

CamEd
Business School



2020 ANNUAL REPORT

2020 ANNUAL REPORT



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ABOUT THIS ANNUAL REPORT

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

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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.



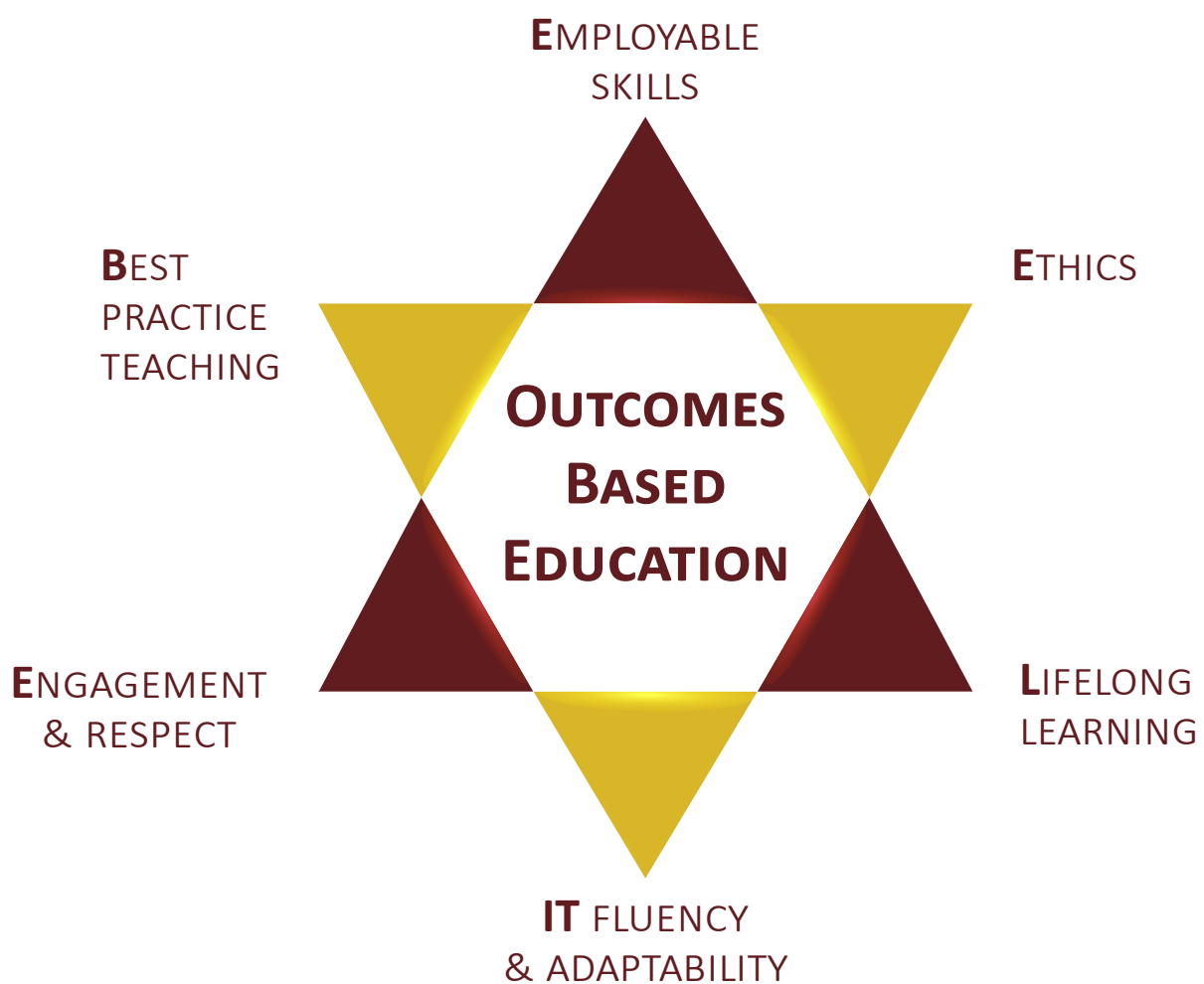




MISSION

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

EDUCATIONAL PHILOSOPHY



BE ELITE

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 and skills equal in ability to professionals in international financial centers.
2. Meet the employment needs of local companies, financial institutions, and other organizations in terms of quality accounting and finance professionals.
3. 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.



2020 STUDENT ACHIEVEMENT HIGHLIGHTS

In 2020, 313 Bachelor of accounting and finance students graduate, 94 students completed their CAT examinations, and 14 students completed their ACCA qualification and became ACCA affiliates.

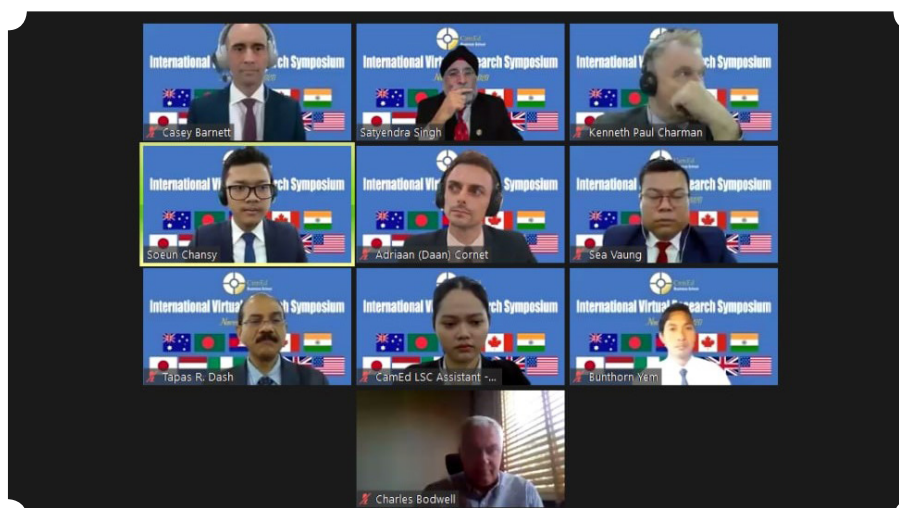
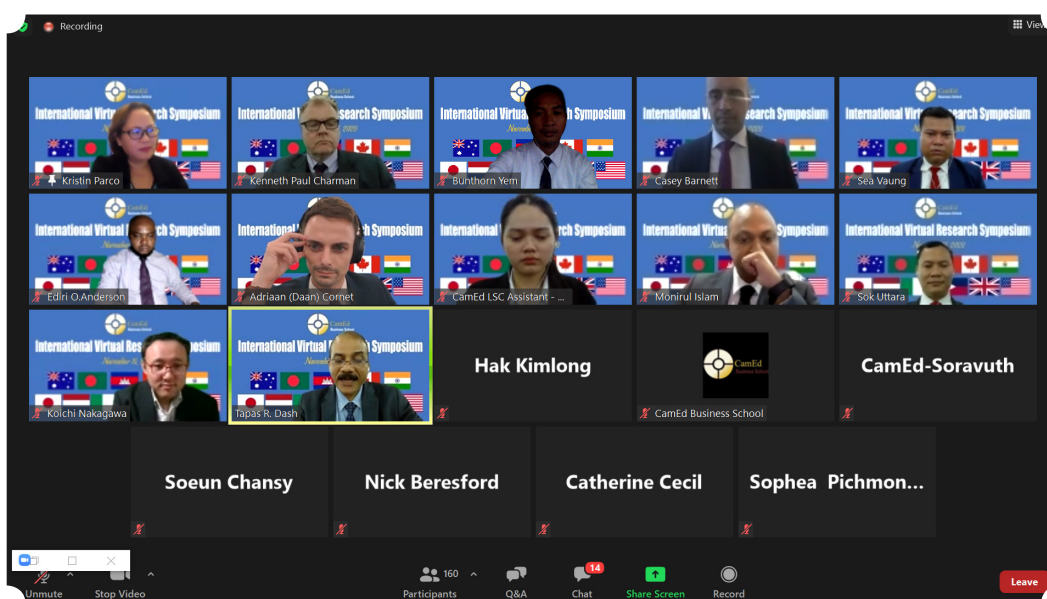


CamEd graduates comprised 70- 80% of new recruits in entry level audit and tax positions at the big four audit firms (PwC, KPMG, EY, Deloitte).

In 2020, CamEd Business School organized two debate and presentation competitions: “CamEd Resolutions ‘20” and “President’s Public Speaking and Debate Competition 2020” to improve student’s critical thinking skills, persuasion, communication, and self-confidence.



CamEd hosted the international virtual research symposium on 15 November 2020. The speakers were from different countries such as Cambodia, USA, Canada, Japan, Thailand, The Philippines, England.

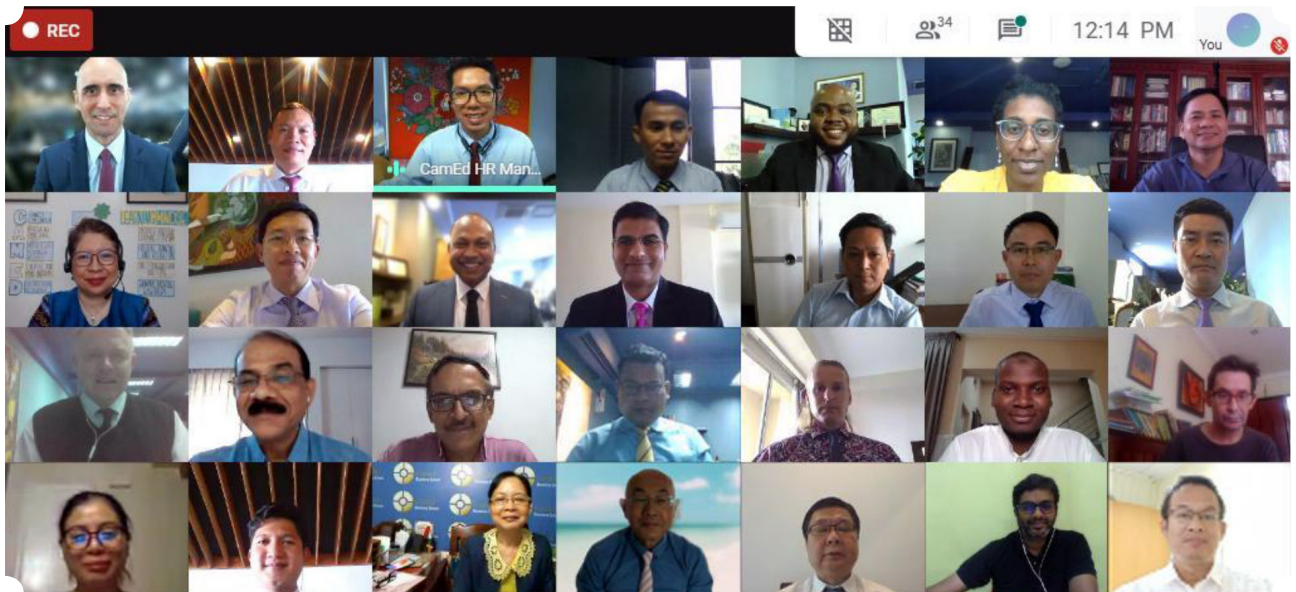


Study tour to Amarak Farm, Vital Factory and Heineken Company : These study tours allows students to meet industry professionals and to investigate and analyze issues such as collaborative work, cultural differences in business and creativity, cultural and social identity in the environment, and personal development.



2020 ACADEMIC DEVELOPMENT HIGHLIGHTS

There were three online faculty development workshops in February, May, and September. The workshops allow faculty to share their good practices or experience among faculty members and aim to promote and improve the quality of teaching and learning at CamEd.



Dr. Sok Uttara, Vice President for IQA and Internal Audit attended ACBSP Workshop to learn more about the accreditation system and build the business relationship.



2020 INSTITUTIONAL DEVELOPMENT HIGHLIGHTS

CamEd Business School was awarded the full accreditation from Accreditation Committee of Cambodia on 05 May 2020.



CamEd Business School successfully completed the first year surveillance of
ISO 9001:2015 Quality Management System on 12 Aug 2020.



CamEd Business School and the National Accounting Council entered into the Memorandum of Understanding to promote joint research, translation and education activities on 13 November 2020.



Memorandum of Understanding

For the economic development of the Kingdom of Cambodia, the National Accounting Council and CamEd Business School enter into this Memorandum of Understanding to promote joint research, translation and education activities.

Activities proposed by either party may include, but not be limited to:

- Research into accounting and audit practices
- Translation of international accounting and audit standards
- Development of illustrative financial reports
- Development, evaluation and implementation of education activities

Any activity developed under this memorandum of understanding shall be detailed in subsequent formal or informal arrangements and subject to the approval of each institution.

13 November 2020:



National Accounting Council
H.E. Dr. Ngy Tayi
Secretary of State of the
Ministry of Economy and Finance and
Chairman of the National Accounting Council

CamEd Business School



Casey Barnett, CFA, FCCA, MBA
President

CamEd Business School and Association of Chartered Certified Accountants entered into the Memorandum of Understanding to explore opportunities for collaboration to their mutual benefit on 11 November 2020.



Think Ahead



Memorandum of Understanding

Commencement Date: The last date of signature by both parties of this document on 11th November 2020

Between **CamEd Business School**, acting itself of No 64, Street 108, Phnom Penh, Cambodia

and

Association of Chartered Certified Accountants, incorporated by Royal Charter (number RC000732) of The Adelphi, 1–11 John Adam Street, London WC2N 6AU (“ACCA”)

1. Background

- 1.1. This Memorandum of Understanding (MoU) made between the CamEd Business School and ACCA provides for the establishment of a mutual co-operation between these two institutions.
- 1.2. Recognising the value of promoting mutual co-operation for the advancement of their respective members and the accountancy and tax professions, CamEd Business School and ACCA agree to the following terms as set out below.

2. Purpose

- 2.1. The purpose of this MoU is to set out the understanding between the Parties without any intention to create legal relations, rather in the spirit of mutual cooperation. Any collaborative ventures that may bind the Parties are subject to separate contractual arrangements. The purpose of this MoU is to explore opportunities for collaboration to their mutual benefit, to set out the respective roles and responsibilities of the Parties in working cooperatively to further each other's and their mutual interests.
- 2.2. No funding will be required from either Party except as mutually agreed from time to time. The Parties agree that all financial arrangements will be negotiated for each specific case prior to commencement of the activity and will depend on the availability of funds.

CamEd Business School and Cambodia Community of Investment Professionals entered into the Memorandum of Understanding to promote capacity building of human resources in the form of education, public awareness and training, especially that with a focus on accounting, finance and investment on 10 November 2020.



Memorandum of Understanding
Between the
Cambodia Community of Investment Professionals
And
CamEd Business School

This memorandum of understanding is made between the Cambodia Community of Investment Professionals (CCIP) and CamEd Business School (CamEd).

In the spirit of cooperation for the advancement of the accounting and audit professions and economic development of the Kingdom of Cambodia, CCIP and CamEd enter into this Memorandum of Understanding (MoU) to promote joint educational collaboration as follows:

AIM

The aim of this MoU is to promote capacity building of human resources in the form of education, public awareness and training, especially that with a focus on accounting, finance and investment.

COLLABORATION

Areas of collaboration may be proposed by either party and may include, but are not limited to:

- Public awareness events, education and training in careers, ethics and governance,
- Finance and investment education and examinations,
- Continuing professional education for finance professionals, and
- Investment research activities and competitions.



2020 COMMUNITY DEVELOPMENT HIGHLIGHTS

CamEd students have conducted charity projects for their Leadership Philosophy course to help and support students in rural areas during the COVID-19 crisis.



Despite most community development related activities halted by Covid-19, CamEd remains at the forefront of protecting and preserving Khmer traditions and culture.

In fact, CamEd encouraged our CamEd Student Government to continue organizing our annual “Khmer Culture Festival.” Instead of conducting it per usual, we organized it on online platforms



At the same time, CamEd Audit Club, one of CamEd student club, also made their own traditional and cultural art related video about “Lakhorn Khoul” to posted on CamEd Facebook Page.



A hand is holding a small, white, rectangular card. The card has the word "GOAL" written on it in a bold, yellow, sans-serif font. The card is positioned in the center of the frame. Behind the card is a semi-transparent white square. Overlaid on the entire scene is a yellow geometric frame consisting of two overlapping squares, creating a star-like shape. The background is a blue, textured fabric, possibly a shirt or a bag, with a hand visible on the left side holding the card.

GOAL

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 Induce significant development of 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
1.1.1 The institute has achieved international accreditation by a US accreditation association.	Not achieved.	Not achieved.	Achieved AUN-QA accreditation	Achieved ACC accreditation
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
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: 61 ACCA: 181
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
1.1.5 The average engagement score for staff and lecturers 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

1.2 Admit academic degree students with higher intellectual ability.

2023 Indicators	2017 Result	2018 Result	2019 Result	2020 Result
1.2.1 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.



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
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%	90% as of Mar 02, 2021.

