

CamEd
Business School



2021 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.

BOARD OF TRUSTEES



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VISION

To develop a community of accounting and finance professionals performing on par with those in international financial centers, taking initiative as leaders, and upholding ethical standards.



MISSION

To provide higher education with a focus on accounting and finance, 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

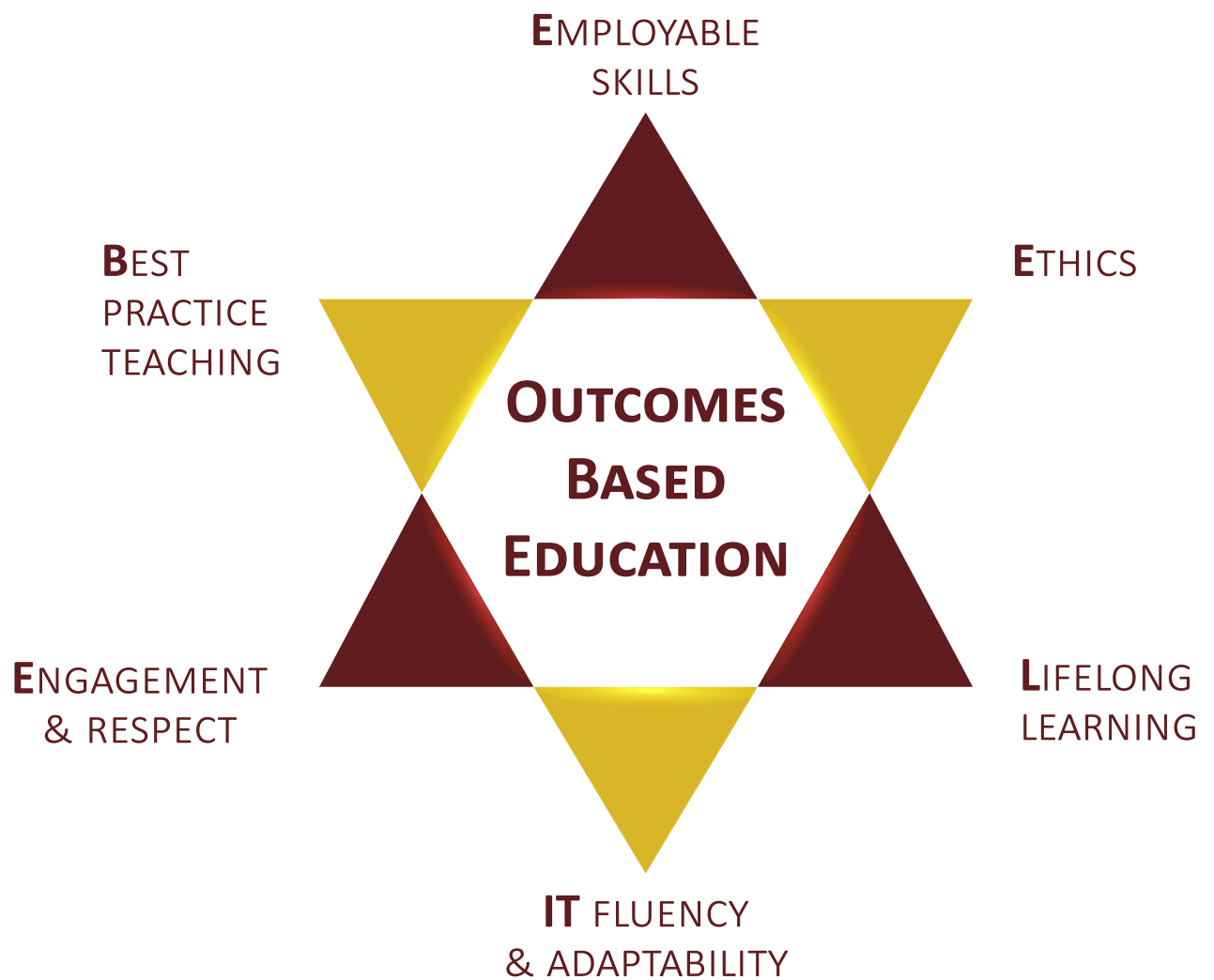
CamEd seeks the views and feedback of students, staff, and stakeholders, respecting their perspectives as valid and meaningful. CamEd works to cultivate a respectful, liberal, encouraging environment conducive to self-discovery, freedom of thought, innovation, and constructive debate. Team spirit is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





GOALS

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

1. Regularly produce significant numbers of graduates with accounting and finance 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. Be an opinion leader and leader of determining best practice and standards in the field of accounting and finance.
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.



2021 STUDENT ACHIEVEMENT HIGHLIGHTS

In 2021, 355 Bachelor of accounting and finance students graduated, 63 students completed their CAT examinations, and 12 students completed their ACCA qualification and became ACCA affiliates.



CamEd graduates comprised 76% of new recruits in entry level audit and tax positions at the big four audit firms (PwC, KPMG, EY, Deloitte) in 2021.



CamEd Students became the Champion of the **CFA Research Challenge Competition** in 2021.



CamEd students won the Social Business Award from Business Model Competition 2021. The reward of \$2000 went to team DA Wheels.



CamEd Students won the 1st runner-up in the competition which is conducted by FWD Insurance. The competition is called “FWD Springboard Students Challenge”.



Regarding the CFA Research Challenge Season 4 2021 - 2022, CamEd led a small team and went to the field to collect primary data in October 2021 and joined the site visit with the bigger team in December 2021.

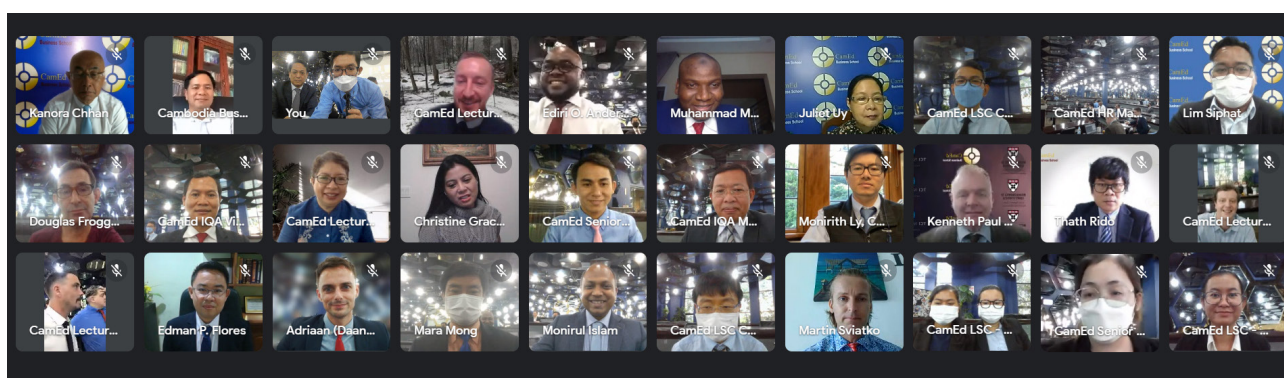


2021 ACADEMIC DEVELOPMENT HIGHLIGHTS



On 09 and 10 Jan 2021, CamEd organized a training on Outcome Based Education (OBE) conducted by the AUN expert, Mr. Johnson Ong Chee Bin to the faculty and learning support team.

On 11 March 2021, CamEd also organized a training on Online Training applications which was presented by the Learning Support Center team. The training helped participants to understand more about learning platforms and be able to use them effectively.



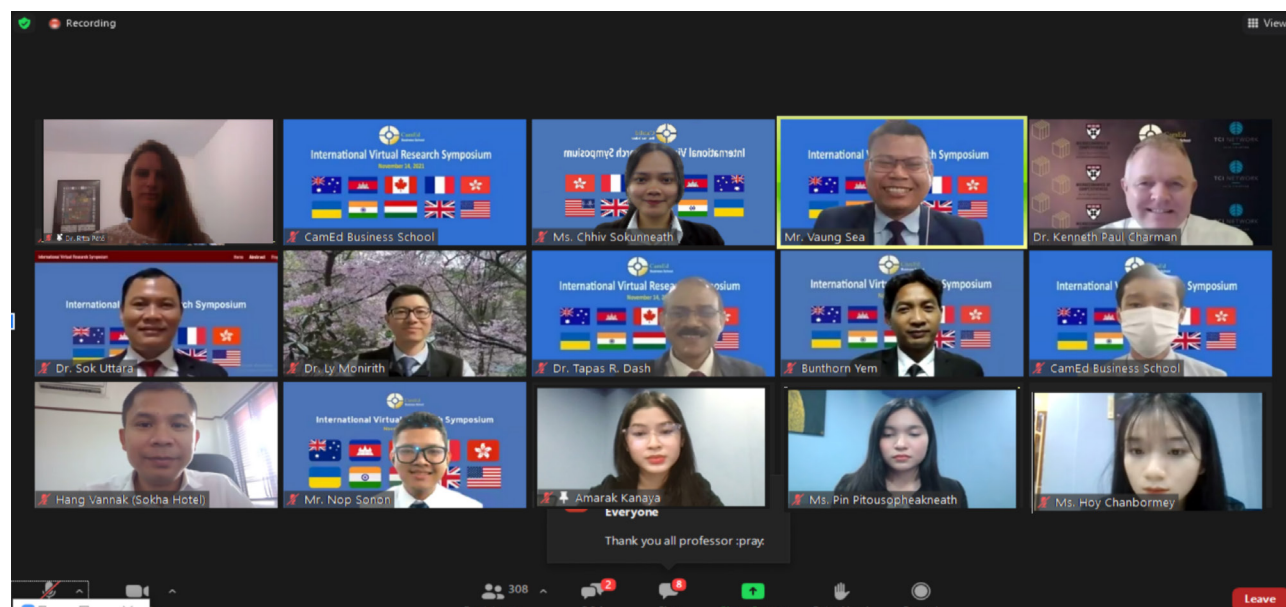
On 08 July 2021, Dr. Dash conducted a training session for all academic staff and support staff on research design. By the end of this training, participants were able to identify the decisions involved and the components of the research design, calculate the minimum sample size to conduct the research, compare different types of sampling used in selecting sample participants, analyze the key issues around the recruitment of samples in research, formulate an appropriate sampling design to conduct the research.



On 11 November 2021, CamEd's Library team conducted training on library resources and after the training, the Library team expected that participants would get to know what a scholarly article is, why CamEd needs it and how to read a scholarly article. Participants also knew how to find full text scholarly articles and citations from library databases, google scholar and various scholar publishing.



CamEd hosted the second international virtual research symposium on November 14, 2021. The speakers were academic professionals and representatives from industries and NGOs. They were from Cambodia, UK, USA, Australia, Hong Kong, India and Hungary.



On November 16, CamEd hosted a virtual career in banking and insurance conference which was presided over by her excellency Chea Serey, Assistant Governor, and Director General of the National Bank of Cambodia.



On May 21, CamEd hosted a virtual career in Accounting, Auditing and Tax conference.



CamEd also conducted 'Continuous Professional Development (CPD)' workshops for the faculty and students in September, November, and December 2021.

FREE ONLINE CPD WORKSHOP

IFRS AMENDMENTS:

- ▶ IFRS 16: COVID-19 RELATED RENT CONCESSIONS
- ▶ IAS 16: PROCEEDS BEFORE INTENDED USE
- ▶ IAS 37: ONEROUS CONTRACTS
- ▶ REVIEW OF ANNUAL IMPROVEMENTS 2018-2020 CYCLE
- ▶ IASB WORKPLAN

WORKSHOP LECTURER

Blaise Colyvas, CA

SEPTEMBER 19, 2021

Sunday, 2:00- 5:00 p.m.

EXPECTED CREDIT LOSSES UNDER IFRS 9

NOVEMBER 14, 2021

Sunday, 2:00- 5:00 p.m.

WORKSHOP LECTURER

Raymond Chamboko, CA

UNDERSTANDING DISCOUNT RATES ACROSS IFRSs

DECEMBER 5, 2021

Sunday, 2:00- 5:00 p.m.

WORKSHOP LECTURER

Bridget Altenkirk, CA



2021 INSTITUTIONAL DEVELOPMENT HIGHLIGHTS

CamEd was rated as a three stars institution by the QS Intelligence Unit, the independent compiler of the QS World University Rankings.



Rated for Excellence CamEd Business School

The QS Intelligence Unit has, through rigorous and independent data collection and analysis of performance metrics as set out in the QS Stars™ methodology, rated CamEd Business School as a Three Stars institution.

 Teaching	 Internationalisation	 Facilities	 Social Responsibility
 Employability	 Academic Development	 Accounting & Finance	 Inclusiveness



The QS Stars™ rating system is operated by the QS Intelligence Unit, the independent compiler of the QS World University Rankings® since 2004. The system evaluates universities across a wide range of important performance indicators as set against pre-established international standards. By covering a broader range of criteria than any world ranking exercise, QS Stars™ shines a light on both the excellence and the diversity of the rated institution.



Leigh Kamolins, Head of Evaluation

In collaboration with the American Chamber of Commerce (AmCham), on 20 January 2021, CamEd Business School organized an official inauguration ceremony to launch a CamEd Business Lab and Research Center.



CamEd successfully completed the second year surveillance of ISO 9001:2015 Quality Management System on 20 September 2021.



CERTIFICATE OF REGISTRATION

The Quality Management Systems of
CAMED BUSINESS SCHOOL
64 Street 108, Phnom Penh, Cambodia

has been audited and found to conform to

ISO 9001:2015

for the following activities

**Provision of Accounting and
Finance Training Programs**

Date of Issue: 18 June 2019

Date of Expiry: 17 June 2022

Initial Certification: 18 June 2019

Certificate No. 704510

The validity of this certificate can be verified from the following website

www.gicg.co.uk

Guardian Independent Certification Ltd

Registered in England

Sovereign House 212-224 Shaftesbury Avenue London England WC2H 8HQ

Accredited by Member of the IAF MLA
JAS-ANZ registration no. S3510506UL, www.jas-anz.org/register



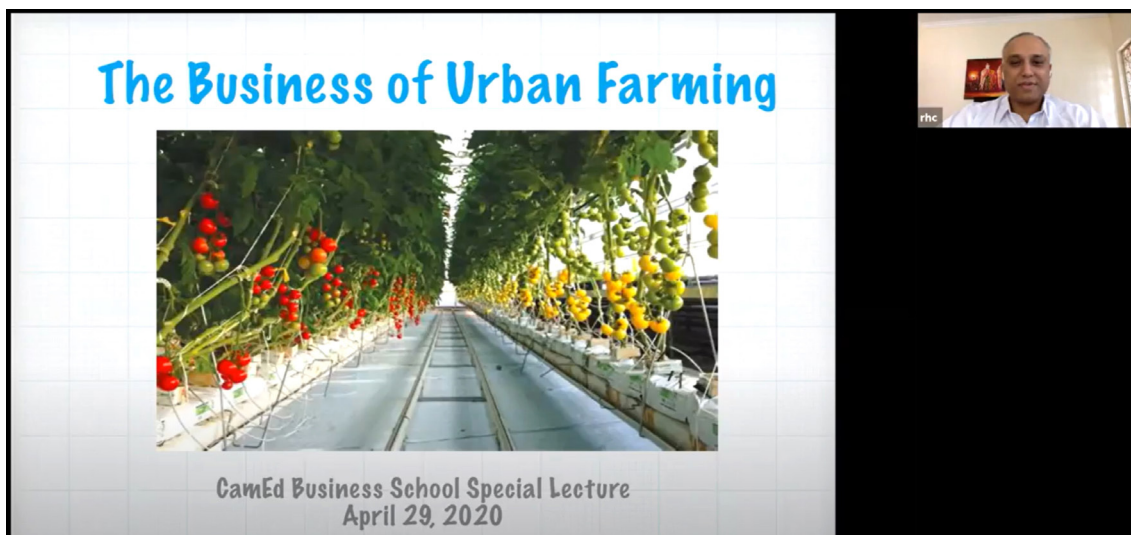
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2021 COMMUNITY DEVELOPMENT HIGHLIGHTS

On May 08, 2021, CamEd Students from CamEd Community Club organized a charity under the title “Charity of Hope” to alleviate the burden and livelihood of the Cambodian people, especially the uncles and aunts of Cyclo Community, during the outbreak of Covid-19.



On April 29, 2021, CamEd Sustainable Development Club organized a “Grow Sustainable Phnom Penh” to raise awareness and develop understanding on the importance of urban farming in various communities in Phnom Penh.



On October 24, 2021, CamEd International Business Club conducted a field visit to Kirsu Farm to expose the members to the process of agribusiness and the importance of this sector in lifting the livelihood of local rural communities.



On 07 November 2021, CamEd donated to CSG to organize a charity event at Sarika Keo Elementary School, Lavea Em.



On 09 November 2021, CamEd organized a biking event to help the reducing the CO2 emissions and the funds collected from the event were donated to help the HIVs children in Battambang province.





