. Wing Bank 17. Sathapana 18. Bank of China 19. Deloitte
4. Number of workshops conducted by employers	1. Heineken 2. KPMG 3. Unilever 4. Japan Tobacco International 5. Deloitte	1. KPMG 1. Prudential 2. Heineken 3. ABA	1. KPMG 2. AIA Insurance 3. FWD Insurance 4. Heineken 5. EY Cambodia	5+	HERE 1. KPMG Cambodia 2. AIA Insurance 3. Phillip Bank 4. FWD Insurance 5. Acclime
5. Number of public forums related to relevant careers and number of employers placing booths at the forums	2: 1. Careers in Accounting, 12 booths 2. Banking/ Insurance, 10 booths	Not achieved. We couldn't do due to Covid-19	1. Virtual Careers in Accounting, 13 career booths 2. Virtual Banking and Insurance 2021 6 booths	1. Careers in Accounting 2. Banking and Insurance Forum	1. Careers in Accounting, Audit & Tax (15 Booths) 2. Banking and Insurance Forum (13 Booths)
6. Percent of a sample of students who stay at least one year with their first job placement	NA	NA	From 292/365 192 (65.98%) = Yes 99 (34.02%) = No	55%+	Not achieved since it should be done by the end of 2023 to count for one year working period.

OBJECTIVE #3

Students learn firsthand about business, business processes, and the work environment in different countries.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Number of international study tours, number of participants, and student evaluation on a scale of 1-7.	1. Hong Kong, 24 students, 6.72 2. SG & KL, SFF 2019, 43 students, 5.63	Not achieved due to Covid 19	Locked down, could not travel	1. Singapore	1. Singapore in July: 37 Students, 6.48
2. Number of local study tours and number of participants, and student evaluation on a scale of 1-7.	1. Amru rice 2. Chip Mong Insee 3. OCIC Project 4. 2 Times at Heineken	1. Heineken Factory 2. Vital company	Due to covid, companies did not allow to have a physical visit	3+	1. Khmer Beverage Field visit: 41 2. Kirisur Farm: 25 3. Coca Cola: 40

OBJECTIVE #4

Timely and high quality academic advising is provided to students to ensure success and continued study.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Student evaluation of Student Advising from students receiving academic consultation on a scale of 1-7.	6.3	6.19	JJ2021: 6.52 JD 2021: 6.2 Average: 6.4	JJ2022: 6+ JD 2022: 6+ Average: 6+	JJ2022: 6.4 JD 2022: 6.4 Average 6.4

2. Retention rate as measured by percent of students continuing to the new academic year.	First year continuation: 93% Second year continuation 86% Third year continuation: 92%	First year continuation: 85% Second year continuation: 95% Third year continuation: 96%	First year continuation: 85% Second year continuation: 95% Third year continuation: 96%	Data generate by IT Department	First year continuation: 86 % Second year continuation: 92% Third year continuation: 98%
3. Percent of students with failures in the previous term contacted for consulting on academic performance. Produce Advisory Report	Emailed: 260/260 = 100% Met in person or by phone: 155/260 = 59%	Emailed: 379/379 = 100% Met in person or by phone: JJ : 132/182 =72% JD: 129/197 =65%	Emailed: 462/462 = 100% Met Virtually or by phone: JJ : 165/215 = 77% JD: 195/247 = 79%	Emailed: 100/100 = 100% - Met in person or by phone:70% - Two or more reports on advisory annually	Emailed: JJ:306/306 = 100% JD:256/256 = 100% -Met in person, virtually or by phone: JJ: 251/306 = 82% JD: 197/256 = 76% -JD2022 Report HERE
4. Number of tutors to support underperformance students' academic life	No of Tutor: 31 JJ19: 28 JD19: 3 No of Students: 195 Active: 8 tutors Evaluation: 6.53	No of total Tutor: 25 JJ2020: 28 total /13 new Total Evaluation JJ: 6.48 JD2020: 37 total /11 new No of Student: 266 Active: 10 tutors Total Evaluation JD: 6.54	No of active tutors: JJ2021: 15 JD 2021: 17 No of Students: JJ2021: 764 JD 2021: 610 Evaluation: JJ21: 6.5 JD21: 6.45	No of active tutors: JJ2022: 10+ JD 2022: 10+ No of Students: JJ2022: 100+ JD 2022: 100+ Evaluation: 6+	No of active tutors: JJ2022: 22 JD2022: 24 No of Students: JJ2022: 1,128 JD 2022: 1,182 Evaluation: JJ22: 6.5 JD22: 6.4

OBJECTIVE #5

Enhance students' bachelor of accounting and finance learning through participation in student clubs.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Student evaluation of student clubs on a scale of 1-7.	5.84	6.06	6.15	6+	6.14
2. Number of students who are members of clubs	270	362	517	350+	533
3. Number of activities organized by all student clubs.	15	29	70	40+	78

OBJECTIVE #6

Build student leadership, confidence, competitiveness, and social skills through sports activities including Futsal, Basketball, and Athletics.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Student evaluation of sporting activities on a scale of 1-7.	5.29	6.28 (Athletic Championship)	N/A	6+	5.8
2. Number of teams in the Women's Futsal Tournament.	24	N/A	N/A	12	8
3. Number of teams in the Men's Futsal Tournament.	22	N/A	N/A	12	19
4. Number of students in the Athletics Competition.	170	271	N/A	200+	355
5. Number of teams in the Men's Basketball Tournament.	7	N/A	N/A	8	N/A
6. Number of teams in the Women's Basketball Tournament.	16	N/A	N/A	8	14
7. Number of 1st, 2nd, and 3rd place medals won in the University Games.	NA No University Cup in 2019	N/A	N/A	10	34 Gold: 9 Silver: 9 Bronze: 16

OBJECTIVE #7

Support students with psychology counseling.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. The number of students using psychological counseling services at least once.	37	46 (Mr. Srun Hour - 28, Daan - 13)	94	60+	76

OBJECTIVE #8

Establish and coordinate a formal alumni association.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Alumni evaluation of CSSA support on a scale of 1-7.	NA	NA	5.6	5.5+	N/A (No Tracer study)
2. Number of CamEd alumni joining the first generation of alumni association	NA	NA	49	50+	30
3. Number of CamEd alumni joining the charity with evaluation	NA	NA	6.5	6+	Not Archived due to tight schedule
4. The number of alumni joining the networking event	NA	NA	Not Archived due to tight schedule and covid situation	50+	57

OBJECTIVE #9

Improve the capacity, effectiveness and efficiency of CSSA department and staff development.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. CSSA website accessible for students and employers	In progress with IT team	We already created career management in academic system	CSSA website has been updated with many functions	Work with IT to make access to corporated	Already have website and on going with features
2. Staffs' training and study development	- Cheata: None - Sopha: Studied F2,F3 and FAU (No exam) - Theary: Pass 1 CAT exams FAU	- Cheata: Continue MBA course (1term) - Sopha: MBA in Education - Theary: Study ACCA 4 papers - Borey: CAT, FA1	- Cheata: JJ2021: Ctax and Continue Master degree in Management at NUM to be finished in May 2022 Also AUN training Tier 1 - Sopha: Continue studying for a Master Degree in Education at RUPP to finish in December 2021 - Borey: MBA to finish in 2022. - Theary: 2021: Finished FA/ FFA, FMA, FFM - Chansy: Team Building Training Leadership development short course	- Cheata: AUN and Leadership training - Theary: 2022: Master of Accounting Also AUN training Tier 1 - Sopha: Finish master degree and continue CAT - Chansy: Designing skill and communication training - Borey: Continue master degree	- Cheata: AUN Achieved - Theary: AUN training Tier 1 (Achieved) - Sopha: Finished master degree - Chansy: Designing skill and communication training (Achieved) - Borey: Finished master degree

HUMAN RESOURCE

ACTION PLAN

JANUARY 2022 - DECEMBER 2022

OBJECTIVE #1

Provide effective, efficient, and quality HR management and services to employees and lecturers.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Engagement score of academic and support staff on a scale of 1-7.	Academic Staff: 6.11 Support Staff: 5.83	Academic Staff: 6.26 Support Staff: 6.18	Academic: 6.47 Support: Staff: 6.39	Academic: 6+ Support Staff: 6+	Academic: 6.66 Support: Staff: 6.38
2. Average academic staff evaluations of HR on a scale of 1-7	6.16	5.57	6.38	6.0+	6.54
3. Average support staff evaluations of HR on a scale of 1-7	6.07	5.57	6.18	6.0+	6.20

OBJECTIVE #2

Recruit staff to reach department and organizational objectives.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Timely preparation of the one year and five year manpower plan.	Achieved	Achieved	Achieved	December	Achieved
2. Timely review, enhancement and communication of recruitment, selection, competences, rewards and promotion criteria.	Achieved	Achieved	Achieved	Achieved	December
3. Number of applicants per position taking the entrance exam (exception in the event of application of a CamEd graduate).	Achieved	Achieved	Achieved	10+	Achieved
4. Average supervisor and peer evaluation score of new staff (hired in the past 12 months) on a scale of 1-7.	6.1	5.8	6.00	6.0+	6.15
5. Mock lecture evaluation score of new teachers hired on a scale of 1-7.	6.14	6.1	6.25	6.0+	6.29
6. Induction evaluation rate on a scale of 1-7.	2.33	6.0	6.36	6.0+	6.33

7. Faculty (academics) qualifications	Out of 33 BA faculty, the highest level of education was as follows: PhD: 14 Professional qualification + master degree: 6 Master degree only: 10 BA only: 3 PhD: 42% Professional qualification + master degree: 18% Master only: 30% BA only: 9%	Out of 32 BA faculty, the highest level of education was as follows: PhD: 12 Professional qualification + master degree: 7 Master degree only: 9 BA only: 4 PhD: 38% Professional qualification + master degree: 22% Master only: 28% BA only: 13%	Out of 36 BA faculty, the highest level of education was as follows: PhD: 16 Professional qualification + master degree: 7 Master degree only: 9 BA only: 4 PhD: 44% Professional qualification + master degree: 25% Master only: 19% BA only: 11%	The percent of faculty who hold either a PhD or a combination of a master's degree + professional qualification will increase.	Out of 35 BA faculty, the highest level of education was as follows: PhD: 17 Professional qualification + master degree: 14 Master degree only: 14 BA only: 4 PhD: 48% Professional qualification + master degree: 40% Master only: 40% BA only: 11%
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OBJECTIVE #3

Development and Training: Improve job performance of staff and groups at CamEd.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Timely completion of annual performance and development reviews and new contracts.	Review: October 10, 2019 New contracts: December 2019	Review: October 2020 New contracts: December 2020	Review: October 2021 New contracts: December 2021	Review: October 2022 New contracts: December 2022	Review: October 2022 New contracts: December 2022
2. Timely completion of training and development plans.	Support Staff: September 30 Academic Staff: December	Support Staff: December 2020 Academic Staff: December 2020	Support Staff: December 2021 Academic Staff: December 2021	Support Staff: December 2022 Academic Staff: December 2022	Support Staff: December 2022 Academic Staff: December 2022
3. Timely review, update and communication (online, brochures, business cards and posters) of academic staff academic titles and research publication lists.	1. April 5 2. July 1 3. Dec 31	1. April 5 2. July 1 3. Dec 31	- January - July	- January - July	- January - July
4. Tighten staff relations, team building and spirit by involving with CamEd trips and activities, measured by average engagement score on a scale of 1-7	7	7	6.55	6.0+	6.52

