



CamEd
Business School



2023 ANNUAL REPORT

2023 ANNUAL REPORT



LEARN, SHARE, CONNECT.

FOR MORE INFORMATION:

64 Street 108, Phnom Penh
070 673 673 / 010 986 523
admissions@cam-ed.com
www.cam-ed.edu.kh

COPYRIGHT © 2023 BY CAMED BUSINESS SCHOOL

ALL RIGHTS RESERVED. NO PART OF THIS PUBLICATION MAY BE REPRODUCED, DISTRIBUTED, OR TRANSMITTED IN ANY FORM OR BY ANY MEANS, INCLUDING PHOTOCOPYING, RECORDING, OR OTHER ELECTRONIC OR MECHANICAL METHODS, WITHOUT THE PRIOR WRITTEN PERMISSION OF THE PUBLISHER, EXCEPT IN THE CASE OF BRIEF QUOTATIONS EMBODIED IN CRITICAL REVIEWS AND CERTAIN OTHER NONCOMMERCIAL USES PERMITTED BY COPYRIGHT LAW. FOR PERMISSION REQUESTS, WRITE TO THE PUBLISHER, AT THE ADDRESS BELOW.

CAMED BUSINESS SCHOOL
64 STREET 108
PHNOM PENH
CAMBODIA

WWW.CAM-ED.COM

PRESIDENT@CAM-ED.COM



ABOUT THIS ANNUAL REPORT

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

BOARD OF TRUSTEES



Dr. Prum Virak
Chairman and Trustee



Casey Barnett, CFA, FCCA, MBA
Trustee



Dr. Maria Isabelita C. Manzon-Cabrera, CPA, ACPA, MDE
Trustee



Dr. Darith Phat
Trustee



Dr. Kenneth Paul Charman
Trustee



Mean Udam, ACCA, MSc
Secretary

FOREWORD FROM CHAIRMAN



Anticipation. Adaptation. Agility.

These are the three guides which I always apply in all the important work that we do. And the results have been largely satisfactory. We have further strengthened our position as the leading and most trusted Business School of the nation. Our commitment to making improvements has translated into high performance in all areas: expansion of our industrial linkages with the most relevant stakeholders, high quality of teaching, high quality of published research, professionalism, reliable modern facilities and, as a result, market-ready graduates. As our alumni continue to make meaningful contributions in their workplace and their life, we continue to penetrate and expand the existing market as well as developing new business models.

With a team of dedicated members of staff, there is every reason to believe that we will achieve more success.

As you read through this 2023 Annual Report, may you reflect on the wonderful work that the Board, the management team and all members of staff have carried out. I deeply thank every individual, both on and off campus, who has been part of our story and who will, no doubt, continue to shape and breathe it together in the years to come.

With Best Regards,

VirakPrum

Dr. Prum Virak

Chairman of the Board.



CONTENTS

Section	Page
1. Strategic Plan	
Vision	2
Mission	3
Educational Philosophy	5
Core Values	6
Goals 2019-2023	7
Strategic Objectives 2019-2023	9
Achievements 2023	10
2. Action Plans	
Board of Trustees 2023 Action Plan	43
Internal Quality Assurance 2023 Action Plan	45
Internal Audit Department 2023 Action Plan	53
Curriculum Committee 2023 Action Plan	55
Academic Affairs 2023 Action Plans	
a. Department of Accounting and Finance 2023 Action Plan	57
b. Department of Foundation Year 2023 Action Plan	61
Research Committee 2023 Action Plan	65
Learning Support Center (LSC) 2023 Action Plan	69
Library 2023 Action Plan	73
Admissions- Processing 2023 Action Plan	77
Admissions- Higher Education Marketing 2023 Action Plan	79
Admissions- Corporate Marketing 2023 Action Plan	85
MoEYS and ACCA Coordination 2023 Action Plan	89
International Engagement 2023 Action Plan	91
Career Services and Student Advising 2023 Action Plan	95
HR Department 2023 Action Plan	101
IT Services and Registrar 2023 Action Plan	107
Facilities 2023 Action Plan	111
Finance Department 2023 Action Plan	115
2. Financial Report	
Audited Financial Statements and Independent Auditor's Report	119

VISION

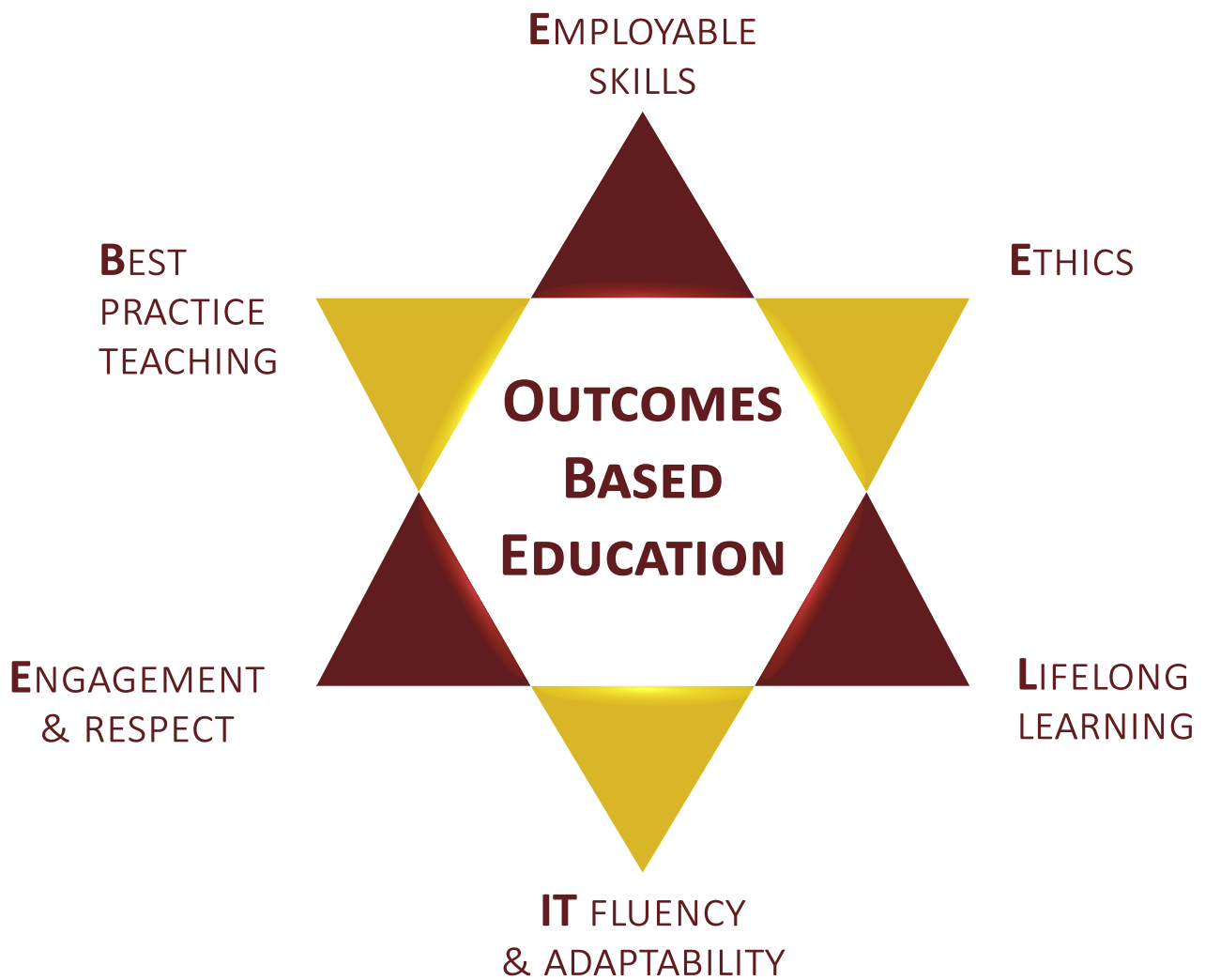
To develop a community of business professionals performing on par with those in international business centers, taking initiatives as leaders, and upholding ethical standards.





MISSION

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



EDUCATIONAL PHILOSOPHY

Employable Skills

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

Lifelong Learning

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

High Quality Teaching

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

Engagement and Respect

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

IT Fluency and Adaptability

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

Ethics

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

CORE VALUES

Continuous Improvement

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

Ethics

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

Practicality

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



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

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



STRATEGIC OBJECTIVES

- 1.1 Develop accounting and finance skills in students via high quality lecturing, assignments, assessments, student clubs, and study tours.
- 1.2 Admit academic degree students with higher intellectual ability.
- 2.1 Regularly review and adjust curriculum, teaching methods and student services to anticipate and respond to the needs of employers
- 2.2 Consult with employers and students, then place appropriately qualified students with employers
- 3.1 Employ a diverse group of lecturers with highly effective teaching skills, respected qualifications, and high intellectual ability, and appropriate experience
- 3.2 Engage and encourage lecturers to conduct and publish research
- 3.3 Host, attend and participate in public forums and/or conferences
- 3.4 Regularly engage and cooperate with relevant professional bodies, industry bodies, and government institutions
- 3.5 Recruit international exchange students.
- 4.1 Achieve operational excellence and efficiency through continuous innovation, quality control, and maximizing capacity
- 4.2 Develop the CamEd brand into a premium, aspirational brand in order to achieve higher margins
- 4.3 Improve Student, Support staff, and Academic staff evaluation of CamEd services and Processes
- 5.1 Graduates will progress to positions of management, able to work effectively in Khmer language and in accordance with Cambodian regulations.

ACHIEVEMENTS 2023

2023 STUDENT ACHIEVEMENT HIGHLIGHTS

In 2023, 420 Bachelor of accounting and finance students graduated, 95 students completed their CAT examinations, and 30 students completed their ACCA program and became ACCA affiliates.



CamEd graduates comprised 76% of new recruits in entry level audit and tax positions at the big four audit firms (PwC, KPMG, EY, Deloitte) in 2023.



CamEd Students received the Champion Award of the CFA Research Challenge Competition in 2023.

CamEd students became a worldwide top scorer in Foundations in Audit subject and Foundations in Financial Management subject of the June 2023 and December 2023 Exam Session.



Our student, Ms. Mean Chanpenhbormey was the No 1 worldwide top scorer for the international CAT exam. She got 100% in Recording Financial Transactions for the March 2023 exam session



Ms. Mok Mony Duongchan, a remarkable junior at CamEd Business School, has participated in the Earthshot Prize Awarding & Closing Ceremony, marking a proud moment for CamEd as our students contribute to innovative solutions for a sustainable future on the global stage, under the patronage of Prince William of Wales.



On Wednesday, November 8, 2023, a group of our senior students visited the General Tires Technology Factory in Sihanoukville. This study tour allowed our students to gain insightful knowledge about tire production using smart technology and receive opportunities for their future careers



From October 27th-29th, 2023, CamEd embarked on a journey of growth, teamwork, and exploration in the “Student Club Management Retreat 2023” at Siem Reap province. It was three days filled with team-building activities, new friendships, and unforgettable experiences as our students came together to foster mutual understanding and explore the wonders of this beautiful province.



Our student, Mr. Moeun Lim Sopanha, for his exceptional performance at the AFG Open October Evolution 2023 in Bangkok, Thailand, received a gold medal in the 73.5kg category, a silver medal in the 76 kg category, and a bronze medal in the Open-weight class, showcasing outstanding talent.

CamEd organized the Final President's Debate and Presentation on 21 October 2023 at CamEd Business School, where students showcased their confidence and continuous improvement throughout the research and preparation process, highlighting the growth and development nurtured within the competition.



Ms. Ung Khemara Bormeychan (our sophomore) has been chosen by MoEYS Cambodia for the Commemorating the 50th Year of ASEAN-Japan Friendship and Cooperation JENESYS2023 ASEAN-Japan Student Conference.



Mr. Hout Senghong, a junior-year student at CamEd Business School, for representing Cambodia as a delegate at the ASEAN Young Leaders Programme (AYLP) 2023 in Jakarta, Indonesia, from October 10 to October 14, 2023, where he gained valuable insights into ASEAN dynamics and cultural intelligence through interactions with fellow future leaders from diverse backgrounds within the ASEAN region.



CamEd Students secured the Silver Medal at the Creative Cambodian Convenience Store Business Model Competition 2023.



CamEd students secured a spot in the Top 3 Teams during the Country Round of the Youth Leadership Summit 2023 and were chosen to represent Cambodia in the international round in Singapore. During this competition, CamEd teams continued to shine as Team SAVIORS received the Best Presentation Award, and Team EcoWise earned recognition for their innovative ideas.



2023 ACADEMIC DEVELOPMENT HIGHLIGHTS

The Accreditation Council for Business Schools and Programs (ACBSP) is the biggest global network that specializes in accounting and businesses. It includes 11 geographical regions across the globe with more than 13,000 individual members from 60 countries. ACBSP Region 10 (South Asia) includes 16 countries with 51 member campuses. CamEd was honored to be the host of the ACBSP Region 10 Annual Conference which was held from 17-18 February 2023.



On May 3, 2023, CamEd Business School hosted a Conference on “Career in Accounting, Auditing, and Tax,” offering students the chance to explore career growth, challenges, and self-preparation in these fields, including a panel discussion for participants to ask questions, alongside a career fair connecting attendees with esteemed employers for job opportunities.



CamEd Banking Forum 2023 was held on September 28, 2023, at Oakwood Premier Phnom Penh, with approximately 250 participants in attendance. The event featured speakers and experts from the National Bank of Cambodia, as well as various banks and microfinance institutions. With the insightful sharing from our esteemed speakers, participants were able to learn about digital banking, growing trends, banking finance, the evolution of banking, retail banking, and risk management.



From July 5th to 11th, 2023, CamEd Business School conducted its annual International Study Tour to Japan, offering students a valuable opportunity to immerse themselves in diverse business environments, cultures, and career paths, fostering international and educational experiences essential for future global careers.



CamEd organized the Career Talk in Audit and Tax Profession, offering insights into the professional careers within these fields, featuring alumni currently employed at Big Four Accounting Firms as speakers, providing an invaluable opportunity to discover the broader scope of opportunities available.



CamEd organized the study tour to visit Foodpanda Cambodia's head office offering an inside look into their business operations, alongside engaging group activities and games where participants have the chance to win certificates, cash, vouchers, and other souvenir gifts provided by the company.



On September 16, 2023, CamEd International Business Club embarked on an insightful journey to Sihanoukville Autonomous Port, Cambodia's vital international deep seaport to discover its crucial role in our country's economic development and witness the port's daily operations along with the management process.



The MSc Networking Night offers students a chance to network, relax, and have fun while gaining valuable insights into their future career paths, fostering connections among peers and providing a supportive environment for professional growth.



CamEd Quality Enhancement Team (QETs) received training by IQA-IA about the PDCA approach. The objective of this training is to help the QETs implement the PDCA approach to enhance the quality within the department.



On November 19, 2023, CamEd successfully hosted the fourth international research symposium. There are speakers and presenters from seven countries.



IQA-IA staff attended the AACSB Asia Pacific Accreditation Conference in Sydney, Australia to learn about the accreditation standards and build networks with international universities.



From 30 May to 02 June 2023, an employer group discussion, alumni group discussion, and student group discussion were conducted at CamEd Business School by the Curriculum Committee with technical support by the IQA-IA department and CSSA department. The purpose was to review the relevance, clarity, articulation and coordination of the Bachelor of Accounting and Finance curriculum.



IQA-IA staff attended the AUN-QA International Conference in Bangkok to learn more about the AUN-QA assessment and build more collaborations with universities in ASEAN countries.



CamEd staff attended the 5th Cambodian Higher Education Forum about strengthening quality and productivity of academic programs, research, and governance towards building human capital for 2023 and Beyond.



The librarians and IT staff from CamEd Business Library embarked on a library visit program in Thailand, engaging in discussions covering a range of topics including new technology and IT systems for library administration, infrastructure, procurement processes, RFID inventory counts, resource management, future collaboration, ISO & risk management, and strategic plans for continuous improvement.



CamEd Business School and our stakeholders had the pleasure of learning directly from H.E Hem Vandy on how to support the growth of micro, small and medium enterprises in Cambodia. Among many pertinent exchanges and sharing, our Chairman Dr. Virak Prum demonstrated the urgent need to help Cambodian crafts reach international markets. As the leading business school in Cambodia, we support the vision of the Ministry of Industry, Science, Technology and Innovation.



Mr. Casey Barnett, CamEd President, along with CamEd Professors Dr. Kenneth Charman, Dr. Dash, and Dr. Siphath, attended the TCI/MOC Asian Chapter Summer Conference 2023 in Taipei on July 7 and 8. This event brought together professionals from around the world for insightful discussions and knowledge sharing on competitiveness, shared value, and various topics related to competitiveness.



2023 INSTITUTIONAL DEVELOPMENT HIGHLIGHTS

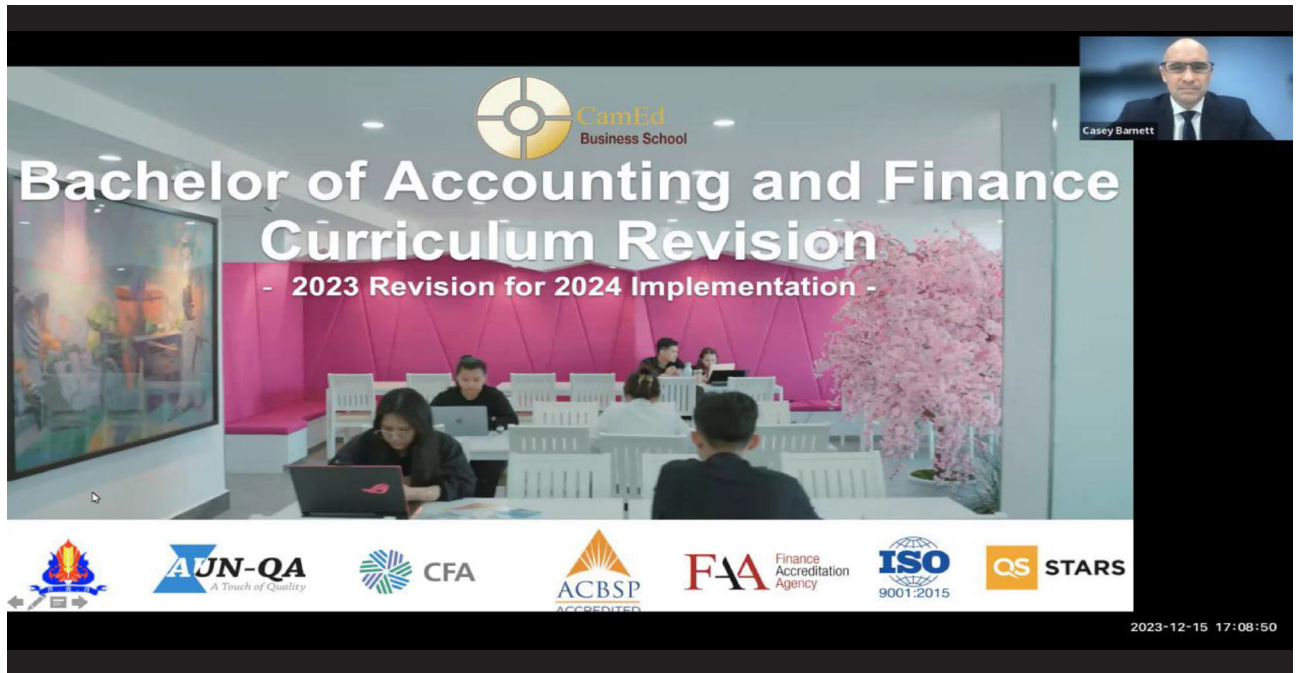
ACBSP granted a Full Accreditation of the Bachelor of Accounting and Finance Program for a validity of 10 years effective from 23 January 2023.



CamEd successfully passed the ISO First Year Surveillance Audit on 28 August 2023, affirming our commitment to quality, continuous improvement, and adherence to ISO standards.



President Casey Barnett presented the revised curriculum of the Bachelor of Accounting and Finance to all stakeholders, including employers, students, alumni, academic staff, and support staff. The updated program will be implemented starting from 2024 onwards.



Our Chairman, Dr. Virak Prum, and Dr. Ken Charman met with several UK university representatives to explore potential areas of collaboration. As our international engagement continues to strengthen, our students will benefit from increased opportunities for learning and growth.



On October 6, 2023, our Chairman Dr. Virak Prum led our delegation to meet with H.E Hem Vanndy, the Minister of Industry, Science, Technology, and Innovation. The discussion revolved around various potential areas for future collaboration, with particular emphasis on the development of SMEs. As the leading provider of IFRS for SMEs courses in Cambodia, CamEd Business School possesses extensive knowledge and expertise in this domain, aiming to leverage our capabilities for the benefit of SMEs in Cambodia.



CamEd and ACAR signed an MOU to recognize the CamEd Diploma in Cambodian Tax and the CamEd Diploma Cambodian Business Law for licensing as public accountants and auditors in Cambodia.



Dr. Kenneth Charman, CamEd Professor, participated in the Conference held by Orkestra Research Institute, Deustuko University Campus, in San Sebastian, Spain, in June 2023, to discuss the path to sustainable competitive futures through transformative research.



Chairman Dr. Virak facilitated a discussion on the matter “Why does the UK hold high standards in business dealings? Does it mean the UK is uncompetitive?”, generating passionate answers from the British Ambassador H.E Dominic Williams.



The Securities and Exchange Regulator of Cambodia (SERC) and CamEd Business School signed a Memorandum of Understanding (MOU), particularly focusing on library resource sharing. This initiative aims to provide students, faculty members, and professionals with access to a diverse range of resources, fostering a mutually beneficial partnership in the field of securities exchange market and education.



2023 COMMUNITY DEVELOPMENT HIGHLIGHTS

CamEd Business School, alongside the National Blood Transfusion Center, orchestrated a blood donation event on September 12, 2023, marked by a day of hope, kindness, and the spirit of giving.



The CamEd HR team led around sixty staff and faculties and brought along some donations and materials as well as funds to a small primary school near Kirirom national park on Sunday on 19-Mar-23.



CamEd organized a staff team building which also served as a fundraiser for the Kun Thak Bopha Hospital, with a pledge to donate 10,000 riels to the hospital foundation for every participant.



CamEd organized its annual trip to Krabi-Bangkok for 3 nights and 4 days during the water festival.



On Sunday, October 1, 2023, Our CamEd Staff visited the Preah Noreay pagoda at Kampong Chhnang Province to celebrate Pchum Ben Day.



On December 2, 2023, five groups of the foundation class completed their leadership philosophy project, raising funds around USD 10,000 for schools in rural areas of the country. As a direct result of these projects, CamEd students were able to develop their social awareness, teamwork, empathy, leadership, and communication skills.



