



# ANNUAL REPORT 2023

**TDSO – Teacher Development Support Organisation  
Siem Reap - Cambodia**

# A MESSAGE FROM THE MANAGEMENT

## 4 QUALITY EDUCATION



### *Sustainable Development Goal 4*

*Quality Education: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.*

...

*4.C By 2030, substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially least developed countries and small island developing states*

Ladies and Gentlemen,

With great pleasure and pride, I present the Annual Report of the Teacher Development Support Organisation (TDSO) for the transformative year 2023. This document encapsulates a pivotal chapter in our organisation's journey as we transitioned from a local NGO to a prominent developmental partner in the Cambodian education sector. In the vibrant city of Siem Reap, TDSO stands tall, committed to the cause of enhancing the educational landscape through high-quality teacher training.

The year 2023 witnessed a remarkable surge in highly qualified and motivated staff within our organisation. This influx of talent has strengthened our internal capabilities and positioned TDSO as a key player in driving positive change within the Cambodian education framework. Our evolution has been marked by a strategic consolidation of the foundations laid in preceding years, bolstered by the infusion of quality management practices across all activities.

As we navigate the dynamic terrain of education development, TDSO remains steadfast in its commitment to excellence. The integration of robust quality management practices at every level of our operations signifies a conscientious effort to enhance the sustainable impact of our endeavours. We believe that by fortifying the pillars of our organisation, we can contribute meaningfully to the ongoing transformation of Cambodia's educational landscape.

In the following pages, you will find a detailed account of our achievements, challenges overcome, and the strategic roadmap that guides our future endeavours. As we reflect on the milestones of 2023, we express our gratitude to all our stakeholders, partners, and dedicated staff who have played instrumental roles in our success.

Because 'Every Child Has the Right to a Trained Teacher'

Thank you for your continued support and trust in the Teacher Development Support Organisation.

Yours sincerely,

Son Nat  
Executive Director



# EXECUTIVE SUMMARY

In 2023, TDSO achieved significant milestones, impacting the education sector profoundly. Our robust foundation of over 250 teachers, equipped with rigorous training in Teaching English, underscores our commitment to educational excellence.

Furthermore, a substantial cohort of 700 teachers actively engaged in Continuous Professional Development reflects our dedication to fostering a culture of continuous learning among educators. Our coaches have spent more than 7,500 hours on individual guidance and support, bringing the theory alive in real classrooms. In parallel, our bespoke English for Teachers courses reached 200 educators.

A highlight of our accomplishments is successfully piloting our secondary school teacher training program, focusing on promoting STEM education in English. The positive outcomes have paved the way for a widespread implementation scheduled for 2024, solidifying our position as innovators in teacher development.

Our initiatives have positively impacted in excess of 50,000 children. This substantial reach underscores the significant strides we have taken in fulfilling our mission and underscores our commitment to making a lasting difference in the lives of young individuals.

In alignment with our commitment to gender equity, 16 high-potential female educational leaders completed our 'headmaster-training' program. This initiative equips them with leadership skills and positions them to champion gender equality in education across all levels.

Our daily English classes, attended by over 300 children and adolescents, exemplify the direct impact of our initiatives on students' language proficiency and overall academic development.

Moreover, TDSO invested in infrastructure by establishing a state-of-the-art library and language lab. This new facility serves as a hub for students and teachers, fostering a love for reading and providing access to a wealth of educational resources.

As we reflect on the achievements of 2023, it is evident that TDSO remains steadfast in its mission to elevate the standard of education. The upcoming year promises further expansion and impact as we continue to empower educators and learners alike.

# 2023 IN DETAIL

## The Transformative Power of English in Cambodia

In an increasingly interconnected world, the ability to communicate effectively in English is no longer a luxury; it is a necessity. Cambodia, in the heart of Southeast Asia, is no exception to this global reality. The importance of English in Cambodia cannot be overstated, and its significance transcends the boundaries of mere language proficiency. At TDSO, our focus on English Teacher Training reflects our commitment to equipping educators with the tools to empower Cambodia's future generations.

English is the Language of Tourism and Trade. Cambodia's economy has the tourism industry at its core, and proficiency in English is a fundamental asset for businesses and individuals alike. A strong command of English allows Cambodians to engage with tourists and trade partners, fostering economic growth and cultural exchange.

English is the gateway to Higher Education and International Scholarships: English is the golden key for Cambodian students aspiring to pursue higher education and international scholarships. Many renowned universities and scholarship programs worldwide require English proficiency for admission. Being proficient in English opens doors to opportunities for students, enabling them to fulfil their academic dreams.



English is the Language of the Internet and Global Citizenship: in an age dominated by the Internet, English is the lingua franca of the digital realm. It's not just a means of communication; it's a passport to the world. English fluency grants access to a vast repository of knowledge, resources, and global conversations, propelling individuals towards global citizenship and participation in the digital era.

English is an enabler of Social, Cultural, and Political Emancipation: English is pivotal in empowering Cambodians to engage in global social, cultural, and political dialogues. It enables them to connect with the world, share their unique perspectives, and contribute to worldwide discourse on various fronts. In doing so, it facilitates social, cultural, and political emancipation.