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

2023 Indicators	2017 Result	2018 Result	2019 Result	2020 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
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





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
3.1.1 All lecturers are academically or professionally qualified in the subject they are teaching.	Achieved	Achieved	Achieved	Achieved
3.1.2 A majority of lecturers hold a Phd.	35%	41%	42%	38%
3.1.3 Student evaluations of lecturers is 6.1+ or above on a scale of 1-7.	6.26	6.23	6.35	6.31

3.2 Engage and encourage lecturers to conduct and publish research.

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



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

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

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

2023 Indicators	2017 Result	2018 Result	2019 Result	
3.4.1 CamEd holds approval or learning partner status from the ACCA.	Achieved	Achieved	Achieved	Achieved
3.4.2 CamEd holds affiliate status from the CFA Institute.	NA	NA	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
4.1.1 CamEd maintains a 3-year running average growth in profit of 10%+	Achieved: 845% 2015: 2,344% 2016: 145% 2017: 45%	Achieved: 69% 2016: 145% 2017: 45% 2018: 18%	Achieved: 18% 2017: 45% 2018: 18% 2019: -11%	Achieved: 28% 2018: 18% 2019: -11% 2020: 77%

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
4.2.1 CamEd has a 3-year running average net margin of 15%+	Achieved: 19% 2015: 11% 2016: 21% 2017: 25%	Achieved: 25% 2016: 21% 2017: 25% 2018: 27%	Achieved: 24% 2017: 25% 2018: 27% 2019: 20%	Achieved: 27% 2018: 27% 2019: 20% 2020: 33%



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 Publication of research on Cambodian history, economics, finance or accounting.

2023 Indicators	2017 Result	2018 Result	2019 Result	2020 Result
5.1.1 50% of CamEd academic staff annually publish research on Cambodian history, economics, finance or accounting.	56% No: 23	40% No: 17	54% No: 25	55% No: 23

5.2 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
5.2.1 90% of CamEd graduates increased pay or position within 24 months of graduation	NM*	NM	NM	100%
5.2.2 5% of CamEd graduates become managers or entrepreneurs within 5 years of graduation.	NM	NM	NM	20% (45/227)
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	60%	Tax: 0% Financial Report: 60%

*Not measured as Goal 5 was approved in 2020.







2020 OBJECTIVES

GOAL #1 - 2020 OBJECTIVES

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

Indicator	2017 Baseline	2018 Result	2019 Target	2020 Target	2020 Result
1. Average lecturer evaluations on a scale of 1-7	Jan - June 2017 Evaluation 1: 6.21 Evaluation 2: 6.29 July - Dec 2017 Evaluation 1: 6.29 Evaluation 2: 6.26	Jan - June 2018 Evaluation 1: 6.14 Evaluation 2: 6.21 July - Dec 2018 Evaluation 1: 6.30 Evaluation 2: 6.46	Jan - June 2019 Evaluation 1: 6.30 Evaluation 2: 6.36 July - Dec 2019 Evaluation 1: 6.38 Evaluation 2: 6.36	Jan - June 2020 Evaluation 1: 6+ Evaluation 2: 6+ July - Dec 2020 Evaluation 1: 6+ Evaluation 2: 6+	Jan - June 2020 Evaluation 1: 6.35 Evaluation 2: 6.27 Evaluation 3: 6.27 July - Dec 2020 Evaluation 1: 6.32 Evaluation 2: 6.36
2. International pass rates for exams embedded in the bachelor program.	Pass rates $\frac{1}{2}$ or more of international pass rates for 6/7 subjects.	Pass rates $\frac{1}{2}$ or more of international pass rates for 5/7 subjects.	Pass rates $\frac{1}{2}$ or more of international pass rates for 6/7 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.
3. International pass rates for professional certification exams not embedded in the bachelor program.	2017 Pass rates $\frac{2}{3}$ or more of international pass rates for 11/11 subjects.	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 8/9 subjects.	Pass rates $\frac{2}{3}$ or more of international pass rates for 7/9 subjects in JJ19 and 8/9 in JD19.	Pass rate $\frac{2}{3}$ or more of international pass rates for 7/9 subjects in JJ20.
4. ACCA quality approval	Learning partner status was maintained.	Learning partner status was maintained.	Maintain learning partner status with the ACCA.	Learning partner status was maintained.	Learning partner status was maintained.
5. AUN-QA Accreditation	None prepared.	Not achieved as AUN-QA assigned assessment for the following year in June 2019.	Successfully accredited program assessment by AUN-QA	Achieve accreditation	Accreditation was achieved.
6. MOEYS ACC Accreditation	NA	NA	Completed and submitted to the ACC on June 28, 2019.	Maintain accreditation	Accreditation was maintained.
7. CFA Affiliation	NA	NA	Achieved on 25 Feb, 2019	Maintain Affiliate Status	Affiliate Status was maintained.
8. Number of new students for the BA, CAT and ACCA programs	BA: 493 CAT: 124 (JD17 + JJ18) ACCA: 252 (JD17 + JJ18)	BA: 708 CAT: 127 (JD18 + JJ19) ACCA: 281 (JD18 + JJ19)	BA: 581 CAT: 109 (JD19 + JJ20) ACCA: 249 (JD19 + JJ20)	BA: 600 CAT: 75 (JD20 + JJ21) ACCA: 200 (JD20 + JJ21)	BA: 755 CAT: 61 (JD20+JJ21) ACCA: 181 (JD20+JJ21)

GOAL #2 - 2020 OBJECTIVES

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

Indicator	2017 Baseline	2018 Result	2019 Target	2020 Target	2020 Result
1. Employment rate of fresh graduates seeking work within three months of completing studies	Within three months: 85% Within six months: 97.7%	87% as of February 7, 2019 (within 1.5 months)	Within three months: 91%	Within three months: 85% Within six months: 95%	Within three months: 90% (02 Mar 2021)
2. Graduate evaluation of employment quality	76% of bachelor degree graduates ranked their present employment as "good" or "excellent".	77% bachelor of degree graduates rank their present employment as "good" or "excellent"	70% of Bachelor degree graduates rank their present employment as "good" or "excellent"	75-85% of bachelor degree graduates rank their present employment as "good" or "excellent"	62% of Bachelor degree graduates rank their present employment as "good" or "excellent"
3. Employer evaluation of CamEd graduates	In the 2018 employer survey, 80% of employers ranked the quality of CamEd graduates as "good" or "excellent". N:35 Internal Study	80% of employers ranked the quality of CamEd graduates as "good" or "excellent". N:35 Internal Study	29% of employers rank the quality of CamEd graduates as "good" or "excellent". N:7 External Study	50% of employers rank the quality of CamEd graduates as "good" or "excellent". N:35 External Study	62% of employers rank the quality of CamEd graduates as "good" or "excellent". N: 29 External Study

GOAL #3 - 2020 OBJECTIVES

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

Indicator	2017 Baseline	2018 Result	2019 Target	2020 Target	2020 Result
1. Faculty (academics) qualifications	Out of 23 BA faculty, the highest level of education was as follows: PhD: 10 Professional qualification + master degree: 3 Professional qualification only: 2 Master degree only: 8 BA only: 0 PhD: 43% Professional qualification + master degree: 13% Master only: 35% qualification only: 8.7% BA only: 0%	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%	The percent of faculty who hold either a PhD or a combination of a master's degree + professional qualification will increase.	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%
2. Faculty research publication	Research journals were published for the JJ2017 and the JD2017 terms.	Research journals were published for the JJ2018 and the JD2018 terms.	1. Achieved. 2. 76% (25/33) of faculty published research within the year.	1. The research journal will be published twice a year. 2. 70% of faculty will publish research within the year.	1. Achieved. 2. 63% of BA faculty published research within the year.

GOAL #4 - 2020 OBJECTIVES

Consistently deliver financial returns that meet or exceed shareholder requirements.

Indicator	2017 Baseline	2018 Result	2019 Target	2020 Target	2020 Result
1. Growth in profit	45%	18%	-11%	5%	77%
2. Net margin	25%	27%	20%	20%	33%
3. Student, employee, and lecturer evaluation of CamEd services and processes	Percent of students who would recommend CamEd: 81% Student evaluations: Departments: 5.92 Facilities: 5.23 Student Clubs: 5.68 (on a scale of 1-7) Employees Engagement Rating: 4.34 (on a scale of 1-5) Faculty Engagement Rating: 4.42 (on a scale of 1-5) Faculty evaluations Departments: 6.28 Facilities: 5.62	Percent of students who would recommend CamEd: 81% Student evaluations: Departments: 5.93 Facilities: 5.76 Student Clubs: 5.76 Employees Engagement Rating: 4.49 Faculty Engagement Rating: 4.44 Faculty evaluations Departments: 6.33 Facilities: 6.06	Percent of students who would recommend CamEd: 83% Student evaluations: Departments: 5.44 Facilities: 5.20 Student Clubs: 5.29 Employees Engagement Rating: 4.17 Faculty Engagement Rating: 4.37 Faculty evaluations Departments: 6.10 Facilities: 6.16	Percent of students who would recommend CamEd: 85% Student evaluations: Departments: 6+ Facilities: 5.85+ Student Clubs: 5.85+ Employees Engagement Rating: 4.5+ Faculty Engagement Rating: 4.5+ Faculty evaluations Departments: 6+ Facilities: 6+	Percent of students who would recommend CamEd: 92% Student evaluations: Departments: 6.17 Facilities: 6.10 Student Clubs: 6.06 Employees Engagement Rating: 4.41 Faculty Engagement Rating: 4.48 Faculty evaluations Departments: 6.24 Facilities: 6.54

GOAL #5 - 2020 OBJECTIVES

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

Indicator	2017 Baseline	2018 Result	2019 Target	2020 Target	2020 Result
1. Number of Research publications relevant to Cambodia	23	17	25	25	23
2. A majority of graduates increase pay by 10% in past 24 months	NA	NA	NA	100%	100%
3. Percent of third year BA students preparing Khmer language financial statements based on applicable standards.	NA	NA	NA	90%	60%
4. Percent of third year BA students passing Khmer language tax exam	NA	NA	NA	50%	No BA students taking the Khmer Language tax exam.



2020

ACTION PLANS



BOARD OF TRUSTEES

ACTION PLAN

JANUARY 2020 - DECEMBER 2020

OBJECTIVE #1

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. The vision and mission is up to date.	The board reviewed the vision and mission but did not propose any changes.	The board reviewed and made small adjustments to the vision and mission.	The board reviewed and did not propose any changes.	Conduct a review before year end.	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 prepared.	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.	11/16 = 69%	9/14 = 64%	8/16 = 50%	12/20 = 60%	14/20 = 70%

OBJECTIVE #2

Oversee the financial performance and financial position of CamEd Business School.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. There is an appropriate annual budget.	The budget was approved by the President.	The budget was 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.	The financial statements were approved by the President.	In progress.	Achieved	The 2020 financial statements shall be prepared by the CFO, approved by the President and submitted to the Audit Committee.	Achieved

OBJECTIVE #3

Be accountable for CamEd performance.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Report performance to shareholders and relevant stakeholders.	A strategic report was prepared and disseminated. A financial report was prepared for the shareholder.	A strategic report was prepared and disseminated. A financial report was prepared for the shareholder.	A strategic report was prepared for dissemination. 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	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Engagement scores of board members.	NA	4.85	4.94	4.5+	4.6
2. Evaluate the performance of the President on a scale of 1-7.	The board did not arrange an independent evaluation of the president in 2017.	A review was conducted.	6.9	6+	7
3. Evaluate the performance of the Board.	Performance was internally evaluated.	An internal and an independent external evaluation were 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 2021 timeline shall be prepared by the end of the year.	A timeline was prepared.

OBJECTIVE #5

Oversee the financial reporting and related controls of the institute.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Appointment of external auditor is conducted.	Appointed by the Shareholder	Appointed by the Shareholder	Appointed by the Audit Committee.	Appointed by the Audit Committee.	Appointed by the Audit Committee.
2. The annual internal audit report is reviewed.	NA	NA	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 #6

Oversee the risk management process of the institute.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Risk management framework is annually reviewed.	NA	NA	The risk management framework was approved on 30 November 2019.	To achieve.	Not achieved
2. Risk management reports are reviewed.	NA	NA	NA	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.

INTERNAL QUALITY ASSURANCE

ACTION PLAN

JANUARY 2020 - DECEMBER 2020

A. QUALITY OF THE INPUTS

OBJECTIVE #1

Review the reports on policy review to ensure clarity, consistency and alignment.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Department evaluation of usefulness and accuracy of the reports on departmental review of CamEd's guidelines, policies, and procedures of all departments, offices, committees, units at CamEd.	NA	NA	NA	5.0+	5.9

OBJECTIVE #2

Review the reports on policy review to ensure clarity, consistency and alignment.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Conduct and disseminate an evaluation report on the Camping Program	NA	NA	NA	An evaluation report of camping is disseminated to the relevant departments by June.	Achieved- report submitted on 24 Aug 2020.
2. Conduct and disseminate an evaluation report on the Orientation Program	NA	NA	NA	An evaluation report on the Orientation Program is disseminated to the relevant departments by June.	Achieved- report submitted on 24 Aug 2020

OBJECTIVE #3

Review the recruitment of the academic and non-academic staff and the induction program.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Review compliance with the recruitment process and policy	NA	NA	Achieved	Submit the review report to the President and Board in June and December.	Achieved.

2. Advise HR on induction improvement based on review of the satisfaction survey of the academic and non-academic staff induction	NA	NA	NA	Usefulness and accuracy of reports given by IQA to the HR department. 5.0+	Not achieved
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OBJECTIVE #4

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Review the alignment of the curriculum graduate attributes, ELOs, and CLOs.	NA	NA	NA	Review report on the alignment of the curriculum submitted to the Curriculum Committee by December.	Revised a curriculum map and course relational structure

OBJECTIVE #5

Strengthen the capacity of the QET in each department.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Capacity building for QET	NA	NA	NA	All QET teams receive 2 training sessions in Feb & Aug.	All QET teams received 2 training sessions in Jan and Feb.

OBJECTIVE #6

Develop the capacity of the IQA Department members.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. IQA members attend AUN-QA training and conference	NA	IQA self-study of ACC	1 Conference; Tiers 1, 2, 3; OBE	AUN-QA Conference: Dr. Sok Uttara in March.	The conference was cancelled.
2. IQA members receive training from ACC and MoEYS	NA	IQA self-study of ACC	5 training sessions were attended	2 members will attend 4 training sessions.	4 training sessions were attended.
3. IQA members have a clear understanding of ACBSP.	NA	NA	NA	Dr. Sok Uttara will attend the ACBSP training in Feb.	Dr. Sok Uttara attended the ACBSP training in Feb.
4. IQA receives professional training (CAT)	NA	NA	NA	Dr. Sok Uttara & Mr. Chan Tola will pass the FFA course.	Dr. Sok Uttara & Mr. Chan Tola took the FFA course.

B. QUALITY OF THE PROCESSES

OBJECTIVE #1

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Review and evaluation of the implementation of the recommendations by AUN-QA are conducted.	NA	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 will be implemented by Jun.	100% of accepted recommendations of AUN-QA were implemented.
2. Review and evaluation of the implementation of the recommendations by ACC are conducted.	NA	NA	NA	100% of accepted recommendations of ACC will be implemented by Nov.	Achieved

OBJECTIVE #2

Ensure the Quality of Teaching and Learning.

2.1 Lesson Planning and Teaching Methods

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Review lesson plans and their alignments with CLOs (including reviewing the videos)	NA	NA	NA	A report on two lesson plans and their alignments with CLOs for each faculty per term will be submitted to management and/or lecturers in Mar and Aug	1. Collect 2 lecture notes and/or lesson plans from each lecturer for JJ2020 and JD2020. 2. Review them against CLOs.

2.2 Review the Assessment Methods and Conformity to the CLOs

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Review the checklist of conformity to the CLOs submitted by LSC.	NA	50%	100%	Feedback on the Checklist of conformity is submitted to LSC and President July and Dec.	Feedback on the Checklist of conformity- Jul & Dec

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Review marking rubrics of assignments and facilitate the use of the rubrics	NA	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%

2. Train faculty how to write rubrics (e.g. in Faculty Development Workshop)	NA	NA	NA	1 training on rubrics writing	Training on 30 May 20
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OBJECTIVE #3

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Teaching performance of randomly selected faculty to be observed by IQA-IA Unit	85%	90%	50% of faculty observed by IQA-IA advisor.	50% of the faculty will be observed by the IQA-IA Unit	50% of the faculty were observed by the IQA-IA
2. Teaching performance of all faculty to be observed by Faculty Council	NA	Achieved	31 faculty members observed	All faculty will be observed once per term, and new faculty will be observed twice per term.	32 (....%?) faculty members observed

OBJECTIVE #4

Coordinate Faculty Development Workshop.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Faculty members receive in-house training.	Two professional development workshops were conducted.	Three professional development workshops were conducted.	Achieved	Workshop 1: February Workshop 2: August	1 st Workshop: 23 Feb 20 2 nd Workshop: 30 May 20 3 rd Workshop: 11 Sep 20

OBJECTIVE #5

Conduct IQA-related research to inform decision making.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Conduct research and write a research report	NA	NA	NA	A final research report will be submitted to the Research Committee in Dec	Not achieved.

C. QUALITY OF THE OUTPUTS

OBJECTIVE #1

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Review annual reports on student statistics	NA	NA	NA	Review accuracy of the annual reports on: - Student graduation - Student dropout rate - Student repetition rate by the end of March.	Achieved.
2. Conduct institutional evaluation by students, by faculty, and by staff	NA	NA	Achieved	Report will be submitted in September	Report was submitted in November
3. Conduct student self-evaluation of learning outcomes	NA	NA	Piloted	Report will be submitted in June and December	Report was submitted in December

OBJECTIVE #2

Review the departmental self-assessment reports.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Review and give feedback to the departmental self-assessment reports	NA	NA	NA	QET evaluation of IQA feedback quality. 5.0+ (Jun and Nov)	5.9
2. Coordinate the sharing of the good practices of each department.	NA	NA	NA	One sharing session of good practices in July and another one in Dec.	One sharing session of good practices in Dec.