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	2017 Result	2018 Result	2019 Result	2020 Result	2021 Result
1.1.1 The institute has achieved international accreditation by a US accreditation association.	Not achieved.	Not achieved.	Achieved AUN-QA	Achieved ACC	Achieved QS Ranking.
1.1.2 50%+ of classes with international exams shall achieve exam pass rates in excess of the international pass rates.	BA: 6/7 Non-BA: 11/11	BA: 5/7 Non-BA: 7/10	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
1.1.3 There is a BA intake of 1,000 students.	BA: 498 CAT: 114 ACCA: 196	BA: 746 CAT: 118 ACCA: 237	BA: 581 CAT: 107 ACCA: 190	BA: 755 CAT: 42 ACCA: 107	BA: 577 CAT: 86 ACCA: 106 (Updated on 01 Mar, 22)
1.1.4 80%+ of entering 2020 BA students graduate within four years.	45% of 2014 students	54% of 2015 students	54% of 2016 students	63% of 2017 students	63% of 2018 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: 6.12 Academic staff: 6.18	Support staff: 6.29 Academic staff: 6.22	Support staff: 5.84 Academic staff: 6.12	Support staff: 6.18 Academic staff: 6.26	Support staff: 6.39 Academic staff: 6.47

1.2 Admit academic degree students with higher intellectual ability.

2023 Indicators	2017 Result	2018 Result	2019 Result	2020 Result	2021 Result
1.1.1 Entering 2023 BA students have an average APTIS score of C1.	2018 Average APTIS score of B2	2019 average APTIS score of B2	2020 average APTIS Score of B2.	2021 average APTIS Score of B1.	2021 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	NA	NA	Not done yet

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	2017 Result	2018 Result	2019 Result	2020 Result	2021 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: 99%. Within 3 months: 85%	Within 6 months: 95%. Within 3 months: 92%	Within 6 months: 96%. Within 3 months: 91%	Within 6 months: 98%. Within 3 months: 93%	Within 3 months: 89% (Updated on 01 Mar 22)

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

2023 Indicators	2017 Result	2018 Result	2019 Result	2020 Result	2021 Result
2.2.1 Student satisfaction ranking of employment is 6.0 or above on a scale of 1-7	NA 76% of bachelor degree graduates ranked their present employment as "good" or "excellent" NA Internal Study	5.74 77% of bachelor degree graduates ranked their present employment as "good" or "excellent" N: 30 Internal Study	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
2.2.2 Employer satisfaction ranking of students is 6.0 or above on a scale of 1-7	NA 80% of employers ranked the quality of CamEd graduates as "good" or "excellent" N:35 Internal Study	5.93 80% of employers ranked the quality of CamEd graduates as "good" or "excellent" N:35 Internal study	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
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	NA	NA	5.05 N = 19

GOAL #3

Be an opinion leader in sharing best practice and international standards in the fields of accounting and finance.

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	2017 Result	2018 Result	2019 Result	2020 Result	2021 Result
3.1.1 All lecturers are academically or professionally qualified in the subject they are teaching.	Achieved	Achieved	Achieved	Achieved	Achieved
3.1.2 A majority of lecturers hold a Phd.	35%	41%	42%	39%	44%
3.1.3 Student evaluations of lecturers is 6.0+ or above on a scale of 1-7.	6.26	6.23	6.35	6.31	6.30

3.2 Engage and encourage lecturers to conduct and publish research

2023 Indicators	2017 Result	2018 Result	2019 Result	2020 Result	2021 Result
3.2.1 On average, lecturers publish 1+ research papers per year.	56% No: 23	40% No: 17	54% No: 25	55% No: 23	111% No: 40

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

2023 Indicators	2017 Result	2018 Result	2019 Result	2020 Result	2021 Result
3.3.1 CamEd hosts two public forums and/or conferences per year.	Achieved	Achieved	Achieved	Not Achieved	Achieved
3.3.2 Annually, 100% of CamEd professors attend or participate in industry conferences.	NA	60%	31/34= 91%	21/30= 70%	30/36= 83%

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

2023 Indicators	2017 Result	2018 Result	2019 Result	2020 Result	2021 Result
3.4.1 CamEd holds approval or learning partner status from the ACCA.	Achieved	Achieved	Achieved	Achieved	Achieved
3.4.2 CamEd holds affiliate status from the CFA Institute.	NA	NA	Achieved	Achieved	Achieved



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	2017 Result	2018 Result	2019 Result	2020 Result	2021 Result
4.1.1 CamEd maintains a 3-year running median growth in profit	Achieved: 145% 2015: 2,344% 2016: 145% 2017: 45%	Achieved: 45% 2016: 145% 2017: 45% 2018: 18%	Achieved: 18% 2017: 45% 2018: 18% 2019: -11%	Achieved: 18% 2018: 18% 2019: -11% 2020: 77%	Achieved: 19% 2019: -11% 2020: 77% 2021: 19%
4.1.2 CamEd maintains a total 3-year running free cash flow to equity of 10%	NA 2015: 0.96M 2016: 0.32M 2017: 2.20M Total: 3.48M	28% 2016: 0.32M 2017: 2.20M 2018: 1.94M Total: 4.46M	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
4.1.3 CamEd increases its 3-year running median operating margin*	90% 2015: 595% 2016: 90% 2017: 45%	45% 2016: 90% 2017: 45% 2018: 16%	16% 2017: 45% 2018: 16% 2019: -6%	16% 2018: 16% 2019: -6% 2020: 80%	10% 2019: -6% 2020: 80% 2021: 10%
4.1.4 CamEd reserves** earn returns in excess of the maximum bank fixed deposit rate announced by the National Bank of Cambodia	CamEd: 9% NBC: 4% NBC Report 2017 (P. 17)	CamEd: 9% NBC: 4% NBC Report 2018 (P. 17)	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)

*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	2017 Result	2018 Result	2019 Result	2020 Result	2021 Result
4.2.1 CamEd has a 3-year running median net margin of 15%+	Achieved: 21%	Achieved: 25%	Achieved: 25%	Achieved: 27%	Achieved: 33%
	2015 (11%)	2016 (21%)	2017 (25%)	2018: 27%	2019: 20%
	2016 (21%)	2017 (25%)	2018 (27%)	2019: 20%	2020: 33%
	2017 (25%)	2018 (27%)	2019 (20%)	2020: 33%	2021: 34%

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

2023 Indicators	2017 Result	2018 Result	2019 Result	2020 Result	2021 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: 81%	Percent of students who would recommend CamEd: 81%	Percent of students who would recommend CamEd: 83%	Percent of students who would recommend CamEd: 92%	Percent of students who would recommend CamEd: 89%
	Departments: 5.92 Facilities: 5.23 Student Clubs: 5.68	Departments: 5.93 Facilities: 5.76 Student Clubs: 5.76	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
4.3.2 Engagement score of support staff on a scale of 1-5.	4.34	4.49	4.17	4.41	4.56
4.3.3 Engagement score of academic staff on a scale of 1-5.	4.42	4.44	4.37	4.48	4.62
4.3.4 Academic staff satisfaction of departments and facilities is 6.0 or above on a scale of 1-7	Departments: 6.28 Facilities: 5.62	Departments: 6.33 Facilities: 6.06	Departments: 6.10 Facilities: 6.16	Departments: 6.24 Facilities: 6.54	Departments: 6.33 Facilities: 6.32



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	2017 Result	2018 Result	2019 Result	2020 Result	2021 Result
5.2.1 90% of CamEd graduates increased pay or position within 24 months of graduation	NM*	NM	NM	100%	100%
5.2.2 5% of CamEd graduates become managers or entrepreneurs within 5 years of graduation.	NM	NM	NM	20% (45/227)	58% (304/523)
5.2.3 100% of Cambodian CamEd graduates are able to produce a Khmer language financial report and tax return in accordance with Cambodian law and regulations.	NM	NM	NM	Tax: 0% Financial Report: 60%	Tax: 98% Financial Report: 100%

*Not measured as Goal 5 was approved in 2020.



2021

ACTION PLANS





BOARD OF TRUSTEES

ACTION PLAN

JANUARY 2021 - DECEMBER 2021

OBJECTIVE #1

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. The vision and mission is up to date.	The board reviewed and made small adjustments to the vision and mission.	The board reviewed and did not propose any changes.	The board reviewed and did not propose any changes.	Conduct a year end review.	The board reviewed and did not propose any changes.
2. An annual strategic and action plan is prepared.	The plan was prepared.	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.	9/14 = 64%	8/16 = 50%	14/20 = 70%	60%+	24/31 = 77%

OBJECTIVE #2

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. There is an appropriate annual budget.	The budget was approved by the board.	A budget was reviewed and approved by the board.	A budget was reviewed and approved by the board.	A budget shall be reviewed and approved by the board.	A budget was reviewed and approved by the board.
2. A set of financial statements is prepared.	In progress.	Achieved	Achieved	The 2020 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	NA	A management accounting report will be prepared.	A management accounting report was prepared.
4. Appointment of external auditor is conducted.	Appointed by the Shareholder	Appointed by the Audit Committee.	Appointed by the Audit Committee.	Appointed by the Audit Committee.	Appointed by the Audit Committee.
5. The annual internal audit report is reviewed.	NA	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.	The annual report was submitted and presented to the audit committee, and the boards.

OBJECTIVE #3

Be accountable for CamEd performance.

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 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 for dissemination. 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	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Engagement scores of board members on a scale of 1-5	4.85	4.94	4.6	4.5+	4.7
2. Evaluate the performance of the President on a scale of 1-7.	A review was conducted.	6.9	7	6.5+	6.73
3. Evaluate the performance of the Board.	An internal and an independent external evaluation were 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 timeline was prepared.	A 2022 timeline shall be prepared by the end of the year.	A 2022 timeline was prepared.

OBJECTIVE #5

Oversee the risk management process of the institute.

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Risk management framework is annually reviewed.	NA	The risk management framework was approved on 30 November 2019.	Not achieved	By the end of the first quarter.	Achieved
2. Risk management reports are reviewed.	NA	NA	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 and the board.

IQA DEPARTMENT

ACTION PLAN

JANUARY 2021 - DECEMBER 2021

A. QUALITY OF THE INPUTS

OBJECTIVE #1

Review students' satisfaction on induction program.

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Conduct and disseminate the evaluation report on the Camping Program	NA	NA	Achieved - report submitted on 24 Aug 2020.	Report in March.	Achieved
2. Conduct and disseminate the evaluation report on the Orientation Program	NA	NA	Achieved - report submitted on 24 Aug 2020	Report in March.	Achieved

OBJECTIVE #2

Review the alignment of the Curriculum (if there is any misalignment- brief report).

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Review the alignment of the curriculum graduate attributes, ELOs, and CLOs.	NA	NA	Review report on the alignment of the curriculum submitted to the Curriculum Committee by December.	Report to Curriculum Committee in October	Achieved
2. Coordinate the review and rationalization of PLOs	NA	NA	NA	Report to Curriculum Committee in October	Achieved
3. Coordinate faculty peer reviews of lessons, materials, course specifications, non-exam assessments, alignment	NA	NA	NA	Instrument design in January Report in July and December	Not Achieved

OBJECTIVE #3

Strengthen the capacity of the QET in each department.

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Capacity building for QET	NA	NA	All QET teams receive 2 training sessions in Feb & Aug.	Training on data analytics and basic statistics Apr.	Training on data analytics and basic statistics in May and December.
2. Train about ACBSP standards and requirements	NA	NA	NA	1st training: Jan 2nd training: Jul	1st training: 26 Feb 2nd training: 7 Jul

OBJECTIVE #4

Develop the capacity of the IQA Department members.

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. IQA members attend AUN-QA training and conference	IQA self-study of ACC	1 Conference; Tiers 1, 2, 3; OBE	The conference was cancelled.	One AUN-QA Online Conference: All	Achieved
2. IQA members receive training from ACC and MoEYS	IQA self-study of ACC	5 training sessions were attended	4 training sessions were attended.	2 trainings: 3 people	Achieved: 1 training by 2 people
3. IQA members have a clear understanding of ACBSP.	NA	NA	Dr. Sok Uttara attended the ACBSP training in Feb.	2 ACBSP Online Conference/ workshop: All	Achieved
4. IQA receives professional training (CAT)	NA	NA	Dr. Sok Uttara & Chan Tola took the FFA course.	Uttara: FA1 Tola: FA1	Not Achieved

B. QUALITY OF THE PROCESSES

OBJECTIVE #1

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Review and evaluation of the implementation of the recommendations by AUN-QA are conducted.	Three executives, four support staff, and three academic staff joined AUN-QA training.	90% -faculty and staff attended an internal seminar on the AUN-QA recommendations	100% of accepted recommendations of AUN-QA were implemented.	Follow up the implementation of the AUN-QA recommendations. (100% by Jun)	Achieved.
2. Review and evaluation of the implementation of the recommendations by ACC are conducted.	NA	NA	100% of accepted recommendations of ACC were implemented.	Follow up the implementation of the ACC recommendations. (100% by Jun)	Achieved.

OBJECTIVE #2

Ensure the Quality of Teaching and Learning.

2.1 Lesson Planning and Teaching Methods

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Review lesson plans and their alignments with CLOs (including reviewing the videos)	NA	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.	1. Collect 2+ lecture notes and/or lesson plans from each lecturer for JJ2021 and JD2021 and review them against CLOs.

2.2 Review the Assessment Methods and Conformity to the CLOs

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Review the checklist of conformity to the CLOs submitted by LSC.	50%	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

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Review marking rubrics of assignments and facilitate the use of the rubrics	NA	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%	Collect and review the format of assessment rubrics.
2. Review the quality of the major assessments	NA	NA	NA	30% of courses in each year level	Not achieved.
3. Review the quality of marking.	NA	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	25% of courses reviewed. Student survey conducted in December. Conducted general review of student assessment scores across the program.

OBJECTIVE #3

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Teaching performance of randomly selected faculty to be observed and discussed by IQA-IA Unit	90%	50% of faculty observed by IQA-IA advisor	50% of the faculty will be observed by the IQA-IA Unit	100% of the faculty will be observed by the IQA-IA Department.	100% of the faculty were observed by the IQA-IA Department.
2. Teaching performance of all faculty to be observed by Faculty Council	Achieved	31 faculty members observed	All faculty will be observed once per term, and new faculty will be observed twice per term.	All faculty will be observed once per semester, and new faculty twice per semester.	Achieved

C. QUALITY OF THE OUTPUTS

OBJECTIVE #1

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Conduct institutional evaluation by students, by faculty, and by staff	NA	Achieved	Achieved	Report will be submitted in Oct	Achieved
2. Conduct student self-evaluation of learning outcomes	NA	Piloted	Report was submitted in December	Report will be submitted in June and December	Achieved

OBJECTIVE #2

Review the departmental self-assessment reports.

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Coordinate the sharing of the good practices of each department.	NA	NA	One sharing session of good practices in July and another one in Dec.	One sharing session of good practices in Dec.	Achieved
2. Review and give feedback to the departmental self-assessment reports	NA	NA	5.9	6.0+	Not Achieved

OBJECTIVE #3

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Become a member of ACBSP	NA	NA	Achieved	NA	NA
2. Become a candidate of ACBSP and a mentor is assigned	NA	NA	Achieved for candidacy	Mentor will be assigned in Feb	Achieved
3. Submit self-assessment report to ACBSP	NA	NA	NA	Self-assessment report is accepted by ACBSP by Mar	Not Achieved
4. Get accredited by ACBSP by Dec	NA	NA	NA	Accredited by ACBSP by Dec	Not Achieved

OBJECTIVE #4

Evaluate the IQA Department performance.

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. The results of IQA Department self-assessment	NA	NA	5.74	6.0+	5.91
2. Results of IQA Department assessment by BoT, President, Faculty, and Department Heads.	Performance was reviewed against annual planning KPIs by the President.	Reports of the results will be presented to the President and BoT by December. 5.8	6.5	6.0+	6.26
3. The results of the evaluation of the quality of recommendations provided by the IQA Department.	NA	NA	5.9	6.0+	6.27

D. QUALITY OF THE OUTCOMES

OBJECTIVE #1

Coordinate a tracer study.

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Coordinate a tracer study conducted by a consulting firm.	Achieved	Achieved: Report submitted to IQA	Tracer study report was submitted to IQA in Aug	Tracer study report is submitted to IQA in Aug	Achieved

OBJECTIVE #2

Synthesize systemic data and give recommendations for improvement.

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Synthesize data (self-assessment reports, tracer study report, internal evaluation reports)	NA	NA	Annual Report was prepared.	An integrated report and recommendations for improvement are provided to respective departments in Dec.	Achieved

INTERNAL AUDIT DEPARTMENT

ACTION PLAN

JANUARY 2021 - DECEMBER 2021

OBJECTIVE #1

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Review the accounting guidelines used by accounting and finance department.	Conducted by the Office of the President.	Achieved	100% of accounting 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.	NA	Achieved	Review Report submitted to Finance on 31 July 2020	Report on the implementation of accounting guidelines.	Achieved
3. Review of cash and deposit reconciliation on a date randomly selected.	NA	1. 26 April, 2019 2. 29 July, 2019 3. 22 October, 2019 4. 13 December, 2019	1. 29 Apr 2020 2. 27 Jul 2020 3. 04 Nov 2020 4. 21 Dec 2020	4 spot checks	1. 25 May 21 2. 10 Aug 21 3. 27 Oct 21

OBJECTIVE #2

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Coordinate risk assessments and advise corrective actions in each department.	NA	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 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 and the Board of Trustee to review in July.
2. Validate explanation on budget variances.	NA	Achieved	Achieved	To achieve in October	Achieved.
3. Submit an annual internal audit report to the Audit Committee and BoT.	NA	Report was submitted to BoT in January.	Report will be submitted to the Audit Committee and BoT in January.	Report will be submitted to the Audit Committee and BoT in January.	To achieve.

4. Conduct risk-based review of price/cost/expense	NA	NA	Achieved	Report on expense in July	Achieved
5. Conduct cost reduction review	NA	NA	Cost Reduction Report on agreement with all departments saving up to \$441,782	Cost Reduction Report on agreement will be submitted to VP for IQA-IA in October.	Budget Reduction Summary was submitted to the VP for IQA-IA in October.

OBJECTIVE #3

Develop capacity of the IA members.

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. IA members receive training from ISO.	NA	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.	- One online training about data analytics for LIA - One training for IA by LIA	- Data analytic training on 24, 26 & 28 May and 27-28 Dec - Internal Training for IA by LIA on 05 Mar
2. IA members pursue Master and PhD programs.	NA	NA	PhD in Education: - Ms. Maria Isabelita	Master Degree in Professional Accountancy MSc: Mr. Mean Udam	Master Degree in Professional Accountancy
3. Lead internal auditor receives mentoring and coaching from IA mentor.	NA	Two Meeting with IA Mentor	5 Meeting with IA Mentor	LIA will gain ACCA membership by Dec.	LIA obtained ACCA membership.
4. Enterprise visits about IA systems and meetings with Local and International internal auditors.	NA	NA	One online Meeting with Internal Audit Manager at CIMB on 20 Dec 2020.	Two meeting or face to face enterprise visits.	20 mentor meetings with audit associates.

OBJECTIVE #4

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Review and evaluate the implementation of the recommendations by ISO, LIA, and external auditors.	NA	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 were reviewed and evaluated (100%)

OBJECTIVE #5

Review the IA Department's performance.