English is fundamental to Mastering Other Subjects: English is more than just a language; it is a gateway to all other subjects. Whether in mathematics, physics, biology, or business, English is the conduit for accessing knowledge and resources in these fields. It enhances Cambodian students' abilities to excel in diverse academic domains.

Internationalisation at Home: The adoption of English in Cambodia isn't a colonial legacy but a strategic approach towards "internationalisation at home." It involves integrating international and intercultural dimensions into the formal and informal curriculum. This prepares Cambodian students to thrive in an increasingly globalised world, responding to economic, social, and educational futures.

The importance of English in Cambodia extends beyond language proficiency; it is a catalyst for growth, development, and global engagement. At TDSO, we recognise the transformative potential of English education and are dedicated to equipping teachers with the knowledge and skills to impart this essential skill to Cambodian students. By doing so, we are contributing to Cambodia's journey towards a brighter and more connected future.

## Empowering Cambodia's Education Landscape: TDSO Teacher Training Centre's Commitment to Excellence.

In the vibrant tapestry of Cambodia's educational system, the TDSO Teacher Training Centre stands tall as a beacon of transformation. With a focus on Public Primary School Teachers, who serve 95% of the country's learners, TDSO has been instrumental in bridging the educational divide through its meticulously designed teacher training programs.

Effective education hinges on well-prepared educators, and TDSO recognises this truth on two fronts: pre-service training and continuous professional development. The primary target audience for our programs is comprised of primary school teachers in the province of Siem Reap, a significant portion of whom lack formal training in teaching English.



TDSO's commitment to excellence is exemplified through its three flagship basic training programs: English for Public Primary Schools (EPPS), English for Primary School Teachers (EPST) and ITTSR (Interactive Teacher Training).

EPPS, a six-month initiative, places teaching methodology at its core. This program places pedagogy at its core. The goal is to teach English and empower educators with the tools to foster a dynamic and engaging learning environment.

EPST stands at the pinnacle of TDSO's offerings. This 12-month immersive experience integrates teaching methodology, language proficiency, and IT knowledge seamlessly. Over two semesters, teachers engage in workshops, assignments, observations, and practical applications, creating a transformative learning journey. This holistic approach ensures that educators emerge well-equipped to navigate the challenges of modern classrooms. For this project, we cooperate with Action Education, a renowned international NGO with relevant expertise in working in more remote areas.

ITTSR (Interactive Teacher Training Siem Reap) targets teachers in informal schools. Informal schools (NGOs and community schools) are where many children have their first contact with English as a second language. Ensuring an auspicious inaugural interaction is paramount, as it sets the groundwork for subsequent triumphs in attaining proficiency in the second language. This initial contact establishes the bedrock upon which future linguistic accomplishments and successes will be built.

Program	Number of Teachers (Trainees)
EPPS	64
EPST	112
ITTSR	64

## Secondary school teachers.

In 2021 and 2022, we successfully executed the DEAR (Drop Everything and Read) project within our affiliated practice school. Aimed at fostering and mentoring students in their reading pursuits, we discovered through this pilot initiative that the project's impact is significantly enhanced when integrated with complementary activities such as research, experiments, group discussions, and various presentations.

Following two years of meticulous design and validation, the project's outcomes surpassed our expectations, leading to its expansion into two public secondary schools. The role of TDSO in this pilot project involved coaching local educators in implementing Content and Language Integrated Learning (CLIL) using a constructivist methodology developed at our practice school.



Constructivism, an educational theory emphasising active learning, learner autonomy, and knowledge construction, served as the foundation for our methodology. In constructivist classrooms, teachers are facilitators, guiding and supporting students through their learning journey. Students are encouraged to research, pose questions, collaborate with peers, and construct their understanding through hands-on activities, discussions, and problem-solving assignments.

Implementing this approach in BAYON Secondary School and Aranh Raingsey Secondary School yielded outstanding results. Witnessing the rapid progress in students' language fluency and their newfound passion for explored topics was genuinely remarkable. The teachers in these schools displayed equal enthusiasm, showcasing a strong commitment to further training and the ongoing application of this innovative educational approach.

Looking ahead to 2024, we are poised to expand this successful initiative under the SEED banner (STEM Education Enhancement and Development). The primary objective of SEED is to continue training and inspiring secondary school teachers in English language STEM education, fostering a dynamic and engaging learning environment for students. The success observed thus far is a testament to the effectiveness of our approach, and we are eager to contribute to the continued advancement of education in the coming years.

Pilot-School	Number of Teachers	Number of Students	Number of workshops
Bayon Secondary School	2	25	15
Aranh Raingsey Secondary School	1	13	15

## Supporting Teachers with Language Proficiency and IT-literacy.

In addition to our foundational teacher training initiatives, we present two supplementary programmes to enhance educators' professional development: English for Teachers (EFT) and IT for Teachers (ICT4E).

The English for Teachers programme is meticulously crafted across four proficiency levels - pre-intermediate, intermediate, upper-intermediate, and advanced. Tailored to accommodate the diverse expertise of educators, teachers have the flexibility to enrol at a level that aligns with their language proficiency. These comprehensive courses span an entire semester, ensuring a thorough exploration of language proficiency enhancement.

