



ANNUAL REPORT

2015-2016



The 2015-2016 year was a major year for *Agir pour le Cambodge* in a number of ways.

Firstly, and after 14 years of existence, Sala Bai opened a new training center, a school which provides outstanding teaching equipment, modernized in line with current international standards in the hotel and restaurant industry, and most importantly which will make it possible to accommodate up to 150 students in 2018. The new school also meant that we could launch a fifth training course in Beauty Therapy, which eight students have already completed, all of whom were offered qualified jobs after completing their diplomas.

Another pilot project initiated in 2015-2016, the integration of three hearing-impaired students, whose family and social situations corresponded to Sala Bai's selection criteria, into the Cooking and Housekeeping training program. In a country where disability is often seen as a malediction and in the hotel sector where communication is crucial for the smooth running of the establishments, this integration presented a substantial challenge which mobilized the whole of Sala Bai's staff and, with the support of partner hotels, was a resounding success. Once the three students graduated, they all found jobs.

Another victory is evidenced by our recruitment figures which show that 72% of the applications received this year for the next school year were made by girls! When *Agir pour le Cambodge* launched its program in 2002, convinced of the priority need to train girls from impoverished families who had little access to education and even less access to professional training, we had to persuade parents and relatives, not only of the quality of the training and the rigorous educational framework within which their children would spend a year learning and developing, but also of the probity of the luxury hotel industry. This industry was still in its infancy after years of regional conflict and many families were dubious because they were unaware of this sector and also because of legitimate fears associated with sex tourism. Fourteen years later, and thanks to the professional accomplishments of former students who are examples of success for others in their villages, Sala Bai enjoys a reputation that inspires trust in families and that, in its own small way, is helping to change mentalities about the status of women in Cambodia.

So these are all major steps in the right direction and what joy it gives us when we see that the road ahead looks just as promising. Because the success of *Agir pour le Cambodge* and of its Sala Bai program is, in the end, only measured on the basis of the professional and personal success achieved by these young Cambodians who were trained at the school and who have become independent young men and women, open to the world they live in and active citizens in their country. And this is what we wish for all of the 150 girls and boys who will soon be trained here every year!

Emmanuelle Dethomas

Président of *Agir pour le Cambodge*

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OVER 30 YEARS OF ACTIONS IN CAMBODIA

Agir pour le Cambodge (Act for Cambodia in French - 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, over 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 1,300 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 Băi had 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.

In this 2015-2016 year, thanks to the project of the program extension started in 2012, a fifth training course has been launched in Beauty Therapy whom 8 more young Cambodians have benefited from, raising the total number of students up to 108.

Candidates are selected on the basis of three criteria:

> Socio-economic

Sala Băi students come from families whose household income is less than \$35 a month.

> Educational

Candidates must at least have passed grade 6 in order to access training in Cooking, Restaurant, Housekeeping and Beauty Therapy (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

With the opening of a fifth training course and the gradual increase in the number of students, the Cambodian Sala Băi team has been expanded with the hiring of a technical trainer, an English teacher and another social worker, bringing the total number of employees to 25.

It is worth noting that seven team members are themselves 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 Băi 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. Additionally this year, a Norwegian volunteer, a hotel school graduate with professional restaurant experience, spent the whole school year sharing her experience and skills with the Restaurant technical training team.

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 on July 22nd 2016 was chaired by the Minister of Tourism Dr. THONG Khon and the General Director of Technical and Vocational Training Mr. LAOV Him.

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 APLC is a French NGO.

The MOUs are renewed every four and three years. The MOU with the Ministry of Labor and Vocational Training was renewed in 2015 and that with the Ministry of Foreign Affairs in 2016, with both of them running until 2019. 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 1,300 young Cambodians have been trained at Sala Bai and all have found, within weeks of graduating, stable, skilled jobs with salaries that are three times higher than their families' income. This enables them to meet their own needs, help their families and 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 formalize 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 1st, 2016, a few days before the festivities for the Khmer New Year began and for the sixth consecutive year, over 350 former students attended.