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. The IA performance is reviewed by BoT, President, and Department Heads.	NA	NA	6.83	5.5+	6.47
2. Evaluation score on a scale of 1-7 from relevant departments on "Quality of the IA Department's Recommendations".	NA	6.25	6.5	5.5+	6.27

IQA & IA DEPARTMENT
ADMISSIONS DEPARTMENT
HUMAN RESOURCE DEPARTMENT



CamEd
Business School

CURRICULUM COMMITTEE

ACTION PLAN

JANUARY 2021 - DECEMBER 2021

OBJECTIVE #1

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Review the curriculum for conformity with the vision and mission.	Achieved	Achieved in line with AUN accreditation process.	Achieved. (Add work placement course)	Conformity review will be conducted.	Achieved

OBJECTIVE #2

Evaluate and improve the curriculum.

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Solicit feedback from alumni and employers on the relevance of the curriculum.	Achieved	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 10+ key employers 2. Meetings with 10+ alumni 3. Survey employers 4. Survey alumni	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
2. Conduct external evaluation of the program specification.	Achieved	Achieved	Not Achieved.	To achieve by the fourth quarter.	Not Achieved
3. Benchmark the program specification with international universities.	Achieved	Achieved	Achieved.	To achieve for new programs.	Achieved
4. Before year end, the tax syllabus is reviewed by an external firm.	Reviewed by KPMG in July 2018.	Reviewed by KPMG in February 2019.	Reviewed by VDB in November 2020.	To achieve by August 2021.	Reviewed by VDB in February 2021.
5. Before year end, the business law syllabus is reviewed by an external firm.	Reviewed by DFDL in July 2018.	Reviewed by DFDL in February 2019	Reviewed by Dr. Prum Virak in November 2020.	To achieve by August 2021.	Reviewed by Dr. Prum Virak in January 2021.

6. Assignments, projects, and field trips in course specifications are reviewed and revised.	Achieved	Achieved by the LSC Department.	Achieved by LSC and IQA-IA.	To Achieve.	Achieved by LSC and IQA-IA
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OBJECTIVE #3

Draft new program specifications.

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. A master's degree program specification will be drafted and subject to evaluations by key stakeholders, including alumni and employer.	Not Achieved.	Not Achieved.	Not Achieved.	Submit the program to MoEYs by March 15.	Submit the program to MoEYs on Sep 23.

OBJECTIVE #4

Develop the capacity of the Curriculum Committee.

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Identify and participate in relevant training to improve Committee members' skill in developing the curriculum.	Three Curriculum Committee members joined AUN-QA training.	Two Curriculum Committee members joined two AUN-QA training.	Two Curriculum Committee members joined the ACBSP conference.	Participate in 1+ workshops, training, or higher education related to curriculum development.	One Curriculum Committee member joined the AACSB conference.



DEPARTMENT OF ACCOUNTING AND FINANCE

ACTION PLAN

JANUARY 2021 - DECEMBER 2021

OBJECTIVE #1

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Student evaluation of lecturer quality.	Average lecturer evaluations for BA classes were as follows: JJ2018 BA Evaluation 1: 6.11 BA Evaluation 2: 6.23 ACCA/CAT Eval 1: 6.19 ACCA/CAT Eval 2: 6.28 JD2018 BA Evaluation 1: 6.36 BA Evaluation 2: 6.41 ACCA/CAT Eval 1: 6.22 ACCA/CAT Eval 2: 6.20	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: 6.0+ BA Evaluation 2: 6.0+ ACCA/CAT Eval 1: 6.0+ ACCA/CAT Eval 2: 6.0+ JD2021 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: 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
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 = 6.43 BA Lecturers = 6.38	Overall score: ACCA/CAT Lecturers = not conducted. BA Lecturers = 6.36	Overall score: ACCA/CAT Lecturers = 6.60 BA Lecturers = 6.59	Overall score: ACCA/CAT Lecturers = 6.1+ BA Lecturers = 6.1+	Overall score: ACCA/CAT Lecturers = 6.78 BA Lecturers = 6.70

3. Average bachelor student self-study hours per lecture hour.	1.09	1.18	1.12	1.4	1.08
4. International pass rates for exams embedded in the bachelor program.	Pass rates $\frac{1}{2}$ or more of international pass rates for 5/7 subjects.	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 6 out of 7 subjects.	Pass rates $\frac{1}{2}$ or more of international pass rates for 7 out of 7 subjects.
5. International pass rates for professional certification exams not embedded in the bachelor program.	2018 Pass rates $\frac{2}{3}$ or more of international pass rates for 7/10 subjects.	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 8 out of 10 subjects.	Pass rates $\frac{2}{3}$ or more of international pass rates for 12 out of 12 subjects.
6. Student evaluation of the integrity of exams.	JJ18 Midterm: 6.36 JJ18 Final: 6.42 JD18 Midterm: 5.58 JD18 Final : 5.85	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: 6.1+ JJ21 Final: 6.1+ JD12 Midterm: 6.1+ JD21 Final: 6.1+	JJ21 Midterm: 5.74 JJ21 Final: 6.17 JD21 Midterm: 6.18 JD21 Final: 6.29
7. Retention rate as measured by percent of students continuing to the new academic year.	First year entering second: 92% Second year entering third: 95% Third year entering fourth: 96%	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 continuation: 90% Second year continuation 90% Third year continuation: 90%	First year entering second: 85% Second year entering third: 92% Third year entering fourth: 97%
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	2018 Result	2019 Result	2020 Result	2021 Target	2021 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 = 90% 2 or more workshops = 55% 3 or more workshops = 45%	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 = 90%+ 2 or more workshops = 50%+ 3 or more workshops = 30%+	1 or more workshops: 81% 2 or more workshops: 63% 3 or more workshops: 44%
4. Percentage of Foundation Year lecturers who have introduced real-world application via local case studies, research assignments, and guest lecturers.	80%	$22/25 = 88\%$	$14/16 = 88\%$	100%	95%
5. Percentage of lecturers who have met with key industry employers.	1 or more key employer: 75% 2 or more key employers: 55% 3 or more key employers: 45%	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: 70% 3 or more key employers: 50%	1 or more key employer: 90% 2 or more key employers: 50% 3 or more key employers: 31%

OBJECTIVE #3

Develop both the technical knowledge and pedagogical skills of lecturers.

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 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.	75%	$30/34 = 88\%$	$15/16 = 94\%$	100%	90%
3. Percentage of lecturers who have completed a self-assessment and self-development plan.	100%	87%	100%	100%	100%

4. Percentage of lecturers who have undergone a one-on-one pedagogical evaluation with direct feedback.	Adjunct lecturers: 100% Full-time lecturers: 100% Excluding trustees	Adjunct lecturers: Not conducted Full-time lecturers: 100%	Adjunct lecturers: 70% Full-time lecturers: 100%	Adjunct lecturers: 50% Full-time lecturers: 100% Excluding trustees	Adjunct lecturers: 50% Full-time lecturers: 100%
5. Percentage of lecturers who have participated in teacher development workshops.	One workshop: 83% Two workshops: 67% Three workshops: 50%	One or more workshop: 33/33 = 100% Two workshops: 21/33 = 64%	One or more workshop: 13/16 = 81% Two workshops: 7/16 = 44%	One workshop: 100% Two workshops: 75%+ Three workshops: 25%+	Adjunct lecturers: 50% Full-time lecturers: 100% One workshop: 100% Two workshops: 100% Three workshops: 100%



FOUNDATION YEAR DEPARTMENT

ACTION PLAN

JANUARY 2021 - DECEMBER 2021

OBJECTIVE #1

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Average student evaluation of lecturer quality on a scale of 1-7.	JJ2018 Evaluation 1: 6.20 Evaluation 2: 6.40 JD2018 Evaluation 1: 6.30 Evaluation 2: 6.45	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: 6.2+ Evaluation 2: 6.2+ JD2021 Evaluation 1: 6.2+ Evaluation 2: 6.2+	JJ2021 Evaluation 1: 6.27 Evaluation 2: 6.34 JD2021 Evaluation 1: 6.35 Evaluation 2: 6.40
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: 6.44	BA Lecturers: 6.36	BA Lecturers: 6.62 JJ20 = 6.60 JD20 = 6.70	BA Lecturers: JJ20 = 6+ JD20 = 6+	BA Lecturers: JJ21 = 6.63 JD21 = 6.70
3. Average Foundation Year student self-study hours per lecture hour.	1.18	0.95	1.13	1.4	1.15
4. Student evaluation of the integrity of exams.	JJ2018 midterm: FY only: 6.13 JJ2018 final: FY only: 6.27 JD2018 midterm: FY only: 6.47	JJ2019 midterm: FY only: 6.26 JJ2019 final: FY only: 6.26 JD2019 midterm: FY only: 6.07	JJ2020 midterm: FY only: 6.21 JJ2020 final exam: FY only: 5.82 JD2020 midterm exam: FY only: 6.05	JJ2021 midterm: FY only: 6+ JJ2021 final: FY only: 6+ JD2021 midterm: FY only: 6+	JJ2021 midterm: FY only: 6.22 JJ2021 final exam: FY only: 6.24 JD2021 midterm exam: FY only: 6.36

	JD2018 final: FY only: 6.37	JD2019 final: FY only: 6.07	JD2020 final exam: FY only: 6.30	JD2021 final: FY only: 6+	JD2021 final exam: FY only: 6.32
5. Retention rate as measured by percent of students continuing to the new academic year.	First year entering second: 92%	First year entering second: 93%	First year entering second: 85%	100%	First year entering second: 85%
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

OBJECTIVE #2

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

Indicator	2018 Baseline	2019 Baseline	2020 Baseline	2021 Target	2021 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 attended or participated in industry conferences and workshops.	67%	9/12 = 75%	9/11 = 82%	100%	67%
4. Percentage of Foundation Year lecturers who have introduced real-world application via local case studies, research assignments, and guest lecturers.	1 or more key employer: 89% 2 or more key employers: 78% 3 or more key employers: 56%	1 or more key employer: 75% 2 or more key employers: 50% 3 or more key employers: 42%	1 or more key employer: 45% 2 or more key employers: 36% 3 or more key employers: 27%	1 or more key employer: 90% 2 or more key employers: 70% 3 or more key employers: 50%	1 or more key employer: 42% 2 or more key employers: 42% 3 or more key employers: 0%

OBJECTIVE #3

Develop both the technical knowledge and pedagogical skills of lecturers.

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 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.	78%	8/12 = 67%	10/11 = 91%	80%	80%
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.	100%	Adjunct lecturers: 0% Full-time lecturers: 100%	Full time lecturers: 100%	100%	Full-time lecturers: 80%
5. Percentage of Foundation Year lecturers who have participated in teacher development workshops.	1 workshop: 90% 2 workshops: 80% 3 workshops: 70%	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: 80%+ 3 workshops: 80%+	1 workshop: 80% 2 workshops: 60% 3 workshops: 50%

OBJECTIVE #4

Develop CamEd Admissions English Tests.

Indicator	2018 Baseline	2019 Baseline	2020 Baseline	2021 Target	2021 Result
1. Develop the English Admission Test (Grammar, Vocabulary, Reading)	NA	NA	One Admission test.	At least 5 tests of 90 minutes are submitted to the President	Achieved
2. Develop the English Entrance test focusing on writing (Official Entrance Exam)	NA	NA	Not Achieved.	1 test of 90 minutes is submitted to the President	Achieved



RESEARCH COMMITTEE

ACTION PLAN

JANUARY 2021 - DECEMBER 2021

OBJECTIVE #1

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Number of research papers submitted by faculty.	17	JJ2019: 11 JD2019: 14	Literature Reviews:16 Final Papers: 23	No of Literature Review: 30+ No of Research Papers: 25+	Literature Review: 28 Final Papers: 24 Research papers submitted for the Symposium Book (faculty and staff members): 6
2. Percent of faculty submitting research papers.	30% of full time faculty 17 papers submitted	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.	60% of BA faculty 30% of adjunct faculty	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
3. Average peer evaluation scores on a scale of 1-7.	5.33	5.54	6.11	6.0+	5.77
4. Number of student research papers submitted to internal or external conferences or journals	NA	3: CFA Research Challenge: 2 teams SECC Research Challenge: 1 team	2: Research presentation in international virtual research symposium (6 students)	10	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

5. Average number of article citations (citations by other researchers) and views per published research paper.	NA	NA	NA	Citations: 3 Views: 20	Citation: 3 View: 20
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OBJECTIVE #2

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Number of faculty writings or research published in external publications, presented at conferences or quoted in the local press.	14	12	10	15	22
2. All research is published online as well as in hard copy.	Achieved	Achieved	Achieved	Two issues of the journal published.	Achieved
3. Number of public conferences presenting student and faculty research hosted by CamEd.	NA	1: Research presentations were held in the afternoon of the Careers in Accounting Conference	1 Research Symposium	3. events: 2. Research Presentation events with CSSA 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

OBJECTIVE #3

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Conduct a research committee election.	No election was held.	Election was held at the lecturer meeting on January 13, 2019.	No election was held.	Hold election in December 2021	No election was held
2. Lecturer evaluation of ease of conducting research, fairness in publication, and fairness in awarding grants on a scale of 1-7.	6.05	5.74	5.96	6.0+	6.18

LEARNING SUPPORT CENTER

ACTION PLAN

JANUARY 2021 - DECEMBER 2021

OBJECTIVE #1

Provide high quality support to lecturers and students.

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Average LSC department evaluation on a scale of 1 - 7 appraised by lecturers and students.	5.95	5.71	6.11	6+	6.19
2. End of year, ratio of bachelor program academic staff to LSC staff.	2.15:1 (28/13)	2.85:1 (40/14)	2.33:1 (28/12)	2:00	2.33:1 (35/15)
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	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	2018 Result	2019 Result	2020 Result	2021 Target	2021 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	Achieved
2. Have lecture notes cross-checked against the course specification before having them printed or delivered.	Achieved	Achieved	Achieved	To achieve	Achieved
3. Ensure lessons, assessment and materials conform to the course specification.	Achieved	Achieved	Achieved	To achieve	Achieved

4. Percentage of BA lecturers, who have introduced real-world app via local case studies, research assignments, and guest lecturers	Foundation Year lecturers: 67% Second, Third, and Fourth Year lecturers: 80%	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%
5. Evaluation score of the quality of lecture notes on a scale of 1 - 7.	JJ2018: 6.56 JD2018: 6.67	JJ2019: 6.30 JD2019: 6.00	JJ2020: 6.63 JD2020: 6.63	JJ2021: 6+ JD2021: 6+	JJ2021: 6.33 JD2021: 6.33

OBJECTIVE #3

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Date of conducting faculty evaluation for 100% of courses.	JJ2018 (achieved) Evaluation 1: February Evaluation 2: May JD2018 (achieved) Evaluation 1: August Evaluation 2: October	JJ2019 (achieved) Evaluation 1: February Evaluation 2: May JD2018 (achieved) Evaluation 1: August Evaluation 2: October	JJ2020 (achieved) Evaluation 1: February Midterm evaluation: April (due to the drastic transition from physical to online class) Evaluation 2: May JD2020 (achieved) Evaluation 1: August Evaluation 2: October	JJ2021 Evaluation 1: Feb Evaluation 2: April JD2021 Evaluation 1: Aug Evaluation 2: Oct	JJ2021 (achieved) Evaluation 1: Feb Evaluation 2: April JD2021 (achieved) Evaluation 1: Aug Evaluation 2: Oct

OBJECTIVE #4

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Date of preparing and reviewing exams for alignment with course learning outcomes (CLOs), and delivering exams.	JJ2018 (achieved) Draft midterm: February Midterm: March Draft final: May Final: June	JJ2019 (achieved) Draft midterm: February Midterm: March Draft final: May Final: June	JJ2020 (achieved) Draft midterm: February Midterm: March Draft final: May Final: June	JJ2021 Draft midterm: Mar Midterm: April Draft final: May Final: June	JJ2021 (achieved) Draft midterm: Mar Midterm: April Draft final: May Final: June

	JD2018 (achieved) Draft midterm: August Midterm: September Draft final: November Final: December	JD2019 (achieved) Draft midterm: August Midterm: September Draft final: November Final: December	JD2020 (achieved) Draft midterm: August Midterm: September Draft final: November Final: December	JD2021 Draft midterm: Aug Midterm: Sep Draft final: Nov Final: Dec	JD2021 (achieved) Draft midterm: Aug Midterm: Sep Draft final: Nov Final: Dec
2. Exam integrity as determined by an appraisal score on a scale of 1 - 7 appraised by students.	JJ2018 midterm: FY only: 6.13 BA (excluding FY): 6.61 JJ2018 final exam: FY only: 6.27 BA (excluding FY): 6.57	JJ2019 midterm exam: FY only: 6.26 BA (excluding FY): 6.02 JJ2019 final exam: FY only: 6.26 BA (excluding FY): 6.24	JJ2020 midterm exam: FY only: 6.21 BA (excluding FY): 6.36 JJ2020 final exam: FY only: 5.82 BA (excluding FY): 5.81	JJ2021 midterm exam: FY only: 6+ BA (excluding FY): 6+ JJ2021 final exam: FY only: 6+ BA (excluding FY): 6+	JJ2021 midterm exam: FY only: 6.21 BA (excluding FY): 6.32 JJ2021 final exam: FY only: 5.82 BA (excluding FY): 5.81
	JD2018 midterm: FY only: 6.47 BA (excluding FY): 5.86 JD2018 final exam: FY only: 6.37 BA (excluding FY): 6.12	JD2019 midterm exam: FY only: 6.07 BA (excluding FY): 6.02 JD2019 final exam: FY only: 6.07 BA (excluding FY): 6.11	JD2020 midterm exam: FY only: 6.05 BA (excluding FY): 6.25 JD2020 final exam: FY only: 6.30 BA (excluding FY): 6.20	JD2021 midterm exam: FY only: 6+ BA (excluding FY): 6+ JD2021 final exam: FY only: 6+ BA (excluding FY): 6+	JD2021 midterm exam: FY only: 6.28 BA (excluding FY): 6.10 JD2021 final exam: FY only: 6.26 BA (excluding FY): 6.27
3. Feedback results for exams are given to the students in a timely manner.	JJ2018 midterm: April (achieved) JJ2018 final: July (achieved) JD2018 midterm: Oct (achieved) JD2018 final: Jan 2019 (achieved)	JJ2019 midterm: April (achieved) JJ2019 final: July (achieved) JD2019 midterm: Oct (achieved) JD2019 final: Jan 2020 (achieved)	JJ2020 midterm: April (achieved) JJ2020 final: July (achieved) JD2020 midterm: October (achieved) JD2020 final: January 2021 (achieved)	JJ2021 midterm: April JJ2021 final: July JD2021 midterm: October JD2021 final: Jan	JJ2021 midterm: April (achieved) JJ2021 final: July (achieved) JD2021 midterm: October (achieved) JD2021 final: Jan (achieved)

OBJECTIVE #5

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Give cheating students a warning letter for a first offence notice for attendance, quizzes, homework or assignments. If a second offense, give an auto failing notice.	Achieved	Achieved	Achieved	To achieve	Achieved

2. For exams, give an auto failing notice to the cheating students for a first offense.	Achieved	Achieved	Achieved	To achieve	Achieved
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OBJECTIVE #6

Ensure the productivity, development and cooperation of LSC members.