GOAL #1

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

STRATEGIC OBJECTIVES

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

2023 Indicators	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1.1.1 The institute has achieved international accreditation by a US accreditation association.	Achieved ACC	Achieved QS Ranking.	Achieved ACBSP Site Visit	To be accredited by ACBSP	Achieved ACBSP
1.1.2 50%+ of classes with international exams shall achieve exam pass rates in excess of the international pass rates.	BA: 0/7 (No exam due to Covid-19) Non-BA: 7/9	BA: 5/7 Non-BA: 10/11	BA: 2/5 Non-BA: 7/11	BA: 3/5 Non-BA: 7/11	BA: 2/5 Non-BA: 6/11
1.1.3 There is a BA intake of 1,000 students, an MSc intake of 200 students, CAT intake of 100 students, and an ACCA intake of 200 students	BA: 716 CAT: 61 ACCA: 181 MSc: NA	BA: 585 CAT: 103 ACCA: 186	BA: 592 CAT: 81 ACCA: 153 MSc: 380	BA: 700+ CAT: 50 ACCA: 150 MSc: 150	BA: 554 CAT: 89 ACCA: 99 MSc: 250
1.1.4 80%+ of entering BA and MSc students graduate within four years and two years, respectively.	63% of 2017 students	63% of 2018 students	69% of 2019 students	65% of 2020 students	65% of 2020 students
1.1.5 The average engagement score for support staff and academic staff is 6 or higher on a scale of 1-7.	Support staff: 6.18 Academic staff: 6.26	Support staff: 6.39 Academic staff: 6.47	Support staff: 6.36 Academic staff: 6.66	Support staff: 6+ Academic staff: 6+	Support staff: 6.38 Academic staff: 6.68
1.1.6 The drop-out rate of BA students leaving the course early is less than 10% of the total number of BA students.	Y1: 14% Y2: 5% Y3: 3% Y4: 1%	Y1: 14% Y2: 7% Y3: 3% Y4: 4%	Y1: 14% Y2: 8% Y3: 2% Y4: 4%	Y1: 10% Y2: 8% Y3: 5% Y4: 4%	Y1: 12% Y2: 6% Y3: 3% Y4: 4%

1.2 Admit academic degree students with higher intellectual ability.

2023 Indicators	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1.1.1 Entering BA students have an average APTIS score of C1 or equivalent.	2021 average APTIS Score of B1.	2022 average APTIS Score of B1.	2023 average APTIS Score of B1.	2023 average APTIS Score of B1.	2024 average APTIS Score of B1.
1.2.2 Entering BA students have above average cognitive (SPM, MRT, CCT tests) and emotional intelligence (MSCEIT).	NA	Not Done Yet	95%	70%	94%

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	2020 Result	2021 Result	2022 Result	2023 Target	2023 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: 98% Within 3 months: 93%	Within 6 months: 98% Within 3 months: 92%	Within 6 months: 95% Within 3 months: 97%	Within 6 months: 95% Within 3 months: 85%	Within 3 months: 95%

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

2023 Indicators	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
2.2.1 Student satisfaction ranking of employment is 6.0 or above on a scale of 1-7	5.54 62% of bachelor degree graduates ranked their present employment as "good" or "excellent" N: 107 Internal Study	5.71 61% of bachelor degree graduates ranked their present employment as "good" or "excellent" N: 67 Internal Study	5.33 59% of bachelor degree graduates ranked their present employment as "good" or "excellent" N: 73 Internal Study	5.5 65% of bachelor degree graduates rank their present employment as "good" or "excellent" N: 100+ External Study	5.54 54% of bachelor degree graduates rank their present employment as "good" or "excellent" N: 657 External Study
2.2.2 Employer satisfaction ranking of students is 6.0 or above on a scale of 1-7	5.48 62% of employers rank the quality of CamEd graduates as "good" or "excellent". N: 29 External Study	5.50 50% of employers rank the quality of CamEd graduates as "good" or "excellent". N: 23 External Study	6.00 75% of employers rank the quality of CamEd graduates as "good" or "excellent". N: 12 Internal Study	5.75 50% of employers rank the quality of CamEd graduates as "good" or "excellent" N:35 External Study	5.46 58% of employers rank the quality of CamEd graduates as "good" or "excellent" N:26 External Study
2.2.3 Employer ranking of students in regards to increasing efficiency and effectiveness by using IT solutions is 5.0 or above on a scale of 1-7.	NA	5.05 N = 19	5.08 N=12	5.4	4.86 N=26



GOAL #3

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

STRATEGIC OBJECTIVES

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

2023 Indicators	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
3.1.1 All lecturers are academically or professionally qualified in the subject they are teaching.	Achieved	Achieved	Achieved	To be achieved	Achieved
3.1.2 A majority of lecturers hold a Phd.	39%	44%	48%	51%	50%
3.1.3 Student evaluations of lecturers is 6.0+ or above on a scale of 1-7.	6.31	6.30	6.39	6+	6.46

3.2 Engage and encourage lecturers to conduct and publish research

2023 Indicators	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
3.2.1 On average, lecturers publish 1+ research papers per year.	103% No: 33	56% No: 20	43% No: 15	60% No: 30	70% No: 28

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

2023 Indicators	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
3.3.1 CamEd hosts two public forums and/or conferences per year.	Not Achieved	Achieved	Achieved	To achieve	Achieved
3.3.2 Annually, 100% of CamEd professors attend or participate in industry conferences.	21/30= 70%	30/36= 83%	30/35= 86%	100%	23/24= 96%

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

2023 Indicators	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
3.4.1 CamEd holds approval or learning partner status from the ACCA.	Achieved	Achieved	Achieved	To achieve.	Achieved
3.4.2 CamEd holds affiliate status from the CFA Institute.	Achieved	Achieved	Achieved	To achieve.	Achieved
3.4.3 CamEd hosts conferences with relevant government stakeholders	NA	NA	NA	Two or more conferences with government stakeholders are held	Achieved

3.5 Recruit international exchange students.

2023 Indicators	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
3.5.1 The percentage of international academic exchange students compared to domestic students will be 5%.	NA	NA	35/2283 = 1.5%	1.5%	18/2200 = 0.8%



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	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
4.1.1 CamEd maintains a 3-year running median growth in profit	Achieved: 18% 2018: 18% 2019:-11% 2020: 77%	Achieved: 19% 2019:-11% 2020: 77% 2021: 19%	Achieved: 19% 2020: 77% 2021: 19% 2022: 19%	16% 2021: 19% 2022: 16% 2023: 10%	Achieved: 16% 2021: 19% 2022: 16% 2023:-64%
4.1.2 CamEd maintains a total 3-year flow growth free cash flow to equity of 10%	-3% 2018: 1.94M 2019: 1.26M 2020: 2.05M Total: 5.25M	25% 2019: 1.26M 2020: 2.05M 2021: 3.24M Total: 6.55M	-12% 2020: 2.05M 2021: 3.24M 2022: 0.48M Total: 5.77M	34% 2021: 3.24M 2022: 0.48M 2023: 3.99M Total: 7.71M	-70% 2021: 3.24M 2022: 0.48M 2023:-1.43M Total: 2.29M
4.1.3 CamEd increases its 3-year running median operating profit*	16% 2018: 16% 2019:-6% 2020: 80%	10% 2019:-6% 2020: 80% 2021: 10%	28% 2020: 80% 2021: 10% 2022: 28%	10% 2021: 10% 2022: 28% 2023: 10%	10% 2021: 10% 2022: 28% 2023:-71%
4.1.4 CamEd reserves** earn returns in excess of the highest bank fixed deposit rate reported by the National Bank of Cambodia	CamEd: 6% NBC: 4% NBC Report 2020 (P. 17)	CamEd: 8% NBC: 4% NBC Report 2021 (P. 17)	CamEd: 5% NBC: 5% NBC Report 2022 (P. 17)	CamEd: 7%	CamEd: 6% NBC: 6% NBC Report 2023 (P. 17)

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

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



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

2023 Indicators	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
4.2.1 CamEd has a 3-year running median net margin of 15%+	Achieved: 33% 2018 (27%) 2019 (20%) 2020 (33%)	Achieved: 33% 2019: 20% 2020: 33% 2021: 34%	33% 2020: 33% 2021: 34% 2022: 34%	32% 2021: 34% 2022: 32% 2023: 30%	32% 2021: 34% 2022: 32% 2023: 11%

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

2023 Indicators	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
4.3.1 Student satisfaction of departments, facilities, and student club is 6.0 or above on a scale of 1-7	Percent of students who would recommend CamEd: 92% Departments: 6.17 Facilities: 6.10 Student Clubs: 6.06	Percent of students who would recommend CamEd: 89% Departments: 5.95 Facilities: 5.77 Student Clubs: 6.07	Percent of students who would recommend CamEd: 88% Departments: 5.92 Facilities: 5.79 Student Clubs: 6.14	Percent of students who would recommend CamEd: 95% Departments: 6+ Facilities: 6+ Student Clubs: 5.8+	Percent of students who would recommend CamEd: 90% Departments: 6.06 Facilities: 5.95 Student Clubs: 6.26
4.3.2 Engagement score of support staff on a scale of 1-5.	4.41	4.56	4.54	4.5+	4.56
4.3.3 Engagement score of academic staff on a scale of 1-5.	4.48	4.62	4.75	4.5+	4.77
4.3.4 Academic staff satisfaction of departments and facilities is 6.0 or above on a scale of 1-7	Departments: 6.24 Facilities: 6.54	Departments: 6.33 Facilities: 6.32	Departments: 6.56 Facilities: 6.41	Departments: 6+ Facilities: 6+	Departments: 6.61 Facilities: 6.42



GOAL #5

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

STRATEGIC OBJECTIVES

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

2023 Indicators	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
5.1.1 90% of CamEd graduates increased pay or position within 24 months of graduation	100%	100%	81% (n=38/47)	100%	64% (n=195/304)
5.1.2 20% of CamEd graduates become managers or entrepreneurs within 5 years of graduation.	20% (45/227)	58% (304/523)	34% (n=25/73)	20%	45% (252/559)
5.1.3 100% of Cambodian CamEd bachelor degree graduates are able to produce a Khmer language financial report and tax return in accordance with Cambodian law and regulations.	Tax: 0% Financial Report: 60%	Tax: 98% Financial Report: 100%	Tax: 100% Financial Report: 100%	Tax: 5%+ Financial Report: 100%	Tax: 100% Financial Report: 100%

*Not measured as Goal 5 was approved in 2020.





2023

ACTION PLANS

BOARD OF TRUSTEES

ACTION PLAN

JANUARY 2023 - DECEMBER 2023

OBJECTIVE #1

Progress is made towards a vision and mission that are clear, valid and reflect the resources and capacity of CamEd Business School.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. The vision and mission ensure that CamEd is at the top, leading the industry.	The board reviewed and did not propose any changes.	The board reviewed and did not propose any changes.	The board reviewed and made adjustments to the vision and mission.	Conduct a review of the values and mission to ensure that these still reflect the vision.	A review of the values and mission to ensure that these still reflect the vision was conducted.
2. An annual strategic and action plan is prepared.	The plan was approved.	The plan was approved.	The plan was approved.	Prepare and approve an Annual Strategic and Action Plan.	A 2023 Annual Strategic and Action Plans were prepared and approved.
3. Targets are met or exceeded.	14/20 = 70%	24/31= 77%	23/32= 72%	24/33= 73%	24/34=71%

OBJECTIVE #2

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

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. There is an appropriate annual budget to be approved on time.	A budget was reviewed and approved by the board.	A budget was reviewed and approved by the board.	A 2022 budget was reviewed and approved by the board.	A 2023 budget is reviewed and approved by the first board meeting of 2023.	A 2023 budget was reviewed and approved.
2. A set of financial statements is prepared.	Achieved	Achieved	Achieved	The 2023 financial statements shall be first prepared by the CFO, approved by the President, submitted to the Audit Committee, then finally approved by the Board..	The 2023 financial statements were prepared by the CFO, approved by the President, submitted to the Audit Committee, then finally approved by the Board.
3. A management accounting report is prepared.	NA	A management accounting report was prepared.	A management accounting report was prepared.	A management accounting report will be prepared and submitted to the Board.	A management accounting report was prepared and submitted to the Board.
4. Appointment of external auditor is conducted.	Appointed by the Audit Committee.	Appointed by the Audit Committee.	Appointed by a shareholder.	Appointed by the shareholder[s].	The external auditor was appointed by the shareholder[s].

5. The annual internal audit report is reviewed.	The annual report was submitted and presented to the audit committee, and the boards.	The annual report was submitted and presented to the audit committee, and the boards.	An annual internal audit report was prepared by the internal auditor, approved by Vice President IQA-IA, and submitted to the audit committee.	An annual internal audit report is prepared by the internal auditor, approved by Vice President IQA-IA, and submitted to the audit committee.	An annual internal audit report was prepared by the internal auditor, approved by Vice President IQA-IA, and submitted to the audit committee.
--	---	---	--	---	--

OBJECTIVE #3

Be accountable for CamEd Business School's performance.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 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 shall be prepared and disseminated. A financial report shall be 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	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Engagement scores of board members on a scale of 1-5.	4.6	4.7	4.68	4.6+	4.88
2. Evaluate the performance of the President on a scale of 1-7.	7	6.73	6.83	6.5+	7
3. Evaluate the performance of the Board.	An internal evaluation was conducted.	An internal evaluation was conducted.	An internal evaluation was conducted.	Conduct an internal and external evaluation.	An internal evaluation was conducted.
4. A timeline of board meetings and tentative agenda items is prepared for the following year.	A timeline was prepared.	A 2022 timeline was prepared.	A 2023 timeline was prepared.	A 2024 timeline shall be prepared by the end of the year.	A 2024 timeline was prepared and approved.

OBJECTIVE #5

Oversee the risk management process of CamEd Business School.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Risk management framework is annually reviewed.	Not achieved	Achieved	Achieved	By the end of the first quarter.	The risk framework was reviewed by the risk committee.
2. Risk management reports are reviewed.	A semesterly report from IQA-IA was submitted to the risk committee and the board.	A semesterly report from IQA-IA was submitted to the risk committee and the board.	A semesterly report from IQA-IA was submitted to the risk committee.	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 presented in the Board meeting.

IQA DEPARTMENT

ACTION PLAN

JANUARY 2023 - DECEMBER 2023

A. QUALITY OF THE INPUTS

OBJECTIVE #1

Review the alignment of the Curriculum.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Alignment of the curriculum graduate attributes, PLOs, CLOs, and LLOs	Report to Curriculum Committee in October	Achieved	Achieved	BAF alignment reports to Curriculum Committee in April	Course Specification review reports on BAF Curriculum
2. Consistency of BAF review process with PDCA Model	NA	NA	NA	BAF process report to Curriculum Committee in April	Achieved
3. R Review the program specifications before printing	NA	NA	NA	Finalized Program Specification	Achieved

OBJECTIVE #2

Review the admission results to ensure quality intake.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Admission results analysis report	NA	NA	NA	Recommendations for Admissions	Not Achieved

OBJECTIVE #3

Strengthen the capacity of the QET in each department.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Capacity building for QET	All QET teams receive 2 training sessions in Jan & Feb.	Training on data analytics and basic statistics in May and December.	Not Achieved	Training on PDCA Development Model in Apr	Achieved
2. Train about ACBSP standards and requirements	NA	1st training: 26 Feb 2nd training: 7 Jul	Achieved	N/A	N/A
3. Train on AACSB standards and requirements	NA	NA	Not Achieved	One training by IQA-IA	Achieved
4. Review HR process and documentation	NA	NA	NA	Academic and support Staff Portfolio	Prepared the template

OBJECTIVE #4

Develop the capacity of the IQA Department members.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. IQA members receive training from ACC and MoEYs	4 training sessions were attended.	Achieved: 1 training by 2 people	Achieved: 1 workshop by 1 people	Two Trainings: by 3 people	Two staff members joined the training.
2. IQA members have a clear understanding of ACBSP.	Dr. Sok Uttara attended the ACBSP training in Feb.	Achieved	Achieved	NA	NA
3. IQA receives PhD/ professional training	NA	NA	Not Achieved	4 ACCA courses	- PhD: in progress - AUN-QA OBE - Advanced Excel Training
4. IQA members attend the AACSB conference.	NA	NA	Not Achieved	2 IQA members attend AACSB annual conference in June	Achieved: 2 IQA members attend AACSB annual conference in June

OBJECTIVE #5

Review the policies, procedures, action plans and strategic plan before submitting to the President and/or Board.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Review the policies and procedures of all departments, committees, faculty council	NA	NA	Reviewed Policies	Reviewed policies are approved by the President.	Policy review reports
2. Review the strategic plan and all action plans before submitting them to the President and/or Board	Achieved	Achieved	Achieved	Strategic Plan 2023 and all action plans are reviewed before submitting to the President and Board for approval.	Achieved

B. QUALITY OF THE PROCESSES

OBJECTIVE #1

Review and evaluate the implementation of the recommendations by accrediting agencies.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. AUN-QA recommendations are completed.	100% of accepted recommendations of AUN-QA were implemented.	100% of accepted recommendations of AUN-QA were implemented.	Follow up the implementation of the AUN-QA recommendations. (100% by Jun)	AUN-QA slot AUN-QA SAR	Booked AUN-QA slot
2. ACC recommendations are completed.	100% of accepted recommendations of ACC were implemented.	100% of accepted recommendations of ACC were implemented.	Midterm Review by ACC	ACC SAR	Not Achieved
3. ACBSP notes are completed.	NA	NA	NA	ACBSP notes are completed.	Note 1 was achieved.

4. QS Stars Rating recommendations are completed.	NA	NA	NA	Internationalization Framework Internationalization Strategies	Not Achieved
5. HEMIS Report	NA	NA	NA	Two times per year	Reports submitted twice per year

OBJECTIVE #2

Ensure the Quality of Teaching and Learning.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Review lesson plans and their alignments with CLOs (including reviewing the videos)	1. Collect 2 lecture notes and/or lesson plans from each lecturer for JJ2020 and JD2020. 2. Review them against CLOs.	1. Collect 2+ lecture notes and/or lesson plans from each lecturer for JJ2021 and JD2021 and review them against CLOs.	100% of lecture plans of faculty observed were reviewed against CLOs	NA	N/A
2. Review the checklist of conformity to the CLOs submitted by LSC.	Feedback on the Checklist of conformity - Jul & Dec	Feedback on the Checklist of conformity - Jul & Dec	JD22=91%	JJ23 = 100% JD23= 100%	Achieved
3. Review marking rubrics of assignments and facilitate the use of the rubrics	Review marking rubrics of assignments (e.g. project, research paper, essay, paragraph, presentation) from all faculty in July and Dec. 100%	Review marking rubrics of assignments (e.g. project, research paper, essay, paragraph, presentation) from all faculty in July and Dec. 100%	Review Marking rubrics of assignments collected from LSC 100%	Review marking rubrics of assignments (e.g. project, research paper, essay, paragraph, presentation) from all faculty in July and Dec. 100%	Achieved
4. Review the quality of the major assessment design	NA	30% of courses in each year level	30% of courses in each year level	30% of courses in each year level	Achieved
5. Review the quality of marking.	NA	Check to confirm that all assessment answers are shared with students. In June and December, send an end-of-term survey to students about the quality of marking major assessments. Risk based review of 30% of courses in each year level	Check to confirm that the quality of marking of a assessment was moderate since they were marked by some faculty	50% of the assessments that have the most score review requests are reviewed.	Not Achieved

6. Teaching performance of randomly selected faculty to be observed and discussed by IQA-IA Unit	50% of the faculty were observed by the IQA-IA Unit	100% of the faculty were observed by the IQA-IA Department.	100% of the faculty were observed by the IQA-IA Department.	100% of the faculty will be observed by the IQA-IA Department.	Achieved
7. Review the classroom observation report by Faculty Council	NA	NA	NA	Report on Strengths, Areas for Improvement, and Recommendations to Academic Staff	Achieved
8. Review LSC's report on academic staff's actions in response to the student feedback collected through Faculty Evaluation by Students.	NA	NA	NA	Review report on academic staff's actions in response to student feedback.	Achieved

OBJECTIVE #3

Ensure the staff and student complaints are resolved in a timely manner.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Student complaints are resolved in a timely manner.	NA	NA	NA	More than 50% of student complaints are resolved within 7 days.	Achieved

OBJECTIVE #4

Ensure that research progresses in accordance with the research policy.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Research progress is reviewed against the set target and policy	NA	NA	NA	Research progress review report	Achieved

OBJECTIVE #5

Ensure that community services and academic advising services are evaluated and the results are used for improvement.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Report on student satisfaction of academic advising services	NA	NA	NA	Review report on Academic Advising Services is discussed with CSSA.	Achieved
2. Report on student satisfaction of community services	NA	NA	NA	Review report on community services is discussed with CSSA.	Achieved
3. Report on student satisfaction of tutorial programs	NA	NA	NA	Review report on tutorial programs is discussed with CSSA.	Achieved
4. Report on student club activities	NA	NA	NA	Review report on student club activities is discussed with CSSA.	Achieved

5. Report on Student Government activities	NA	NA	NA	Review report on student government activities is discussed with CSSA.	Achieved
--	----	----	----	--	----------

C. QUALITY OF THE OUTPUTS

OBJECTIVE #1

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

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Conduct institutional evaluation by students, by faculty, and by staff	Achieved	Achieved	Achieved	Report submitted on time.	Achieved
2. Conduct student self-evaluation of CLOs	Report was submitted in December	Report was submitted in Jun and Dec	Report was submitted in Jun and Dec	Report submitted 2 times per year.	Achieved
3. Analyze the results of student self-evaluation of PLOs	NA	Report was submitted.	Report was submitted in December	Report submitted at the end of the year.	Achieved
4. International exam pass rate against ACCA pass rate	NA	NA	NA	BA=60% MSc=60% ACCA=60%	BA= 89% MSc= 83% ACCA= 53%
5. Reduce attrition rate	NA	NA	NA	Y1-Y2 ≤ 13% Y2-Y3 ≤ 10% Y3-Y4 ≤ 7% Y1-Y4 ≤ 30%	Y1-Y2 = 11% Y2-Y3 = 6% Y3-Y4 = 4% Y1-Y4 = 7%
6. Increase retention rate	NA	NA	NA	Y1-Y2 = 87% Y2-Y3 = 90% Y3-Y4 = 93% Y1-Y4 = 70%	Y1-Y2 = 89% Y2-Y3 = 94% Y3-Y4 = 96% Y1-Y4 = 93%
7. Graduation rate	NA	NA	NA	BA: Within 4 years=70%	BA: Within 4 years=65%
8. Student satisfaction	NA	NA	NA	BAF=6.00 MSc=6.00 Non-Degree=6.00 Services=6.00 Facilities=6.00 Faculty=6.00	BAF= 6.06 MSc=5.98 Non-Degree=5.92 Services=6.06 Facilities=5.95 Faculty=6.46
9. Academic staff satisfaction	NA	NA	NA	BAF=6.00 MSc=6.00 Non-Degree=6.00 Services=6.00 Facilities=6.00	BAF=6.66 MSc=6.57 Non-Degree=6.71 Services=6.61 Facilities=6.42
10. Support staff satisfaction	NA	NA	NA	Services=6.00 Facilities=6.00	Services=6.31 Facilities=6.39
11. Employment rate for BAF	NA	NA	NA	Within 3 months=85% Within 6 months=95%	Within 3 months= 95%

12. Alumni satisfaction	NA	NA	NA	BAF=6.00 Non-Degree=6.00	BAF= 6.03 Non-Degree=N/A
13. Employer satisfaction	NA	NA	NA	Technical skill=6.00 Soft skill=6.00 IT solution=6.00	Technical skill= 4.98 Soft skill=5.21 IT solution= 4.86

OBJECTIVE #2

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

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Coordinate the sharing of the good practices of each department.	One sharing session of good practices in Dec.	One sharing session of good practices in Dec.	One sharing session of good practices in Dec.	One sharing session of good practices in Dec.	Achieved
2. Review the departmental self-assessment/self-audit report with the department	NA	NA	Review report in Dec.	Review report in Dec	Achieved

OBJECTIVE #3

Obtain national, regional, and international accreditations, certification, or membership.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Submit self-study report to ACBSP	NA	Not Achieved	Achieved	NA	N/A
2. Get accredited by ACBSP by Dec	NA	Not Achieved	Accredited by ACBSP in Jan	NA	NA
3. Complete the ACBSP notes	NA	NA	NA	In progress	Note 1 was achieved
4. AUN-QA Self-Assessment Report	NA	NA	NA	AUN-QA SAR	Not Achieved
5. ACCA partnership	NA	NA	NA	Platinum	Achieved
6. ACC accreditation	NA	NA	NA	ACC SAR	Not Achieved
7. AACSB accreditation	NA	NA	NA	Unit of Accreditation Application Eligibility Application Initial Self-Evaluation Report	Application submitted

OBJECTIVE #4

Evaluate the IQA Department performance

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. The results of IQA Department self-assessment based on Action Plan	5.74	5.91	5.70	6.00+	6.16

2. Results of IQA Department assessment by BoT, President, Faculty, and Department Heads. (Based on Institutional Evaluation)	6.50	6.26	6.37	6.00+	6.27
3. The quality of recommendations provided by the IQA Department to other departments	5.90	6.27	6.40	6.00+	6.26

OBJECTIVE #5

Disseminate research outputs through conferences, seminars, workshops, symposiums

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Presentations of research papers to academic staff, support staff, students and interested others	NA	NA	NA	1 seminar and 1 symposium per year	Achieved
2. ACBSP Region 10 Annual Conference organized in CamEd	NA	NA	NA	Face-to-face Conference on Feb 17-18	Achieved
3. Research publications by academic staff on average	NA	NA	NA	JAFESS=60% Others=20%	JAFESS=29 Others=1

D. QUALITY OF THE OUTCOMES

OBJECTIVE #1

Enhance student career advancement.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Coordinate a tracer study conducted by an independent consulting firm	Tracer study report was submitted to IQA in Aug	Achieved: Report in Dec	Not Achieved	Tracer study report in Oct	Report was submitted to IQA in November
2. Career advancement rate	NA	NA	NA	≤ 2 years=90% ≤ 3 years=95% ≤ 4 years=100%	≤ 2 years= 63% ≤ 3 years= 68% ≤ 4 years= 78%

OBJECTIVE #2

Synthesize systemic data and give recommendations for improvement.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Synthesize data (self-assessment reports, tracer study report, internal evaluation reports)	Annual Report was prepared.	Annual Report was prepared	An integrated report and recommendations for improvement were provided to respective departments in Dec.	An integrated report and recommendations for improvement are provided to respective departments in Dec.	Achieved

INTERNAL AUDIT DEPARTMENT

ACTION PLAN

JANUARY 2023 - DECEMBER 2023

OBJECTIVE #1

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

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Review the accounting guidelines used by the accounting and finance department.	100% of accounting guidelines were reviewed.	100% of accounting policies, procedures & guidelines were reviewed.	100% of accounting policies, procedures & guidelines were reviewed.	100% of accounting policies, procedures & guidelines were reviewed.	100% of accounting policies, procedures & guidelines were reviewed.
2. Review the accounting and financial transactions relevant to the financial statements to determine if there are sufficient controls over the cycles.	Achieved	Achieved	Achieved	Achieved	Report on the implementation of accounting policies, procedures & guidelines.
3. Review cash and deposit reconciliation on a date randomly selected.	1. 29 Apr 20 2. 27 Jul 20 3. 04 Nov 20 4. 21 Dec 20	1. 25 May 21 2. 10 Aug 21 3. 27 Oct 21	1. 28 April 2022 2. 01 Sep 2022 3. 08 Dec 2022	1. 28 April 2022 2. 01 Sep 2022 3. 08 Dec 2022	30 Mar 23 20 Jul 23 27 Oct 23

