



# ANNUAL REPORT

2014-2015



2014-2015 was a historical year for *Agir pour le Cambodge* which celebrated its 30<sup>th</sup> anniversary in January 2015 – 30 years of fighting poverty through education and training. *Agir pour le Cambodge* (APLC) was set up in late 1984 in the refugee camps on the Thai border and officially registered on 17 January 1985.

From the outset, APLC set itself the task of fighting poverty and deprivation in the camps through education programs. Following the Paris Peace Accords, when it was possible to act in Cambodia, the charity accompanied the refugees from the camps back to their country and set up programs in the north-west provinces, built schools, encouraged teachers to return to their villages and created a fertilizer bank so that parents could send their children to school rather than keep them at home to work in the rice paddies.

In 1995, given that the situation in the country had begun to stabilise, APLC turned its efforts towards development aid.

Not all of the young people that APLC sponsored could hope to go to university and in the early 2000s, Cambodia offered practically no vocational training. After a targeted study was carried out by the APLC team at the time, a decision was taken to create a hotel school in Siem Reap, which in those days was a small town located at the gateway to the Temples of Angkor. The idea was that this school would provide skilled workers for the emerging Cambodian hotel industry.

This challenge has been met as today there are around 400 hotels and 500 restaurants in Siem Reap. The Sala Bai students complete two 2-month internships at the largest hotels and all find work within a month of graduating! This success has encouraged APLC to train even more young Cambodians at Sala Bai in the years ahead.

As an organization that seeks to fight against human trafficking, APLC has also set itself the target of prioritising girls, given the lack of opportunity for them and their greater vulnerability. Right at the beginning, a target of 70% girls was set. Although some years, it has been difficult to reach this target since families are reluctant to let their daughters leave home, for the first time this year, the 70% threshold was exceeded by a few points! We are thrilled at this very positive change in mentality.

The prospects for *Agir pour le Cambodge* are as glowing as its track record is impressive.

**Emmanuelle Dethomas**

President d'Agir pour le Cambodge

## TABLE OF CONTENTS

<b>I. ACTIONS IN CAMBODIA</b>	5	<b>Sala Bai in 2014-2015</b>	13
Sala Bai, vocational training at the heart of development	7	> The students	13
Aims	7	- Intake XIII	13
Beneficiaries	8	- Student life	14
Team	9	> Vocational training	16
Relationships with local authorities	9	- Training the trainers	16
Results	10	- Practical and theoretical training for students	17
Alumni	11	- Record professional integration figures!	19
		- Recruitment process for intake XIV	20

Livelihood activities	22	On the internet	29
Development of the program	22	<b>III. THE TEAM</b>	30
Sre Ampil, child protection, education and transmission	25	In France	30
		In Cambodia	31
<b>II. FUNDRAISING</b>	26	<b>IV. BUSINESS AND FOUNDATION PARTNERS</b>	32
New support network in the USA	26	Business involvement in Cambodia	33
Events in France	26	<b>V. FINANCIAL REPORT</b>	34
Dinners in Cambodia	27		
Solidarity challenges	28		





## 30 YEARS OF ACTION IN CAMBODIA

**A**gir pour le Cambodge (APLC), a registered charity, was set up in 1985 to help cope with the humanitarian crisis in Cambodia and to provide assistance to Cambodian refugees in camps along the Thai border. From the very beginning, APLC put education at the forefront of its mission to fight against poverty.

APLC provides financial support to the Sre Ampil children's home, located South-East of Phnom Penh, which houses orphans and children from families who are unable to meet their needs because of severe poverty. Since it opened in 1995, APLC has provided the home with educational assistance, which will help these children to access higher education or vocational training that cannot be provided in the home. APLC also covers the home's medical expenses.

A survey of vocational training available in Cambodia was carried out as part of a global study on the future of the Sre Ampil children. Seeking to make up for the lack of appropriate vocational training, the Sala Bai hotel school was set up in 2002 in Siem Reap, a town located at the gateway to the Temples of Angkor, in order to take advantage of the opportunities stemming from tourism, one of the most dynamic sectors of the Cambodian economy. From the very beginning, Sala Bai opened its doors to young people from extremely poor backgrounds and from the whole country. In line with its social mission, the school covers the full expenses of the year-long training course and encourages the recruitment of young people who have been excluded from the educational system for many years. On the basis of its results in terms of vocational integration, Sala Bai is recognized as a major player in the fight against poverty and human trafficking.





## SALA BAÏ: VOCATIONAL TRAINING, AT THE HEART OF DEVELOPMENT

### Aims

Every year, 100 young Cambodians from extremely poor backgrounds, 70% of whom are girls, are trained for work in the hotel-restaurant sector at the Sala Bai school. The aim of this development program, through which over 1,200 young people have been trained, is to:

- > fight against poverty and human trafficking and to prevent risks associated with illegal emigration by vocational integration into the tourism sector, one of the economic pillars of the country,
- > encourage access to vocational training by young girls, who are more vulnerable and who have traditionally had less access to education,
- > encourage the development of responsible tourism in Cambodia.



## Beneficiaries

Since it was opened in 2002, Sala Bai has recruited 100 young Cambodians every year, aged from 17 to 23, and provided them with free vocational training in the four main skills in the hotel industry – cooking, restaurant, housekeeping and front office.

**Candidates are selected on the basis of three criteria:**

### > Socio-economic

Sala Bai students come from families whose household income is less than \$30 a month.

### > Educational

Candidates must at least have passed grade 6 in order to access training in cooking, restaurant and housekeeping (while in most cases in Cambodia, vocational training is only open to students who have passed grade 9). Front office training, requiring a more solid knowledge of business (sales, booking, etc.) is reserved for young people who have completed grade 10.