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. LSC staff are productive, as measured by an appropriate number of classes/LSC team members.	JJ2018: 13.7 JD2018: 11.8	JJ2019: 14.33 (172/12) JD2019: 14.33 (172/12)	JJ2020: 16.25 JD2020: 15.67	JJ2020: 16.25 JD2020: 15.67	JJ2021: 13.07 JD2021: 12.13
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.	6.08	6.34	6.42	6.42	6.59
3. Average team cooperation score on a scale of 1 - 7 for team spirit measured by the question "Do you like your LSC team?"	6.12	6.81	6.58	6.58	6.67
4. Average score for self appraisal to the question "Are you challenged by your work?" on a scale of 1-7.	6.41	6.64	6.40	6.40	6.49
5. LSC staff will study CAT/ACCA at CamEd, with passing exam scores.	- Lyhong: CBL (passed) - Sonon: F7 (passed) - Udam: F7, F8, F9(passed) - Kanika: MA1 (passed) - An Sita: MA1 (passed)	- 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)	- 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

6. LSC staff will study English at ACE, with a pass result.	- Cheoun Narin: GEP, L12 (passed) - Yem Sai: GEP, L12 (passed) - Chan Somaniza: GEP, L12 (passed) - Phorn Lyhong: GEP, L11A (passed) - Bora: L6	- 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	- Reach Saysobora: GEP L9A (before Covid-19) - Nika didn't enroll due to Covid-19	- Reach Saysobora has been moved to 'Admissions Department' - ACE training was not available
7. LSC staff will enroll in a master program/PhD related to education management	- Nop Sonon Graduated MBA at NUM	- 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	- Yem Bunthorn MEd at RUPP (terms 3 - 4) - Chan Somaniza MEd at RUPP (Terms 3 - 4) - An Sita Master at IFL, RUPP (Term 1)	- Bunthorn & Niza: Completed MEd at RUPP - An Sita: Pursuing MA at IFL - Phalin : Pursuing MEd at RUPP - Lyhong: Pursuing MIB at NUM
8. Number of LSC staff attending relevant external training to enhance delivery of higher education services.	AUN-QA Tier 1: 6 people AUN-QA OBE: 1 person MOEYS HED training: 1 person Training on Alignment of LO & Teaching and Learning Assessment Methods & Grading Rubrics: 11 people Training on customer service: 3 people	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	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 No ACC & Ministry training was available due to COVID-19 Course Advisors recruited (unplanned): Vann Reaksmeay, Lim Ly, Chhuon Kim Srun, Khann Marina, Khloeng Chanmonineath



LIBRARY DEPARTMENT

ACTION PLAN

JANUARY 2021 - DECEMBER 2021

OBJECTIVE #1

Provide effective services, management and assessment.

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Evaluations scores on a scale of 1-7	6.03	Students: 5.67 Academic Staff: 6.26	Support Staff: 6.00 Faculty: 6.64 Students: 6.69	Students: 6.0+ Academic staff: 6.0+	Support Staff: 5.95 Faculty: 6.33 Students: 5.97
2. Team member engagement score on a scale of 1-5	6.31	4.5	4.1	4.5+	4.5
3. Access of (Kaplan) CAT & ACCA books in online resources in the CamEd App.	NA	NA	NA	To achieve	- Achieve posted in CamEd Google Drive and Hosted in CamEd Business Library E-book website.
4. Apply AI Technology in the library service	NA	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.	To achieve	- Achieve 4 video produced (2 with Blippar app and another 2 with ARientation app)
5. Develop and Coordinate Open Access on students research hosting in the library website	NA	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) - 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)

6. Building Statistic Report on Overall Service & Resource Usage	NA	Achieve with Reports on computer usage, tablet usage, check-outs, patrons	Achieved -Reports on computer usage, tablet usage, check-outs, patrons for 2020.	To achieve	Achieved
7. Department Assessment Report (Physical library & Online library survey to students & lecturers)	NA	3.70 (Scale 1-5)	3.81 (Scale 1-5)	To achieve	4.0 (Scale 1-5)

OBJECTIVE #2

Develop and Enhance Research and Reference Services.

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Creating an instructional book featuring library orientation, library instruction, programs, and assessment.	10+ Posters created	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	10 posters to achieve	Achieved 36*2 digital content created posted in CamEd Reading Club & CamEd Business Library Facebook Page
2. Provide on demand advising on research skills & information literacy.	NA	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	To achieve target with 20 users	Achieved 10 students in January 15 students in April 10 academic staff in April and May
3. Number of training sessions or videos on how to use the library, locate materials and do research via OPAC and databases.	500 BA foundation students received instruction via training sessions	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.	600+ students	Achieved - 650 BA foundation students received instruction
4. Number of online articles, book reviews, and event reports produced.	3/2=150%	5 book reviews 5 online articles	Achieved - 10 Book Summaries - 10 Online articles - Welcome Coach Corner program	10+ articles	Achieved - 5 Book Summaries - 5 Educational Articles

5. Number of MOUs	NA	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	4+	Achieved-Inter-Library Loan and Document Delivery Service (ILL & DDS) 5 Local 1 International
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OBJECTIVE #3

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Number of outreach events to promote library and reading	1/1	3	Events was cancel as COVID-19 Outbreak	3+ events	Achieved As of 25 June, 2021, the library conducted 6 events.
2. Number of participants in the book/reading club	25/20 members of reading club	5 ambassadors Team working on media including promotional videos and facebook post	Achieved	5+ ambassadors	Achieved 10 book ambassadors
3. Production of a video on library usage, services, benefits, and outcomes	NA	10+ video achieved	10+ video achieved	10+ videos	Achieved 25 video produced as of 25 June, 2021
4. Number of student engagement activities conducted	3/1	4	3	To achieve	Achieved 6

OBJECTIVE #4

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Twitter account for up to date new discovery trending related to information technology, library and resources	NA	1	Achieved	1+	2
2. Number of memberships of CLA (Regional), & ALA, ACRL, and IATUL (International).	1/1	2	Achieved 1 for CLA Membership 1 for IATUL (IATUL SIG-ALICE Coaching Program)	2+	Achieved
3. Number of case study sessions	1 Meeting Held	4	50% completed - ISO training sharing - Library Book Meeting Catch Up	4+	Achieved
4. Number of books read and reviewed by each librarian.	2 Blogs Post	10	Achieved Ref. Part B. Library Blog Post	10+	Achieved 10
5. Number of open access research/ journal articles published by each librarian.	NA	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"	1+	Achieved 1
6. Number of local and international training, online courses, webinars, conferences and workshops.	3	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	10+ Roseka, Socheat, Reaksmey & Sothean	Achived

			- 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		
7. Number of staff study Master/CAT/ACCA/ Diploma.	NA	Soheat & Roseka: FA1 Roseka : Finished MBA	NA	Soheat: Master of Education at Norton University Roseka: Master of Library/ Information (Online) Sothean: CBL Raksmeay: MA at IFL(RUPP)	Achieved



DEPARTMENT OF FINANCE

ACTION PLAN

JANUARY 2021 - DECEMBER 2021

OBJECTIVE #1

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
The average appraisal score done by lecturers and students, on a scale from 1 - 7	Lecturers: 6.35 Students: 6.09	Lecturers: 6.17 Students: 5.32	Lecturers: 6.22 Students: 6.10	Lecturers: 6+ Students: 6+	Lecturers: 6.48 Students: 5.89

OBJECTIVE #2

Prepare audited financial statements in accordance with IFRS.

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
Completion date of financial statements	Mar 2018	Feb 2019	Jan 10, 2020	Jan 15, 2021	Jan 12, 2021
Date of issuance of audit report	Delayed	Sep 05, 2019	Feb 28, 2020	Mar 15, 2021	Mar 15, 2021

OBJECTIVE #3

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
Date of completion of annual budget preparation	NM	NM	NM	Dec 2021	Dec 2021
Date of completion of annual budget report	Apr 03, 2018	Mar 10, 2019	Feb 2020	Mar 2021	Mar 2021
Date of submission of annual tax return to GDT	Achieved	Mar 31, 2019	Mar 2020	Mar 2021	Mar 2021
Date of completion for draft mid-year financial report	Not achieved	Aug 2019	Jul 2020	Aug 2021	Aug 2021
Date of completion for draft mid-year budget report	Nov 06, 2018	Aug 2019	Jul 2020	Aug 2021	Aug 2021

OBJECTIVE #4

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
Total annual cost of goods or services purchased not in Approved Vendor Report (AVR)	Not Achieved	Not Achieved	Less than \$100,000	Less than \$100,000	Not Achieved

Total Payment Vouchers (PV) produced each year	1,272 PV	1,751 PV	1,310 PV	1,310 PV	1,491 PV
Days Payable Outstanding (AVG AP / Credit Purchase) x 365 days	35 Days	42 Days	13 days	13 days	78 days

OBJECTIVE #5

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
Annual increase of cash collection	6.02% \$6,537,299	3.5% \$6,756,862	\$6,985,721(3%)	5%+	\$8,820,223 (26%)
Annual percentage increase of investment amount	15.74% \$3,428,807	43% \$4,901,752	\$6,688,750 (36%)	5%+	\$9,637,250 (44%)
Annual percentage increase of interest earned	32.59% \$264,056	+7.22% \$283,123	\$344,021 (22%)	5%+	\$453,170 (32%)

OBJECTIVE #6

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
On time communication of early fee promotion to students in 2019	JJ2018: April 03, 2018 JD2018: August 31, 2018	JJ2019: March 14, 2019 JD2019: September 10, 2019	JJ20: 26 Mar 2020 JD20: 31 Aug 2020	JJ21: Mar 31, 2021 JD21: Aug 31, 2021	J21: N/A JD21: Aug 27, 2021
Number of students paid by 3 months and 9 months earlier.	3 months earlier: 451 9 months earlier: 171 Total: 622	3 months earlier: 445 9 months earlier: 153 Total: 598	3 months: 288 9 months: 70 Total: 358	3 months earlier: 350+ 9 months earlier: 100+ Total: 450+	3 months earlier: 107 9 months earlier: 74 Total: 181
Total fees received for the whole promotion Champaign	3 months earlier: \$639,442 9 months earlier: \$452,457 Total: \$1,091,899	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: 5%, \$711,367 9 months: 5%, \$504,669 Total: 5%, \$1,216,035	3 months: \$348,816 9 months: \$134,881 Total: \$483,697

OBJECTIVE #7

Effective and efficient AR control.

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
Date of invoice delivery to students each term	JJ18: February 19, 2018 JD18: August 15, 2018	JJ19: February 09, 2019 JD19: August 02, 2019	JJ20: 03 Feb 2020 JD20: 04 Aug 2020	JJ21: Feb 2020 JD21: Aug 2020	JJ21: Feb 2021 JD21: Aug 2021

Bad debt written off each term is minimal	JJ18: \$5,603 JD18: \$3,383	JJ19: \$3,000 JD19: \$3,000	JJ20: \$11,865 JD20: \$3,303	JJ21: Less than \$7,000 JD21: Less than \$7,000	JJ21: \$10,627 JD21: \$4,469
Average days receivable outstanding (AVG AR / Credit Sale) x 365 days	39 days	29 days	31 days	30 days	24 days
Number of payment methods available to students	(3) Direct / Wing / Bank	Direct / Wing / CIMB / ABA	(4) Direct / Wing / CIMB / ABA	4+	(4) Direct / Wing / CIMB / ABA
Amount of fees received by banking or other services such as bank transfer, etc.	\$62,979	\$946,846	\$2,767,888	\$3M+	\$5,985,230

OBJECTIVE #8

Quality service from front line finance department team.

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
Number of errors of receipts during 12 random checks	Around 5	Less than 2 per month	Less than 2 per month	2 or less	Achieved
Balance due from installment payment agreement (IPA) by the deadline	Around 50%	Less than 20%	Less than 20%	20%	Achieved
Conduct knowledge assessments	Random test	Not Achieved	Individual direct training and assessment	Monthly assessment	Achieved

OBJECTIVE #9

To enhance efficiency and productivity by increasing online payments, updating online requests and streamlining procurement processes.

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
Launching of online payment gateway	N/A	N/A	N/A	Jun 2021	Achieved
Integration of ABA banking with QuickBooks Online	N/A	N/A	N/A	Jun 2021	Not Yet
Deploy a cash deposit machine at CamEd	N/A	N/A	Not Achieved	Dec 2021	No bank can deploy the machine
Expansion of online request (no of new online request and tracking report)	N/A	N/A	NA	2+	2 - Cash advance clearance option - Tracking Report
User satisfaction of online requests (1 - 7)	N/A	N/A	NA	6+	6.21

OBJECTIVE #10

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	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
The average peer appraisal score done by each employee, on a scale from 1 - 7	6.22	6.23	6.17	6+	6.31
The average management appraisal score done by manager, on a scale from 1 - 7	6.50	6.81	6.72	6+	6.63
Number of training events or conference attended relating to accounting, finance and tax throughout the year	7	8	6	6+	7
Number of sharing sessions conducted internally by each team in the department of finance	4	8	6	6+	6
Number of employee taking MBA / PHD, passing final semester exams	3 (MBA) Keat Marath (Started) Khut Sophanna (Started) Phalla Thida (Started)	3 (MBA) Keat Marath (Graduated) Khut Sophanna (Graduated) Phalla Thida (Graduated) Chan Sokleakena- (Started)	1 (MBA) Chan Sokleakena (Pursuing)	1 (MBA) Chan Sokleakena (to graduate)	Chan Sokleakena graduated MBA from Royal University of Law and Economics
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 (CTAX) - Chan Sokleakena (PM, AA, FM) - Khut Sophanna (FAU, CTAX, FM) - Sorn Tithynika (CTAX, FR, FM) - Prum Sothida (FR, PM, AA, FM) - Phalla Thida (CTAX) - Bou Chansonita (FFA)	- Keat Marath passed CTAX and CBL - Chan Sokleakena passed PM and CFRS for NFPEs - Khut Sophanna passed FAU and CTAX

Number of employees to attend short courses	1			- 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	- 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
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CAREER SERVICES AND STUDENTS ADVISING DEPARTMENT

ACTION PLAN

JANUARY 2021 - DECEMBER 2021

OBJECTIVE #1

Help BA/CAT/ACCA graduates gain employment.

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Fourth year student average evaluation of Career Services on a scale of 1 - 7	5.78	6.37	6.19	6+	6.13
2. 2020 Graduate evaluation of employment quality	76.7% bachelor degree graduates ranked their present employment as "good" or "excellent"	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"	70%+ bachelor degree graduates rank their present employment as "good" or "excellent"	61.19% graduates evaluate on their employment as "good" or "excellent" 67/373
3. Percent of fresh graduates employed within three months of finishing studies.	As of March 30, 2019 BA: 91.96%	As of March 18, 2020 BA: 91%	As of Feb 05, 2021 BA: 88%	As of March 30, 2022 BA: 85%	As of March 30, 2022 BA: 85% (not yet)
4. Number of resume training sessions	3	3	2	2 Done virtually	2 Done virtually
5. Percent of 3rd year students who do a mock interview	88.46%	0%	81%	89%	89%
6. Number of sharing sessions from CamEd alumni and graduates	2: 1. Tax Consultant 2. School Club experience	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 1. Big Four Sharing Session 2. Audit Progression by Senior Audit Manager at BDO	2: Achieved 1. Big Four Sharing Session 2. Audit Progression by Senior Audit Manager at BDO
7. Number of times CSSA arranges guest speakers present to CamEd classes on relevant subjects.	NA	1. Prudential (BUE & Team Psycho) 2. AIA (F9) 3. CBL Company (BFI & IFRS) 4. Hyandai (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.	7+ 1. KPMG	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
8. Number of students joining internal and external debate competitions and public speaking.	Internal: 30 External: 5	- Internal CamEd Debate and Speaking: 98 - JCI Debate: 35 - ACE CamDebate: 45 - President Debate & Presentation: 130	-President Debate: 24 Presentation: 35 External: None	Internal 80+ External 10+	President's Debate and Presentation 1. Debater: 21 2. Presentation: 23
9. For all incoming and exiting students: Measure life goals and emotional intelligence.	NA	NA	NA	Identify the assessment instrument for use in 2022.	Identify the assessment instrument for use in 2022.