OBJECTIVE #2

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

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Coordinate risk assessments and advise corrective actions in each department.	Risk assessment reports from 100% of departments were submitted to VP for IQA-IA to review in June and Jan	Risk assessment reports from 100% of departments were submitted to the VP for IQA-IA and the Board of Trustee to review in July and Jan.	Risk assessment reports from 100% of departments were submitted to the VP for IQA-IA in June and December.	Risk assessment reports from 100% of departments are submitted to VP for IQA-IA in June and December.	Risk assessment reports from 100% of departments were submitted to the VP for IQA-IA and presented to the Board in the meeting.
2. Validate explanation on budget variances.	Achieved	Achieved	Achieved	Budget variance report and response	Achieved
3. Submit an annual internal audit report to the Audit Committee and BoT.	Report will be submitted to the Audit Committee and BoT in January.	Report was submitted to BoT in January.	Report was submitted to BoT in March.	Report will be submitted to the Audit Committee and BoT in January.	Achieved
4. Conduct risk-based review of expenses	Achieved	Achieved	Achieved	Report on expense in December	Achieved

5. Conduct cost reduction review	Cost Reduction Report on agreement with all departments saving up to \$441, 782	A Budget Reduction Summary was submitted to the VP for IQA-IA in October.	A budget reduction was discussed in a meeting with Finance and HoDs.	N/A	N/A
----------------------------------	---	---	--	-----	-----

OBJECTIVE #3

Develop capacity of the IA members.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. IA members receive professional training.	All internal auditors attend two training sessions: - Cost of Quality and Kaizen on 21-22 Jan 2020. - Risk Management on 11-Feb 2020.	- Data analytic training on 24, 26 & 28 May and 27-28 Dec - Internal Training for IA by LIA on 05 Mar	- Business Data Analytics - Internal Training for IA by LIA on 04 Mar 22	- 40 hours of CPD Training for LIA - Internal Training for IA members	- 40 hours of CPD submitted - Internal Training for IA members
2. IA members pursue Master and PhD programs.	PhD in Education: - Ms. Maria Isabelita	Master Degree in Professional Accountancy	PhD in Education: - Ms. Maria Isabelita	DBA: - Mean Udam	DBA Year 1
3. Lead internal auditor receives mentoring and coaching from IA mentor.	5 Meeting with IA Mentor	LIA obtained ACCA membership.	Mentoring Action Plan was produced	Mentoring and coach program objectives are met.	Partly Achieved
4. Enterprise visits about IA systems and meetings with Local and International internal auditors.	One online Meeting with Internal Audit Manager at CIMB on 20 Dec 2020.	20 mentor meetings with audit associates.	1. Grant Thornton: 20 Oct 22 2. KPMG: 02 Nov 22	Two online meetings or face to face enterprise visits.	Meeting with Allnison Audit Firm

OBJECTIVE #4

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

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Review and evaluate the implementation of the recommendations by ISO, LIA, and external auditors.	The implementation of the accepted recommendations were reviewed and evaluated (100%)	The implementation of the accepted recommendations were reviewed and evaluated (100%)	The implementation of the accepted recommendations were reviewed and evaluated (100%)	The implementation of the accepted recommendations will be reviewed and evaluated (100%).	The implementation of the accepted recommendations were reviewed and evaluated (100%)

OBJECTIVE #5

Review the IQA-IA Department's performance.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. The IQA-IA performance is reviewed by BoT, support staff, and faculty.	6.02	6.47	6.37	6.0+	6.27
2. Evaluation score on a scale of 1-7 from relevant departments on "Quality of the IQA-IA Department's Recommendations".	6.5	6.27	6.40	6.0+	6.26

CURRICULUM COMMITTEE

ACTION PLAN

JANUARY 2023 - DECEMBER 2023

OBJECTIVE #1

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

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Review the curricula for conformity with the vision and mission.	Achieved. (Add work placement course)	Achieved	Achieved	Conformity review will be conducted.	Achieved

OBJECTIVE #2

Evaluate and improve the curriculum.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Solicit feedback from alumni and employers on the relevance of the curriculum.	1. Not Achieved 2. Meetings with 11 alumni (conducted by LSC) 3. Survey of employers was achieved through the tracer study 4. Survey of alumni was achieved through tracer study	1. Meetings with 32 employers 2. Meetings with 10 alumni 3. Survey of employers was achieved through the tracer study 4. Survey of alumni was achieved through the tracer study	1. Achieved (by ACC and ACBSP) 2. Achieved (by ACC and ACBSP) 3. Internal survey of employers 4. Internal survey of alumni	1. Meetings with 10+ key employers including one focus group meeting with an Employer Council 2. Meetings with 10+ alumni including one focus group meeting with an Alumni Council 3. Focus group meeting with a Student Council 4. Focus group meeting with the Faculty Council 5. Survey employers, alumni, students	1. Meeting with 8 employers 2. Meeting with 13 alumni 3. Meeting with 27 students 4. Survey with 14 academic staff
2. Conduct external review of the program specification.	Not Achieved.	Not Achieved.	The FAA and ACBSP reviewed the program specification.	To achieve	Achieved with curriculum revision
3. Benchmark the program specification with international universities.	Achieved.	Achieved.	Not targeted this year.	Not targeted this year.	Achieved.

4. Before year end, the tax syllabus is reviewed by an external firm.	Reviewed by VDB in November 2020.	Reviewed by VDB in February 2021.	Reviewed by C.Tax course advisor.	To review by August 2023.	Reviewed by KPMG.
5. Before year end, the business law syllabus is reviewed by an external firm.	Reviewed by Dr. Prum Virak in November 2020.	Reviewed by Dr. Prum Virak in January 2021.	Reviewed by Dr. Prum Virak in June 2022.	To be reviewed by a firm in August 2023.	Reviewed by Dr. Prum Virak in October 2023.

OBJECTIVE #3

Draft new program specifications.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. A master's degree program specification will be drafted and subject to evaluations by key stakeholders, including alumni and employers.	Not Achieved.	Achieved	Achieved	To be updated	Achieved
2. Review feasibility and establish timelines for additional academic degrees and diplomas	NA	NA	Survey was conducted to discuss the new degree.	1. Review feasibility for establishing a timeline for developing a bachelor of law, business management, marketing and diplomas in business communication (English), Entrepreneurship, Business IT, banking and finance.	Discussed in the Board Meeting

OBJECTIVE #4

Develop the capacity of the Curriculum Committee.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Identify and participate in relevant training to improve Committee members' skill in developing the curriculum.	Two Curriculum Committee members joined the ACBSP conference.	One Curriculum Committee member joined the AACSB conference.	Two curriculum committee members joined the presentation of the strategic plan 2030 by higher education.	Participate in 1+ workshops, training, or higher education related to curriculum development.	Achieved

DEPARTMENT OF ACCOUNTING AND FINANCE

ACTION PLAN

JANUARY 2023 - DECEMBER 2023

OBJECTIVE #1

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

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Student evaluation of lecturer quality.	Average lecturer evaluations were as follows: JJ2020 BA Evaluation 1: 6.42 BA Evaluation 2: 6.35 BA Evaluation 3: 6.31 ACCA/CAT Eval 1: 6.29 ACCA/CAT Eval 2: 6.21 ACCA/CAT Eval 3: 6.17 JD2020 BA Evaluation 1: 6.39 BA Evaluation 2: 6.39 ACCA/CAT Eval 1: 6.25 ACCA/CAT Eval 2: 6.30	Average lecturer evaluations were as follows: JJ2021 BA Evaluation 1: 6.35 BA Evaluation 2: 6.40 ACCA/CAT Eval 1: 6.39 ACCA/CAT Eval 2: 6.41 JD2021 BA Evaluation 1: 6.33 BA Evaluation 2: 6.40 ACCA/CAT Eval 1: 6.39 ACCA/CAT Eval 2: 6.31	Average lecturer evaluations were as follows: JJ2022 BA Evaluation 1: 6.36 BA Evaluation 2: 6.48 ACCA/CAT Eval 1: 6.27 ACCA/CAT Eval 2: 6.37 JD2022 BA Evaluation 1: 6.46 BA Evaluation 2: 6.51 ACCA/CAT Eval 1: 6.20 ACCA/CAT Eval 2: 6.21	Average lecturer evaluations were as follows: JJ2023 BA Evaluation 1: 6.0+ BA Evaluation 2: 6.0+ ACCA/CAT Eval 1: 6.0+ ACCA/CAT Eval 2: 6.0+ JD2023 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: JJ2023 BA Evaluation 1: 6.44 BA Evaluation 2: 6.51 ACCA/CAT Eval 1: 6.30 ACCA/CAT Eval 2: 6.41 JD2023 BA Evaluation 1: 6.49 BA Evaluation 2: 6.52 ACCA/CAT Eval 1: 6.32 ACCA/CAT Eval 2: 6.42
2. Peer evaluation observations by the Faculty's Council members and IQA evaluations score lecturer quality, lesson delivery, supporting materials, as well as the effectiveness of alignment of expected learning outcomes, lessons, and teaching methods and assessments.	Overall score: ACCA/CAT Lecturers = 6.60 BA Lecturers = 6.58	Overall score: ACCA/CAT Lecturers = 6.78 BA Lecturers = 6.70	Overall score: ACCA/CAT Lecturers = 6.81 BA Lecturers = 6.72	Overall score: ACCA/CAT Lecturers = 6.1+ BA Lecturers = 6.1+	Overall score: ACCA/CAT Lecturers = 6.73 BA Lecturers = 6.73
3. Average bachelor student self-study hours per lecture hour.	1.12	1.08	1.20	1.4	1.26

4. International pass rates for exams embedded in the bachelor program.	No international Exam due to Covid-19	Pass rates $\frac{1}{2}$ or more of international pass rates for 7 out of 7 subjects.	Pass rates $\frac{1}{2}$ or more of international pass rates for 2 out of 5 subjects.	Pass rates $\frac{1}{2}$ or more of international pass rates for 6 out of 7 subjects.	Pass rates $\frac{1}{2}$ or more of international pass rates for 2 out of 5 subjects.
5. International pass rates for professional certification exams not embedded in the bachelor program.	Pass rates $\frac{3}{4}$ or more of international pass rates for 7/9 subjects.	Pass rates $\frac{2}{3}$ or more of international pass rates for 12 out of 12 subjects.	Pass rates $\frac{2}{3}$ or more of international pass rates for 7 out of 11 subjects.	Pass rates $\frac{2}{3}$ or more of international pass rates for 8 out of 10 subjects.	Pass rates $\frac{2}{3}$ or more of international pass rates for 6 out of 11 subjects.
6. Student evaluation of the integrity of exams.	JJ20 Midterm: 6.36 JJ20 Final: 5.81 JD20 Midterm: 6.25 JD20 Final: 6.20	JJ21 Midterm: 5.74 JJ21 Final: 6.17 JD21 Midterm: 6.18 JD21 Final: 6.29	JJ22 Midterm: 6.17 JJ22 Final: 6.00 JD22 Midterm: 6.51 JD22 Final: 5.93	JJ23 Midterm: 6.1+ JJ23 Final: 6.1+ JD23 Midterm: 6.1+ JD23 Final : 6.1+	JJ23 Midterm: 6.40 JJ23 Final: 6.26 JD23 Midterm: 6.35 JD23 Final : 6.39
7. Retention rate as measured by percent of students continuing to the new academic year.	First year entering second: 85% Second year entering third: 95% Third year entering fourth: 96%	First year entering second: 85% Second year entering third: 92% Third year entering fourth: 97%	First year entering second: 86% Second year entering third: 92% Third year entering fourth: 98%	First year continuation: 90% Second year continuation 90% Third year continuation: 90%	First year continuation: 88% Second year continuation 94% Third year continuation: 97%
8. Evaluation of alignment of expected program learning outcomes, expected course learning outcomes, expected lesson learning outcomes, teaching methods, and assessments.	Achieved	Achieved	Achieved	To achieve	Achieved

OBJECTIVE #2

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

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 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 = 13/16 = 82% 2 or more workshops = 8/16 = 50% 3 or more workshops = 6/16 = 38%	1 or more workshops: 81% 2 or more workshops: 63% 3 or more workshops: 44%	1 or more workshops: 95% 2 or more workshops: 76% 3 or more workshops: 57%	1 or more workshops= 90%+ 2 or more workshops= 50%+ 3 or more workshops= 30%+	1 or more workshops = 77% 2 or more workshops = 66% 3 or more workshops = 59%

4. Percentage of of BA except Foundations lecturers who have introduced real-world application via local case studies, research assignments, and guest lecturers.	88%	95%	100%	100%	96%
5. Percentage of lecturers who have met with key industry employers.	1 or more key employer: 75% 2 or more key employers: 50% 3 or more key employers: 31%	1 or more key employer: 90% 2 or more key employers: 50% 3 or more key employers: 31%	1 or more key employer: 90% 2 or more key employers: 67% 3 or more key employers: 57%	1 or more key employer: 90% 2 or more key employers: 70% 3 or more key employers: 50%	1 or more key employer: 77% 2 or more key employers: 66% 3 or more key employers: 59%

OBJECTIVE #3

Develop both the technical knowledge and pedagogical skills of lecturers.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Review and enhance Faculty's Council policies.	Achieved	Achieved	Achieved	To achieve	Achieved
2. Percentage of lecturers who have completed at least 36 hours of continuing professional development in their field of study.	15/16 = 94%	90%	100%	100%	100%
3. Percentage of lecturers who have completed a self- assessment and self-development plan.	100%	100%	100%	100%	100%
4. Percentage of lecturers who have undergone a one-on-one pedagogical evaluation with direct feedback.	Adjunct lecturers: 70% Full-time lecturers: 100%	Adjunct lecturers: 50% Full-time lecturers: 100%	Adjunct lecturers: 100% Full-time lecturers: 100%	Adjunct lecturers: 50% Full-time lecturers: 100%	Adjunct lecturers: 100 Full-time lecturers: 100%
5. Percentage of lecturers who have participated in teacher development workshops.	One or more workshop: 81% Two workshops: 44%	One workshop: 100% Two workshops: 100% Three workshops: 100%	One workshop: 100% Two workshops: 95% Three workshops: 81%	One workshop: 100% Two workshops: 75%+ Three workshops: 25%+	One workshop: 100% Two workshops: 87% Three workshops: 82%

FOUNDATION YEAR DEPARTMENT

ACTION PLAN

JANUARY 2023 - DECEMBER 2023

OBJECTIVE #1

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

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Average student evaluation of lecturer quality on a scale of 1-7.	JJ2020 Evaluation 1: 6.35 Evaluation 2: 6.24 Evaluation 3: 6.34 JD2020 Evaluation 1: 6.33 Evaluation 2: 6.38	JJ2021 Evaluation 1: 6.27 Evaluation 2: 6.34 JD2021 Evaluation 1: 6.35 Evaluation 2: 6.40	JJ2022 Evaluation 1: 6.37 Evaluation 2: 6.80 JD2022 Evaluation 1: 6.41 Evaluation 2: 6.58	JJ2023 Evaluation 1: 6.2+ Evaluation 2: 6.2+ JD2023 Evaluation 1: 6.2+ Evaluation 2: 6.2+	JJ2023 Evaluation 1: 6.32 Evaluation 2: 6.44 JD2023 Evaluation 1: 6.49 Evaluation 2: 6.53
2. Peer evaluation observations by the Faculty's Council members and IQA evaluations score lecturer quality, lesson delivery, supporting materials, as well as the effectiveness of alignment of expected learning outcomes, lessons, and teaching methods and assessments.	BA Lecturers: 6.62 JJ20 = 6.60 JD20 = 6.70	BA Lecturers: JJ21 = 6.63 JD21 = 6.70	BA Lecturers: JJ22 = 6.69 JD22 = 6.65	BA Lecturers: JJ23 = 6+ JD23 = 6+	BA Lecturers: JJ23 = 6.68 JD23 = 6.66
3. Average Foundation Year student self-study hours per lecture hour.	1.13	1.15	1.19	1.4	1.19
4. Student evaluation of the integrity of exams.	JJ2020 midterm: FY only: 6.21 JJ2020 final exam: FY only: 5.82 JD2020 midterm exam: FY only: 6.05 JD2020 final exam: FY only: 6.30	JJ2021 midterm: FY only: 6.22 JJ2021 final exam: FY only: 6.24 JD2021 midterm exam: FY only: 6.36 JD2021 final exam: FY only: 6.32	JJ2022 midterm: FY only: 6.05 JJ2022 final exam: FY only: 5.96 JD2022 midterm exam: FY only: 6.37 D2022 final exam: FY only: 6.23	JJ2023 midterm: FY only: 6+ JJ2023 final: FY only: 6+ JD2023 midterm: FY only: 6+ JD2023 final: FY only: 6+	JJ2023 midterm: FY only: 6.29 JJ2023 final: FY only: 6.23 JD2023 midterm: FY only: 6.29 JD2023 final: FY only: 6.28
5. Retention rate as measured by percent of students continuing to the new academic year.	First year entering second: 86%	First year entering second: 86%	First year entering second: 86%	100%	88%

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

OBJECTIVE #2

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

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Foundation Year lecturers review and participate in the revision of their course specifications.	Achieved	Achieved	Achieved	To achieve	Achieved
2. Lessons, assessment and materials conform to the course specifications.	Achieved	Achieved	Achieved	To achieve	Achieved
3. Percentage of Foundation Year lecturers who have introduced real-world application via local case studies, research assignments, and guest lecturers.	9/11 = 82%	67%	100%	100%	96%
4. Percentage of Foundation Year lecturers who have met with key industry employers.	1 or more key employer: 5/11 = 45% 2 or more key employers: 4/11 = 36% 3 or more key employers: 3/11 = 27%	1 or more key employer: 42% 2 or more key employers: 42% 3 or more key employers: 0%	1 or more key employer: 73% 2 or more key employers: 45% 3 or more key employers: 36%	1 or more key employer: 90% 2 or more key employers: 70% 3 or more key employers: 50%	1 or more key employers: 10/13 = 76% 2 or more key employers: 9/13 = 69% 3 or more key employers: 6/13 = 46%

OBJECTIVE #3

Develop both the technical knowledge and pedagogical skills of lecturers.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Review and enhance Faculty's Council policies, roles and responsibilities in regards to Foundation Year management.	Achieved	Achieved	Achieved	To achieve	Achieved
2. Percentage of Foundation Year lecturers who have completed at least 36 hours of continuing professional development in their field of study.	91%	80%	100%	80%	100%

3. Percentage of Foundation Year lecturers who have completed a self assessment and self-development plan.	100%	100%	100%	100%	100%
4. Percentage of Foundation Year lecturers who have undergone a one-on-one pedagogical evaluation with direct feedback.	Full time lecturers: 100%	Full-time lecturers: 80%	Full-time lecturers: 100%	100%	100%
5. Percentage of Foundation Year lecturers who have participated in teacher development workshops.	1 workshop: 10/11 = 91% 2 workshops: 8/11 = 72%	1 workshop: 80% 2 workshops: 60% 3 workshops: 50%	1 workshop: 100% 2 workshops: 82% 3 workshops: 64%	1 workshop: 80%+ 2 workshops: 80%+ 3 workshops: 80%+	1 workshop: 100% 2 workshops: 84% 3 workshops: 60%

OBJECTIVE #4

Develop CamEd Admissions English Tests.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Develop the English Admission Test (Grammar, Vocabulary, Reading)	One Admission test.	Achieved	Achieved	5 Admissions test	Achieved
2. Develop the English Entrance test focusing on writing (Official Entrance Exam)	Not Achieved.	Achieved.	Achieved.	To achieve	Achieved

CENTER FOR BUSINESS RESEARCH (CBR)

ACTION PLAN

JANUARY 2023 - DECEMBER 2023

OBJECTIVE #1

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

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Number of research papers submitted by faculty.	January-June 2020 - Literature reviews: 7 - Full papers: 9 - Papers published in JAFESS: 9 - Papers published outside JAFESS: N/A July-December 2020 - Literature reviews: 10 - Full papers: 15 - Papers published in JAFESS: 15 - Papers published outside JAFESS: 9 (8 in the Symposium book) Since submitting literature review first before submitting a full paper was not compulsory, some authors did choose to skip the first stage.	January-June 2021 - Literature reviews: 16 - Full papers: 14 - Papers published in JAFESS: 14 - Papers published outside JAFESS: N/A July-December 2021 - Literature reviews: 13 - Full papers: 12 - Papers published in JAFESS: 7 - Papers published outside JAFESS: 6 Submitting a literature review before submitting the full paper was not made compulsory yet.	January-June 2022 - Proposals: 14 - Literature reviews: 11 - Full papers: 17 - Papers published in JAFESS: 10 (in progress) - Papers published outside JAFESS: 5 July-December 2022 - Proposals: 17 - Literature reviews: 5 - Full papers: 8 - Papers published in JAFESS: In progress - Papers published outside JAFESS: 8 Submitting a proposal form before doing the literature review was made a requirement starting from April 2022. After the proposal stage, submitting literature review was required as a second stage.	January-June 2023 - Proposals: 15 - Literature reviews: 12 - Full papers: 10 - Papers published in JAFESS: 10 - Papers published outside JAFESS: 2 July-December 2023 - Proposals: 15 - Literature reviews: 12 - Full papers: 10 - Papers published in JAFESS: 10 - Papers published outside JAFESS: 3	JJ2023 - Proposals: 14 - Literature reviews: 10 - Final papers: 7 - Papers published in JAFESS: 6 - Papers published outside JAFESS: 20 JD2023 - Proposals: 7 - Literature reviews: 5 - Final papers: 3 - Papers published in JAFESS: 4 - Papers published outside JAFESS: 20
2. JAFESS publication is available in both printing and online.	Achieved Ref. Link	Achieved Ref. Link	Achieved Ref. Link	To achieve	Achieved Ref. Link
3. Average research peer review score on a scale of 1-7.	6.11	5.77	5.84	5.90	5.39

4. Percent of faculty submitting research to JAFESS.	63% of BA faculty 30% of adjunct faculty 12 articles to be published in JJ20 and 11 articles to be published in JD20.	51.43% of BA faculty 25% of adjunct faculty 13 articles to be published, 7 in Vol.6, No.1 and 6 in Vol.6, No.2 for 2021	JJ2022 BA Faculty: 34.29% Adjunct Faculty: 6.25% Papers to be published: 12 JD2022 BA Faculty: 43.18% Adjunct Faculty: 4.55% Papers to be published: 8	January-June 2023 Full-time faculty: 35% Adjunct faculty: 25% July-December 2023 Full-time faculty: 35% Adjunct faculty: 25%	JJ2023 Full-time faculty: 11.43% Adjunct faculty: 20% JD2023 Full-time faculty: 12% Adjunct faculty: 2%
5. Number of citations of JAFESS articles (citations, views, and downloads).	NA	Citation: 3 View: 20	Citation: 3 View: 20	Citation: 3 View: 25	On accumulation by 2023: - Citations: 5
6. Number of student research papers submitted to internal or external conferences or journals	2: Research presentation in International Virtual Research Symposium (6 students)	1. Research presentation in International Virtual Research Symposium 2021 (4 students) 2. Short Case Studies presented to Harvard Business School MOC Asian Chapter Conference (2 July 2021): 2	3: International Research Symposium 1: CFA Challenge	JJ2023 Research Series: 2 JD2023 Research Series: 2 International Research Symposium: 3	JJ2023 + JD2023 Research Series + International Research Symposium 2023: 8 student research papers

OBJECTIVE #2

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

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Number of other publications of faculty outside JAFESS or presented at other conferences or quoted in the local press.	10	19	17	30	40
2. Number of public conferences presenting student and faculty research hosted by CamEd.	1 Research Symposium	Harvard Business School MOC Network Asian chapter Conference (01-02 July 2021) 2: International Virtual Research Symposium 2021 and Research Presentation with CSSA	JJ2022: 1 CamEd Lecturers and Students Research Presentation (May 6, 2022) JD2022: 1 TCI/MOC Asian Chapter Summer Conference 2022 (Jul 1, 2022)	4	JJ2023 Research Series: 4 2023 Research Symposium: 4 Student CFA Research Challenge: N/A

OBJECTIVE #3

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

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Conduct a research committee election..	No election was held.	No election was held	Completed Election took place in April 2022 and new Research Committee appointed	No election foreseen	No election
2. Lecturer evaluation of ease of conducting research, fairness in publication, and fairness in awarding grants on a scale of 1-7.	5.96	6.18	In process	6.0+	N/A

LEARNING SUPPORT CENTER

ACTION PLAN

JANUARY 2023 - DECEMBER 2023

OBJECTIVE #1

Provide high quality support to lecturers and students.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Average LSC department evaluation on a scale of 1 - 7 appraised by lecturers and students.	6.11	6.19	6.15	6+	6.12
2. End of year, ratio of bachelor program academic staff to LSC staff.	2.33:1 (28/12)	2.33:1 (35/15)	1.5:1 JJ22: 2.59 (44/17) JD22: 2.65 (45/17)	2.1	2:61:1 JJ23: 47/18 JD23: 47/18
3. Course specifications are reviewed by lecturers with support from LSC prior to commencement of each term to ensure they are up to date and aligned with the program specification and relevant standards.	Achieved	Achieved	Achieved	To achieve	To achieve