### > Personal

The training provided is comprehensive and serious and requires students selected to be highly motivated throughout the 6-month long selection process.



## Team

The Sala Bai team is mainly made up of Cambodian employees (22 out of 25). They are trainers, teachers, social workers and other staff members who handle administrative and support functions.

It is worth noting that seven team members, i.e. almost one-third of the total headcount, are former students of the school, who, after several years of experience in prestigious hotels and restaurants, decided to return to the school to teach and pass on their skills to other young people, who like them, come from very poor backgrounds. This shows the strong ties that exist between alumni and their school and the Sala Bai program.

Three French volunteers with the status of *Volontaires de Solidarité Internationale* (VSI) assist the Cambodian team in the areas of management, program administration and fundraising.

## Relationships with local authorities

In all of its programs, APLC never seeks to replace the local authorities but works alongside them, in a truly collaborative approach.

APLC worked with the Ministry of Tourism when it created the Sala Bai program. This ministry sat on the school's steering committee, gave its approval for this training and every year, it signs the students' diplomas with the Ministry of Labor

and Vocational Training which gives national recognition to these qualifications. Additionally, the graduation ceremony is chaired by the Secretary of State for the Ministry of Labor and Vocational Training and Secretary of State for the Ministry of Tourism.

Since 2014, Sala Bai has worked alongside the Ministry of Tourism for the integration of Cambodia into ASEAN (Association of South East Asian Nations), seeking to secure the recognition of the diploma given by the school in all ASEAN member countries.

Sala Bai's activity is also governed by a Memorandum of Understanding (MOU) with the Ministry of Labor and Vocational Training, which is the supervisory ministry for the program, and with the Ministry of Foreign Affairs, as *Agir pour le Cambodge* is a French NGO.

The MOUs are renewed every three to four years. The MOU with the Ministry of Labor and Vocational Training was renewed in January 2015 and will run until 26 August 2019. The MOU with the Ministry of Foreign Affairs is scheduled to be renewed in 2016. The Sala Bai School falls under the Council for Development of Cambodia, the body that manages NGOs within the Ministry of the Interior.

## Results

Since 2002, over 1,200 young Cambodians have been trained at Sala Bai and all of them have found gainful employment.

Less than four weeks after graduating, the 2014-2015 intake had all been hired. This sets a new record and the time between graduating and hiring continues to shrink from year to year. As in the previous year, over half of the young graduates began their professional careers in one of the 18 partner hotels where they completed their internships. The average starting salary, excluding benefits, was \$100 (compared with \$92 the previous year).

On completion of their training, Sala Bai alumni are able to access stable, skilled jobs with salaries that are three times higher than their families' income has been up to now. This enables them to meet their own needs, help their families and, if they want to, save to continue with secondary education if they have not completed grade 12, and/or tertiary education at university.

In this way, in a few years, by continuing their education or through internal training and promotion systems offered at some hotels and restaurants, motivated alumni are able to access management positions and see their standard of living increase considerably and very rapidly.



## Alumni

Seeking to formalise and strengthen the ties between Sala Bai and its former students, the Sala Bai Family was created in May 2014, by alumni for alumni. This organization uses networking to encourage strong solidarity among all of the school's alumni as part of their professional and social development. It also helps to strengthen solidarity and ties between alumni and the school, enabling graduates to participate actively in the success of their school, financially through the introduction of a micro-donation program and by teaching, with many alumni volunteering to run conferences or workshops for the current intake.

This large Sala Bai Family gets together every year for the Alumni Dinner. On April 3<sup>rd</sup> 2015, this dinner was held for the fifth time, with 280 students attending.

With the help of IT specialists provided by the NGO Planète Urgence, the school has also developed a database that can be used to monitor students' progress throughout their careers.







# SALA BAÏ IN 2014-2015

## THE STUDENTS

### INTAKE XIII

Between January and February 2014, 481 applications were received. Following home visits to ensure that the most underprivileged applicants were selected, 259 were invited to sit the written exam and then 198 to interviews by speciality, conducted jointly by social workers and teachers. This selection process once again enabled 100 students, of which 71 were girls, to integrate the Sala Baï Intake XIII and to begin their studies on 3 September 2014.

#### Composition of Intake XIII (2014-2015)

**71%** girls. For the first time in the history of the school, the number of girls exceeded the 70% threshold, in line with the target set by APLC and achieved for previous classes.

**32%** had either been orphaned or had lost one of their parents.

**6%** were sponsored by partner NGOs compared with 25% the previous year, as EGBOK is no longer able to sponsor students due to budgetary reasons.

**20%** had been forced to drop out of school before grade 9.

#### Geographical origin

**65%** come from the Siem Reap province and **35%** from the rest of the country, with 25% from the Banteay Meanchey province, on the Thai border and heavily impacted by the illegal exodus of young people seeking a supposedly better future and who are the first victims of organised human trafficking. As the prevention of human trafficking is at the heart of its mission, APLC has redoubled its efforts to recruit students in this region (information campaign and local examination centre). An effort which has clearly borne fruit with the recruitment of 25 young people from the Banteay Meanchey province.