5. Safety: Number of fire alarm training sessions, fire extinguisher training, and percent of staff trained in first aid.	Fire alarm training: 1 Fire ext. training: 1 First aid trained: 50%	Fire alarm training :2 Fire External Training: 0 First aid trained: 0	Fire alarm training : 1 Fire External Training: 1 First aid trained: 1	Fire alarm training : 2 Fire External Training: 1 First aid trained: 1	Fire alarm training : 1 Fire External Training: 1 First aid trained: 1
6. Number of specific staff training.	74	30	58 (50%+)	50%+	50%
7. Improve staff's English proficiency, measured by average score from English exam.	Not Achieved	End of March- delayed	September 2021	2023	2024
8. Percent staff attendance for the annual staff party, annual donation, and annual trip.	Annual party: 90%+ Annual trip: 70%+	Annual party: 90%+ Archived Annual trip: Delayed to 2021	Annual Donation: 66% Annual Trip & Party: 75%	Annual party: 90%+ Annual trip: 70%+	Annual party: 97%+ Annual trip: 73%+
9. Arrange Khmer blessing ceremony, blood donation and Christmas carol	NA	NA	Khmer Blessing 0 Blood Donation 0 Christmas Carol 1	April August December	Khmer Blessing 1 Blood Donation 1 Christmas Carol 1
10. Numbers of the HR staff will study MBA.	- Vaung Sea: completed Human Resource Management & Business Accounting and Finance at Charles Sturt University.	- Vaung Sea: No class in Charles Sturt University. due to Covid-19	- Nget Savet: MBA at NUM - Vaung Sea: Master at NUM	- Nget Savet: MBA at NUM - Vaung Sea: Master at NUM	N/A
11. Number of HR staff will study CAT/ACCA	NA	NA	SBR Exam= 72	- Nop Sonon AFM exam	- Nop Sonon AFM Passed
12. Hold a workshop on lesson to review teaching and assessment methods, objectives, expected learning outcomes to support lecturer/ professor revision of course specifications	Two workshops were held	Three workshops were held	Four Workshops were held (3 faculty and development workshop and meeting) and 1 online learning training by LSC)	To achieve	Three workshops were held
13. Percentage of academic staff who have attended or participated in industry conferences and workshops.	Foundation Year lecturers: 1 or more workshops: 83% 2 or more workshops: 50% 3 or more workshops: 42% Second, Third, and Fourth Year lecturers: 1 or more workshops: 91% 2 or more workshops: 68% 3 or more workshops: 44%	Foundation Year lecturers: 1 or more workshops: 45% 2 or more workshops: 27% 3 or more workshops: 18% Second, Third, and Fourth Year lecturers: 1 or more workshops: 82% 2 or more workshops: 50% 3 or more workshops: 38%	Foundation Year lecturers: 1 or more workshops: 58% 2 or more workshops: 47% 3 or more workshops: 21% Second, Third, and Fourth Year lecturers: 1 or more workshops: 81% 2 or more workshops: 63% 3 or more workshops: 44%	Foundation Year lecturers: 1 or more workshops: 75%+ 2 or more workshops: 50%+ 3 or more workshops: 30%+ Second, Third, and Fourth Year lecturers: 1 or more workshops: 90%+ 2 or more workshops: 50%+ 3 or more workshops: 30%+	Foundation Year lecturers: 1 or more workshops: 73% 2 or more workshops: 45% 3 or more workshops: 36% Second, Third, and Fourth Year lecturers: 1 or more workshops: 95% 2 or more workshops: 76% 3 or more workshops: 57%

14. Percentage of lecturers who have met with key industry employers.	Foundation Year lecturers: 1 or more key employer: 75% 2 or more key employers: 50% 3 or more key employers: 42% Second, Third, and Fourth Year lecturers: 1 or more key employer: 85% 2 or more key employers: 56% 3 or more key employers: 41%	Foundation Year lecturers: 1 or more key employer: 45% 2 or more key employers: 36% 3 or more key employers: 27% Second, Third, and Fourth Year lecturers: 1 or more key employer: 75% 2 or more key employers: 50% 3 or more key employers: 31%	Foundation Year lecturers: 1 or more key employer: 42% 2 or more key employers: 42% 3 or more key employers: 0% Second, Third, and Fourth Year lecturers: 1 or more key employer: 90% 2 or more key employers: 50% 3 or more key employers: 31%	Foundation Year lecturers: 1 or more key employer: 90% 2 or more key employers: 70% 3 or more key employers: 50% Second, Third, and Fourth Year lecturers: 1 or more key employer: 90% 2 or more key employers: 70% 3 or more key employers: 50%	Foundation Year lecturers: 1 or more key employer: 73% 2 or more key employers: 45% 3 or more key employers: 36% Second, Third, and Fourth Year lecturers: 1 or more key employer: 90% 2 or more key employers: 67% 3 or more key employers: 57%
15. Percentage of lecturers who have completed at least 36 hours of continuing professional development in their field of study.	Foundation Year lecturers: 67% Second, Third, and Fourth Year lecturers: 88%	Foundation Year lecturers: 91% Second, Third, and Fourth Year lecturers: 94%	Foundation Year lecturers: 80% Second, Third, and Fourth Year lecturers: 90%	Foundation Year lecturers: 80% Second, Third, and Fourth Year lecturers: 100%	Foundation Year lecturers: 100% Second, Third, and Fourth Year lecturers: 100%
16. Percentage of lecturers who have completed a self- assessment and self-development plan.	Foundation Year lecturers: 100% Second, Third, and Fourth Year lecturers: 87%	Foundation Year lecturers: 100% Second, Third, and Fourth Year lecturers: 100%	Foundation Year lecturers: 100% Second, Third, and Fourth Year lecturers: 100%	Foundation Year lecturers: 100% Second, Third, and Fourth Year lecturers: 100%	Foundation Year lecturers: 100% Second, Third, and Fourth Year lecturers: 100%
17. Percentage of Foundation Year lecturers who have participated in teacher development workshops.	Foundation Year lecturers: 1 workshop: 100% 2 workshops: 77% Second, Third, and Fourth Year lecturers: One or more workshop: 100% Two workshop: 64%	Foundation Year lecturers: 1 workshop: 91% 2 workshops: 72% Second, Third, and Fourth Year lecturers: One or more workshop: 81% Two workshops: 44%	Foundation Year lecturers: 1 workshop: 80% 2 workshops: 60% 3 workshops: 50% Second, Third, and Fourth Year lecturers: One workshop: 100% Two workshops: 100% Three workshops: 100%	Foundation Year lecturers: 1 workshop: 80% 2 workshops: 80% 3 workshops: 80% Second, Third, and Fourth Year lecturers: One workshop: 100% Two workshops: 75% Three workshops: 25%	Foundation Year lecturers: 1 workshop: 100% 2 workshops: 82% 3 workshops: 64% Second, Third, and Fourth Year lecturers: One workshop: 100% Two workshops: 95% Three workshops: 81%
18. Teaching performance of all faculty to be observed by Faculty Council	31 faculty members observed	32 faculty members observed	45 faculty members observed	All faculty will be observed once per semester, and new faculty twice per semester.	100%, 45 faculty members observed

OBJECTIVE #4

Comply with the Ministry of Labor and other ministries and legal requirements.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Ensure CamEd gets sufficient foreign labor quota. Measured by the quota number and percent of foreign BA lecturers who have a work permit card at year-end.	Quota: 20 Permit card: 100% Archived	Quota: 20 Permit card: 100% Archived	Quota: 20 Permit card: 100%	Quota: 20 Permit card: 100%	Quota: 20 Permit card: 100%
2. Percent of CamEd full time office staff who have a work permit book at year-end.	59/86=69% Archived	90%+ Archived	90%+ Achieved	90%+	90%+ Achieved
3. Percent of CamEd full time Office staff who are registered with the NSSF at year-end.	72/84-86% Archived	90%+ Archived	90%+ Achieved	90%+	90%+ Achieved
4. Percent of guards registered with the Municipal of Phnom Penh in order to have the legal right to use private guards.	100% Achieved	100% Achieved	100% Achieved	100%	100% Achieved
5. Number of staff in-out reports to the Municipal Department of labor.	1 Achieved	2 Achieved	2 Achieved	2	2 Achieved

OBJECTIVE #5 (HR TECHNOLOGY)

Enhance HR systems to increase HR productivity, efficiency and economy.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Utilize HR cloud software to improve HR service	BambooHR gave us license on May 6, 2019	Bamboo HR	HR System	Using CamEd HR system to improve HR service	HR System
2. Minimize the use of OT budget, measured by the amount of OT for the year.	\$51,057	6% of total annual employee salary Archived	6% of total annual employee salary Achieved	6% of total annual employee salary	6% of total annual employee salary Achieved

IT DEPARTMENT

ACTION PLAN

JANUARY 2022 - DECEMBER 2022

OBJECTIVE #1

Provide website and mobile app services that facilitate learning and CamEd processes.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Student evaluation of the mobile app on a scale of 1-7	N/A	5.25	5.56	5.5+	5.56
2. Lecturer evaluation of the website on a scale of 1-7.	N/A	Students: 5.13 Lecturers: 5.8	Students: 5.13 Lecturers: 5.8	Student: 5.5+ Lecturer: 5.5+	Students: 5.13 Lecturers: 5.8
3. Add feature to CamEd mobile	N/A	N/A	N/A	To Achieve	Achieved

OBJECTIVE #2

Provide fast and reliable WIFI and internet.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Evaluation of WIFI speed and reliability on a scale of 1-7	Students: 3.70 Lecturers: 5.43 Staff: Not surveyed	Students: 5.47 Lecturer: 6.35 Staff: 6.28	Students: 5.44 Lecturer: 6.21 Staff: 6.43	Students: 5.5+ Lecturer: 5.9+ Staff: 5.9+	Students: 5.33 Lecturers: 6.20 Staff: 6.04
2. Control and measure user's Internet Bandwidth	N/A	N/A	Achieved	The bandwidth shall be controlled every month.	Achieved
3. Implement Internet security policy	N/A	Achieved	Achieved	To Achieve	Achieved
3. Provide feedback to users when there is unusual traffic detected.	N/A	Achieved	Achieved	To Achieve	Achieved

OBJECTIVE #3

Create whole new Academic System.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. License database server	N/A	N/A	N/A	To Achieve	Achieved
2. Design user interface	N/A	N/A	N/A	To Achieve	Achieved
3. Develop user interface	N/A	N/A	N/A	To Achieve	Achieved
4. Develop CamEd API	N/A	N/A	N/A	To Achieve	Achieved
5. Connect user interface with CamEd API	N/A	N/A	N/A	To Achieve	Achieved

OBJECTIVE #4

Develop new features and update the existing CamEd software system.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Develop the system upon user request	N/A	N/A	N/A	To Achieve	Achieved
2. Improve user interface of HR System	N/A	N/A	N/A	To Achieve	Achieved
3. Develop new user interface of Student Access Online Portal.	N/A	N/A	N/A	To Achieve	Achieved
4. Develop new user interface of Lecturer Access Online Portal.	N/A	N/A	N/A	To Achieve	Not Achieve Delay due to the prioritize of other software development
5. Improve user interface and functionality of CBE and CBT Exam Online Registration.	N/A	N/A	N/A	To Achieve	Not Achieve Delay due to the prioritize of other software development
6. Develop new user interface and feature of Student Access Online Portal for student to update their Curriculum Vitae information.	N/A	N/A	N/A	To Achieve	Achieved
7. Develop new user interface of Company Access Online Portal for company to check their staff study record information.	N/A	N/A	N/A	To Achieve	Not Achieve Canceled by President

OBJECTIVE #5

Generate Registrar reporting to increase the efficiency and effectiveness of school management.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Collect students' exam result from ACCA website	Achieved	Achieved	Achieved	To Achieve every January, April, July, October	Achieved
2. Verify score rule and attendance	N/A	N/A	N/A	To Achieve before every BA and Master result release	Achieved
3. Generate registrar scheduled report	N/A	Achieved	Achieved	To Achieve	Achieved
5. Prepare top scorer award	N/A	N/A	N/A	To Achieve	Achieved