OBJECTIVE #3

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Become a member of ACBSP	NA	NA	NA	Become a member of ACBSP by May.	Achieved
2. Become a candidate of ACBSP and a mentor is assigned	NA	NA	NA	Candidacy is granted and a mentor is assigned by Oct.	Achieved for Candidacy.

OBJECTIVE #4

Evaluate the IQA Department performance.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. The results of IQA Department self-assessment	NA	NA	By Dec	5.7+	Not achieved
2. Results of IQA Department assessment by BoT, President, Faculty, and Department Heads.	NA	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	5.7+	6.5
3. The results of the evaluation of the quality of recommendations provided by the IQA Department.	NA	NA	NA	5.7+	5.9

D. QUALITY OF THE OUTCOMES

OBJECTIVE #1

Coordinate a tracer study.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Coordinate a tracer study conducted by a consulting firm.	NA	Achieved	Achieved: Report submitted to IQA	Tracer study report is submitted to IQA in Aug	Tracer study report was submitted to IQA in Aug

OBJECTIVE #2

Synthesize systemic data and give recommendations for improvement.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Synthesize data (self-assessment reports, tracer study report, internal evaluation reports)	NA	NA	NA	An integrated report and recommendations for improvement are provided to respective departments in Dec.	Annual Report was prepared.

INTERNAL AUDIT ACTION PLAN JANUARY 2020 - DECEMBER 2020

OBJECTIVE #1

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Review the accounting guidelines used by accounting and finance department.	Conducted by the Office of the President	Conducted by the Office of the President.	Achieved	100% of accounting guidelines are reviewed.	100% of accounting 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.	External Audit	NA	Achieved	Report on the implementation of accounting guidelines.	Review Report submitted to Finance on 31 July 2020
3. Review of cash and deposit reconciliation on a date randomly selected.	N/A	N/A	1. 26 Apr 2019 2. 29 Jul 2019 3. 22 Oct 2019 4. 13 Dec 2019	Conduct 4 spot checks	1. 29 Apr 2020 2. 27 Jul 2020 3. 04 Nov 2020 4. 21 Dec 2020

OBJECTIVE #2

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Coordinate risk assessments and advise corrective actions in each department.	NA	NA	Achieved	Risk assessment reports from 100% of departments are submitted to VP for IQA-IA to review in June and November.	Risk assessment reports from 100% of departments were submitted to VP for IQA-IA to review in June and Jan
2. Validate explanation on budget variances.	NA	NA	Only one report on 11-October 2019	To achieve.	Achieved
3. Submit an annual internal audit report to the Audit Committee and BoT.	NA	NA	by December	Report will be submitted to the Audit Committee and BoT in November.	Report will be submitted to the Audit Committee and BoT in January.
4. Conduct risk-based review of expense	NA	NA	NA	To achieve	Achieved
5. Conduct cost reduction review	NA	NA	NA	Save up to \$50,000 per annum (Jul and Dec)	Cost Reduction Report on agreement with all departments saving up to \$441,782

OBJECTIVE #3

Develop capacity of the IA members.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. IA members receive training from ISO.	NA	NA	17 internal auditors were trained by ISO on 06-May 2019	All internal auditors will attend two trainings (by IA Department and by ISO).	All internal auditors attend two training sessions: - Cost of Quality and Kaizen on 21-22 Jan 2020. - Risk Management on 11-Feb 2020.
2. IA members pursue Master and PhD programs.	NA	NA	NA	Commence Master in Professional Accountancy - Mr. Mean Udam PhD in Education: - Ms. Maria Isabelita	Ms. Maria Isabelita: Commence PhD in Education Mr. Mean Udam: Completed ACCA
3. Lead internal auditor receives mentoring and coaching from IA mentor.	NA	NA	The first meeting, held on 12-Aug, 2019, was about IA mentorship and work plan. The second meeting, held on 29-Aug, 2019, was about KPI of the IA Department.	The Lead Internal Auditor will attend at least 6 meetings with the IA Mentor.	5 Meetings with IA Mentor were conducted.
4. Enterprise visits about IA systems and meetings with Local and International internal auditors.	NA	NA	NA	Visits to 4 companies.	One online Meeting with Internal Audit Manager at CIMB on 20 Dec 2020.

OBJECTIVE #4

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Review and evaluation of the implementation of the recommendations by ISO, IA, and external auditor are conducted.	NA	NA	N/A	100% of accepted recommendations will be reviewed.	The implementation of the accepted recommendations were reviewed and evaluated.

OBJECTIVE #5

Review the IA Department's performance.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. The IA performance is reviewed by BoT, President, and Department Heads.	NA	NA	NA	5.8+	6.83
2. Evaluation score on a scale of 1-7 from relevant departments on "Quality of the IA Department's Recommendations".	NA	NA	6.25	5.8+	6.5

OBJECTIVE #6

Conduct research on internal audit.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Research on Internal Audit	NA	NA	NA	1 research output by December	Not achieved but IA attended two training sessions about the research.
2. Identification of an internal audit software to be used in CamEd	NA	NA	NA	An internal audit software will be recommended to the President for consideration by November	Mindbridge AI auditor will be tested.

CURRICULUM COMMITTEE

ACTION PLAN

JANUARY 2020 - DECEMBER 2020

OBJECTIVE #1

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Review the curriculum for conformity with the vision and mission.	Achieved	Achieved	Achieved in line with AUN accreditation process.	When Vision and mission statement will be revised or reinforced, conformity review will be conducted.	Achieved. (Add work placement course)

OBJECTIVE #2

Evaluate and improve the curriculum.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Solicit feedback from alumni and employers on the relevance of the curriculum.	Achieved	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. In person meetings with 5+ key employers 2. In person meetings with 5+ alumni 3. Survey employers 4. Survey alumni	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
2. Conduct external evaluation of the program specification.	NA	Achieved	Achieved.	To achieve by the fourth quarter.	Not Achieved
3. Benchmark the program specification with international universities.	NA	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 April 2017.	Reviewed by KPMG in July 2018.	Reviewed by KPMG in February 2019.	To achieve by August 2020.	Reviewed by VDB in November 2020.
5. Before year end, the business law syllabus is reviewed by an external firm.	Not reviewed.	Reviewed by DFDL in July 2018.	Reviewed by DFDL in February 2019	To achieve by August 2020.	Reviewed by Dr. Prum Virak in November 2020.

6. Hold a workshop on lessons to review teaching and assessment methods, objectives, expected learning outcomes to support lecturer/professor revision of course specifications.	NA	Three Workshops were held	Partially achieved through Faculty Development Workshops and LSC Reviews.	To be included in the Faculty Workshop conducted by IQA-IA Unit in 2020.	Achieved through faculty development workshop.
7. Assignments, projects, and field trips in course specifications are reviewed and revised.	NA	Achieved	Achieved by the LSC Department.	To achieve.	Achieved by LSC and IQA-IA.

OBJECTIVE #3

Draft new program specifications.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. A master's degree program specification will be drafted and subject to evaluations by key stakeholders, including alumni and employer.	NA	Not Achieved	Not Achieved.	Draft a program specification by the fourth quarter 2020.	Not Achieved.

OBJECTIVE #4

Develop the capacity of the Curriculum Committee.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Identify and participate in relevant training to improve Committee members' skill in developing the curriculum.	Two Curriculum Committee members joined AUN-QA training.	Three Curriculum Committee members joined AUN-QA training.	Two Curriculum Committee members joined two AUN-QA training.	Participate in 1+ workshops, training, or higher education related to curriculum development.	Two Curriculum Committee members joined the ACBSP conference.

ACADEMIC AFFAIRS - DEPARTMENT OF ACCOUNTING AND FINANCE

ACTION PLAN JANUARY 2019 - DECEMBER 2019

OBJECTIVE #1

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

Indicator	2017 Baseline	2018 Baseline	2019 Baseline	2020 Target	2020 Result
1. Student evaluation of lecturer quality.	Average lecturer evaluations for BA classes were as follows: JJ2017 Evaluation 1: 6.19 Evaluation 2: 6.31 JD2017 Evaluation 1: 6.33 Evaluation 2: 6.25	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: 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: JJ2020 BA Evaluation 1: 6.0+ BA Evaluation 2: 6.0+ ACCA/CAT Eval 1: 6.0+ ACCA/CAT Eval 2: 6.0+ JD2020 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: 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
2. Peer evaluation observations by the Faculty 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.	IQA evaluations were on a risk based approach and did not cover all lecturers.	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 = 6.1+ BA Lecturers = 6.1+	Overall score: ACCA/CAT Lecturers = 6.60 BA Lecturers = 6.58
3. Average bachelor student self-study hours per lecture hour.	1.21	1.09	1.18	1.2	1.12

4. International pass rates for exams embedded in the bachelor program.	Pass rates $\frac{1}{2}$ or more of international pass rates for 6/7 subjects.	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.	Pass rates $\frac{1}{2}$ or more of international pass rates for 6 out of 7 subjects.	No international Exam due to Covid-19
5. International pass rates for professional certification exams not embedded in the bachelor program.	2017 Pass rates $\frac{2}{3}$ or more of international pass rates for 11/11 subjects.	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 8 out of 10 subjects.	Pass rates $\frac{2}{3}$ or more of international pass rates for 7/9 subjects.
6. Student evaluation of the integrity of exams.	NA	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	JJ19 Midterm: 6.1+ JJ19 Final: 6.1+ JD19 Midterm: 6.1+ JD19 Final : 6.1+	JJ20 Midterm: 6.36 JJ20 Final: 5.81 JD20 Midterm: 6.25 JD20 Final: 6.20
7. Retention rate as measured by percent of students continuing to the new academic year.	First year entering second: 87% Second year entering third: 88% Third year entering fourth: 92%	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: 90% Second year continuation 90% Third year continuation: 90%	First year entering second: 85% Second year entering third: 95% Third year entering fourth: 96%
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	2017 Baseline	2018 Baseline	2019 Baseline	2020 Target	2020 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 = 68.4% 2 or more workshops = 42.1% 3 or more workshops = 26.3%	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 = 90%+ 2 or more workshops = 50%+ 3 or more workshops = 30%+	1 or more workshops = 13/16 = 82% 2 or more workshops = 8/16 = 50% 3 or more workshops = 6/16 = 38%

	4 or more workshops = 10.5% 5 or more workshops = 10.5%				
4. Percentage of Foundation Year lecturers who have introduced real-world application via local case studies, research assignments, and guest lecturers.	63.2%	80%	22/25 = 88%	100%	14/16 = 88%
5. Percentage of lecturers who have met with key industry employers.	26.4% of lecturers had sit down one-on-one interviews with at least 4 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: 90% 2 or more key employers: 70% 3 or more key employers: 50%	1 or more key employer: 12/16 = 75% 2 or more key employers: 8/16 = 50% 3 or more key employers: 5/16 = 31%

OBJECTIVE #3

Develop both the technical knowledge and pedagogical skills of lecturers.

Indicator	2017 Baseline	2018 Baseline	2019 Baseline	2020 Target	2020 Result
1. Review and enhance Faculty's Council policies.	NA	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.	78.9%	75%	30/34 = 88%	100%	15/16 = 94%
3. Percentage of lecturers who have completed a self- assessment and self-development plan.	NA	100%	87%	100%	100%
4. Percentage of lecturers who have undergone a one-on-one pedagogical evaluation with direct feedback.	Adjunct lecturers: 0% Full-time lecturers: 85%	Adjunct lecturers: 100% Full-time lecturers: 100% Excluding trustees	Adjunct lecturers: Not conducted Full-time lecturers: 100%	Adjunct lecturers: 50% Full-time lecturers: 100% Excluding trustees	Adjunct lecturers: 70% Full-time lecturers: 100%
5. Percentage of lecturers who have participated in teacher development workshops.	Two workshops: 75%	One workshop: 83% Two workshops: 67% Three workshops: 50%	One or more workshop: 33/33 = 100% Two workshop: 21/33 = 64%	One workshop: 100% Two workshops: 75%+ Three workshops: 25%+	One or more workshop: 13/16 = 81% Two workshops: 7/16 = 44%

FOUNDATION YEAR DEPARTMENT

ACTION PLAN

JANUARY 2020 - DECEMBER 2020

OBJECTIVE #1

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

Indicator	2017 Baseline	2018 Baseline	2019 Baseline	2020 Target	2020 Result
1. Average student evaluation of lecturer quality on a scale of 1-7.	JJ2017 Evaluation 1: 6.12 Evaluation 2: 6.30 JD2017 Evaluation 1: 6.42 Evaluation 2: 6.35	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	JJ2019 Evaluation 1: 6.2+ Evaluation 2: 6.2+ JD2019 Evaluation 1: 6.2+ Evaluation 2: 6.2+	JJ2020 Evaluation 1: 6.35 Evaluation 2: 6.24 Evaluation 3: 6.34 JD2020 Evaluation 1: 6.33 Evaluation 2: 6.38
2. Peer evaluation observations by the Faculty 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.	IQA evaluations were on a risk based approach and did not cover all lecturers.	Overall Score: 6.44	BA Lecturers: 6.36	BA Lecturers: JJ20 = 6+ JD20 = 6+	BA Lecturers: 6.62 JJ20 = 6.60 JD20 = 6.70
3. Average Foundation Year student self-study hours per lecture hour.	1.15	1.18	0.95	1.2+	1.13
4. Student evaluation of the integrity of exams.	JJ2017 midterm: FY only: 6.61 JJ2017 final: FY only: 6.28 JD2017 midterm: FY only: 6.50 JD2017 final: FY only: 6.39	JJ2018 midterm: FY only: 6.13 JJ2018 final: FY only: 6.27 JD2018 midterm: FY only: 6.47 JD2018 final: FY only: 6.37	JJ2019 midterm: FY only: 6.26 JJ2019 final: FY only: 6.26 JD2019 midterm: FY only: 6.07 JD2019 final: FY only: 6.07	JJ2019 midterm: FY only: 6+ JJ2019 final: FY only: 6+ JD2019 midterm: FY only: 6+ JD2019 final: FY only: 6+	JJ2020 midterm: FY only: 6.21 JJ2020 final exam: FY only: 5.82 JD2020 midterm exam: FY only: 6.05 JD2020 final exam: FY only: 6.30
5. Retention rate as measured by percent of students continuing to the new academic year.	First year entering second:	First year entering second: 92%	First year entering second: 93%	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
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OBJECTIVE #2

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

Indicator	2017 Baseline	2018 Baseline	2019 Baseline	2020 Target	2020 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.	1 or more workshops: 67% 2 or more workshops: 17% 3 or more workshops: 17% 4 or more workshops: None 5 or more workshops: None	1 or more workshops: 44 % 2 or more workshops: 33% 3 or more workshops: 22%	1 or more workshops: 10/12 = 83% 2 or more workshops: 6/12 = 50% 3 or more workshops: 5/12 = 42%	1 or more workshops: 75%+ 2 or more workshops: 50%+ 3 or more workshops: 30%+	1 or more workshops: 5/11 = 45% 2 or more workshops: 3/11 = 27% 3 or more workshops: 2/11 = 18%
4. Percentage of Foundation Year lecturers who have introduced real-world application via local case studies, research assignments, and guest lecturers.	100%	67%	9/12 = 75%	100%	9/11 = 82%
5. Percentage of Foundation Year lecturers who have met with key industry employers.	17% of lecturers had sit-down one-on-one interviews with at least 4 key industry employers.	1 or more key employer: 89% 2 or more key employers: 78% 3 or more key employers: 56%	1 or more key employer: 9/12 = 75% 2 or more key employers: 6/12 = 50% 3 or more key employers: 5/12 = 42%	1 or more key employer: 90% 2 or more key employers: 70% 3 or more key employers: 50%	1 or more key employer: 5/11 = 45% 2 or more key employers: 4/11 = 36% 3 or more key employers: 3/11 = 27%

OBJECTIVE #3

Develop both the technical knowledge and pedagogical skills of lecturers.

Indicator	2017 Baseline	2018 Baseline	2019 Baseline	2020 Target	2020 Result
1. Review and enhance Faculty's Council policies, roles and responsibilities in regards to Foundation Year management.	NA	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.	83%	78%	8/12 = 67%	80%	10/11 = 91%
3. Percentage of Foundation Year lecturers who have completed a self assessment and self-development plan.	NA	100%	100%	100%	100%
4. Percentage of Foundation Year lecturers who have undergone a one-on-one pedagogical evaluation with direct feedback.	85%	100%	Adjunct lecturers: 0% Full-time lecturers: 100%	100%	Full time lecturers: 100%
5. Percentage of Foundation Year lecturers who have participated in teacher development workshops.	Two workshops: 75%	1 workshop: 90% 2 workshops: 80% 3 workshops: 70%	1 workshop: 19/13 = 146% 2 workshops: 10/13 = 77%	1 workshop: 80%+ 2 workshops: 80%+ 3 workshops: 80%+	1 workshop: 10/11 = 91% 2 workshops: 8/11 = 72%

OBJECTIVE #4

Review and revise the Intensive English course.