**Average age:** 19.4 – identical for boys and girls

**Average schooling level:** Grade 11

#### Breakdown of the intake by skill

- > Housekeeping: **23%**
- > Front Office: **12%**
- > Restaurant: **32%**
- > Cooking: **33%**





## STUDENT LIFE

**Students are provided with full support by the school during their year of training (board and lodging, health care, etc.). For most of them, this is the first time that they have left their village and the family nest. So Sala Baï faces the challenge of being more than just a training centre, working alongside students to help them to become autonomous.**

### Supplementary school leaving exam

Because of new monitoring procedures in place for the Cambodian school leaving exam, the national pass rate for the August 2014 session fell from 85% to 24%. Accordingly, the Ministry of Education organised a session of supplementary exams on 13 and 14 October 2014. Thirty-eight students who had joined Sala Baï in September were concerned and in order not to penalize them, revision classes were organised in the morning and in the evening, outside times spent on their hotel training, and also over the weekends. These extra lessons helped 10 of them to pass the supplementary exams and obtain their school leaving diplomas (a success rate of 27% compared with 18% on a national level).

### Disease prevention and opening up to the world

11% of the course focuses on general culture in the form of lectures on topical social themes and public health issues. They are delivered by social workers and guest speakers. For example, there are lectures on general culture (geography, politics, history, cultural traditions, etc.) for a better understanding of the wider world and to facilitate students' dealings with clients, the fight against child sexual abuse through

the Childsafe program run by Friends International, the prevention of diseases in Cambodia (tuberculosis, dengue, malaria, HIV and meningitis) and awareness raising of blood donation for the Angkor Hospital for Children, and awareness raising of disability through an exhibition organised by the NGO *Krousar Thmey*.

These insights into society strengthen the mission of Sala Baï, which over and above training, offers a truly holistic education. They are all the more important at a school where 70% of the students are girls. As they will have been made aware of these critical public health and social issues, they will raise their children differently, passing on the values and knowledge that they have acquired.

Seeking to build on this spirit of openness, various outings were organised during the course of the year. These included sporting activities, guided visits of the National Museum of Angkor and the Kulen water factory (the only mineral water production plant in Cambodia), craft workshops, and participation in circus performances by the Phare Performing Social Enterprise.

## Health

Student health is an integral part of the Sala Baï mission and all medical expenses are covered by the school. Medical care was stepped up in 2014-2015 through a partnership with Angkor Optic Siem Reap and the French NGO Hamap. All students had a medical check-up and an eye test at the beginning of the school year in order to detect any medical problems and treat them if necessary. Thanks to the eye test,

15 students were provided with glasses. Staff members also benefited from a medical check-up and were given training in first aid.

## Dining

Breakfast and lunch are served in the school canteen from Monday to Friday. Students are provided with an allowance for buying food when the school is closed over the weekend and in the evening. A social worker, assigned to monitor student life in the dormitories, ensures that students buy proper food and prepare balanced meals. This helps to create a family atmosphere that the students appreciate.

## Life in the dormitories

In order to improve supervision in the dormitories, the students elect leaders and deputy leaders from among their peers at the beginning of the year. The four elected students (two girls and two boys) are responsible for ensuring that communal life runs smoothly and must inform the social workers of any problems that may arise. Additionally, in order to encourage cleanliness in the dormitories, two students (a girl and a boy) are selected at the end of each month, by the students themselves, and rewarded for their





tidiness and participation in collective cleaning of the dormitories. This measure was introduced in November 2012 and has had a positive impact on the upkeep of the dormitories.

## VOCATIONAL TRAINING

### TRAINING THE TRAINERS

#### > ASEAN accreditation process

As part of the effort to integrate Cambodia into the ASEAN community, the Ministry of Tourism has set up training programs for teachers and professionals from the hotel industry. The aim of these training programs is to guarantee, in the long term, the homogenization of required hotel training standards and skills matrices in place in the industry. This is imperative if the diplomas and skills of hotel staff in Cambodia are to be recognized in all of the ASEAN member countries.

In accordance with the training timetable, three members of the Sala Bai team have already completed 2-week training courses in Front Office skills, and two others in the Food & Beverage section.

Over and above this training for trainers, ASEAN accreditation of the training provided at Sala Bai is also dependent on the integration of documents and teaching materials that are specific to the different curricula. This integration has been planned for the beginning of the 2015-2016 school year.

#### > Perfecting skills

A restaurant teacher and a housekeeping teacher both completed advanced training programs, the first with the head of Food & Beverage at the Amansara and the second at the Sofitel Angkor Phokeethra Golf & Spa Resort, two prestigious 5-star hotels in Siem Reap. This type of partnership enables teachers to guarantee, year after year, an excellent level of training in line with changing standards in the industry.

#### > English lessons

Over a period of three months, a qualified English teacher gave advanced English language lessons, two evenings a week. These classes, which were given at the

school, were open to all of the members of the team.

#### > Managing a budget, saving and controlling debt

Through a partnership with Phare Performing Social Enterprise and ANZ Bank, seven members of the team (social workers, teachers and support staff) were provided with training on



how to manage a budget, given by  $a + b = 3$ , which offers financial education programs to companies and NGOs. This training mainly covered the debt mechanism, learning to make a budget, prioritising expenses, how to save, etc.

They will be able to put this training into practice in the daily management of their personal budgets and it will also enable them to enhance the training given to students, which every year includes budget management classes based on the same model.

#### > First aid

Nine members of the team (social workers, teachers and support staff) also attended a day's training in first aid, given by the Angkor Hospital for Children. Although many team members had already completed first aid courses several years ago, either at Sala Bai or at one of the hotels where they previously worked, it is vital to revise all of the first aid steps on a regular basis so as to ensure the safety of the team, the students and the clients.

## PRACTICAL AND THEORETICAL TRAINING FOR STUDENTS

In addition to training the trainers and in line with the students' training cycle, Sala Bai uses guest teachers to run courses and workshops that enable students to gain know-how on other matters and to expand their field of knowledge and skills.