OBJECTIVE #2

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Employer evaluation on career services department on scale of 1 - 7	6.5	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	70% of employers described CSSA provides good or excellent support (tracer study)
2. Average percent of big four new hires who are CamEd students	Average: 81% PwC=85% Deloitte=90% EY=78% KPMG= 70%	Average: 70% PwC= 71% Deloitte= 88% EY= 82% KPMG= 40%	Average: 79.5% PwC= 70% Deloitte= 79% EY= 84% KPMG= 85%	Average: 70%+	Average: 70%+ PwC: 90% Deloitte: 73% EY: 81% KPMG: 54%
3. Number of relevant companies whom CSSA has met and introduced career services. How many new meet? # of new companies that we have worked through email	5: All, FII, Prudential, VCA, PPCC	5:	Due to Covid, companies do not allow for any physical meeting. *We only could met - 3E-fii	10+ Met physically & Online: 1. Big 4 2. BDO, GTT 3. ABA 4. DFDL	1. Phnom Penh Precast Plants 2. Yetak Group 3. Impact Hub PP 4. Lee's Food

			- Prince Bank *Introduced through phone & email: 47	Through Email: - Fides - Cathay Bank	5. Dynamic Pharma Co., Ltd. 6. Metropolitan Restaurants 7. Mengly J. Quach Education 8. Insurance Regulator of Cambodia 9. Cam Accounting 10. DKSH- Healthcare
4. Number of workshops conducted by employers	10	1. Heineken 2. KPMG 3. Unilever 4. Japan Tobacco International 5. Deloitte	1. KPMG 1. Prudential 2. Heineken 3. ABA	5+ 1. AIA 2. Digital Graduate Programme 3. Heineken Local Trainee Program	1. KPMG 2. AIA Insurance 3. FWD Insurance 4. Heineken 5. EY Cambodia
5. Number of public forums related to relevant careers and number of employers placing booths at the forums	2: 1. Accounting/ Audit 2. Banking/ Insurance Employer booths: 1. 10 2. 7	2: 1. Careers in Accounting, 12 booths 2. Banking/ Insurance, 10 booths	Not achieved. We couldn't do due to Covid-19	2: 1. Careers in Accounting 2. Banking/ Insurance Forum Employer booths: 8+	1. Virtual Careers in Accounting, 13 career booths 2. Virtual Banking and Insurance 2021 6 booths
6. Percent of students who stay at least one year with their first job placement	NA	NA	NA	70%	From 292/365 192 (65.98%) = Yes 99 (34.02%)= No

OBJECTIVE #3

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Number of international study tours, number of participants, and student evaluation on a scale of 1-7.	1. Thailand, 49 students, 6.21 2. Hong Kong (Not Achieved)	1. Hong Kong, 24 students, 6.72 2. SG & KL, SFF 2019, 43 students, 5.63	Not achieved due to Covid 19	1. Hong Kong 35 pax (If covid is over)	Locked down, could not travel

2. Number of local study tours and number of participants, and student evaluation on a scale of 1-7.	1. Olympia City 2. Council of Ministers 3. Heineken Factory	1. Amru rice 2. Chip Mong Insee 3. OCIC Project 4. 2 Times at Heineken	1. Heineken Factory 2. Vital company	3+	Due to covid, companies did not allow to have a physical visit
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OBJECTIVE #4

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Student evaluation of Student Advising from students receiving academic consultation on a scale of 1-7	NA	6.3	6.19	6+	JJ2021: 6.52 JD 2021: 6.2 Average: 6.4
2. Retention rate as measured by percent of students continuing to the new academic year.	First year entering second: 92% Second year entering third: 95% Third year entering fourth: 96%	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: 90% Second year continuation: 90% Third year continuation: 90%	First year continuation: 86% Second year continuation: 95% Third year continuation: 96%
3. Percent of students with failures in the previous term contacted for consulting on academic performance.	Emailed: 400/400 = 100% Met in person or by phone: 237/400 = 59%	Emailed: 260/260 = 100% Met in person or by phone: 155/260 = 59%	Emailed: 379/379 = 100% Met in person or by phone: JJ : 165/215 = 77% JD: 195/247 = 79%	Emailed: 100/100 = 100% Met in person or by phone: 70%	Emailed: 462/462 = 100% Met Virtually or by phone: JJ : 165/215 = 77% JD: 195/247 = 79%
4. Number of tutors to support underperformance students' academic life	NA	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: 10+ JD2021: 10+ No of Students: JJ2021: 100+ JD2021: 100+ Evaluation: 6+	No of active tutors: JJ2021: 15 JD 2021: 17 No of Students: JJ2021: 764 JD 2021: 610 Evaluation: JJ21: 6.5 JD21: by the end of Dec

OBJECTIVE #5

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Student evaluation of student clubs on a scale of 1-7.	5.76	5.84	6.06	6+	6.15
2. Number of students who are members of clubs, excluding the student government.	113	270	362	300+	517
3. Number of activities organized by all student clubs.	13	15	29	20+	70

OBJECTIVE #6

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Student evaluation of sporting activities on a scale of 1-7.	5.68	5.29	6.28 (Athletic Championship)	6.00+	N/A
2. Number of teams in the Women's Futsal Tournament.	20	24	N/A	20	N/A
3. Number of teams in the Men's Futsal Tournament.	22	22	N/A	20	N/A
4. Number of students in the Athletics Competition.	155	170	271	200+	N/A
5. Number of teams in the Men's Basketball Tournament.	13	7	N/A	12	N/A
6. Number of teams in the Women's Basketball Tournament.	15	16	N/A	12	N/A
7. Number of 1st, 2nd, and 3rd place medals won in the University Games.	Total medals: 10 Gold: 2 Silver: 2 Bronze: 6	NA No University Cup in 2019	N/A	Total medals: 10+	N/A

OBJECTIVE #7

Support students with psychology counseling.

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. The number of students using psychological counseling services at least once.	22	37	46 (Mr. Srun Hour - 28, Daan - 13)	30+	94

OBJECTIVE #8

Establish and coordinate a formal alumni association.

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Alumni evaluation of CSSA support on a scale of 1-7.	NA	NA	NA	5.5+	Processing (in tracer study)
2. Number of CamEd alumni joining the first generation of alumni association	NA	NA	NA	50+	49
3. Conduct an annual Alumni charity with evaluation	NA	NA	NA	5.5+	6.5
4. The number of alumni joining the networking event	NA	NA	NA	40+	Not Archived due to tight schedule and covid situation

OBJECTIVE #9

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. CSSA website accessible for students and employers	Planned career services access and consulted with IT to outsource design.	In progress with IT team	We already created career management in academic system	Continue to improve on the existing one	CSSA website has been updated with many functions
2. Staffs' training and study development	- Cheata: Begin MBA course - Sopha: Passed 2 CAT exams Passed 4 ACE levels	- Cheata: None - Sopha: Studied F2, F3 and FAU (No exam) - Theary: Pass 1 CAT exams FAU	- Cheata: Continue MBA course (1 term) - 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 2023.	- 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.

				- Theory: JJ2021:AA, FFM JD2021: CTax, FR Also AUN training Tier 1 - Chansy: Team Building Training Leadership development short course	- Theory: 2021: Finished FA/FFA, - Chansy: Team Building Training - Leadership development short course
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ADMISSIONS - PROCESSING

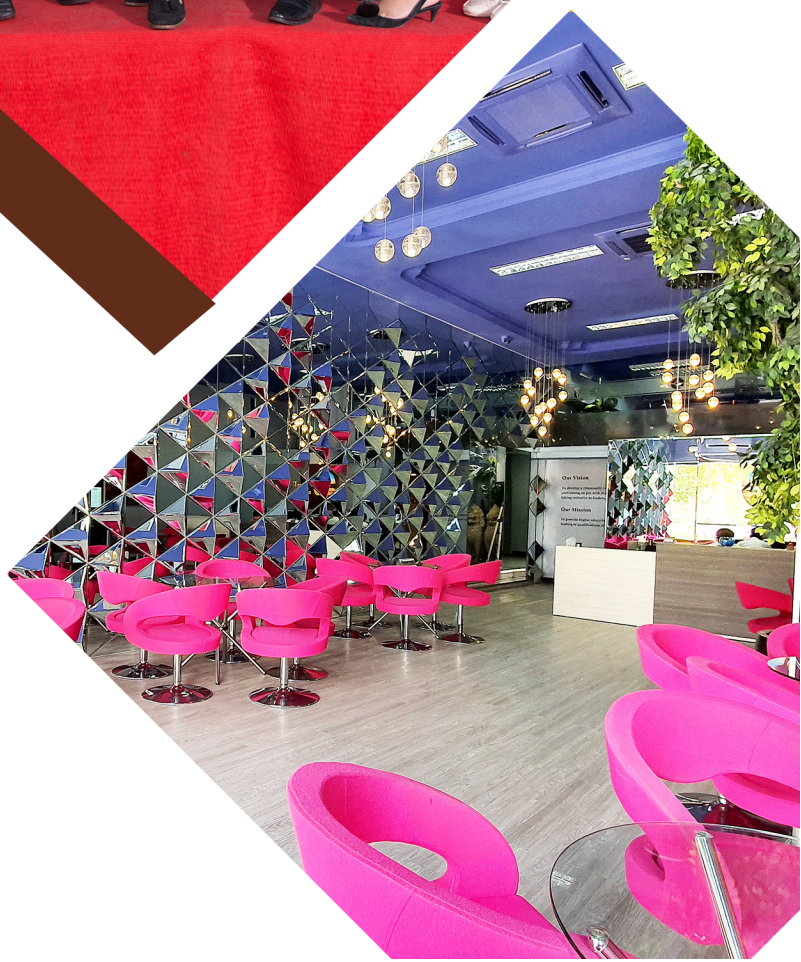
ACTION PLAN

JANUARY 2021 - DECEMBER 2021

OBJECTIVE #1

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. For all programs, review and enhance intake policy, and processing procedures, with formal endorsement from executives.	Achieved	Achieved	Achieved	March 2021	Achieved
2. For all programs, review and enhance online and printed communication of admissions information.	Achieved	Achieved	Achieved	March 2021	Achieved
3. Applicant evaluation of quality, efficiency and fairness of the admissions process, on a scale of 1-7.	6.19	5.81	5.97	6.1+	In progress
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 2021 - DECEMBER 2021

OBJECTIVE #1

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
Average student evaluation on a scale of 1-7	6.09	5.81	5.97	6.0 +	In progress

OBJECTIVE #2

Significantly increase the number of new students.

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
Number of presentations in public and international high schools and number of student attendees.	Phnom Penh: 40 Province: 28 Attendees: • PP: 6098 • PV: 2243	Phnom Penh: 40 Province: 37 Attendees: • PP: 5445 • PV: 3215	Phnom Penh: 46 Province: 5 Attendees: • PP: 9107 • PV: 4712	Phnom Penh: 45 Province: 35	Due to Covid-19, we conduct High School online presentation: Phnom Penh: 47 Province: 34 Attendees: • PP: In progress • PV: In progress
Number of BA+CAT applications	• Jan - Jun: 505 • Jul - Dec: 1184 Total: 1689	• Jan - Jun: 293 • Jul - Dec: 1248 Total: 1541	• Jan - Jun: 434 • Jul - Dec: 1628 (In progress) Total: 2062 (by Mar 16, 2021)	1600+	• Jan - Jun: 244 • Jul - Dec: 1332 (In progress) Total: 1576 (Updated on Feb 2, 2022)
Number of new student deposits for the BA + CAT program	• 100% Scholarship: 7 • Paid Student: 739 Total: 746	• 100% Scholarship: 7 • Paid Student: 574 Total: 581	• 100% Scholarship: 8 • Paid Student: 747 Total: 755 (by Mar 16, 2021; In progress)	600+	• 100% Scholarship: 4 • Paid Student: 389 Total: 393 (Updated by Feb 2, 2022)
Number of new students deposits for the BA+CAT program who are foreign students	NA	NA	NA	20	In progress

Promote the BA + CAT program to existing students.	• Brochure distributed: 43 • Email: 14,661 x 5 • SMS: 51,501 x 8 • In class Presented: 43	• Brochure Distributed: N/A • Email: 77,056 • SMS: 103,223 • In class Presented: N/A	• Brochure Distributed: Suspended due to Covid-19 • Email: 77,056 • SMS: 103,223 • In class Presented: 25 • Internal Banner Display 4 times	• Brochure Distributed: 45 • SMS: 51,501 x 4 • Email: 14,000 x 4 • In Class Presented: 43 • Internal Banner Display 4 times	• Brochure Distributed: Suspended due to Covid-19 • SMS: 70,974 • Email: 340,866 • In class Presented: 82
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OBJECTIVE #3

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
Number of awareness and networking events organized and joined.	Organized: 16 Joined: 19	CamEd event: 11 Networking events: 14	CamEd Event: 22 Networking Events: Suspended due to Covid-19	CamEd Event: 16 Networking Event: 13	CamEd event: 24 Networking events: Suspended due to Covid-19
Number of letters, emails, meetings, and times that brochure are distributed.	• Promotion Letter: 9,887 • Presented in Chey Thavy and Sisowath: 4 • Met HS directors and get HS Data: ○ Phnom Penh: 28 ○ Province: 24 • Sharing Session: N/A • BacII Preparation: 2 • Promoting program during Bac II exam and result: 2	• Promotion Letter: 9,249 • Presentation in 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 in Chey Thavy and Sisowath: Suspended 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: In progress	• Promotion Letter: 5000+ x 2 times • Presentation in Chey Thavy and Sisowath: 3 times x 2 days • Met HS directors and get HS Data: ○ Phnom Penh: 45 ○ Province: 35 • Sharing session: 6 • Bac II Exam Preparation Course: 11 • Promoting BA program during Bac II exam and result: 2	• Promotion Letter: 8,877 letters • Presentation in Chey Thavy and Sisowath: 12 Online Classes • Met HS directors and get HS Data: (Suspend due to covid-19) ○ Phnom Penh: 16 ○ Province: 17 • Sharing Session: 7 • BacII Preparation Course: 16 • Promoting program during Bac II exam and result: In progress

Branding image through channel marketing such as digital communication, mass media, and social networks	● Digital Marketing: ○ Facebook: 335 ○ Youtube: 5 ○ PR Article: 24 ○ Instagram: 335 ○ Newspapers: 173 ○ Inserted brochure in Newspaper: 11 ○ Google Display Network : 26,831 ○ Display on News Website: 1 size / 6 months; 1 size / 3 months • Special Report / Supplement: 6 • Telemarketing: ○ SMS: 11,365 x 7 ○ Email: 13,445 x 7 ○ Sales Calls: 17,986 • Cambodian Job: 5 • CJCC Displays: 6	● 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 ○ 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)	● Digital Marketing: ● Digital Marketing: ○ Facebook Page: 282 posts ***Special remarks: Get authorise 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 ○ Newspapers: 17 times (Cancel all Contract due to Covid-19) ○ Google display network: 1 month ○ PPP online newsletter (KH+Eng): 6 months	● Digital Marketing: ○ Facebook: 365 ○ Youtube: 10 ○ Telegram Channel: 150 ○ LinkedIn: 150 ○ PR Article: 12 ○ Instagram: 365 ○ Newspapers: 24 ○ Insert brochure in Newspaper: 8 ○ Google Display Network: 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	● 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 ○ 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
		○ Business Cambodia Website: 8,210,160 impressions + 21,860 clicks ○ Business Cambodia Facebook: 5 months	○ PPP Website & Mobile: 6 months ○ Fresh News E-marketing on Website and Mobile: 8 months ○ Business Cambodia Website and Facebook: 6 months		○ Sabay News: 1 months ○ Telegram “ឯកសារប្រឹក្សាសាធារណៈ”: 27 posts ○ Insert Brochure in Newspapers : 3 times

		○ Thmey Thmey Banner on Website: 2 months ○ KSP website: 5 months ○ Inserted brochure in Newspaper: 9 times ● Special Report/ Supplement: 6 issues ● Telemarketing: 103,223 recipients ○ 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		● Special Report/ Supplement: 1 issues ● Cambodia Jobs: Suspend ● CJCC Display: Suspend ● Telemarketing: 70,974 ○ SMS: 70,974 ○ Email: 340,866
Sufficient budget expenditure on advertising	\$252,104	\$306,434	\$269,564 (As of Nov 1, 20)	\$574,854	

OBJECTIVE #4

Encourage and increase the productivity of representatives.

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
Regular team meetings to review sales performance, provide guidance and motivation.	Achieved: 12 monthly meetings	40+ weekly meetings	21 meetings	24+ weekly meetings	

OBJECTIVE #5

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
Number of staff trained and training programs.	English Language Ms. Phoeun Sreynoch - ACE Level 9A Ms. Eang Rithychanras - ACE Level 11B Ms. Sao Sokong - ACE Level 7B	English Language Ms. Phoeun Sreynoch - ACE Level 9B. Mr. Noun Piseth- ACE Level 9B, 10 and 11A Ms. Sao Sokong - ACE Level 9A	English Language Mr. Noun Piseth- ACE Level 11B CamEd Training Ms. Samoeun Maryna - MA2 & CTax Ms. Van Pichata - F1 & CTax	English Language Mr. Noun Piseth, Hann Chhally and Reach Saysobora - Academic Course at ACE Mr. Hou Naroth - Business English Program at Cam-Asian	English Language Mr. Hou Naroth - Business English Program at Cam-Asian

	CamEd Training Ms. Phoeun Sreynoch - Tax Ms. Eang Rithychanras - Tax Mr. Nuon Piseth - Tax Ms. Samoeun Maryna - Tax Specialist Local and International Training: All admission staff joined Customer Service training that was conducted by Capacity Specialists training school on June 25, 2018. Higher Education: N/A International Training: Ms. Sam Sokuntheary-Effective Marketing Strategies(Singapore, Feb 26-27, 2018). Chanras, Naroth, Pichata, and Sokong-Selling Techniques to Drive Higher Revenue and Profit (Singapore, Mar 19-20, 2018) Local Conferences and Networking	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 (Noch, Piseth and Maryna) joined Integrated Digital Marketing Strategies in Singapore from March 25-26 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	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 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.	CamEd Training Ms. Van Pichata - Exam CTax Specialist Local and International Training Ms. Eang Rithychanras, Van Pichata, Nuon Piseth and Hou Naroth - Photoshop and Illustrator Mr. Reth Kimty - Excel and Word training course Mr. Hann Chally - Media and Graphic design Higher Education Ms. Eang Rithychanras, and Van Pichata - Master (Year1, Semester 1 & 2) Mr. Nuon Piseth-Master (Term 6, 7&8) International Training: N/A Local Conferences and Networking Average number of event attend by admissions staff: 3	Higher Education Ms. Eang Rithychanras, and Van Pichata - Master (Year1, Semester 1 & 2) Mr. Nuon Piseth-Master (Term 6, 7 & 8) Ms. Samoeun Maryna, Mr. Reth Kimty and Mr. Nop Manith - Master (Year 1, Semester 1)
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		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	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. 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		
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ADMISSIONS - CORPORATE MARKETING PLAN

ACTION PLAN

JANUARY 2021 - DECEMBER 2021

OBJECTIVE #1

Provide friendly, efficient and effective service to customers.