In 2014, the school has also developed a database that is kept up to date by the social workers and can be used to monitor students' progress throughout their careers.



SALA BAÏ IN 2015-2016

THE NEW SCHOOL

In a country where most of the population still lives in severe poverty and where the hotel market still needs qualified workers to help sustain its incredible growth, APLC took a decision to increase the number of program beneficiaries by 50% per year. In order to achieve this goal, a new school was built that can accommodate up to 150 students and the training facilities were also improved thanks to the more modern infrastructure that corresponds more closely to current standards in the hotel industry.

After construction work that lasted a year, the whole team and all of the students were able to move into their new training center on December 21st, 2015.

New premises

The new site includes:

- > a school building made up of one classroom per section, a general class room, a library equipped with computers where students can also become computer literate, staff offices, a meeting room and boys and girls lockers,
- > a training restaurant on two floors which seats 70 (compared with 50 for the old school), a kitchen with a hot zone, a cold zone and a pastry laboratory plus a canteen for all of the students and staff,
- > a training hotel with six rooms (compared with four previously) with three levels of service and a spa dedicated to the Beauty Therapy students.



- > gardens that are kept up by the Housekeeping students and where the Cooking students have a vegetable garden, the produce of which is used in the restaurant.

Inauguration

The new Sala Baï school was officially inaugurated on February 27th, 2016. This was a historic day for APLC which invited all of its friends, alumni, members of the Board of Directors, historic donors and program partners, with the presence of the French Ambassador to Cambodia, the Minister and the Secretary of State of Labor and Vocational Training and the Secretary of State for Tourism.

So there were over 300 people to celebrate the past, present and future successes of a school that has already changed the lives of over 1,300 Cambodians.





INTAKE XIV

Between January and February 2015, 441 applications were selected from among those that had been filed at the school. Following written exams, the social workers visited the families of 343 of them in order to select the candidates who were most in need. Next 193 young people were invited to attend interviews by specialty, conducted jointly by the social workers and technical trainers. This selective process resulted in this year, for the first time, 108 students being recruited, 76 of whom were girls, to integrate the Sala Bai Intake XIV and to begin their studies on September 2nd, 2015.

Moreover, thanks to joint work with the Cambodian NGO *Krousar Thmey* which mainly works on getting visually and hearing-impaired children into school, three young hearing-impaired Cambodians who were eligible in terms of the program's social criteria, integrated the Sala Bai training program, two in Housekeeping and one in Cooking.

A few figures

70.2% girls.
14.5% had either been orphaned or had lost one of their parents.
13% were sponsored by partner NGOs compared with 6% the previous year.
16.5% had been forced to drop out of school before grade 9.

Geographical origin

59% come from the Siem Reap province and **41%** from the rest of the country, with 23% 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 organized 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 center working with the NGO *Enfants du Mékong*).

Average age: 19.5 - Average number of siblings: 4.7

Breakdown of intake by skill

> Housekeeping: 21%	> Front Office: 11%
> Restaurant: 30%	> Cooking: 31%
> Beauty Therapy: 7%	



STUDENTS 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 center, working alongside students to help them to become autonomous.

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 2015-2016 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. The beginning of the school year was marred by a motorbike accident in which one of the Restaurant students was injured on his way back to his village. He needed two emergency operations which his completely destitute family was unable to afford.

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 technical or relational 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. It is heartening to note that two of the three hearing-impaired students were elected by their peers, the first in September and the second in October, proof of their rapid integration with the other students which is a major factor for the success of this pilot program.

Prevention, culture and citizenship

15% of the curriculum 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, as well as awareness raising of reproductive health run by RHAC Clinic, a preventative medicine and specialized information charity.