### Cooking and restaurant

#### > Perfecting vegetarian cooking

A Swiss chef, specialising in vegetarian cooking ran a 2-day workshop at Sala Bai that was 100%





vegetarian, based on dishes that he had created. More and more guests request vegetarian cooking which requires a special kind of creativity.

#### > Awareness-raising of quality fresh produce

In partnership with the NGO Agrisud International, which specialises in aiding and training local farmers in growing fresh produce sustainably, the students spent a day discovering the principles of integrated agriculture – soil management, crop diversification to minimise the impact of fluctuations in markets and the weather, health and ecological impact on the use of pesticides, etc. As future cooks and chefs, the students were sensitive to the importance of product quality and traceability.

#### > Participation in the UNESCO dinner

The restaurant and cooking students participated in one of the major events of the year in Cambodia. Against the stunning backdrop of the Temples of Angkor, and alongside the staff of the 5-star hotel Sokha Resort & Spa which was responsible for the event, they prepared and served an *al fresco* dinner for over a thousand representatives from 99 countries on the occasion of the World Conference of the World Tourism Organization and UNESCO, on tourism and culture.

#### > Oenology

The restaurant students received training and a diploma in the discovery of wines in partnership with *Celliers d'Asie*, the leading player in Cambodia in the importing and distribution of wines and spirits.

### Writing in English workshops for the Front Office and Housekeeping students

In partnership with the NGO Writing Through, the Front Office and Housekeeping students participated in a week long workshop on writing in English. The aims of these workshops were three-fold:

- > improve students' level of English,
- > help them to think in a conceptual manner,
- > provide the English teachers with other teaching techniques.



The students were first required to write a poem and a story as a group and then each of them had to create their own work. At the end of the week, all of the writing was presented orally to the other students and teachers at the school. This was a way of adding value

to their work and also developing their oral expression and their self-confidence.

### Improvement in the teaching of English

As learning to speak English in one year is one of the major challenges for students, the teaching team continued to make improvements in the way it teaches this subject by:

- > providing English classes during August, even before the new school year, for students with the lowest level,
- > evening and Saturday group classes according to level,
- > two hours of extra lessons per week for the weakest students, which this year were given on a volunteer basis by the Quality and Training manager of the Sofitel Angkor Phokeethra Golf & Spa Resort,
- > making Wednesday a 100% English day, to encourage students to speak English on a daily basis.



### Graduation

The graduation ceremony for Intake XIII took place on 22 July 2015, under the auspices of His Excellency Pich Sophoan, Secretary of State for the Ministry of Labor and Vocational Training (MVLTV), His Excellency Pok Pann, Under-Secretary of State for the MLVT, His Excellency Pak Sokhom, Secretary of State for Tourism, His Excellency Sin Ron, Deputy Governor of the Siem Reap province, His Excellency Laov Him, General Director of Technical Teaching and Vocational Training and in the presence of NGOs and professionals from the hotel and restaurant sector.

For the 100 Sala Bai students, this ceremony was the climax of their year long training course in one of the hotel skillsets. It was followed by the end-of-year trip, from 28 to 30 July 2014 to Sihanoukville and to Phnom Penh. This was a way of celebrating their success together and the new life that awaits them, but it was also the occasion for the students to be tourists in their own country for the first time in their lives.

### RECORD PROFESSIONAL INTEGRATION FIGURES!

Four weeks following graduation, all 100 of the students from the Intake of 2014-2015 had already found gainful employment. This 100% success rate brought an end to the Sala Bai mission *vis-à-vis* the students. The average starting salary (excluding benefits) was \$100, up on the \$92 the previous year.



## RECRUITMENT PROCESS FOR CLASS XIV

### Six-month selection process

The recruitment process for Class XIV (which began training on 2 September 2015) took place from January to June. Below follows a review of the 6-month selection process with a few key dates:

- > 9 January – launch of the recruitment process with the annual information meeting on the program at which 19 NGOs were represented;
- > 10 January to 15 February – invitation for applications via poster campaigns, also run in other provinces of Cambodia by partner NGOs, and broadcast on two national radio stations;
- > 26 January to 20 February – receipt of 441 applications from 15 provinces of Cambodia;
- > 14 March and 15 March – written exams in Phnom Penh, Siem Reap and Kampong Cham for 305 candidates;
- > 22 March – written exams in Sisophon for 113 candidates;
- > April to June – visits made to the families of 343 candidates by social workers in 10 provinces of Cambodia. This is a long and arduous process but which guarantees a fair selection process on the basis of socio-economic criteria.
- > June – interview with social workers and teachers to check the motivation of the 193 candidates selected following the family visits;
- > 30 June – publication of the list of 108 candidates who would be coming to Sala Baï for a year's training starting in September.

### Improvement of the recruitment process



A second exam centre in Sisophon was maintained on the premises of the NGO *Enfants du Mékong* that has been made available to APLC for the last two years and two other centres were also used. One was near Kampong Cham (province in the centre-east of the country) on the premises of the NGO OBT (Organization for Basic Training), and the other in Phnom Penh, on the premises of the NGO CWCC (Cambodian Women's Crisis Center). This increase in the number of exam centres aims at getting closer to the candidates, who, due to a lack of resources, often abandon the recruitment process before the written exams.



### Beauty Therapy training

For the first year, 108 students were selected instead of 100. The eight additional students are to be joining Sala Baï to follow a new training course in Beauty Therapy. This fifth training course has been created in response to a growing need in the luxury hotel industry which today integrates hotel spas, thus extending the services it offers to its upmarket clients. Additionally, there are very few professional training centres that specialise in this field, a field which attracts mainly women and accordingly, ties in with the core mission of APLC.