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
Average non-BA student evaluation on a scale of 1-7	6.09	5.81	5.97	6.0+	In progress

OBJECTIVE #2

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Number of new sponsored students from firms, banks, companies and organizations.	JD2018: • 29 ACCA • 5 CAT • 6 C.Tax • 6 CBL JJ2019: • 21 ACCA • 4 CAT • 1 C.Tax	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 • 38 ACCA • 8 CAT • 20 C.Tax • 1 CBL	JD2021: • 24 ACCA • 8 CAT • 3 C.Tax • 3 CBL JJ2022: • 24 ACCA • 8 CAT • 3 C.Tax • 2 CBL	JD2021: • 56 ACCA • 14 CAT • 19 C.Tax • 6 IFRS • 2 CFRS JJ2022: In progress • 25 ACCA • 3 CAT • 13 C.Tax • 1 CBL • 16 IFRS
2. The total number of new ACCA students.	JD2018: 132 JJ2019: 147	JD2019: 120 JJ2020: 133	JD2020: 86 JJ2021: 95 (Mar 2, 21)	JD2020: 80+ JJ2021: 85+	JD2021: 103 JJ2022: 82 (Update by Feb 2, 2022)
3. Increase number of new CAT students.	JD2018: 49 JJ2019: 78	JD2019: 47 JJ2020: 63	JD2020: 30 JJ2021: 31 (Mar 2, 21)	JD2020: 35+ JJ2021: 60+	JD2021: 43 JJ2022: 54 (Update by Feb 2, 2022)
4. Increase number of new C.Tax students.	JD2018: 121 JJ2019: 101	JD2019: 110 JJ2020: 83	JD2020: 63 JJ2021: 86 (Mar 2, 21)	JD2020: 65+ JJ2021: 70+	JD2021: 64 JJ2022: 59 (Update by Feb 2, 2022)
5. Increase number of new CBL students.					JD2021: 14 JJ2022: 13 (Update by Feb 2, 2022)

6. Increase number of new IFRS for SMEs students.	N/A	N/A	N/A	N/A	JD2021: 79 JJ2022: 45 (Update by Feb 2, 2022)
7. Increase number of new CFRS for NFPEs students.	N/A	N/A	N/A	N/A	JD2021: 37 JJ2022: 20 (Update by Feb 2, 2022)

OBJECTIVE #3

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Regular build CamEd's brand awareness and branding image through channel marketing such as digital communication and mass media.	Digital Marketing: - Facebook: 335 - Youtube: 5 - PR Article: 24 - Instagram: 335 - Newspapers: 173 - Inserted brochure in Newspaper: 11 - Google Display Network : 26,831 - Display on News Website: 1 size / 6 months; 1 size / 3 months Special Report/ Supplement: 6 Telemarketing: - SMS: 11,365 x 7 - Email: 13,445 x 7 - Sales Calls: 17,986 Cambodian Job: 5 CJCC Displays: 6	Digital Marketing: - Facebook Page: 378 posts (Dec 31, 19) - Youtube: 21 videos - Media websites (PR Article): 16 posts - Instagram: 378 posts - Newspapers: 175 times - 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	Digital Marketing: - Facebook Page: 202 (Oct 22, 2020) - Youtube: 28 (Oct 22, 2020) - PR Article: 12 (Oct 22, 2020) - Instagram: 202 posts (Oct 22, 2020) Digital Marketing: - Facebook Page: 202 (Oct 22, 2020) - Youtube: 28 (Oct 22, 2020) - PR Article: 12 (Oct 22, 2020) - Instagram: 202 posts (Oct 22, 2020) - Newspapers: 17 times (Cancel all Contract due to Covid-19) - Google display network: 1 month	Digital Marketing: - Facebook: 365 - Youtube: 10 - Telegram Channel: 150 - LinkedIn: 150 - PR Article: 12 - Instagram: 365 - Newspapers: 24 - Insert brochure 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 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 - 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

		- impressions + 21,860 clicks ○ Business Cambodia Facebook: 5 months ○ Thmey Thmey Banner on Website: 2 months ○ KSP website: 5 months	○ PPP online newsletter (KH+Eng): 4 months ○ PPP Website & Mobile: 4 months ○ Fresh News E-marketing on Website and Mobile: 6 months ○ Business Cambodia Website and Facebook: 4 months		○ Business Cambodia Facebook: 11 months ○ KSP Website: 9 months ○ Khmer Time Website: 3 months ○ Sabay News: 1 months ○ Telegram “ឯកសារមន្ត្រីសាធារណៈ” : 27 posts
		○ Inserted brochure in Newspaper: 9 times ● Special Report/ Supplement: 6 issues ● Telemarketing: 8 issues ○ SMS: 103,223 recipients ○ Email: 118,016 ○ Call Sale: 20,574 ○ Cambodian Job: (88K email addresses) 5 times	○ KSP Website: 4 months ○ Inserted brochure in Newspaper: 4 times ● Special Report/ Supplement: 8 issues ● Cambodia Jobs: 2 times ● CICC Display: Suspend due to Covid-19		○ Insert Brochure in Newspapers : 3 times ● Special Report/ Supplement: 1 issues ● Cambodia Jobs: Suspend ● CICC Display: Suspend ● Telemarketing: 8 issues ○ 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 Events: 16 Networking Event: 19	CamEd event: 11 Networking events: 14	CamEd event: 22 Networking events: Suspended due to Covid-19	CamEd Event: 16 Networking Events: 13	CamEd event: 24 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: 10 Existing clients: 18 Letters sent: 9,887	New companies: 12 Existing clients: 18 Letters : 9,249	New companies: Suspended due to Covide-19 Existing clients: In progress (Communication via email and Call) Letters: 3,121 (In process)	New companies: 15 Existing clients: 20 Letters : 5,000+ x 2	New companies: Suspended due to Covide-19 Existing clients: In progress (Communication via email and Call) Letters: 8,877 letters

4. Sufficient budget expenditure on advertising	\$252,104.13	\$306,433.92	\$269,564.34 (As of Nov 1, 20)	\$574,854	
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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 2021 - DECEMBER 2021

OBJECTIVE #1

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. The Ministry observed entrance exam is conducted for new students who apply to study in JJ2021. (It is delayed due to Covid-19)	The exam was successfully conducted on 30 Nov, 2018	The exam was successfully conducted on 29 Nov, 2019	It is delayed to 2021 due to the postponed exam of BAC II	The exam will be conducted in Feb 2021 for JJ21 students and in Nov 2021 for JJ22 students	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.
2. The percent of confirmed JJ2020 BA students whose BAC II certificates are verified by the General Education Department.	479/480 = 99.8%. One fake certificate was found.	704/704 = 100%	100% (538 BAC II certificates are confirmed by MoE)	100%	This process is delayed due to the restricted work of the relevant department of MoEYS.
3. Percent of graduated BA students taking and passing the official exit exam and reported to MoEYS for official approval.	334/334 = 100% Exit exam was conducted: (1st Exam on Dec 26, 2018)= 333 (2nd Exam on Feb 22, 2019)= 1	Number of students took exit exam: 326 Number of students passed: 312 Exit exam on: Dec 27, 2019	MoEYS approved on issuing the certificate of BA program for 313 students (100%)	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.
4. Percent of students requiring registration who are successfully registered. (CAT/ACCA Account)	625/625 = 100%	496/496 = 100%	100% (723 accounts) Updated on Dec 15	100%	554 CAT/ACCA accounts were successfully registered
5. Percent of students successfully processed for CBL and CTAX papers.	87 students	55 students (paid student)	CBL: 23 students CTax: 20 students (Jan - Dec 15)	100%	CBL: 18 students (Paid student: 13, Only processing: 5) CTax: 28 students (Paid student: 24, Only processing: 4)

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	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Percent of CHEA meetings attended.	4/4 = 100%	2/4 = 50%	3/3 = 100%	1 or more executives: 50% MOEYS and ACCA Coordination official: 90%	02
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?"	NA	5.5	6.0	6.0+	6.30

OBJECTIVE #3

Improve capacity, efficiency and skills.

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Study Master Degree at RUPP	N/A	Completed 2 terms out of 6 terms	Completed 2 terms	To be graduated	Graduated
2. Percent of MoEYS Workshops that CamEd staff and lecturers attended for which MOEYS has sent a letter of invitation.	2 workshops attended	6 workshop	1 Sharing workshop at ACC 1 workshop in Kampot	2 workshops/training	01 (by ACC)
3. Number of international/local training/workshops / Conference	2/2 = 100%	No	No	1	00

HUMAN RESOURCE

ACTION PLAN

JANUARY 2021 - DECEMBER 2021

OBJECTIVE #1

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Engagement score of academic and support staff on a scale of 1-7.	Academic Staff: 6.13 Support Staff: 6.28	Academic Staff: 6.11 Support Staff: 5.83	Academic Staff: 6.26 Support Staff: 6.18	Academic: 6+ Support Staff: 6+	Academic: 6.47 Support: Staff: 6.39
2. Average academic staff evaluations of HR on a scale of 1-7	6.25	6.16	5.57	6.0+	6.38
3. Average support staff evaluations of HR on a scale of 1-7	6.0	6.07	5.57	6.0+	6.18

OBJECTIVE #2

Recruit staff to reach department and organizational objectives.

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Timely preparation of the one year and five year manpower plan.	Achieved	Achieved	Achieved	November	Achieved
2. Timely review, enhancement and communication of recruitment, selection, competences, rewards and promotion criteria.	Achieved	Achieved	Achieved	November	Achieved
3. Number of applicants per position taking the entrance exam (exception in the event of application of a CamEd graduate).	15 applicants	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.	6.06	6.1	5.8	10+	6.0+
5. Mock lecture evaluation score of new teachers hired on a scale of 1-7.	6.0+	6.14	6.1	6.0+	6.25

6. Induction evaluation rate on a scale of 1-7.	6.04	2.33	6.0	6.0+	6.36
7. Faculty (academics) qualifications	Out of 27 BA faculty, the highest level of education was as follows: PhD: 11 Professional qualification + master degree: 6 Professional qualification only: 1 Master degree only: 8 BA only: 1 PhD: 41% Professional qualification + master degree: 22% Master only: 30% Professional qualification only: 4% BA only: 4%	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%	The percent of faculty who hold either a PhD or a combination of a master's degree + professional qualification will increase.	Out of 36 BA faculty, the highest level of education was as follows: PhD: 16 Professional qualification + master degree: 16 Master degree only: 16 BA only: 4 PhD: 44% Professional qualification + master degree: 44% Master only: 44% BA only: 11%

OBJECTIVE #3

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Timely completion of annual performance and development reviews and new contracts.	Reviews: July-December New contracts: December	Review: October 10, 2019 New contracts: December 2019	Review: October 2020 New contracts: December 2020	Review: October 2021 New contracts: December 2021	Review: October 2021 New contracts: December 2021
2. Timely completion of training and development plans.	Support Staff: July-December Academic Staff:	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 2021 Academic Staff: December 2021
3. Timely review, update and communication (online, brochures, business cards and posters) of academic staff academic titles and research publication lists.	Achieved	1. April 5 2. July 1 3. Dec 31	1. April 5 2. July 1 3. Dec 31	- 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 1-5	6.28	7	7	6.0+	6.55
5. Safety: Number of fire alarm training sessions, fire extinguisher trainings, and percent of staff trained in first aid.	Fire alarm training: 1 Fire ext. training: 1 First aid trained: 25%	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 :2 March and October Fire External Training: 1 First aid trained: 90% July	Fire alarm training : 1 Fire External Training: 1 First aid trained: 1
6. Number of specific staff training.	8	74	30	50%	58 (50%+)
7. Improve staff's English proficiency, measured by average score from ACE exam.	2.3	Not Achieved	End of March- delayed	March 2021	September 2021
8. Percent staff attendance for the annual staff party, annual donation, and annual trip.	Annual Party 92% (82/89 people) Annual Donation 45% (37/83 people) Annual Trip 63% (57/91 people)	Annual party: 90%+ Annual trip: 70%+	Annual party: 90%+ Archived Annual trip: Delayed to 2021	Annual party: 90%+ Annual trip: 70%+	Annual Donation: 66% Annual Trip & Party: 75%
9. Arrange Khmer blessing ceremony, blood donation and Christmas carol	NA	NA	NA	April August December	Khmer Blessing 0 Blood Donation 0 Christmas Carol 1
10. Numbers of the HR staff will study MBA.	NA	- 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: MBA at NUM	- Nget Savet: MBA at NUM - Vaung Sea: Master at NUM
11. Number of HR staff will study CAT/ACCA	NA	NA	NA	- Nop Sonon: JJ21 SBR exam, JD21 AFM exam.	- SBR Exam= 72

12. Hold a workshop on lesson to review teaching and assessment methods, objectives, expected learning outcomes to support lecturer/ professor revision of course specifications	Three workshops were held	Two workshops were held	Three workshops were held	To achieve	Four Workshops were held (3 faculty and development workshop and meeting) and 1 online learning training by LSC)
13. Percentage of academic staff who have attended or participated in industry conferences and workshops.	Foundation Year lecturers: 1 or more workshops: 44 % 2 or more workshops: 33% 3 or more workshops: 22% Second, Third, and Fourth Year lecturers: 1 or more workshops: 90% 2 or more workshops: 55% 3 or more workshops: 45%	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: 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: 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%
14. Percentage of lecturers who have met with key industry employers.	Foundation Year lecturers: 1 or more key employer: 89% 2 or more key employers: 78% 3 or more key employers: 56% Second, Third, and Fourth Year lecturers: 1 or more key employer: 75% 2 or more key employers: 55% 3 or more key employers: 45%	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: 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%	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: 50%	3 or more key employers: 31%
15. Percentage of lecturers who have completed at least 36 hours of continuing professional development in their field of study.	Foundation Year lecturers: 78%	Foundation Year lecturers: 67%	Foundation Year lecturers: 91%	Foundation Year lecturers: 80%	Foundation Year lecturers: 80%
	Second, Third, and Fourth Year lecturers: 75%	Second, Third, and Fourth Year lecturers: 88%	Second, Third, and Fourth Year lecturers: 94%	Second, Third, and Fourth Year lecturers: 100%	Second, Third, and Fourth Year lecturers: 90%
16. Percentage of lecturers who have completed a self-assessment and self-development plan.	Foundation Year lecturers: 100%	Foundation Year lecturers: 100%	Foundation Year lecturers: 100%	Foundation Year lecturers: 100%	Foundation Year lecturers: 100%
	Second, Third, and Fourth Year lecturers: 100%	Second, Third, and Fourth Year lecturers: 87%	Second, Third, and Fourth Year lecturers: 100%	Second, Third, and Fourth 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: 90% 2 workshops: 80% 3 workshops: 70%	Foundation Year lecturers: 1 workshop: 100% 2 workshops: 77%	Foundation Year lecturers: 1 workshop: 91% 2 workshops: 72%	Foundation Year lecturers: 1 workshop: 80%+ 2 workshops: 80%+ 3 workshops: 80%+	Foundation Year lecturers: 1 workshop: 80% 2 workshops: 60% 3 workshops: 50%
	Second, Third, and Fourth Year lecturers: One workshop: 83% Two workshops: 67% Three workshops: 50%	Second, Third, and Fourth Year lecturers: One or more workshop: 100% Two workshop: 64%	Second, Third, and Fourth Year lecturers: One or more workshop: 81% Two workshops: 44%	Second, Third, and Fourth Year lecturers: One workshop: 100% Two workshops: 75%+ Three workshops: 25%+	Second, Third, and Fourth Year lecturers: One workshop: 100% Two workshops: 100% Three workshops: 100%

OBJECTIVE #4

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 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: 17 Permit card: 100% Achieved	Quota: 20 Permit card: 100% Archived	Quota: 20 Permit card: 100% Archived	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.	78/82 = 95% Achieved	59/86=69% Achieved	90%+ Achieved	90%+	90%+ Achieved
3. Percent of CamEd full time Office staff who are registered with the NSSF at year-end.	78/82 = 95% Achieved	72/84-86% Achieved	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.	21.43%	100% Achieved	100% Achieved	100%	100%
5. Number of staff in-out reports to the Municipal Department of labor.	2	1 Achieved	2 Achieved	2	Achieved

OBJECTIVE #5 (HR TECHNOLOGY)

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Target	2021 Result
1. Utilize HR cloud software to improve HR service	N/A	BambooHR gave us license on May 6, 2019	Bamboo HR	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.	Not achieved OT 2018: \$49,087	\$51,057	6% of total annual employee salary Archived	6% of total annual employee salary	6% of total annual employee salary Achieved

IT AND REGISTRAR DEPARTMENT

ACTION PLAN

JANUARY 2021 - DECEMBER 2021

OBJECTIVE #1

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

Indicator	2018 Baseline	2019 Result	2020 Result	2021 Target	2021 Result
1. Student evaluation of the mobile app on a scale of 1-7.	N/A	N/A	5.25	5.5+	Waiting app release
2. Lecturer evaluation of the website on a scale of 1-7.	N/A	N/A	6.14	5.5+	6.0
3. Student and lecturer evaluation of online library site and services on a scale of 1-7.	N/A	N/A	Students: 5.13 Lecturers: 5.8	Students: 5.5+ Lecturers: 5.5+	Student: 5.13 Lecturer: 5.8

OBJECTIVE #2

Provide fast and reliable WIFI and internet.

Indicator	2018 Baseline	2019 Result	2020 Result	2021 Target	2021 Result
1. Evaluation of WIFI speed and reliability on a scale of 1-7.	N/A	Students: 3.70 Lecturers: 5.43 Staff: Not surveyed	Students: 5.47 Lecturer: 6.35 Staff: 6.28	Students: 5.5+ Lecturer: 5.9+ Staff: 5.9+	Students: 5.44 Lecturer: 6.21 Staff: 6.43
2. Control and measure user's Internet Bandwidth	N/A	N/A	N/A	The bandwidth shall control every month.	Achieved
3. Implement Internet security policy	N/A	N/A	N/A	To Achieve	Achieved
4. Provide feedback to users when there is unusual traffic detected.	N/A	N/A	N/A	To Achieve	Achieved

OBJECTIVE #3

Redesign CamEd System User Interface.