Program	Number of Participants
EFT Pre-Intermediate	18
EFT Intermediate	58
EFT Upper-Intermediate	60
EFT Advanced	62

Complementing our language-focused offering, the ICT4E programme is designed as a versatile series of small modules. These modules, ranging from half-day courses to multiple sessions, delve into various facets of education-related IT skills. Our commitment to equipping teachers with essential technology competencies is evident in the thoughtfully structured ICT4E curriculum. The ICT4E curriculum will be fully redesigned in 2024.

## **Continuous Professional Development: the key to sustainable impact.**

Continuous Professional Development (CPD) for teachers is pivotal in ensuring our English Teacher Training Programs' sustained impact and enduring success. In the dynamic landscape of education, where methodologies, technologies, and pedagogical approaches constantly evolve, educators must commit to ongoing professional growth.

Continual advancements in pedagogy, teaching methodologies, and learning techniques mark the educational landscape. CPD empowers teachers to stay abreast of these developments, enabling them to incorporate the latest insights into their teaching practices.

Language is a dynamic entity, and proficiency levels can be subject to change over time. Regular professional development opportunities, such as English for Teachers (EFT), facilitate the refinement and enrichment of language skills among educators. This not only ensures a high standard of language instruction but also strengthens the overall effectiveness of our training programs.

Technology plays a pivotal role in enhancing learning experiences in the modern educational landscape. In no other area do things change faster than in IT. Ongoing training equips educators with the latest technological tools and skills tailored for the educational context. This integration of technology ensures that our English Teacher Training Programs are relevant and aligned with students' contemporary learning needs.

The student demographic is diverse, with varying learning needs and styles. CPD allows teachers to develop a nuanced understanding of these diverse requirements and adapt their teaching strategies accordingly. By fostering an environment of continuous learning, our programs can be tailored to cater to the diverse needs of students, ultimately leading to a more impactful and inclusive educational experience.

In essence, the commitment to Continuous Professional Development for teachers is the linchpin that sustains our English Teacher Training Programs' relevance, efficacy, and impact. By nurturing a culture of lifelong learning among educators, we fortify our programs to meet the evolving needs of the education sector and, in turn, contribute significantly to the broader goal of fostering excellence in English language instruction.



The CPD program consists of the following activities:

### **Advanced Teacher Training.**

These transformative workshops foster collaboration and knowledge-sharing through comprehensive training sessions, collaborative workshops, assessments, auditing, and coaching. By drawing upon the wealth of expertise in school and course management, teacher coaching, student assessment, and other pertinent aspects of successful ELT, this program seeks to create a ripple effect that will benefit students, teachers, and leaders alike.

Each topic is elaborated over a series of 5 consecutive workshops.

#### **Overview of the workshop topics**

Aligning Learning Objectives, Instructional Methods, and Assessment Tools

Communicative Language Teaching (CLT)

Introduction to Second Language Acquisition

Teaching Vocabulary

Ensuring Professional Practices

Teaching Grammar

Creating a School Community of Virtue

Teaching Reading

## Educational leadership

Headteachers, teacher coaches, instructional leaders, NGO leaders and more experienced teachers form the heart of the target group for this program. These educational visionaries play a pivotal role in shaping the trajectory of their institutions, and their proficiency in ELT methodologies directly impacts the learning outcomes of their students. By equipping this group with cutting-edge strategies and tools, the program aims to create a domino effect where enhanced ELT practices filter down to classrooms, positively influencing the educational journey of countless learners.

To complement the regular program for instructional leaders, we added in 2023 a 'woman only' leadership program. With this program, we aim to empower female leaders in educational institutions, both public and informal schools.



With the support of the Provincial Office of Education (POE, the provincial authority, part of the Ministry of Education), 16 high-potential women went through a trajectory covering the following topics:

Module	Topic	Content Areas
1	Academic qualifications and working experiences	Academic qualifications and working experiences of a school principal
	School leadership capacities and characteristics	Professional ethics Leadership Commitment
2	Critical and innovative thinking skills	Vision, Mission, Policy, and Strategic Plan Implementation of vision and action plan Job inspection and Evaluation
3	School leadership and management	Administrative management Human resource management Financial management
4	Leadership in curriculum, teaching, and learning	Learning and teaching management Research Cooperation and communication Capacity development Internal inspection
5	School and community connectivity	Local authority Parents Stakeholders
6	Basic ICT skills	Microsoft Word, Excel, PowerPoint, Telegram
7	Course evaluation	Course evaluation

## Alumni Meetups

Organising regular alumni meetups serves as a strategic initiative with multifaceted benefits. These gatherings foster community, professional development, and long-term sustainability.

Alumni meetups provide a platform for networking and relationship-building among educators with common backgrounds. This expanded professional network can facilitate collaboration, resource sharing, and potential partnerships, enriching the collective knowledge base.



These events offer a forum for exchanging innovative teaching methodologies, best practices, and pedagogical insights. The diverse alumni experiences contribute to a rich pool of ideas that can be leveraged for continuous improvement within the teaching community.

Alumni meetups offer opportunities for ongoing professional development. Conducting workshops, seminars, and panel discussions during these events can address emerging trends in education, ensuring that your alumni stay updated with the latest advancements in the field.

Alumni gatherings serve as a valuable feedback mechanism. Through open discussions and surveys, we collect insights on the effectiveness of our teacher training programs. This feedback loop aids in refining our training modules to align with the evolving needs of the education landscape.