OBJECTIVE #6

Improve staff computer security and awareness of Internet and computer security.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Update Endpoint security license for server and staff computer	Achieved	Achieved	Achieved	To Achieve	Achieved
2. Implement intrusion prevention system policy	N/A	N/A	Achieved	To Achieve	Achieved
3. Perform internal pentest when there is introduce of new feature in system/network	N/A	N/A	Achieved	To Achieve	Achieved
4. Own a licensed pentest tool	N/A	N/A	N/A	To Achieve	Achieved

OBJECTIVE #7

Maximum usability and reduce downtime of staff and classroom IT equipment.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Lecturer evaluation of reliability of classroom IT equipment on a scale of 1-7	5.43	5.0	6.58	5.5+	6.33
2. Implement classroom equipment checking procedure	N/A	Achieved	Achieved	To Achieve	Achieved
3. Implement staff computer checking procedure	N/A	Achieved	Achieved	To Achieve	Achieved
4. On demand software and hardware upgrade	Achieved	Achieved	Achieved	To Achieve	Achieved
5. Setup Virtual Server	N/A	N/A	N/A	To Achieve	Achieved
6. Renovate server room	N/A	N/A	N/A	To Achieve	Achieved

OBJECTIVE #8

Input and verify new BA student information.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Enroll and test fingerprint template for new BA student.	N/A	N/A	Achieved	To Achieve	Achieved
2. Remove duplicate registrations.	Achieved	Achieved	Achieved	To Achieve	Achieved
3. Input student Khmer name.	Achieved	Achieved	Achieved	To Achieve	Achieved

OBJECTIVE #9

Be ready for ACCA CBE exams for BA, CAT and ACCA students and ACCA CBE Exams PM/F5, TX/F6, FR/F7, AA/F8, FM/F9, FAU and FFM.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Update ACCA CBE client and server software to the latest versions.	Achieved	Achieved	Achieved	To Achieve	Achieved
2. Conduct training sessions about CBE exam software and rules for LSC staff, outsource and students	Achieved	Achieved	Achieved	To Achieve	Achieved
3. Technical check on Wi-Fi and ethernet cables	Achieved	Achieved	Achieved	To Achieve	Achieved
4. Update exam computer software and hardware which is requested by Phearson or ACCA.	Achieved	Achieved	Achieved	To Achieve	Achieved

OBJECTIVE #10

Improve staff soft and technical management skills.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Master of Finance	N/A	N/A	Phengly finished Year I	Phengly shall pursue the degree	Achieved
2. IT Security Course	N/A	Phengly and Solin completed Pentest	Solin finished CCNA CyberOps	Phengly and Solin shall attend the course	Not Achieve
3. Network Course (CCIE)	N/A	N/A	Paul completed the CCIE	Paul shall pursue the CCIE 2 and attend the HCIP	Achieved
4. Mobile App Development and Database Management System Course	N/A	N/A	Pheara studied ReactJS. Borin studied SQL server databases. Pheara, Phengly and Borin finish a UX design course	Borin and Pheara shall continue with the course	Achieved
5. SQL and data management	N/A	N/A	N/A	Visal shall take the SQL programming course	Achieved

FACILITIES ACTION PLAN

ACTION PLAN

JANUARY 2022 - DECEMBER 2022

OBJECTIVE #1

Provide sufficient space corresponding to the number of staff and students.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. The occupancy rate of the building according to the number of students and staff projection	N/A	Students: 57,7% Lecturers: 50% Non-academic staff: 77.45%	Students: 68,06% Lecturers: 50% Non-academic staff: 77.45%	Students:34% Lectures:70% N-AC staff:92%	Students:42.09% Lecturers:61.11% N-AC staff:94.57%

*End of 2022 we will add more space and recalculate the number of the staff that require the working seat (office), as well as add more classes so the student occupancy rate dropped.

OBJECTIVE #2

Ensure that institute facilities function effectively.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
2. Evaluations by students, lecturers, and N-AC staff on a scale of 1-7.	Students: 5.20 Lecturers: 6.16 Non-academic staff: 6.22	Students: 6.10 Lecturers: 6.54 Non-academic staff: 6.47	Students: 5.77 Lecturers: 6.32 N-AC staff: 6.35	Students: 5.79 Lecturers: 6.41 N-AC staff: 6.31	Students: 6+ Lecturers: 6.5 N-AC staff: 6.5

OBJECTIVE #3

Regularly improve facilities to enhance the study environment and business operation.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Plan monthly number of minor installations, renovations and repairs proposed and resolved and follow up weekly to meet the deadlines.	NA	no much installation	minor and medium installations and repair works	Work in Progress file and weekly report 2022. Complete rate 70%	Work in Progress plan and Weekly report. Complete rate no less than 77%
2. Plan and Complete significant facility renovation projects (expansion or design projects started).	9	n/a	1. Install roof above generator 2. Relocate clinic 3. Install ATS and move electric wires 4. Renovate toilets 5. Renovate study lounge	1. classrooms:3 multifunctional room:1 reading rooms:2 common area:4 business labs:9 2. complete 3. suspended 4. complete	Construction Plan evidence

OBJECTIVE #4

Enhance facilities team performance and communication.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Team members are satisfied, challenged and committed as indicated by engagement score.	6.0	6.20	6.05	6.11	6+
2. Team composition is adequate.	N/A	1 hired	1 hired	2 hired	Manager -1 Assistant - 1 Staff - 4
3. Effective communication as indicated by the number of staff and student requests passed to facilities management via chat applications or/ and request forms	CamEd Chat	requests were received via Telegram chat and resolved	Create the telegram bot for students and guest to send the problem or complain about facilities.	Mostly get complaints via telegram chat then bot.	Survey of the Maintenance team feedback to request via chat, bot, requests. Score 6+
4. Insuring that the reward system is properly executed within the Maintenance team	N/A	Assistant Manager has completed the AC Training.	This year, only 1 staff took training of the construction related courses, such as AUTOCAD and AC.	1 AC short course	Provide reward system report (monthly evidence)
5. Improve the Facilities Management Policy	1	Updated Policy and Created Maintenance Manual	Improved KPI, add detailed criterias according to Policy. Add new policies.	Complete	N/A
6. Enhance and Improve the performance of facilities department:					
7. Master Degree	NA	NA	0%	0%	20%
8. BA Degree	NA	NA	40%	20%	33%
9. Short course training on equipment and supply (AC/ATS/elevator/ generator etc)	NA	NA	NA	40%	33%
10. Construction work training	NA	NA	NA	20%	66%
11. English courses	NA	NA	NA	40%	83%
12. Other courses	NA	NA	NA	20%	0%

OBJECTIVE #5

Optimise use of facilities and facility resources.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Satisfaction rating of adequacy of storage by each department.	N/A	New storage in west building for IT and Admission and one in central building for Admission.	Removed one storage room and add this space to enlarge the toilet.	Complete	N/A

2. Optimization of the electricity consumption as measured by the total annual kilowatt usage and the average monthly kilowatt usage per active full-time student (BA students = 1, non-BA students = ¼).	Annual consumption: 859,828 Monthly AVG KW: 71,652 BA: 100% Non-BA: 73.80%	Annual consumption: 752,481 Monthly AVG KW: 62,707 BA: 100% Non-BA: 54.7%	Annual consumption: 425,818 Monthly AVG KW: 35,484	no results yet	no more than 3% increase from 2022
3. Optimise the classroom Review the existing Classrooms and other rooms to maximise the benefit of the existing facilities	N/A	Enlarged IT office and created more working seats.	Ghanty and Fridman classrooms decided not to combine, but add more screens upon full occupancy. add curtains - done	+3 classrooms	N/A
4. Optimization of the common area	N/A	N/A	Add more cubicles in study lounge and add more space in west building (canteen, student lounge, reception).	+2 study lounge +2 reading room +1 multifunction room + 1 canteen + 2 outdoor lounges	N/A
5. Review the alarm system and add more fire safety arrangements	N/A	Add heat detectors in the Library and other zones.	Add more fire extinguishers.	Complete	N/A (combine in 5.6)
6. Inspection of all systems and building as per schedule	N/A	Semi-annually fire extinguisher checking Semi-annually elevator check up	bridges check up - done electricity system - done	Complete report	Provide report and score or achievement rate

OBJECTIVE #6

Respond to major requests from students, staff and or external assessors in a timely manner.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
1. Improve parking as evidenced by a student and staff satisfaction score.	N/A	no updates due to covid	did not approach any parking due to less occupancy.	Complete	N/A
2. Ensure adequate access to food and beverage as evidenced by student and staff satisfaction.	External service neighborhood services only.	no updates due to covid	Canteen - Done Food and Drinks decided not to do, as staff and students prefer Foodpanda, Nham24 etc delivery.	Complete	N/A
3. Complaint and feedback forms.	NA	NA	NA	NA	Feedback on General Complaint

DEPARTMENT OF FINANCE

ACTION PLAN

JANUARY 2022 - DECEMBER 2022

OBJECTIVE #1

To achieve / maintain better service quality to relevant people, especially lecturers and students.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
The average appraisal score done by lecturers and students, on a scale from 1 - 7	Lecturers: 6.17 Students: 5.32	Lecturers: 6.22 Students: 6.10	Lecturers: 6.48 Students: 5.89	Lecturers: 6+ Students: 6+ Support Staff: 6+	Lecturers:6.48 Students: 5.89 Support Staff:6.17

OBJECTIVE #2

Prepare audited financial statements in accordance with IFRS.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
Completion date of draft financial statements	Feb 2019	Jan 10, 2020	Jan 12, 2021	Jan 15, 2022	Jan 17, 2022
Date of issuance of audit report	Sep 05, 2019	Feb 28, 2020	Mar 15, 2021	Mar 15, 2022	Mar 09, 2022

OBJECTIVE #3

Conduct timely financial reporting decision making, budgeting, financial management, and tax compliance.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
Date of completion of annual budget preparation	NM	NM	Dec 2021	Dec 2022	Jan 10, 2023
Date of completion of annual budget report	Mar 10, 2019	Feb 2020	Mar 2021	Mar 2022	Mar 21, 2022
Date of submission of annual tax return to GDT	Mar 31, 2019	Mar 2020	Mar 2021	Mar 2022	Mar 09, 2022
Date of completion for draft mid-year financial report	Aug 2019	Jul 2020	Aug 2021	Aug 2022	Jul 21, 2022
Date of completion for draft mid-year budget report	Aug 2019	Jul 2020	Aug 2021	Aug 2022	Jul 21, 2022

OBJECTIVE #4

Efficient purchase and payment management to reduce costs and achieve better quality of goods or services purchased.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
Total annual cost of goods or services purchased not in Approved Vendor Report (AVR)	Not Achieved	Less than \$100,000	Not achieved	Non approved vendors purchases less than \$200,000	\$ 102,226
Total Payment Vouchers (PV) produced each year	1,751 PV	1,310 PV	1,491 PV	1,500 PV	1,647 PV
Days Payable Outstanding (AVG AP / Credit Purchase) x 365 days	42 Days	13 days	45 Days	30 Days +	57 Days

OBJECTIVE #5

To ensure better cash collection, investment opportunity, and to maximize interest earnings.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
Annual increase of cash collection	\$6,756,862 (4%)	\$6,985,721 (3%)	\$9,273,393 (33%)	5%+	\$11,166,409 (20%)
Annual percentage increase of investment amount	\$4,901,752 (43%)	\$6,688,750 (36%)	\$9,637,250 (44%)	5%+	\$9,150,000 (-5%)
Annual percentage increase of interest earned	\$283,123 (7%)	\$344,021 (22%)	\$453,170 (32%)	5%+	\$426,975 (-6%)