Indicator	2018 Baseline	2019 Result	2020 Result	2021 Target	2021 Result
1. Redesign Academic System Interface	N/A	N/A	N/A	The redesign shall be done by August	Achieved
2. Redesign Student Access Portal Interface	N/A	N/A	N/A	The redesign shall be done by May	Achieved

3. Redesign Mobile App Interface	N/A	N/A	N/A	The redesign shall be done by November	Achieved
4. Redesign CamEd Business Library Interface	N/A	N/A	N/A	The redesign shall be done by July	Achieved

OBJECTIVE #4

Develop new features and update the existing CamEd software system.

Indicator	2018 Baseline	2019 Result	2020 Result	2021 Target	2021 Result
1. Student anonymous feedback portal	N/A	N/A	N/A	To Achieve	Achieved
2. Include student employment status in student profile	N/A	N/A	N/A	To Achieve	Achieved
3. Fingerprint Student Profile Verification for Library	N/A	N/A	N/A	To Achieve	Achieved
4. Develop the system upon user request	N/A	N/A	N/A	To Achieve	Achieved

OBJECTIVE #5

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

Indicator	2018 Baseline	2019 Result	2020 Result	2021 Target	2021 Result
1. Collect students' exam result from ACCA website	N/A	N/A	N/A	To Achieve every January, April, July, October	Achieved
2. Verify score rule and attendance	N/A	N/A	N/A	To Achieve before every B.A result release	Achieved
2. Generate registrar scheduled report	N/A	N/A	N/A	To Achieve	Achieved

OBJECTIVE #6

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

Indicator	2018 Baseline	2019 Result	2020 Result	2021 Target	2021 Result
1. Update Endpoint security license for staff and lecturer computers.	N/A	N/A	Achieved	100%	Achieved
2. Implement intrusion prevention system policy	N/A	N/A	N/A	100%	Achieved

3. Perform internal pentest when there is introduce of new feature in system/ network		N/A	N/A		Achieved
3. Basic security training for all support staff.	N/A	Completed social engineering training	N/A	100%	Achieved

OBJECTIVE #7

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

Indicator	2018 Baseline	2019 Result	2020 Result	2021 Target	2021 Result
1. Lecturer evaluation of reliability of classroom IT equipment on a scale of 1-7.	N/A	N/A	5.0	5.5+	6.58
2. Implement classroom equipment checking procedure	N/A	N/A	N/A	To Achieve	Achieved
3. Implement staff computer checking procedure	N/A	N/A	N/A	To Achieve	Achieved
4. On demand software and hardware upgrade.	Achieved	Achieved	Achieved	To Achieve	Achieved
5. Introduce a centralized classroom management system.	N/A	N/A	N/A	To Achieve	Achieved

OBJECTIVE #8

Input and verify new BA student information.

Indicator	2018 Baseline	2019 Result	2020 Result	2021 Target	2021 Result
1. Enroll and test fingerprint template for new BA student.	Achieved	Achieved	Achieved	100%	Achieved
2. Remove duplicate registrations.	Achieved	Achieved	Achieved	To Achieve by February.	Achieved
3. Input student Khmer name.	Achieved	Achieved	Achieved	To Achieve by February.	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	2018 Baseline	2019 Result	2020 Result	2021 Target	2021 Result
1. Update ACCA CBE client and server software to the latest versions.	N/A	Achieved	Achieved	To Achieve	Achieved

2. Conduct training sessions about CBE exam software and rules for LSC staff and students.	N/A	Achieved	Achieved	To Achieve	Achieved
3. Technical check on Wi-Fi and ethernet cables.	N/A	Achieved	Achieved	To Achieve	Achieved
4. Update exam computer software and hardware which is requested by Phearson or ACCA.	N/A	Achieved	Achieved	To Achieve	Achieved

OBJECTIVE #10

Improve staff skills and technical management skills.

Indicator	2018 Baseline	2019 Result	2020 Result	2021 Target	2021 Result
1. Master of Finance	N/A	N/A	Phengly attended the first semester	Phengly shall pursue the degree	Achieved
2. Master of IT	N/A	N/A	Ratanak completed 3 semesters of the degree	Ratanak shall pursue his master degree and Solin shall attend the master degree	Achieved
2. IT Security Course	N/A	N/A	Phengly and Solin completed Pentest	Phengly and Solin shall attend the course	Achieved
3. Network Course (CCIE 2 and HCIP)	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	N/A	Borin and Pheara shall attend the courses	Achieved
5. Basic Network and Database Management Course	N/A	N/A	N/A	Visal and Visoth shall attend the courses	Achieved

FACILITIES ACTION PLAN

ACTION PLAN

JANUARY 2021 - DECEMBER 2021

OBJECTIVE #1

Ensure that the institute facilities spaciousness as per the amount of the staff and students.

Indicator	2018 Baseline	2019 Result	2020 Result	2021 Target	2021 Result
The occupancy rate of the building according to the number of students and staff projection	N/A	N/A	Students: 57,7% Lecturers: 50% Non-academic staff: 77.45%	Students: 68,06% Lecturers: 50% Non-academic staff: 77.45%	Students: 70,53% Lecturers: 61,54% N-AC staff: 91,18%

OBJECTIVE #2

Ensure that institute facilities function effectively.

Indicator	2018 Baseline	2019 Result	2020 Result	2021 Target	2021 Result
Evaluations by students, lecturers, and non-academic staff on a scale of 1-7.	Students: 5.57 Lecturers: 6.43 Non-academic staff: Not surveyed	Students: 5.20 Lecturers: 6.16 Non-academic staff: 6.22	Students: 6.10 Lecturers: 6.54 Non-academic staff: 6.47	Students: 6.0+ Lecturers: 6.0+ Non-academic staff: 6.0+	Students: 5.77 Lecturers: 6.32 N-AC staff: 6.35

OBJECTIVE #3

Enhance facilities team performance and communication.

Indicator	2018 Baseline	2019 Result	2020 Result	2021 Target	2021 Result
1. Average monthly number of minor installations, renovations and repairs proposed and resolved.	NA	NA	no much installation	10+	10+ minor and medium installations and repair works
2. Number of significant facility renovation, expansion or design projects started.	NA	9	n/a	3+	1 Install roof above generator 2 Relocate clinic 3 Install ATS and move electric wires 4 Renovate toilets 5 Renovate study lounge

OBJECTIVE #4

Enhance facilities team performance and communication.

Indicator	2018 Baseline	2019 Result	2020 Result	2021 Target	2021 Result
1. Team members are satisfied, challenged and committed as indicated by engagement score.	5.90	6.0	6.20	6+	6,05
2. Team composition is adequate.	N/A	N/A	One specialist is hired.	To hire 2 more specialist, to complete the number of staff: 4 including the Assistant Manager	Hired Hong Veasna
3. Effective communication as indicated by the number of staff and student requests passed to facilities management via chat applications.	N/A	1 CamEd Maintenance Chat	requests were received via Telegram chat and resolved	Develop public channel (Telegram group chat) for students' feedback	Create the telegram bot for students and guest to send the problem or complain about facilities.
4. Develop the reward system within the Maintenance team	N/A	N/A	Assistant Manager has completed the AC Training.	1. English course for the Assistant Manager 2. Training of the construction work.	This year, only 1 staff took training of the construction related courses, such as AUTOCAD and AC.
5. Improve the Facilities Management Policy	N/A	1	Updated Policy and Created Maintenance Manual	Improve the Manual and Policy	Improved KPI, add detailed criterias according to Policy.

OBJECTIVE #5

Optimise use of facilities and facility resources.

Indicator	2018 Baseline	2019 Result	2020 Result	2021 Target	2021 Result
1. Satisfaction rating of adequacy of storage by each department.	N/A	N/A	New storage in west building for IT and Admission and one in central building for Admission.	Try to keep the storage free of the useless materials and spare parts in order to keep more available space for admission and IT.	Removed one storage room and add this space to enlarge the toilet.

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: 826,406 Monthly AVG KW: 68,867 BA: 100% Non-BA: 86.07%	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: 752,481 Monthly AVG KW: 62,707 BA: 100%	Reduce by 56%, due to low occupancy (COVID). 2021 consumption: 425,818 monthly AVG: 35,484
3. Optimize the classroom Review the existing Classrooms and other rooms to maximize the benefit of the existing facilities	N/A	N/A	1. Enlarged IT office and created more working seats.	1. Sam Ganthy and Milton Friedman classrooms will be inspected for the subject of the display visibility and student's comfortability in classroom. Possible outcomes: - add more screens for the back row seats; - combined two classrooms into one. 2. Add curtains for some classrooms that are too bright as per the students' feedbacks.	After review, decided to 1. keep existing arrangement 2. more screens upon full occupancy. 3. add curtains - done
4. Optimization of the common area	N/A	N/A	N/A	Add more students' space (benches, relax and lunch zones).	Add more cubicles in study lounge and add more space in west building (canteen, student lounge, reception).
5. Review the alarm system and add more fire safety arrangements	N/A	N/A	Add heat detectors in the Library and other zones.	Meet with fire safety dpt for their feedback and recommendations.	Add more fire extinguishers.

6. Inspection of all systems and building two times per year	N/A	N/A	Semi-annually fire extinguisher checking Semi-annually elevator check up	Find the professional company to do - Semi-annually building and bridges check up - Semi-annually electricity system/ generator check-up	bridges check up - done electricity system - done
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OBJECTIVE #6

Respond to major requests from students, staff and or external assessors.

Indicator	2018 Baseline	2019 Result	2020 Result	2021 Target	2021 Result
1. Improve parking as evidenced by a student and staff satisfaction score.	N/A	N/A	no updates due to covid	Try to negotiate with 1. Exchange Square; 2. Raintree; 3. FTB land	did not approach any due to less occupancy.
2. Ensure adequate access to food and beverage as evidenced by student and staff satisfaction.	Self-provided by Brew House cafe.	External service neighborhood services only.	no updates due to covid	Try to negotiate with the West building to organize the canteen in their café. Install Juice and Drink selling machine	Done Juice machine decided not to put.

OBJECTIVE #7

Enhance and Improve the performance of facilities department.

Indicator	2018 Baseline	2019 Result	2020 Result	2021 Target	2021 Result
1. Short course training on Air-Conditioners	N/A	N/A	N/A	3 Staff	1 staff
2. Short course on ATS	N/A	N/A	N/A	3 staff	1 staff
3. BA Program on Electricity	N/A	N/A	N/A	2 staff	0
4. Master Program on Electricity	N/A	N/A	N/A	1 staff	1



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

**FINANCIAL STATEMENTS AND
INDEPENDENT AUDITORS' REPORT
31 DECEMBER 2021**



CAMED INSTITUTE CO., LTD.

(Incorporated in Cambodia)

CORPORATE INFORMATION

DIRECTOR:	Mr. Casey Barnett, FCCA, CFA
TRUSTEES:	Mr. Casey Barnett, FCCA, CFA Dr. Sam Ghanty Ms. Maria Isabelita Manzon-Cabrera, CPA, MDE Dr. Phat Darith Dr. Prum Virak
REGISTERED OFFICE:	No. 64, St. 108 Sangkat Wat Phnom Khan Daun Penh, Phnom Penh Cambodia
PRINCIPAL BANKERS:	ABA Bank Plc. CIMB Bank Plc. LOLC (Cambodia) Plc. PRASAC Microfinance Institution Plc. Phnom Penh Commercial Bank WB Finance Co.,Ltd
AUDITORS:	BDO (Cambodia) Limited

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

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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 2021.

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>2,803,948</u>	<u>11,406,459</u>

Dividends

The Director does not recommend the payment of any dividend for the current financial year.

Reserves and provisions

During the year, drawing on retained earnings were made in the amount of \$274,855 (¥1,118,110) (2020: \$415,762). There were no other 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.

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.

CAMED INSTITUTE CO., LTD.

(Incorporated in Cambodia)

DIRECTOR'S REPORT (continued)

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

During the financial year, CamEd has a registered and issued share capital of US\$5,000 comprising 1,000 ordinary shares of US\$5.

The newly issued shares rank pari passu in all respects with the existing shares of CamEd. There were no other issues of shares during the 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 incorporation 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 2021, 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 they have complied with the above requirements in preparing the financial statements.

Significant event during the financial year

The significant event during the financial year is disclosed in Note 19 to 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 28 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 2021, 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 Board of Director



Keat Marath

Chief Financial Officer

Phnom Penh, Cambodia

Date:



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 2021, 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 28.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of CamEd as at 31 December 2021, 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 Code of Ethics for Professional Accountants and Auditors of the Kampuchea Institute of Certified Public Accountants and Auditors ("Code of Ethics") and the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the Code of Ethics and 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: 9 March 2022

CAMED INSTITUTE CO., LTD.

(Incorporated in Cambodia)

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

	Note	2021	2020	2021	2020
		\$	\$	i'000	i'000
REVENUE					
Revenue	5	8,306,740	7,098,353	33,791,818	28,947,084
EXPENSES					
ACCA expenses		(253,132)	(155,479)	(1,029,741)	(634,043)
Books and materials		(206,135)	(223,701)	(838,557)	(912,253)
Research and development		(287,905)	(142,375)	(1,171,198)	(580,605)
Depreciation and amortisation		(837,762)	(829,775)	(3,408,016)	(3,383,822)
Employee benefits	6	(2,868,786)	(2,462,016)	(11,670,221)	(10,040,102)
Reversal / (Impairment loss) on trade receivables	12	(24,777)	14,798	(100,793)	60,346
Marketing		(560,023)	(452,118)	(2,278,174)	(1,843,737)
Office expense		(75,070)	(85,847)	(305,385)	(350,084)
Philanthropic donations		(68,921)	(26,421)	(280,371)	(107,745)
Repairs and maintenance		(40,381)	(73,639)	(164,270)	(300,300)
Staff Training and Recruitment		(87,484)	(67,712)	(355,885)	(276,130)
Student extracurricular activities		(139,441)	(43,593)	(567,246)	(177,772)
Utilities		(94,035)	(132,147)	(382,534)	(538,895)
Other expenses		(306,717)	(184,433)	(1,247,725)	(752,118)
		(5,850,569)	(4,864,458)	(23,800,116)	(19,837,260)
Operating profit		2,456,171	2,233,895	9,991,702	9,109,824
Finance income	7	569,372	349,629	2,316,205	1,425,787
Finance cost	7	(221,595)	(235,263)	(901,448)	(959,403)
Profit before tax		2,803,948	2,348,261	11,406,459	9,576,208
Income tax	8	-	-	-	-
Profit for the year		2,803,948	2,348,261	11,406,459	9,576,208
Other comprehensive income					
Items that will not be reclassified to profit or loss:					
Foreign currency translation	4	-	-	(141,009)	113,420
Total other comprehensive income		-	-	(141,009)	113,420
Total comprehensive income for the year		2,348,261	1,323,669	9,435,199	5,476,928
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- 28 form part of these financial statements

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

STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2021

	Note	2021	2020	2021	2020
		\$	\$	i'000	i'000
ASSETS					
Non-current assets					
Property, plant and equipment	9	1,934,906	2,674,804	7,882,807	10,819,583
Intangible assets	10	27,129	27,567	110,524	111,509
Prepayments	12	5,774	6,809	23,523	27,542
		1,967,809	2,709,180	8,016,854	10,958,634
Current assets					
Trade and other receivables	12	570,162	240,903	2,322,839	974,453
Cash and bank balances	13	10,099,026	7,136,080	41,143,433	28,865,444
		10,669,188	7,376,983	43,466,272	29,839,897
TOTAL ASSETS		12,636,997	10,086,163	51,483,126	40,798,531
EQUITY AND LIABILITIES					
Equity					
Share capital	14	5,000	-	20,000	-
Owner's contribution		-	30,291	-	123,436
Retained earnings		7,005,788	4,476,695	28,455,480	18,167,130
Translation reserve	4	-	-	86,470	(59,809)
TOTAL EQUITY		7,010,788	4,506,986	28,561,950	18,230,757
LIABILITIES					
Non-current liabilities					
Lease liabilities	11	1,115,428	1,718,006	4,544,254	6,949,334
		1,115,428	1,718,006	4,544,254	6,949,334
Current liabilities					
Trade and other payables	15	484,921	282,929	1,975,568	1,144,449
Lease liabilities	11	623,162	553,988	2,538,762	2,240,882
Unearned income	16	3,402,698	3,024,254	13,862,592	12,233,109
		4,510,781	3,861,171	18,376,922	15,618,440
TOTAL LIABILITIES		5,626,209	5,579,177	22,921,176	22,567,774
TOTAL EQUITY AND LIABILITIES		12,636,997	10,086,163	51,483,126	40,798,531

The notes on pages 13- 28 form part of these financial statements

CAMED INSTITUTE CO., LTD.

STATEMENT OF CHANGES IN EQUITY FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

	Share Capital	Owner Contribution	Retained Earnings	Total Equity
	\$	\$	\$	\$
Balance as at 1 January 2020	-	30,291	2,544,196	2,574,487
Profit for the financial year	-	-	2,348,261	2,348,261
Other comprehensive income	-	-	-	-
Total comprehensive income	-	-	2,348,261	2,348,261
Transaction with owner				
Owner's drawing, representing total transactions with owner	-	-	(415,762)	(415,762)
Balance as at 31 December 2020	-	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)
Owner's drawing, representing total transactions with owner	-	-	(274,855)	(274,855)
Balance at 31 December 2021	5,000	-	7,005,788	7,010,788

	Share Capital	Owner Contribution	Retained Earnings	Translation Reserve	Total Equity
	¥'000	¥'000	¥'000	¥'000	¥'000
Balance as at 1 January 2020	-	123,436	10,286,399	81,200	10,491,035
Profit for the financial year	-	-	9,576,208	-	9,576,208
Other comprehensive income	-	-	-	(141,009)	(141,009)
Total comprehensive income	-	-	9,576,208	(141,009)	9,435,199
Transaction with owner					
Owner's drawing, representing total transactions with owner	-	(1,695,477)	-	-	(1,695,477)
Balance as at 31 December 2020	-	123,436	18,167,130	(59,809)	18,230,757
Profit for the financial year	-	-	11,406,460	-	11,406,460
Other comprehensive income	-	-	-	146,279	146,279
Total comprehensive income	-	-	11,406,460	146,279	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)
Owner's drawing, representing total transactions with owner	-	-	(1,118,110)	-	(1,118,110)
Balance at 31 December 2021	20,000	-	28,455,480	86,470	28,561,950

The notes on pages 13- 28 form part of these financial statements

CAMED INSTITUTE CO., LTD.

