



ANNUAL REPORT

2016-2017

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MESSAGE FROM THE PRESIDENT

When Agir pour le Cambodge (APLC) launched Sala Bai in 2002, the hope, ambition and audacity of this program were immense: free, professional training dedicated to the poorest members of society, mainly targeting girls, and open to young people with a very low level of education, many of whom were no longer in the education system. At the time, this was something new. Fifteen years later, it just seems as though it was the obvious way to go.

An evidence of this is the success of the former Sala Bai students. The 1,500 graduates of the school are a reminder to us that the road taken by APPLC in its fight against poverty, is paved with stories of success. And these are also as many personal stories that encourage the organization in its ambition to provide even more young Cambodians with even better training, in a country where still today, one-third of the population lives on less than two dollars a day per household.

In 2016-2017, APPLC pursued its plans to expand its Sala Bai program. This expansion involves the construction of the new dormitories, the first brick of which was laid on 30 May 2017 which will make it possible to accommodate 150 students from September 2018. But it also means the accreditation of the diploma issued by the school in all of the countries of South-East Asia and the improvement of the skills of former students with the launch of a middle-management training program. The aim is simple – to guarantee that all graduates will be highly employable and enjoy excellent career development, notwithstanding their impoverished backgrounds.

With its mission being the fight against poverty through education and professional training, APPLC has also decided this year to step up its action in Cambodia by supporting a new local program: OBT (Organization for Basic Training). Located in the rural area of the Kampong Cham region, OBT's aim is to provide the children in surrounding villages, where many families live below the poverty line, with additional, free education, given that the level of public education is so low. Along with Sala Bai and the Sre Ampil children's home, OBT is one of the three programs in which APPLC is involved as part of the mission that it has set itself.

However, APPLC would be unable to move forward with all of these projects without the loyal support of its many friends, partners and donors in France, Cambodia, Australia, Singapore, Hong Kong and the USA. And this year, APPLC has also been granted public funds by the AFD (French Development Agency) for the expansion of the Sala Bai program, a sign of confidence which gives credence to the legitimacy of our action and strengthens our motivation to give Cambodian youth hope and the future they deserve.

Emmanuelle Dethomas
President of Agir pour le Cambodge

HIGHLIGHTS FROM 2016-2017



27 September

Sala Bai Parents
Open Day

27 May

Sala Bai's 15-year anniversary
celebrated in Cambodia in
Sofitel Angkor Phokeethra Resort



30 September

Support to OBT
pursuing the mission of
fighting against poverty
through education



30 May

Start of the new
dormitories construction



13 February

Signature of the convention
with AFD for the financing
of the dormitories and the
training of 150 students



20 July

The 108 students of the
Sala Bai Intake XV
are graduated





SALA BAI

FIHTING AGAINST POVERTY THROUGH VOCATIONAL TRAINING

2002-2017: 15 YEARS OF ACTIONS

2002
the year in which
the program was launched

50 students
Intake I

108 students
in 2016-2017

Siem Reap
the place of training

1 500 graduates
since 2002

\$112 a month
average salary on hiring for
the intake of 2016-2017

\$303 a month
average salary
after five years

PROGRAM

A development program created and administered by APLC, Sala Bai is a free hotel school whose aim is to train around 100 young underprivileged Cambodians every year.

To gain admission to Sala Bai, candidates must meet a number of criteria: come from an extremely impoverished family, have completed at least grade 6, and be highly motivated. Girls are given priority (70%) because of their greater vulnerability and the greater difficulty they experience in accessing education and stable employment.

The training in one of the 5 disciplines offered at the school and alternates between theoretical classes and professional practices, at the school or during internships at our partner hotels.

The training is entirely free of charge for students. Sala Bai covers all training related costs (tuition, supplies, text books, uniforms) as well as living costs (accommodation, food, bi-cycles, insurance and medical expenses) for all students.

The diploma issued on completion of the training is officially recognised and co-signed by two Cambodian ministries: the Ministry of Labour and Vocational Training and the Ministry of Tourism. The effectiveness of the training provided by Sala Bai is also recognised by the main local players in the hotel and restaurant sector.

Both the training and the diploma are real advantages when it comes to finding a job. Today, 100% of our graduates find work within a month of graduating and on average they earn three times the average monthly income of their families. Students are able to help their families financially which means that often, their brothers and sisters are able to stay on at school.



Kitchen



Restaurant



Front Office



Housekeeping



Beauty Therapy

EXPANSION OF THE SALA BAÏ PROGRAM

In 2012, seeking to strengthen its action in the fight against poverty and to make a greater contribution to the economic development of Cambodia, Agir pour le Cambodge implemented a 5-year plan to expand the Sala Baï program.

CHALLENGES

> Cambodia: 2-speed economic development

33% of the population still lives on less than two dollars a day and 77% lives in rural areas with very little access to infrastructure and services.

> A situation that is increasing cross-border human trafficking

Due to a lack of prospects, young Cambodians migrate in massive numbers to Thailand, mostly illegally, and become the targets of criminal networks. The ILO and IOM estimate that around 60% of the active Cambodian population from the border provinces have had work experience or are currently working in Thailand.

