

# ANNUAL REPORT

2017-2018



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# Message from the President

In Cambodia, 40% of the rural population still lives below the poverty line. *Agir pour le Cambodge* took up many challenges in 2017-2018 in order to increase its effort in the fight against poverty and human trafficking and to give young Cambodians the hope for a better future that they deserve.

With the expansion of the programme, Sala Baï welcomed 120 students to the Class of 2017-2018, the largest class in the history of the school. The dormitories built close to Sala Baï were inaugurated on 28 February 2018 in the presence of the Cambodian and French authorities, a sign of the recognition and legitimacy of APLC's action. Additionally, after five years of working with the Cambodian Ministry of Tourism, the Sala Baï diploma has now been recognised in all of the countries of South East Asia since July 2018, and a mid-management training program has been launched for alumni. This ongoing adaptation of the training program results in sustainable professional insertion and long-term employment prospects for our young graduates, who are all from very poor families. Seeking to enhance the skill sets of our local staff and encourage greater autonomy, responsibility for the whole of the Sala Baï training program was handed over to a Cambodian staff member in April 2018. She will be an excellent role model for our young female students during their time at the school and will root Sala Baï even deeper in the local environment.

APLC also continued to support OBT (Organization for Basic Training), a Cambodian charity set up by a former APLC social worker. Located in the rural region of Kampong Cham, OBT offers free extra lessons for underprivileged children in villages around Chiro. This support provided by APLC is in line with its historical support for the Sré Ampil children's home located to the south of Phnom Penh.

Without the trust and support of our loyal partners and donors in France, Cambodia, Australia, Singapore and the USA, APLC would be unable to pursue its mission to transform the lives of hundreds of children and young people. We thank them from the bottom of our hearts.

**Emmanuelle Dethomas**  
**President of *Agir pour le Cambodge***



# 1. Highlights from 2017 - 2018



## 28 August 2017

*OBT's extra lessons program starts up again*



## 04 September 2017

*School year starts for 120 students of Intake 16*



## 23 - 25 November 2017

*Launch of middle-management training program for Sala Bai alumni, taught by Professor Peter Jones, Dean of eHotelier, with the support of Friends of Sala Bai in Australia*



## November 2017

*Sala Bai given ASEAN certification by the Ministry of Tourism in Cambodia*



## 25 January 2018

*Gala Dinner at Unesco to celebrate the 15th anniversary of Sala Bai, with the testimony of Sreyroth, a graduate of Intake 12*



## 27 February 2018

*Inauguration of the new dormitories in the presence of the Cambodian and French authorities.*



## 06 April 2018

*"Dinner in White" in the gardens of Sala Bai to celebrate the Khmer New Year*



## 10 May 2018

*Alumni dinner attended by over 420 people*



## 29 May 2018

*Students move into the new dormitories*



## Summer 2018

*Young volunteers missions at Sré Ampil*



## 20 July 2018

*Graduation ceremony of Intake 2017-18*





## 2. Sala Bai

*Fight against  
poverty through  
vocational  
training*





## PROGRAM

A development program created and administrated by APLC, **Sala Bai is a free hotel school whose aim is to train around 100 young underprivileged Cambodians every year**, 150 since September 2018. Girls are given priority (70%) due to their greater vulnerability and the greater difficulty they experience in accessing education and stable employment.

**To gain admission to Sala Bai, candidates must meet a number of criteria:**

- come from an extremely impoverished family;
- be aged between 17 and 23;
- have completed grade 6 at least;
- be highly motivated.

The training in one of the **5 proposed disciplines** 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, bicycles, 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 and is recognised within the ten countries of the ASEAN (Brunei, Cambodia, Indonesia, Laos, Malaysia, Philippines, Singapore, Thailand and Vietnam) since July 2018. 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 3 times the average monthly income of their families. Students become actors in the economy and development of their country.