Indicator	2017 Baseline	2018 Baseline	2019 Baseline	2020 Target	2020 Result
1. Review the course specification of Intensive Course (45 hours)	NA	NA	achieved	A new intensive course specification is submitted to the Curriculum Committee in Apr	Achieved
2. Conduct student self-evaluation of learning outcomes	NA	NA	Piloted	Report will be submitted in June	Report was submitted in December

OBJECTIVE #5

Develop CamEd Admissions English Tests.

Indicator	2017 Baseline	2018 Baseline	2019 Baseline	2020 Target	2020 Result
1. Develop the English Admission Test (Grammar, Vocabulary, Reading)	NA	NA	NA	At least 5 tests of 90 minutes are submitted to the President	One Admission test.
2. Develop the English Entrance test focusing on writing (Official Entrance Exam)	NA	NA	NA	1 test of 90 minutes is submitted to the President	Not Achieved.

RESEARCH COMMITTEE

ACTION PLAN

JANUARY 2020 - DECEMBER 2020

OBJECTIVE #1

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Number of research papers submitted by faculty.	23	17	JJ2019: 11 JD2019: 14	No of Literature Review: 30+ No of Research Papers: 25+	Literature Reviews:16 Final Papers: 23
2. Percent of faculty submitting research papers.	59%	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.	60% of BA faculty 30% of adjunct faculty	63% of BA faculty 30% of adjunct faculty 12 articles to be published in JJ20 and 11 articles to be published in JD20.
3. Average peer evaluation scores on a scale of 1-7.	4.8	5.33	5.54	5.5+	6.11
4. Number of student research papers submitted to internal or external conferences or journals	NA	NA	3: CFA Research Challenge: 2 teams SECC Research Challenge: 1 teams	10	2: Research presentation in international virtual research symposium (6 students)

OBJECTIVE #2

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Number of faculty writings or research published in external publications, presented at conferences or quoted in the local press.	1	14	12	25	10
2. All research is published online as well as in hard copy.	Achieved	Achieved	Achieved	To be achieved	Achieved
3. Number of public conferences presenting student and faculty research hosted by CamEd.	NA	NA	1: Research presentations were held in the afternoon of the Careers in Accounting Conference	2+	1 Research Symposium

OBJECTIVE #3

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Conduct a research committee election.	Election held.	No election was held.	Election was held at the lecturer meeting on January 13, 2019.	Hold election in December 2020	No election was held.
3. Lecturer evaluation of ease of conducting research, fairness in publication, and fairness in awarding grants on a scale of 1-7.	NA	6.05	5.74	6.0+	5.96

LEARNING SUPPORT CENTER

ACTION PLAN

JANUARY 2020 - DECEMBER 2020

OBJECTIVE #1

Provide high quality support to lecturers and students.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Average LSC department evaluation on a scale of 1 - 7 appraised by lecturers and students.	5.56	5.95	5.71	6+	6.11
2. End of year, ratio of bachelor program academic staff to LSC staff.	2.36:1 (26/11) Recruit or assign: English assistant	2.15:1 (28/13)	2.85:1 (40/14)	2:1	2.33:1 (28/12)
3. Course specifications are reviewed 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 are prepared for students in timely manner.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 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. Evaluation score of the quality of lecture notes on a scale of 1 - 7.	JJ2017: 6.37 JD2017: 6.44	JJ2018: 6.56 JD2018: 6.67	JJ2019: 6.30 JD2019: 6.00	JJ2020: 6.0+ JD2020: 6.0+	JJ2020: 6.63 JD2020: 6.63

OBJECTIVE #3

Ensure the study schedule is prepared and communicated with relevant stakeholders in a timely manner.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Date of drafting the study schedule on a google spreadsheet and sharing it with relevant stakeholders.	JJ2017: (achieved) Nov 30 2016 JD2017: (achieved) Apr 30 2017	JJ2018: (achieved) Nov 30 2017 JD2018: (achieved) Apr 30 2018	JJ2019: (achieved) Nov 30 2018 JD2019: (achieved) Apr 30 2019	JJ2020: Nov 30 2019 JD2020: Apr 30 2020	JJ2020: (achieved) Nov 30 2019 JD2020: (achieved) Apr 30 2020
2. Date of finalizing and announcing the official study schedule to relevant stakeholders.	JJ2017: Dec 31 2016 JD2017: May 31 2017	JJ2018: Dec 31 2017 JD2018: May 31 2018	JJ2019: Dec 31 2018 JD2019: May 31 2019	JJ2019: Dec 31 2019 JD2019: May 31 2020	JJ2019: (achieved) Dec 31 2019 JD2019: (achieved) May 31 2020

OBJECTIVE #4

- Evaluate teaching quality and report feedback to both faculty members and management in a timely manner.
- Deliver high quality examinations and grading in line with course specifications for students in a timely manner.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Date of conducting faculty evaluation for 100% of courses.	JJ2017 (achieved) Evaluation 1: February Evaluation 2: May JD2017 (achieved) Evaluation 1: August Evaluation 2: October	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 Evaluation 1: February Evaluation 2: May JD2020 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
2. Date of preparing and reviewing exams for alignment with course learning outcomes (CLOs), and delivering exams.	JJ2017 (achieved) Draft midterm: February Midterm: March Draft final: May Final: June JD2017 (achieved) Draft midterm: August Midterm: September Draft final: November Final: December	JJ2018 (achieved) Draft midterm: February Midterm: March Draft final: May Final: June JD2018 (achieved) Draft midterm: August Midterm: September Draft final: November Final: December	JJ2019 (achieved) Draft midterm: February Midterm: March Draft final: May Final: June JD2019 (achieved) Draft midterm: August Midterm: September Draft final: November Final: December	JJ2020 Draft midterm: February Midterm: March Draft final: May Final: June JD2020 Draft midterm: August Midterm: September Draft final: November Final: December	JJ2020 (achieved) Draft midterm: February Midterm: March Draft final: May Final: June JD2020 (achieved) Draft midterm: August Midterm: September Draft final: November Final: December

3. Exam integrity as determined by an appraisal score on a scale of 1 - 7 appraised by students.	JJ2017 midterm: FY only: 6.61 BA (excluding FY): 6.21	JJ2018 midterm: FY only: 6.13 BA (excluding FY): 6.61	JJ2019 midterm exam: FY only: 6.26 BA (excluding FY): 6.02	JJ2020 midterm exam: FY only: 6+ BA (excluding FY): 6+	JJ2020 midterm exam: FY only: 6.21 BA (excluding FY): 6.36
	JJ2017 final exam: FY only: 6.28 BA (excluding FY): 5.94	JJ2018 final exam: FY only: 6.27 BA (excluding FY): 6.57	JJ2019 final exam: FY only: 6.26 BA (excluding FY): 6.24	JJ2020 final exam: FY only: 6+ BA (excluding FY): 6+	JJ2020 final exam: FY only: 5.82 BA (excluding FY): 5.81
	JD2017 midterm: FY only: 6.50 BA (excluding FY): 6.01	JD2018 midterm: FY only: 6.47 BA (excluding FY): 5.86	JD2019 midterm exam: FY only: 6.07 BA (excluding FY): 6.02	JD2020 midterm exam: FY only: 6+ BA (excluding FY): 6+	JD2020 midterm exam: FY only: 6.05 BA (excluding FY): 6.25
	JD2017 final exam: FY only: 6.39 BA (excluding FY): 6.10	JD2018 final exam: FY only: 6.37 BA (excluding FY): 6.12	JD2019 final exam: FY only: 6.07 BA (excluding FY): 6.11	JD2020 final exam: FY only: 6+ BA (excluding FY): 6+	JD2020 final exam: FY only: 6.30 BA (excluding FY): 6.20
4. Feedback results for exams are given to the students in a timely manner.	JJ2017 midterm: April (achieved) JJ2017 final: July (achieved) JD2017 midterm: October (achieved) JD2017 final: January 2018 (achieved)	JJ2018 midterm: April (achieved) JJ2018 final: July (achieved) JD2018 midterm: October (achieved) JD2018 final: January 2019 (achieved)	JJ2019 midterm: April (achieved) JJ2019 final: July (achieved) JD2019 midterm: October (achieved) JD2019 final: January 2020 (achieved)	JJ2020 midterm: April JJ2020 final: July JD2020 midterm: October JD2020 final: January 2021	JJ2020 midterm: April (achieved) JJ2020 final: July (achieved) JD2020 midterm: October (achieved) JD2020 final: (now pending) January 2021

OBJECTIVE #5

Ensure the productivity, development and cooperation of LSC members.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. LSC staff are productive, as measured by an appropriate number of classes/LSC team members.	JJ17: 12.5 JD17: 13.4	JJ2018: 13.7 JD2018: 11.8	JJ2019: 14.33 (172/12) JD2019: 14.33 (172/12)	JJ2020: 12.0+ JD2020: 12.0+	JJ2020: 16.25 JD2020: 15.67
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.	N/A	6.08	6.34	6.1+	6.42
3. Average team cooperation score on a scale of 1 - 7 for team spirit measured by the question "Do you like your LSC team?"	N/A	6.12	6.81	6.3+	6.58

4. Average score for self appraisal to the question "Are you challenged by your work?" on a scale of 1-7.	6.29	6.41	6.64	6.3+	6.40
5. Seven LSC staff will study CAT/ACCA at CamEd, with passing exam scores.	- Sonon: FAB, FMA, CBL (passed) - Udam: FA1, FA2, FAB, FFA, FAU, CBL, PM (passed) - Sita: CBL (passed) - Devin: CBL (passed)	- 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)	- Lyhong: F1, MA2, FAU - Meng: MA2 - Nika: F1, F5, F7 - Neath: FA2, MA1 - Bunna: F1, CTX, FFM - Chanthea: F1, CTX, F7, F8 - Sonon: SBL, APM	- Sokunneath: FA1, FA2, MA1, MA2 & F3/FA (Passed) - Nika: FA2 & F3/FA & F1/GBT (Passed) - Chanthea: FA1, FA2, F2/MA, F3/FA ,MA2 & CTax (Passed)
6. LSC staff will study English at ACE, with a pass result.	N/A	- 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	- Bora: GEP L10, 11, 12	- Reach Sayso bora: GEP L9A (before Covid-19) - Nika didn't enroll due to Covid-19
7. LSC staff will enroll in a master program/PhD related to education management	N/A	- 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 - Chan Somaniza: MEd at RUPP - An Sita: MEd at RUPP	- Yem Bunthorn: MEd at RUPP (continuing) - Chan Somaniza: MEd at RUPP (continuing) - An Sita: MA in TESOL at IFL(continuing)
8. Number of LSC staff attending relevant external training to enhance delivery of higher education services.	Training by ACC on Curriculum Development Focusing on Student Learning Outcomes: 1 person Training By ACC on Alignment of Teaching Methodology and Student Assessment: 1 person	AUN-QA Tier 1: 6 people AUN-QA OBE: 1 person MOEYS HED training: 1 person	AUN-QA Tier 1: 3 people AUN-QA Tier 2: 3 people OBE: 1 person Edu Conference: 2 people	Photo conference in Singapore: 2 people ACC & Ministry Training: 3 people	2 Staff (Bora & Chhaly) attended 'Photographies Conference' on 16- 17 January 2020 in Singapore None went to ACC & Ministry training

	Training by DHE on Curriculum Development for Higher Education reference to NQF: 1 person	Training on Alignment of LO & Teaching and Learning Assessment Methods & Grading Rubrics: 11 people Training on customer service: 3 people			
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OBJECTIVE #6

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 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 be achieved with continuous monitoring.	Achieved
2. For exams, give an auto failing notice to the cheating students for a first offense.	Achieved	Achieved	Achieved	To be achieved with continuous monitoring.	Achieved

LIBRARY DEPARTMENT

ACTION PLAN

JANUARY 2020 - DECEMBER 2020

OBJECTIVE #1

Provide effective services, management and assessment.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Evaluations scores on a scale of 1-7	5.65	6.03	Students: 5.67 Academic Staff: 6.26	Students: 6.0+ Academic staff: 6.0+	Support Staff: 6.00 Faculty: 6.64 Students: 6.69
2. Team member engagement score on a scale of 1-5	6.08	6.31	4.5	4.5+	4.1
3. Check in & Out Machine + Mobile App & Other Specifications	NA	NA	Achieved with koha software	To achieve with Machine	To achieve with Machine
4. Apply AI Technology in the library service	NA	NA	NA	To achieve	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.
5. Develop and Coordinate Open Access on students research hosting in the library website	NA	NA	NA	To achieve	Achieved - OER (fb post & Orentation presentation) - 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	NA	Achieve with Reports on computer usage, tablet usage, check-outs, patrons	To achieve	Achieved - Reports on computer usage, tablet usage, check-outs, patrons for 2019.
7. Department Assessment Report	NA	NA	Achieved 3.70	To achieve with 50 respond	Achieved 3.81

OBJECTIVE #2

Develop and enhance research and reference services.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Creating an instructional book featuring library orientation, library instruction, programs, and assessment.	1 brochures created	10+ Posters created	10+ Posters created	10 posters to achieve	50% completed - Update New Library - 1 Library Information Instructional Book - 5 Posters produced on Research Guides and Information Literacy by June 2020
2. Provide on demand advising on Research skills & information literacy.	NA	NA	Achieved with book finding and searching resources via library databases.	To achieve target with 20 users	Achieved - library orientation to all BA intake students.
3. Number of training sessions or videos on how to use the library, locate materials and do research via OPAC and databases.	400 BA foundation students received instruction via training sessions	500 BA foundation students received instruction via training sessions	600 BA foundation students received instruction via training sessions + 1 orientation video	600+ students	551 BA foundation students received instruction via training session + library orientation video.
4. Number of online articles, book reviews, and event reports produced.	3/2=150%	3/2=150%	5 book reviews 5 online articles	10+ articles	Achieved -10 Book Summaries -10 Online articles -Welcome Coach Corner program
5. Number of MOUs	NA	NA	International: 0 Local: 4	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

OBJECTIVE #3

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Number of outreach events to promote library and reading	1	1/1	3	3+ events	Events was cancel as COVID-19 Outbreak
2. Number of participants in the book/reading club	50 members of reading club	25/20 members of reading club	5 ambassadors Team working on media including promotional videos and facebook post	5+ ambassadors	Achieved
3. Production of a video on library usage, services, benefits, and outcomes	1	NA	10+ video achieved	10+ videos	10+ video achieved
4. Number of student engagement activities conducted	1/1	3/1	4	To achieve	3

OBJECTIVE #4

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Twitter account for up to date new discovery trending related to information technology, library and resources	NA	NA	1	1+	Achieved
2. Number of memberships of CLA (Regional), & ALA, ACRL, and IATUL (International).	1/1	1/1	2	2+	Achieved 1 for CLA Membership 1 for IATUL (IATUL SIG-ALICE Coaching Program)
3. Number of case study sessions	1 Meeting Held	1 Meeting Held	4	4+	50% completed - ISO training sharing - Library Book Meeting Catch Up
4. Number of books read and reviewed by each librarian.	4 Blogs Post	2 Blogs Post	10	10+	Achieved Ref. Part B. Library Blog Post
5. Number of open access research/journal articles published by each librarian.	NA	NA	1	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"

6. Number of local and international training, online courses, webinars, conferences and workshops.	4	3	1 webinar 10 local training/ workshops/events No online learning course	10+	Achieved 1 ISO Training: - Cost Quality Control 9 online webinars: -SIG-ALICE Coaching programme monthly catch up @ Fri Jan 3, 2020 -RSD introductory workshop @ Wed Jan 15, 2020 -(SIG ALICE meeting) @ Wed Feb 19, 2020 - CamEd Zoom meeting @ Thu Mar 19, 2020, @ Wed Apr 22, 2020, @ Thu Apr 30, 2020, @May 21, 2020 -Zoom@CEBS Library Skills Program Review @ Wed Jun 24, 2020 -Zoom Training Managing References with Mendeley: A workshop for CamEd Business School Library (IATUL SIG-Alice Program) @ 7th July 2020
					- Zoom Training Managing References with Mendeley: A workshop for CamEd Business School Library (IATUL SIG-Alice Program) @ 7th July 2020- 2 pm to 4 pm (MYT) / 1 pm to 3 pm (GMT+7)
7. Number of staff study Master/CAT/ACCA/ Diploma.	NA	NA	Socheat & Roseka: FA1 Roseka : Finished MBA	NA	NA

DEPARTMENT OF FINANCE

ACTION PLAN

JANUARY 2020 - DECEMBER 2020

OBJECTIVE #1

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
The average appraisal score done by lecturers and students, on a scale from 1- 7	Lecturers: 6.40 Students: 5.61	Lecturers: 6.35 Students: 6.09	Lecturers: 6.17 Students: 5.32	Lecturers: 6+ Students: 6+	Lecturers: 6.22 Students: 6.10

OBJECTIVE #2

Prepare audited financial statements in accordance with IFRS.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
Completion date of financial statements	Achieved	March 2018	February 2019	January 15, 2020	Jan 10, 2020
Date of issuance of audit report	Delayed	Delayed	September 05, 2019	March 15, 2020	Feb 28, 2020