> An economic sector with very high potential

Tourism is the third biggest economic sector in Cambodia with 4.1 million visitors in 2015 and a forecast of 7 million in 2020 (around 13% of GDP). So this is an extremely dynamic sector in terms of job creation with many job opportunities for people with hotel and restaurant qualifications.

AIMS

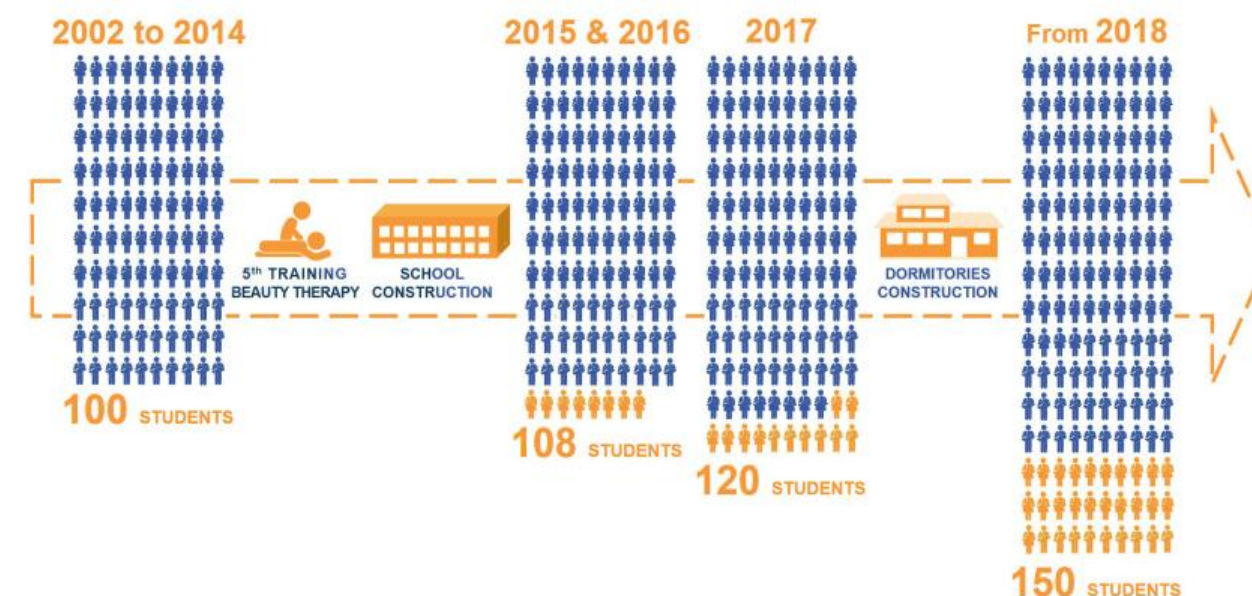
> To combat human trafficking more effectively and reduce poverty:

- By increasing the number of students by 50% by 2018 and preserving the current proportion of girls (70%).
- By boosting training in high demand areas such as front office, restaurant and cooking.
- By reinforcing the new training opportunity in beauty therapy for luxury resorts and hotels, launched in 2015.

> To guarantee the sustainability of the program over time:

- By expanding the capacity of the training restaurant and hotel to increase the school's self-funding capability.
- By owning the school buildings in order to keep running costs down.

STAGES



THE NEW SCHOOL

Inaugurated in February 2016, the new school is able to welcome 150 students and is composed of a school building with classrooms per section, a library/computer room, staff offices and the students' changing rooms; a training restaurant on two floors with a capacity of 70 places and an educational kitchen; a training hotel with 6 rooms and a spa, dedicated to the practice of students in Beauty Therapy training; green spaces maintained by Housekeeping students and where Kitchen students cultivate an educational vegetable garden which organic products are used to compose restaurant menus.

IN 2016-2017: BUILDING DORMITORIES

On 30 May 2017, building work on the new dormitories began, which was the last step in expanding the Sala Baï program to 150 students a year. Because they all come from different provinces and distant regions, all students need accommodation in Siem Reap in order to be able to attend the training program and their families are too poor to be able to cover these costs.

The new dormitories, located just behind the school that was inaugurated in 2016, should be completed by March 2018 and will be able to accommodate 105 girls and 45 boys and will include housing for a social worker, kitchens and a volley ball court.



THE STUDENTS IN 2016-2017

SOME FIGURES

71% are girls

19,5 years old
in average

27% orphans
having lost their father
or mother or both parents

13% sponsored
by partner NGOs

24% dropped out of school
before high school



Kitchen
22 girls
10 boys



Restaurant
22 girls
10 boys



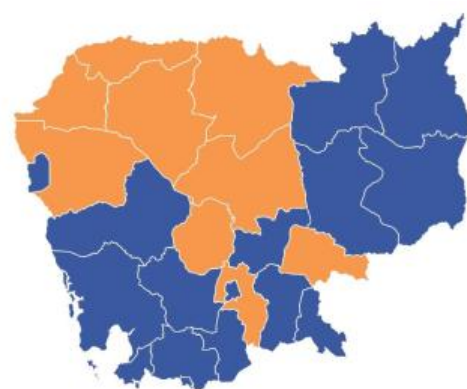
Front Office
9 girls
3 boys



Housekeeping
16 girls
8 boys



Beauty Therapy
8 girls



56% come from the Siem Reap province

24% from the Banteay Meanchey province which is on the Thai border and heavily impacted by the illegal exodus of young people and organized human trafficking