**2002:**  
launch of the program

**50 students:**  
intake I

**120 students:**  
in 2017-2018

**Siem Reap:**  
the place of training

**More than 1,600  
graduates:**  
since 2002

**\$131 a month:**  
average salary on  
hiring for the intake of  
2017-2018

**\$300 - \$400 a  
month:**  
average salary after 4  
years



## Expansion of the Sala Bai program

+ 50% beneficiaries in 3 years

Seeking to step up its effort in the fight against poverty and to make a greater contribution to the economic development of Cambodia, in 2012, *Agir pour le Cambodge* decided to expand the Sala Bai program and to increase its student number by 50% to an intake of 150 students in September 2018.

### CHALLENGES

#### > **Cambodia, a two-speed economic development:**

- 35% of the population still lives below the poverty line (*Source: PNUD September 2018*);
- there is a vast difference in poverty levels between regions in Cambodia. In Phnom Penh, multidimensional poverty affects 7% of the population, while in other provinces, especially rural provinces, this figure is 64% (*Source: PNUD September 2018*);
- 45% of Cambodians living below the poverty line are under 20 (*Source: PNUD September 2018*);
- pregnancies among 15-19 year olds have increased by 50% over the last four years; a lack of education is the main reason for these teenage pregnancies (*Source: Save the Children September 2018*).

#### > **A situation that is increasing cross-border human trafficking:**

- 4 millions migrants live in Thailand, 90% of whom are from Cambodia, Laos and Burma (*Source: UNODC September 2017*);
- given their lack of prospects, young Cambodians emigrate on a massive scale, often illegally, to Thailand and become targets for criminal networks involved in sexual exploitation, forced labour and trafficking in children.

#### > **Tourism is an economic sector with enormous potential:**

- 3<sup>rd</sup> largest economic sector in the country with 5.6 million visitors in 2017 and a forecast of 7 million in 2020 (*Source: Ministry of Tourism, October 2018*);
- very dynamic sector in terms of job creation, with many opportunities for qualified staff in hotels and restaurants.



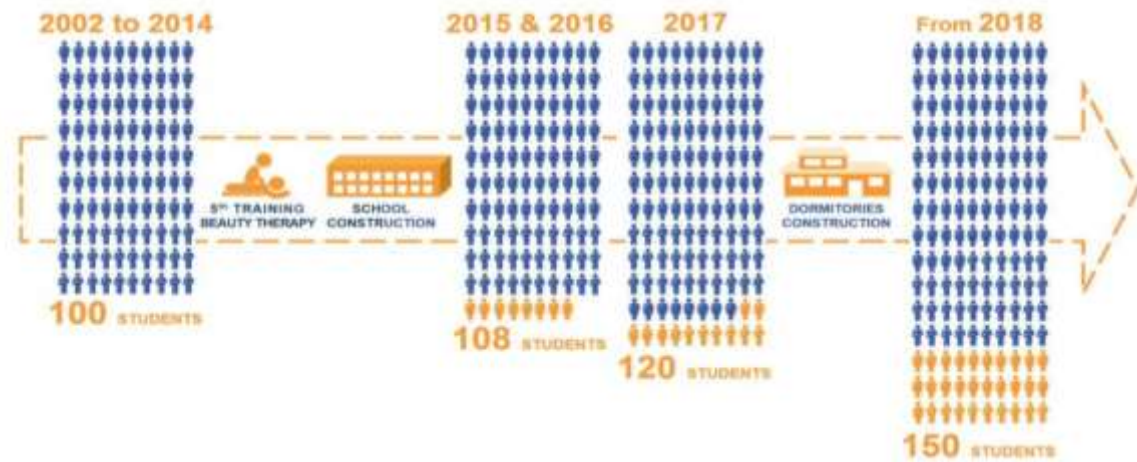
## AIMS

### > To fight against human trafficking more effectively and reduce poverty:

- by increasing the number of students by 50% between September 2015 and September 2018, while preserving the current proportion of girls (70%);
- by increasing the number of beneficiaries in high-demand training courses in the hotel industry 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:

- 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.