The students are also informed about and encouraged to donate blood for the Angkor Hospital for Children. Blood donation is not a very common practice in Cambodia and this program shows students that each of them is able to play a role in society, regardless of their financial situation.

Finally, this year and in partnership with the hotel industry, the students took part in the Keep Siem Reap Clean operation which organized half-day clean-up sessions in the town, in order to raise awareness of all of the players in the tourism sector, many of whom are Siem Reap residents, of the need to keep the town clean and looking attractive. In this context, the Sala Baï students also took part in workshops run by the NGO Plastic Free July in the aim of raising awareness of the overuse and waste of plastic products, which creates real environmental problems in Cambodia.



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 organized: sports days, visits to temples, 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.

PRACTICAL AND THEORETICAL TRAINING

In addition to training the trainers and in line with the students' training cycle, Sala Baï 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

> Operation "Vegetable Garden"

In partnership with Agrisud International, which specializes in helping and training local farmers in the sustainable production of vegetables, the Cooking students were given the opportunity, throughout the whole year, to learn about the principles of integrated farming: soil management, crop diversification to minimize the impact of market fluctuations and weather conditions, health and ecological impact of using pesticides, etc. These theoretical lessons went hand in hand with a practical exercise with the creation of a school vegetable garden, from which the freshly picked produce was used in the dishes served in the training restaurant.



> 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.

Beauty Therapy



The 8 students enrolled in this new course were able to complete their practical training through internships, in the same way as the other courses, in our four 4- and 5-star partner hotels: the Méridien Angkor, the Sofitel Angkor Phokeethra Hotel, the Sokha Hotel and the Anantara.

Additionally, from March 2016, the school's training spa was operational and clients

staying at the training hotel were able to enjoy beauty treatments provided by the students in actual professional conditions.

Languages

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

- > providing English classes during August, even before the new school year starts, for students with the lowest level,
- > evening and Saturday group classes according to level as well as oral expression workshops run by English-speaking volunteers.

For the second consecutive year, encouraged by last year's success, the NGO Writing Through ran one-week long workshops on writing in English for the Cooking and Housekeeping students. These workshops have multiple aims:

- > improve students' level of English,
- > help them to think conceptually,
- > provide the school's English teachers with other teaching techniques.

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.

Finally, the Restaurant and Front Office students were given introductory French lessons at the end of the year which will enable them to communicate with French-speaking clients at the hotels where they will be working in the near future.

Graduation

The graduation ceremony for Intake XIV was held on July 21st 2016 under the auspices of His Excellency Dr. THONG Khon, Minister of Tourism, His Excellency POK Pann, Under-Secretary of State for the Ministry of Labor and Vocational Training (MLVT), His Excellency PAK Sokhom, Secretary of State for Tourism, His Excellency KIM Chhaiheang, Deputy Governor of the Siem Reap Province and His Excellency LAOV Him, General Director of Technical and Vocational Training and in the presence of NGOs and professionals from the hotel and restaurant sector.

For the 108 Sala Baï 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 26 to 28 July 2016 to Sihanoukville. 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.



58 STUDENTS HAD FOUND JOBS BY 31 JULY!

And by the end of August, less than four weeks after graduation, 104 students from the class of 2015-2016 were employed, including the eight Beauty Therapy students, confirming that opening up this fifth training course was a wise decision. Nearly one-third of the young graduates began their professional lives in one of the 18 partner hotels where the students do their internships. The three hearing-impaired students also found employment which proves that little by little, the Cambodian hotel sector is starting to open up to the issue of disability. And the average hiring salary for students this summer, excluding service charge and tips, was \$108 (compared with \$100 the previous year).

LOCAL TEAM DEVELOPMENT

Training the trainers

> ASEAN accreditation process

As part of Cambodia's integration of the ASEAN (Association of Southeast Asian Nations) community, the Ministry of Tourism has put in place training programs for technical trainers as well as hotel industry professionals. The aim of these training programs is to guarantee that over time, standards required in terms of hotel training will be homogenized along with skill grids by job and position in the industry. This will be vital for the recognition of the diplomas and skills of Cambodian hotel staff in all of the ASEAN member countries.