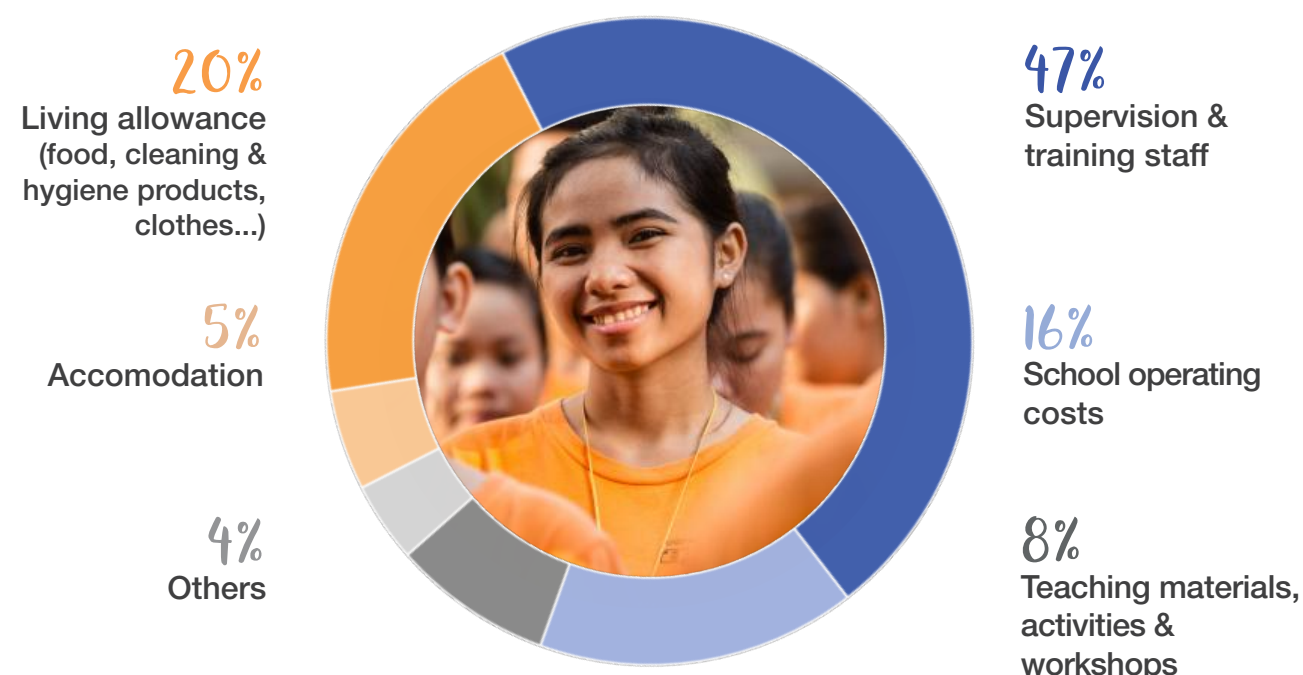
20% from 7 other provinces (Battambang, Tbong Khmum, Preah Vihear, Kandal, Oddar Meanchey, Kampong Chhnang and Kampong Thom)



LIFE AT SCHOOL

The school takes full financial responsibility for the students during their year of training – housing, food, medical costs, etc. For the vast majority of students, this is the first time that they have left their villages and their families. This means that Sala Bai has the challenge of providing more than training and of helping the young students to achieve independence.

Breakdown of costs per student in 2016 / 2017



PARENTS OPEN DAY

As the layout of the new school means that more people can be accommodated on the site, this year and for the first time, students' parents were invited to an open day on 27 September 2016. This event provided an opportunity for the 80 parents present to get a better understanding of the program, the skills used in the hotel industry and to visit the premises where their children would be spending one year in training. The aim was to reassure them and to get them more involved in the course being followed by their children so that they can support them throughout their year of training.

They were also invited to the graduation ceremony on 20 July 2017 and so were able to witness the success of their children.



ECO-RESPONSIBLE COMMITMENT

Seeking to reduce its environmental impact as much as possible and to encourage students to do likewise, Sala Bai has launched a policy of environmental protection awareness-raising actions that it builds on year after year:

- > Construction of the new dormitories in line with the principles of eco-responsibility which include natural ventilation systems, low-voltage lighting, purification of waste water and conservation of trees growing on the land;
- > Ethical sourcing of fresh produce from growers supported by the NGO Agrisud International, a program which valorises fresh produce grown using sustainable agricultural methods and the creation and upkeep by the Cooking students of a vegetable garden on the school's premises in partnership with Agrisud International;
- > Partnership with the company Naga Biofuel for the processing and resale of used oil;
- > Distribution of food waste from the canteen and the training restaurant to pig farmers;
- > Student awareness-raising of environmental issues during workshops and participation with hotels in the Keep Siem Reap Clean operation;
- > Use of reusable bottles on a daily basis and of natural packaging for picnics by all students and staff.