OBJECTIVE #2

Ensure high quality study materials aligned with course specifications and adhered to the curriculum.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Have lecture notes cross-checked against the course specification before having them printed or delivered.	Achieved	Achieved	Achieved	To achieve	Achieved Ref. Cross-Check
2. Ensure lessons, assessment and materials conform to the course specification.	Achieved	Achieved	Achieved	To achieve	Achieves

OBJECTIVE #3

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

OBJECTIVE #4

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

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Date of preparing and reviewing exams for alignment with course learning outcomes (CLOs), and delivering exams.	JJ2020 (achieved) Draft midterm: Feb Midterm: Mar Draft final: May Final: June	JJ2021 (achieved) Draft midterm: Mar Midterm: April Draft final: May Final: June	JJ2022 Draft midterm: Mar Midterm: Mar & April for FY only Draft final: May Final: June	JJ2023 Evaluation 1: Mar Evaluation 2: May JD2023 Evaluation 1: Aug Evaluation 2: Oct	JJ2023 (achieved) Draft midterm: Mar Midterm: Mar & April for FY only Draft final: May Final: June

	JD2020 (achieved) Draft midterm: Aug Midterm: Sep Draft final: Nov Final: Dec	JD2021 (achieved) Draft midterm: Aug Midterm: Sep Draft final: Nov Final: Dec	JD2022 Draft midterm: Aug Midterm: Sep Draft final: Nov Final: Dec However, the exams of the first-year courses were delayed due to the delay in starting the classes.		JD2023 (achieved) Draft midterm: Aug Midterm: Sep Draft final: Nov Final: Dec However, the exams of the first-year courses were delayed due to the delay in starting the classes.
2. Exam integrity as determined by an appraisal score on a scale of 1 - 7 appraised by students.	JJ2020 midterm: FY only: 6.21 BA (excluding FY): 6.36 JJ2020 final exam: FY only: 5.82 BA (excluding FY): 5.81 JD2020 midterm exam: FY only: 6.05 BA (excluding FY): 6.25 JD2020 final exam: FY only: 6.30 BA (excluding FY): 6.20	JJ2021 midterm: FY only: 6.21 BA (excluding FY): 6.32 JJ2021 final exam: FY only: 5.82 BA (excluding FY): 5.81 JD2021 midterm exam: FY only: 6.28 BA (excluding FY): 6.10 JD2021 final exam: FY only: 6.26 BA (excluding FY): 6.27	JJ2022 midterm: FY only: 6.05 BA (excluding FY): 6.17 JJ2022 final exam: FY only: 5.96 BA (excluding FY): 6.00 JD2022 midterm exam: FY only: 6.37 BA (excluding FY): 6.51 JD2022 final exam: FY only: 6.23 BA (excluding FY): 5.93	JJ2023 midterm: FY only: 6+ BA (excluding FY): 6+ JJ2023 final exam: FY only: 6+ BA (excluding FY): 6+ JD2023 midterm exam: FY only: 6+ BA (excluding FY): 6+ JD2023 final exam: FY only: 6+ BA (excluding FY): 6+	JJ2023 midterm: FY only: 6.29 BA (excluding FY): 6.40 JJ2023 final exam: FY only: 6.23 BA (excluding FY): 6.26 JD2023 midterm exam: FY only: 6.29 BA (excluding FY): 6.35 JD2023 final exam: FY only: 6.28 BA (excluding FY): 6.39 Ref. BA Exam Integrity
3. Feedback results for exams are given to the students in a timely manner.	JJ2020 midterm: Apr JJ2020 final: Jul (achieved) JD2020 midterm: Oct JD2020 final: Jan 2021 (achieved)	JJ2021 midterm: Apr JJ2021 final: Jul (achieved) JD2021 midterm: Oct JD2021 final: Jan 2022 (achieved)	JJ2022 midterm: Apr and May for FY only JJ2022 final: July (achieved) JD2022 midterm: Oct JD2022 final: Jan 2023 (achieved) However, the results of the first-year classes were delayed due to the delay in starting the classes too	JJ2023 midterm: Apr and May for FY only JJ2023 final: July JD2023 midterm: Oct JD2023 final: Jan 2024	JJ2023 midterm: Apr for years 2 - 4 June for FY only (achieved) JJ2023 final: 5th July, 5th Aug for FY (achieved) JD2023 midterm: Oct for Years 2 - 4, Nov for FY only (achieved) JD2023 Final: 5th Jan (achieved) Ref. Exams and results

OBJECTIVE #5

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

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Give cheating students a warning letter for a first offense notice for attendance, quizzes, homework or assignments. If a second offense, give an auto failing notice.	Achieved: Academic Misconduct Report	Achieved: Academic Misconduct Report	Achieved: Academic Misconduct Report	To achieve	Achieved: Academic Misconduct Report
2. For exams, give an auto failing notice to the cheating students for a first offense.	Achieved: Academic Misconduct Report	Achieved: Academic Misconduct Report	Achieved: Academic Misconduct Report	To achieve	Achieved: Academic Misconduct Report

OBJECTIVE #6

Ensure the productivity, development and cooperation of LSC members.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. LSC staff are productive, as measured by an appropriate number of classes/LSC team members.	JJ2020: 16.25 JD2020: 15.67	JJ2021: 13.07 JD2021: 12.13	JJ2022: 10.06 JD2022: 9.53	JJ2023: 8 JD2023: 8	JJ2023: 10.28 JD2023: 10.33
2. Average LSC peer appraisal (How well did he/she do the job?) on a scale of 1 - 7 appraised by peers and the department head.	6.42	6.59	6.73	6+	6+
3. Average team cooperation score on a scale of 1 - 7 for team spirit measured by the question "Do you like your LSC team?"	6.58	6.67	6.94 However, the question asked was a little adjusted to "I enjoyed working in LSC."	6.5+	6.86
4. Average score for self appraisal to the question "Are you challenged by your work?" on a scale of 1-7.	6.40	6.49	6.72	6+	This question was not in the 2023 institutional evaluation
5. Percent of LSC staff will study CAT/ACCA at CamEd, with passing exam scores.	- Sokunneath: FA1-2 & FFA, MA1-2(Passed) - Nika: FA2 & FFA, F1 (Passed) - Chanthea: FA1-2, F2-3, MA1-2, CTax (Passed)	- Neath: Completed CAT - Nika: Completed CAT - Reaksmey passed CTX, IFRS for SMEs, CIFRS for SMEs	- 5% of staff passed CBL - 11% of staff passed CTX - 5% of staff passed FBT	40% (7/17) pursuing ACCA/CAT	35.29% (6/17) pursuing ACCA/ CAT/Diploma at CamEd
6. Percent of LSC staff will study English at ACE, with a pass result.	- Reach Saysobora: GEP L9A (before Covid-19) - Nika didn't enroll due to Covid-19	- ACE training was not available	ACE scholarship is not available	10% taking English class at ACE (if additional fund is approved)	None taking English class at ACE

7. Percent of LSC staff will enroll in a master program/PhD related to education management	- Yem Bunthorn MEd at RUPP (terms 3 - 4) - Chan Somaniza MEd at RUPP (Terms 3 - 4) - An Sita Master at IFL, RUPP (Term 1) - Lyhong: MIB at NUM	- Bunthorn & Niza: Completed MEd at RUPP - An Sita: Pursuing MA at IFL - Phalin : Pursuing MEd at RUPP - Lyhong: Pursuing MIB at NUM	- 21% staff pursued a master's degree - 5% of staff pursued a bachelor's degree.	- 35% (6/17) pursuing master - 5% (1/17) pursuing PhD	- 40% (7/17) completing/ pursuing a master's degree - 5% (1/17) pursuing a doctoral degree
8. Percent of LSC staff attending relevant external training to enhance delivery of higher education services.	2 Staff (Bora & Chhaly) attended 'Photographies Conference' on 16 - 17 January 2020 in Singapore None went to ACC & Ministry training	An Sita: completed Online OBE training with AUN Bora and Chhaly moved admissions department	- 11% of staff attended AUN-QA online training - 5% of staff attended AUN-QA physical training in Bangkok	- 10% (2 staff) pursuing short courses	23.53% (4/17 staff) attended EduTech in Singapore 5% attended internal training "Advanced Excel Training" 100% attended internal research symposium

LIBRARY DEPARTMENT

ACTION PLAN

JANUARY 2023 - DECEMBER 2023

OBJECTIVE #1

LRD 1. Provide adequate resources, both physical and electronic, to support teaching, learning, and research activities.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Qualitative feedback on physical & online library resource survey for students	REPORT	REPORT	REPORT	REPORT	REPORT
2. Qualitative feedback on online library websites and Functionality of the support services for students and academic staff	REPORT	NA	NA	To Achieve	REPORT

OBJECTIVE #2

LRD 2. Ensure an environment conducive to reading, discussion and research.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Library facility, space and reading environment survey to students	NA	NA	NA	6.0+	REPORT 6.2

OBJECTIVE #3

LRD 3. Provide effective and efficient services to employees and students.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Evaluations scores on a scale of 1-7	Support Staff: 6.00 Faculty: 6.64 Students: 6.69	Support Staff: 6.00 Faculty: 6.64 Students: 6.69	Students: 6.0+ Academic: 6.0+ Staff: 5.8+	6.0+	Students: 6.14 Academic: 6.92 Staff: 6.29
2. Access of (Kaplan) CAT & ACCA books in online resources in the CamEd App & CamEd Ebooks.	NA	Achieve posted in CamEd Google Drive and Hosted in CamEd Business Library E-book website.	Achieved 2022-2023 Version	To Achieve	ACHIEVED
3. Apply AI Technology in the library service	This was adopted on FAQ handout, we plan to make a short video and convert it into AR video for students to scan to experience lively instructional FAQs and Answers.	Achieve 4 video produced (2 with Blippar app and another 2 with :ARientation app)	Achieved	To Achieve	Achieved

4. Develop and Coordinate Open Access on students research hosting in the library website and CamLibFAST	Achieved - OER (fb post & Oreintation presentation) - FAQs (CamEd website in FAQs features) - Research Guides (library blog) - CamEd Research Journal (Library website)	Achieved - OER (fb post, Oreintation presentation, and CamEd Business Library YouTube Channel Playlist) - FAQs (CamEd website in FAQs features) - Research Guides (library blog) - CamEd Research Journal (Library website)	Achieved	To Achieve	Achieved
5. Building Statistic Report on Overall Service & Resource Usage	Achieved	Achieved	Achieved	To Achieve	Achieved

OBJECTIVE #4

LRD 4. Enhance academic staff engagement in the library services.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Number of applicable academic staffs registering accounts in using library Databases	1 New	1 New	1 New	1 New	1 New
2. Number of referral support on searching available literature review on JAFESS Process	3 New	3 New	3 New	3 New	3 New
3. Number of referral support on finding teaching materials and researching resources including textbook, reference book and other relevant assignment or research materials for academic staffs	5	5	5	5	5
4. Number of referral and collaborate research supports within the institution or strategic partners	1	1	1	1	1
5. Number of sharing session on library information or resources to academic staffs	1	1	1	1	1

OBJECTIVE #5

LRD 5. Enhance student engagement in the library services.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Creating library resource's introducing: updating content events in library website, blog, youtube channel, facebook, telegram.	50% completed - Update New Library - 1 Library Information Instructional Book - 5 Posters produced on Research Guides and Information Literacy by Oct 2020	Achieved 36*2 digital content created posted in CamEd Reading Club & CamEd Business Library Facebook Page	Achieved	To achieve	Achieved
2. Provide on demand advising on research skills & information literacy for example helping with assignment materials, literature search consultation..etc..	Achieved	Achieved	Achieved	To achieve	Achieved
3. Number of training sessions or videos on how to use the library, locate materials and do research via OPAC and databases.	1	1	1	1	1
4. Number of library's events	Events was cancel as COVID-19 Outbreak	Achieved As of 25 June, 2021, the library conducted 6 events.	5+	5+	Achieved
5. Number of book ambassadors	Achieved	Achieved 10 book ambassadors	5+ ambassadors	5+	Achieved
6. Videos for library marketing	10+ video achieved	Achieved 25 video produced as of 25 June, 2021	10+ videos	10+	10+

OBJECTIVE #6

LRD 6. Strengthen library staff capacity through quality development programs.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Numbers of sharing session to public	Achieved	2	1	1+	1+
2. Numbers of internal training shared by Librarians	5	5	5	5+	5+
3. Number of library memberships	Achieved 1 for CLA Membership 1 for IATUL (IATUL SIG-ALICE Coaching Program)	2	2	2+	2+

4. Number of case study sessions	50% completed - ISO training sharing - Library Book Meeting Catch Up	4	4	4+	4+
5. Number of books read and reviewed by each librarian.	Achieved Ref. Part B. Library Blog Post	Achieved 10	10+	10+	10+
6. Collaborate with lecturers on research/ journal articles published.	To achieved -Research Title: "Right to Access to Digital Resources and Services on the Use of Technology: An Interpretation of the Academic Libraries in Cambodia"	Achieved 1	1	1+	1+
7. Referral support and training from international library staffs	1	1	1	1+	1+
8. Number of local and international training, online courses, webinars, conferences and workshops.	Achieved 1 ISO Training: 9 online webinars:	To be achieved	10+	10+	10+
9. Number of staff study Master/CAT/ACCA/ Diploma.	NA	NA	1	1	1

OBJECTIVE #7

LED 7. Develop partnerships with local and international libraries to provide users with wide accessibility to other resources.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Number of MOUs	4	4	5	To achieve	5

ADMISSIONS - PROCESSING

ACTION PLAN

JANUARY 2023 - DECEMBER 2023

OBJECTIVE #1

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

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. For all programs, review and enhance intake policy, and processing procedures, with formal endorsement from executives.	Achieved	Achieved	Achieved	March 2023	Achieved
2. For all programs, review and enhance online and printed communication of admissions information.	Achieved	Achieved	Achieved	March 2023	Achieved
3. Applicant evaluation of quality, efficiency and fairness of the admissions process, on a scale of 1-7.	5.97	6.17	6.21	6.0+	In progress
4. Percent of bachelor applicants who take an entrance exam and undergo entrance interview in accordance with institute policies.	100%	100%	100%	100%	100%

OBJECTIVE #2

Ensure that new students are fully aware of school policies, facilities and systems through an effective orientation program.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Conduct the orientation.	1 time	2 times	3 times	3 times	4 times

ADMISSIONS - HIGHER EDUCATION MARKETING PLAN

ACTION PLAN

JANUARY 2023 - DECEMBER 2023

OBJECTIVE #1

Provide friendly, efficient and effective services to customers.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
Average student evaluation on a scale of 1-7	5.97	6.17	6.21	6.0+	6.11

OBJECTIVE #2

Regularly increase the number of new students for degree programs.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Number of presentations in public and international high schools and number of student attendees.	Phnom Penh: 46 Province: 5 Attendees: • PP: 9107 • PV: 4712	Due to Covid-19, we conduct High School online presentation: Phnom Penh: 47 Province: 34 Attendees: • PP: 7974 • PV: 5396	Phnom Penh: 57 Province: 50 Attendees: • PP: 4,128 • PV: 5,479	Phnom Penh: 65 Province: 54	Phnom Penh: 52 Province: 53 Attendees: • PP: 3, 517 • PV: 4,325
2. Number of BA+CAT applications	• Jan - Jun: 434 • Jul - Dec: 1628 Total: 2062	• Jan - Jun: 244 • Jul - Dec: 1505 Total: 1749	• Jan - Jun: 143 • Jul-Dec: 1,553 Total: 1696	1600+	• Jan - Jun: 165 • Jul-Dec: 1617 Total: 1782 (Updated on 19 Mar, 24)
3. Number of MSc + ACCA applications	NA	NA	JD2022: 249 JJ2023: 131	JD2023: 200+ JJ2024: 200+	JD2023: 179 JJ2024: 155 (Updated on 19 Mar, 24)
4. Number of new student deposits for the BA + CAT program	• 100% Scholarship: 8 • Paid Student: 747 Total: 755	• 100% Scholarship: 10 • Paid Student: 611 Total: 621	• 100% Scholarship: 4 • Paid Student: 629 Total: 633	630+	• 100% Scholarship: 8 • Paid Student: 602 (Updated on 31 Mar, 24) Total: 610
5. Number of new students deposits for the MSc + ACCA program	NA	NA	• JD2022: 249 • JJ2023: 131	• Jul - Dec: 100+ • Jan - Jun: 110+	JD2023: 142 JJ2024: 108 (Updated on 19 Mar, 24)
6. Number of new students deposits for the BA + CAT program who are foreign students	NA	NA	• 4 International Students	• 5+	19 (Updated on 19 Mar, 24)
7. Number of new students deposits for the MSc + ACCA program who are foreign students	NA	NA	• JD2022: 206 • JJ2023: 105	• Jul - Dec: 2 • Jan - Jun: 2	• JD2023: 1 • JJ2024: 3 (Updated on 19 Mar, 24)

8. Promote the BA + CAT and MSc program to existing students.	• Brochure Distributed: Suspended due to Covid-19 • Email: 73,823 • SMS: 116,755 • In class Presentation: 25 • Internal Banner Display 4 times	• Brochure Distributed: Suspended due to Covid-19 • Email: 340,866 • SMS: 70,974 • In class Presented: 82	• Brochure Distributed: Cancel • SMS: 92,575 • Email: 14,000 x 4 • In Class Presentation: 62	• SMS: 5+ times • Email: 5+ times • In Class Presentation: 60 • Internal Banner Display: 4 times	• SMS: 84,967 • Email: 5 times • In Class Presentation: 78 • Internal Banner Display: 1 time
---	--	--	---	---	---

OBJECTIVE #3

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

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Branding image through channel marketing such as digital communication, mass media, and social media networks	Digital Marketing: • Facebook Page: 282 posts ***Special remarks: Get authorized on CamEd Business School Facebook Page and Increase number of likes on CamEd Linked in. • Youtube: 36 videos • Media websites (PR Article): 21 posts • Instagram: 282 posts • Linked in: 100 • 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	Digital Marketing: • Facebook Page: 392 posts • Youtube: 30 • Media websites (PR Article): 29 posts • Instagram: 392 posts • Linked in: 269 posts • Telegram: 271 posts • Google display network: 1 month • PPP online newsletter (KH+Eng): 11 months • PPP Website & Mobile: 11 months • Fresh News E-marketing on Website and Mobile: 11 months • Business Cambodia Website: 11 months • Business Cambodia Facebook: 11 months • KSP Website: 9 months • Khmer Time Website: 3 months	Digital Marketing: • oFacebook: 414 • Youtube: 10 • Telegram Channel: 365 • LinkedIn: 350 • PR Article: 16 • Instagram: 365 • Insert brochures in Newspaper: Cancel • Google Display Network: 12 months • Display on News Website: 4 sizes/12 months Special Report/ Supplement: • 2 (cancel some special supplement due to reduce the budget) Telemarke-ting: • SMS: 92,575 • Email: 15,000 x 10	Digital Marketing: • Facebook: 365 • Youtube: 12 • Telegram Channel: 365 • LinkedIn: 200 • PR Article: 16 • Instagram: 365 • Google Display Network: 12 months • Display Ad on KSP, PPP, and BSC: 3*12 months • Display Ad on Fresh News: 8 months Special Report/ Supplement: • PPP: 8 times • Khmer Times: 3 times CJCC Display: 12 Telemarketing on SMS, Email and Call	Digital Marketing: • Facebook: 354 • Telegram Channel: 354 • LinkedIn: 354 • PR Article: 27 • Instagram: 354 • Google Display Network: 12 months • Display Ad on KSP, PPP, and BSC: 3*12 months • Display Ad on Fresh News: 12 months Special Report/ Supplement: • PPP: Cancel due to PPP has no special supplement • Khmer Times: 2 times CJCC Display: 12 Telemarketing on SMS, Email and Call • SMS: 84,967 • Email: 5 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	• Sabay News: 1 months • Telegram “ឯកសារមន្ត្រីសាធារណៈ”: 27 posts • Insert Brochure in Newspapers : 3 times • Special Report/ Supplement: 1 issues • Cambodia Jobs: Suspend • CJCC Display: Suspend • Telemarketing: - SMS: 70,974 - Email: 340,866	Cambodia Jobs: Cancel CJCC Display: 12 months		
2. Sufficient budget expenditure on advertising	\$306,434	\$458,773	\$498,162	\$592,332	\$583,805

OBJECTIVE #4

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

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Number of awareness and networking events organized and joined.	• CamEd Event: 22 • Networking Events: Suspend due to Covid-19	• CamEd event: 24 • Networking events: Suspend due to Covid-19	• CamEd event: 13 • Networking events: 2	• CamEd Event: 29 • Networking Events: 9	• CamEd Event: 30 • Networking Events: 18
2. Number of letters, emails, meetings, and times that brochures are distributed.	• Promotion Letter: 3,121 • Presentation at Chey Thavy and Sisowath: Suspend due to Covid-19 • Met HS directors and get HS Data: - Phnom Penh: 31 - Province: 14 • Suspended due to Covid-19 • Sharing Session: 1 • BacII Preparation Course: 20	• Promotion Letter: 4,123 x 2 times • Presentation at Chey Thavy and Sisowath: Suspend due to Covid-19 • Met HS directors and get HS Data: (Suspend due to covid-19) - Phnom Penh: 16 - Province: 17 • Sharing Session: 6 • BacII Preparation Course: 16	• Promotion Letter: 5,500 x 2 times • Presentation at Chey Thavy: 2 times x 2 days • Presentation at Sisowath Tutorial School: 1 time x 2 days • Presentation at Sereypheap Tutorial School: 1 time x 2 days • Meet HS directors and get HS Data: - Phnom Penh: 45 - Province: 35 • Sharing session: 7	• Promotion Letters : 5,000+ x 2 times (May and October) • Presentation at Chey Thavy: 3 times x 2 days • Presentation at Sisowath Tutorial School: 2 times x 2 days • Presentation at Sereypheap Tutorial School: 1 time x 2 days • Presentation at Tuol Tompong Tutorial School: 1 time x 2 days	• Promotion Letters : 500 x 2 times • Presentation at Chey Thavy: 2 times • Presentation at Sisowath Tutorial School: 1 times • Presentation at Sereypheap Tuorial School: 1 time • Presentation at Tuol Tompong Tutorial School: 1 time • Start up: 1 time

	Promoting program during Bac II exam and result: Insert in some newspapers: 5 times	Promoting program during Bac II exam and result: 3 times	- Bac II Exam Preparation Course: 7 - Promoting BA program during Bac II exam and result: 3 times	- Meet HS directors and get HS Data: - Phnom Penh: 65 - Province: 54 - Sharing session: 6 - Bac II Exam Preparation Course: 13 - Promoting BA program during Bac II exam and result: 2 times	- Meet HS directors and get HS Data: - Phnom Penh: 26 - Province: 37 - Sharing session: 6 - Bac II Exam Preparation Course: 13 - Promoting BA program during Bac II exam and result: 3 times
--	---	--	--	---	---

OBJECTIVE #5

Encourage and increase the productivity of representatives.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Regular team meetings to review sales performance, provide guidance and motivation.	21 meetings	20 meeting	21 meetings	24+ weekly meetings	16 meetings
2. Number of projects successfully completed by deadlines.	NA	NA	NA	Project: 28	Project: 38

OBJECTIVE #6

Strengthen the quality of the staff of the Admissions department.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Number of staff trained and training programs.	- 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	- English Language - Mr. Hou Narothe - Business English Program at Cam-Asian - Higher Education - Ms. Eang Rithychanras - Master (Year1, Semester 1 & 2 and Year 2, Semester 1) - Ms. Van Pichata - Master (Year1, Semester 1 & 2)	- English Languages - Cancel due to the new policy that staff cannot enroll class at ACE - CamEd Training - Mr. Nuon Piseth - MA1 & FA1 - Higher Education - Ms. Eang Rithychanras (successfully finished) - Ms. Van Pichata - Master (Year2, Semester 2)	- English Languages - Mr. Reth Kimty - Guaranteed General English Program (GGEP) at Edniche - Mr. Reach Saysobora & Mr. Hann Chhaly- General English program at ACE - Ms. Sam Sokuntheary, Mr. Nuon Piseth & Mr. Nop Manith- Diploma Course at ACE	- English Languages - Mr. Reth Kimty - General English program at ACE_Level 5&6 - Mr. Reach Saysobora & Mr. Hann Chhaly- General English program at ACE_Not Study - Ms. Sam Sokuntheary, Mr. Nuon Piseth & Mr. Nop Manith- Diploma Course at ACE_Cancel due to the policy of ACE