OBJECTIVE #3

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
Date of completion of annual budget report	NA	April 03, 2018	March 10, 2019	March 2020	Feb 2020
Date of submission of annual tax return to GDT	Achieved	Achieved	March 31, 2019	March 2020	Mar 2020
Date of completion for draft mid-year financial report	August 31, 2017	Not achieved	August 2019	August 2020	Jul 2020
Date of completion for draft mid-year budget report	August 28, 2017	November 06, 2018	August 2019	August 2020	Jul 2020

OBJECTIVE #4

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
Total annual cost of goods or services purchased not in Approved Vendor Report (AVR)	\$150,000 (Estimated)	Not Achieved	Not Achieved	Non approved vendors purchases less than \$200,000	Pending
Total Payment Vouchers (PV) produced each year	1,200 PV	1,272 PV	1,751 PV	1,500 PV	1,310 PV
Days Payable Outstanding (AVG AP / Credit Purchase) x 365 days	57 Days	35 Days	42 Days	30 Days +	13 days

OBJECTIVE #5

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
Annual increase of cash collection	Total cash collected: \$6,166,280	6.02%, \$6,537,299	3.5%, \$6,756,862	5%+	\$6,985,721(3%)
Annual percentage increase of investment amount	Investment balance: \$2,962,522	15.74%, \$3,428,807	43%, \$ 4,901,752	5%+	\$6,688,750 (36%)
Annual percentage increase of interest earned	Interest earning amount: \$199,148	32.59%, \$264,056	+7.22%, \$283,123	5%+	\$344,021 (22%)

OBJECTIVE #6

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
On time communication of early fee promotion to students in 2020	JJ2017: February 28, 2017 JD2017: September 01, 2017	JJ2018: April 03, 2018 JD2018: August 31, 2018	JJ2019: March 14, 2019 JD2019: September 10, 2019	JJ2020: March 15, 2020 JD2020: August 31, 2020	JJ20: 26 Mar 2020 JD20: 31 Aug 2020
Number of students paid by 3 months and 9 months earlier.	3 months earlier-386 9 months earlier-122 Total: 508	3 months earlier: 451 9 months earlier: 171 Total: 622	3 months earlier: 445 9 months earlier: 153 Total: 598	3 months earlier: 400+ 9 months earlier: 150+ Total: 600+	3 months: 288 9 months: 70 Total: 358
Total fees received for the whole promotion campaign	3 months earlier-\$590,350 9 months earlier-\$327,709 Total: \$918,059	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: 5%, \$711,367 9 months: 5%, \$504,669 Total: 5%, \$1,216,035	3 months: \$465,374 9 months: \$243,221 Total: \$708,595

OBJECTIVE #7

Effective and efficient AR control.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
Date of invoice delivery to students each term	JJ17: February 02, 2017 JD17: August 08, 2017	JJ18: February 19, 2018 JD18: August 15, 2018	JJ19: February 09, 2019 JD19: August 02, 2019	JJ20: February, 2020 JD20: August, 2020	JJ20: 03 Feb 2020 JD20: 04 Aug 2020
Bad debt written off each term is minimal	JJ17: \$5,560 JD17: \$4,992	JJ18: \$5,603 JD18: \$3,383	JJ19: \$3,000 JD19: \$3,000	JJ20: Less than \$7,000 JD20: Less than \$7,000	JJ20: \$11,865 JD20: \$3,303
Average days receivable outstanding (AVG AR / Credit Sale) x 365 days	9 days	39 days	29 days	30 days	31 days
Number of payment methods available to students	(3) Direct / Wing / Bank	(3) Direct / Wing / Bank	Direct / Wing / CIMB / ABA	4+	4

Amount of fees received by banking or other services such as bank transfer, etc.	\$20,868	\$62,979	\$946,846	\$1M+	\$2,767,888
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OBJECTIVE #8

Quality service from the front line finance department team.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
Number of errors of receipts during 12 random checks	Around 5	Around 5	Achieved	2 or less	Less than 2 per month
Balance due from installment payment agreement (IPA) by the deadline	Around 50%	Around 50%	Achieved	20%	Less than 20%
Conduct knowledge assessments	Random test	Random test	Not Achieved	Monthly assessment	Individual direct training and assessment

OBJECTIVE #9

To switch accounting software from QuickBooks Desktop (Hosting) to QuickBooks Online to improve the quality of bookkeeping and convenient access and cost saving.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
Transfer opening balance of all accounts to QuickBooks Online	N/A	N/A	N/A	February 2020	Jan 2020
Staff training to use the new system	N/A	N/A	N/A	February 2020	Jan 2020
First official application of the system	N/A	N/A	N/A	February 2020	Jan 2020

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	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
The average peer appraisal score done by each employee, on a scale from 1- 7	5.67	6.22	6.23	6+	6.17
The average management appraisal score done by manager, on a scale from 1- 7	6.42	6.50	6.81	6+	6.72
The average level of English proficiency, on a scale from 0%- 100%	Around 50%	48%	N/A	60%+	N/A
Number of training events or conference attended relating to accounting, finance and tax throughout the year	6	7	8	6+	6
Number of sharing sessions conducted internally by each team in the department of finance	4	4	8	6+	6

Number of employees to pass an ACCA, CAT, CT or CBL exam, or to finish post-graduate / professional program	3	1	3	2+	2
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OBJECTIVE #11

To develop a more convenient way of request making, tracking reports so that we can have better control of procurement and payment processes.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
Make available of all request form and request tracking report on CamEd website	N/A	N/A	N/A	Jan 2020	January 2020
Call for a meeting to discuss and inform all supporting staff about new online request submission	N/A	N/A	N/A	Jan 2020	January 2020
Implementation of online request submission	N/A	N/A	N/A	Feb 2020	January 2020

OBJECTIVE #12

To minimize cash on hand and improve the cash settlement method for students.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
Deploy a cash deposit machine at CamEd	N/A	N/A	N/A	December 2020	Cash deposit cannot be deployed by bank's policy

CAREER SERVICES AND STUDENTS ADVISING DEPARTMENT ACTION PLAN JANUARY 2020 - DECEMBER 2020

OBJECTIVE #1

Help BA/CAT/ACCA graduates gain employment.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Fourth year student average evaluation of Career Services on a scale of 1 - 7	5.37	5.78	6.37	6+	6.19
2. 2019 Graduate evaluation of employment quality	75.8% bachelor degree graduates rank their present employment as "good" or "excellent"	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"	70%+ bachelor degree graduates rank their present employment as "good" or "excellent"	62% bachelor degree graduates rank their present employment as "good" or "excellent"
3. Percent of fresh graduates employed within three months of finishing studies.	As of March 30, 2018 BA: 85%	As of March 30, 2019 BA: 87% (Process)	As of March 18, 2020 BA: 91%	As of March 30, 2021 BA: 85%	As of Mar 02, 2021 BA: 90%
4. Number of resume training sessions	3	3	3	3	2
5. Percent of 3rd year students who do a mock interview	80%	88.46%	0%	80%+	81%
6. Number of sharing sessions from CamEd alumni and graduates	2: 1. Auditor Sharing 2. FA1 & FA2 Exam Strategy	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: 1. Online big four sharing session 2. C-Tax Sharing session from LY Porchhoun
7. Number of times CSSA arranges guest speakers present to CamEd classes on relevant subjects.	NA	NA	5+: 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)	5+	ABA to BFI class Due to Covid, we do not have physical classes and companies did not want to join online classes.

8. Number of students joining internal and external debate competitions and public speaking.	Internal: 15 External: Done	Internal: 30 External: 5	- Internal CamEd Debate and Speaking: 98 - JCI Debate: 35 - ACE CamDebate: 45 - President Debate & Presentation: 130	Internal: 80+ External: 30+	- President Debate Debate: 24 Presentation: 35 External: None
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OBJECTIVE #2

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Employer evaluation on career services department on scale of 1 - 7	NA	6.5	71% of employers described CSSA provides good support, Tracer Report 2019	70% of employers rank CSSA good or excellent	81% of employers rank CSSA good or excellent (Result get from Tracer report 2020)
2. Average percent of big four new hires who are CamEd students	Average: 78% PwC=77% Deloitte=86% EY=70% KPMG=80%	Average: 81% PwC=85% Deloitte=90% EY=78% KPMG= 70%	Average: 70%+ PwC= 71% Deloitte= 88% EY= 82% KPMG= 40%	Average: 70%+	Average: 79.5% PwC= 70% Deloitte= 79% EY= 84% KPMG= 85%
3. Number of relevant companies whom CSSA has met and introduced career services. How many new meet?	5: BDO, DFDL, IVISS, ACA, ACU	5: All, FII, Prudential, VCA, PPCC	25	15+	Due to Covid, companies do not allow for any physical meeting. *We only could met -3E-fii -Prince Bank *Introduced through phone & email: 47
4. Number of workshops conducted by employers	9	10	1. Heineken 2. KPMG 3. Unilever 4. Japan Tobacco International 5. Deloitte	5+	1. KPMG 2. Prudential 3. Heineken 4. ABA
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: NA	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	2: 1. Accounting/ Audit 2. Banking/ Insurance Employer booths: 8+	Not achieved. We couldn't do due to Covid-19

OBJECTIVE #3

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Number of international study tours, number of participants, and student evaluation on a scale of 1-7.	1. Hong Kong, 42 students, 4.41 2. Thailand, 106 Students, 4.93	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	1. SFF 2020, 50pax, 6.0+	Not achieved due to Covid 19
2. Number of local study tours and number of participants, and student evaluation on a scale of 1-7.	1. Heineken Factory	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	3+	1. Heineken Factory 2. Vital company

OBJECTIVE #4

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Student evaluation of Student Advising from students receiving academic consultation on a scale of 1-7.	NA	NA	6.3	6+	6.19
2. Retention rate as measured by percent of students continuing to the new academic year.	First year entering second: 87% Second year entering third: 88% Third year entering fourth: 92%	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: 90% Second year continuation 90 % Third year continuation: 90% ACCA Continuation: 50% CAT Continuation: 50%	First year continuation: 85% Second year continuation: 95% Third year continuation: 96%
3. Percent of students with failures in the previous term contacted for consulting on academic performance.	NA (previously by LSC and registrar)	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: 100/100 = 100% Met in person or by phone: 70%	Emailed: 379/379 = 100% Met in person or by phone: JJ : 132/182 = 72% JD: 129/197 = 65%
4. Number of tutors to support underperformance students' academic life	NA	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: 28/13 new JD2020: No of Student: 100+ Active: 8+ Evaluation: 6+	No of total Tutor: 25 JJ2020: 28/13 new Evaluation JJ: 6.48 JD2020: 37/11 No of Student: 266 Active: 10 tutors Evaluation JD: 6.54

OBJECTIVE #5

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
CSSA website accessible for students and employers	NA	Planned career services access and consulted with IT to outsource design.	In progress with IT team	Go Live	We already created career management in academic system
2. Staffs' training and study development	Sopha: Passed ACE Level 10A	Cheata: Begin MBA course Sopha: Passed 2 CAT exams Passed 4 ACE levels	Cheata: None Sopha: Studied F2,F3 and FAU (No exam) Theory: Pass 1 CAT exams FAU	Cheata: Continue MBA course (1term) Sopha: MBA in Education Theory: Study ACCA 4 papers Borey: CAT, FA1	Cheata: Continue MBA course (1term) Sopha: MBA in Education Theory: Study ACCA 4 papers Borey: CAT, FA1

ADMISSIONS - PROCESSING

ACTION PLAN

JANUARY 2020 - DECEMBER 2020

OBJECTIVE #1

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. For all programs, review and enhance intake policy, and processing procedures, with formal endorsement from executives.	NA	Achieved	Achieved	Achieved	Achieved
2. For all programs, review and enhance online and printed communication of admissions information.	NA	Achieved	Achieved	Achieved	Achieved
3. Applicant evaluation of quality, efficiency and fairness of the admissions process, on a scale of 1-7.	Not measured.	6.19	5.81	5.97	5.97
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 2020 - DECEMBER 2020

OBJECTIVE #1

Increase quality and efficiency of representative services.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
Average student evaluation on a scale of 1-7	5.62	6.09	5.81	6.0+	5.97

OBJECTIVE #2

Significantly increase the number of new students..

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
Number of presentations in public and international high schools and number of student attendees.	Phnom Penh: 34 Province: 25 Attendees: - PP: 5187 - PV: 1695	Phnom Penh: 40 Province: 28 Attendees: - PP: 6098 - PV: 2243	Phnom Penh: 40 Province: 37 Attendees: - PP: 5445 - PV: 3215	Phnom Penh: 45 Province: 39	Phnom Penh: 46 Province: 5 Attendees: - PP: 9107 - PV: 4712
Number of BA+CAT applications	- Jan- Jun: 17 - Jul- Dec: 869 Total: 886	- Jan- Jun: 505 - Jul- Dec: 1184 Total: 1689	- Jan- Jun: 293 - Jul- Dec: 1248 Total: 1541	1600+	- Jan- Jun: 434 - Jul- Dec: 1602 (In progress) Total: 2036 (by Mar 02, 2021)
Number of new student deposits for the BA + CAT program	498	746	581	660+	749 (by Mar 03, 2021; In progress)
Promote the BA + CAT program to existing students.	- Brochure distributed: 17 - Email: 9,324 x 4 - SMS: 9,324 x 4 - In class Presented: 17	- 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: N/A - SMS: 51,501 x 4 - Email: 14,000 x 4p - In Class Presented: N/A - Internal Banner Display 4 times	- Brochure Distributed: Suspended due to Covid-19 - Email: 73,823 - SMS: 116.755 - In class Presented: 36 - Internal Banner Display 4 times

OBJECTIVE #3

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
Number of awareness and networking events organized and joined.	Organized: 7 Joined: 13	Organized: 16 Joined: 19	CamEd event: 11 Networking events: 14	CamEd Event: 18 Networking Event: 13	CamEd event: 22 Networking events: Suspended due to Covid-19

Number of letters, emails, meetings, and times that brochure are distributed.	● Promotion Letter: 10,818 ● Presented in Chey Thavy and Sisowath: 4 ● Met HS directors and get HS Data: N/A ● Sharing Session: N/A ● BacII Preparation: N/A ● Promoting program during Bac II exam and result: 2	● 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: 5,000 x 2 ● Presentation in Chey Thavy and Sisowath: 3:2 ● Met HS directors and get HS Data: ○ Phnom Penh: 30 ○ Province: 15 ● Sharing session: 5 ● BacII Preparation Course: 4 ● Promoting program during Bac II exam and result: 2	● Promotion Letter: ○ 3,121 (JJ2020) ○ 4,477 (JD2020) ● Presentation in Chey Thavy and Sisowath: Suspended due to Covid-19 ● Met HS directors and get HS Data: ○ Phnom Penh: 31 ○ Province: 14 (Did not allowed to visit some high schools due to the Covid-19) ● Sharing Session: 1 ● Bac II Exam Preparation Course: 20 ● Promoting program during Bac II exam and result: Insert in some newspapers: 5 times
Branding image through channel marketing such as digital communication, mass media, and social networks	● Digital Marketing: ○ Facebook: 198 ○ Youtube: 5 ○ PR Article: 38 ○ Instagram: 198 ○ Newspapers: 104 ○ Insert brochure in Newspaper: 12 ○ Google Display Network: 110,063 ○ Display on News Website: N/A	● 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	● Digital Marketing: ○ Facebook Page: 378 posts ○ Youtube: 21 videos ○ Media websites (PR Article): 16 posts (December, 2019) (Skip Posting due to BA peak period) ○ Instagram: 378 posts ○ Line: 0 post ○ LinkedIn: 2 posts	● Digital Marketing: ○ Facebook: 369 ○ Youtube: 10 ○ PR Article: 12 ○ Instagram: 369 ○ Newspapers: 73 ○ Insert brochure in Newspaper: 8 ○ Google Display Network: 8 months ○ Display on News Website: 6 sizes / 6 months	● Digital Marketing: ○ Facebook Page: 282 posts ○ Youtube: 36 videos ○ Media websites (PR Article): 21 posts ○ Instagram: 282 posts ○ Linked in: 100 ○ Newspapers: 17 times (Cancel all Contract due to Covid-19)

	● Special Report/ Supplement: 2 ● Telemarketing: ○ E-mail: 10,686 x 7 ○ SMS: 8,219 x 7 ○ Sales Calls: 12,172 ● Cambodian Job: 5 ● CJCC Displays: N/A	● 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	○ 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 impressions + 21,860 clicks (November, 19) ○ Business Cambodia Facebook: 5 months ○ Thmey Thmey Banner on Website: 2 months ○ KSP website: 5 months ○ Inserted brochure in Newspaper: 9 times ● Special Report/ Supplement: 6 issues ● Telemarketing: ○ SMS: 103,223 recipients ○ Email: 118,016 ○ Call Sale: 20,574 ○ Cambodian Job: (88K email addresses) 5 times	● Special Report/ Supplement: 11 ● Telemarketing: ○ SMS: 30,000 ○ Email: 15,000 x 9 ○ Sales Calls: 15,000 ● Cambodia Jobs: 8 ● CJCC Display: 12	○ Google display network: 1 month ○ PPP online newsletter (KH+Eng): 6 months ○ PPP Website & Mobile: 6 months ○ Fresh News E-marketing on Website and Mobile: 8 months ○ Business Cambodia Website and Facebook: 6 months ○ KSP Website: 8 months ○ Inserted brochure in Newspaper: 4 times ● Special Report/ Supplement: 8 issues ● Telemarketing: (Dec 2, 20) ○ Email: 73,823 ○ SMS: 116.755 ● Cambodia Jobs: 8 times ● CJCC Display: Suspend due to Covid-19
Sufficient budget expenditure on advertising	\$210,176.49	\$252,104.13	\$306,433.92		\$269,564.34 (As of Nov 1, 20)