### Three hearing impaired students recruited

Also for the first time, Sala Baï worked with the NGO *Krousar Thmey*, seeking to recruit three hearing impaired young people for Intake XIV, who met the schools recruitment criteria in terms of their profile, level of education and the socio-economic origins of their families. From September 2015, two of them will be trained in Housekeeping and one in Cooking.



## Livelihood activities

Thanks to its income generating activities, and in particular the training hotel and restaurant, Sala Bai maintained its share of self-financing for the 2014-2015 program in the amount of 35%.

Open from mid-October to mid-July, they close for two weeks for the Khmer new year in April. Since Sala Bai is first and foremost a school, the restaurant is closed in the evening, over weekends and on bank holidays.

**579:** number of nights spent by clients in the hotel

**4 500:** number of meals served in the restaurant

**40%:** percentage of clients referred by tour operators

**35%:** Sala Bai program self-financing rate

## Development of the program

**In 2012, seeking to strengthen its action in the fight against poverty and to contribute more to the economic development of Cambodia, APLC launched a 5-year plan to develop the Sala Bai program on the basis of the following observation:**

Tourism in Cambodia is the third largest economic sector in the country.

There has been a nearly six-fold increase in the number of visitors to Cambodia since the creation of Sala Bai, rising from 780 000 in 2002 to 4.5 million in 2014 (7 million expected by 2020).

Siem Reap/Angkor is the most popular tourist destination in the country with its 400 hotels and 500 restaurants. In 2013, the Siem Reap airport launched an extension program aimed at doubling its traffic capacity, thus enabling it to welcome up to 5 million passengers. This program should be completed in 2016.



## Aims of the development plan

WHY?	HOW?
So as to increase the number of beneficiaries	By increasing the number of student places from 100 to 150 by 2018
So as to meet the exponential demand for qualified staff in the hotel sector	By creating a 5 <sup>th</sup> training course – Beauty Therapy for hotel spas and improving the Cooking and Front Office courses
Ensure the sustainability of its action	Limit running costs by acquiring property: construction of a new school (opened in December 2015) and of dormitories (opening in September 2017)
Gradually increase the share of self-financing of the program – around 30% today with 50% forecast for 2018	Increase the teaching restaurant's capacity (from 45 to 70 diners) and the teaching hotel (4 to 6 rooms)

**Since 2013, preparations for the extension of Sala Bai with its headcount increased by 50% by 2018, has involved:**

- > The purchase of a plot on 27 January 2014, located in Wat Svay a 5-minute *tuk tuk* ride from the centre of Siem Reap, a reasonable distance to ensure optimal traffic for the teaching hotel and restaurant.
- > Fundraising for the construction and fitting out of three buildings:
  - Building A: the training restaurant, the training kitchen and the student canteen,
  - Building B: the school (class rooms and administrative offices),
  - Building C: the training hotel and spa.
- > Actions for achieving this project:
  - search for an architect and a project leader
  - drafting of plans,
  - selection of a builder following a call-for-tenders process.

**Construction work on the new school began on 20 October 2014 for a scheduled delivery at the end of 2015.**





## SRE AMPIL, CHILD PROTECTION, EDUCATION AND TRANSMISSION

### The origins

Set up by Son Soubert in 1995, alongside the Foundation for Justice, Peace and Development, the Sre Ampil children's home provides shelter for orphans and children who are abandoned by their families who are living in extreme poverty in the province of Kandal.

This structure provides them with living conditions that are inspired by the family model and enables them to go to school, conditions which are vital if they are to rebuild their lives and prepare for the future.

Until March 2003, APLC volunteers contributed to the daily management of the home. Since then it has been fully managed by the Foundation and is supported by APLC thanks to a collective sponsorship program.

**LOCATED 30 KM FROM PHNOM PENH, SRE AMPIL IS HOME TO 50 CHILDREN AND YOUNG PEOPLE.**

### Organization of daily life in the home

Daily life is organised around the children's education: after they wake up at 6 am, prayers in the temple and breakfast, the children leave for their primary or high schools. When they return, they alternate between study periods and relaxation time. From the very little ones to the older children, everyone helps with the daily chores.

Extra lessons are given from grade 9 which help the children make their choice between higher education or vocational training. The young people leave the home once they have completed their secondary education, with most of them going to Phnom Penh. As they have grown very attached to Sre Ampil, they come back to visit on a regular basis.

### Support from APLC

In 2014-2015, APLC continued its work with the children of Sre Ampil by:

- > covering health costs for the residents,
- > financing extra lessons in Khmer, foreign languages, maths and sciences,
- > paying the home a subsidy for its running costs.





## FUNDRAISING

A total of 83% of APLC's funding comes from its private donations. The trend of diversification and internationalisation of fundraising activities continued in 2014-2015.

- In the USA, a hotel school in Chicago raised funds for Sala Bai and a new support network was set up in Florida. With Friends of Sala Bai Australia and Touch Sala Bai Singapore, this brings the number of international networks to three.
- In Australia, Friends of Sala Bai Australia celebrated its 10<sup>th</sup> anniversary on 19 November 2014 with a fundraising dinner in Sydney.
- In Hong Kong and Singapore, through the sporting and solidarity challenges organized by Life Cycle Riders and The Chain Reaction Project (TCRP).
- In Paris with the organization of private events in support of APLC and with the first collection of donations through wealth tax deductions by Fondation Sala Bai.
- In Siem Reap, with the organization of a new fundraising dinner at the Heritage Suites Hotel and at Sala Bai with the creation of the Great Chefs Meet Great Students dinners.