	• Higher Education - Ms. Phoeun Sreynoch-Master (Year2, Semester 2 and Master Graduated) - Mr. Nuon Piseth-Master (Term 3, 4&5) - Ms. Eang Rithychanras-Master (Year 1 - semester 1) • Local Conferences /Training - Ms. Sam Sokuntheary Joined training Program on Research Methods for Beginners on August 24 - September 2, 2020 - Mr. Nuon Piseth, Ms. Phoeun Sreynoch and Ms. Eang Rithychanras, joined training Program on Research Methods for Beginners on August 24 - September 2, 2020 - Mr. Nuon Piseth, Ms. Phoeun Sreynoch and Ms. Eang Rithychanras, joined the training Program on Questionnaire Design on October 21 - 23, 2020. • Virtual International Training/ Workshop/ - Conference: - Ms. Sam Sokuntheary	- Mr. Nuon Piseth - Master (Master degree - Completed) - Ms. Samoeun Maryna, Mr. Reth Kimty and Mr. Nop Manith - Master (Year 1, Semester 1)	- Mr. Reth Kimty - Master of Marketing at NUM (Year 1, semester 1 & 2) - Ms. Samoeun Maryna and Mr. Nop Nanith - Master of Business Administration at NUM (Year 1, Semester 1 & 2) • International Training: - Ms. Eang Rithychanras-joined AUN-QA Tier 1 Training at Thailand	• Higher Education - Ms. Samoeun Maryna, Mr. Reth Kimty & Mr. Nop Manith -Master at NUM - Ms. Van Pichata-Master at Norton - Mr. Hann Chhaly and Mr. Sun Saophanratha - Diploma in Computer Graphics and Design • CamEd Training - Ms. Phoeun Sreynoch - Diploma in Cambodia Business Law - Ms. Van Pichata- Diploma in Cambodia Tax • Specialist Local Training - Mr. Reach Saysobora - Adobe premiere pro, Adobe After effects at IT Step Academy & Online Class Training “Graphic Design and Illustrator” at Udemy - Mr. Hann Chhaly and Mr. Sun Saophanratha - Online Class Training - “Graphic Design and Illustrator” at Udemy	• Higher Education - Ms. Samoeun Maryna, Mr. Reth Kimty & Mr. Nop Manith -Master at NUM (Graduate) - Ms. Van Pichata - Master (Year2, Semester 2)_ Not yet finish - Mr. Hann Chhaly and Mr. Sun Saophanratha - Diploma in Computer Graphics and Design_Year 1, Semester 1&2) • CamEd Training - Ms. Phoeun Sreynoch - Diploma in Cambodia Business Law_ In progress - Ms. Van Pichata- Diploma in Cambodia Tax_Not Study • Specialist Local Training - Mr. Reach Saysobora - Adobe premiere pro, Adobe After effects at IT Step Academy & Online Class Training “Graphic Design and Illustrator” at Udemy_ Complete - Mr. Hann Chhaly and Mr. Sun Saophanratha - Online Class Training “Graphic Design and Illustrator”
--	--	--	---	--	--

	- Joined Digital Marketing Training by Digital Marketing Institute (July - November 2020) - Ms. Sam Sokuntheary - Joined ACBSP 2020 Virtual Conference on June 22-24, 2020 - Ms. Sam Sokuntheary - Joined Meaningful work for the digital professional: Roadmap beyond the pandemic (CPD Units 1) on July 16, 2020 - Ms. Sam Sokuntheary - Joined EduTech Asia Webinar "Using Technology to deliver lessons during the Covid-19 pandemic" on April 9, 2020. - Ms. Sam Sokuntheary - Joined LinkedIn Marketing Lab "Getting Start with LinkedIn" on April 16, 2020. - Ms. Sam Sokuntheary - Joined EduTech Asia "AI and Big Data" on April 23, 2020			- Ms. Phoeun Sreynoch - Digital Marketing at IT Step Academy - Ms. Van Pichata and Ms. Pheng Sopheaktra - Adobe Photoshop Intensive Course at IT Step Academy - Ms. Sam Sokuntheary - International Conference on Learning and Administration in Higher Education (ICLAHE) by Science Leagues on March 8 & 9, 2023. - Ms. Sam Sokuntheary & 3 Admissions members - International Conference on Social Marketing and Business Development in Singapore on May 4 & 5, 2023.	- Ms. Phoeun Sreynoch - Digital Marketing at IT Step Academy_ Successful Graduate - Ms. Van Pichata and Ms. Pheng Sopheaktra - Adobe Photoshop Intensive Course at IT Step Academy_ Not Study - Ms. Sam Sokuntheary - International Conference on Learning and Administration in Higher Education (ICLAHE) by Science Leagues on March 8 & 9, 2023. - Ms. Sam Sokuntheary & 3 Admissions members - International Conference on Social Marketing and Business Development in Singapore on May 4 & 5, 2023.
--	--	--	--	--	--

ADMISSIONS - CORPORATE MARKETING PLAN

ACTION PLAN

JANUARY 2023 - DECEMBER 2023

OBJECTIVE #1

Provide friendly, efficient and effective service to customers.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
Average non-BA student evaluation on a scale of 1-7	5.97	6.17	6.21	6.0+	6.11

OBJECTIVE #2

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

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Number of new sponsored students from firms, banks, companies and organizations.	JD2020: 24 ACCA 8 CAT 3 C.Tax 2 CBL JJ2021 43 ACCA 8 CAT 21 C.Tax 1 CBL	JD2021: 56 ACCA 14 CAT 19 C.Tax 6 IFRS JJ2022: 2 CFRS 25 ACCA 3 CAT 13 C.Tax 1 CBL 16 IFRS	JD2022: 53 ACCA 2 CAT 30 C.Tax 3 CBL JJ2023: 26 IFRS - N/A CFRS 18 ACCA 4 CAT 13 CTax 8 CBL 29 IFRS	JD2023 55 ACCA 5 CAT 35 C.Tax 5 CBL 30 IFRS JJ2024 30 ACCA 10 CAT 8 C.Tax 2 CBL 5 IFRS	JD2023: 30 ACCA 4 CAT 36 C.Tax 19 CBL 11 IFRS JJ2024: (Updated on 19 Mar, 24) 18 ACCA 3 CAT 24 CTax 8 CBL 16 IFRS
2. The total number of new ACCA students.	JD2020: 86 JJ2021: 95	JD2021: 103 JJ2022: 83	JD2022: 108 JJ2023: 45	JD2023: 85+ JJ2024: 85+	JD2023: 58 JJ2024: 41 (Updated on 19 Mar, 24)
3. Increase number of new CAT students.	JD2020: 30 JJ2021: 31	JD2021: 43 JJ2022: 60	JD2022: 19 JJ2023: 52	JD2023: 35+ JJ2024: 40+	JD2023: 39 JJ2024: 50 (Updated on 19 Mar, 24)
4. Increase the number of new C.Tax students.	JD2020: 63 JJ2021: 86	JD2021: 64 JJ2022: 67	JD2022: 109 JJ2023: 77	JD2022: 70+ JJ2024: 75+	JD2023: 115 JJ2024: 91 (Updated on 19 Mar, 24)
5. Increase number of new CBL students.	JD2020: 8 JJ2021: 11	JD2021: 14 JJ2022: 13	JD2022: 25 JJ2023: 33	JD2023: 25+ JJ2024: 20+	JD2023: 52 JJ2024: 28 (Updated on 19 Mar, 24)
6. Increase the number of new IFRS for SMEs students.	N/A	JD2021: 79 JJ2022: 84	JD2022: 100 JJ2023: 60	JD2023: 70+ JJ2024: 45+	JD2023: 67 JJ2024: 63 (Updated on 19 Mar, 24)

OBJECTIVE #3

Regularly build CamEd's brand awareness and branding image in order to increase the number of enrollment students and achieve targets for non-degree programs.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Regularly build CamEd's brand awareness and branding image through channel marketing such as digital communication and mass media.	● Digital Marketing: ○ Facebook Page: 282 posts ***Special remarks: Get authorised on CamEd Business School Facebook Page and Increase number of likes on CamEd Linked in. ○ Youtube: 36 videos ○ Media websites (PR Article): 21 posts ○ Instagram: 282 posts ○ Linked in: 100 ○ Newspapers: 17 times (Cancel all Contract due to Covid-19) ○ Google display network: 1 month ○ PPP online newsletter (KH+Eng): 6 months ○ PPP Website & Mobile: 6 months ○ Fresh News E-marketing on Website and Mobile: 8 months ○ Business Cambodia Website and Facebook: 6 months	● Digital Marketing: ○ Facebook Page: 392 posts ○ Youtube: 30 ○ Media websites (PR Article): 29 posts ○ Instagram: 392 posts ○ LinkedIn: 269 posts ○ Telegram: 271 posts ○ Google display network: 1 month ○ PPP online newsletter (KH+Eng): 11 months ○ PPP Website & Mobile: 11 months ○ Fresh News E-marketing on Website and Mobile: 11 months ○ Business Cambodia Website: 11 months ○ Business Cambodia Facebook: 11 months ○ KSP Website: 9 months ○ Khmer Time Website: 3 months ○ Sabay News: 1 months ○ Telegram “ឯកសារបង្កើតសាធារណៈ”: 27 posts	● Digital Marketing: ○ Facebook: 414 ○ Youtube: 10 ○ Telegram Channel: 365 ○ LinkedIn: 350 ○ PR Article: 16 ○ Instagram: 365 ○ Insert brochures in Newspaper: Cancel ○ Google Display Network: 12 months ○ Display on News Website: 4 sizes/12 months ● Special Report/ Supplement: 2 (cancel some special supplement due to the budget deduction) ● Telemarketing: ○ SMS: 92,575 ○ Email: 15,000 x 10 ○ Cambodia Jobs: Cancel ○ CJCC Display: 12 months	● Digital Marketing: ○ Facebook: 365 ○ Youtube: 12 ○ Telegram Channel: 365 ○ LinkedIn: 200 ○ PR Article: 16 ○ Instagram: 365 ○ Google Display Network: 12 months ○ Display Ad on KSP, PPP, and BSC: 3*12 months ○ Display Ad on Fresh News: 8 months ● Special Report/ Supplement: ○ PPP: 8 times ○ Khmer Times: 3 times ● CJCC Display: 12 ● Telemarketing on SMS, Email and Call	● Digital Marketing: ○ Facebook: 354 ○ Youtube: 12 ○ Telegram Channel: 354 ○ LinkedIn: 354 ○ PR Article: 27 ○ Instagram: 354 ○ Google Display Network: 12 months ○ Display Ad on KSP, PPP, and BSC: 3*12 months ○ Display Ad on Fresh News: 12 months ● Special Report/ Supplement: ○ PPP: Cancel due to PPP has no special supplement ○ Khmer Times: 2 times ● CJCC Display: 12 ● Telemarketing on SMS, Email and Call ○ SMS: 84,967 ○ Email: 5 times

	○ KSP Website: 8 months ○ Inserted brochure in Newspaper: 4 times ● Special Report / Supplement: 8 issues ● Telemarketing: (Dec 2, 20) ○ Email: 73,823 ○ SMS: 116.755 ● Cambodia Jobs: 8 times ● CJCC Display: Suspend due to Covid-19	○ Insert Brochure in Newspapers : 3 times ● Special Report/ Supplement: 1 issues ● Cambodia Jobs: Suspend ● CJCC Display: Suspend ● Telemarketing: ○ SMS: 70,974 ○ Email: 340,866			
2. Sufficient budget expenditure on advertising	\$393,095	\$533,542	\$498,162	\$592,332	\$583,805

OBJECTIVE #4

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

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Number of networking and traditional marketing events to build CamEd's brand awareness and branding image through B2B efforts.	• CamEd event: 22 • Networking events: Suspended due to Covid-19	• CamEd event: 24 • Networking events: Suspended due to Covid-19	• CamEd Event: 13 • Networking Events: Suspended due to Covid-19	• CamEd Event: 29 • Networking Events: 9	• CamEd Event: 30 • Networking Events: 18
2. Number of visits to companies and promotional letters sent to build CamEd's brand and maintain relationships with new and existing employers	• New companies: Suspended due to Covid-19 • Existing clients: In progress (Communication via email and Call) • Promotion Letters: 3,121 (In process)	• New companies: Suspended due to Covid-19 • Existing clients: In progress (Communication via email and Call) • Letters: 4,123 x 2 times	• New companies: 15 • Existing clients: 20 • Promotion Letters : 5500 x 2 times	• New companies: 5 • Existing clients: 25 • Promotion Letters : 5,000+ x 2 times (May and October)	• New companies: 5 • Existing clients: 25 • Promotion Letters : 500 x 2 times (May and October)

OBJECTIVE #5

Encourage and increase the productivity of representatives..

OBJECTIVE #6

Strengthen the quality of the staff of the Admissions department.

Please note that the indicators for this objective of #5 and #6 are described in the Higher Education Marketing Strategy and Action Plan because the higher education representatives also fulfill the role of corporate marketing representatives.

ACCA AND MoEYS COORDINATION

ACTION PLAN

JANUARY 2023 - DECEMBER 2023

OBJECTIVE #1

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

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. The process to conduct the Ministry observing the official entrance exam.	It is delayed to 2021 due to the postponed exam of BAC II	The official entrance exam for JJ21 students is conducted on March 20-21. The official entrance exam for JJ22 students is delayed due to the late BAC II exam and results.	The official entrance exam of the new BA students for JJ2022 is conducted on 25 March 2022. Letter to MoEYS	The official entrance exam of the new BA students for JJ2023 is conducted in February 2023.	The BA official Entrance exam is conducted on 27 Feb, 2023. Report Approved List
2. The percent of confirmed new BA students whose BAC II certificates are verified by the General Education Department.	100% (538 BAC II certificates are confirmed by MoEYS)	This process is delayed due to the restricted work of the relevant department of MoEYS.	100% confirmed by MoEYS Letter to MoEYS	100%	Done Letter to MoE
3. Percent of graduated BA students taking and passing the official exit exam and reported to MoEYS for official approval.	MoEYS approved on issuing the certificate of BA program for 313 students (100%)	MoEYS approved on issuing the certificate of BA program for 364 (2020: 100%). Official Exit Exam for 2021 is conducted on 29 Dec, 2021.	MoEYS approved the issuing of the certificate of BA program for 355 students who already passed the official exit exam on 29 December, 2021. Graduate List	100%	Done List
4. Percent of students requiring registration who are successfully registered. (CAT/ACCA Account)	100% (723 accounts) Updated on Dec 15	554 CAT/ACCA accounts were successfully registered	672 students are registered for ACCA/CAT accounts Account Registration List	100%	636 students are registered for ACCA/CAT account List
5. Percent of students successfully processed for CBL and CTAX papers.	CBL: 23 students CTax: 20 students (Jan - Dec 15)	CBL: 18 students (Paid student: 13, Only processing: 5) CTax: 28 students (Paid student: 24, Only processing: 4)	- CBL: 14 students - CTax/FTX: 26 students Exemption Claim	100%	In Progress CBL: 16 FTX/TX: 39 Link

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	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Percent of CHEA meetings attended.	1. Percent of CHEA meetings attended.	1. Percent of CHEA meetings attended.	1. Percent of CHEA meetings attended.	1. Percent of CHEA meetings attended.	9 Letter from CHEA 2023
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?"	6.0	6.30	6.37 (Average PA 2022)	6.0+	6.14 (Average PA 2023)

OBJECTIVE #3

Improve capacity, efficiency and skills.

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

INTERNATIONAL ENGAGEMENT DEPARTMENT

ACTION PLAN

JANUARY 2023 - DECEMBER 2023

OBJECTIVE #1

Significantly increase the number of new international students.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
Improve the quality of support services to international students	N/A	N/A	5.86	5.7	5.98
Number of successful overseas universities collaborated	N/A	N/A	Achieved. 6 Universities in Asia which have 2 universities in Malaysia, 1 university in China, Thailand, Korea, and one more university in France.	Asia: 6 EU: 2 MOU: 8	Achieved 7: Yunnan University, China Institut Teknologi Bandung, Indonesia RENNES School of Business, France FPT University, Vietnam Universiti Teknologi Malaysia Northeastern Illinois University, USA INTI International University, Malaysia
Number of CamEd students studying one full semester abroad	N/A	N/A	50% achieved. We have 5 exchange students in overseas universities, 1 student in MBway School of Management, Indonesia, Korea and 2 students in Thailand.	10	Achieved 15 students exchange program to universities partnership. 1. Exchange program to Northeastern Illinois University, USA 2 students 2. Exchange program to Management & Science University 4 students. 3. Exchange program to Beijing Foreign Studies University, China 4 students. 4. Exchange program to Woosong University, Korea 1 student, 5. Exchange program to PIM Thailand, 4 students.
Number of international students studying one full semester at CamEd	N/A	N/A	35 international students	25	Achieved 18 international students.

Number of CamEd students going on international study tours of 14 days	N/A	N/A	5 students joined the online short course via online of Universitas Brawijaya, Indonesia.	10	Achieved 9 students: 1. 6 students joined summer school at Institut Teknologi Bandung, Indonesia. 2. 2 students joined summer school at National University of Singapore. 3. 1 student joined summer school at Hu'nan International Business Vocational College.
Number of collaboration with Intermediaries	N/A	N/A	- Achieved, two universities have been recommended by the Embassy - Successful negotiation with agents - Achieved	- Embassy: 01 - Agent: 02 - Professors: 05	- Achieved, 1 university has been recommended by the Embassy - Achieved 6 universities recommended by professors. - Agency: Non
Number of Sessions on scholarship opportunities and Meetings with Potential partner Universities	N/A	N/A	24	10+	10
Number of site visit of representative from overseas universities	N/A	N/A	We have 3 representative Universities: - Rennes Business School, France - EM Strasbourg Business School, France - PIM Institute, Thailand	4	We have 5 representative Universities: - Woosong University - Uppsala University - RMIT University - HCMC University of Technology and Education - Providence University
Number of site visit of a group of students site visit from overseas universities or partners universities	N/A	N/A	N/A	3	N/A
Site visit by Agency	N/A	N/A	- Site visit by Alzea world in Practice - Site visit from BSB Cambrian Education Group	2	N/A
Number of international student studying BA and Msc at CamEd	N/A	N/A	- 3 Bachelor students from Ukraine - 5 Master students from Ukraine	20	- 5 Bachelor students - 2 Master students
Visit to other countries after signed the agreements or bring students to do the exchange program	N/A	N/A	- Physical sign MoU at PIM Thailand and site visits to Malaysia.	2	- Site visit to FPT university and Bandung Institute of Technology.

OBJECTIVE #2

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

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
Website page of International Engagement	N/A	N/A	Website has been created and comes along with an international guide book and exchange program brochure. Website helps us to communicate more effectively with our potential partners and clients.	Up to date of activities of international engagement	Up to date of activities of international engagement
Number of meetings with business associations (IBC, Eurocham, Amcham Education committees (first Thursday every month)	N/A	N/A	11	12	1
Number of employee taking CamEd Program, with passing scores	N/A	N/A	N/A	ACCA program	Chheng Somala: - Completed HSK3 to HSK4.1. - ACCA FMA class but not yet exam
Number of employee to attend short courses	N/A	N/A	N/A	Join Negotiation training and meeting	Chheng Somala joined the 2023 Asia-Pacific Conference on Economics & Finance in Singapore.

OBJECTIVE #3

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

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
Number of joining research between CamEd Professors and Partner Universities (Transfer to Research Center)	N/A	N/A	Guest speaker by Dr. Prum Virak for Sunway university and Management Science University as well as joining the research evaluation committee for external evaluation by Dr. Ken Charman and Dr. Prum Virak for Management Science University.	2	Dr. Tamil Durai Chelliah Guest speaker from Management Science University has shared the session with Dr. Prum Virak class. Mr. Jalaj Chhaya Guest speaker from Rishabh Integrated Skill Enhancement (RISE) Center has shared the session with Professor Muhammad M. Ma'aji. Joining research colloquium as a panelist by Dr. Kenneth Charman.

OBJECTIVE #4

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

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
Number of Ambassadors site visit to CamEd	N/A	N/A	Site visit Ambassador from UK embassy, US embassy, Australia embassy and EU embassy to CamEd Business School.	3	Achieved 4 Site visit of ambassador: Ambassador from UK embassy, French embassy, Malaysia embassy and Timor leste embassy to CamEd Business School.

CAREER SERVICES AND STUDENTS ADVISING DEPARTMENT

ACTION PLAN

JANUARY 2023 - DECEMBER 2023

OBJECTIVE #1

Help CamEd students and graduates get a job or work placement.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Fourth year student average evaluation of Career Services on a scale of 1 - 7	6.19	6.13	6.17	6+	6.17
2. Evaluation of employment quality as perceived by graduates within 1 years	62% of bachelor degree graduates rank their present employment as "good" or "excellent"	61.19% graduates evaluate on their employment as "good" or "excellent" 67/373	5.52 and 65% of graduates evaluate on their employment as "good" or "excellent"	65%+ bachelor degree graduates rank their present employment as "good" or "excellent"	5.52 and 65% of graduates evaluate on their employment as "good" or "excellent"
3. Percent of fresh graduates employed within three months and six months after graduation.	As of Feb 05, 2021 BA: 88%	As of March 30, 2022 BA: 91.61%	In progress: 1st Feb: 92.14%	As of March 30, 2024, BA: 85% As of June 30, 2024, BA: 90%	In progress: 1st Feb: 86.89%
4.1 Number of resume training sessions for Year-3 students	81%	89%	89.91%	4 sessions 80%+	Completed: 2 Sessions (Hybrid) 82.82%
4.2 Percent of 3rd year students who do a mock interview					
5. Number of sharing sessions from CamEd alumni and graduates	2: 1. Online big four sharing session 2. C-Tax Sharing session from LY Porchhoun	2: Achieved 1. Big Four Sharing Session 2. Audit Progression by Senior Audit Manager at BDO	Achieved 1. Big Four Sharing Session 2. Be a successful Auditor by Partner of Lochan & Co	2	Completed: 1. Big Four Sharing Session 2. Careers in Investment, Real Estate, and leadership journey
6. Number of times CSSA arranges guest speakers present to CamEd classes on relevant subjects.	ABA to BFI class Due to Covid, we do not have physical classes and companies did not want to join online classes.	1. KPMG recruitment in (F7) 2. KPMG Internship in (FFM 7FAU) 3. Heineken Sharing in (BS) 4. Unilever Future Leadership Program in (F9) and (BS) 5. Career in Auditing by Baker Tilly Partner	1. Baker Tilly (FAU) 2. Deloitte (FAU) 3. CamBrew (BS) 4. Prudential (VI) 5. Grant Thornton (FAU) 6. EY Cambodia (FAU) 7. KPMG Cambodia (FAU) 8. KPMG Recruitment (Team Psycho) 9. KPMG Recruitment (BS)	4	Completed 1. KPMG (Casey) 2. KPMG (Daan Y4) 3. CamBrew (Maa'ji) 4. FwD 15th (Moni) 5. APV (Maita) x 2 6. BDO (Maita) 7. Grant Thornton (Maita) 8. Baker Tilly (Maita) 9. Deloitte (Maita) 10. 3E-Fii (Maita)

7. Number of students joining President Debate competitions and public speaking.	President Debate Debate: 24 Presentation: 35 External: None	President's Debate and Presentation 1. Debater: 21 2. Presentation: 23	Internal: 1. Debaters: 24 2. Presenters: 30 External: - JCI : - Public speaking =4 - Debate Team = 2 - Asean Youths Debate: 5 - CamEd Debate: - Debaters: 3 Public speaking: 5 - National Debate - Debater: 4 Public speaking: 3	- President Debate 2023: 24 - Public Speaking 2023: 15	- President Debate 2023: 24 - Public Speaking 2023: 15
--	--	--	--	---	---

OBJECTIVE #2

Support employers in recruiting CamEd students or graduates for work.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Employer evaluation on career services department on scale of 1 - 7	81% of employers rank CSSA good or excellent (Result get from Tracer report 2020)	70% of employers described CSSA provides good or excellent support (tracer study)	6.67 (Done internally by IQA)	6+	6.12 (Done internally by IQA)
2. Average percent of big four new hires who are CamEd students	Average: 79.5% PwC= 70% Deloitte= 79% EY= 84% KPMG= 85%	Average: 70%+ PwC: 90% Deloitte: 73% EY: 81% KPMG: 60%	PwC: 95% Deloitte: 35% EY: 91% KPMG: 63%	Average 60-70%	PwC: 82.47% Deloitte: 66.67% EY: 80% KPMG: 72.31%
3. Number of relevant companies (especially banks) whom CSSA has met (both online & physically) and introduced career services.	Due to Covid, companies do not allow for any physical meeting. *We only could met -3E-fii -Prince Bank *Introduced through phone & email: 47	1. Phnom Penh Precast Plants 2. Yetak Group 3. Impact Hub PP 4. Lee's Food 5. Dynamic Pharma Co., Ltd. 6. Metropolitan Restaurants 7. Mengly J. Quach Education 8. Insurance Regulator of Cambodia 9. CamAccounting 10. DKSH-Healthcare	Achieved 1. Acclime 2. Hong Leong Bank 3. RHB Bank 4. SBI Royal Securities 5. Chip Mong Group 6. Amret 7. Canadia Bank 8. KUBOTA 9. Pointer 10. TotalEnergies 11. CamBrew 12. Phillip Bank 13. Bollore Logistics	8	Completed: 1. Prasac 2. Food Panda 3. De Heus 4. MinebeaMitsumi 5. Manulife 6. LBG Luxury Business Group 7. Prince Real Estate Group 8. Chevron 9. MayBank 10. SMEs Bank 11. ICBC Bank 12. CCB Bank 13. VCA