OBJECTIVE #4

Encourage and increase the productivity of representatives.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
Regular team meetings to review sales performance, provide guidance and motivation.	Achieved: 12 monthly meetings	Achieved: 12 monthly meetings	40+ weekly meetings	24+ weekly meetings	21 meetings

OBJECTIVE #5

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
Number of staff trained and training programs.	English Language Ms. Phoeun Sreynoch- ACE Level 8 CamEd Training Ms. Samoeun Maryna- FA1, MA1 Mr. Nuon Piseth- FA1, MA1 Specialist Local and International Training: Ms. Chanras, Ms. Maryna, Ms. Pichata, Ms. Sreynoch, and Ms. Sokong - High Sales Performance at CJCC Ms. Chanras, Ms. Maryna, Ms. Sreynoch, and Mr. Piseth- Public Speaking Training at CamEd Higher Education: N/A International Training: N/A Local Conferences and Networking: N/A	English Language Ms. Phoeun Sreynoch- ACE Level 9A Ms. Eang Rithychanras- ACE Level 11B Ms. Sao Sokong- ACE Level 7B 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).	English Language Ms. Phoeun Sreynoch- ACE Level 9B. Mr. Noun Piseth- ACE Level 9B, 10 and 11A Ms. Sao Sokong- ACE Level 9A CamEd Training Ms. Samoeun Maryna- FA2 Ms. Eang Rithychanras- Internal Auditor by ISO Higher Education Ms. Phoeun Sreynoch-Master (Year 2, semester 1) Mr. Nuon Piseth-Master (Term 3) Ms. Van Pichata-Master (Term 1) Mr. Hou Narothe-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	English Language Mr.Noun Piseth- ACE Level 11B CamEd Training Ms. Samoeun Maryna- MA2 & CTax; F1 & F2 Ms. Van Pichata - F1 & CTax; F3 & F2 Specialist Local and International Training - Certified Digital Marketing Professional Program - Photoshop and Illustrator 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)	English Language Mr. Noun Piseth- ACE Level 11B CamEd Training Ms. Samoeun Maryna- MA2 & CTax Ms. Van Pichata- F1 & CTax Specialist Local and International Training Graphic Design: Ms. Sam Sokuntheary, Phoeun Sreynoch, Samoeun Maryna and Reth Kimty Higher Education Ms. Phoeun Sreynoch-Master (Year2, Semester 2 and Master Graduated) Mr. Nuon Piseth-Master (Term 3, 4&5) Ms. Eang Rithychanras-Master (Year 1 - semester 1)

		Chanras, Naroth, Pichata, and Sokong-Selling Techniques to Drive Higher Revenue and Profit (Singapore, Mar 19-20, 2018) Local Conferences and Networking	Ms. Sam Sokuntheary joined Asian Accounting Education Workgroup in Malaysia from July 26-27 Ms. Sam Sokuntheary joined EduTech 2019 Conference in Singapore on November 4-7 Ms. Sam Sokuntheary joined “3rd AUN-QA Workshop (Tier 1+) Applied Approach to Designing and Implementing OBE Framework” in Thailand on October 15- 18 ACC Ms. Sam Sokuntheary joined training workshop in Siem Reap on “Guidelines and Rubrics for National Standards of Accreditation” from June 20-23 EuroCham Breakfast Talk Ms. Sam Sokuntheary joined Breakfast Talk on “Digital & E-Commerce Trends in Cambodia on July 30		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. Virtual International Training/ Workshop/ Conference: Ms. Sam Sokuntheary Joined Digital Marketing Training by Digital Marketing Institute (July- November 2020)
			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 September 6, 19		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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CORPORATE MARKETING PLAN

ACTION PLAN

JANUARY 2020 - DECEMBER 2020

OBJECTIVE #1

Provide friendly, efficient and effective service to customers.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
Average non-BA student evaluation on a scale of 1-7	5.62	6.09	5.81	6.0+	5.97

OBJECTIVE #2

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Number of new sponsored students from firms, banks, companies and organizations.	JD2017: 38 ACCA 10 CAT 5 C.Tax 1 CBL JJ2018: 18 ACCA 5 C.Tax 3 CBL	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 C.Tax 2 CBL	JD2020: 19 ACCA 5 CAT 6 C.Tax 3 CBL JJ2021: 19 ACCA 5 CAT 6 C.Tax 3 CBL	JD2020: 24 ACCA 8 CAT 3 C.Tax 2 CBL JJ2021 (In progress) 43 ACCA 8 CAT 21 C.Tax 1 CBL
2. The total number of new ACCA students.	JD2017: 135 JJ2018: 117	JD2018: 132 JJ2019: 147	JD2019: 120 JJ2020: 133	JD2020: 122+ JJ2021: 130+	JD2020: 86 JJ2021: 95 (Mar 2, 21)
3. Increase number of new CAT students.	JD2017: 47 JJ2018: 76	JD2018: 49 JJ2019: 78	JD2019: 47 JJ2020: 63	JD2020: 50+ JJ2021: 65+	JD2020: 30 JJ2021: 31 (Mar 2, 21)
4. Increase number of new C.Tax students.	JD2017: 114 JJ2018: 112	JD2018: 121 JJ2019: 101	JD2019: 110 JJ2020: 83	JD2020: 112+ JJ2021: 100+	JD2020: 63 JJ2021: 86 (Mar 2, 21)

OBJECTIVE #3

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Regular build CamEd's brand awareness and branding image through channel marketing such as digital communication and mass media.	● Digital Marketing: ○ Facebook: 198 ○ Youtube: 5 ○ PR Article: 38 ○ Instagram: 198 ○ Newspapers: 104 ○ Insert brochure in Newspaper: 12 ○ Google Display Network: 110,063 ○ Display on News Website: N/A ● Special Report/ Supplement: 2 ● Telemarketing: ○ E-mail: 10,686 x 7 ○ SMS: 8,219 x 7 ○ Sales Calls: 12,172 ● Cambodian Job: N/A ● CJCC Displays: N/A	● 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 impressions + 21,860 clicks ○ Business Cambodia Facebook: 5 months ○ Thmey Thmey Banner on Website: 2 months ○ KSP website: 5 months ○ Inserted brochure in Newspaper: 9 times	● Digital Marketing: ○ Facebook: 369 ○ Youtube: 10 ○ PR Article: 12 ○ Instagram: 369 ○ Newspapers: 73 ○ Insert brochure in Newspaper: 8 ○ Google Display Network: 8 months ○ Display on News Website: 6 sizes / 6 months ● Special Report/ Supplement: 11 ● Telemarketing: ○ SMS: 30,000 ○ Email: 15,000 x 9 ○ Sales Calls: 15,000 ● Cambodia Jobs: 8 ● CJCC Display: 12	● Digital Marketing: ○ Facebook Page: 282 posts ○ Youtube: 36 videos ○ Media websites (PR Article): 21 posts ○ Instagram: 282 posts ○ Linked in: 100 ○ Newspapers: 17 times (Cancel all Contract due to Covid-19) ○ Google display network: 1 month ○ PPP online newsletter (KH+Eng): 6 months ○ PPP Website & Mobile: 6 months ○ Fresh News E-marketing on Website and Mobile: 8 months ○ Business Cambodia Website and Facebook: 6 months ○ 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

			● Special Report/ Supplement: 6 issues ● Telemarketing: ○ SMS: 103,223 recipients ○ Email: 118,016 ○ Call Sale: 20,574 ○ Cambodian Job: (88K email addresses) 5 times		● Cambodia Jobs: 8 times ● CICC Display: Suspend due to Covid-19
2. Number of networking and traditional marketing events to build CamEd's brand awareness and branding image through B2B efforts.	CamEd events: 7 Networking events: 13	CamEd Events: 16 Networking Event: 19	CamEd event: 11 Networking events: 14	CamEd Event: 18 Networking Event: 13	CamEd event: 22 Networking events: Suspended due to Covid-19
3. Number of visits to companies and promotional letters sent to build CamEd's brand and maintain relationships with new and existing employers	New companies: 12 Existing clients: 16 Letters sent: 10,818	New companies: 10 Existing clients: 18 Letters sent: 9,887	New companies: 12 Existing clients: 18 Letters : 9,249	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: 3,121 (JJ2020) 4477 (JD2020)
4. Sufficient budget expenditure on advertising	\$210,176.49	\$252,104.13	\$306,433.92		\$269,564.34 (Nov 1, 20)

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

STUDENT LIFE

ACTION PLAN

JANUARY 2020 - DECEMBER 2020

OBJECTIVE #1

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Student evaluation of clubs on a scale of 1-7.	NA	5.76	5.84	5.9+	6.06
2. The number of students who are members of clubs, excluding the student government.	95	113	270	270+	362
3. Number of activities organized by student clubs.	8	13	15	15+	29

OBJECTIVE #2

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Student evaluation of sporting activities on a scale of 1-7.	NA	5.68	5.29	5.8+	6.28
2. Number of teams in the Women's Futsal Tournament.	22	20	24	24+	NA
3. Number of teams in the Men's Futsal Tournament.	22	22	22	22+	NA
4. Number of students in the Athletics Competition.	152	155	170	170+	271
5. Number of teams in the Men's Basketball Tournament.	8	13	7	15+	NA
6. Number of teams in the Women's Basketball Tournament.	14	15	16	16+	NA
7. Number of 1st, 2nd, and 3rd place medals won in the University Games.	Total medal: 14 Gold: 2 Silver: 3 Bronze: 9	Total medals: 10 Gold: 2 Silver: 2 Bronze: 6	NA No University Cup in 2019	Total medals: 12+	NA

OBJECTIVE #3

Support CamEd Student Government to build leadership, confidence, friendship, and management experience.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Number of tickets sold for April Khmer Culture day	Around 500	Around 500	530	500+	Online
2. Number of students joining the July student annual trip	360	310	340	300+	NA
3. Number of tickets sold for the October Halloween Party	Around 250	200	230	200+	NA
4. Number of tickets sold for the Christmas Party	329	283	320+ (Data is not cleared from Finance)	250+	NA
5. Percent of incoming students that joined December Camping	78%	78%	66%	80%+	NA

OBJECTIVE #4

Support students with psychology counseling.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Number of students using psychological counseling services at least once.	20 students used the service from 1 time up to 4 times.	22 Students	37 students	30+	44

OBJECTIVE #5

Students build ethics and community responsibility by participating in charities.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Number of participants in the blood donation event.	107	118	135	150+	NA

OBJECTIVE #6

Develop capacity with training and education.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Master degree	NA	Start a Master Degree	NA	Study a Master Degree	NA
2. Number of relevant short courses/workshops joined	1	1	0	2	4

ACCA AND MOEYS COORDINATION

ACTION PLAN

JANUARY 2020 - DECEMBER 2020

OBJECTIVE #1

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Ministry observed entrance exam is conducted for new students who apply to study in JJ2021.	The exam was successfully conducted on 28 Nov, 2017	The exam was successfully conducted on 30 Nov, 2018	The exam was successfully conducted on 29 Nov, 2019	The exam will be successfully conducted on 30 Nov 2020	It is delayed to 2021 due to the postponed exam of BAC II
2. The percent of confirmed JJ2020 BA students whose BAC II certificates are verified by the General Education Department.	479/479 = 100%	479/480 = 99.8%. One fake certificate was found.	704/704 = 100%	100%	100% (538 BAC II certificates are confirmed by MoE)
3. Percent of graduated BA students taking and passing the official exit exam and reported to MoEYS for official approval.	226/226 = 100%	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 the exit exam: 326 Number of students passed: 313 Exit exam on: Dec 27, 2019	100%	MoEYS approved on issuing the certificate of BA program for 313 students (100%)
4. Percent of students requiring registration who are successfully registered. (CAT/ACCA Account)	621	625/625 = 100%	496/496 = 100%	100%	100% (723 accounts) Updated on Dec 15
5. Percent of students successfully processed for CBL and CTAX papers.	N/A	87 students	55 students (paid student)	100%	CBL: 23 students CTax: 20 students (Jan- Dec 15)

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	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Percent of CHEA meetings attended.	N/A	4/4 = 100%	2/4 = 50%	1 or more executives: 50% MOEYS and ACCA Coordination official: 90%	3/3 = 100%

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?"	N/A	NA	5.5	6.0+	6.0
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OBJECTIVE #3

Improve capacity, efficiency and skills.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Study Master Degree at RUPP	N/A	N/A	Completed 2 terms out of 6 terms	Complete 3 terms more of Master program	Completed 2 terms
2. Percent of MoEYS Workshops that CamEd staff and lecturers attended for which MOEYS has sent a letter of invitation.	2/2=100%	2 workshops attended	6 workshop	2 workshops attended	1 Sharing workshop at ACC 1 workshop in Kampot
3. Number of international training/workshops/Conference attended.	N/A	2/2 = 100%	No	No	No

HUMAN RESOURCE

ACTION PLAN

JANUARY 2020 - DECEMBER 2020

OBJECTIVE #1

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Engagement score of academic and support staff on a scale of 1-5.	Academic Staff: NA Support Staff: 4.37	Academic Staff: 4.38 Support Staff: 4.49	Academic Staff: 4.37 Support Staff: 4.17	Academic Staff: 4.4+ Support Staff: 4.5	Academic Staff: 6.26 Support Staff: 6.18
2. Average academic staff evaluations of HR on a scale of 1-7	6.25	6.16	5.65	6.0+	5.57
3. Average staff evaluations of HR on a scale of 1-7	6.0	6.07	5.40	6.0+	5.57

OBJECTIVE #2

Recruit staff to reach department and organizational objectives.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Timely preparation of the one year and five year manpower plan.	Achieved	Achieved	Achieved	To achieve: April 5	Achieved
2. Timely review, enhancement and communication of recruitment, selection, competences, rewards and promotion criteria.	Achieved	Achieved	Achieved	To achieve: April 5	Achieved
3. Number of applicants per position taking the entrance exam (exception in the event of application of a CamEd graduate).	Records separate from action plans.	15 applicants	10+ applicants: Achieved	10+ applicants	Achieved
4. Average supervisor and peer evaluation score of new staff (hired in the past 12 months) on a scale of 1-7.	Records separate from action plans.	6.06	6.1	6.0+	5.8
5. Mock lecture evaluation score of new teachers hired on a scale of 1-7.	Records separate from action plans.	6.0+	6.14	6.0+	6.1
6. Induction evaluation rate on a scale of 1-7.	There was no induction evaluation in 2017.	6.04	2.33	6.0+	6.0

OBJECTIVE #3

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Timely completion of annual performance and development reviews and new contracts.	We missed to prepare the new term contract on JD17 due to the lack of number of staff in the department	Reviews: July-December New contracts: December	Review: October 10,2019 New contracts: December 2019	Review: September 30 New contracts: December	Review: October 2020 New contracts: December 2020
2. Timely completion of training and development plans.	Support Staff: Academic Staff:	Support Staff: July-December Academic Staff:	Support Staff: September 30 Academic Staff: December	Support Staff: December 30 Academic Staff: December	Support Staff: December 2020 Academic Staff: December 2020
3. Timely review, update and communication (online, brochures, business cards and posters) of academic staff academic titles and research publication lists.	Achieved	Achieved	1. April 5 2. July 1 3. Dec 31	1. April 5 2. July 1 3. Dec 31	1. April 5 2. July 1 3. Dec 31
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	NA	4.49	5	5	7
5. Safety: Number of fire alarm training sessions, fire extinguisher training, and percent of staff trained in first aid.	Fire alarm training: 1 Fire ext. training: 1 First aid trained: NA	Fire alarm training: 1 Fire ext. training: 1 First aid trained: 25%	Fire alarm training: 1 Fire ext. training: 1 First aid trained: 50% achieved	2 Fire External Training 1 First aid trained: 50% achieved	Fire alarm training :2 Fire External Training: 0 First aid trained: 0
6. Number of specific staff training.	Records separate from action plan.	8	74	10	30
7. Improve staff's English proficiency, measured by average score from ACE exam.	NA	2.3	Not Achieved	End of March-delayed	End of March-delayed
8. Percent staff attendance for the annual staff party, annual donation, and annual trip.	Recorded separate from the action plan.	Annual party: 90% Annual donation:37.2% Annual trip: 69.3%	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: Achieved Annual trip: Delayed to 2021

OBJECTIVE #4

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 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: 13 Permit card: 10/17 = 58%	Quota: 15 Permit card: 13/17 = 76%	Quota: 17 Permit card: 100% Achieved	Quota: 20 Permit card: 100%	Quota: 20 Permit card: 100% Achieved
2. Percent of CamEd full time office staff who have a work permit book at year-end.	70/88 = 80%	78/82 = 95%	59/86=69%	90%+	Achieved
3. Percent of CamEd full time Office staff who are registered with the NSSF at year-end.	Not yet registered with the NSSF	75/82 = 91%	72/84-86%	90%+	Achieved
4. Percent of guards registered with the Municipal of Phnom Penh in order to have the legal right to use private guards.	Not yet registered.	21.43%	100% achieved	100%	Achieved
5. Number of staff in-out reports to the Municipal Department of labor.	1	2	1 Achieved	2	2 Achieved