Recognising and celebrating the accomplishments of alumni creates a sense of pride and motivation within the community. This positive reinforcement reinforces the value of our training programs and inspires current participants to strive for excellence.

A Typical Alumni Meetup consists of two parts, a presentation and discussion about a specific topic, and an open exchange of ideas and experiences.

Workshop	Topic	Number of Participants
1	Warmers and Icebreakers	62
2	Your voice, a sensitive chord	71
3	Teaching English through Outdoor Activities	23
4	The Four Levels of Questioning in Teaching	34
5	Fun Activities to Teach Pronunciation	30
6	What I Learn, What We Practice 1	52
7	What I Learn, What We Practice 2	42
8	How to Teach Jolly Phonics	51

## Coaching and mentoring

Coaching and mentoring our alumni is an integrated part of our approach to teacher training. During workshops, seminars and other activities, teachers can gain insight and understanding of their jobs, but the actual development of teaching skills lies in the classroom practice. That's why we are present in the classrooms, on the work floor, to guide and support our alumni. We review lesson plans, observe and give guidance, co-teach, evaluate, and give feedback ....



This personalised support is labour-intensive work but enables the teachers to refine teaching techniques, classroom management, and communication strategies, leading to more effective and engaging educational practices.

The early years of teaching can be daunting, with various challenges arising in the classroom and educational environment. A dedicated mentor offers a supportive sounding board, helping young teachers navigate hurdles, problem-solve effectively, and develop resilience when it's sometimes challenging.

Confidence is fundamental to effective teaching. Through regular feedback and encouragement, coaching and mentoring instil confidence in young educators, empowering them to take risks, experiment with innovative teaching methods, and contribute more actively to the educational community.

Exposure to experienced mentors facilitates the development of a solid professional identity for young teachers. By observing and learning from seasoned educators, they assimilate the values, ethics, and best practices that define the teaching profession. Encouraging ongoing dialogue and reflection, these practices foster a mindset of perpetual improvement, ensuring that young teachers remain abreast of evolving pedagogical trends and educational research.

Last but not least, investing in the professional growth of young teachers through coaching and mentoring contributes to higher job satisfaction and retention rates. Feeling supported and valued in their roles, educators are more likely to remain committed to their profession and the educational institution.

<b>Training Program</b>	<b>Total coaching hours trainee</b>
EPPS	1.280
EPST	5.120
ITTSR	1.280

## English Practice School and English for Partner Organisations

Some will remember that, in its early days, TDSO started as 'The Angkor Tree Project' and provided English Language classes in an underprivileged neighbourhood of Siem Reap. Difficulty in finding well-trained teachers led to the setting up of basic teacher training programs. Five years later, we have become the leading provider of English Teacher Training in the entire province.

But that does not mean we neglected our language classes. Every teacher training centre needs a good practice school. In this practice school, we can validate methodologies and approaches to teaching English and offer trainees opportunities to observe and practice.

Over 250 students attend our English classes daily! These classes complement the general curriculum in public primary and secondary schools. Primary school children go to public school in the morning or afternoon, and they attend English classes the other half of the day. Secondary school students attend our English classes between 5.00 and 7.00 pm.

Program	Number of Classes	Number of Participants
Primary school students	24	375
Secondary school students	8	144

We run an English for Partner Organisations (EPO) program to support our teacher training programs further.

Many NGOs in our area provide vocational training, for example, for the hospitality business. English is always an essential part of this training. These NGOs are often very strong in their expertise but usually seek support when teaching English.

We provide these partner organisations with skilled and coached language teachers. It's a simple win-win. The partner NGOs get high-quality English classes for their trainees, and we give opportunities to high-potential young teachers to gain experience in various contexts.

These teachers are intensively coached and mentored, and the best of them will get further opportunities to grow as teacher coaches after a few years, some even as junior teacher trainers.

This program is self-funded; the partner NGOs bear the teachers' salaries, and TDSO bears the cost of training, coaching, and mentoring them.

Program	Number of Participants
EPO (CRST Organization)	40
EPO (Spoons Organization)	25
EPO (Bayon Organization)	42

## A new library and learning lab.

In 2023, we successfully launched a modern library facility, expanding our resources with a collection exceeding 500 carefully selected books and a digital learning centre. This strategic initiative promotes a conducive learning environment for students and trainees.



The library, a practical hub for research and reading, provides an accessible platform for users to engage with diverse materials. The catalogue, thoughtfully curated to balance academic and recreational content, caters to the varied needs of our community.

The focus of this library is its contribution to second language acquisition. Our collection facilitates language development by offering a range of resources for users to enhance their linguistic skills through reading, research, and the convenience of borrowing books for further study.

Beyond individual development, the library also catalyses community engagement. By promoting a culture of reading and research, we contribute to the collective intellectual growth of our community, fostering a spirit of collaboration and shared knowledge.

The Digital Lab extends access to state-of-the-art computer facilities, offering comprehensive IT training programmes, individualised online language learning opportunities, and practical skill enhancement. Our facility serves as a hub for fostering digital literacy, enabling individuals to refine their IT expertise and engage in personalised language development. Moreover, the Digital Lab provides seamless internet access, empowering users to explore, learn, and connect in the ever-evolving digital landscape.