To date, all of the Sala Bai teachers have received training in these standards along with the teaching materials required for training accreditation at the ASEAN level and, in this regard, on July 25th, 2016, the Ministry issued a certificate of compliance for Sala Bai's training, the first step necessary for certification.

> Pedagogical training

In August, all of the trainers, teachers and social workers at the school underwent a two-day pedagogical training course, run by the organization Possibilities World. The aim of this course was to share ideas and tools with teachers to enable them to improve their teaching techniques in a manner that was educational and fun. They acquired a lot of good ideas to put into practice for the 2016-2017 intake when the school year starts.

Social issues

> Protection of children

Constantly striving to improve the protection of children in Cambodia, the NGO Friends International decided this year to train active agents from civil society in the fight against all forms of trafficking and abuse of children. Given that the fight against all forms of human trafficking is one of its key missions, Sala Bai was one of the first organizations to join this new set up and



19 members of the team were trained and certified as ChildSafe Agents. As agents, they are now qualified to intervene rapidly when a child is in danger and to help raise tourists' awareness of issues related to child protection. This certification is valid for three years and is updated annually.

> Raising awareness of domestic violence and the condition of the Cambodian woman

With domestic violence affecting 25% of Cambodian women*, a workshop was run by the NGO Women's Resource Center for the social workers team to raise awareness of the issues of domestic violence, alcoholism and women's rights. The first concerned are the students and their relationships with their families. They regularly have to cope with family problems which could threaten the security of some family members and their schooling at Sala Bai and, accordingly, they need to be able to give advice and sometimes suggest social and/or legal solutions for victims.



Languages

> Sign language classes

With the integration of three hearing-impaired students in the training program, all Sala Bai employees were given the opportunity to take an introductory class in Khmer sign language, run on a weekly basis by the bilingual teachers from the NGO Krousar Thmey. Over and above the practical aspect of enabling staff to communicate with the students in question, the aim was also to raise awareness of this type of disability and to become familiar with another Khmer language.

> English classes

As is the case every year, employees who so wish, were able to take private English classes given at the school by English-speaking volunteers.

Access to health care

Aware of the low level of health cover enjoyed by Cambodians and of problems in accessing health care that is becoming increasingly expensive, APLC has decided to improve the medical coverage and death benefits of all of its employees with the possibility of extending it to their families.

* see UNDP report - http://unwomenasiapacific.org/docs/WhyDoSomeMenUseViolenceAgainstWomen_P4P_Report.pdf

RECRUITMENT PROCESS FOR INTAKE XV

This year, 450 applications were made, 72% by girls, which reflects on the one hand, consistency in the volume of need for qualifying training on the part of young, impoverished Cambodians, and on the other hand, the gradual shift in the view of society on training girls, with families becoming less and less reticent to allow them to complete a training program in another town.

Six-month selection process

The recruitment process for Intake XV (which began training on September 1st 2016) took place from January to June. Below follows a review of the 6-month selection process with a few key dates:

- > January 11th – launch of the recruitment process with the annual information meeting on the program at which 31 NGOs were represented;
- > January 11th to February 16th – invitation for applications via poster campaigns, also run in other provinces of Cambodia by partner NGOs, and broadcast on two national radio stations;
- > **January 18th to February 19th – receipt of 450 applications from across Cambodia;**
- > March 13th – written exams at three centers in different provinces (Siem Reap, Kampong Cham and Banteay Meanchey) in order to get closer to candidates who may abandon the recruitment process before even taking the exams;
- > **April to June – visits made to the families of 319 candidates by social workers in 7 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;



- > **June 30th – publication of the list of 108 candidates who will be coming to Sala Baï for a year's training starting on September 1st 2016.**

THE YEAR 2015-2016 IN PICTURES





EXTENSION OF THE PROGRAM

Seeking to ramp-up its action in the fight against poverty and to play a greater role in the economic development of Cambodia, in 2012 APLC introduced a five-year plan to extend the Sala Bai program on the basis of the following observation:

> Cambodia: two-speed economic development

33% of the population still lives on less than \$2 a day and 77% live in rural areas where infrastructure and services are in short supply.