TRAINING IN 2016-2017

SOME FIGURES

203 school days

137 days of courses
per student

27 workshops
run by
external facilitators

16 school field trips

9 trainers

3 teachers
of English

1 teacher
of mathematics
and French

5 social workers
in charge of
general culture,
ethics and soft-skills

ASEAN CERTIFICATION

A process initiated in 2015 as part of the inclusion of Cambodia in the ASEAN with the gradual training of all of the teachers, this year the school restructured its courses on the basis of the ASEAN model and the calendar (professional training programs in Australia).

The process was monitored by the Ministry of Tourism and the Ministry of Labour and Vocational Training and overseen by an Australian volunteer (from May to August 2017) who had already worked on this issue within other training structures. These new training tools were applied from September 2017 for effective certification in 2018.

IT CENTER & LIBRARY

The new school was designed in such a way as to be able to extend the library and to create a space dedicated to IT training. The IT center was provided with 8 computers thanks to a donation and in November 2016, IT introductory workshops (word processing, excel, internet, etc.) were set up for small groups of students between 11am and 1pm every day.

The aim is to ensure that during their training year, the students become familiar with computers and the main software that they will be required to use when they enter the workplace. The computers are also used as teaching aids for some English classes, in particular for comprehension exercises and lessons on Anglo-American culture.



MIDDLE-MANAGEMENT PILOT PROGRAM

With the aim of enabling Sala Bai alumni, who began their initial training with a very low level of schooling, to acquire additional skills and to gain access to positions of responsibility in the hotel industry, a middle-management pilot program was tested in February in partnership with **eHotelier**, worldwide expert in online continuing education in the hotel sector.

In this context, Sala Bai hosted Professor Peter Jones, head of training at **eHotelier**, head of the Edge Hotel School (Essex-UK), head of HOSPA and head of EUHOFA. Ten Sala Bai alumni with several years' professional experience volunteered to test the training program proposed by Professor Jones.

Each module was constructed individually in line with the expectations of each of the participants but also designed to encourage group activities, problem solving and the implementation of team solutions, which is what happens in reality in the day-to-day running of a hotel.

This test was used to refine the training system in line with the specific requirement of the Sala Bai alumni and the specificities of the hotel market in Cambodia. The long-term aim is to extend the training to all alumni seeking promotion or career advancement.

We also took advantage of Professor Jones' presence to provide a day's training specifically for the school's teachers on the professional dimensions of hotel skills and their teaching applications.

« This workshop enabled me to develop new skills that are specific to team management such as using IT to manage and organize operations.

It was also a real pleasure for me to meet other alumni, to witness their professional and personal success and to learn from each other under the expert eye of Professor Jones. »

Sichan ORM, alumni from Intake V



ACCESS TO EMPLOYMENT

PRACTICAL TRAINING IN THE TRAINING HOTEL, RESTAURANT AND BEAUTY THERAPY CENTER

The training hotel, restaurant and beauty therapy center are essential learning facilities for the students. Every year, from mid-October to early July, they welcome real clients, tourists and locals, giving all sections the opportunity to operate under real conditions.

The Front Office students handle the reservations, the reception and the accompaniment of the clients during their stay. The Housekeeping students ensure that the clients are comfortable – they are responsible for the cleanliness and the comfort of the rooms and communal areas and for the upkeep of the garden on a daily basis. At certain times of the year clients who so wish may also enjoy beauty treatments from the students in the Beauty Therapy section.

The Cooking and Restaurant students prepare and serve breakfast and lunch in the training restaurant from Monday to Friday.

These training facilities also help to finance part of the students' training. In 2016-2017, the profits from these two activities covered the annual living costs of 23 out of the 108 students.



is the number of bed-nights spent by clients at the training hotel



is the number of customers at the training restaurant in 2016-2017. Meaning a lot more dishes prepared and served by the students as part of their hospitality training!

INTERNSHIPS

From June to November, the Sala Bai students alternate between classes and internships in two-month periods, which means that during their year of training, they have two separate professional experiences in two of the school's 19 4- and 5-star partner hotels.

Over and above the need for students to be trained in real live situations, these internships are springboards to jobs because almost half of our students are employed by these same partner hotels once they graduate.

JOB FAIR

Organized at the school on 6 July, the job fair gives each student the opportunity to leave their CVs with two participating companies after they have visited all of the stands.

This event has also enabled students to improve their understanding of the different types of hotels that exist.

There were 16 partner hotels at the job forum along with the Human Resources department of the Siem Reap airport.

« The year went by so quickly! I just can't believe that I've graduated!

And on top of it I found a job at the 5-star Sokha Siem Reap Resort during the job fair. I start in a few weeks. »



Monita CHHENG, Front Office student

RESULTS

Since the school was set up, over 1,500 young people have been trained and all of them have found a job in the hotel sector. Thanks to their diplomas, which are recognised by both the Ministry of Labour and Vocational Training and by the Ministry of Tourism, Sala Bai guarantees that students will find a job within four to six weeks of graduating with a salary that will bring them into the middle class of Cambodia.