			14. 7-Eleven 15. LOLC Cambodia 16. Wing Bank 17. Sathapana 18. Bank of China 19. Deloitte		
4. Number of workshops conducted by employers	1. KPMG 1. Prudential 2. Heineken 3. ABA	1. KPMG 2. AIA Insurance 3. FWD Insurance 4. Heineken 5. EY Cambodia	1. KPMG Cambodia 2. AIA Insurance 3. Phillip Bank 4. FWD Insurance 5. Acclime	4	Completed 1. FoodPanda 2. Hong Leong Bank (booth) 3. FWD Cambodia 4. Manulife 5. CamBrew
5. Number of public forums related to relevant careers and number of employers placing booths at the forums	Not achieved. We couldn't do due to Covid-19	1. Virtual Careers in Accounting, 13 career booths 2. Virtual Banking and Insurance 2021 6 booths	1. Careers in Accounting completed (Booths 15) 2. Banking Forum completed (Booths 13)	2 Annual Forums 8 booths for each forums	Completed: 1. Careers in Accounting, Auditing & Tax (16 Booths) 2. Banking Conference 2023 19 Employers in total (7 at Hotel & 17 at CamEd Campus)
6. Graduates' satisfaction with their prospects for promotion and advancement (within 5 years)	NA	NA	NA	5.5 (Tracer Study)	5.5 (Tracer Study)
7. Graduates' satisfaction with professional skills they learned from CamEd and how well CamEd prepared them for working life	NA	NA	NA	5.5 (Tracer Study)	5.5 (Tracer Study)
8. Percentage of graduates who stay for 2 or more years	NA	NA	NA	60% (Tracer Study)	60% (Tracer Study)

OBJECTIVE #3

Increase student exposures to real businesses and work environment.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Number of international study tours, number of participants, and student evaluation on a scale of 1-7.	Not achieved due to Covid 19	Locked down, could not travel	Singapore, 37 students, 6.48	Japan, 25 participants expectation Korea	1. Korea: 20 Students 2. Japan: 24 Students
2. Number of local study tours and number of participants	1. Heineken Factory 2. Vital company	Due to covid, companies did not allow to have a physical visit	1. Khmer Beverage Field visit: 41 2. Kirsur Farm: 25 3. Coca Cola: 40	2 Foodpanda	1. FoodPanda Head Office: 21 Students 2. The General Tires Technology Factory: 35 Students

OBJECTIVE #4

Provide quality academic advising to underperforming students to improve student performance and retention rate.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Student evaluation of Student Advising from students receiving academic consultation on a scale of 1-7.	6.19	JJ2021: 6.52 JD 2021: 6.2 Average: 6.4	JJ2022: 6.4 JD2022: 6.5	JJ2023: 6 JD2023: 6	JJ2023: 6.6 JD2023: 6.6
2. Retention rate as measured by percent of students continuing to the new academic year.	First year continuation: 85% Second year continuation: 95% Third year continuation: 96%	First year continuation: 85% Second year continuation: 95% Third year continuation: 96%	First year continuation: 86 % Second year continuation: 92% Third year	Data generated by IT Department	Updated by IT department
3. Percent of students with failures in the previous term contacted for consulting on academic performance. Produce Advisory Report	Emailed: 379/379 = 100% Met in person or by phone: JJ : 132/182 =72% JD: 129/197 =65%	Emailed: 462/462 = 100% Met Virtually or by phone: JJ : 165/215 = 77% JD: 195/247 = 79%	Emailed: JJ: 306/306 = 100% JD: 256/256 = 100% -Met in person/virtually or by phone: JJ: 251/306 = 82% JD: 197/256 = 76% Two reports on advisory annually achieved. HERE	Emailed: JJ: 100/100 = 100% JD: 100/100 = 100% - Met in person/virtually or by phone: 60% - Two or more reports on advisory annually	Emailed: JJ: 239/316 = 76% - Met in person 44%/virtually or by phone: 56% - JD: 233/322 = 72% - Met in person 62%/virtually or by phone: 38% - -JJ2023 Report: HERE - JD2023 Report : HERE Academic Advising Final Report 2023: HERE
4. Number of tutors to support underperformance students' academic life	No of total Tutor: 25 JJ2020: 28 total /13 new Total Evaluation JJ: 6.48 JD2020: 37 total /11 new No of Student: 266 Active: 10 tutors Total Evaluation JD: 6.54	No of active tutors: JJ2021: 15 JD 2021: 17 No of Students: JJ2021: 764 JD 2021: 610 Evaluation: JJ21: 6.5 JD21: 6.45	No of active tutors: JJ2022: 22 JD2022: 24 No of Students: JJ2022: 1,128 JD 2022: 1,182 Evaluation: JJ22: 6.5 JD22: 6.4	No of active tutors: JJ2022: 10+ JD2022: 10+ No of Students: JJ2023: 100+ JD2023: 100+ Evaluation JJ2023: 6+ JD2023: 6+	No of active tutors: JJ2023: 24 JD2023: 22 No of Students: JJ2023: 722 JD2023: 779 Evaluation JJ2023: 6.4 JD2023: 6.4

OBJECTIVE #5

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

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Student evaluation of student clubs on a scale of 1-7.	6.06	6.15	6.14	6+	6.35 (The current score, the deadline for evaluation is on Nov 21)

2. Number of students who are members of clubs	6+	517	533	350+	747
3. Number of activities organized by all student clubs.	29	70	78	50+	88

OBJECTIVE #6

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

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Student evaluation of sporting activities on a scale of 1-7.	6.28 (Athletic Championship)	N/A	5.8	6+	6.02
2. Number of teams in the Women's Futsal Tournament.	N/A	N/A	8	10	Not Complete
3. Number of teams in the Men's Futsal Tournament.	N/A	N/A	19	12	25
4. Number of students in the Athletics Competition.	271	N/A	355	200+	Not Complete
5. Number of teams in the Men's Basketball Tournament.	N/A	N/A	N/A	8	14
6. Number of teams in the Women's Basketball Tournament.	N/A	N/A	14	8	14
7. Number of 1st, 2nd, and 3rd place medals won in the University Games.	N/A	N/A	34 Gold: 9 Silver: 9 Bronze: 16	N/A No University Games in 2023	N/A No University Games in 2023

OBJECTIVE #7

Support students with psychology counseling.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. The number of students using psychological counseling services at least once.	46 (Mr. Srun Hour - 28, Daan - 13)	94	76	60+	96 (Number)

OBJECTIVE #8

Establish and coordinate a formal alumni association.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Alumni evaluation of CSSA support on a scale of 1-7.	NA	5.6	N/A (No Tracer study)	5.5+	Not Complete
2. Number of CamEd alumni joining the first generation of alumni association	NA	49	30	40	Not Complete
3. Number of CamEd alumni joining the charity with evaluation	NA	6.5	6+	40pax, 6+	Not Complete
4. The number of alumni joining the networking event	NA	Not Archived due to tight schedule and covid situation	57	N/A for this in 2023	Not Complete

OBJECTIVE #9

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

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. CSSA website accessible for students and employers	We already created career management in academic system	CSSA website has been updated with many functions	Already have website and on going with features	Manage CSSA students' CV portal	Using Google Form for submission & Email
2. Staffs' training and study development	- Cheata: Continue MBA course (1term) - Sopha: MBA in Education - Theary: Study ACCA 4 papers - Borey: CAT, FA1	- Cheata: JJ2021: Ctax and Continue Master degree in Management at NUM to be finished in May 2022 Also AUN training Tier 1 - Sopha: Continue studying for a Master Degree in Education at RUPP to finish in December 2021	- Cheata: AUN Achieved - Theary: AUN training Tier 1 (Achieved) - Sopha: Finished master degree - Chansy: Designing skill and communication training (Achieved) - Borey: Finished master degree	- Educational Innovation (Chansy) JJ&JD23 - Master in MBA (Cheata) JJ&JD23 - Sopha continues ACCA (C-tax in JD23) - Theary starts Master Degree at CamEd	- Educational Innovation (Chansy) JJ&JD23 - Master in MBA (Cheata) JJ&JD23 - Sopha enrolled and studied ACCA (C-tax in JD23) - Theary starts Master Degree at CamEd. Passed IFRS & C-Tax. Completed CAT.
		- Borey: MBA to finish in 2022. - Theary: 2021: Finished FA/ FFA, FMA, FFM - Chansy: Team Building Training Leadership development short course			- Titya: Enrolled Master Degree, Studied C-Tax, CBL (Passed Diploma), FR & SBL - Lysieng: enrolled and studied ACCA (C-tax in JD23)

OBJECTIVE #10

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

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Number of tickets sold for April Khmer Culture day	0	309	350	330	332
2. Number of students joining the July student annual trip	Cancel due to Covid-19	Cancel due to Covid-19	312	300	161
3. Number of tickets sold for the Student Annual Party	N/A	242	136	230	53
4. Percent of incoming students that joined December Camping	0	68%	69%	NA	86%
5. Charity activities conducted per year	1 time	2 times	3 times	2 times	2 times (at Ta Khmau and Phnom Penh)

HUMAN RESOURCE

ACTION PLAN

JANUARY 2023 - DECEMBER 2023

OBJECTIVE #1

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

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Engagement score of academic and support staff on a scale of 1-7.	Academic Staff: 6.26 Support Staff: 6.18	Academic: 6.47 Support: Staff: 6.39	Academic: 6.66 Support Staff: 6.38	Academic: 6+ Support Staff: 6+	Academic: 6.32 Support Staff: 6.38
2. Average academic staff evaluations of HR on a scale of 1-7	5.57	6.38	6.54	6.0+	6.52
3. Average support staff evaluations of HR on a scale of 1-7	5.57	6.18	6.20	6.0+	6.07

OBJECTIVE #2

Recruit staff to reach department and organizational objectives.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Timely preparation of the one year and five year manpower plan.	Achieved	Achieved	Achieved	December	Achieved
2. Timely review, enhancement and communication of recruitment, selection, competences, rewards and promotion criteria.	Achieved	Achieved	Achieved	December	Achieved
3. Number of applicants per position taking the entrance exam (exception in the event of application of a CamEd graduate).	Achieved	Achieved	Achieved	10+	Achieved
4. Average supervisor and peer evaluation score of new staff (hired in the past 12 months) on a scale of 1-7.	5.8	6.00	6.15	6.0+	6.25
5. Mock lecture evaluation score of new teachers hired on a scale of 1-7.	6.1	6.25	6.29	6.0+	6.20
6. Induction evaluation rate on a scale of 1-7.	6.0	6.36	6.33	6.0+	6.40

7. Faculty (academics) qualifications	Out of 32 BA faculty, the highest level of education was as follows: PhD: 12 Professional qualification + master degree: 7 Master degree only: 9 BA only: 4 PhD: 38% Professional qualification + master degree: 22% Master only: 28% BA only: 13%	Out of 36 BA faculty, the highest level of education was as follows: PhD: 16 Professional qualification + master degree: 7 Master degree only: 9 BA only: 4 PhD: 44% Professional qualification + master degree: 25% Master only: 19% BA only: 11%	Out of 35 BA faculty, the highest level of education was as follows: PhD: 17 Professional qualification + master degree: 14 Master degree only: 14 BA only: 4 PhD: 48% Professional qualification + master degree: 40% Master only: 40% BA only: 11%	The percent of faculty who hold either a PhD or a combination of a master's degree + professional qualification will increase.	Out of 42 BA, MSc faculty: PhD: $21/42 = 50\%$ Master degree + Professional: $7/42 = 17\%$ Master degree only: $16/42 = 38\%$ BA only: $5/42 = 12\%$
---------------------------------------	--	--	--	---	--

OBJECTIVE #3

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

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Timely completion of annual performance and development reviews and new contracts.	Review: October 2020 New contracts: December 2020	Review: October 2021 New contracts: December 2021	Review: October 2022 New contracts: December 2022	Review: October 2023 New contracts: December 2023	Review: October 2023 New contracts: December 2023
2. Timely completion of training and development plans.	Support Staff: December 2020 Academic Staff: December 2020	Support Staff: December 2021 Academic Staff: December 2021	Support Staff: December 2022 Academic Staff: December 2022	Support Staff: December 2023 Academic Staff: December 2023	Support Staff: December 2023 Academic Staff: December 2023
3. Timely review, update and communication (online, brochures, business cards and posters) of academic staff academic titles and research publication lists.	1. April 5 2. July 1 3. Dec 31	- January - July	- January - July	- January - July	- January - July
4. Tighten staff relations, team building and spirit by involving with CamEd trips and activities, measured by average engagement score on a scale of 1-7	7	6.55	6.25	6.0+	6.30
5. Safety: Number of fire alarm training sessions, fire extinguisher training, and percent of staff trained in first aid.	Fire alarm training :2 Fire External Training: 0 First aid trained: 0	Fire alarm training : 1 Fire External Training: 1 First aid trained: 1	Fire alarm training : 2 Fire External Training: 1 First aid trained: 1	Fire alarm training :2 April and October Fire External Training: 1 First aid trained: 1	Fire alarm training : 1 Fire External Training: 1 First aid trained: 1

6. Number of specific staff training.	30	58 (50%+)	50%+	50%	50%
7. Improve staff's English proficiency, measured by average score from English exam.	End of March-delayed	September 2021	2024	2023	2025
8. Percent staff attendance for the annual staff party, annual donation, and annual trip.	Annual party: 90%+ Archived Annual trip: Delayed to 2021	Annual Donation: 66% Annual Trip & Party: 75%	Annual party: 90%+ Annual trip: 70%+	Annual party: 90%+ Annual trip: 70%+	CSR activities: 60%+ Annual Party: 95% Annual Trip: 82%
9. Arrange Khmer blessing ceremony, blood donation and Christmas carol	NA	Khmer Blessing 0 Blood Donation 0 Christmas Carol 1	Khmer Blessing 1 Blood Donation 1 Christmas Carol 1	April August December	Khmer Blessing 1 Blood Donation 1 Christmas Carol 1
10. Numbers of the HR staff will study MBA.	- Vaung Sea: No class in Charles Sturt University. due to Covid-19	- Nget Savet: MBA at NUM - Vaung Sea: Master at NUM	N/A	- Nget Savet: MBA at NUM - Vaung Sea: Master at NUM	- Sim Thanna rath: MBA (Year 1 Semester 1) at NUM
11. Number of HR staff will study CAT/ACCA	NA	SBR Exam= 72	- Nop Sonon AFM Passed	- Nop Sonon: AFM exam.	- Nop Sonon: Finished ACCA
12. Hold a workshop on lesson to review teaching and assessment methods, objectives, expected learning outcomes to support lecturer/professor revision of course specifications	Three workshops were held	Four Workshops were held	Four Workshops were held	To achieve	Four Workshops were held
13. Percentage of academic staff who have attended or participated in industry conferences and workshops.	Foundation Year lecturers: 1 or more workshops: 45% 2 or more workshops: 27% 3 or more workshops: 18% Second, Third, and Fourth Year lecturers: 1 or more workshops: 82% 2 or more workshops: 50% 3 or more workshops: 38%	Foundation Year lecturers: 1 or more workshops: 58% 2 or more workshops: 47% 3 or more workshops: 21% Second, Third, and Fourth Year lecturers: 1 or more workshops: 81% 2 or more workshops: 63% 3 or more workshops: 44%	Foundation Year lecturers: 1 or more workshops: 73% 2 or more workshops: 45% 3 or more workshops: 36% Second, Third, and Fourth Year lecturers: 1 or more workshops: 90%+ 2 or more workshops: 50%+ 3 or more workshops: 30%+	Foundation Year lecturers: 1 or more workshops: 75%+ 2 or more workshops: 50%+ 3 or more workshops: 30%+ Second, Third, and Fourth Year lecturers: 1 or more workshops: 90%+ 2 or more workshops: 50%+ 3 or more workshops: 30%+	Foundation Year lecturers: 1 or more workshops: 10/13 = 76% 2 or more workshops: 9/13 = 69% 3 or more workshops: 6/13 = 46% Second, Third, Fourth Year and MSc lecturers: 1 or more workshops: 21/27 = 77% 2 or more workshops: 18/27 = 66% 3 or more workshops: 16/27 = 59%

14. Percentage of lecturers who have met with key industry employers.	Foundation Year lecturers: 1 or more key employer: 45% 2 or more key employers: 36% 3 or more key employers: 27% Second, Third, and Fourth Year lecturers: 1 or more key employer: 75% 2 or more key employers: 50% 3 or more key employers: 31%	Foundation Year lecturers: 1 or more key employer: 42% 2 or more key employers: 42% 3 or more key employers: 0% Second, Third, and Fourth Year lecturers: 1 or more key employer: 90% 2 or more key employers: 50% 3 or more key employers: 31%	Foundation Year lecturers: 1 or more key employer: 73% 2 or more key employers: 45% 3 or more key employers: 36% Second, Third, and Fourth Year lecturers: 1 or more key employer: 90% 2 or more key employers: 67% 3 or more key employers: 57%	Foundation Year lecturers: 1 or more key employer: 90% 2 or more key employers: 70% 3 or more key employers: 50% Second, Third, and Fourth Year lecturers: 1 or more key employer: 90% 2 or more key employers: 70% 3 or more key employers: 50%	Foundation Year lecturers: 1 or more key employers: 10/13 = 76% 2 or more key employers: 9/13 = 69% 3 or more key employers: 6/13 = 46% Second, Third, Fourth Year and MSc lecturers: 1 or more key employers: 21/27 = 77% 2 or more key employers: 18/27 = 66% 3 or more key employers: 16/27 = 59%
15. Percentage of lecturers who have completed at least 36 hours of continuing professional development in their field of study.	Foundation Year lecturers: 91% Second, Third, and Fourth Year lecturers: 94%	Foundation Year lecturers: 80% Second, Third, and Fourth Year lecturers: 90%	Foundation Year lecturers: 80% Second, Third, and Fourth Year lecturers: 100%	Foundation Year lecturers: 80% Second, Third, and Fourth Year lecturers: 100%	Foundation Year lecturers: 100% Second, Third, and Fourth Year and MSc lecturers: 100%
16. Percentage of lecturers who have completed a self- assessment and self-development plan.	Foundation Year lecturers: 100% Second, Third, and Fourth Year lecturers: 100%	Foundation Year lecturers: 100% Second, Third, and Fourth Year lecturers: 100%	Foundation Year lecturers: 100% Second, Third, and Fourth Year lecturers: 100%	Foundation Year lecturers: 100% Second, Third, and Fourth Year lecturers: 100%	Foundation Year lecturers: 100% Second, Third, and Fourth Year, MSc lecturers: 100%
17. Percentage of Foundation Year lecturers who have participated in teacher development workshops.	Foundation Year lecturers: 1 workshop: 91% 2 workshops: 72% Second, Third, and Fourth Year lecturers: One or more workshop: 81% Two workshops: 44%	Foundation Year lecturers: 1 workshop: 80% 2 workshops: 60% 3 workshops: 50% Second, Third, and Fourth Year lecturers: One workshop: 100% Two workshops: 100% Three workshops: 100%	Foundation Year lecturers: 1 workshop: 100% 2 workshops: 82% 3 workshops: 64% Second, Third, and Fourth Year lecturers: One workshop: 100% Two workshops: 95% Three workshops: 81%	Foundation Year lecturers: 1 workshop: 80%+ 2 workshops: 80%+ 3 workshops: 80%+ Second, Third, and Fourth Year lecturers: One workshop: 100% Two workshops: 75%+ Three workshops: 25%+	Foundation Year lecturers: 1 workshop: 100% 2 workshops: 84% 3 workshops: 60% Second, Third, Fourth Year and MSc lecturers: One workshop: 100% Two workshops: 87% Three workshops: 82%

18. Teaching performance of all faculty to be observed by Faculty Council	32 faculty members observed	45 faculty members observed	100%, 45 faculty members observed	All faculty will be observed once per semester, and new faculty twice per semester.	100%, 44 faculty members observed
---	-----------------------------	-----------------------------	-----------------------------------	---	-----------------------------------

OBJECTIVE #4

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

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Ensure CamEd gets sufficient foreign labor quota. Measured by the quota number and percent of foreign BA lecturers who have a work permit card at year-end.	Quota: 20 Permit card: 100% Archived	Quota: 20 Permit card: 100%	Quota: 20 Permit card: 100%	Quota: 20 Permit card: 100%	Quota: 20 Permit card: 100%
2. Percent of CamEd full time office staff who have a work permit book at year-end.	90%+ Archived	90%+ Achieved	90%+ Achieved	90%+	90%+
3. Percent of CamEd full time Office staff who are registered with the NSSF at year-end.	90%+ Archived	90%+ Achieved	90%+ Achieved	90%+	90%+
4. Percent of guards registered with the Municipal of Phnom Penh in order to have the legal right to use private guards.	100% Achieved	100% Achieved	100% Achieved	100%	100%
5. Number of staff in-out reports to the Municipal Department of labor.	2 Achieved	2 Achieved	2 Achieved	2	2

OBJECTIVE #5 (HR TECHNOLOGY)

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

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Utilize HR cloud software to improve HR service	Bamboo HR	HR System	HR system	Using CamEd HR system to improve HR service	HR system
2. Minimize the use of OT budget, measured by the amount of OT for the year.	6% of total annual employee salary Archived	6% of total annual employee salary Achieved	6% of total annual employee salary Achieved	6% of total annual employee salary	6% of total annual employee salary Achieved

IT DEPARTMENT

ACTION PLAN

JANUARY 2023 - DECEMBER 2023

OBJECTIVE #1

Provide website and mobile app services that facilitate learning, research and working.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Student evaluation of the mobile app on a scale of 1-7	5.25	5.56	5.56	5.5+	5.56
2. Student and lecturer evaluation of websites on a scale of 1-7	Students: 5.13 Lecturers: 5.8	Students: 5.13 Lecturers: 5.8	Students: 5.13 Lecturers: 5.8	Student: 5.5+ Lecturer: 5.5+	Students: 5.13 Lecturers: 5.8
3. Integrate payment feature with CamEd Mobile	N/A	N/A	To Achieve	To Achieve Scope: Academic Document	Achieved

OBJECTIVE #2

Provide reliable WIFI and Internet serve the need of learning, research, teaching and working.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Evaluation of WIFI speed and reliability on a scale of 1-7	Students: 5.47 Lecturer: 6.35 Staff: 6.28	Students: 5.44 Lecturer: 6.21 Staff: 6.43	Students: 5.33 Lecturers: 6.20 Staff: 6.04	Students: 5.5+ Lecturer: 5.9+ Staff: 5.9+	Students: 5.33 Lecturers: 6.20 Staff: 6.04
2. Control and measure user's Internet Bandwidth	N/A	Achieved	Achieved	The bandwidth shall be controlled every month.	Achieved
3. Network simulation: predict the possibility of network growth	N/A	N/A	N/A	To achieve by March	Achieved

OBJECTIVE #3

Create whole new Academic System.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Collect requirement from various department	N/A	N/A	Achieved IQA department to be collected in 2023	To Achieve	Achieved Collect through IQA Dashboard
2. Develop user interface	N/A	N/A	Achieved Next module to be completed in 2023	To Achieve	Achieved
3. Develop CamEd API	N/A	N/A	Achieved Next module to be completed in 2023	To Achieve	Achieved
4. Connect user interface with CamEd API	N/A	N/A	Achieved Next module to be completed in 2023	To Achieve	Achieved

OBJECTIVE #4

Develop new features and update the existing CamEd software system to fastens CamEd process and information centralization.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Develop the system upon user request	N/A	N/A	Achieved	To Achieve	Achieved
2. Improve user interface of HR System	N/A	N/A	Achieved	To Achieve	Achieved
3. Improve user interface of enrollment and registration form	N/A	N/A	N/A	To Achieve	Achieved
4. Develop new user interface of Lecturer Online Portal	N/A	N/A	Not Achieve Delay due to the prioritize of other software development	To Achieve	Achieved
5. Improve user interface and functionality of CBE and CBT Exam Online Registration	N/A	N/A	Not Achieve Delay due to the prioritize of other software development	To Achieve	Achieved
6. CamEd Mobile notification management portal	N/A	N/A	N/A	To Achieve	Achieved

OBJECTIVE #5

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

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Collect students' exam result from ACCA website	Achieved	Achieved	Achieved	To Achieve every January, April, July, October	Achieved
2. Verify score rule and attendance	N/A	N/A	Achieved	To Achieve before every BA and Master result release	Achieved
3. Generate registrar scheduled report	Achieved	Achieved	Achieved	To Achieve	Achieved
4. Generate registrar on demand report	N/A	N/A	Achieved	To Achieve	Achieved
5. Prepare top scorer award	N/A	N/A	Achieved	To Achieve	Achieved

OBJECTIVE #6

Enhance server and staff computer security.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Update Endpoint security license for server and staff computer	Achieved	Achieved	Achieved	To Achieve	Achieved
2. Perform internal pentest when there is introduce of new feature in system/network	N/A	Achieved	Achieved	To Achieve	Achieved
3. Own a licensed pentest tool	N/A	N/A	Achieved	To Achieve	Achieved