OBJECTIVE #5: HR TECHNOLOGY

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Utilize HR cloud software to improve HR service	N/A	N/A	BambooHR gave us license on May 6, 2019	February 2020	Bamboo HR
2. Minimize the use of OT budget, measured by the amount of OT for the year.	Recorded separate from the action plan.	Not achieved OT 2018: \$49,087	\$51,057	6% of total annual employee salary	Achieved

IT AND REGISTRAR DEPARTMENT

ACTION PLAN

JANUARY 2020 - DECEMBER 2020

OBJECTIVE #1

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Student evaluation of the mobile app on a scale of 1-7.	N/A	N/A	N/A	5.5+	
2. Lecturer evaluation of the website on a scale of 1-7.	N/A	N/A	N/A	5.5+	6.14
3. Student and lecturer evaluation of online library website and services on a scale of 1-7.	N/A	N/A	N/A	Students: 5.5+ Lecturers: 5.5+	Students: 5.13 Lecturers: 5.8

OBJECTIVE #2

Provide fast and reliable WIFI and internet.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Evaluation of WIFI speed and reliability on a scale of 1-7.	N/A	N/A	Students: 3.70 Lecturers: 5.43 Staff: Not surveyed	Students: 5.5+ Lecturers: 5.5+ Staff: 5.5+	Students: 5.47 Lecturer: 6.35 Staff: 6.28
2. Add one more Access point to Pacioli, Ghanty and Friedman.	N/A	N/A	N/A	To Achieve	Achieved
3. Setup and Integrate AAA server to the existing network for tracking user and security purposes.	N/A	N/A	N/A	To Achieve	Achieved
4. Network security training of IT Technician staff	N/A	Achieved	Achieved	To Achieve	Achieved

OBJECTIVE #3

Develop new features and update the existing CamEd software system.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Conduct meetings with students, academic staff and top management to identify IT services and applications to be introduced, reviewed or enhanced.	N/A	Achieved	Achieved	March	Achieved

2. Integrate nameplate and fingerprint scanner to be one system.	N/A	N/A	N/A	The system shall be done by January.	Achieved
3. Add filter of lecturers in Lecture List Academic System	N/A	N/A	N/A	The feature shall be done by January.	Achieved
4. Develop Menu of User Creation in Academic system	N/A	N/A	N/A	The menu shall be completed by March.	Achieved
5. Student request to change or cancel classes over deadline for ACCA/CAT/CTAX/CBL	N/A	N/A	N/A	The feature shall be completed by March.	Achieved
6. Auto warning letter system	N/A	N/A	N/A	The feature shall be completed by April.	Achieved
7. Request change/cancel class over deadline for non-BA class	N/A	N/A	N/A	The feature shall be completed by April.	Achieved
8. Audit all functionalities of each menu in Academic System	N/A	N/A	N/A	The feature shall be completed by April.	Achieved
9. Implement updatable replication on Sql Server	N/A	N/A	N/A	The feature shall be completed by May.	Achieved
10. Develop OT and leave transfer system	N/A	N/A	Not Achieved Delay develop and consider Bamboo.	The system shall be completed by July. We consider back since the Bamboo cannot help	Achieved
11. Fingerprint Student Profile Verification for Library	N/A	N/A	N/A	The system shall be completed by August.	Achieved.

OBJECTIVE #4

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Work with top management to identify registrar related KPIs to be included in a management dashboard.	N/A	N/A	Achieved	December	Achieved
2. Prepare and categorize all reports by year, term, course and subject and upload in google drive.	N/A	N/A	50%	The preparation shall be completed by April.	Achieved

OBJECTIVE #5

Develop and train RFID asset management systems.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Develop the asset management system.	N/A	N/A	N/A	The training and development shall be completed by March	Achieved
2. Asset data entry.					
3. Testing and training the software with Accounting, Library and IT.					

OBJECTIVE #6

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Update antivirus + Internet security license for all staff computers.	N/A	N/A	100%	100%	Achieved
2. Basic security training for all support staff.	N/A	N/A	N/A	100%	Achieved

OBJECTIVE #7

E.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Lecturer evaluation of reliability of classroom IT equipment on a scale of 1-7.	N/A	N/A	Not survey	6.2+	5.0
2. Make suggestions to staff the way to use the device against its capacity.	N/A	N/A	Achieved	To Achieve	Achieved
3. Recommend to replace outdated or malfunctioning devices.	N/A	Achieved	Achieved	To Achieve	Achieved
4. On demand software and hardware upgrade.	N/A	Achieved	Achieved	To Achieve	Achieved
5. Introduce device uptime management software for IT Technicians.	N/A	N/A	N/A	To Achieve	Achieved

OBJECTIVE #8

Input and verify new BA student information.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Enroll and test fingerprint template for new BA student.	N/A	Achieved	Achieved	100%	Achieved
2. Remove duplicate registrations.	N/A	Achieved	Achieved	To Achieve by January.	Achieved
3. Input student Khmer name.	N/A	Achieved	Achieved	To Achieve by January.	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	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 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.	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 which is requested by Phearson or ACCA.	N/A	Achieved	Achieved	To Achieve	Achieved

OBJECTIVE #10

Improve staff skills and technical management skills.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
1. Master of Finance	N/A	N/A	N/A	Phengly shall attend the course.	Achieved- Phengly attended the first semester
2. Pentest	N/A	N/A	N/A	Phengly and Solin shall attend the course.	Achieved
3. CCIE	N/A	N/A	N/A	Paul shall attend the course.	Achieved

FACILITIES ACTION PLAN

ACTION PLAN

JANUARY 2020 - DECEMBER 2020

OBJECTIVE #1

Ensure that institute facilities function effectively.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
Evaluations by students, lecturers, and non-academic staff on a scale of 1-7.	Student: 5.49	Students: 5.57 Lecturers: 6.43 Non-academic staff: Not surveyed	Students: 5.20 Lecturers: 6.16 Non-academic staff: 6.22	Students: 6.0+ Lecturers: 6.0+ Non-academic staff: 6.0+	Students: 6.10 Lecturers: 6.54 Non-academic staff: 6.47

OBJECTIVE #2

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
Average monthly number of minor installations, renovations and repairs proposed and resolved.	NA	NA	NA	10+	no much installation
Number of significant facility renovation, expansion or design projects started.	NA	NA	9	3+	N/A

OBJECTIVE #3

Enhance facilities team performance and communication.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
Team members are satisfied, challenged and committed as indicated by engagement score.	5.60	5.90	N/A	6+	6.45
Team composition is adequate.	NA	N/A	N/A	1. Hire 2 additional maintenance specialists. 2. Promote a specialist to assistant manager.	One specialist is hired.
Effective communication as indicated by the number of staff and student requests passed to facilities management via chat applications.	NA	N/A	1 CamEd Maintenance Chat	50+ requests placed by students and/or staff	requests were received via Telegram chat and resolved

OBJECTIVE #4

Optimise use of facilities and facility resources.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
Satisfaction rating of adequacy of storage by each department.	N/A	N/A	N/A	5.0+ Create dedicated storage for IT, Accounting, Admissions, Maintenance, and Cleaners (4 including 1 general and 1 small in each building).	New storage in west building for IT and Admission and one in central building for Admission.
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: 838,993 Monthly AVG KW: 69,916 BA: 100% Non-BA: 85.76%	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%

OBJECTIVE #5

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target	2020 Result
Improve parking as evidenced by a student and staff satisfaction score.	N/A	N/A	N/A	4.0+	No updates due to covid
Ensure adequate access to food and beverage as evidenced by student and staff satisfaction.	Self-provided by Brew House cafe.	Self-provided by Brew House cafe.	External service neighborhood services only.	1. Try to negotiate with West building to organize the canteen in their café. 2. Install Juice and Drink selling machine.	No updates due to covid

CAMED INSTITUTE

AUDITED FINANCIAL STATEMENTS AND INDEPENDENT AUDITORS' REPORT 31 DECEMBER 2020



CAMED INSTITUTE

INSTITUTE INFORMATION

TRUSTEES:	Mr. Casey Barnett, FCCA, CFA Dr. Sam Ghanty Ms. Maria Isabelita Cabrera Manzon, CPA 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
AUDITORS:	BDO (Cambodia) Limited

CAMED INSTITUTE

TRUSTEES' REPORT

The Trustees have pleasure in submitting their report and the audited financial statements of CamEd Institute ("CamEd") for the financial year ended 31 December 2020.

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>2,348,261</u>	<u>9,576,208</u>

Reserves and provisions

During the year, drawing on retained earnings were made in the amount of \$415,762 (\$1,695,477). 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 Trustees 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 Trustees are 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 Trustees 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 Trustees are not aware of any circumstances which would render the values attributed to the current assets in the financial statements of CamEd misleading.

Valuation methods

At the date of this report, the Trustees are 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.

CAMED INSTITUTE

TRUSTEES' REPORT (continued)

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 Trustees, 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 Trustees are 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 Trustees, 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 Trustees, to affect substantially the results of the operations of CamEd for the financial year for which this report is made.

Trustees

The Trustees who have held office since the date of the last report are:

Mr. Casey Barnett, FCCA, CFA	
Dr. Sam Ghanty	
Ms. Maria Isabelita Cabrera Manzon, CPA	
Dr. Phat Darith	
Dr. Prum Virak	(appointed on 1 October 2020)
Ms. Nean Bony, ACCA	(resigned on 14 September 2020)
Dr. Hap Phalthy	(resigned on 14 September 2020)

Trustees' 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 Trustees 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 Trustees have not received or become entitled to receive any benefit by reason of a contract made by CamEd or a related corporation with the Trustees or with a firm of which the Trustee is a member, or with a company in which the Trustees have a substantial financial interest, except for any benefit which may be deemed to have arisen by virtue of those transactions as disclosed in Note 16 to the financial statements.

CAMED INSTITUTE

TRUSTEES' REPORT (continued)

Trustees' responsibility in respect of the financial statements

The Trustees are responsible to ascertain that the financial statements give a true and fair view of the financial position of CamEd as at 31 December 2020, and of its financial performance and cash flows for the financial year then ended. In preparing these financial statements, the Trustees are 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 Trustees confirm that they have complied with the above requirements in preparing the financial statements.

Statement by the Trustees and Chief Financial Officer

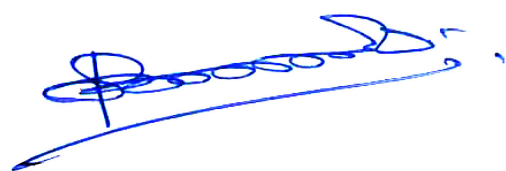
In the opinion of the Trustees and Chief Financial Officer, the financial statements set out on pages 7 to 25 have been drawn up in accordance with Cambodian International Financial Reporting Standards and International Financial Reporting Standards so as to give a true and fair view of the financial position of CamEd as at 31 December 2020, and of its financial performance and cash flows for the financial year then ended.

Signed on behalf of the Trustees,



Casey Barnett

Trustee



Keat Marath

Chief Financial Officer
Phnom Penh, Cambodia
Date: 15 March 2021



INDEPENDENT AUDITORS' REPORT TO THE MEMBER OF CAMED INSTITUTE

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of CamEd Institute ("CamEd"), which comprise statement of financial position as at 31 December 2020, 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 7 to 25.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of CamEd as at 31 December 2020, 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 Trustees of CamEd is responsible for the other information. The other information comprises the Trustees' 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 Trustees' Report 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 Trustees' Report and, in doing so, consider whether the Trustees' Report 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 Trustees' Report, we are required to report that fact. We have nothing to report in this regard.



INDEPENDENT AUDITORS' REPORT TO THE MEMBER OF CAMED INSTITUTE (continued)

Responsibilities of the Trustees for the Financial Statements

The Trustees 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 Trustees are also responsible for such internal control as the Trustees determine 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 Trustees are 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 Trustees either intend 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 Trustees.



INDEPENDENT AUDITORS' REPORT TO THE MEMBER OF CAMED INSTITUTE (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 Trustees 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 members of CamEd, as a body, and for no other purpose. We do not assume responsibility to any other person for the content of this report.



Phnom Penh, Cambodia
Date: 15 March 2021

**STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020**

	Note	2020	2019	2020	2019
		\$	\$	₹'000	₹'000
REVENUE					
Revenue	5	7,098,353	6,627,973	28,947,084	26,856,548
EXPENSES					
ACCA expenses		(155,479)	(282,989)	(634,043)	(1,146,671)
Books and materials		(223,701)	(195,208)	(912,253)	(790,983)
Research and development		(142,375)	(124,229)	(580,605)	(503,376)
Depreciation and amortisation		(829,775)	(709,740)	(3,383,822)	(2,875,866)
Employee benefits	6	(2,462,016)	(2,307,842)	(10,040,102)	(9,351,376)
Reversal / (Impairment loss) on trade receivables	12	14,798	(44,133)	60,346	(178,827)
Marketing		(452,118)	(502,688)	(1,843,737)	(2,036,892)
Office expense		(85,847)	(110,198)	(350,084)	(446,522)
Philanthropic donations		(26,421)	(41,763)	(107,745)	(169,224)
Repairs and maintenance		(73,639)	(187,961)	(300,300)	(761,618)
Staff Training and Recruitment		(67,712)	(217,623)	(276,130)	(881,808)
Student extracurricular activities		(43,593)	(198,428)	(177,772)	(804,030)
Utilities		(132,147)	(170,255)	(538,895)	(689,873)
Other expenses		(184,433)	(291,944)	(752,118)	(1,182,959)
		(4,864,458)	(5,385,001)	(19,837,260)	(21,820,025)
Operating profit		2,233,895	1,242,972	9,109,824	5,036,523
Finance income	7	349,629	298,435	1,425,787	1,209,259
Finance cost	7	(235,263)	(217,738)	(959,403)	(882,274)
Profit before tax		2,348,261	1,323,669	9,576,208	5,363,508
Income tax	8	-	-	-	-
Profit for the year		2,348,261	1,323,669	9,576,208	5,363,508
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

The notes on pages 11- 25 form part of these financial statements

CAMED INSTITUTE

STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2020

	Note	2020	2019	2020	2019
		\$	\$	₹'000	₹'000
ASSETS					
Non-current assets					
Property, plant and equipment	9	2,674,804	2,771,996	10,819,583	11,295,883
Intangible assets	10	27,567	26,414	111,509	107,637
Prepayments	12	6,809	5,774	27,542	23,529
Income tax receivables	8	-	50,890	-	207,377
Deferred tax assets	8	-	19,159	-	78,073
		2,709,180	2,874,233	10,958,634	11,712,499
Current assets					
Trade and other receivables	12	240,903	274,717	974,453	1,119,472
Cash and bank balances	13	7,136,080	5,497,987	28,865,444	22,404,297
		7,376,983	5,772,704	29,839,897	23,523,769
TOTAL ASSETS		10,086,163	8,646,937	40,798,531	35,236,268
EQUITY AND LIABILITIES					
Equity					
Owner's contribution		30,291	30,291	123,436	123,436
Retained earnings		4,476,695	2,544,196	18,167,130	10,286,399
Translation reserve	4	-	-	(59,809)	81,200
TOTAL EQUITY		4,506,986	2,574,487	18,230,757	10,491,035
LIABILITIES					
Non-current liabilities					
Lease liabilities	11	1,718,006	1,637,753	6,949,334	6,673,843
		1,718,006	1,637,753	6,949,334	6,673,843
Current liabilities					
Trade and other payables	14	282,929	374,486	1,144,449	1,526,030
Lease liabilities	11	553,988	415,442	2,240,882	1,692,926
Unearned income	15	3,024,254	3,644,769	12,233,109	14,852,434
		3,861,171	4,434,697	15,618,440	18,071,390
TOTAL LIABILITIES		5,579,177	6,072,450	22,567,774	24,745,233
TOTAL EQUITY AND LIABILITIES		10,086,163	8,646,937	40,798,531	35,236,268

The notes on pages 11- 25 form part of these financial statements

**STATEMENT OF CHANGES IN EQUITY
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020**

	Owner Contribution	Retained Earnings	Total Equity
	\$	\$	\$
Balance as at 1 January 2019	30,291	1,564,071	1,594,362
Profit for the financial year	-	1,323,669	1,323,669
Other comprehensive income	-	-	-
Total comprehensive income	-	1,323,669	1,323,669
Transaction with owner			
Owner's drawing, representing total transactions with owner	-	(343,544)	(343,544)
Balance as at 31 December 2019	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 at 31 December 2020	30,291	4,476,695	4,506,986

	Owner Contribution	Retained Earnings	Translation Reserve	Total Equity
	i'000	i'000	i'000	i'000
Balance as at 1 January 2019	123,436	6,314,931	(32,220)	6,406,147
Profit for the financial year	-	5,363,508	-	5,363,508
Other comprehensive income	-	-	113,420	113,420
Total comprehensive income	-	5,363,508	113,420	5,476,928
Transaction with owner				
Owner's drawing, representing total transactions with owner	-	(1,392,040)	-	(1,392,040)
Balance as at 31 December 2019	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 at 31 December 2020	123,436	18,167,130	(59,809)	18,230,757