\$112

is the average monthly salary for students from the Intake of 2016-2017, which is + 4.8% vs August 2016 (excluding tips and service charge)

38 students receive tips
in addition to their salaries

52 students receive service charge

51 students employed
in Sala Bai partner hotels
i.e. 48% of the Intake

SELECTING THE INTAKE OF 2017-2018

393 applications
75% concerned girls

360 family visits

259 candidates
at the written exams

202 interviews
to assess motivation

120 selected students
who will join Sala Bai

87 girls & 33 boys

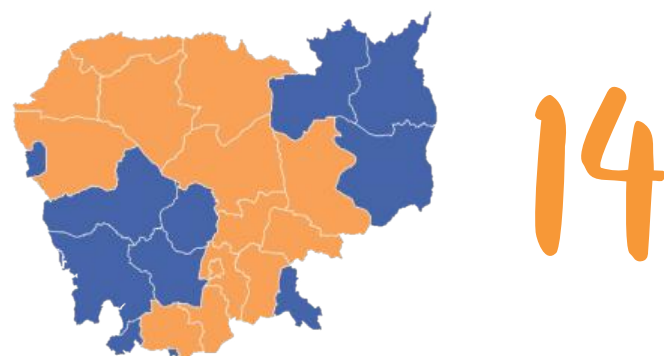
1/3 coming from
provinces
near Thai borders

17 students registered
to English catch-up
modules so as to be ready
for the new school year

Sala Bai recruits its students all over Cambodia following a very strict process aimed at guaranteeing that the program benefits to those who come from the poorest families and among the most motivated.

Candidates must meet several criteria: come from disadvantaged families, be between 17 and 23 years old, have a minimum educational level of grade 6 and be highly motivated. The student's recruitment, run by Sala Bai social workers, is a 4-step process: application and registration, written exams to evaluate the ability of the candidates to read and write in Khmer, family visits to check the social and economic family background and personal interviews with trainers to ensure the candidate's motivation.

This year, 385 applications were made, 75% 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.



14
is the number of provinces crossed by the social workers for the recruitment of the Intake XVI visiting the 360 candidates' families, a motorcycle journey of over 2,500 km!

ALUMNI



1,500 graduates
since 2002



234 alumni
attended the
annual gala



8 Sala Bai employees
are alumni
and members
of the association

« I never miss any Sala Bai alumni gala. It's the perfect opportunity to meet former classmates, to share our good memories and career and personal evolution. Some former teachers also attend. It is really a great celebration of the Sala Bai family! »

Thina THO, Intake VIII



Seeking to formalise and strengthen links with its former students, Sala Bai Family was set up in May 2014 by alumni for alumni.

This organization on the one hand encourages, through networking, strong solidarity among all students of the school as part of their professional and social development. On the other hand, it strengthens links and solidarity between alumni and the school, enabling alumni to participate actively in the success of their former school, both financially through the introduction of a micro-donation program, and from an educational point of view, with many alumni volunteering to run conferences and workshops for current students.

This big Sala Bai Family meets every year at the Alumni Dinner. On 5 May 2017, for the first time in its seven years of existence, this dinner took place on the school premises. This was possible thanks to the capacity of the new infrastructure inaugurated in 2016 and the work of all of the students from Intake 15 along with the teaching team. A total of 234 alumni attended and had the opportunity to discover the new premises of their school.





SRE AMPIL

A HOME FOR DISADVANTAGED CHILDREN AND YOUNG PEOPLE

PROGRAM

Created in 1994, the home of Sre Ampil is run by the Khmer Foundation for peace, justice and development. It is located 27km South of Phnom Penh and now houses 40 girls and boys between 8 and 22 years old, orphaned or abandoned by parents too poor to raise them.

Sre Ampil in 4 objectives:

- > Help these children and young people to succeed in school by offering extra Khmer, foreign languages, mathematics, science lessons;
- > Transmit their culture of their country by learning traditional songs, dances and music;
- > Empower them by getting them to contribute to daily tasks and also collective farm work: rice crop, guarding animals;
- > Rebuild a stable environment for these children.

Present since the home was set up, APLC supports medical monitoring of young people living in the shelter and extra lessons in Khmer, foreign languages, mathematics and science, to enable them to achieve better grades.

APLC also provides an annual subsidy for the home to cover operating expenses.

In addition, during summer, French youth volunteer groups, coordinated by APLC, come to Sre Ampil to help out, give English lessons and carry out repairs.





PROGRAM

2009
date of establishment

413 children
benefiting

11 local teachers
employed

Tboung Khmum Province
geographical location

OBT (Organization for Basic Training) is a Cambodian charity founded in 2007 by a former APLC social worker. Back in his native village of Chiro, Tboung Khmum province (former southern part of the Kampong Cham province), he became convinced that the fight against poverty requires better education. OBT therefore aims to provide children in the surrounding villages with free extra lessons in addition to the public schooling, the level of which remains low.

Thanks to OBT, children from farming families earning less than \$300 a year can attend classes in Khmer, English, computer science, traditional music and dance and have access to a library and playgrounds, all free of charge. They can thus develop their school knowledge, re-appropriate their culture and bring it to life in a safe and friendly environment.

To date, 413 children have benefited from this program and 11 local teachers are employed by the organization. Since September 2016, APLC has been supporting this local program by funding the annual salary of a teacher.