## News from our organisation

In 2023, TDSO underwent a remarkable transformation, evolving from a small local initiative into a robust middle-sized NGO. This transformation was underpinned by strategic partnerships that substantially enhanced our reach and impact. Notably, the Cambodian authorities endorsed the significance and quality of our programs, and we secured support from renowned investors, enabling us to invest in a highly qualified and experienced team.

Strategic partnerships with a.o. A&E (Action Education) catalysed TDSO's growth and expanded our sphere of influence. These collaborations enabled us to extend our programs to a broader audience, creating a more profound and sustainable impact on the communities we serve. Our commitment to strategic alliances underscores our dedication to fostering positive change on a larger scale.



Cambodian authorities' validation of our programs is a testament to the quality and importance of our initiatives. This endorsement elevates our credibility and positions TDSO as a key player in addressing critical issues within the region. We are proud to have gained the trust and recognition of the government, reinforcing our commitment to excellence.

## Investor Support: Facilitating Growth and Excellence

Securing investments from renowned backers has been instrumental in our ability to attract and retain top-tier talent. These financial resources have empowered us to assemble a team of highly qualified and experienced professionals dedicated to advancing our mission. The investments made in 2023 lay the foundation for sustained growth and operational excellence in the future.

## Team Development: Investing in Excellence

The cornerstone of TDSO's success lies in the strength of our team. Recognising this, we have substantially invested in continuous professional development and retention strategies. Our commitment to nurturing our team's skills and expertise is essential for delivering high-quality training programs that adhere to the highest standards. This focus on human capital is pivotal in ensuring the long-term success of our organisation.

In appointing Mr Son Nat as Executive Director and confirming Mrs Sokly Sour, Mr Tola Tem, and Mrs Soriya Un within our management team, we proudly announce the establishment of a robust local leadership cadre. This dynamic team is well-positioned to steer the trajectory of growth and efficiently manage the day-to-day operations of our organisation.

Furthermore, with great pleasure, we announce Mr. Mark Desmaele's assumption of the role of Chairman of the Boards. In this capacity, Mark will lend his wealth of experience and strategic acumen to coach the leadership team, contributing significantly to their ongoing success.

## Quality Management.

We've invested significantly in a robust quality assessment system to pursue educational excellence. This system is pivotal in refining our curriculum, teaching methods, and student support services, creating an enriching learning experience.

With CiviCRM (a software application designed for NGOs) as the central axis of data collection, transparency is critical, providing stakeholders with insights into the quality of our educational services. Regular monitoring and evaluation pinpoint areas of excellence and opportunities for improvement.

Evaluation data analysis informs decisions, allowing us to implement targeted interventions and adapt strategies for optimal student outcomes. Continuous monitoring of student and teacher performance ensures tailored instruction and highlights areas for professional development.

Through careful analysis of results and stakeholder feedback, we identify success areas and opportunities for improvement, empowering us to make data-informed decisions and enhance program effectiveness.

Including students, teachers, parents, and stakeholders fosters a collaborative environment focused on continuous improvement. Our commitment to a robust quality assessment system is foundational to our pursuit of educational excellence.

## Working with the education community.

Collaborating with partners in education, including other educational NGOs and the public sector, is imperative for TDSO to enhance the effectiveness and impact of our teacher training initiatives. This strategic alliance serves several key purposes, aligning with our commitment to elevate the quality of education and professional development in the teaching community.

Partnering with other NGOs enables us to pool and leverage resources and facilitates the exchange of knowledge and expertise.



By engaging with governmental bodies, we can advocate for policies that support quality teacher training and professional development. Moreover, being involved in implementing these policies ensures that our expertise contributes to the successful execution of educational reforms.

TDSO is active in the NGO Education Partnership (NEP Cambodia, [www.nepcambodia.org](http://www.nepcambodia.org)) as a board member, thus being a strong voice of the NGO sector in promoting best practices and continuous professional development for Teachers.

TDSO is also represented in the ESWG (a working group of education professionals, including representatives from UNICEF, UNESCO, USAID, the European Union, the World Bank, and many other key stakeholders in the education sector in Cambodia.



With His Excellency Deputy Prime Minister and Minister of Education Dr HANGCHUON Naron

Access to government networks facilitates the integration of teacher training initiatives into formal education policies and frameworks, thereby ensuring long-term sustainability and scalability. This strategic alignment fosters a holistic ecosystem where TDSO, armed with innovative training models, can effectively enhance educational standards, ultimately benefiting teachers and students alike.

## What's ahead?

TDSO remains steadfast in its commitment to the province of Siem Reap, home to a population of approximately 1,000,000 and boasting an educational landscape with over 200,000 students enrolled in public schools. Our strategic vision encompasses the continued expansion and enhancement of our programs throughout the province.

A key facet of our strategic approach involves fostering close collaboration with the Provincial Teacher Training College. This collaborative effort is paramount, as the college is poised to eventually assume responsibility for foundational training programs, ensuring that all new teachers receive the essential training they require. In recent years, TDSO has demonstrated remarkable dedication, emerging as the region's premier provider of English teacher training. This accomplishment has garnered recognition from authorities and development partners, leading to repeated requests to extend our programs to additional provinces.