> A situation that feeds cross-border traffic

Given their lack of prospects, young Cambodians emigrate in massive numbers, often illegally, to Thailand where they become targets for criminal networks. The ILO and the IOM estimate that around 60% of the active population in the border provinces has worked or works in Thailand.

> An economic sector with high potential

Tourism is the third largest economic sector in the country, with 4.1 million visitors in 2015 and 7 million forecast in 2020 (i.e. close to 13% of GDP). So this is an extremely dynamic sector in terms of job creation, with excellent job opportunities for people qualified in the hotel-restaurant business.

Aims of the extension program

> Fight human trafficking effectively and reduce poverty:

- By increasing the number of students by 50% by 2018, while maintaining a female/male ratio of 70 and 30 respectively.
- By increasing the number of beneficiaries of training for which there is high demand from the industry, such as Front Office, Housekeeping and Cooking.
- By bolstering the new Beauty Therapy training launched in 2015, for placing students in beauty spas integrated into luxury hotels.

> Guarantee the program's long-term visibility:

- By increasing the capacity of the training restaurant and hotel which will increase the amount by which the program is able to self-finance.
- By becoming the owner of the school and of the dormitories, which will bring down operating costs.

		STEPS	STUDENTS
Phase 1	January 2014	Acquisition of land and construction of a larger school	
Phase 2	September 2015	Opening of fifth training course: Beauty Therapy + 8 students	108
	December 2015	Move into the new school	
Phase 3	April 2017	Acquisition of land and construction of larger dormitories	
	September 2017	Number of students increased + 12	120
	September 2018	Number of students increased + 30	150





SRE AMPIL, CHILD PROTECTION, EDUCATION AND TRANSMISSION

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 40 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 the 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 2015-2016, 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.



FINANCING ACTIONS

LIVELIHOOD ACTIVITIES

Thanks to its livelihood activities, especially the teaching hotel and restaurant, Sala Bai maintained its share of self-financing of the program at 35% in 2015-2016. Open from mid-October to mid-July, they close for two weeks during the Khmer New Year in April. Given that Sala Bai is first and foremost a school the restaurant is closed during the evening, over weekends and on bank holidays.

560: number of nights spent by clients in the hotel

3 957: number of restaurant clients

35%: percentage of tour operator referred clients

35%: rate of self-financing of the Sala Bai program

FUNDRAISING

36% of APLC's resources are donated by the public in a manner that is both diversified and international.

Donations collected from the various benefit events help to finance either the next intake's training or the new dormitories which from 2018 will be used to house up to 150 students per year, all boarders at Sala Bai. This is a large-scale project which will require a major ramp-up in fundraising over the coming years

Events in France

Gala Fundraising Dinner for the benefit of APLC, at the Ecole Ferrandi in Paris - with the chefs Régis Marcon and Jacques Marcon along with 10 chefs who are members of *Génération Cuisines et Cultures*, the funds raised at this event on 20 January 2016 will be used to finance the training of 25 students in 2016-2017.



Additionally, a fundraising event was organized between February 10th and March 8th, by the charity *Restaurants Sans Frontières* in all of the *Relais H Cafés* and *Chez Jean* points of sale (Lagardère Travel Retail group). *Nouveau Challenge pour le Cambodge* repeated its support for APLC by organizing its annual dinner in Campbon (Loire-Atlantique).