OBJECTIVE #6

Early receipt of payments to improve cash collection and maximize investments.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
On time communication of early payment promotion to students	JJ19: Mar 14, 2019 JD19: Sep 10, 2019	JJ20: 26 Mar 2020 JD20: 31 Aug 2020	JJ21: N/A JD21: Aug 27, 2021	JJ22: Mar 31, 2022 JD22: Aug 31, 2022	JJ22: May 13, 2022 JD22: Aug 31, 2022
Number of students paid by 3 months and 9 months earlier (early payment promotion)	3 months earlier: 445 9 months earlier: 153 Total: 598	3 months: 288 9 months: 70 Total: 358	3 months earlier: 107 9 months earlier: 74 Total: 181	3 months earlier: 300+ 9 months earlier: 100+ Total: 400+	3 months earlier: 126 9 months earlier: 52 Total: 179
Total fees received for the whole promotion campaign	3 months: 4%, \$677,492 9 months: 6%, \$480,637 Total: 6%, \$1,158,129	3 months: \$465,374 9 months: \$243,221 Total: \$708,595	3 months: \$348,816 9 months: \$134,881 Total: \$483,697	3 months: 5%, \$711,367 9 months: 5%, \$504,669 Total: 5%, \$1,216,035	3 months: \$390,149 9 months: \$103,515 Total: \$493,664

OBJECTIVE #7

Effective and efficient AR control.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
Date of invoice delivery to students each term	JJ19: Feb 09, 2019 JD19: Aug 02, 2019	JJ20: 03 Feb 2020 JD20: 04 Aug 2020	JJ21: Feb 2021 JD21: Aug 2021	JJ22: Feb 2022 JD22: Aug 2022	JJ22: Feb 09, 2022 JD22: Aug 12, 2022
Bad debt written off each term is minimal	JJ19: \$3,000 JD19: \$3,000	JJ20: \$11,865 JD20: \$3,303	JJ21: \$10,627 JD21: \$4,469	JJ22: Less than \$7,000 JD22: Less than \$7,000	JJ22: \$2,011 JD22: \$5,236
Average days receivable outstanding (AVG AR / Credit Sale) x 365 days	29 days	31 days	50 days	30 days	34 days
Number of payment methods available to students	Direct / Wing / CIMB / ABA	(4) Direct / Wing / CIMB / ABA	(4) Direct / Wing / CIMB / ABA	4+	6 methods: Direct Payment ABA Bank Wing Bank CIMB Bank ACLEDA Bank Sathapana Bank
Amount of fees received by banking or other services such as bank transfer, etc.	\$946,846	\$2,77M (43% of fee)	\$5.99M (68% of fee)	\$5M+	\$8.41M (78% of fee)

OBJECTIVE #8

To enhance efficiency and productivity by developing and regularly updating online budgeting, procurement and payment processes.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
Initial discussion on system development with IT Department	N/A	N/A	N/A	Dec 31, 2021	Not achieved
Possible solutions provided by IT Department	N/A	N/A	N/A	Jan 15, 2022	Not achieved
Selection of proposed system (Internally customized system or off-the-shelf system)	N/A	N/A	N/A	Jan 31, 2022	Not achieved
System testing	N/A	N/A	N/A	May 31, 2022	Not achieved
System implementation	N/A	N/A	N/A	Jul 01, 2022	Not achieved

OBJECTIVE #9

To ensure service quality and performance of employees in the finance department. Also, to strengthen the better relationship of peers and continuous professional development (CPD) of individual employees.

Indicator	2019 Result	2020 Result	2021 Result	2022 Target	2022 Result
The average peer appraisal score done by each employee, on a scale from 1 - 7	6.23	6.17	6.31	6+	6.06
The average management appraisal score done by manager, on a scale from 1 - 7	6.81	6.72	6.63	6+	6.52
Number of training events or conference attended relating to accounting, finance and tax throughout the year	8	6	6	6+	6
Number of sharing sessions conducted internally by each team in the department of finance	8	6	6	6+	6
Number of employee taking MBA / PHD, passing final semester exams	3 (MBA) Keat Marath (Graduated) Khut Sophanna (Graduated) Phalla Thida (Graduated) Chan Sokleakena- (Started)	1 (MBA) Chan Sokleakena (Pursuing)	1 (MBA) Chan Sokleakena (graduated)	2 (MBA) Sorn Tithynika Prum Sothida	2 MSc - Sorn Tithynika - Prum Sothida
Number of employee taking CamEd Program, with passing scores		- Chan Sokleakena (passed F7) - Khut Sophanna (passed FFM) - Sorn Tithynika (graduated CAT) - Prum Sothida (graduated CAT and passed CTAX)	- Keat Marath-passed CTAX and CBL - Chan Sokleakena-passed PM and CFRS for NFPEs - Khut Sophanna-passed FAU and CTAX	2+: - Keat Marath (SBR, AFM) - Chan Sokleakena (AA, FM) - Khut Sophanna (IFRS for SMEs, CBL, AA)	- Leakena Passed AA - Phanna passed AA and CBL

Number of employees to attend short courses			- Chan Sokleakena attended training on Leadership for First Line Manager - Khut Sophanna attended training on Leadership for First Line Manager - Keat Marath attended training on CFO's Top Priorities, on Accounting and Audit Obligation, on Talent Management, on Share Transfer and Hot Tax Issues - Sorn Tithynika attended training on Budget Training and Control, Disclosure of Accounting Policies - Prum Sothida attended training on Budget Training and Control - Bou Chansonita attended training on Budget Training and Control	5+ - Keat Marath (GDT TAX, Digital Innovation for Finance, Data Analytics) - Chan Sokleakena (GDT TAX, Digital Innovation for Finance) - Khut Sophanna (Digital Innovation for Finance) - Other relevant workshop during the year	CFI Program - Marath Accounting and Finance Conference in Singapore: - Marath - Leakena - Phanna - Nika - Thida Tax Workshop at Sofitel - Marath - Nika Tax Workshop at Raffle Le Royal - Marath - Nika - Phanna - Leakena - Thida
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KEY FINANCIAL INSIGHT

2022 2021 2020 2019

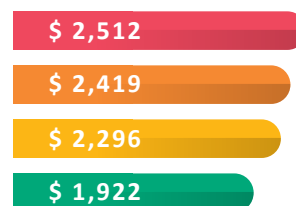
NUMBER OF STUDENTS

+12% FROM 2021



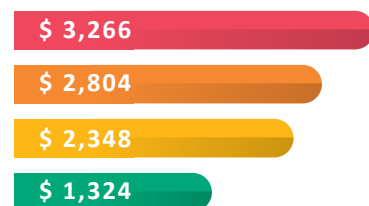
REVENUE PER STUDENT

+4% FROM 2021



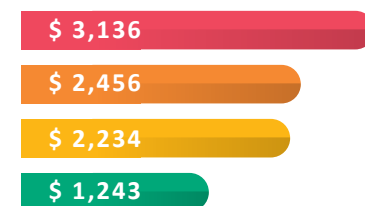
NET PROFIT In Thousand USD

+16% FROM 2021



OPERATING PROFIT In Thousand USD

+28% FROM 2021



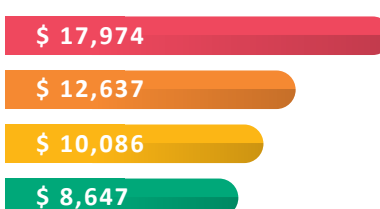
REVENUE ALLOCATION In percentage

Academic Non-Academic



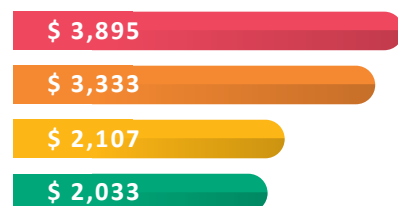
TOTAL ASSET In Thousand USD

+42% FROM 2021



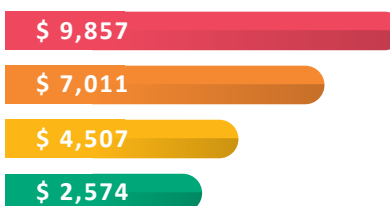
NET OPERATING CASH FLOW In Thousand USD

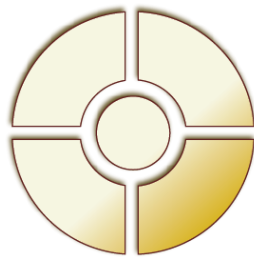
+17% FROM 2021



NET ASSET In Thousand USD

+41% FROM 2021





CamEd
Business School

**CAMED INSTITUTE CO., LTD.
(INCORPORATED IN CAMBODIA)**

**FINANCIAL STATEMENTS AND
INDEPENDENT AUDITORS' REPORT
31 DECEMBER 2022**



CAMED INSTITUTE CO., LTD.

(Incorporated in Cambodia)

CORPORATE INFORMATION

DIRECTOR: Mr. Casey Barnett, FCCA, CFA

TRUSTEES: Mr. Casey Barnett, FCCA, CFA
Dr. Sam Ghanthy (Resigned on October 15, 2022)
Dr. Kenneth Paul Charman (Appointed on October 15, 2022)
Ms. Maria Isabelita Manzon-Cabrera, CPA, MDE
Dr. Phat Darith
Dr. Prum Virak

REGISTERED OFFICE: 64 Street 108, Phnom Penh, Cambodia

PRINCIPAL BANKERS: Advanced Bank of Asia Limited
ACLEDA Bank Plc.
CIMB Bank Plc.
SATHAPANA Bank Plc
LOLC (Cambodia) Plc.
PRASAC Microfinance Institution Plc.
Woori Bank (Cambodia) Plc.

AUDITORS: BDO (Cambodia) Limited

CAMED INSTITUTE CO., LTD.
(Incorporated in Cambodia)

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STATEMENT OF FINANCIAL POSITION	135
STATEMENT OF CHANGES IN EQUITY	136
STATEMENT OF CASH FLOWS	137
NOTES TO THE FINANCIAL STATEMENTS	138

CAMED INSTITUTE CO., LTD.

(Incorporated in Cambodia)

DIRECTOR'S REPORT

The Director has pleasure in submitting their report and the audited financial statements of CamEd Institute Co., Ltd ("CamEd") for the financial year ended 31 December 2022.

Principal activities

The principal activities of CamEd are providing higher education and corporate training services. The education and training services are mainly in the field of accounting and related fields. There have been no significant changes in the nature of these activities during the financial year.

Results of operations

	\$	'000
Profit for the financial year	<u>3,266,053</u>	<u>13,348,358</u>

Dividends

The dividend paid and declared during the financial year were as follows:

In respect of the financial year ended 31 December 2022:

	\$	'000
Final dividend of \$419.89 per ordinary share	<u>419,888</u>	<u>1,716,082</u>

Reserves and provisions

There were no material transfers to or from reserves or provisions during the current financial year.

Bad and doubtful debts

Before the statement of profit or loss and other comprehensive income and statement of financial position of CamEd were made out, the Director took reasonable steps to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of allowance for doubtful debts and satisfied themselves that all known bad debts had been written off and that adequate allowance had been made for doubtful debts.

At the date of this report, the Director is not aware of any circumstances which would render the amount written off for bad debts or the amount of the allowance for doubtful debts in the financial statements of CamEd inadequate to any material extent..

CAMED INSTITUTE CO., LTD.

(Incorporated in Cambodia)

DIRECTOR'S REPORT (continued)

Current assets

Before the statement of profit or loss and other comprehensive income and statement of financial position were made out, the Director took reasonable steps to ensure that for any current assets which were unlikely to be realised in the ordinary course of business, their values as shown in the accounting records of CamEd have been written down to an amount expected if realised.

At the date of this report, the Director is not aware of any circumstances which would render the values attributed to the current assets in the financial statements of CamEd misleading.

Valuation methods

At the date of this report, the Director is not aware of any circumstances which have arisen and which may render adherence to the existing method of valuation of assets or liabilities of CamEd misleading or inappropriate.

Contingent and other liabilities

At the date of this report, there does not exist:

- (i) any charge on the assets of CamEd which has arisen since the end of the financial year which secures the liabilities of any other person, or
- (ii) any contingent liability of CamEd which has arisen since the end of the financial year.