OBJECTIVE #7

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

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Lecturer evaluation of reliability of classroom IT equipment on a scale of 1-7	5.0	6.58	6.33	5.5+	6.44
2. Implement classroom equipment checking procedure	Achieved	Achieved	Achieved	To Achieve	Achieved
3. Implement staff computer checking procedure	Achieved	Achieved	Achieved	To Achieve	Achieved
4. On demand software and hardware upgrade	Achieved	Achieved	Achieved	To Achieve	Achieved
5. Setup core network backup device	N/A	N/A	N/A	To Achieve	Achieved
6. Increase internal network speed to 10Gbps	N/A	N/A	N/A	To Achieve	Achieved

OBJECTIVE #8

Generate the student identity and account to facilitate on learning, exam , course attendance and information control.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Create student ID, account, profile and email for new student	N/A	N/A	N/A	To Achieve	Achieved
2. Collect student photo	N/A	N/A	N/A	To Achieve	Achieved
3. Generate student nameplate and name card	N/A	N/A	N/A	To Achieve	Achieved
4. Enroll student fingerprint	N/A	N/A	N/A	To Achieve	Achieved

OBJECTIVE #9

Ensure timely and smoothly ACCA computer based on-demand and session exam.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Update ACCA CBE client and server software to the latest versions.	Achieved	Achieved	Achieved	To Achieve	Achieved
2. Conduct training sessions about CBE exam software and rules for LSC staff, outsource and students	Achieved	Achieved	Achieved	To Achieve	Achieved
3. Technical check on Wi-Fi and ethernet cables	Achieved	Achieved	Achieved	To Achieve	Achieved
4. Update exam computer software and hardware which is requested by Phearson or ACCA.	Achieved	Achieved	Achieved	To Achieve	Achieved

OBJECTIVE #10

Improve staff soft and technical management skills.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. CCIE ENCORE	N/A	N/A	Paul finished CCIE 2	Paul continue the course	Not Achieve
2. Master Degree of Computer Science	N/A	N/A	N/A	Solin shall start Year I	Achieved
3. Computer Cyber Security and Advance Repair	N/A	N/A	N/A	Solin shall start the course in July	Achieved
4. Full Stack Cloud Developer and Data Warehouse Engineering	N/A	N/A	N/A	Pheara and Phengly shall start the course in March	Achieved
5. Master Degree of Computer Science	N/A	N/A	N/A	Visal shall start Year I	Achieved
6. Google IT Support Professional Certificate	N/A	N/A	N/A	Phengly, Solin and Paul shall complete the course in July	Achieved
7. Linux SysAdmin + AWS Cloud Computing	N/A	N/A	N/A	Borin shall complete the course	Not Achieve

FACILITIES ACTION PLAN

ACTION PLAN

JANUARY 2023 - DECEMBER 2023

OBJECTIVE #1

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

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. The occupancy rate of the building according to the number of students and staff projection	Students: 57,7% Lecturers: 50% Non-academic staff: 77.45%	Students: 68,06% Lecturers: 50% Non-academic staff: 77.45%	Students: 34% Lectures: 70% N-AC staff: 92%	Students: 42.09% Lecturers: 61.11% N-AC staff: 94.57%	Students: 57.73% Lecturers: 66.32% N-AC staff: 126.05%

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

OBJECTIVE #2

Ensure that institute facilities function effectively.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
2. Evaluations by students, lecturers, and N-AC staff on a scale of 1-7.	Students: 6.10 Lecturers: 6.54 Non-academic staff: 6.47	Students: 5.77 Lecturers: 6.32 N-AC staff: 6.35	Students: 5.79 Lecturers: 6.41 N-AC staff: 6.31	Students: 6+ Lecturers: 6.5 N-AC staff: 6.5	Students: 5.95 Lecturers: 6.42 N-AC: 6.39

OBJECTIVE #3

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

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Plan monthly number of minor installations, renovations and repairs proposed and resolved and follow up weekly to meet the deadlines.	no much installation	minor and medium installations and repair works	Work in Progress file and weekly report 2022. Complete rate 70%	Work in Progress plan and Weekly report. Compete rate no less than 77%	1- Renovate and design a new logo at the central building. 2- Renovate metal roof at 6th-floor central building. 3- Renovate and design new cabinet for prayer room at 6th-floor central building. 4- Renovate metal frame (Outside) for air conditioner at west building.

					5- Install a new cabinet and table for the printer at the CSSA office. 6- Renovate and design a new backdrop near the stair at Pacioli 2nd-floor central building. 7. Renovate alucobond roof connect between central building and east building. 8. Renovate new pantry for lunch time at admission. 9- Renovate new office for media team at central building.
2. Plan and Complete significant facility renovation projects (expansion or design projects started).	n/a	1. Install roof above generator 2. Relocate clinic 3. Install ATS and move electric wires 4. Renovate toilets 5. Renovate study lounge	1. classrooms: 3 multifunctional room: 1 reading rooms: 2 common area: 4 business labs: 9 2. complete 3. suspended 4. complete	Construction Plan evidence	1- New logo design for entrance at central building. 2- New cabinet for prayer room. 3- Design new wall panel for raining time at 6th-floor central building.

OBJECTIVE #4

Enhance facilities team performance and communication.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Team members are satisfied, challenged and committed as indicated by engagement score.	6.20	6.05	6.11	6+	6+
2. Team composition is adequate.	1 hired	1 hired	2 hired	Manager -1 Assistant - 1 Staff - 4	Manager -1 Supervisor -1 Staff - 4

3. Effective communication as indicated by the number of staff and student requests passed to facilities management via chat applications or/ and request forms	requests were received via Telegram chat and resolved	Create the telegram bot for students and guest to send the problem or complain about facilities.	Mostly get complaints via telegram chat then bot.	Survey of the Maintenance team feedback to request via chat, bot, requests. Score 6+	Mostly get complaints via telegram, facebook chat, bot or email.
4. Insuring that the reward system is properly executed within the Maintenance team	Assistant Manager has completed the AC Training.	This year, only 1 staff took training of the construction related courses, such as AUTOCAD and AC.	1 AC short course	N/A	N/A
5. Improve the Facilities Management Policy	Updated Policy and Created Maintenance Manual	Improved KPI, add detailed criterias according to Policy. Add new policies.	Complete	N/A	N/A
6. Enhance and Improve the performance of facilities department:	N/A	N/A	N/A	Inspect 4 times for a month	Complete report
6.1 Master Degree	N/A	N/A	N/A	Start	1 year
6.2 BA Degree	NA	N/A	N/A	N/A	N/A
6.3 Short course training on equipment and supply (AC/ATS/elevator/ generator etc)	NA	NA	N/A	N/A	N/A
6.4 Construction work training	NA	NA	N/A	N/A	N/A
6.5 English courses	NA	NA	NA	Start	1 year
6.6 Other courses	NA	NA	NA	1- Elevator training course 2- AC training course	Finally finished with Elevator training course on 26-april-2023

OBJECTIVE #5

Optimise use of facilities and facility resources.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Satisfaction rating of adequacy of storage by each department. (Remove)	New storage in west building for IT and Admission and one in central building for Admission.	Removed one storage room and add this space to enlarge the toilet.	Complete	N/A	N/A
2. Optimization of the electricity consumption as measured by the total annual kilowatt usage and the average monthly kilowatt usage per active full-time student (BA students = 1, non-BA students = ¼).	Annual consumption: 752,481 Monthly AVG KW: 62,707 BA: 100% Non-BA: 54.7%	Annual consumption: 425,818 Monthly AVG KW: 35,484	no results yet	no more than 3% increase from 2022	Annual consumption: 977.952 Monthly AVG KW: 81.496 BA: 100%

3. Optimise the classroom Review the existing Classrooms and other rooms to maximise the benefit of the existing facilities	Enlarged IT office and created more working seats.	Ghanty and Fridman classrooms decided not to combine, but add more screens upon full occupancy. add curtains - done	+3 classrooms	N/A	N/A
4. Optimization of the common area	N/A	Add more cubicles in study lounge and add more space in west building (canteen, student lounge, reception).	+2 study lounge +2 reading room +1 multifunction room + 1 canteen + 2 outdoor lounges	N/A	N/A
5. Review the alarm system and add more fire safety arrangements	Add heat detectors in the Library and other zones.	Add more fire extinguishers.	Complete	Inspect two times for one year.	Testing with training for student and staff Fire drill event on 13-Dec-2023
6. Inspection of all systems and building as per schedule	Semi-annually fire extinguisher checking Semi-annually elevator check up	bridges check up - done electricity system - done	Complete report	Provide report and score or achievement rate	Complete report

OBJECTIVE #6

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

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
1. Improve parking as evidenced by a student and staff satisfaction score.	no updates due to covid	did not approach any parking due to less occupancy.	Complete	N/A	N/A
2. Ensure adequate access to food and beverage as evidenced by student and staff satisfaction.	no updates due to covid	Canteen - Done Food and Drinks decided not to do, as staff and students prefer Foodpanda, Nham24 etc delivery.	Complete	N/A	N/A
3. Complaint and feedback forms.	NA	NA	NA	Feedback on General Complaint	Feedback on General Complaint

DEPARTMENT OF FINANCE

ACTION PLAN

JANUARY 2023 - DECEMBER 2023

OBJECTIVE #1

FIN 1. Maintain high service quality of the finance department to lecturers, staff and students.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
FIN 1.1 Average appraisal score done by lecturers, support staff and students, on a scale from 1 - 7	Lecturers: 6.22 Students: 6.10	Lecturers: 6.48 Students: 5.89	Lecturers:6.48 Students: 5.89 Support Staff:6.17	Lecturers: 6+ Students: 6+ Support Staff:6+	Lecturers: 6.33 Students: 6.06 Support Staff:5.95

OBJECTIVE #2

FIN 2. Receive unqualified audited financial report from external auditor.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
FIN 2.1 Preparation date of financial report	Jan 10, 2020	Jan 12, 2021	Jan 15, 2022	January 20	January 15
FIN 2.2 Sign-off date of unqualified audit report by external auditor	Feb 28, 2020	Mar 15, 2021	Mar 15, 2022	March 15	February 28

OBJECTIVE #3

FIN 3. Prepare a timely budget planning and reporting.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
FIN 3.1 The annual budget is prepared and approved before the start of new year	NM	Dec 2021	Jan 10, 2023	December 31	Nov 18, 2023
FIN 3.2 The annual budget performance report is prepared within three month after the year-end	Feb 2020	Mar 2021	Mar 21, 2022	March 31	Mar 31, 2023

OBJECTIVE #4

FIN 4. Ensure CamEd fulfill regulatory requirement for tax compliance at the GDT.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
FIN 4.1 Monthly tax return is submitted to the GDT by the deadline	Before 20th each month	Before 25th each month	Before 25th each month	Before 25th each month	Before 25th each month
FIN 4.2 Annual tax return is submitted to the GDT by the deadline	Before March 31	Mar 30, 2021	Mar 09, 2022	Before March 25	Mar 24, 2023

OBJECTIVE #5 (NEW)

FIN 5. Ensure CamEd fulfill regulatory requirement for accounting compliance at the ACAR.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
FIN 5.1 Audited financial report is submitted to the ACAR by the deadline	N/A	N/A	March 21	June 30	May 25, 2023

OBJECTIVE #6 (NEW)

FIN 6. Ensure CamEd fulfill regulatory requirement at the MoC.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
FIN 6.1 Annual declaration is submitted to the MoC by the deadline	N/A	N/A	September 21	September 21	September 19

OBJECTIVE #7

FIN 7. Improve efficiency of procurement and quality of goods or services.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
FIN 7.1 Percentage of goods or services purchased not in Approved Vendor Report (AVR) compared to total purchase	Less than \$100,000	Not achieved	\$ 102,226	Less than 5%	4.7%
FIN 7.2 Approved Vendor Report (AVR) is approved in a timely manner	N/A	N/A	N/A	December 31	Dec 2023
FIN 7.3 User satisfaction of procurement services received on scale from 1 - 7	N/A	N/A	N/A	6+	6.07

OBJECTIVE #8

FIN 8. Improve efficiency of payment (employees and suppliers).

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
FIN 8.1 FIN 4.3 Days Payable Outstanding (AVG AP / Credit Purchase) x 365 days	13 days	45 Days	57 Days	More than 30 days	50 Days
FIN 8.2 User satisfaction of payment services received on a scale from 1 - 7	N/A	N/A	N/A	6+	6.22

OBJECTIVE #9

FIN 9. Ensure effective cash collection.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
FIN 9.1 Percentage of early payments by students compared to total tuition fees received	3 months: \$465,374 9 months: \$243,221 Total: \$708,595	3 months: \$348,816 9 months: \$134,881 Total: \$483,697	3 months: \$390,149 9 months: \$103,515 Total: \$493,664	10%	7.11% Early JJ23: \$493,664 Early JD23: \$264,277 Total Tuition Received: \$10,658,411
FIN 9.2 Percentage of payments by electronic transfer compared to total tuition fees	\$946,846 \$2,77M (43% of fee) \$5.99M (68% of fee)	\$946,846 \$2,77M (43% of fee) \$5.99M (68% of fee)	\$8.41M (78% of fee)	75%	84% (\$8,980,302 / \$10,658,411)

OBJECTIVE #10

FIN 10. Ensure effectiveness and efficiency of account receivables.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
FIN 10.1 Timely invoice delivery to students each semester	JJ20: 03 Feb 2020 JD20: 04 Aug 2020	JJ21: Feb 2021 JD21: Aug 2021	JJ22: Feb 09, 2022 JD22: Aug 12, 2022	Jan-Jun: By February Jul - Dec: By August	JJ23: 18 Feb 2023 JD23: 18 Aug 2023
FIN 10.2 Percentage of bad debt written off compared to Accounts Receivable	JJ20: \$11,865 JD20: \$3,303	JJ21: \$10,627 JD21: \$4,469	JJ22: \$2,011 JD22: \$5,236	Less than 1%	JJ23: \$5,297 (AR JJ23: \$263,769) JD23: \$5,171 (AR JD23: \$271,916)
FIN 10.3 FIN 7.3 Average days receivable outstanding (AVG AR / Credit Sale) x 365 days	31 days	50 days	34 days	Less than 30 days	35 days

OBJECTIVE #11

FIN 11. Develop online budgeting, procurement and payment processes to improve efficiency and productivity.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
FIN 11.1 Establishment of financial management system	N/A	N/A	Not Achieved	December 31	Not achieved, continue to 2024

OBJECTIVE #12 (NEW)

FIN 12. Increase profit, margin and net cash flow margin by ensuring effective budget control.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
FIN 12.1 Maintain high operating profit margin* through efficient cost control	31%	30%	31%	30%	9%
FIN 12.2 (4.1.1 in Strategic Plan) Increase in net profit through efficient cost control, good tax planning and high return in investment, adjusted for fair value gains and losses	77%	19%	16%	10%	14%
FIN 12.3 Maintain high net cash flow margin** from operation through cash budget management and control	30%	36%	35%	30%	35%
FIN 12.4 Maintain the increase in net cash flow from operation through cash budget management and control	4%	58%	17%	10%	7%
FIN 12.5 Maintain the return from investment of CamEd's reserve***	6%	7%	5%	7%	6%

OBJECTIVE #13

FIN 13. Improve quality of the services by enhancing the quality of the staff, strengthening the staff relationship, and providing opportunities for continuous professional development.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
FIN 13.1 The average peer appraisal score done by each employee, on a scale from 1 - 7	6.17	6.31	6.06	6+	6.43

FIN 13.2 The average management appraisal score done by manager, on a scale from 1 - 7	6.72	6.63	6.52	6+	6.59
FIN 13.3 Percentage of employees attending conferences, workshops, or seminars relating to accounting, finance and tax	6	6	6	50%+	70%
FIN 13.4 Number of meeting/sharing sessions conducted internally by each team in the department of finance	6	6	6	6 times	10 times
FIN 13.5 Percentage of employees taking or holding MBA or PHD	1 (MBA) Chan Sokleakena (Pursuing)	1 (MBA) Chan Sokleakena (graduated)	2 (MBA) Sorn Tithynika Prum Sothida	50%	55%
FIN 13.6 Percentage of employees taking ACCA or CAT	- Chan Sokleakena (passed F7) - Khut Sophanna (passed FFM) - Sorn Tithynika (graduated CAT) - Prum Sothida (graduated CAT and passed CTAX)	- Keat Marath- passed CTAX and CBL - Chan Sokleakena- passed PM and CFRS for NFPEs - Khut Sophanna- passed FAU and CTAX	- Leakena passed AA - Phanna passed AA and CBL	30%	60%
FIN 13.7 Percentage of employees taking short courses		- Chan Sokleakena attended training on Leadership for First Line Manager - Khut Sophanna attended training on Leadership for First Line Manager - Keat Marath attended training on - CFO's Top Priorities, on Accounting and Audit Obligation, on Talent Management, on Share Transfer and Hot Tax Issues - Sorn Tithynika attended training on Budget Training and Control, Disclosure of Accounting Policies - Prum Sothida attended training on Budget Training and Control - Bou Chansonita attended training on Budget Training and Control	FI Program- Marath Accounting and Finance Conference in Singapore: - Marath - Leakena - Phanna - Nika - Thida Tax Workshop at Sofitel - Marath - Nika Tax Workshop at Raffle Le Royal - Marath - Nika - Phanna - Leakena - Thida	50%	70%

OBJECTIVE #14

FIN 14. Ensure efficient use of department's OT budget.

Indicator	2020 Result	2021 Result	2022 Result	2023 Target	2023 Result
FIN 14.1 The actual overtime expense should not exceed the allocated department's OT budget	N/A	N/A	N/A	Less than 6% of annual basic department salary	4.32%



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

**FINANCIAL STATEMENTS AND
INDEPENDENT AUDITORS' REPORT
31 DECEMBER 2023**



CAMED INSTITUTE CO., LTD.

(Incorporated in Cambodia)

CORPORATE INFORMATION

DIRECTOR:	Casey Barnett, FCCA, CFA, MBA
TRUSTEES:	Prum Virak, PhD Casey Barnett, FCCA, CFA, MBA Kenneth Paul Charman, PhD Maria Isabelita Manzon-Cabrera, BSAC, MDE, EdD, CPA, ACPA Phat Darith, PhD
REGISTERED OFFICE:	64 Street 108, Phnom Penh, Cambodia
PRINCIPAL BANKERS:	ACLEDA Bank Plc. Advanced Bank of Asia Limited Amret Plc. BRED Bank (Cambodia) Plc. CIMB Bank Plc KB PRASAC Bank Plc. LOLC (Cambodia) Plc. SATHAPANA Bank Plc. SBI LY HOUR Bank Plc. WING Bank (Cambodia) Plc.
AUDITORS:	BDO (Cambodia) Limited

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

CONTENTS	Page
DIRECTOR'S REPORT	127
INDEPENDENT AUDITORS' REPORT	131
STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME	134
STATEMENT OF FINANCIAL POSITION	135
STATEMENT OF CHANGES IN EQUITY	136
STATEMENT OF CASH FLOWS	137
NOTES TO THE FINANCIAL STATEMENTS	138

CAMED INSTITUTE CO., LTD.

(Incorporated in Cambodia)

DIRECTOR'S REPORT

The Director has pleasure in submitting his report and the audited financial statements of CamEd Institute Co., Ltd. ("CamEd") for the financial year ended 31 December 2023.

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>1,169.853</u>	<u>4,808,096</u>

Dividends

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

In respect of the financial year ended 31 December 2023:

	\$	'000
Final dividend of \$816.86 per ordinary share	<u>816,861</u>	<u>3,357,299</u>

Reserves and provisions

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

Bad and doubtful debts

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

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

CAMED INSTITUTE CO., LTD.

(Incorporated in Cambodia)

DIRECTOR'S REPORT (continued)

Current assets

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

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

Valuation methods

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

Contingent and other liabilities

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

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

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

Change of circumstances

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

Items of an unusual nature

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

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

Share capital

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

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

CAMED INSTITUTE CO., LTD.

(Incorporated in Cambodia)

DIRECTOR'S REPORT (continued)

Director

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

Mr. Casey Barnett, FCCA, CFA, MBA

Director's benefits

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

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

Director's responsibility in respect of the financial statements

The Director is responsible to ascertain that the financial statements give a true and fair view of the financial position of CamEd as at 31 December 2023, and of its financial performance and cash flows for the financial year then ended. In preparing these financial statements, the Director is required to:

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

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

CAMED INSTITUTE CO., LTD.

(Incorporated in Cambodia)

DIRECTOR'S REPORT (continued)

Statement by the Director and Chief Financial Officer

In the opinion of the Director and Chief Financial Officer, the financial statements set out on pages 8 to 28 have been drawn up in accordance with Cambodian International Financial Reporting Standards and International Financial Reporting Standards so as to give a true and fair view of the financial position of CamEd as at 31 December 2023, and of its financial performance and cash flows for the financial year then ended.

Signed by the Board and Chief Financial Officer,



Casey Barnett

Chairman of the Board of Director



Keat Marath

Chief Financial Officer

Phnom Penh, Cambodia

Date: 29 February 2024



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

(Incorporated in Cambodia)

(Registration No: 00059907)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of CamEd Institute Co., Ltd. ("CamEd"), which comprise statement of financial position as at 31 December 2023, 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 notes to the financial statements, including material accounting policy information, as set out on pages 8 to 28.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of CamEd as at 31 December 2023, and of its financial performance and cash flows for the financial year then ended in accordance with Cambodian International Financial Reporting Standards and International Financial Reporting Standards.

Basis for Opinion

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

Independence and Other Ethical Responsibilities

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

Information Other than the Financial Statements and Auditors' Report Thereon

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

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

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

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



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

(Incorporated in Cambodia)

(Registration No: 00059907) (continued)

Responsibilities of the Director for the Financial Statements

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

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

Auditors' Responsibilities for the Audit of the Financial Statements

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

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

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



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

(Incorporated in Cambodia)

(Registration No: 00059907) (continued)

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

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

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

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

Other Matters

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



Phnom Penh, Cambodia

Date: 29 February 2024

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

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

	Note	2023	2022	2023	2022
		\$	\$	i'000	i'000
REVENUE					
Revenue	5	10,366,440	9,667,742	42,606,068	39,512,060
Other income	5	121,362	545,593	498,798	2,229,839
EXPENSES					
ACCA expenses		(201,640)	(297,970)	(828,740)	(1,217,803)
Books and materials		(208,114)	(178,671)	(855,349)	(730,228)
Research and development		(217,870)	(189,470)	(895,446)	(774,364)
Depreciation and amortisation		(961,210)	(915,453)	(3,950,573)	(3,741,456)
Employee benefits	6	(3,641,947)	(3,386,489)	(14,968,402)	(13,840,581)
Fair value adjustment on investment properties	19	(2,262,253)	-	(9,297,860)	-
Impairment loss on trade receivables	12	(15,680)	(11,822)	(64,445)	(48,317)
Marketing		(707,260)	(616,008)	(2,906,839)	(2,517,625)
Office expense		(83,774)	(146,954)	(344,311)	(600,601)
Philanthropic donations		(139,196)	(145,702)	(572,096)	(595,484)
Repairs and maintenance		(102,208)	(181,374)	(420,075)	(741,276)
Staff Training and Recruitment		(305,048)	(196,272)	(1,253,747)	(802,164)
Student extracurricular activities		(304,054)	(395,703)	(1,249,662)	(1,617,238)
Utilities		(188,842)	(165,113)	(776,141)	(674,817)
Other expenses		(228,900)	(250,762)	(940,778)	(1,024,863)
		(9,567,996)	(7,077,763)	(39,324,464)	(28,926,817)
Operating profit		919,806	3,135,572	3,780,402	12,815,082
Finance income	7	604,633	528,458	2,485,042	2,159,808
Finance cost	7	(354,586)	(397,977)	(1,457,348)	(1,626,532)
Profit before tax		1,169,853	3,266,053	4,808,096	13,348,358
Income tax	8	-	-	-	-
Profit for the year		1,169,853	3,266,053	4,808,096	13,348,358
Other comprehensive income					
Items that will not be reclassified to profit or loss:					
Foreign currency translation	4	-	-	(324,248)	386,850
Total other comprehensive income		-	-	(324,248)	386,850
Total comprehensive income for the year		1,169,853	3,266,053	4,483,848	13,735,208

The notes on pages 12- 28 form part of these financial statements

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

STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2023

	Note	2023	2022	2023	2022
		\$	\$	i'000	i'000
ASSETS					
Non-current assets					
Property, plant and equipment	9	5,018,785	4,143,802	20,501,737	17,060,032
Investment properties	19	5,839,000	3,145,000	23,852,315	12,947,966
Intangible assets	10	21,692	26,071	88,612	107,334
Prepayments	12	6,606	6,606	26,986	27,197
		10,886,083	7,321,479	44,469,650	30,142,529
Current assets					
Trade and other receivables	12	442,091	493,392	1,805,942	2,031,296
Cash and bank balances	13	7,913,427	10,159,058	32,326,349	41,824,842
		8,355,518	10,652,450	34,132,291	43,856,138
TOTAL ASSETS		19,241,601	17,973,929	78,601,941	73,998,667
EQUITY AND LIABILITIES					
Equity					
Share capital	14	5,000	5,000	20,000	20,000
Retained earnings		10,204,945	9,851,953	41,538,552	40,087,755
Translation reserve	4	-	-	149,073	473,321
TOTAL EQUITY		10,209,945	9,856,953	41,707,625	40,581,076
LIABILITIES					
Non-current liabilities					
Lease liabilities	11	3,436,590	2,929,906	14,038,470	12,062,423
		3,436,590	2,929,906	14,038,470	12,062,423
Current liabilities					
Trade and other payables	15	408,891	517,658	1,670,321	2,131,199
Lease liabilities	11	495,515	470,423	2,024,179	1,936,731
Unearned income	16	4,690,660	4,198,989	19,161,346	17,287,238
		5,595,066	5,187,070	22,855,846	21,355,168
TOTAL LIABILITIES		9,031,656	8,116,976	36,894,316	33,417,591
TOTAL EQUITY AND LIABILITIES		19,241,601	17,973,929	78,601,941	73,998,667

The notes on pages 12- 28 form part of these financial statements

CAMED INSTITUTE CO., LTD.