Events abroad

In Australia, The Blue Mountains International Hotel Management School organized a dinner in August 2016 to help finance the training of Sala Bai students. This event has been held annually by **Friends of Sala Bai in Australia** (FOSBA). On August 17th, the golf tournament organized every year by FOSBA, historic partner of APLC in Sydney was held. All of the participants had a wonderful time enjoying the Australian sunshine, driven by the common goal to raise funds for the school.

In Singapore, two fundraising dinners were also organized: one by APLC's historic network, **Touch Sala Bai**, which brought together 220 people on November 19th, 2015 and the other by **Diageo**, which has made Sala Bai one of their employee focused charity programs. Their joint actions will finance part of the construction of the dormitories.

In the USA, a collection organized by **Support Sala Bai** raised funds which will help to cover the costs of training seven students.

Solidarity challenges

Angkor half-marathon – on December 6th 2015, a team of 24 Singaporeans participated in the 20th Angkor half-marathon alongside the Sala Bai students and team who ran a symbolic 3km. All participants came and raised funds for the school through the charity **The Chain Reaction Project**.

Cambodia by bike - Life Cycle, based in Hong Kong, organized a discover of Cambodia by bike tour for 12 participants in February. And the Singapore charity **WOAM** (Women On A Mission) in partnership with Heritage Suites Hotel, also mobilized a 100% female team for a four-day cycle tour of the Siem Reap province. All participants of the two organizations raised funds for training students during these sporting events.

TEAM IN FRANCE

OFFICE

Emmanuelle DETHOMAS
President

Tek Lin TAN
Vice-President and Treasurer

Diane FOUCHÈRE
Secretary General

Stéphane BAVEREZ
Associated Member
for Human Resources

ADMINISTRATORS

Clémence BAUDET
Anne-Charlotte CARRÉ
Hubert CHANOINE
Laurent FICHTER
Nicolas FLOQUET
Philippe GLOAGUEN
Régis MARCON
Bruno de MONTE
Elisa O'NEILL
Donatienne du VIGNAU

PERMANENT STAFF

Charlotte GUTTINGER
Network and Events Manager

Mayelle BARBIER
Communication and Fundraising
Manager

VOLUNTEER

Félicité OGEREAU
Assistant in recruitment
for volunteers and permanent staff

FIELD MISSIONS

Emmanuelle DETHOMAS
President, november 2015,
February and July 2016

Charlotte GUTTINGER
Network and Events Manager,
December 2015

Tek Lin TAN
Vice-President and Treasurer,
February and March 2016

TEAM IN CAMBODIA

VOLUNTEERS IN SALA BAÏ

Claude COLOMBIÉ
School Director
from August 2012 to May 2016

Caroline THUREL
Deputy Director
from July 2014 to July 2016

Anne-Laure BARTENAY
Communication Manager
from August 2015

Philippe BÉS
School Director from July 2016

Emilie DESCHASEAUX
Deputy Director from May 2016

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

Shannon BEIGHLEY

Restaurant professional and English
teacher

Magnus OLOVSON

General Manager in the luxury hotel
sector and advisor on the reorganization
of the practical training for Housekeeping
in the school's new training hotel

Mikaela STEGERT

The Blue Mountains International Hotel
Management School student (Australia)
who ran oral expression workshops in
English

Marianne SUNDAL

Restaurant and wine-serving
professional, assistant in the Restaurant
department throughout the whole school
year

BUSINESS AND FOUNDATION PARTNERS

ARCTURUS GROUP

Arcturus Group, a consulting firm in institutional strategy and market development assists APLC in its public funding research strategy in France.

API RESTAURATION

The API Restauration group is an independent family-run collective restaurant company. In 2015, API Restauration committed to taking on the cost of training four Salaï Bai students every year, for a period of five years.

CASSIOPÉE FOUNDATION

The Cassiopée Foundation is helping Salaï Bai by granting funding over three years for the purchase and construction of the new school and part of the training costs for the 2015-2016 intake.