No contingent or other liability has become enforceable, or is likely to become enforceable, within the period of 12 months after the end of the financial year which, in the opinion of the Director, will or may substantially affect the ability of CamEd to meet its obligations when they fall due.

Change of circumstances

At the date of this report, the Director is not aware of any circumstances not otherwise dealt with in this report or in the financial statements of CamEd, which would render any amount stated in the financial statements as misleading.

Items of an unusual nature

The results of the operations of CamEd during the financial year were not, in the opinion of the Director, substantially affected by any item, transaction or event of a material and unusual nature.

There has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely, in the opinion of the Director, to affect substantially the results of the operations of CamEd for the financial year for which this report is made.

Share capital

CamEd did not issue any shares during the current financial year.

No option to take up unissued shares in CamEd was granted during the financial year and there were no shares under options at the end of the financial year in respect of shares in CamEd.

CAMED INSTITUTE CO., LTD.

(Incorporated in Cambodia)

DIRECTOR'S REPORT (continued)

Director

The Director who has held office since the date of the last report is:

Mr. Casey Barnett, FCCA, CFA

Director's benefits

During and at the end of the financial year, no arrangements subsisted to which CamEd is a party, with the object or objects of enabling the Director of CamEd to acquire benefits by means of the acquisition of shares in or debentures of CamEd or any other body corporate.

Since the end of the previous financial year, the Director has not received or become entitled to receive any benefit by reason of a contract made by CamEd or a related corporation with the Director or with a firm of which the Director is a member, or with a company in which the Director has a substantial financial interest, except for any benefit which may be deemed to have arisen by virtue of those transactions as disclosed in Note 17 to the financial statements.

Director's responsibility in respect of the financial statements

The Director is responsible to ascertain that the financial statements give a true and fair view of the financial position of CamEd as at 31 December 2022, and of its financial performance and cash flows for the financial year then ended. In preparing these financial statements, the Director is required to:

- (a) adopt appropriate accounting policies which are supported by reasonable judgements and estimates and then apply them consistently;
- (b) comply with the disclosure requirements of the Cambodian International Financial Reporting Standards ("CIFRSs") and International Financial Reporting Standards ("IFRSs") or, if there have been any departures in the interest of true and fair presentation, ensure that these have been appropriately disclosed, explained and quantified in the financial statements;
- (c) maintain adequate accounting records and an effective system of internal controls;
- (d) prepare the financial statements on a going concern basis unless it is inappropriate to assume that CamEd will continue its operations in the foreseeable future; and
- (e) control and effectively direct CamEd in all material decisions affecting its operations and performance and ascertain that such decisions and/or instructions have been properly reflected in the financial statements.

The Director confirms that he has complied with the above requirements in preparing the financial statements.

CAMED INSTITUTE CO., LTD.

(Incorporated in Cambodia)

DIRECTOR'S REPORT (continued)

Statement by the Director and Chief Financial Officer

In the opinion of the Director and Chief Financial Officer, the financial statements set out on pages 8 to 29 have been drawn up in accordance with Cambodian International Financial Reporting Standards and International Financial Reporting Standards so as to give a true and fair view of the financial position of CamEd as at 31 December 2022, and of its financial performance and cash flows for the financial year then ended.

Signed by the Board and Chief Financial Officer,



Casey Barnett

Chairman of the Board of Director



Keat Marath

Chief Financial Officer

Phnom Penh, Cambodia

Date: 28 February 2023



INDEPENDENT AUDITORS' REPORT TO THE SHAREHOLDER OF CAMED INSTITUTE CO., LTD.

(Incorporated in Cambodia)

(Registration No: 00059907)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of CamEd Institute Co., Ltd ("CamEd"), which comprise statement of financial position as at 31 December 2022, and statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the financial year then ended, and a summary of significant accounting policies, as set out on pages 8 to 29.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of CamEd as at 31 December 2022, and of its financial performance and cash flows for the financial year then ended in accordance with Cambodian International Financial Reporting Standards and International Financial Reporting Standards.

Basis for Opinion

We conducted our audit in accordance with Cambodian International Standards on Auditing ("CISAs"). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence and Other Ethical Responsibilities

We are independent of CamEd in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) ("IESBA Code") together with the ethical requirements that are relevant to our audit of the financial statements in Cambodia, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code.

Information Other than the Financial Statements and Auditors' Report Thereon

The Director of CamEd is responsible for the other information. The other information comprises the Director's Report but does not include the financial statements of CamEd and our auditors' report thereon.

Our opinion on the financial statements of CamEd does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements of CamEd, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements of CamEd or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of the other information, we are required to report that fact. We have nothing to report in this regard.



INDEPENDENT AUDITORS' REPORT TO THE SHAREHOLDER OF CAMED INSTITUTE CO., LTD.

(Incorporated in Cambodia)

(Registration No: 00059907) (continued)

Responsibilities of the Director for the Financial Statements

The Director of CamEd is responsible for the preparation and fair presentation of these financial statements in accordance with Cambodian International Financial Reporting Standards and International Financial Reporting Standards. The Director is also responsible for such internal control as the Director determines is necessary to enable the preparation of financial statements of CamEd that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of CamEd, the Director is responsible for assessing CamEd's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Director either intends to liquidate CamEd, or to cease operations, or has no realistic alternative but to do so.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements of CamEd as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with CISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with CISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements of CamEd, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of CamEd's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Director.



INDEPENDENT AUDITORS' REPORT TO THE SHAREHOLDER OF CAMED INSTITUTE CO., LTD.

(Incorporated in Cambodia)

(Registration No: 00059907) (continued)

Auditors' Responsibilities for the Audit of the Financial Statements (continued)

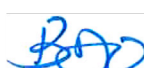
As part of an audit in accordance with CISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also: (continued)

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on CamEd's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of CamEd or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause CamEd to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements of CamEd, including the disclosures, and whether the financial statements of CamEd represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Director regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identified during our audit.

Other Matters

This report is made solely to the shareholder of CamEd, as a body. We do not assume responsibility to any other person for the content of this report.



BDO (Cambodia) Limited
Phnom Penh, Cambodia

Date: 28 February 2023

CAMED INSTITUTE CO., LTD.
(Incorporated in Cambodia)

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

	Note	2022	2021	2022	2021
		\$	\$	i'000	i'000
REVENUE					
Revenue	5	9,667,742	8,306,740	39,512,060	33,791,818
Other income	5	545,593	-	2,229,839	-
EXPENSES					
ACCA expenses		(297,970)	(253,132)	(1,217,803)	(1,029,741)
Books and materials		(178,671)	(206,135)	(730,228)	(838,557)
Research and development		(189,470)	(287,905)	(774,364)	(1,171,198)
Depreciation and amortisation		(915,453)	(837,762)	(3,741,456)	(3,408,016)
Employee benefits	6	(3,386,489)	(2,868,786)	(13,840,581)	(11,670,221)
Impairment loss on trade receivables	12	(11,822)	(24,777)	(48,317)	(100,793)
Marketing		(616,008)	(560,023)	(2,517,625)	(2,278,174)
Office expense		(146,954)	(75,070)	(600,601)	(305,385)
Philanthropic donations		(145,702)	(68,921)	(595,484)	(280,371)
Repairs and maintenance		(181,374)	(40,381)	(741,276)	(164,270)
Staff Training and Recruitment		(196,272)	(87,484)	(802,164)	(355,885)
Student extracurricular activities		(395,703)	(139,441)	(1,617,238)	(567,246)
Utilities		(165,113)	(94,035)	(674,817)	(382,534)
Other expenses		(250,762)	(306,717)	(1,024,863)	(1,247,725)
		(7,077,763)	(5,850,569)	(28,926,817)	(23,800,116)
Operating profit		3,135,572	2,456,171	12,815,082	9,991,702
Finance income	7	528,458	569,372	2,159,808	2,316,205
Finance cost	7	(397,977)	(221,595)	(1,626,532)	(901,448)
Profit before tax		3,266,053	2,803,948	13,348,358	11,406,459
Income tax	8	-	-	-	-
Profit for the year		3,266,053	2,803,948	13,348,358	11,406,459
Other comprehensive income					
Items that will not be reclassified to profit or loss:					
Foreign currency translation	4	-	-	386,850	146,280
Total other comprehensive income		-	-	386,850	146,280
Total comprehensive income for the year		3,266,053	2,803,948	13,735,208	11,552,739
Other comprehensive income					
Items that will not be reclassified to profit or loss:					
Foreign currency translation	4	-	-	146,279	(141,009)
Total other comprehensive income		-	-	146,279	(141,009)
Total comprehensive income for the year		2,803,948	2,348,261	11,552,738	9,435,199

The notes on pages 13- 29 form part of these financial statements

CAMED INSTITUTE CO., LTD.**(Incorporated in Cambodia)****STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2022**

	Note	2022	2021	2022	2021
		\$	\$	i'000	i'000
ASSETS					
Non-current assets					
Property, plant and equipment	9	4,143,802	1,934,906	17,060,032	7,882,807
Investment properties	19	3,145,000	-	12,947,966	-
Intangible assets	10	26,071	27,129	107,334	110,524
Prepayments	12	6,606	5,774	27,197	23,523
		7,321,479	1,967,809	30,142,529	8,016,854
Current assets					
Trade and other receivables	12	493,392	570,162	2,031,296	2,322,840
Cash and bank balances	13	10,159,058	10,099,026	41,824,842	41,143,432
		10,652,450	10,669,188	43,856,138	43,466,272
TOTAL ASSETS		17,973,929	12,636,997	73,998,667	51,483,126
EQUITY AND LIABILITIES					
Equity					
Share capital	14	5,000	5,000	20,000	20,000
Retained earnings		9,851,953	7,005,788	40,087,755	28,455,479
Translation reserve	4	-	-	473,321	86,471
TOTAL EQUITY		9,856,953	7,010,788	40,581,076	28,561,950
LIABILITIES					
Non-current liabilities					
Lease liabilities	11	2,929,906	1,115,428	12,062,423	4,544,254
		2,929,906	1,115,428	12,062,423	4,544,254
Current liabilities					
Trade and other payables	15	517,658	484,921	2,131,199	1,975,568
Lease liabilities	11	470,423	623,162	1,936,731	2,538,762
Unearned income	16	4,198,989	3,402,698	17,287,238	13,862,592
		5,187,070	4,510,781	21,355,168	18,376,922
TOTAL LIABILITIES		8,116,976	5,626,209	33,417,591	22,921,176
TOTAL EQUITY AND LIABILITIES		17,973,929	12,636,997	73,998,667	51,483,126

The notes on pages 13- 29 form part of these financial statements

CAMED INSTITUTE CO., LTD.