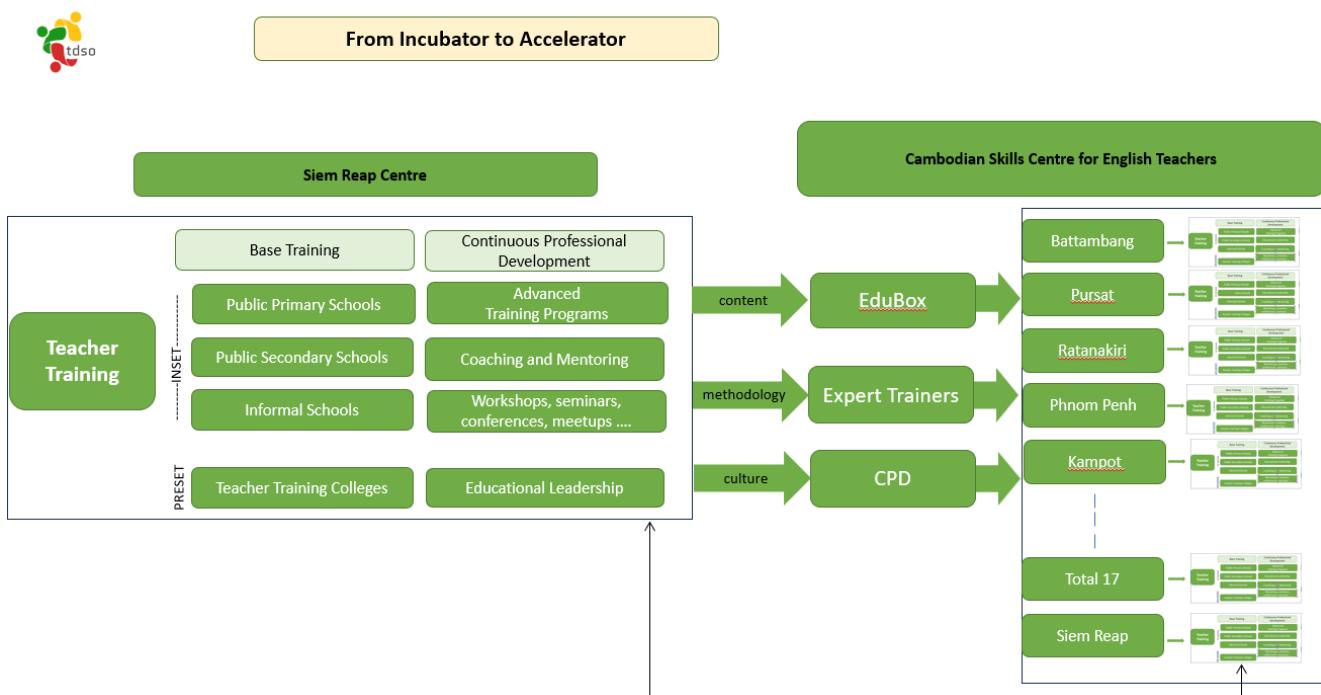
In pursuit of our strategic goals, incorporating additional infrastructure encompassing state-of-the-art training rooms and office space is on our 2024 agenda. Recognising that expansion and success are intrinsically linked to a conducive environment, we are committed to providing the space for our teams to thrive. This investment in physical assets underscores our dedication to fostering growth, innovation, and continued success in the coming decade.

## From incubator to accelerator.

The Cambodian Skill Center for English Teacher Training (CSC) aspires to revolutionise the landscape of English language education in the entire country. This initiative is firmly grounded in our proven success in Siem Reap Province and aims to multiply its impact.

It seeks to forge dynamic partnerships with Provincial Teacher Training Colleges in other provinces, selected Non-Governmental Organizations (NGOs), and the Ministry of Education.

The CSC revolves around three essential pillars. First, the Expert Trainer Team imparts extensive training (know-how) to English teacher trainers nationwide. Second, a dedicated Research Team maintains an up-to-date toolbox with the latest insights and developments for our trainers and teachers (content). Lastly, the CPD team is responsible for developing and implementing Continuous Professional Development for all teachers (culture).



The regional branches of the CSC (in every Provincial Teacher Training College) are entrusted with a mission of paramount importance. They are tasked with enhancing the proficiency of English Teachers at Provincial Teacher Training centres and equipping Teacher Trainers with advanced pedagogical skills and a state-of-the-art Toolbox to pass on to their students.

Furthermore, they are responsible for implementing comprehensive Teacher Training programs for in-service teachers, ensuring that every student in Cambodia's primary and secondary schools is under the tutelage of well-trained English Teachers.

Additionally, these regional branches are pivotal in delivering Continuous Professional Development (CPD) opportunities for English teachers, nurturing a culture of lifelong learning.

The CSC is committed to establishing accredited courses in collaboration with renowned universities and the Ministry of Education, ultimately leading to trainees attaining Executive Master's degrees. This will set the stage for a brighter and more proficient generation of English teachers in Cambodia, with far-reaching implications for the nation's educational landscape.

In 2024, we will lay the foundations of this initiative that will be rolled out from 2025.