STATEMENT OF CASH FLOWS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

	Note	2020	2019	2020	2019
CASH FLOW FROM OPERATING ACTIVITIES					
Profit before tax		2,803,948	2,348,261	11,406,459	9,576,208
ADJUSTMENTS FOR					
Depreciation and amortisation		837,762	829,775	3,408,017	3,383,822
Finance income	7	(569,372)	(349,629)	(2,316,205)	(1,425,787)
Finance cost	7	221,595	235,263	901,448	959,403
Impairment loss/(reversal) on trade receivables	12	24,976	(14,329)	100,793	(60,346)
Property, plant and equipment written off		6,605	-	26,869	-
Loss on disposal of property, plant and equip-ment		-	45,517	-	185,618
Operating profit before working capital changes		3,325,514	3,094,858	13,527,381	12,618,918
CHANGES IN WORKING CAPITAL					
Trade and other receivables		(254,504)	102,828	(1,035,322)	419,333
Trade and other payables		176,701	(91,557)	718,820	(373,369)
Unearned income		378,444	(620,515)	1,539,510	(2,530,460)
NET CASH FROM OPERATING ACTIVITIES		3,626,155	2,415,565	14,750,389	10,134,422
CASH FLOW FROM INVESTING ACTIVITIES					
Purchase of property, plant and equipment	9 (c)	(74,957)	(47,654)	(304,925)	(194,333)
Purchase of intangible assets	10	(4,000)	(5,000)	(16,272)	(20,390)
Proceeds from disposal of property, plant and equipment		-	10	-	41
Placement of fixed deposits		(2,948,500)	(2,286,998)	(11,994,498)	(9,326,378)
Interest received		450,809	293,694	1,833,891	1,197,684
NET CASH USED IN INVESTING ACTIVITIES		(2,576,648)	(2,045,948)	(10,481,804)	(8,343,376)
CASH FLOW FROM FINANCING ACTIVITIES					
Payment of lease liabilities and interest	11	(763,928)	(710,468)	(3,107,659)	(2,897,289)
Owner's withdrawal		(274,855)	(415,762)	(1,118,110)	(1,695,477)
NET CASH USED IN FINANCING ACTIVITIES		(1,038,783)	(1,126,230)	(4,225,769)	(4,592,766)
Net Increase/(decrease) in Cash and Cash Equivalents		10,724	(686,564)	42,816	(2,801,720)
Opening Cash and Cash Equivalents		447,330	1,096,235	1,809,450	4,467,158
Effect of exchange rate changes on cash and cash equivalents		3,722	37,659	15,141	153,573
Currency Translation Differences		-	-	13,868	(9,561)
Ending Cash and Cash Equivalents	13	461,776	447,330	1,881,275	1,809,450

The notes on pages 13- 28 form part of these financial statements

CAMED INSTITUTE CO., LTD.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2021

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 March 2022.

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 2020	\$1 =	៛ 4,045	៛ 4,078
31 December 2021	\$1 =	៛ 4,074	៛ 4,068

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.

	Dec 31, 2021	Dec 31, 2020
	₪'000	₪'000
Opening net assets	18,230,757	10,491,035
Profit during the year	11,406,460	9,576,208
Drawings during the year	(1,118,110)	(1,695,477)
Transfer to other payable	(103,036)	-
Currency translation differences	(400)	-
Translation gain / (loss) (Bal. Figure)	146,279	(141,009)
Closing net assets	28,561,950	18,230,757
Translation Reserve	86,470	(59,809)

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.

5. REVENUE (continued)

	2021	2020	2021	2020
	\$	\$	i'000	i'000
Teaching services	8,053,516	6,865,101	32,761,703	27,995,882
Books and materials	6,310	6,574	25,669	26,809
Commissions	6,171	11,803	25,104	48,133
Examination fees	43,495	34,774	176,938	141,808
Other revenue	197,248	180,101	802,404	734,452
	8,306,740	7,098,353	33,791,818	28,947,084

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 Director 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.

	2021	2020	2021	2020
	\$	\$	i'000	i'000
Teaching	1,476,656	1,265,303	6,007,037	5,159,906
Non-Teaching				
Trustee	65,000	65,250	264,420	266,090
Academic Affairs	233,476	216,273	949,780	881,961
Executive Management	231,621	258,767	942,234	1,055,252
General Operations	862,033	656,423	3,506,750	2,676,893
	1,392,130	1,196,713	5,663,184	4,880,196
	2,868,786	2,462,016	11,670,221	10,040,102

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	2021	2020	2021	2020
	\$	\$	i'000	i'000
Interest	535,840	287,676	2,179,797	1,173,143
Gain on foreign exchange	19,573	45,811	79,623	186,817

Unwinding of the lease deposit	13,959	16,142	56,785	65,827
Total finance income	569,372	349,629	2,316,205	1,425,787

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

Finance Costs	2021	2020	2021	2020
	\$	\$	i'000	i'000
Bank and credit card fee	6,627	3,167	26,959	12,916
Loss on foreign exchange	7,734	8,621	31,461	35,156
Unwinding of the Lease	205,943	221,974	837,776	905,210
Unwinding of Seniority Obligation	1,291	1,501	5,252	6,121
Total finance costs	221,595	235,263	901,448	959,403

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:

	2021	2020	2021	2020
	\$	\$	i'000	i'000
Profit before tax	2,803,948	2,348,261	11,406,459	9,576,208
Tax at Cambodian statutory tax rate of 20% (2020: 20%)	560,790	469,652	2,281,294	1,915,241
Tax effects in respect of:				
Non-allowable expenses	81,488	44,094	331,493	179,815
Tax incentives and allowances	(642,278)	(513,746)	(2,612,787)	(2,095,056)
Total income tax	0	0	0	0

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 2021, deferred tax assets are not recognized because management estimates that such potential tax assets are unlikely to be realized. 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	Right-of-use assets	Total PPE
Cost	\$	\$	\$	\$	\$
1 January 2020	93,338	707,162	1,043,174	3,123,074	4,966,748
Additions	6,500	-	41,154	35,297	82,951
Effect of modification to lease term	-	-	-	691,313	691,313
Disposals	-	-	(90,952)	-	(90,952)
31 December 2020	99,838	707,162	993,376	3,849,684	5,650,060
Additions	10,650	-	64,307	25,074	100,031
Written-off	-	-	(32,153)	-	(32,153)
31 December 2021	110,488	707,162	1,025,530	3,874,758	5,717,938
Accumulated Depreciation					
1 January 2020	13,421	460,643	512,739	1,207,949	2,194,752
Disposals	-	-	(45,424)	-	(45,424)
Depreciation expense	3,893	71,466	159,718	590,851	825,928
31 December 2020	17,314	532,109	627,033	1,798,800	2,975,256
Written-off	-	-	(25,548)	-	(25,548)
Depreciation expense	4,420	48,508	146,113	634,283	833,324
31 December 2021	21,734	580,617	747,598	2,433,083	3,783,032
Net Book Value					
31 December 2021	88,754	126,545	277,932	1,441,675	1,934,906
31 December 2020	82,524	175,053	366,343	2,050,884	2,674,804

9. PROPERTY, PLANT AND EQUIPMENT (continued)

	Artwork	Leasehold Improvement	Furniture and equipment	Right-of- use assets	Total PPE
Cost	₹'000	₹'000	₹'000	₹'000	₹'000
1 January 2020	380,352	2,881,685	4,250,934	12,726,527	20,239,498
Additions	26,507	-	167,826	143,941	338,274
Disposals	-	-	(370,902)	-	(370,902)
Effect of modification to lease term	-	-	-	2,819,174	-
Currency translation difference	(3,014)	(21,215)	(29,652)	(117,670)	(171,551)
31 December 2020	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	29,000	111,791	164,258
31 December 2021	450,128	2,880,978	4,178,009	15,785,764	23,294,879
Accumulated Depreciation					
1 January 2020	54,691	1,877,120	2,089,411	4,922,393	8,943,614
Disposals	-	-	(185,239)	-	(185,239)
Depreciation expense	15,876	291,438	651,330	2,409,490	3,368,134
Currency translation difference	(532)	(16,177)	(19,154)	(55,737)	(91,600)
31 December 2020	70,035	2,152,381	2,536,348	7,276,146	12,034,911
Written-off	-	-	(103,929)	-	(103,929)
Depreciation expense	17,981	197,331	594,388	2,580,263	3,389,963
Currency translation difference	528	15,722	18,907	55,971	91,127
31 December 2021	88,544	2,365,434	3,045,714	9,912,380	15,412,072
Net Book Value					
31 December 2021	361,584	515,544	1,132,295	5,873,384	7,882,807
31 December 2020	333,810	708,089	1,481,858	8,295,826	10,819,583

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- 6.5 years
Furniture and office equipment	4- 7 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
West building	6 years
New East 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:

	2021	2020	2021	2020
	\$	\$	i'000	i'000
Additions of property, plant and equipment	100,031	82,951	406,926	338,274
Additions via lease liabilities	(25,074)	(35,297)	(102,001)	(143,941)
Cash payments on purchase of property, plant and equipment	74,957	47,654	304,925	194,333

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 2020	35,971	146,582
Additions	5,000	20,390
Currency translation difference	-	(1,244)
31 December 2020	40,971	165,728
Additions	4,000	16,272
Currency translation difference	-	1,212
31 December 2021	44,971	183,212
Accumulated Amortisation		
1 January 2020	9,557	38,945
Amortisation expense	3,847	15,688
Currency translation difference		(414)
31 December 2020	13,404	54,219
Amortisation expense	4,438	18,054
Currency translation difference	-	415
31 December 2021	17,842	72,688
Net Book Value		
31 December 2021	27,129	110,524
31 December 2020	27,567	111,509

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.

	2021	2020	2021	2020
	\$	\$	£'000	£'000
Non-current				
Lease liabilities	1,115,428	1,718,006	4,544,254	6,949,334
Current				
Lease liabilities	623,162	553,988	2,538,762	2,240,882
Total lease liabilities	1,738,590	2,271,994	7,083,016	9,190,216

11. LEASE LIABILITY (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%- 12.70%
Central building	11.38%
West building	8.90%- 11.08%

(b) Movement of lease liabilities

	2021	2020	2021	2020
	\$	\$	¥'000	¥'000
At 1 January	2,271,994	2,053,195	9,190,216	8,366,770
Addition	24,581	34,563	99,996	140,948
Effect of modification to lease term	-	672,730	-	2,743,393
Interest charged (Note 7)	205,943	221,974	837,776	905,210
Payments of:				
Principal	(557,985)	(488,494)	(2,269,883)	(1,992,079)
Interest	(205,943)	(221,974)	(837,776)	(905,210)
Currency translation difference	-	-	62,687	(68,816)
At 31 December	1,738,590	2,271,994	7,083,016	9,190,216

(c) Recognition in profit or loss

The following are amount recognised in profit or loss:

	2021	2020	2021	2020
	\$	\$	¥'000	¥'000
Represented by:				
Depreciation charges of right-of-use assets	634,283	590,851	2,580,263	2,409,490
Interest expense on lease liabilities (include in finance costs)	205,943	221,974	837,776	905,210
Rent concessions	(32,000)	-	(130,176)	-
	808,226	812,825	3,287,863	3,314,700

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 2021	%	\$	\$	\$	\$	\$
Lease Liabilities	8.90%-12.70%	769,428	659,428	578,380	-	2,007,236
31 December 2020						
Lease Liabilities	9.37%-12.70%	553,988	618,195	1,099,811	-	2,271,994

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

	2021	2020	2021	2020
	\$	\$	£'000	£'000
Beginning lease liabilities	2,271,994	2,053,195	9,190,216	8,366,770
Cash flows	(763,928)	(710,468)	(3,107,659)	(2,897,289)
Non-cash flows:				
Addition	24,581	34,563	99,996	140,948
Effect of modification of lease term	-	672,730	-	2,743,393
Unwinding of interest	205,943	221,974	837,777	905,211
Currency translation difference	-	-	62,686	(68,817)
Ending lease liabilities	1,738,590	2,271,994	7,083,016	9,190,216

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 (2020: 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 amortized cost. Trade and other receivables are denominated in \$.

	2021	2020	2021	2020
	\$	\$	£'000	£'000
Trade receivables	58,256	21,417	237,335	86,632
Tuition and fees receivable	(30,980)	(21,100)	(126,213)	(85,350)
Less: Expected credit loss	27,276	317	111,122	1,282
	317	14,077	1,282	57,364
Other Receivables				
Advance to employees	8,600	9,600	35,036	38,832
Interest receivables	185,579	100,548	756,049	406,717
Refundable deposits	334,503	129,175	1,362,765	522,513
Prepayments	19,978	8,072	81,390	32,651
	548,660	247,395	2,235,240	1,000,713
	575,936	247,712	2,346,362	1,001,995
Less: Prepayments- non current	(5,774)	(6,809)	(23,523)	(27,542)
	570,162	240,903	2,322,839	974,453

Lifetime expected loss allowance for trade receivables are as follows:

	Current (1 - 120 days)	Term 1 (121 - 300 days)	Total US\$
31 December 2021			
Expected loss rate	51%	100%	
Gross carrying amount (US\$)	55,760	2,495	58,255
Expected credit loss	28,485	2,495	30,980
31 December 2020			
Expected loss rate	96%	100%	
Gross carrying amount (US\$)	8,476	12,941	21,417
Expected credit loss	8,159	12,941	21,100

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:

	2021	2020	2021	2020
	\$	\$	₹'000	₹'000
Beginning Allowance	21,100	51,066	85,350	208,094
Written off	(14,897)	(15,168)	(60,601)	(61,855)
Impairment loss/(Reversal) per Statement of Profit or Loss and Other Comprehensive Income	24,777	(14,798)	100,793	(60,346)
Exchange differences	-	-	671	(543)
Expected Credit Loss	30,980	21,100	126,213	85,350
Impairment loss/(Reversal)	24,777	(14,798)	100,223	(60,302)
Cash received from bad debt recovery	199	469	805	1,911
Adjusted Impairment loss/(Reversal) per State-ment of Cash Flow	24,976	(14,329)	101,028	(58,391)

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 7.25%- 8% (2020: 6%- 9%) and weighted average effective interest rate of 7.55% (2020:7.68%).

	2021	2020	2021	2020
	\$	\$	¥'000	¥'000
Cash on hand	-	20,656	-	83,554
Cash at banks	461,776	426,674	1,881,275	1,725,896
Cash and cash equivalents per cash flow statement	461,776	447,330	1,881,275	1,809,450
Deposit with original maturity of more than 3 months	9,637,250	6,688,750	39,262,157	27,055,994
Cash and bank balances	10,099,026	7,136,080	41,143,432	28,865,444

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

	2021	2020	2021	2020
	\$	\$	¥'000	¥'000
United States Dollar	7,711,614	4,764,128	31,417,115	19,270,898
Khmer Riel	2,387,412	2,371,952	9,726,317	9,594,546
	10,099,026	7,136,080	41,143,432	28,865,444

14. SHARE CAPITAL

During the financial year, CamEd has a registered and issued share capital of \$5,000 comprising 1000 ordinary shares of \$5.

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 asset.

	2021	
	Number	\$
Ordinary shares of \$5 each registered		
Third Party	1,000	5,000
Registered and issued:		
At 1 January	-	-
Issued pursuant to:		
- new issue	1,000	5,000
At 31 December	1,000	5,000
¥'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 (2020: 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.

	2021	2020	2021	2020
	\$	\$	£'000	£'000
Trade Payables				
Third Party	134,532	18,253	548,083	73,833
Other Payables				
Accruals	11,505	19,162	46,871	77,510
Fee payables	302,630	222,810	1,232,915	901,266
Other tax payables	36,254	22,704	147,699	91,840
	350,389	264,676	1,427,485	1,070,616
Trade and Other Payables	484,921	282,929	1,975,568	1,144,449

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

	2021	2020	2021	2020
	\$	\$	£'000	£'000
United States Dollar	214,582	60,119	874,207	243,181
Great British Pounds	270,339	222,810	1,101,361	901,266
	484,921	282,929	1,975,568	1,144,447

16. UNEARNED REVENUE

	2021	2020	2021	2020
	\$	\$	£'000	£'000
Unearned Revenue	3,402,698	3,024,254	13,862,592	12,233,109

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 \$3,024,254 recognised in unearned income at the beginning of the financial year has been recognised as revenue for the financial year ended 31 December 2021.

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 2021 and 2020, 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:

	2021	2020	2021	2020
	\$	\$	i'000	i'000
Related parties				
Hodjaeva Zarima				
Facilities Manager salary and wages	20,435	17,709	83,130	72,217
Wrestling Federation				
Donation	45,999	3,300	187,123	13,457
	66,434	21,009	270,253	85,675

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:

	2021	2020	2021	2020
	\$	\$	i'000	i'000
Executive Management	231,621	258,767	942,234	1,055,252
Director	65,000	65,250	264,420	266,090
	296,621	324,017	1,206,654	1,321,342

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 optimize 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:

		2021	2020	2021	2020
		\$	\$	₺'000	₺'000
Profit after tax if exchange rates had changed					
Balance in ₺		2,387,412	2,371,952	9,726,316	9,594,546
₺/\$	Strengthen by 1% (2020: 2%)	19,099	37,951	77,809	153,512
	Weaken by 1% (2020: 2%)	(19,099)	(37,951)	(77,809)	(153,512)
Balance in GBP		302,630	222,810	1,232,915	901,266
GBP/\$	Strengthen by 6% (2019: 3%)	14,526	14,260	59,179	57,682
	Weaken by 6% (2019: 3%)	(14,526)	(14,260)	(59,179)	(57,682)

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. SIGNIFICANT EVENT DURING THE FINANCIAL YEAR

The World Health Organization declared the 2019 Novel Coronavirus infection ("COVID-19") a pandemic on 11 March 2020.

As at the date of authorization of the financial statements, the COVID-19 situation is still evolving and unpredictable. Management has determined that the pandemic will not have a negative material financial effect for the foreseeable future.



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