MCKINSEY FOUNDATION

McKinsey for Children has supported Salaï Bai by taking on the full cost (board, lodging, health costs and school supplies) for nine of the 100 students of the 2013-2014 and 2014-2015 intakes and has renewed its support for 2015-2016.

PATA FOUNDATION

In 2012, the PATA (Pacific Asia Travel Association) foundation decided to commit to helping Salaï Bai and to date, has already supported the training of 23 students.

SISLEY D'ORNANO FOUNDATION

Since November 2013, the Sisley Foundation has decided to support the development of Salaï Bai by providing APLC with a grant to purchase the land on which to build the new school in Wat Svay, by

taking on the cost of training for the new Beauty Therapy students, and by working alongside APLC on defining the teaching methods and curriculum for this course.

TRIPADVISOR FOUNDATION

The TripAdvisor Charitable Foundation supported APLC in 2014 for the Salaï Bai school development program.

LE GUIDE DU ROUTARD

Historic partner of APLC, Le Guide du Routard has supported Salaï Bai since its creation and provides pages of information in each edition of its Cambodia guide, as well as a Paris-Siem Reap return ticket once a year so that a permanent member of the Paris team can carry out a field mission which is vital for communication and fundraising.

KRAMA KRAMA

Krama Krama is an online krama shop that exclusively sells products made by the NGO Krama YuYu in its workshops near Siem Reap. Krama Krama has created a special krama in the colors of a Salaï Bai and donates €5 of every scarf in all of its collections sold online.

ONE HUNDRED AID

One Hundred Aid is a company located in Germany which has set itself the mission of offering a selection of high quality products that meet environmental and social responsibility standards. Every month, One Hundred Aid donates part of its profits to Salaï Bai. Its support for the school is the result of its corporate policy, which sets great store by social engagement.

BUSINESS INVOLVEMENT IN CAMBODIA

In 2015-2016, several of our corporate partners renewed their support for Salaï Bai.

Angkor W Group, which manages 12 restaurants in Siem Reap, took on the making of all of the technical uniforms for the students, i.e. around 400 items made free of charge by their seamstresses in September 2015.

Amansara Hotel, already a Salaï 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. Thanks to these funds, the Amansara staff finance the training of two students per year in full.

Heritage Suites Hotel and **Sofitel Angkor Phokeethra Golf Resort & Spa** renewed their

operations whereby they invite their clients to buy bags and bicycles for the students of future intakes.

Victoria Angkor Resort & Spa Hotel donated part the amount they made on the stay of the members of The Chain Reaction Project who came to run the Angkor half-marathon in December 2015, to Salaï Bai.

Additionally, for the new school's inauguration day, many local companies got involved to make this event a success. **Le Méridien Angkor** made 1,000 sweetmeats for the cocktail, the champagne was donated by **Taittinger**, non-alcoholic drinks by **Kulen Water** and **AusKhmer** and **Cellier d'Asie** helped to cover the cost of the wine.



RESOURCES

RESOURCES (in €)	2015-2016	2014-2015
Donations from the general public	258 682	286 914
Other private funds	323 200	436 675
Other income		
Financial incomes	2 581	33 643
Membership fees	650	1 430
Revenue from hotel and restaurant	63 444	66 878
Sale of spin-off products	5 695	7 164
Capitalized production new school	59 021	31 087
Total other income	131 391	140 202
Total earnings for the year	713 273	863 791
Write-backs of dedicated funds collected from the public	—	284 949
Shortfall for the year	49 310	
General total of resources for the year	762 583	1 148 740

> Total income for this year was down by 17.4% on 2014-2015, mostly due to a substantial reduction in need of support (following the completion of the construction of the Sala Bai school buildings).

> Another consequence of the construction of the new school is the increase in capitalized production for this product, which rose by 89.9% this year.