## Financial Overview

(figures subject to review and approval by the auditor)

Consolidated in USD	Debit	Credit
<b>Balance Sheet 31/12/2023</b>		
Buildings	62,589.00 \$	
Accumulated depreciation	-35,000.00 \$	
Total non-current assets		27,589.00 \$
Rent Deposited	6,500.00 \$	
Advances to Staff	250.00 \$	
Bank ABA USD	13,814.39 \$	
Bank Belfius EUR	29,948.78 \$	
Bank Belfius CHF	-16.00 \$	
Bank Belfius USD	44,022.00 \$	
Bank Triodos EUR	14,207.03 \$	
Total current assets		108,726.20 \$
Withholding Taxes Due		1,011.92 \$
Cash Advanced by directors		99,890.12 \$
Total current liabilities		100,902.04 \$
Results carried over from previous financial years.		549.77 \$
Result from the current financial year.		34,863.39 \$
	136,315.20 \$	
		136,315.20 \$

<b>Consolidated in USD</b>				
<b>Income and Expenses 2023</b>				
Rent		15,600.00 \$		
Building Maintenance		7,249.99 \$		
Utilities		2,303.50 \$		
Salaries		148,072.04 \$		
Insurances Med Exp		17,358.27 \$		
Other staff cost		14,804.41 \$		
Trainee Allowances		65,635.18 \$		
School Materials		17,224.78 \$		
School events		5,581.15 \$		
IT Cost		3,404.22 \$		
Ext Meetings and seminars		1,748.15 \$		
Volunteer Costs		1,988.39 \$		
Family support		419.99 \$		
Membership Fees		100.00 \$		
Representation Cost		411.29 \$		
Finan and admin costs		4,878.80 \$		
	<b>Total Expenses</b>		<b>306,780.16 \$</b>	
Donations from individuals			14,299.11 \$	
Donations from Organisations			212,197.55 \$	
Grants Public Sector			16,922.86 \$	
Grants Private Sector			96,616.16 \$	
Events			1,551.83 \$	
Interests			55.77 \$	
Extraordinary Income			0.27 \$	
	<b>Total Income</b>			<b>341,643.55 \$</b>
Result over the financial year 2023		34,863.39 \$		
		341,643.55 \$		341,643.55 \$

## Expenses in detail

	Total Expense	How is it allocated to our projects?						
		Practice School	English for Teachers	Informal Schools	Public Schools	CPD	ICT4E	
100 Rent	-15,600.00 \$	-2,600.04 \$	-2,600.04 \$	-2,600.04 \$	-2,600.04 \$	-2,599.92 \$	-2,599.92 \$	5.09%
101 Building Maintenance	-7,249.99 \$	-2,696.59 \$	-1,102.00 \$	-1,102.05 \$	-1,101.98 \$	-1,102.04 \$	-145.31 \$	2.36%
102 Utilities	-2,303.50 \$	-854.81 \$	-355.08 \$	-355.08 \$	-355.08 \$	-355.03 \$	-28.41 \$	0.75%
200 Salaries	-148,072.04 \$	-50,069.71 \$	-19,695.68 \$	-23,953.09 \$	-28,789.18 \$	-23,529.30 \$	-2,195.09 \$	48.27%
201 Insurances Med Exp	-17,358.27 \$	-7,601.89 \$	-2,245.34 \$	-2,256.34 \$	-3,019.34 \$	-2,234.34 \$	-1.00 \$	5.66%
202 Other staff cost	-14,804.41 \$	-4,377.93 \$	-1,609.43 \$	-2,450.47 \$	-4,163.14 \$	-2,093.43 \$	-110.00 \$	4.83%
205 Trainee Allowances	-65,635.18 \$				-64,445.18 \$	-1,190.00 \$		21.39%
300 School Materials	-17,224.78 \$	-6,853.93 \$	-2,249.51 \$	-2,308.29 \$	-3,234.82 \$	-2,268.66 \$	-309.58 \$	5.61%
301 School events	-5,581.15 \$	-1,863.14 \$	-366.13 \$	-1,207.61 \$	-1,775.13 \$	-369.13 \$		1.82%
302 IT Cost	-3,404.22 \$	-1,056.29 \$	-401.65 \$	-401.61 \$	-891.54 \$	-401.54 \$	-251.61 \$	1.11%
305 Ext Meetings and seminars	-1,748.15 \$	-820.71 \$	-177.92 \$	-298.92 \$	-272.67 \$	-177.92 \$		0.57%
401 Volunteer Costs	-1,988.39 \$	-719.36 \$	-282.26 \$	-282.26 \$	-282.26 \$	-282.26 \$	-140.00 \$	0.65%
500 Family support	-419.99 \$	-158.00 \$	-65.50 \$	-65.50 \$	-65.50 \$	-65.50 \$		0.14%
601 Membership Fees	-100.00 \$	-40.00 \$	-15.00 \$	-15.00 \$	-15.00 \$	-15.00 \$		0.03%
602 Representation Cost	-411.29 \$	-127.47 \$	-47.17 \$	-52.22 \$	-137.27 \$	-47.17 \$		0.13%
801 Finan and admin costs	-4,878.80 \$	-1,882.78 \$	-731.73 \$	-734.40 \$	-783.30 \$	-731.69 \$	-41.60 \$	1.59%
<b>Grand Total</b>	<b>-306,780.16 \$</b>	<b>-81,722.65 \$</b>	<b>-31,944.44 \$</b>	<b>-38,082.88 \$</b>	<b>-111,931.44 \$</b>	<b>-37,462.93 \$</b>	<b>-5,822.52 \$</b>	
	<b>100.00%</b>	<b>26.64%</b>	<b>10.41%</b>	<b>12.41%</b>	<b>36.49%</b>	<b>12.21%</b>	<b>1.90%</b>	