### NEW SUPPORT NETWORK IN THE USA

In 2014, a new network, Support Sala Bai, was set up in the USA by two American friends who support Sala Bai. Like the existing networks in Australia and Singapore, Support Sala Bai organises fundraising events in the USA and invites anybody living in the USA who wishes to get involved in APLC and Sala Bai to join their movement.

### EVENTS IN FRANCE

#### Gala Fundraising Dinner for the 30<sup>th</sup> anniversary of Agir pour le Cambodge.

An anniversary celebrated with the patronage of the Ministry of Foreign Affairs and International Development on 30 January 2015, in the prestigious setting of the Quai d'Orsay. Five exceptional chefs – Régis Marcon, Patrick Jeffroy, Philippe Mille, Christelle Brua and Thierry Charrier – created this multi-star dinner for nearly two

hundred guests, assisted in the kitchen and served by students from the *École Ferrandi*.

This was a true celebration of French *art de la table* which made a large contribution to the financing of the work on the canteen and training kitchen for the new Sala Bai school.

#### 9<sup>th</sup> dinner organised by **Nouveau Challenge pour le Cambodge** in partnership with Chef Jacques Hybert.

A fundraising dinner was organised on 3 April 2015 with help from students

from the Sainte-Anne hotel school of Saint-Nazaire. Students participated in this evening on a voluntary basis.



PHILIPPINE MARQUER



JACK SAOLINE

**A private sale of Mellerio jewellery** was organised on 9 December 2014 in aid of APLC thanks to the commitment of the jeweller.

### DINNERS IN CAMBODIA

#### At the Heritage Suites Hotel.

For the third year in a row, a fundraising dinner was organised on 22 May 2015. The aim of this dinner was to enable Sala Bai to train more students from the next intake for 2015-2016. An auction of prizes donated by local and international companies was held during the dinner, which was attended by over 80 guests. The dinner was created by an up-and-coming young chef on the Thai scene, Chef Ton, who came all the way from Bangkok especially for the occasion.

An e-fundraising exercise was also organised at the dinner via the Alvarum platform, enabling those who were unable to attend to participate in the fundraising.

**At Sala Bai.** Encouraged by the success achieved last year, the school repeated its Great Chefs Meet Great Students dinner events, working with three chefs for three evenings in January, February and March. Each chef designed a special menu which he then taught the students to make. The aim was to enable cooking students to discover new recipes, to work with more noble products and to acquire new techniques. These dinners were an occasion to promote the excellence of training at Sala Bai locally and to raise funds for the school.



JACK SAOLINE



## SOLIDARITY CHALLENGES

**Angkor half-marathon** – on 7 December 2014, 27 Singaporeans participated in the 19<sup>th</sup> Angkor half-marathon alongside the Sala Bai students and team who ran a symbolic 3km. Of these 27 participants, 24 came and raised funds for the school through the charity The Chain Reaction Project and three joined the sporting event individually and raised money from friends and family via the Alvarum fundraising platform.



ALEXANDRA TOH



**Cambodia by bike** – Life Cycle Riders, a Hong Kong-based charity, organised a sporting and solidarity trip to Cambodia. The 18 participants cycled around Cambodia and raised funds for four NGO programs that they discovered along the way, including Sala Bai.

**A student organization in the USA raises funds for Sala Bai.** The student organization FOCLA Illinois (Family Career and Community Leaders of America) along with Kendall

College, one of the hotel schools in Chicago, organised two events to support Sala Bai: a cupcake competition in October followed in May by a relay race on tricycles or on foot. These two events were a huge success with all of the young participants and raised funds for Sala Bai.

## ON THE INTERNET

**There has been a marked increase in e-fundraising** especially as a supplementary tool at fundraising events. The French language platform HelloAsso and the Alvarum platform were used to collect on-line donations during the dinner celebrating the 30<sup>th</sup> anniversary of APLC in Paris, the charity dinner at the Heritage Suites Hotel in Cambodia and the participation of charitable runners in the Angkor half-marathon.



**On-line companies are mobilising.** This year, Krama Krama, a French company that sells *kramas* on-line (including one in Sala Bai colors) through [www.kramakrama.com](http://www.kramakrama.com), renewed its partnership with APLC and donates €5 for each *krama* it sells. And a new partnership has been formed with the German company One Hundred Aid which sells its *Matcha 108* tea on-line on [www.matcha108.de](http://www.matcha108.de) and also donates a portion of its profits to APLC every month.





## THE TEAM IN FRANCE

### OFFICE

**Emmanuelle DETHOMAS**  
President

**Tek Lin TAN**  
Vice-President and Treasurer

**Diane FOUCHÈRE**  
Secretary General

**Stéphane BAVEREZ**  
Associate Member  
for Human Resources

### DIRECTORS

**Clémence BAUDET**  
**Hubert CHANOINE**  
**Laurent FICHTER**  
**Pierre FICHTER**  
**Nicolas FLOQUET**  
**Philippe GLOAGUEN**  
**Régis MARCON**  
**Bruno de MONTE**  
**Elisa O'NEILL**  
**Donatienne du VIGNAU**