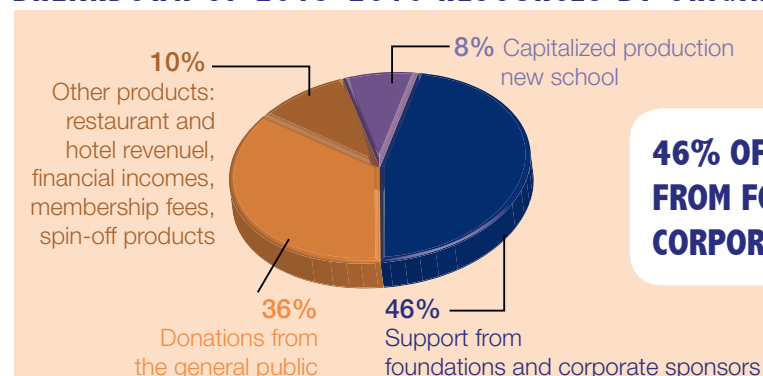
> We note a 9.9% drop in donations from the general public in 2015-2016, partially confirming the unfavorable

circumstances that are the result of the economic situation.

> Revenues earned directly on the Sala Bai training hotel and restaurant activity are down slightly by 5.1% on 2014-2015. This drop is partly explained by the fact that Sala Bai moved to a new address in December 2015.

> Moreover, with expenses up as a result of the expansion of the program, Sala Bai has nevertheless maintained its share of self-financing at 35%, compared with 36% the previous year.

BREAKDOWN OF 2015-2016 RESOURCES BY ORIGIN



EXPENSES

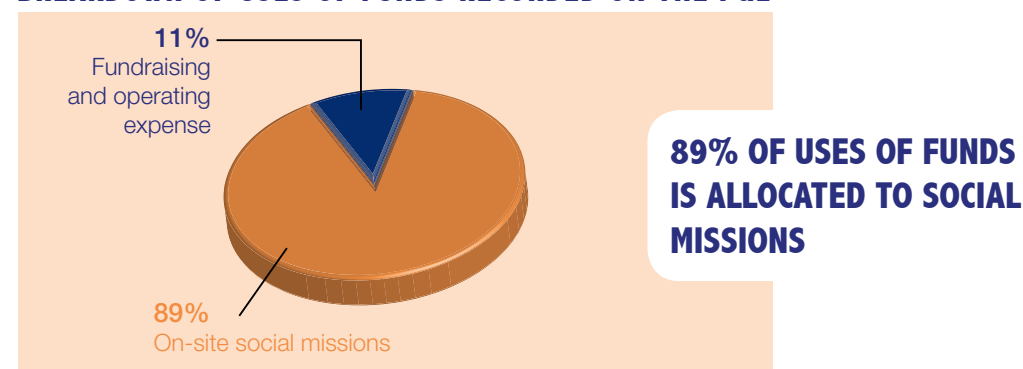
USES (in €)	2015-2016	2014-2015
On-site social missions	514 632	348 614
Operating & Fundraising costs	64 423	68 634
Total uses of funds recorded on the P&L	579 056	417 248
Projected used of allocated funds	183 528	—
Surplus for the year	—	731 492
General total	762 583	1 148 740

> Expenses relating to social missions in Cambodia were impacted by needs relating to the completion of the project (opening of the new school during December 2015), by the increase in the number of students (108 instead of 100 during the previous year) resulting in an increase in the size of the local team and higher expenses for covering student costs, and because this was the first accounting year in which depreciation charges for the new school's real estate were booked (+€32 677).

> 89% of expenses for the year went on social missions in Cambodia – Sala Bai and Sre Ampil.

> Notwithstanding continued efforts to raise funds and to manage the development project, fundraising and operating expense costs remain stable and account for 11% of expenses.

BREAKDOWN OF USES OF FUNDS RECORDED ON THE P&L



All APLC accounts are audited and certified by PricewaterhouseCooper with no qualified opinion.



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