All details are available online: <https://tdso.ngo/wp-content/uploads/2024/01/TDSO-2023-Full.pdf>

## Budget 2024.

### Budget 2024 USD

Expenses	Program	Monthly	Yearly
Rent Land & Infrastructure		1,355.00 \$	16,260.00 \$
Utilities		500.00 \$	6,000.00 \$
Salaries		20,433.47 \$	245,201.64 \$
Trainee Allowances		6,066.67 \$	72,800.00 \$
School Materials-Operations		2,200.00 \$	26,400.00 \$
IT Cost		350.00 \$	4,200.00 \$
Various-Contingency		600.00 \$	7,200.00 \$
		<b>31,505.14 \$</b>	<b>378,061.64 \$</b>
	English Classes	4,676.25 \$	56,115.06 \$
	English for Partner Organizations	2,232.04 \$	26,784.50 \$
	English For Teachers	2,289.09 \$	27,469.06 \$
	Interactive Teacher Training (NGO's)	2,825.84 \$	33,910.10 \$
	Urban Primary School Teachers	3,623.08 \$	43,476.92 \$
	Rural Primary School Teachers	10,106.36 \$	121,276.28 \$
	Secondary School Teachers	2,332.15 \$	27,985.80 \$
	Advanced Teacher Training Program	1,898.13 \$	22,777.59 \$
	IT 4 Teachers	1,522.19 \$	18,266.34 \$
		<b>31,505.14 \$</b>	<b>378,061.64 \$</b>

## The management Team.



**Son Nat**

Executive Director



**Soriya Un**

Director of Operations



**Tola Tem**

Director of Quality



**Sokly Sour**

Director of Teacher Training

## The Chairman



**Mark Desmaele**

## The Team



Thoeut Proeun



Sopheak Ros



Chamrong Youn



Sokun Son



Kimseth Ray



Sokekha Eam



Lina Samrith



Vandy Khan



Korb Kem



Houk Thoeurn



Phary Kat



Saroeun Nhem



Sothea Mean



Sokhit Khan



Vanthon Chan



Vannssy Tip



Ravy Soth



Reaksa Sar



Thida Song

## The International Advisory Board



Beate Eckhart

Switzerland



Peter Schuppli

Switzerland



David Cami

Australia



Annie Bainbridge

United Kingdom



Sylvia Vanlint

Belgium

## The Belgian Board (fundraising unit)



Els Voorhoof



Marie Desmaele



Michael Goethals



Ludwig Jegers



Sylvia Vanlint



Dirk Corbeels



Iris Vanderwee,

Ethical Officer

## Thank you.

Our report would not be complete without a heartfelt thank you to all our partners who helped us make this project possible.



## Tauro-Stiftung



Life SUPPLIES  
LIFE IMPROVEMENT & FOOD ENHANCEMENT



## ROSMARIE METTLER-STIFTUNG

## EdukoMondo



11.11.11  
VECHT MEE TEGEN ONRECHT



Beveren-Waas



Provincie  
Antwerpen



And more foundations in Switzerland and  
Liechtenstein who prefer to remain anonymous.

Thank you to Manu, Benjamin, Sara, Steven, Carine, Christel, Luc, Danielle, Amy, Dirk, Jean Pierre, Ingrid, Marie, Leo, Lut, Dieter, Eisy, Erik, Veronique, Heleen, Karel, Nick, Ilse, Hort, Wies, Jan, Amber, Elvire, Patrick, Marijke, Marthe, Rita, Sander, Lutgarde, Suzanne, Andrea, Michel, Elizabeth, Myriam, Johannes, Marianne, Pascale, Chris, Marleen, Philippe, Rudi, Erwin, Els, Greet, Monique, Johan, Marcos

## Legal Information

TDSO Cambodia

Legal Name: TDSO, Teacher Development Support Organisation

Boeng Doun Pa - Slakram commune - Siem Reap

Registration nr 10968 (Ministry of Interior)

TDSO vzw (Belgium)

Donkstraat 61

B-3150 Haacht

Belgium

Registration nr: BE0 642 700 026

Exempt of VAT (art 56 bis)

Website: [www.tdso.ngo](http://www.tdso.ngo)

Facebook: [www.facebook.com/tdsocambodia](http://www.facebook.com/tdsocambodia)

Email : [belgium@tdso.ngo](mailto:belgium@tdso.ngo)

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Bank information :

Belgium: Account Triodos BE 87 5230 8077 3894 BIC TRIOBEBB (EUR)

Belfius BE 81 0689 4712 7124 BIC GKCCBEBB (EUR - USD - CHF)

Cambodia: Account nr: 001 268 239

Beneficiary Name: Teacher Development Support Organization

Beneficiary Address: Boeng Doun Pa, Sla Kram, Siem Reap

Beneficiary Bank: Advanced Bank of Asia

Beneficiary Bank Address: 148, Preah Sihanouk Blvd, Phnom Penh, Cambodia

Beneficiary BANK SWIFT: ABAAKHPP