OBT also develops programs for villagers such as access to running water, awareness-raising of sustainable agriculture and environmental protection. Later on, the children of the village will be able to become young citizens, actors who are responsible for the development of their country.

All of these projects are financed in part by the reception of tourists in guest rooms that allow visitors to experience family life in the countryside, on the banks of the Mekong River, participate in fishing activities and discover the extraordinary atmosphere of this associative school.



TEAMS

IN FRANCE



OFFICE

Emmanuelle DETHOMAS
President

Nicolas FLOQUET
Treasurer

Diane FOUCHÈRE
Secretary General

Hubert CHANOINE
Vice-treasurer

Stéphane BAVEREZ
Associated member responsible
for Human Resources

Claude COLOMBIÉ
Responsible for relationships
with Cambodia

DIRECTORS

Clémence BAUDET
Laurent FICHTER
Philippe GLOAGUEN
Anne-Charlotte GOUPIL
Régis MARCON
Bruno de MONTE
Elisa O'NEILL
Donatienne du VIGNAU

PERMANENT STAFF

Mayelle BARBIER
Responsible for communication
and fundraising

Claire D'HÉBRIL & Béatrice DOYER
Responsible for events

VOLUNTEER

Félicité OGEREAU
Assistant in recruitment
for volunteers and permanent staff

FIELD MISSIONS

Emmanuelle DETHOMAS
President, November 2016,
February and May 2017

Mayelle BARBIER
Responsible for communication
and fundraising,
July 2017

IN CAMBODIA



VOLUNTEERS IN SALA BAÏ

Philippe BÈS
School Director
since July 2016

Emilie DESCHASEAUX
Deputy Director
since May 2016

Anne-Laure BARTENAY
Responsible for communication
since August 2015

SHORT-TERM MISSIONS AT SALA BAÏ

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

Andrea BASHFIELD
Professor at hotel school in Australia,
English teacher and ASEAN
accreditation consultant

Rémi OUITIS
Banking professional, administrative and
financial support mission

Peter JONES
Head of training at *eHotelier*, head of
the Edge Hotel School (Essex-UK),
head of HOSPA and head of EUHOFA,
responsible for middle-management
training program for alumni

Hélène PICON and Christian SHAW
Head chef and head pastry chef, ran
workshops for Cooking students

FUNDRAISING

20% 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

A fundraising Gala Dinner was organized in aid of APLC on 2 February at the Quai d'Orsay in Paris – An evening inspired by Women, with the 3-star chef Régis Marcon bringing in four exceptional female chefs for the event: Amandine Chaignot, Beatriz Gonzales, Stéphanie Lequellec and Nina Métayer. Together, they created and produced a gourmet menu, assisted in the kitchen and in the dining room by students and teachers from Ferrandi, the French school of gastronomy. Over 200 donors and well-wishers attended this dinner, under the patronage of the Ministry of Foreign Affairs and International Development.

A concert was also organized in Paris on 22 of April on the initiative of the vocal ensemble System 20+. This musical performance raised sufficient funds to finance the training of two students.

Additionally, two other dinners were organized in the Loire Valley by loyal friends and supporters of Sala Bai: Chef Jacques Hybert on 12 October 2016 in Moutiers-sur-le-Lay and *Nouveau Challenge pour le Cambodge* on 7 April 2017 in Campbon. These two events raised enough funds to finance the training of students and the provision of drinking water on the dormitories site.

EVENTS IN CAMBODIA

On 27 May 2017, Sala Bai celebrated its 15th anniversary at the famous Sofitel Angkor Phokeethra Resort at a dinner created by no fewer than five exceptional chefs on South East Asian culinary scene: Joannès Rivière, Kimsan Sok and Sopheap Un from Cambodia, David Thompson from Thailand and Sandro Falbo from Singapore. The event was executed jointly by the Sala Bai students and the Sofitel teams. This exceptional evening celebrated 15 years of our fight against poverty through professional training and mobilised large numbers of local companies and well-wishers, raising sufficient funds to cover the tuition of almost six students in 2017-2018.

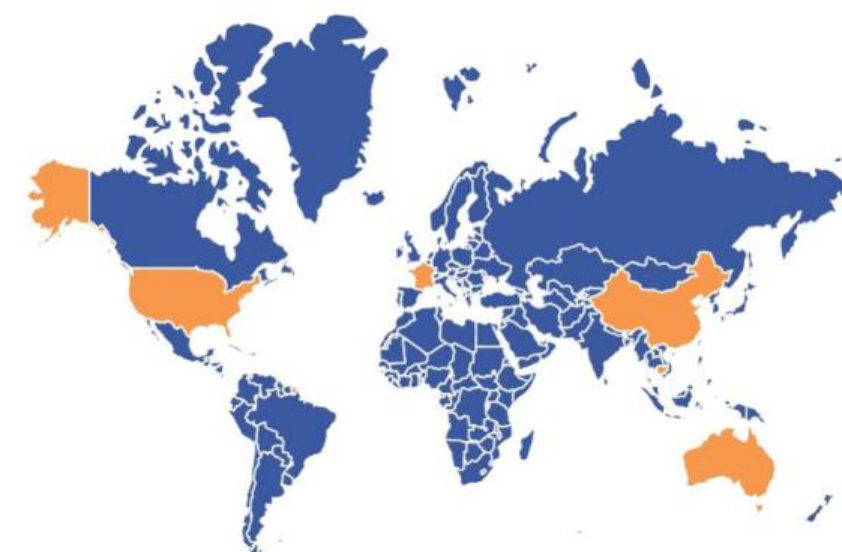
Additionally, a theatre evening and a Latin-American themed evening were organized to raise funds for Sala Bai, thanks to the efforts of the local amateur theatre group SRAS and the Victoria Angkor Resort and Spa and Angkor Village Resort. The funds raised during these two evenings were put towards the financing of student training.