## THE DORMITORIES

The completion of the dormitories was the last step of the Sala Bai expansion program. This step was necessary in order to be able to **accommodate 150 students** from across Cambodia. The 120 students from the 2017-2018 Intake were the first to move into the new dormitories.

After a year of construction works, they were finally **inaugurated on 28 February 2018** in the presence of the French Ambassador, the Director of AFD (French development agency) in Cambodia and representatives of the Ministries of Tourism and Vocational Training and of the Province of Siem Reap.

The dormitory complex is a very pleasant space which can accommodate 105 girls and 45 boys and includes kitchens and a volleyball court. A social worker lives in an apartment within the complex and is responsible for pastoral care and discipline.

The dormitories were **designed so that their environmental impact would be as low as possible** as environmental protection is a key concern of the Sala Bai program. Raising student awareness of environmental issues is also part of the program. The plan for these new buildings was designed to enable the maximum amount of natural ventilation in order to make energy savings. It was built in a naturally green area and many of the trees that were uprooted to clear the site were replanted.

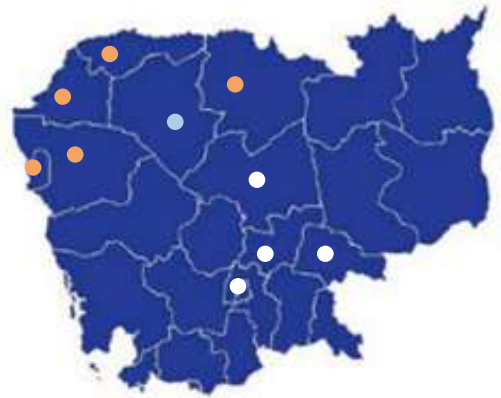




**72.5 %**  
*of girls*

**22%**  
*having lost their father or mother or both  
parents*

**10 %**  
*sponsored by partner NGOs*



**58 %**  
*come from Siem Reap province*

**33%**  
*come from border provinces with Thailand*

**9%**  
*come from other province (Kampong Cham,  
Kampong Thom, Phnom Penh, Tbong Khmum)*

## The 2017- 2018 intake students

*Wide geographic  
coverage*



## BREAKDOWN BY TRAINING

*Girls*

*Boys*

25



11

*Cooking*

26



10

*Restaurant*

12



4

*Front Office*

16



8

*Housekeeping*

8



*Beauty  
Therapy*





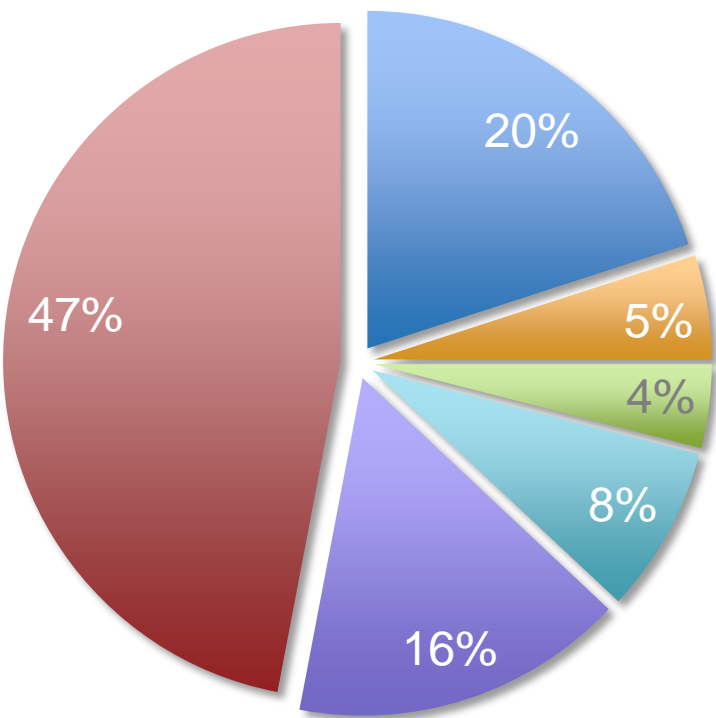
## Life education in 2017- 2018

*An active and committed  
training*

### A YEAR OF SUPPORT

Students are fully supported by the school during their training: accommodation, food, medical care, teaching, school supplies, uniforms...