STATEMENT OF CHANGES IN EQUITY FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

	Note	Share Capital	Retained Earnings	Total Equity
		\$	\$	\$
Balance as at 1 January 2022		5,000	7,005,788	7,010,788
Profit for the financial year		-	3,266,053	3,266,053
Other comprehensive income		-	-	-
Total comprehensive income		-	3,266,053	3,266,053
Transaction with owner				
Dividend paid, representing total transaction with owner	20	-	(419,888)	(419,888)
Balance as at 31 December 2022		5,000	9,851,953	9,856,953
Profit for the financial year		-	1,169,853	1,169,853
Other comprehensive income		-	-	-
Total comprehensive income		-	1,169,853	1,169,853
Transaction with owner				
Dividend paid, representing total transaction with owner	20	-	(816,861)	(816,861)
Balance at 31 December 2023		5,000	10,204,945	10,209,945

	Note	Share Capital	Retained Earnings	Translation Reserve	Total Equity
		¥'000	¥'000	¥'000	¥'000
Balance as at 1 January 2022		20,000	28,455,479	86,471	28,561,950
Profit for the financial year		-	13,348,358	-	13,348,358
Other comprehensive income		-	-	386,850	386,850
Total comprehensive income		-	13,348,358	386,850	13,735,208
Transaction with owner					
Dividend paid, representing total transaction with owner	20	-	(1,716,082)	-	(1,716,082)
Balance as at 31 December 2022		20,000	40,087,755	473,321	40,581,076
Profit for the financial year		-	4,808,096	-	4,808,096
Other comprehensive income		-	-	(324,248)	(324,248)
Total comprehensive income		-	4,808,096	(324,248)	4,483,848
Transaction with owner					
Dividend paid, representing total transaction with owner	20	-	(3,357,299)	-	(3,357,299)
Balance at 31 December 2023		20,000	41,538,552	149,073	41,707,625

The notes on pages 12- 28 form part of these financial statements

CAMED INSTITUTE CO., LTD.

(Incorporated in Cambodia)

STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

	Note	2023	2022	2023	2022
		\$	\$	៛'000	៛'000
CASH FLOW FROM OPERATING ACTIVITIES					
Profit before tax		1,169,853	3,266,053	4,808,096	13,348,358
ADJUSTMENTS FOR					
Depreciation and amortisation		961,210	915,453	3,950,573	3,741,456
Finance income	7	(604,633)	(528,458)	(2,485,042)	(2,159,808)
Finance cost	7	354,586	397,977	1,457,348	1,626,532
Impairment loss on trade receivables	12	16,168	13,305	66,451	54,378
Gain on disposal of property, plant and equipment		(25,362)	(1,617)	(104,238)	(6,609)
Fair value adjustment on investment properties	19	2,262,253	(260,455)	9,297,860	(1,064,480)
Gain on reassessment and modification of leases		-	(221,909)	-	(906,942)
Operating profit before working capital changes		4,134,075	3,580,349	16,991,048	14,632,885
CHANGES IN WORKING CAPITAL					
Trade and other receivables		(78,876)	(43,344)	(324,180)	(177,147)
Trade and other payables		(108,767)	32,737	(447,032)	133,796
Unearned income		491,671	796,291	2,020,768	3,254,441
NET CASH FROM OPERATING ACTIVITIES		4,438,103	4,366,033	18,240,604	17,843,975
CASH FLOW FROM INVESTING ACTIVITIES					
Purchase of property, plant and equipment	9 (c)	(736,358)	(556,012)	(3,026,431)	(2,272,420)
Purchase of intangible assets	10	-	(3,620)	-	(14,795)
Proceeds from disposal of property, plant and equipment		58,065	1,617	238,647	6,609
Purchase of investment properties	19	(4,956,253)	(2,884,545)	(20,370,200)	(11,789,135)
Withdrawal / (Placement) of fixed deposits with original maturity of more than three (3) months		2,700,000	737,250	11,097,000	3,013,141
Interest received		644,654	428,595	2,649,528	1,751,668
NET CASH USED IN INVESTING ACTIVITIES		(2,289,892)	(2,276,715)	(9,411,456)	(9,304,932)
CASH FLOW FROM FINANCING ACTIVITIES					
Payment of lease liabilities and interest	11	(898,700)	(858,000)	(3,693,657)	(3,506,646)
Dividend paid	20	(816,861)	(419,888)	(3,357,299)	(1,716,082)
NET CASH USED IN FINANCING ACTIVITIES		(1,715,561)	(1,277,888)	(7,050,956)	(5,222,728)
Net Increase in Cash and Cash Equivalents		432,650	811,430	1,778,192	3,316,315
Opening Cash and Cash Equivalents		1,259,058	461,776	5,183,542	1,881,275
Effect of exchange rate changes on cash and cash equivalents		21,719	(14,148)	89,265	(57,823)
Currency Translation Differences		-	-	(51,650)	43,775
Ending Cash and Cash Equivalents	13	1,713,427	1,259,058	6,999,349	5,183,542

The notes on pages 12- 28 form part of these financial statements

CAMED INSTITUTE CO., LTD.

(Incorporated in Cambodia)

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2023

1. CORPORATE INFORMATION

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

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

The financial statements were authorised for issue by the Board of Director on 29 February 2024.

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 Accounting and Auditing Regulator ("ACAR") 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 2022	\$1 =	៛ 4,117	៛ 4,087
31 December 2023	\$1 =	៛ 4,085	៛ 4,110

4. BASIS OF ACCOUNTING (continued)

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

	31 Dec 2023	31 Dec 2022
	₨'000	₨'000
Opening net assets	40,581,076	28,561,950
Profit during the year	4,808,096	13,348,358
Dividend paid during the year	(3,357,299)	(1,716,082)
Translation gain (Bal. Figure)	(324,248)	386,850
Closing net assets	41,707,625	40,581,076
Translation Reserve	149,073	473,321

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 and materials are delivered to the customer.

Commissions

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

Examination fees

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

Other revenue

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

Other income

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

5. REVENUE (continued)

	2023	2022	2023	2022
	\$	\$	i'000	i'000
Teaching services	9,897,437	9,214,439	40,678,466	37,659,412
Books and materials	8,817	6,798	36,238	27,783
Commissions	12,236	13,336	50,290	54,504
Examination fees	123,020	60,574	505,612	247,566
Other revenue	324,930	372,595	1,335,462	1,522,795
Total Revenue	10,366,440	9,667,742	42,606,068	39,512,060
	2023	2022	2023	2022
	\$	\$	i'000	i'000
Gain on disposal of property, plant and equipment	25,362	1,617	104,238	6,609
Fair value adjustment on investment properties	-	260,455	-	1,064,480
Gain on reassessment and modification of leases	-	221,909	-	906,942
Rental income from investment property	96,000	61,612	394,560	251,808
Total Other Income	121,362	545,593	498,798	2,229,839

6. EMPLOYEE BENEFITS

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

Teaching

Teaching employee benefits includes the cost of salaries, wages, accommodation and transportation provided to professors and lecturers and other employees whose functions are related to or under the academic affairs.

Non-teaching

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

	2023	2022	2023	2022
	\$	\$	i'000	i'000
Teaching	1,779,974	1,730,040	7,315,693	7,070,674
Non-Teaching				
Trustee	56,029	68,176	230,279	278,635
Academic Affairs	299,459	286,781	1,230,776	1,172,074
Executive Management	287,678	242,344	1,182,357	990,460
General Operations	1,218,807	1,059,148	5,009,297	4,328,738
	1,861,973	1,656,449	7,652,709	6,769,907
	3,641,947	3,386,489	14,968,402	13,840,581

7. FINANCE INCOME AND FINANCE COSTS

Finance incomes comprise of 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	2023	2022	2023	2022
	\$	\$	¥'000	¥'000
Interest	542,928	470,571	2,231,434	1,923,224
Gain on foreign exchange	41,938	40,887	172,365	167,105
Unwinding of the lease deposit	19,767	17,000	81,243	69,479
Total finance income	604,633	528,458	2,485,042	2,159,808

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

Finance Costs	2023	2022	2023	2022
	\$	\$	¥'000	¥'000
Bank and credit card fee	6,061	6,676	24,911	27,285
Loss on foreign exchange	13,655	47,439	56,122	193,883
Unwinding of the lease	334,367	342,942	1,374,248	1,401,604
Unwinding of seniority obligation	503	920	2,067	3,760
Total finance costs	354,586	397,977	1,457,348	1,626,532

8. TAXATION

TAX expenses

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

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

	2023	2022	2023	2022
	\$	\$	¥'000	¥'000
Profit before tax	1,169,853	3,266,053	4,808,096	13,348,358
Tax at Cambodian statutory tax rate of 20% (2022: 20%)	233,971	653,211	961,621	2,669,673
Tax effects in respect of:				
Non-allowable expenses	113,273	292,006	465,552	1,193,428
Tax incentives and allowances	(347,244)	(945,217)	(1,427,173)	(3,863,101)
Total income tax	-	-	-	-

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

However, in 2023, deferred tax assets are not recognized because management estimates that such potential tax assets are unlikely to be realised. First, the government has a history of extending exemptions on income tax to educational institutes. Second, if an income tax is imposed on educational institutions, management estimates that the government is unlikely to allow use of tax assets that accrued during the exemption period.

Tax contingencies

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

9. PROPERTY, PLANT AND EQUIPMENT

	Artwork	Leasehold Improvement	Furniture and equipment	Land/ Building	Right-of- use assets	Total
Cost	\$	\$	\$	\$	\$	\$
1 January 2022	110,488	707,162	1,025,531	-	3,874,758	5,717,939
Additions	52,348	213,109	220,555	70,000	-	556,012
Disposals	-	-	(43,843)	-	-	(43,843)
Effect of modification to lease terms	-	-	-	-	1,821,947	1,821,947
31 December 2022	162,836	920,271	1,202,243	70,000	5,696,705	8,052,055
Additions	23,092	25,456	244,310	443,500	1,128,159	1,864,517
Disposals	-	-	(112,803)	(33,000)	-	(145,803)
31 December 2023	185,928	945,727	1,333,750	480,500	6,824,864	9,770,769
Accumulated Depreciation						
1 January 2022	21,734	580,617	747,599	-	2,433,083	3,783,033
Depreciation expense	5,681	73,993	159,546	1,400	670,155	910,775
Disposals	-	-	(43,843)	-	-	(43,843)
Effect of modification to lease terms	-	-	-	-	(741,712)	(741,712)
31 December 2022	27,415	654,610	863,302	1,400	2,361,526	3,908,253
Depreciation expense	7,165	88,115	156,406	5,655	699,490	956,831
Disposals	-	-	(112,770)	(330)	-	(113,100)
31 December 2023	34,580	742,725	906,938	6,725	3,061,016	4,751,984
Net Book Value						
31 December 2023	151,348	203,002	426,812	473,775	3,763,848	5,018,785
31 December 2022	135,421	265,661	338,941	68,600	3,335,179	4,143,802

9. PROPERTY, PLANT AND EQUIPMENT (continued)

	Artwork	Leasehold Improvement	Furniture and equipment	Land/ Building	Right-of-use assets	Total PPE
Cost	₹'000	₹'000	₹'000	₹'000	₹'000	₹'000
1 January 2022	450,128	2,880,978	4,178,013	-	15,785,764	23,294,883
Additions	213,946	870,976	901,408	286,090	-	2,272,420
Disposals	-	-	(179,186)	-	-	(179,186)
Effect of modification to lease terms	-	-	-	-	7,446,297	7,446,297
Currency translation difference	6,322	36,802	49,399	2,100	221,273	315,896
31 December 2022	670,396	3,788,756	4,949,634	288,190	23,453,334	33,150,310
Additions	94,908	104,624	1,004,114	1,822,785	4,636,733	7,663,164
Disposals	-	-	(463,620)	(135,630)	-	(599,250)
Currency translation difference	(5,788)	(30,085)	(41,759)	(12,503)	(210,498)	(300,633)
31 December 2023	759,516	3,863,295	5,448,369	1,962,842	27,879,569	39,913,591
Accumulated Depreciation						
1 January 2022	88,544	2,365,434	3,045,718	-	9,912,380	15,412,076
Depreciation expense	23,218	302,409	652,065	5,722	2,738,923	3,722,337
Disposals	-	-	(179,186)	-	-	(179,186)
Effect of modification to lease terms	-	-	-	-	(3,031,377)	(3,031,377)
Currency translation difference	1,106	27,186	35,617	42	102,477	166,428
31 December 2022	112,868	2,695,029	3,554,214	5,764	9,722,403	16,090,278
Depreciation expense	29,448	362,153	642,828	23,242	2,874,904	3,932,575
Disposals	-	-	(463,485)	(1,356)	-	(464,841)
Currency translation difference	(1,057)	(23,151)	(28,715)	(178)	(93,057)	(146,158)
31 December 2023	141,259	3,034,031	3,704,842	27,472	12,504,250	19,411,854
Net Book Value						
31 December 2023	618,257	829,264	1,743,527	1,935,370	15,375,319	20,501,737
31 December 2022	557,528	1,093,727	1,395,420	282,426	13,730,931	17,060,032

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

9. PROPERTY, PLANT AND EQUIPMENT (continued)

(a) Depreciation

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

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

(b) Right-of-use assets

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

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

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

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

East building	3.75 years
Central building	6 years
West building	11 years

(c) Purchase of property, plant and equipment

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

	2023	2022	2023	2022
	\$	\$	i'000	i'000
Additions of property, plant and equipment	736,358	556,012	3,026,431	2,272,420
Additions via lease liabilities	1,128,159	-	4,636,733	-
Cash payments on purchase of property, plant and equipment	1,864,517	556,012	7,663,164	2,272,420

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 licence are amortised over ten years using the straight line method.

	Software and License	
Cost	\$	¥'000
1 January 2022	44,971	183,212
Additions	3,620	14,795
Currency translation difference	-	2,042
31 December 2022	48,591	200,049
Additions	-	-
Currency translation difference	-	(1,555)
31 December 2023	48,591	198,494
Accumulated Amortisation		
1 January 2022	17,842	72,688
Amortisation expense	4,678	19,119
Currency translation difference	-	908
31 December 2022	22,520	92,715
Amortisation expense	4,379	17,998
Currency translation difference	-	(831)
31 December 2023	26,899	109,882
Net Book Value		
31 December 2023	21,692	88,612
31 December 2022	26,071	107,334

11. LEASE LIABILITY

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

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

	2023	2022	2023	2022
	\$	\$	¥'000	¥'000
Non-current				
Lease liabilities	3,436,590	2,929,906	14,038,470	12,062,423
Current				
Lease liabilities	495,515	470,423	2,024,179	1,936,731
Total lease liabilities	3,932,105	3,400,329	16,062,649	13,999,154

11. LEASE LIABILITIES (continued)

(a) Borrowing rate applied to lease liabilities

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

East building	9.88%
Central building	11.38%
West building	9.09%

(b) Movement of lease liabilities

	2023	2022	2023	2022
	\$	\$	¥'000	¥'000
At 1 January	3,400,329	1,738,590	13,999,154	7,083,016
Addition	1,096,109	-	4,505,008	-
Effect of modification to lease terms	-	2,176,797	-	8,896,569
Interest charged (Note 7)	334,367	342,942	1,374,248	1,401,604
Payments of:				
Principal	(564,333)	(515,058)	(2,319,409)	(2,105,042)
Interest	(334,367)	(342,942)	(1,374,248)	(1,401,604)
Currency translation difference	-	-	(122,104)	124,611
At 31 December	3,932,105	3,400,329	16,062,649	13,999,154

(c) Recognition in profit or loss

The following are amount recognised in profit or loss:

	2023	2022	2023	2022
	\$	\$	¥'000	¥'000
Represented by:				
Depreciation charges of right-of-use assets	699,490	670,155	2,874,904	2,738,923
Interest expense on lease liabilities (include in finance costs)	334,367	342,942	1,374,248	1,401,604
	1,033,857	1,013,097	4,249,152	4,140,527

11. LEASE LIABILITY (continued)

(d) Maturity profile of lease liabilities

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

	Weighted average incremental borrowing rate per annum	Within one year	1-2 Years	2-5 Years	More than 5 years	Total
31 December 2023	%	\$	\$	\$	\$	\$
Lease Liabilities	9.09%-11.38%	838,200	792,000	1,861,200	2,032,800	5,524,200
31 December 2022						
Lease Liabilities	9.09%-11.38%	761,200	488,400	1,346,400	2,508,000	5,104,000

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

	2023	2022	2023	2022
	\$	\$	£'000	£'000
Beginning lease liabilities	3,400,329	1,738,590	13,999,154	7,083,016
Cash flows	(898,700)	(858,000)	(3,693,657)	(3,506,646)
Non-cash flows:				
Addition	1,096,109	-	4,505,008	-
Effect of modification of lease terms	-	2,176,797	-	8,896,569
Unwinding of interest	334,367	342,942	1,374,248	1,401,604
Currency translation difference	-	-	(122,104)	124,611
Ending lease liabilities	3,932,105	3,400,329	16,062,649	13,999,154

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 (2022: six months). They are recognised at their original invoice amounts which represent their fair values on initial recognition. The refundable deposit is a rental deposit. The fixed deposits and rental deposits are accounted for at amortised cost. Trade and other receivables are denominated in \$.

	2023	2022	2023	2022
	\$	\$	£'000	£'000
Trade receivables				
Tuition and fees receivable	68,418	61,442	279,488	252,957
Less: Expected credit loss	(42,736)	(37,037)	(174,577)	(152,481)
	25,682	24,405	104,911	100,476
Other Receivables				
Advance to employees	10,600	14,000	43,301	57,638
Interest receivables	125,829	227,555	514,012	936,844
Refundable deposits	200,803	186,800	820,280	769,056
Prepayments	85,783	47,238	350,424	194,479
	423,015	475,593	1,728,017	1,958,017
	448,697	499,998	1,832,928	2,058,493
Less: Prepayments- non current	(6,606)	(6,606)	(26,986)	(27,197)
	442,091	493,392	1,805,942	2,031,296

Lifetime expected loss allowance for trade receivables are as follows:

	Current (1 - 120 days)	Term 1 (121 - 300 days)	Total
31 December 2023			
Expected loss rate	56.36%	100.00%	
Gross carrying amount (US\$)	58,843	9,575	68,418
Expected credit loss	33,161	9,575	42,736
31 December 2022			
Expected loss rate	56.36%	100.00%	
Gross carrying amount (US\$)	55,915	5,527	61,442
Expected credit loss	31,510	5,527	37,037

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:

	2023	2022	2023	2022
	\$	\$	¥'000	¥'000
Beginning Allowance	37,037	30,980	152,481	126,213
Written off	(9,981)	(5,765)	(41,022)	(23,562)
Impairment loss per Statement of Profit or Loss and Other Comprehensive Income	15,680	11,822	64,445	48,317
Exchange differences	-	-	(1,327)	1,513
Expected Credit Loss	42,736	37,037	174,577	152,481
Impairment loss	15,680	11,822	64,445	48,317
Cash received from bad debt recovery	488	1,483	2,006	6,061
Adjusted Impairment loss per Statement of Cash Flow	16,168	13,305	66,451	54,378

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 8.2% - 9% (2022: 7.4% - 8%) and weighted average effective interest rate of 8.95% (2022: 7.64%).

	2023	2022	2023	2022
	\$	\$	¥'000	¥'000
Cash on hand	-	-	-	-
Cash at banks	1,713,427	1,259,058	6,999,349	5,183,542
Cash and cash equivalents per cash flow statement	1,713,427	1,259,058	6,999,349	5,183,542
Deposit with original maturity of more than 3 months	6,200,000	8,900,000	25,327,000	36,641,300
Cash and bank balances	7,913,427	10,159,058	32,326,349	41,824,842

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

	2023	2022	2023	2022
	\$	\$	¥'000	¥'000
United States Dollar	7,012,802	9,185,199	28,647,296	37,815,464
Khmer Riel	900,625	973,859	3,679,053	4,009,378
	7,913,427	10,159,058	32,326,349	41,824,842

14. SHARE CAPITAL

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

	2023		2022	
	Number	\$	Number	\$
Ordinary shares of \$5 each registered	1,000	5,000	1,000	5,000
Registered and issued:				
At 1 January / 31 December	1,000	5,000	1,000	5,000
¥'000		20,000		20,000

15. TRADE AND OTHER PAYABLES

Trade and other payables are classified as financial liabilities measured at amortised cost. Trade payables are non-interest bearing and the normal trade credit terms granted to CamEd range from one to three months (2022: 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.

	2023	2022	2023	2022
	\$	\$	£'000	£'000
Trade Payables				
Third Party	117,663	205,126	480,653	844,504
Other Payables				
Accruals	6,353	6,877	25,952	28,313
Fee payables	242,196	270,941	989,371	1,115,464
Other tax payables	42,679	34,714	174,345	142,918
	291,228	312,532	1,189,668	1,286,695
Trade and Other Payables	408,891	517,658	1,670,321	2,131,199

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

	2023	2022	2023	2022
	\$	\$	£'000	£'000
United States Dollar	166,695	246,717	680,949	1,015,734
Great British Pounds	242,196	270,941	989,372	1,115,465
	408,891	517,658	1,670,321	2,131,199

16. UNEARNED REVENUE

	2023	2022	2023	2022
	\$	\$	£'000	£'000
Unearned Revenue	4,690,660	4,198,989	19,161,346	17,287,238

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 \$4,198,989 recognised in unearned income at the beginning of the financial year has been recognised as revenue for the financial year ended 31 December 2023.

17. RELATED PARTY DISCLOSURES

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

In 2023 and 2022, CamEd made payments comprising salary and other benefits to the CamEd Facilities Manager who is the spouse of the CamEd controlling party. CamEd also made some transactions with Amcham Cambodia of which the CamEd controlling party is the Treasurer. There were no outstanding balances payable or receivable to these two related parties. Total payments were as follows:

	2023	2022	2023	2022
	\$	\$	¥'000	¥'000
Related parties				
Hodjaeva Zarima				
Facilities Manager salary and wages	5,083	21,962	20,891	89,759
Amcham Cambodia				
Donation, marketing, Staff training and other expenses	16,560	32,201	68,062	131,605
	21,643	54,163	88,953	221,364

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

Compensation of key management personnel:

	2023	2022	2023	2022
	\$	\$	¥'000	¥'000
Executive Management	287,678	242,344	1,182,357	990,460
Director	56,029	68,176	230,279	278,635
	343,707	310,520	1,412,636	1,269,095

18. CAPITAL AND FINANCIAL RISK MANAGEMENT

Capital management

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

Financial risk management

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

The Director is responsible for setting the objectives and underlying principles of financial risk management for CamEd. The management then establishes the detailed policies such as authority

levels, oversight responsibilities, risk identification and measurement and exposure limits in accordance with the objectives and underlying principles approved by the Director.

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

Foreign currency risk

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

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

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

		2023	2022	2023	2022
		\$	\$	₹'000	₹'000
Profit after tax if exchange rates had changed					
Balance in ₹		900,625	973,859	3,679,053	4,009,378
₹/\$	Strengthen by 3% (2022: 3%)	21,615	23,373	88,297	96,227
	Weaken by 3% (2022: 3%)	(21,615)	(23,373)	(88,297)	(96,227)
Balance in GBP		242,196	270,941	989,372	1,115,465
GBP/\$	Strengthen by 7% (2022: 26%)	13,563	56,356	55,405	232,018
	Weaken by 7% (2022: 26%)	(13,563)	(56,356)	(55,405)	(232,018)

Credit risk

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

Liquidity and cash flow risk

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

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

19. INVESTMENT PROPERTIES

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

Additions	4,956,253	20,370,200
Fair value adjustment	(2,262,253)	(9,297,860)
Exchange rate effect	-	(167,991)
31 December 2023	5,839,000	23,852,315

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

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

20. DIVIDENDS

	2023		2022	
	Dividend per share	Amount of dividend	Dividend per share	Amount of dividend
	\$	\$	\$	\$
Final dividend paid and declared	816.86	816,861	419.89	419,888
	i'000	i'000	i'000	i'000
Final dividend paid and declared	3,357.30	3,357,299	1,716.08	1,716,082