### PERMANENT STAFF

**Charlotte GUTTINGER**  
Network and Events Manager

**Véronique ESKÉNAZI**  
Communication and Fundraising  
Manager from June 2014  
to May 2015

**Marie-France BREMOND**  
Communication and Fundraising  
Manager from May 2015 onwards

### FIELD MISSIONS

**Emmanuelle DETHOMAS**  
President, November 2014  
and March 2015

**Véronique ESKÉNAZI**  
Communication and Fundraising  
Manager, November 2014

**Tek Lin TAN**  
Vice-President and Treasurer,  
January and March 2015

## THE TEAM IN CAMBODIA

### VOLUNTEERS AT SALA BAÏ

**Claude COLOMBIÉ**  
School Director since 2012

**Mayelle BARBIER**  
Communication Manager  
since September 2013

**Caroline THUREL**  
Deputy Director of the School  
since July 2014

### SHORT-TERM VOLUNTEER MISSIONS AT SALA BAÏ

**Catherine ADDINGTON**  
Friends of Sala Baï Australia  
volunteer, teaching consultant  
for the school's English language  
learning program

**Tracey DINGLEY**  
Professional from the Beauty Care  
and Spa industry, teaching consultant  
for the creation of the Beauty Therapy  
training program

### Pascal HAAG

Chef specializing  
in vegetarian cooking

### Jérôme LESAINT

IT engineer responsible  
for developing the Alumni database

### Sobey MOUN

Owner of the Touich restaurant  
in Siem Reap, general culture teacher

### Thi THY

Manager of the Karavansara Retreat  
& Residences, replacement  
Housekeeping teacher

### Kim Loeurn LENG

Quality and Training Manager  
at the Sofitel Angkor Phokeethra Golf  
& Spa Resort,  
volunteer English teacher

### Michèle ZALESSKY

French teacher



## BUSINESS AND FOUNDATION PARTNERS

### ARCTURUS GROUP

Arcturus Group, a consulting firm in institutional strategy and market development assists *Agir pour le Cambodge* in its public funding research strategy in France.

### FONDATION ANBER

The Fondation AnBer supports the development of Sala Bai by providing funding for the building of the new school.

### CASSIOPÉE FOUNDATION

The Cassiopée Foundation is helping Sala Bai by granting funding over three years for the construction of the new school and for training costs for the intake when the new school opens.

### FONDATION MCKINSEY

The McKinsey for Children Foundation has supported Sala Bai since July 2013 by covering all costs for training 12 students over three years.

### PATA FOUNDATION

Through its programs, the PATA (Pacific Asia Travel Association) foundation has set itself the mission of contributing to the growth and development of tourism in Pacific Asia through environmental protection, conservation of cultural heritage and supporting education. In 2014-2015, the PATA foundation sponsored the training of four students.

### PHILANTHROPIA FOUNDATION

An umbrella foundation that is linked to the Lombard Odier bank. Philanthropia

Foundation supported Sala Bai by funding the development of the new school and covering the training costs of eight students.

### SISLEY D'ORNANO FOUNDATION

The Sisley-d'Ornano foundation is supporting development at Sala Bai, and more specifically the Beauty Therapy Training to be offered at the new school, by providing funding over three years for the acquisition and fitting out of the spa area of the teaching hotel and by covering the cost of training for the first intake of this fifth vocational training program. It is also providing skill-based sponsorship for drafting teaching material through *Centre de Formation par Apprentissage d'Eaubonne* (95).

### TRIPADVISOR FOUNDATION

The TripAdvisor Charitable Foundation supported *Agir pour le Cambodge* in 2014 for the Sala Bai school development program.

### TALENTS & PARTAGE

Talents & Partage once again supported *Agir pour le Cambodge* by approving a grant that will contribute to the purchase of land on which the new school will be built.

## BUSINESS INVOLVEMENT IN CAMBODIA

In 2014-2015, existing partners were joined by new partners to support Sala Bai.

**Amansara Hotel**, already a Sala Bai partner for training students, set up a community support program for helping locals via its employees in 2015. All of the staff at the Amansara decided to give one-tenth of their tips to organizations and programs working towards local development. Sala Bai was selected among the beneficiaries of this charitable initiative. Thanks to these funds, the Amansara staff finance the training of two students per year in full.

**Heritage Suites Hotel** hosted the 3<sup>rd</sup> fundraising dinner on 22 May 2015 and throughout the year provides its clients with the opportunity to make donations to the school.

**Sofitel Angkor Phokeethra Golf Resort & Spa** repeated the "back-to-school kit" operation, providing its clients with the opportunity to buy bags and bicycles for the new students of Intake XIII.

**Victoria Angkor Resort & Spa** passed on to Sala Bai a portion of revenue made on the runners from The Chain Reaction Project who came to run the Angkor half-marathon in December 2014.

**Angkor W Group**, which manages 12 restaurants in Siem Reap, paid for the students uniforms to be made and also participated, with its chef Yann Poillot, in one of the Great Chefs Meet Great Students dinners.

The other Great Chefs Meet Great Students evenings were made possible thanks to the **Résidence d'Angkor** and its chef Saul Garcia Ramos, **Abacus Restaurant**, and its chef Pascal Schmit sous-chef, Mut Sam Phors, a former Sala Bai student, Intake I, and the wine importers **Celliers d'Asie** and Warehouse.

**Pavillon d'Orient Hotel** donated dental hygiene kits to students at the beginning of the school year.





## OUR RESOURCES

RESOURCES (IN €)	2014-2015	2013-2014
Donations from the general public	286 914	287 793
Other private funds	436 675	366 935
Other income		
Financial income	33 643	3 544
Membership fees	1 430	1 550
Revenue from hotel and restaurant	66 878	65 770
Sale of spin-off products	7 164	9 421
Capitalised production new school	31 087	15 234
Total other income	140 202	95 519
Total earnings for the year	863 791	750 247
Write-backs of dedicated funds collected from the public	284 949	—
General total of resources for the year	1 148 740	750 247

► Total income for the year increased by 15.1% on 2013-2014, mostly due to a 19% increase in support from foundations and corporate sponsors (the Sala Bai development project generated a large amount of interest among many of them).