EVENTS ABROAD

> In Australia, the loyal friends and supporters of Sala Bai, Friends of Sala Bai, organized their annual charity dinner and wine auction. As usual, this was a very successful evening, raising enough funds to cover the training of no fewer than 12 students this coming year.

> In Singapore the network, Touch Sala Bai, organized its annual charity dinner at the Sofitel Sentosa Resort & Spa, attended by 230 guests. For this event, the chef Joannès Rivière from the famous Cuisine Wat Damnak restaurant in Siem Reap, a former Sala Bai trainer and specialist in Cambodian cuisine, created a menu that highlighted the subtleties of Khmer flavours to which his restaurant owes its reputation in Asia. The funds raised at this dinner have been dedicated to financing the new dormitories. This year, Touch Sala Bai also launched a fundraising campaign based on sporting events called Dedicate my Distance which is broadcast over the internet. The idea is to enable volunteers wishing to take up a sporting challenge, whether big or small, to raise funds for the new dormitories and to contribute to the cost of training students via the online platform: www.touchsalabai.com/dmd

> In Hong Kong, on 21 April, a new network in support of Sala Bai was officially launched at a Green Party Brings Hope evening organized by the French community and bringing together almost 300 expatriates. This was an opportunity to raise awareness about APLC and its poverty fighting program.



The supporting network of APLC around the world

PARTNERS

INTERNATIONAL PARTNERS

AFD - AGENCE FRANÇAISE DE DÉVELOPPEMENT

Financial institution at the very center of the French public aid system for developing and overseas countries. AFD funding will help to increase the number of students and to finance the construction of the new dormitories for the students.

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 Baï students every year, for a period of five years.

DFS GROUP

Present in Cambodia since 2015, this international company supports Salaï Baï in the development of its program and is helping to finance the construction of the dormitories.

ACÔME, ARCEAL, ARCHAMBAULT & AVENIR SOLIDAIRE FOUNDATIONS

Since 2016, these four family foundations, under the aegis of the Caritas Foundation, have contributed towards the cost of student training.

CASSIOPÉE FOUNDATION

The Cassiopée Foundation is helping Salaï Baï 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. In 2016, it renewed its support by contributing to financing the dormitories construction costs.

IF INTERNATIONAL FOUNDATION

Since 2017, this foundation has been actively involved in financing the construction of the new dormitories.

MCKINSEY FOR CHILDREN FOUNDATION

The aim of McKinsey for Children is to help children by providing protection and support until they become adults. To achieve this, McKinsey for Children focuses on education at school and professional training.

McKinsey for Children has supported Salaï Baï by taking on the full cost (board, lodging, health costs and school supplies) for nine students for Intakes XII, XIII, XIV and XV.

PATA FOUNDATION

Through its programs, the PATA foundation, Pacific Asia Travel Association, has set itself the task of contributing towards the growth and development of travel and tourism in Asia Pacific by protecting the environment, preserving cultural heritage and supporting education.

In 2012, the PATA foundation decided to commit to helping Salaï Baï and to date, has already supported the training of 24 students.

SISLEY D'ORNANO FOUNDATION

In November 2013, the Sisley Foundation decided to support the development of Salaï Baï 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.

In 2016, it renewed its support by contributing to the financing of the new dormitories.

TRIPADVISOR FOUNDATION

The TripAdvisor Charitable Foundation supported APLC in 2014 for the Salaï Baï school development program and in 2016-2018 the construction of the new dormitories.

POUR EUX AND POMENA ENFANCE FUNDS

Since 2016, these two funds have contributed towards the financing of student training.

GUIDE DU ROUTARD

Historic partner of APLC, *Le Guide du Routard* has supported Salaï Baï 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 colours of a Salaï Baï and donates €5 for 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 Baï. Its support for the school is the result of its corporate policy, which sets great store by social engagement.

IN CAMBODIA

In 2016-2017, several of our corporate partners renewed their support for Salaï Baï.

Sofitel Angkor Phokeethra Golf Resort & Spa hosted and co-organized the Salaï Baï 15-year and renewed their operation which involves inviting their clients to buy bags and bicycles for the students of future intakes.

Restaurant Collection (formerly the Angkor W Group), once again took on the cost of replacing students' technical uniforms.

The Victoria Angkor Resort & Spa and *Angkor Village Resort* hosted fundraising events for the benefit of Salaï Baï.