STATEMENT OF CHANGES IN EQUITY FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

	Note	Share Capital	Owner Contribution	Retained Earnings	Total Equity
		\$	\$	\$	\$
Balance as at 1 January 2021		-	30,291	4,476,695	4,506,986
Profit for the financial year		-	-	2,803,948	2,803,948
Other comprehensive income		-	-	-	-
Total comprehensive income		-	-	2,803,948	2,803,948
Transaction with owner					
Share issues		5,000	(5,000)	-	-
Transfer to other payables		-	(25,291)	-	(25,291)
Dividend paid, representing total transaction with owner	20	-	-	(274,855)	(274,855)
Balance as at 31 December 2021		5,000	-	7,005,788	7,010,788
Profit for the financial year		-	-	3,266,053	3,266,053
Other comprehensive income		-	-	-	-
Total comprehensive income		-	-	3,266,053	3,266,053
Transaction with shareholders					
Dividend paid, representing total transaction with owner	20	-	-	(419,888)	(419,888)
Balance at 31 December 2022		5,000	-	9,851,953	9,856,953

	Note	Share Capital	Owner Contribution	Retained Earnings	Translation Reserve	Total Equity
		¥'000	¥'000	¥'000	¥'000	¥'000
Balance as at 1 January 2021		-	123,436	18,167,130	(59,809)	18,230,757
Profit for the financial year		-	-	11,406,459	-	11,406,459
Other comprehensive income		-	-	-	146,280	146,280
Total comprehensive income		-	-	11,406,459	146,280	11,552,739
Transaction with owner						
Share issues	20,000	(20,000)	-	-	-	-
Transfer to other payables	-	(103,036)	-	-	-	(103,036)
Currency translation differences	-	(400)	-	-	-	(400)
Dividend paid, representing total transaction with owner	20	-	-	(1,118,110)	-	(1,118,110)
Balance as at 31 December 2021		20,000	-	28,455,479	86,471	28,561,950
Profit for the financial year		-	-	13,348,358	-	13,348,358
Other comprehensive income		-	-	-	386,850	386,850
Total comprehensive income		-	-	13,348,358	386,850	13,735,208
Transaction with shareholders						
Dividend paid, representing total transaction with owner	20	-	-	(1,716,082)	-	(1,716,082)
Balance at 31 December 2022		20,000	-	40,087,755	473,321	40,581,076

The notes on pages 13- 29 form part of these financial statements

CAMED INSTITUTE CO., LTD.**(Incorporated in Cambodia)****STATEMENT OF CASH FLOWS****FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022**

	Note	2022	2021	2022	2021
		\$	\$	¥'000	¥'000
CASH FLOW FROM OPERATING ACTIVITIES					
Profit before tax		3,266,053	2,803,948	13,348,358	11,406,459
ADJUSTMENTS FOR					
Depreciation and amortisation		915,453	837,762	3,741,456	3,408,016
Finance income	7	(528,458)	(569,372)	(2,159,808)	(2,316,205)
Finance cost	7	397,977	221,595	1,626,532	901,448
Impairment loss on trade receivables	12	13,305	24,976	54,378	101,028
Gain on disposal of property, plant and equipment		(1,617)	-	(6,609)	-
Fair value adjustment on investment properties	19	(260,455)	-	(1,064,480)	-
Gain on reassessment and modification of leases		(221,909)	-	(906,942)	-
Property, plant and equipment written off		-	6,605	-	26,869
Operating profit before working capital changes		3,580,349	3,325,514	14,632,885	13,527,615
CHANGES IN WORKING CAPITAL					
Trade and other receivables		(43,344)	(254,504)	(177,147)	(1,035,322)
Trade and other payables		32,737	176,701	133,796	718,820
Unearned income		796,291	378,444	3,254,441	1,539,510
NET CASH FROM OPERATING ACTIVITIES		4,366,033	3,626,155	17,843,975	14,750,623
CASH FLOW FROM INVESTING ACTIVITIES					
Purchase of property, plant and equipment	9 (c)	(556,012)	(74,957)	(2,272,420)	(304,925)
Purchase of intangible assets	10	(3,620)	(4,000)	(14,795)	(16,272)
Proceeds from disposal of property, plant and equipment		1,617	-	6,609	-
Purchase of investment properties	19	(2,884,545)	-	(11,789,135)	-
Withdrawal / (Placement) of fixed deposits with original maturity of more than three (3) months		737,250	(2,948,500)	3,013,141	(11,994,498)
Interest received		428,595	450,809	1,751,668	1,833,891
NET CASH USED IN INVESTING ACTIVITIES		(2,276,715)	(2,576,648)	(9,304,932)	(10,481,804)
CASH FLOW FROM FINANCING ACTIVITIES					
Payment of lease liabilities and interest	11	(858,000)	(763,928)	(3,506,646)	(3,107,659)
Dividend paid		(419,888)	(274,855)	(1,716,082)	(1,118,110)
NET CASH USED IN FINANCING ACTIVITIES		(1,277,888)	(1,038,783)	(5,222,728)	(4,225,769)
Net Increase in Cash and Cash Equivalents		811,430	10,724	3,316,315	43,050
Opening Cash and Cash Equivalents		461,776	447,330	1,881,275	1,809,450
Effect of exchange rate changes on cash and cash equivalents		(14,148)	3,722	(57,823)	15,141
Currency Translation Differences		-	-	43,775	13,634
Ending Cash and Cash Equivalents	13	1,259,058	461,776	5,183,542	1,881,275

The notes on pages 13- 29 form part of these financial statements

CAMED INSTITUTE CO., LTD.**(Incorporated in Cambodia)****NOTES TO THE FINANCIAL STATEMENTS****31 DECEMBER 2022****1. INSTITUTE INFORMATION**

CAMED INSTITUTE CO., LTD. ("CamEd") is an institute of higher education located at 64 Street 108, Phnom Penh, Kingdom of Cambodia, established by sub-decree No ៤៧ អនក្រ. បក. by the Royal Government of Cambodia on 23 July 2010. CamEd is controlled by an individual private investor.

CamEd was registered on 5 April 2001 and re-registered on 21 September 2021 as a private limited liability company in the Kingdom of Cambodia.

The financial statements were authorised for issue by the Board of Director on 28 February 2023.

2. PRINCIPAL ACTIVITIES

The principal activities of CamEd are providing higher education and corporate training services. The education and training services are mainly in the field of accounting and related fields. There have been no significant changes in the nature of these activities during the financial year.

3. BASIS OF PREPARATION

The financial statements of CamEd have been prepared in accordance with Cambodian International Financial Reporting Standards ("CIFRSs") as issued by the National Accounting Council of the Ministry of Economy and Finance and International Financial Reporting Standards ("IFRSs").

4. BASIS OF ACCOUNTING

The financial statements of CamEd have been prepared under the historical cost convention except as otherwise stated in the financial statements.

The accounting policies adopted are consistent with those of the previous financial year except for the effects, if any, of the adoption of new IFRSs/CIFRSs during the financial year. CamEd has concluded that there are no other applicable IFRSs/CIFRSs in issue that are not yet adopted that will have a material impact on the financial statements.

The financial statements are presented in United States Dollar ("\$"), which is also CamEd's functional currency. Additional disclosures are also made in Cambodian Riel ("៛") to meet the requirement of the Law on Accounting and Auditing.

Assets and liabilities are translated at the closing rate ruling at each reporting date, whereas income and expenses items are translated at the average rate for the year then ended. All resulting exchange differences are recognised as a separate component of equity. Such translation should not be construed as a representation that the \$ amount represents, or has been or could be converted into ៛ at that or any other rate. All values in \$ and ៛ are rounded to the nearest dollar and thousand ៛ ("៛'000"), respectively, except otherwise indicated.

The financial statements are presented in ៛ based on applicable exchange rates per \$, as follows:

		Closing rate	Average rate
31 December 2021	\$1 =	៛ 4,074	៛ 4,068
31 December 2022	\$1 =	៛ 4,117	៛ 4,087

4. BASIS OF ACCOUNTING (continued)

A translation gain or loss arises due to translating the functional currency of the US dollar into the presentation currency of Cambodian riel using the exchange rates above. The translation gain or loss is the difference arising in equity due to translating income and expenses at the average exchange rate and translating assets and liabilities at the exchange rate on the reporting date. The translation reserve represents the cumulative translation gain or loss.

	31 Dec 2022	31 Dec 2021
	₨'000	₨'000
Opening net assets	28,561,950	18,230,757
Profit during the year	13,348,358	11,406,459
Dividend paid during the year	(1,716,082)	(1,118,110)
Transfer to other payable	-	(103,036)
Currency translation differences	-	(400)
Translation gain (Bal. Figure)	386,850	146,280
Closing net assets	40,581,076	28,561,950
Translation Reserve	473,321	86,471

5. REVENUE

Teaching services

Teaching services revenue are tuition and activities fees paid by students. This revenue is recognized on a straight-line basis over the duration of the course or when the student abandons his/her studies.

Books and materials

Textbooks and other study materials are mainly sold to students in classes at CamEd. A few books are sold through bookstores or the CamEd library. This revenue is recognized when books are given to the customer.

Commissions

CamEd acts as an agent on behalf of students to register and pay for students' international exams and fees. Commission revenues are the net amount retained, recognized when the payment is remitted.

Examination fees

CamEd earns revenue from fees paid for exams for the Diploma in Cambodian Tax and the Diploma in Cambodian Business Law. Exam revenue is recognized on the exam date.

Other revenue

Other revenue mainly comprises corporate sponsorship fees received for events hosted by CamEd, computer based examination services, library fines and other miscellaneous income. Other revenue is recognized when the services or goods are provided.

Other income

Other income includes gain from disposal of property, plant and equipment as well as rental income and any gain on fair value adjustment of investment properties.

5. REVENUE (continued)

	2022	2021	2022	2021
	\$	\$	₹'000	₹'000
Teaching services	9,214,439	8,053,516	37,659,412	32,761,703
Books and materials	6,798	6,310	27,783	25,669
Commissions	13,336	6,171	54,504	25,104
Examination fees	60,574	43,495	247,566	176,938
Other revenue	372,595	197,248	1,522,795	802,404
Total Revenue	9,667,742	8,306,740	39,512,060	33,791,818
	2022	2021	2022	2021
	\$	\$	₹'000	₹'000
Gain on disposal of property, plant and equipment	1,617	-	6,609	0
Fair value adjustment on investment properties	260,455	-	1,064,480	0
Gain on reassessment and modification of leases	221,909	-	906,942	0
Rental income from investment property	61,612	-	251,808	0
Total Other Income	545,593	-	2,229,839	-

6. EMPLOYEE BENEFITS

Employee benefits are recognized on an accrual basis. CamEd provides only short-term employee benefits, benefits to be provided to employees no later than 12 months from the end of the year. CamEd does not provide any long term benefits or pension.

Teaching

Teaching employee benefits includes the cost of salaries, wages, accommodation and transportation provided to professors and lecturers and other employees in academic affairs.

Non-teaching

Non-teaching employee benefits are the salaries, wages, and other benefits provided as remuneration to the Directors and employees that are not working as professors or lecturers. This is divided into benefits for operations, key management and Director. Operations includes employee benefits for academic affairs and general operations; general operations includes employee benefits such as for HR, IT, admissions, accounting, security, cleaning.

	2022	2021	2022	2021
	\$	\$	₹'000	₹'000
Teaching	1,730,040	1,476,656	7,070,674	6,007,037
Non-Teaching				
Trustee	68,176	65,000	278,635	264,420
Academic Affairs	286,781	233,476	1,172,074	949,780
Executive Management	242,344	231,621	990,460	942,234
General Operations	1,059,148	862,033	4,328,738	3,506,750
	1,656,449	1,392,130	6,769,907	5,663,184
	3,386,489	2,868,786	13,840,581	11,670,221

7. FINANCE INCOME AND FINANCE COSTS

Finance incomes comprise interest income from investment in deposit with bank and microfinances, gain on the foreign currency exchange and the unwinding of the lease deposits.

Finance Income	2022	2021	2022	2021
	\$	\$	₹'000	₹'000
Interest	470,571	535,840	1,923,224	2,179,797
Gain on foreign exchange	40,887	19,573	167,105	79,623
Unwinding of the lease deposit	17,000	13,959	69,479	56,785
Total finance income	528,458	569,372	2,159,808	2,316,205

Finance costs include other charges by the banks, losses from foreign currency transactions, unwinding of the lease liabilities and seniority obligation.

Finance Costs	2022	2021	2022	2021
	\$	\$	₹'000	₹'000
Bank and credit card fee	6,676	6,627	27,285	26,959
Loss on foreign exchange	47,439	7,734	193,883	31,461
Unwinding of the lease	342,942	205,943	1,401,604	837,776
Unwinding of seniority obligation	920	1,291	3,760	5,252
Total finance costs	397,977	221,595	1,626,532	901,448

8. TAXATION

TAX expenses

Pursuant to Prakas No. 209 dated 02 March 2020 issued by the Ministry of Economic and Finance ("MOEF"), CamEd is entitled to the exemption from corporate income tax until the end of the financial year ended 2023. During the exempted period, CamEd shall only pay salary tax, withholding tax on location rental, property tax and patent tax. CamEd has no obligation to pay either monthly prepaid tax or minimum tax, but CamEd has an obligation to submit monthly and annual tax returns in accordance with the Cambodian Law on Taxation.