The notes on pages 11- 25 form part of these financial statements

CAMED INSTITUTE

STATEMENT OF CASH FLOWS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

	Note	2020	2019	2020	2019
		\$	\$	£'000	£'000
Cash flows from operating activities					
Profit before tax		2,348,261	1,323,669	9,576,208	5,363,508
ADJUSTMENTS FOR					
Depreciation and amortisation		829,775	709,740	3,383,822	2,875,866
Finance income	7	(349,629)	(298,435)	(1,425,787)	(1,209,259)
Finance cost	7	235,263	217,738	959,403	882,274
Impairment loss/(reversal) on trade receivables	12	(14,329)	45,351	(60,346)	183,763
Loss on disposal of property, plant and equipment		45,517	1,164	185,618	4,717
Operating profit before working capital changes		3,094,858	1,999,227	12,618,918	8,100,869
CHANGES IN WORKING CAPITAL					
Trade and other receivables		102,828	(109,999)	419,333	(445,716)
Trade and other payables		(91,557)	(122,935)	(373,369)	(498,133)
Unearned income		(620,515)	527,387	(2,530,460)	2,136,971
NET CASH FROM OPERATING ACTIVITIES		2,485,614	2,293,680	10,134,422	9,293,991
CASH FLOW FROM INVESTING ACTIVITIES					
Purchase of property, plant and equipment	9 (c)	(47,654)	(703,481)	(194,333)	(2,850,505)
Purchase of intangible assets	10	(5,000)	(12,050)	(20,390)	(48,827)
Proceeds from disposal of property, plant and equipment	10	709	41	2,873	
Placement of fixed deposits		(2,286,998)	(972,945)	(9,326,378)	(3,942,373)
Interest received		293,694	292,125	1,197,684	1,183,691
NET CASH USED IN INVESTING ACTIVITIES		(2,045,948)	(1,395,642)	(8,343,376)	(5,655,141)
CASH FLOW FROM FINANCING ACTIVITIES					
Payment of lease liabilities and interest	11	(710,468)	(610,308)	(2,897,289)	(2,472,968)
Owner's withdrawal		(415,762)	(343,544)	(1,695,477)	(1,392,040)
NET CASH USED IN FINANCING ACTIVITIES		(1,126,230)	(953,852)	(4,592,766)	(3,865,008)
Net decrease in Cash and Cash equivalents		(686,564)	(55,814)	(2,801,720)	(226,158)
Opening Cash and Cash Equivalents		1,096,235	1,159,613	4,467,158	4,659,325
Effect of exchange rate changes on cash and cash equivalents		37,659	(7,564)	153,573	(30,649)
Currency Translation Differences		-	-	(9,561)	64,640
Ending Cash and Cash Equivalents	13	447,330	1,096,235	1,809,450	4,467,158

The notes on pages 11- 25 form part of these financial statements

CAMED INSTITUTE

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020

1. INSTITUTE INFORMATION

CamEd Institute (“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.

The financial statements were authorised for issue by the Board of Trustees on 15 March 2021.

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 2019	\$1 =	៛ 4,075	៛ 4,052
31 December 2020	\$1 =	៛ 4,045	៛ 4,078

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, 2020	Dec 31, 2019
	¥'000	¥'000
Opening net assets	10,491,035	6,406,147
Profit during the year	9,576,208	5,363,508
Drawings during the year	(1,695,477)	(1,392,040)
Translation gain / (loss) (Bal. Figure)	(141,009)	113,420
Closing net assets	18,230,757	10,491,035
Translation Reserve	(59,809)	81,200

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.

	2020	2019	2020	2019
	\$	\$	¥'000	¥'000
Teaching services	6,865,101	6,189,610	27,995,882	25,080,300
Books and materials	6,574	9,093	26,809	36,845
Commissions	11,803	66,535	48,133	269,600
Examination fees	34,774	49,359	141,808	200,003
Other revenue	180,101	313,376	734,452	1,269,800
	7,098,353	6,627,973	28,947,084	26,856,548

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 trustees and employees that are not working as professors or lecturers. This is divided into benefits for operations, key management and trustees. Operations includes employee benefits for academic affairs and general operations; general operations includes employee benefits such as for HR, IT, admissions, accounting, security, cleaning.

	2020	2019	2020	2019
	\$	\$	i'000	i'000
Teaching	1,265,303	1,315,093	5,159,906	5,328,757
Non-Teaching				
Trustee	65,250	34,000	266,090	137,768
Academic Affairs	216,273	200,004	881,961	810,416
Executive Management	258,767	202,461	1,055,252	820,372
General Operations	656,423	556,284	2,676,893	2,254,063
	1,196,713	992,749	4,880,196	4,022,619
	2,462,016	2,307,842	10,040,102	9,351,376

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	2020	2019	2020	2019
	\$	\$	i'000	i'000
Interest	287,676	283,123	1,173,143	1,147,214
Gain on foreign exchange	45,811	1,547	186,817	6,269
Unwinding of the lease deposit	16,142	13,765	65,827	55,776
Total finance income	349,629	298,435	1,425,787	1,209,259

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

Finance Costs	2020	2019	2020	2019
	\$	\$	i'000	i'000
Bank and credit card fee	3,167	3,978	12,916	16,119
Loss on foreign exchange	8,621	5,133	35,156	20,798
Unwinding of the Lease	221,974	207,243	905,210	839,749
Unwinding of Seniority Obligation	1,501	1,384	6,121	5,608
Total finance costs	235,263	217,738	959,403	882,274

8. TAXATION

TAX expenses

Pursuant to Prakas No. 209 dated on 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:

	2020	2019	2020	2019
	\$	\$	i'000	i'000
Profit before tax	2,348,261	1,323,669	9,576,208	5,363,508
Tax at Cambodian statutory tax rate of 20% (2019: 20%)	469,652	264,734	1,915,241	1,072,703
Tax effects in respect of:				
Non-allowable expenses	44,094	41,394	179,815	167,728
Tax incentives and allowances	(513,746)	(306,128)	(2,095,056)	(1,240,431)
Total income tax	-	-	-	-

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

However, in 2020, 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 2019	66,488	532,262	563,964	2,316,443	3,479,157
Additions	26,850	179,703	496,928	806,631	1,510,112
Disposals	-	-	(22,521)	-	(22,521)
Reclassification	-	(4,803)	4,803	-	-
31 December 2019	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
Accumulated Depreciation					
1 January 2019	9,936	381,221	380,600	737,085	1,508,842
Disposals	-	-	(20,648)	-	(20,648)
Depreciation expense	3,485	84,225	147,984	470,864	706,558
Reclassification	-	(4,803)	4,803	-	-
31 December 2019	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
Net Book Value					
31 December 2020	82,524	175,053	366,343	2,050,884	2,674,804
31 December 2019	79,917	246,519	530,435	1,915,125	2,771,996

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 2019	267,149	2,138,629	2,266,007	9,307,468	13,979,253
Additions	108,796	728,157	2,013,552	3,268,469	6,118,974
Disposals	-	-	(91,255)	-	(91,255)
Reclassification	-	(19,462)	19,462	-	-
Currency translation difference	4,407	34,361	43,168	150,590	232,526
31 December 2019	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	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
Accumulated Depreciation					
1 January 2019	39,923	1,531,746	1,529,251	2,961,608	6,062,527
Disposals	-	-	(83,666)	-	(83,666)
Depreciation expense	14,121	341,280	599,631	1,907,941	2,862,973
Reclassification	-	(19,462)	19,462	-	-
Currency translation difference	647	23,556	24,733	52,844	101,780
31 December 2019	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
Net Book Value					
31 December 2020	333,810	708,089	1,481,858	8,295,826	10,819,583
31 December 2019	325,661	1,004,565	2,161,523	7,804,134	11,295,883

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.

Construction in progress that included in leasehold improvements and furniture and office equipment amounted to \$ Nil (2019: \$187,687) and \$ Nil (2019: \$71,265) respectively. Construction in progress represents leasehold improvements and furnitures under construction. Property, plant and equipment under construction are not depreciated until such time when the assets are available for use.

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:

	2020	2019	2020	2019
	\$	\$	¥'000	¥'000
Additions of property, plant and equipment	82,951	1,510,112	338,274	6,118,974
Additions via lease liabilities	(35,297)	(806,631)	(143,941)	(3,268,469)
Cash payments on purchase of property, plant and equipment	47,654	703,481	194,333	2,850,505

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 2019	23,921	96,115
Additions	12,050	48,827
Currency translation difference	-	1,640
31 December 2019	35,971	146,582
Additions	5,000	20,390
Currency translation difference	-	(1,244)
31 December 2020	40,971	165,728
Accumulated Amortisation		
1 January 2019	6,375	25,615
Amortisation expense	3,182	12,893
Currency translation difference	-	437
31 December 2019	9,557	38,945
Amortisation expense	3,847	15,688
Currency translation difference	-	(414)
31 December 2020	13,404	54,219
Net Book Value		
31 December 2020	27,567	111,509
31 December 2019	26,414	107,637

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 rate. 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

	2020	2019	2020	2019
	\$	\$	£'000	£'000
Non-current				
Lease liabilities	1,718,006	1,637,753	6,949,334	6,673,843
Current				
Lease liabilities	553,988	415,442	2,240,882	1,692,926
Total lease liabilities	2,271,994	2,053,195	9,190,216	8,366,769

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	9.37%- 11.08%

(b) Movement of lease liabilities

	2020	2019	2020	2019
	\$	\$	¥'000	¥'000
At 1 January	2,053,195	1,661,299	8,366,770	6,675,099
Addition	34,563	794,961	140,948	3,221,182
Effect of modification to lease term	672,730	-	2,743,393	-
Interest charged (Note 7)	221,974	207,243	905,210	839,749
Payments of:				
Principal	(488,494)	(403,065)	(1,992,079)	(1,633,219)
Interest	(221,974)	(207,243)	(905,210)	(839,749)
Currency translation difference	-	-	(68,816)	103,707
At 31 December	2,271,994	2,053,195	9,190,216	8,366,769

(c) Weighted average incremental borrowing rate

The following table sets out the carrying amounts, the weighted average incremental borrowing rates and the remaining maturities of the lease liabilities of the CamEd that are exposed to interest rate risk:

	Weighted average incremental borrowing rate per annum	Within one year	1-2 Years	2-5 Years	More than 5 years	Total
31 December 2020	%	\$	\$	\$	\$	\$
Lease Liabilities	9.27%-12.70%	553,988	618,195	1,099,811	-	2,271,994
31 December 2019						
Lease Liabilities	9.37%-12.70%	415,442	331,610	1,117,558	188,585	2,053,195

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:

	On demand or within one year	One to five years	Over five years	Total
31 December 2020	\$	\$	\$	\$
Lease Liabilities	758,428	1,983,036	-	2,741,464
31 December 2019				
Lease Liabilities	609,708	1,827,232	195,272	2,632,212

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

	2020	2019	2020	2019
	\$	\$	¥'000	¥'000
Beginning lease liabilities	2,053,195	1,661,299	8,366,770	6,675,099
Cash flows	(710,468)	(610,308)	(2,897,289)	(2,472,968)
Non-cash flows:				
Addition	34,563	794,961	140,948	3,221,182
Effect of modification of lease term	672,730	-	2,743,393	-
Unwinding of interest	221,974	207,243	905,211	839,749
Currency translation difference	-	-	(68,817)	103,707
Ending lease liabilities	2,271,994	2,053,195	9,190,216	8,366,769

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 \$.

	2020	2019	2020	2019
	\$	\$	¥'000	¥'000
Trade receivables				
Tuition and fees receivable	21,417	65,143	86,632	265,458
Less: Expected credit loss	(21,100)	(51,066)	(85,350)	(208,094)
	317	14,077	1,282	57,364
Other receivables				
Advance to employees	9,600	10,750	38,832	43,806
Interest receivables	100,548	106,566	406,717	434,257
Refundable deposits	129,175	130,549	522,513	531,987
Prepayments	8,072	18,549	32,651	75,587
	247,395	266,414	1,000,713	1,085,637
	247,712	280,491	1,001,995	1,143,001
Less: Prepayments- non current	(6,809)	(5,774)	(27,542)	(23,529)
	240,903	274,717	974,453	1,119,472

12. TRADE AND OTHER RECEIVABLES (continued)

Lifetime expected loss allowance for trade receivables are as follows:

	Current (1 - 120 days)	Term 1 (121 - 300 days)	Total US\$
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
31 December 2019			
Expected loss rate	73%	100%	
Gross carrying amount (US\$)	52,680	12,463	65,143
Expected credit loss	38,604	12,462	51,066

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:

	2020	2019	2020	2019
	\$	\$	i'000	i'000
Beginning Allowance	51,066	23,787	208,094	95,576
Written off	(15,168)	(16,854)	(61,855)	(68,292)
Impairment loss/(Reversal) per Statement of Profit or Loss and Other Comprehensive Income	(14,798)	44,133	(60,346)	178,827
Exchange differences	-	-	(543)	1,983
Expected Credit Loss	21,100	51,066	85,350	208,094
Impairment loss/(Reversal)	(14,798)	44,133	(60,302)	179,842
Cash received from bad debt recovery	469	1,218	1,911	4,963
Adjusted Impairment loss/(Reversal) per Statement of Cash Flow	(14,329)	45,351	(58,391)	184,805

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 6%- 9% (2019: 5%- 12%) and weighted average effective interest rate of 7.68% (2019:7.06%).

	2020	2019	2020	2019
	\$	\$	៛'000	៛'000
Cash on hand	20,656	6,998	83,554	28,517
Cash at banks	426,674	1,089,237	1,725,896	4,438,641
Cash and cash equivalents per cash flow statement	447,330	1,096,235	1,809,450	4,467,158
Deposit with original maturity of more than 3 months	6,688,750	4,401,752	27,055,994	17,937,139
Cash and bank balances	7,136,080	5,497,987	28,865,444	22,404,297

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

	2020	2019	2020	2019
	\$	\$	៛'000	៛'000
United States Dollar	4,764,128	3,578,853	19,270,898	14,583,826
Khmer Riel	2,371,952	1,919,134	9,594,546	7,820,471
	7,136,080	5,497,987	28,865,444	22,404,297

14. 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 (2019: 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.

	2020	2019	2020	2019
	\$	\$	៛'000	៛'000
Trade Payables				
Third Party	18,253	102,819	73,833	418,987
Other Payables				
Accruals	19,162	17,661	77,510	71,969
Fee payables	222,810	229,679	901,266	935,942
Other tax payables	22,704	24,327	91,840	99,132
	264,676	271,667	1,070,616	1,107,043
Trade and Other Payables	282,929	374,486	1,144,449	1,526,030

14. TRADE AND OTHER PAYABLES (continued)

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

	2020	2019	2020	2019
	\$	\$	£'000	£'000
United States Dollar	60,119	144,807	243,181	590,089
Great British Pounds	222,810	229,679	901,266	935,941
	282,929	374,486	1,144,447	1,526,030

15. UNEARNED REVENUE

The components and movements of deferred tax assets are as follows:

	2020	2019	2020	2019
	\$	\$	£'000	£'000
Unearned Revenue	3,024,254	3,644,769	12,233,109	14,852,434

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 \$3,644,769 recognised in unearned income at the beginning of the financial year has been recognised as revenue for the financial year ended 31 December 2020.

16. 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.

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

Compensation of key management personnel:

	2020	2019	2020	2019
	\$	\$	£'000	£'000
Executive Management	258,767	202,461	1,055,252	820,372
Trustees	65,250	34,000	266,090	137,768
	324,017	236,461	1,321,342	958,140

17. CAPITAL AND FINANCIAL RISK MANAGEMENT

Capital management

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

Financial risk management

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

The Trustees are 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 Trustees.

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

		2020	2019	2020	2019
Profit after tax if exchange rates had changed		\$	\$	₹'000	₹'000
Balance in ₹		2,371,952	1,919,314	9,594,546	7,821,205
₹/\$	Strengthen by 2% (2019: 3%)	37,951	46,059	153,512	187,690
	Weaken by 2% (2019: 3%)	(37,951)	(46,059)	(153,512)	(187,690)
Balance in GBP		222,810	229,679	901,266	935,942
GBP/\$	Strengthen by 8% (2019: 3%)	14,260	5,512	57,682	22,461
	Weaken by 8% (2019: 3%)	(14,260)	(5,512)	(57,682)	(22,461)

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.

18. 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.

19. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform with the current period's presentation.

	As restated	As previously stated	As restated	As previously stated
	\$	\$	i'000	i'000
Statement of Profit or Loss and Other Comprehensive Income				
Revenue	6,627,973	6,450,633	26,856,548	26,137,965
Other Income	-	178,558	-	723,517
Reversal / (Impairment loss) on trade receivables	(44,133)	(27,279)	(178,827)	(110,535)
Other expenses	(291,944)	(627,005)	(1,182,959)	(2,540,624)
Employee benefits	(2,307,842)	(2,273,842)	(9,351,376)	(9,213,608)
ACCA expenses	(282,989)	-	(1,146,671)	-
Curriculum and course development	-	(124,229)	-	(503,376)
Research and development	(124,229)	-	(503,376)	-
Statement of Financial Position				
Property, plant and equipment	2,771,996	856,871	11,295,883	3,491,749
Right-of-use assets	-	1,915,125	-	7,804,134
Statement of Cash Flow				
Change in trade and other receivables	(109,999)	(92,606)	(445,716)	(375,240)
Tax paid	-	(17,393)	-	(70,476)