Additionally, through various events organized for the benefit of the school, many local companies also mobilised resources: Cuisine Wat Damnak, Embassy, Celliers d'Asie, Taittinger, Warehouse, Agrisud, Auskhmer, LSH, Lactalis-President, Malongo, Mie Café, Eric Stocker, Templantation, Embassy, Sala Lodge, Eric Raisina, Garden of Desire, Raffles Grand Hotel, Amansara, Heritage Suites Hotel, Heritage Adventures, ALILA, Nou Sary et Theam's painting, Bayon Pastry School, Georges Rhumerie, Le Bel Air, Bugs Café, Food Coop, The Harbour, Almond Hotel, Sevenses Restaurant, Uy Kuy Teav restaurant, Atelier Coiffure, Mlle Thyda, Frangipani Spa, Soieries du Mékong, Kaya Spa, Khmer Ceramics, Inspiration Cambodia TA, Khmer Relief Spa, Tuol Serey Restaurant, A.Lanka Bijou, Naga Earth, Green e bike, Phare Circus, Cambodia Adventure.com, Senteurs d'Angkor, Artisans d'Angkor, Jayav'art, La Boutique - Free your art, Music Art School, Sombai Rice wine and La Crêperie.

FINANCIAL REPORT

KEY INDICATORS	ki*	2016-2017	2015-2016
Self-financing	a/b	21 %	18 %
Fundraising expenses in % of the funds raised	f/b	5 %	10 %
Result of the financial year	c-g	- 3 652	- 49 310
Cash flow variation	b+h-e	344 143	- 45 889

* ki: key indicators built on the expenses and resources presented below.

- > The program's self-financing improved from 18% to 21% thanks to local revenues, which rose by 10% when program costs stabilized.
- > Fundraising costs are down as a percentage of funds raised due to the increased participation of foundations making strong contributions for the dormitories
- > The result for the financial year is almost at break-even and the cash position is up sharply due to the funds raised for the dormitories to be delivered in 2018.

RESOURCES

RESOURCES (in €)	ki	2016-2017	2015-2016
Donations from the general public		219 835	258 682
Other private funds		795 684	323 200
Self-financing	a	75 504	68 313
Other income		3 759	4 057
Total funds raised	b	1 094 782	654 252
Projected used		- 628 972	- 183 528
Total of resources for the year	c	465 810	470 724

- > Total funds raised (b) increased by 67% compared to 2015-2016. A strong progression due to increased support from foundations and companies for the construction of the new dormitories and the gradual increase in the number of beneficiaries.
- > 628,972 euros raised in 2016-2017 are intended for the dormitories to be delivered in 2018 and therefore postponed from revenue recognition. As a consequence the accounting results for the year slightly decreased to 465,810 euros (c).
- > There was a 15% drop in donations from the general public in 2016-2017, partly confirming unfavourable conditions due to the economic situation.
- > Self-financing (a) increased by 11% compared to 2015-2016. Most of this income comes directly from the training restaurant and hotel activities of Sala Bai, which shows that the new school is now well established in the tourist landscape of the region.

EXPENSES

USES (in €)	ki	2016-2017	2015-2016
On-site social missions	d	367 319	378 286
Depreciation and amortization	e	46 616	32 677
Operating and fundraising costs	f	55 528	64 423
Construction-related costs			44 648
Total of uses for the year	g	469 462	520 034
Construction		281 606	155 098
WCR variation		46 186	22 377
Total uses of funds	h	797 255	732 818

- > Expenses on social missions in Cambodia in 2016-2017 are relatively stable compared to last year.
- > Depreciation and amortization expenses increased for this first full year of operation of the new school.
- > Fundraising and operating expenses were slightly lower due to staff turnover within the team in France.
- > The construction of dormitories is already resulting in investments due to the acquisition of the land and the start of construction itself.

SIMPLIFIED BALANCE SHEET

ASSETS (net, in €)	31-Aug-17	31-Aug-16	LIABILITIES (net, in €)	31-Aug-17	31-Aug-16
Tangible	556 235	1 135 022	Associative funds and retained earnings	1 365 574	1 414 883
Financial	46 616	7 092	Net income	- 3 652	- 49 310
Under construction	55 528		Dedicated funds	812 500	183 528
Capital assets	469 462	1 135 022	Associative funds and reserves	2 174 421	1 549 102
Receivables	5 097	7 092	Current liabilities	32 912	32 941
Cash	878 228	534 085	Conversion adjustments	46 004	94 156
Current assets	883 325	541 177	Total Liabilities	2 253 338	1 676 199
Total Assets	2 253 338	1 676 199			

- > Total assets increased significantly due to the acquisition of land and the start of construction work on the dormitories.
- > The increase in cash flow is due to funds raised from foundations for dormitories, which will be completed in 2018.
- > Shareholders' equity increased sharply, mainly due to the increase in dedicated funds of 628,972 euros.
- > For the rest, liabilities are relatively stable, with the notable exception of the reduction in conversion adjustments due to the rise in the US dollar.



AGIR POUR LE CAMBODGE

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

Contact us

> Paris – France

Anne-Charlotte GOUPIL
contact@agirpourlecambodge.org

> Siem Reap – Cambodia

François ZELLER
info@salabai.com

www.agirpourlecambodge.org

www.salabai.com

TripAdvisor:
Sala Bai Restaurant School
www.tripadvisor.com

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