► The amount of write-backs of dedicated funds comes from an accounting reclassification relating to dedicated funds that were used up in full in 2014-2015 to finance the new school project.

► Another consequence of the new school is the doubling of capitalised production for this project this year.

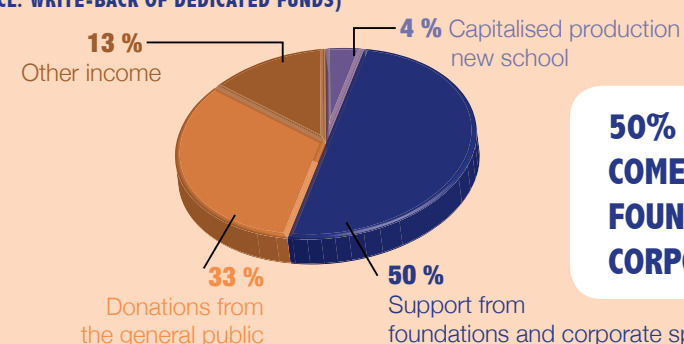
► We observe a relative stabilisation of donations from the general public in 2014-2015 after a particularly poor year in 2013-2014 as a result of the economic situation.

► Following a record year in 2013-2014, revenue earned directly from the Sala Bai restaurant and hotel activity also stabilised (+1.7%). This stabilisation is explained on the one hand by the fact that a critical threshold was reached in terms of client capacity, in a restaurant and hotel with limited place. On the other hand, although growth in tourism in Cambodia remains strong, this was not the case for European tourists (+1%) who make up a large part of Sala Bai's clientele, as a result of the unfavourable economic situation.

► With increased expenses as a result of the extension of the programme, Sala Bai still maintained its share of self-financing at 35% compared to 36% the previous year.

### BREAKDOWN OF 2014-2015 RESOURCES BY ORIGIN

(EXCL. WRITE-BACK OF DEDICATED FUNDS)



**50% OF RESOURCES COME FROM FOUNDATIONS AND CORPORATE SPONSORS**



## OUR EXPENSES

USES (IN €)	2014-2015	2013-2014
On-site social mission	348 614	270 013
Fundraising costs	46 250	35 584
Operating costs	22 384	14 642
Total uses of funds recorded on the P&L	417 248	320 239
Projected use of allocated funds	—	284 949
Surplus for the year	731 492	145 059
General total	1 148 740	750 247

► Expenses in Cambodia rose by 29%, explained on the one hand by an unfavourable rise in the dollar-euro exchange rate (+16.5% on average between 2013-2014 and 2014-2015) and, on the other hand, by the Sala Bai development project which led to the hiring of more local staff.

► 84% of expenses for the year went on social missions in Cambodia – Sala Bai and Sre Ampil.

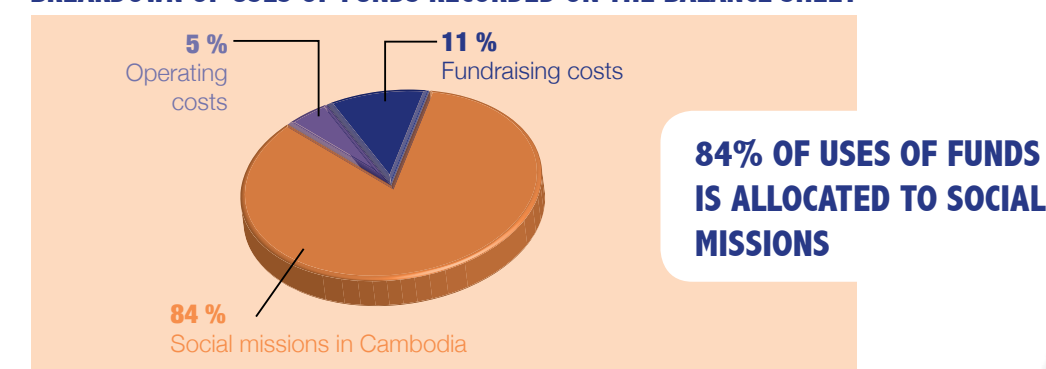
► Although up slightly as a result of fundraising efforts and the management of

the development project, fundraising and operating costs only account for 11% and 5% of expenses. This breakdown is similar to the breakdown for the previous financial year.

► Of the €731 492 surplus for the year, €660 959 comes from dedicated funds used to finance the new school construction project, which will end in December 2015.

The balance of €70 532 was credited to retained earnings.

### BREAKDOWN OF USES OF FUNDS RECORDED ON THE BALANCE SHEET



**84% OF USES OF FUNDS IS ALLOCATED TO SOCIAL MISSIONS**





## **AGIR POUR LE CAMBODGE**

Organization of general interest  
governed by the 1901 French law  
14, rue du Dragon  
75006 Paris FRANCE

### **Contact us**

#### **► In Paris - France**

[contact@agirpourleCambodge.org](mailto:contact@agirpourleCambodge.org)

#### **► In Siem Reap - Cambodia**

Anne-Laure Bartenay  
[info@salabai.com](mailto:info@salabai.com)

[www.agirpourleCambodge.org](http://www.agirpourleCambodge.org)

[www.facebook.com/SalaBaiSchool](https://www.facebook.com/SalaBaiSchool)

TripAdvisor :  
Sala Bai Restaurant School  
[www.tripadvisor.fr](http://www.tripadvisor.fr)

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