The numerical reconciliation between tax expense and the product of accounting profit multiplied by the applicable tax rate of CamEd is as follows:

	2022	2021	2022	2021
	\$	\$	₹'000	₹'000
Profit before tax	3,266,053	2,803,948	13,348,358	11,406,459
Tax at Cambodian statutory tax rate of 20% (2021: 20%)	653,211	560,790	2,669,673	2,281,294
Tax effects in respect of:				
Non-allowable expenses	292,006	81,488	1,193,428	331,493
Tax incentives and allowances	(945,217)	(642,278)	(3,863,101)	(2,612,787)
Total income tax	-	-	-	-

CamEd has potential tax assets arising from tax withholding on interest income and deferred tax arising from net deductible differences arising from the difference between the carrying amount of assets and liabilities and their tax bases.

However, in 2022, deferred tax assets are not recognized because management estimates that such potential tax assets are unlikely to be realised. First, the government has a history of extending exemptions on income tax to educational institutes. Second, if an income tax is imposed on educational institutions, management estimates that the government is unlikely to allow use of tax assets that accrued during the exemption period.

Tax contingencies

The taxation system in Cambodia is relatively new and is characterised by numerous taxes and frequently changing legislation, which is often unclear, contradictory, and subject to interpretation. Often, differing interpretations exist among numerous taxation authorities and jurisdictions. Taxes are subject to review and investigation by a number of authorities, who are enabled by law to impose severe fines, penalties and interest charges. These facts may create tax risks in Cambodia substantially more significant than in other countries. Management believes that it has adequately provided for tax liabilities based on its interpretation of tax legislation. However, the relevant authorities may have differing interpretations and the effects could be significant.

9. PROPERTY, PLANT AND EQUIPMENT

	Artwork	Leasehold Improvement	Furniture and equipment	Land/ Building	Right-of- use assets	Total
Cost	\$	\$	\$	\$	\$	\$
1 January 2021	99,838	707,162	993,377	-	3,849,684	5,650,061
Additions	10,650	-	64,307	-	25,074	100,031
Written-off	-	-	(32,153)	-	-	(32,153)
31 December 2021	110,488	707,162	1,025,531	-	3,874,758	5,717,939
Additions	52,348	213,109	220,555	70,000	-	556,012
Disposals	-	-	(43,843)	-	-	(43,843)
Effect of modification to lease terms	-	-	-	-	1,821,947	1,821,947
31 December 2022	162,836	920,271	1,202,243	70,000	5,696,705	8,052,055
Accumulated Depreciation						
1 January 2021	17,314	532,109	627,034	-	1,798,800	2,975,257
Depreciation expense	4,420	48,508	146,113	-	634,283	833,324
Written-off	-	-	(25,548)	-	-	(25,548)
31 December 2021	21,734	580,617	747,599	-	2,433,083	3,783,033
Depreciation expense	5,681	73,993	159,546	1,400	670,155	910,775
Disposals	-	-	(43,843)	-	-	(43,843)
Effect of modification to lease terms	-	-	-	-	(741,712)	(741,712)
31 December 2022	27,415	654,610	863,302	1,400	2,361,526	3,908,253
Net Book Value						
31 December 2022	135,421	265,661	338,941	68,600	3,335,179	4,143,802
31 December 2021	88,754	126,545	277,932	-	1,441,675	1,934,906

9. PROPERTY, PLANT AND EQUIPMENT (continued)

	Artwork	Leasehold Improvement	Furniture and equipment	Land/ Building	Right-of-use assets	Total PPE
Cost	₹'000	₹'000	₹'000	₹'000	₹'000	₹'000
1 January 2021	403,845	2,860,470	4,018,206	-	15,571,972	22,854,493
Additions	43,324	-	261,601	-	102,001	406,926
Written-off	-	-	(130,798)	-	-	(130,798)
Currency translation difference	2,959	20,508	29,004	-	111,791	164,262
31 December 2021	450,128	2,880,978	4,178,013	-	15,785,764	23,294,883
31 December 2020	403,845	2,860,470	4,018,206	-	15,571,972	22,854,493
Additions	213,946	870,976	901,408	286,090	-	2,272,420
Disposals	-	-	(179,186)	-	-	(179,186)
Effect of modification to lease terms	-	-	-	-	7,446,297	7,446,297
Currency translation difference	6,322	36,802	49,399	2,100	221,273	315,896
31 December 2022	670,396	3,788,756	4,949,634	288,190	23,453,334	33,150,310
Accumulated Depreciation						
1 January 2021	70,035	2,152,381	2,536,348	-	7,276,146	12,034,910
Depreciation expense	17,981	197,331	594,388	-	2,580,263	3,389,963
Written-off	-	-	(103,929)	-	-	(103,929)
Currency translation difference	528	15,722	18,911	-	55,971	91,132
31 December 2021	88,544	2,365,434	3,045,718	-	9,912,380	15,412,076
Depreciation expense	23,218	302,409	652,065	5,722	2,738,923	3,722,337
Disposals	-	-	(179,186)	-	-	(179,186)
Effect of modification to lease terms	-	-	-	-	(3,031,377)	(3,031,377)
Currency translation difference	1,106	27,186	35,617	42	102,477	166,428
31 December 2022	112,868	2,695,029	3,554,214	5,764	9,722,403	16,090,278
Net Book Value						
31 December 2022	557,528	1,093,727	1,395,420	282,426	13,730,931	17,060,032
31 December 2021	361,584	515,544	1,132,295	-	5,873,384	7,882,807

All items of property, plant and equipment are initially measured at cost. After initial recognition, property, plant and equipment are stated at cost less accumulated depreciation and any accumulated impairment losses.

9. PROPERTY, PLANT AND EQUIPMENT (continued)

(a) Depreciation

Depreciation is calculated to write down the cost of the assets to their residual values on a straight line basis over their estimated useful lives. The principal depreciation periods are as follows:

Artwork	25 years
Leasehold improvement	1- 10 years
Furniture and equipment	4- 7 years
Land/ Building	50 years

(b) Right-of-use assets

Right-of-use buildings represent the right-of-use assets from lease arrangements that do not meet the definition of investment property.

The right-of-use assets are initially measured at cost, which comprise the initial amount of the lease liabilities adjusted for any lease payments made at or before the commencement date of the leases.

After initial recognition, right-of-use assets are stated at cost less accumulated depreciation and any accumulated impairment losses, and adjusted for any re-measurement of the lease liabilities.

The right-of-use assets are depreciated on the straight-line basis over the earlier of the estimated useful lives of the right-of-use assets or the end of the lease term. The lease terms of right-of-use assets are as follows:

East building	6 years
Central building	10 years
West building	6- 7 years

(c) Purchase of property, plant and equipment

During the financial year, CamEd made the following cash payments to purchase property, plant and equipment:

	2022	2021	2022	2021
	\$	\$	i'000	i'000
Additions of property, plant and equipment	556,012	100,031	2,272,420	406,926
Additions via lease liabilities	-	(25,074)	-	(102,001)
Cash payments on purchase of property, plant and equipment	556,012	74,957	2,272,420	304,925

10. INTANGIBLE ASSETS

Intangible assets are initially measured at cost. After initial recognition, intangible assets are carried at cost less accumulated amortisation and any accumulated impairment losses. Intangible assets comprise accounting software and license are amortised over ten years using the straight line method.

	Software and License	
Cost	\$	¥'000
1 January 2021	40,971	165,728
Additions	4,000	16,272
Currency translation difference	-	1,212
31 December 2021	44,971	183,212
Additions	3,620	14,795
Currency translation difference	-	2,042
31 December 2022	48,591	200,049
Accumulated Amortisation		
1 January 2021	13,404	54,219
Amortisation expense	4,438	18,054
Currency translation difference	-	415
31 December 2021	17,842	72,688
Amortisation expense	4,678	19,119
Currency translation difference	-	908
31 December 2022	22,520	92,715
Net Book Value		
31 December 2022	26,071	107,334
31 December 2021	27,129	110,524

11. LEASE LIABILITY

The lease liabilities are initially measured at the present value of lease payments that are not paid at the date. The lease payments are discounted using incremental borrowing rates. Subsequent to the initial recognition, CamEd measured the lease liabilities by increasing the carrying amount to reflect interest on the lease liabilities, reducing the carrying amount to reflect any reassessment or lease modifications.

The corresponding right-of-use assets of the lease liabilities are presented as property, plant and equipment as disclosed in Note 9 to the financial statements.

	2022	2021	2022	2021
	\$	\$	¥'000	¥'000
Non-current				
Lease liabilities	2,929,906	1,115,428	12,062,423	4,544,254
Current				
Lease liabilities	470,423	623,162	1,936,731	2,538,762
Total lease liabilities	3,400,329	1,738,590	13,999,154	7,083,016

11. LEASE LIABILITIES (continued)**(a) Borrowing rate applied to lease liabilities**

The incremental borrowing rate applied to the lease liabilities at initial recognition are as follows:

East building	9.27%
Central building	11.38%
West building	9.09%

(b) Movement of lease liabilities

	2022	2021	2022	2021
	\$	\$	¥'000	¥'000
At 1 January	1,738,590	2,271,994	7,083,016	9,190,216
Addition	-	24,581	-	99,996
Effect of modification to lease terms	2,176,797	-	8,896,569	-
Interest charged (Note 7)	342,942	205,943	1,401,604	837,776
Payments of:				
Principal	(515,058)	(557,985)	(2,105,042)	(2,269,883)
Interest	(342,942)	(205,943)	(1,401,604)	(837,776)
Currency translation difference	-	-	124,611	62,687
At 31 December	3,400,329	1,738,590	13,999,154	7,083,016

(c) Recognition in profit or loss

The following are amount recognised in profit or loss:

	2022	2021	2022	2021
	\$	\$	¥'000	¥'000
Represented by:				
Depreciation charges of right-of-use assets	670,155	634,283	2,738,923	2,580,263
Interest expense on lease liabilities (include in finance costs)	342,942	205,943	1,401,604	837,776
Rent concessions	-	(32,000)	-	(130,176)
	1,013,097	808,226	4,140,527	3,287,863

11. LEASE LIABILITY (continued)**(d) Maturity profile of lease liabilities**

The table below summarises the maturity profile of the lease liabilities of the CamEd at the end of the reporting period based on contractual undiscounted repayment obligation as follows:

	Weighted average incremental borrowing rate per annum	Within one year	1-2 Years	2-5 Years	More than 5 years	Total
31 December 2022	%	\$	\$	\$	\$	\$
Lease Liabilities	9.09%-11.38%	761,200	488,400	1,346,400	2,508,000	5,104,000
31 December 2021						
Lease Liabilities	8.90%-12.70%	769,428	659,428	578,380	-	2,007,236

(e) Reconciliation arising from financing activities as per statement of cash flow

	2022	2021	2022	2021
	\$	\$	£'000	£'000
Beginning lease liabilities	1,738,590	2,271,994	7,083,016	9,190,216
Cash flows	(858,000)	(763,928)	(3,506,646)	(3,107,659)
Non-cash flows:				
Addition	-	24,581	-	99,996
Effect of modification of lease terms	2,176,797	-	8,896,569	-
Unwinding of interest	342,942	205,943	1,401,604	837,776
Currency translation difference	-	-	124,611	62,687
Ending lease liabilities	3,400,329	1,738,590	13,999,154	7,083,016

12. TRADE AND OTHER RECEIVABLES

Total receivables are classified as financial assets measured at amortised cost. Trade receivables are non-interest bearing and the normal trade credit terms granted by CamEd is six months (2021: six months). They are recognised at their original invoice amounts which represent their fair values on initial recognition. The refundable deposit is a rental deposit. The fixed deposits and rental deposits are accounted for at amortised cost. Trade and other receivables are denominated in \$.

	2022	2021	2022	2021
	\$	\$	£'000	£'000
Trade receivables				
Tuition and fees receivable	61,442	58,256	252,957	237,335
Less: Expected credit loss	(37,037)	(30,980)	(152,481)	(126,213)
	24,405	27,276	100,476	111,122
Other Receivables				
Advance to employees	14,000	8,600	57,638	35,036
Interest receivables	227,555	185,579	936,844	756,050
Refundable deposits	186,800	334,503	769,056	1,362,765
Prepayments	47,238	19,978	194,479	81,390
	475,593	548,660	1,958,017	2,235,241
	499,998	575,936	2,058,493	2,346,363
Less: Prepayments- non current	(6,606)	(5,774)	(27,197)	(23,523)
	493,392	570,162	2,031,296	2,322,840

Lifetime expected loss allowance for trade receivables are as follows:

	Current (1 - 120 days)	Term 1 (121 - 300 days)	Total
31 December 2022			
Expected loss rate	56.36%	100.00%	
Gross carrying amount (US\$)	55,915	5,527	61,442
Expected credit loss	31,510	5,527	37,037
31 December 2021			
Expected loss rate	51.09%	100.00%	
Gross carrying amount (US\$)	55,761	2,495	58,256
Expected credit loss	28,485	2,495	30,980

During the financial year, CamEd did not renegotiate the terms of any trade receivables.

Expected credit loss

CamEd applies the IFRS/CIFRS 9 simplified approach to measuring expected credit loss using a lifetime credit loss provision for trade receivables. To measure expected credit losses on a collective basis, trade receivables are grouped based on similar credit risk and term. The expected loss rates are based on CamEd's historical credit losses. The historical loss rates are then adjusted for current and forward-looking information on macroeconomic factors affecting CamEd's customers.

CamEd determines a financial asset to be in default when contractual payments are 90 days past due. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Movements in the impairment allowance for trade receivables are as follows:

	2022	2021	2022	2021
	\$	\$	i'000	i'000
Beginning Allowance	30,980	21,100	126,213	85,350
Written off	(5,765)	(14,897)	(23,562)	(60,601)
Impairment loss/(Reversal) per Statement of Profit or Loss and Other Comprehensive Income	11,822	24,777	48,317	100,793
Exchange differences	-	-	1,513	671
Expected Credit Loss	37,037	30,980	152,481	126,213
Impairment loss	11,822	24,777	48,317	100,223
Cash received from bad debt recovery	1,483	199	6,061	805
Adjusted Impairment loss per Statement of Cash Flow	13,305	24,976	54,378	101,028

13. CASH AND BANK BALANCES

CamEd holds cash and cash equivalents, fixed deposit investments, and a refundable deposit. Current fixed deposits include interest receivable on those deposits. Surplus funds are invested in both dollar denominated and Cambodian riel denominated fixed deposits with local financial institutions for periods of up to one year, earning interest from 7.4% - 8% (2021: 7.25% - 8%) and weighted average effective interest rate of 7.64% (2021: 7.55%).

	2022	2021	2022	2021
	\$	\$	¥'000	¥'000
Cash on hand	-	-	-	-
Cash at banks	1,259,058	461,776	5,183,542	1,881,275
Cash and cash equivalents per cash flow statement	1,259,058	461,776	5,183,542	1,881,275
Deposit with original maturity of more than 3 months	8,900,000	9,637,250	36,641,300	39,262,157
Cash and bank balances	10,159,058	10,099,026	41,824,842	41,143,432

The currency exposure profile of cash and bank balances is as follows:

	2022	2021	2022	2021
	\$	\$	¥'000	¥'000
United States Dollar	9,185,199	7,711,614	37,815,464	31,417,115
Khmer Riel	973,859	2,387,412	4,009,378	9,726,317
	10,159,058	10,099,026	41,824,842	41,143,432

14. SHARE CAPITAL

There were no other issues of shares during the financial year. The owners of the Company are entitled to receive dividends as and when declared by the Company and are entitled to one vote per ordinary share at meetings of the Company. All ordinary shares rank pari passu with the Company's residual assets.

	2022		2021	
	Number	\$	Number	\$
Ordinary shares of \$5 each registered	1,000	5,000	1,000	5,000
Registered and issued:				
At 1 January	1,000	5,000	-	-
Issued pursuant to:				
- new issue	-	-	1,000	5,000
At 31 December	1,000	5,000	1,000	5,000
¥'000		20,000		20,000

15. TRADE AND OTHER PAYABLES

Trade and other payables are classified as financial liabilities measured at amortised cost. Trade payables are non-interest bearing and the normal trade credit terms granted to CamEd range from one to three months (2021: one to three months). Trade and other payables are denominated in \$.

Maturity profile of trade and other payables of CamEd at the end of the reporting period based on contractual undiscounted repayment obligations is repayable on demand or within one year.

	2022	2021	2022	2021
	\$	\$	i'000	i'000
Trade Payables				
Third Party	205,126	134,532	844,504	548,083
Other Payables				
Accruals	6,877	11,505	28,313	46,871
Fee payables	270,941	302,630	1,115,464	1,232,915
Other tax payables	34,714	36,254	142,918	147,699
	312,532	350,389	1,286,695	1,427,485
Trade and Other Payables	517,658	484,921	2,131,199	1,975,568

The currency exposure profile of trade and other payable balances is as follows:

	2022	2021	2022	2021
	\$	\$	i'000	i'000
United States Dollar	246,717	214,582	1,015,734	874,207
Great British Pounds	270,941	270,339	1,115,465	1,101,361
	517,658	484,921	2,131,199	1,975,568

16. UNEARNED REVENUE

	2022	2021	2022	2021
	\$	\$	i'000	i'000
Unearned Revenue	4,198,989	3,402,698	17,287,238	13,862,592

Unearned income are advance receipts from customers representing revenue expected to be recognised in the future relating to performance obligations that are unsatisfied (or partially unsatisfied) at the end of the reporting period.

The amount of \$3,402,698 recognised in unearned income at the beginning of the financial year has been recognised as revenue for the financial year ended 31 December 2022.

17. RELATED PARTY DISCLOSURES

Parties are considered related to CamEd if CamEd has the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where CamEd and the party are subject to common control or common significant influence. Related parties can be individuals or other parties.

In 2022 and 2021, CamEd made payments comprising salary and other benefits to the CamEd Facilities Manager who is the spouse of the CamEd controlling party. CamEd also made donations to the Wrestling Federation of Cambodia of which the CamEd controlling party is the Vice President. There were no outstanding balances payable or receivable to these two related parties. Total payments were as follows:

	2022	2021	2022	2021
	\$	\$	¥'000	¥'000
Related parties				
Hodjaeva Zarima				
Facilities Manager salary and wages	21,962	20,435	89,759	83,130
Wrestling Federation	32,201	45,999	131,605	187,123
Donation				
	54,163	66,434	221,364	270,253

Key management personnel comprises persons (including the Director of CamEd) having the authority and responsibility for planning, directing and controlling the activities of the Director directly and indirectly.

Compensation of key management personnel:

	2022	2021	2022	2021
	\$	\$	¥'000	¥'000
Executive Management	242,344	231,621	990,460	942,234
Director	68,176	65,000	278,635	264,420
	310,520	296,621	1,269,095	1,206,654

18. CAPITAL AND FINANCIAL RISK MANAGEMENT

Capital management

The primary objective of CamEd's capital management is to ensure that CamEd would be able to continue as a going concern whilst maximising the return to its owner through the optimisation of the debt and equity ratios. The overall strategy of CamEd remains unchanged from that in the previous financial year.

Financial risk management

The financial risk management objective of CamEd is to optimise value creation for its owner whilst minimising the potential adverse impact arising from volatility of the financial markets.

The Director is responsible for setting the objectives and underlying principles of financial risk management for CamEd. The management then establishes the detailed policies such as authority levels, oversight responsibilities, risk identification and measurement and exposure limits in accordance with the objectives and underlying principles approved by the Director.

CamEd is exposed mainly to foreign currency risk, credit risk and liquidity and cash flow risk. Information on the management of the related exposures is detailed below:

Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

CamEd holds cash, cash equivalents and fixed deposits denominated in foreign currencies for working capital and investment purposes. CamEd also has current foreign currency liabilities in Great British pounds representing examination and registration fees.

The following table demonstrates the sensitivity analysis of CamEd to a reasonably possible change in the ₹ and GBP exchange rate against the functional currency of CamEd, with all other variables held constant:

		2022	2021	2022	2021
		\$	\$	₹'000	₹'000
Profit after tax if exchange rates had changed					
Balance in ₹		973,859	2,387,412	4,009,378	9,726,317
₹/\$	Strengthen by 3% (2021: 1%)	23,373	19,099	96,227	77,809
	Weaken by 3% (2021: 1%)	(23,373)	(19,099)	(96,227)	(77,809)
Balance in GBP		270,941	270,339	1,115,465	1,101,361
GBP/\$	Strengthen by 26% (2021: 6%)	56,356	12,976	232,018	52,865
	Weaken by 26% (2021: 6%)	(56,356)	(12,976)	(232,018)	(52,865)

Credit risk

Credit risk is the risk of financial loss to CamEd if a counterparty to a financial instrument fails to perform as contracted. CamEd is mainly exposed to credit risk from deposits with financial institutions and receivables from credit sales. It is CamEd's policy to monitor the financial standing of these counterparties on an ongoing basis to ensure that CamEd is exposed to acceptable credit risk. CamEd also seeks to invest cash assets safely and profitably with approved financial institutions.

Liquidity and cash flow risk

Liquidity and cash flow risk arises from CamEd's management of working capital. It is the risk that CamEd will encounter difficulty in meeting its financial obligations when due.

CamEd actively manages its operating cash flows and the availability of funding so as to ensure that all operating, investing and financing needs are met. In liquidity risk management strategy, CamEd maintains a level of cash and cash equivalents deemed adequate to finance CamEd's activities.

19. INVESTMENT PROPERTIES

	Land and building	
At fair value	\$	₹'000
1 January 2022	-	-
Additions	2,884,545	11,789,135
Fair value adjustment	260,455	1,064,480
Exchange rate effect	-	94,351
31 December 2022	3,145,000	12,947,966

- (a) Investment properties are land and buildings (including part of a building) or both that are held to earn rentals or for capital appreciation or both. Investment properties are initially measured at cost, which includes transaction costs. After initial recognition, investment properties are measured at fair value, which reflects the market conditions at the end of the reporting period and changes in fair value are included in profit or loss.
- (b) The fair values of investment properties of CamEd are categorised as Level 3. Investment properties at Level 3 fair value were determined by external and independent property valuers, having appropriately recognised professional qualifications and recent experience in the location and category of property being valued. Fair value was determined using comparison and replacement approaches which use observable inputs including prices and other relevant information generated by market transactions involving identical or comparable properties.
- (c) The following table shows the valuation techniques and significant unobservable inputs used in determining the fair value measurement of investment properties as well as the inter-relationship between key unobservable inputs and fair value:

Description	Valuation Technique	Significant unobservable inputs	Inter-relationship between key observable inputs and fair value
Land	Comparison method	Average selling price of land surrounding the areas	The higher the expected market price growth, the higher the fair value
Building	Replacement cost method	Estimated replacement cost per square meter US\$35- US\$240	The higher the replacement cost per square meter, the higher the fair value

20. DIVIDENDS

	2022		2021	
	Dividend per share	Amount of dividend	Dividend per share	Amount of dividend
	\$	\$	\$	\$
Final dividend paid and declared	419.89	419,888	274.86	274,855
	i'000	i'000	i'000	i'000
Final dividend paid and declared	1,716.08	1,716,082	1118.11	1,118,110