#### Breakdown of costs per student in 2017-2018



- Living allowance (food, hygiene products, clothes...)
- Accommodation
- Others
- Teaching materials, activities and workshops
- School operating costs
- Supervision and training staff

For most students, this will be the first time that they have left their villages and their family environment. So the challenge for Sala Bai is to provide more than just training and to assist these young people on the road to personal empowerment. Students have the opportunity to get involved in various projects that enable them to put what they've learnt into practice.



## FOCUS ON SOME PROJECTS

### Links with other hotel schools

- **Skill-based sponsorship of Sala Baï by the La Rochelle Hotel School:** three cooking, restaurant and pastry chef students and three teachers from the La Rochelle Hotel School came to Cambodia to provide training to the Sala Baï teachers and students over a 2-week period in March 2018. During this period, the French students and teachers were able to introduce their Cambodian counterparts to new techniques, the use of new ingredients, to work on the presentation of dishes and the creativity of recipes.



### Training geared towards experience outside the school

- **Participation in the Siem Reap French Week:** week organised in March 2018 by the Chamber of Commerce and Industry attended by the provincial authorities, the French Ambassador to Cambodia, Ms. Eva Nguyen Binh and many other economic and cultural players in the region. Students were helped with the preparation and serving of the inauguration cocktail, the barista competition, cocktails and service;
- **The Angkor Ultra Trail:** mobilisation of students from the Beauty Therapy course on the trail massage stand in January 2019;
- **Training in the art of winemaking:** workshops organised by *Celliers d'Asie* in May 2018.

### Training that highlights environmental and social issues

- **Workshop on the fight against food waste** led by chefs of the Raffles Grand Hotel d'Angkor;
- **Workshops to raise awareness about food-ecology and the establishment of sustainable links with local producers**, with the participation of AgriSud International;
- **Practical workshops on cultivating the vegetable garden** (located at the bottom of the Sala Baï training hotel garden) under the supervision of AgriSud International;
- **Visits to farms in the “Green Farmers from Here” network** to introduce students and trainers to ecological techniques for agricultural production and to raise awareness of the challenges faced by vegetable producers in Cambodia;
- **Raising awareness about civic solidarity and commitment:** student participation in the Angkor Ultra Trail humanitarian walk. All registration fees were passed on to two NGOs.

205  
school days

70%  
of practical  
training

30%  
of theoretical  
training

9  
trainers

3  
English teachers

1  
French and  
mathematics  
teacher

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

## PRACTICAL TRAINING: the training hotel, restaurant and beauty therapy center

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

Students from:



**Front office:** handle reservations, reception and service the needs of clients during their stay.



**Housekeeping:** 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.



**Beauty therapy:** open the teaching Beauty Centre periodically for clients.



**Cooking and Restaurant:** 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 2017-2018, the profits from these activities covered the annual living costs of 21 out of the 1020 students.

## Skills-based training

Access to employment



**5 866**

It is the number of customers at the training restaurant in 2017-2018. Meaning a lot more dishes prepared and served by the students as part of their hospitality training!



**732**

It is the number of nights spent by clients at the training hotel in 2017-2018.



## PRACTICAL TRAINING: during the internships

From June to November, the Sala Bai students alternate between classes and internships in two-month periods. This means that during their year of training, they have **two separate professional experiences** in two of the school's nineteen 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 48% of our students were employed by these same partner hotels once they graduate.



## ASSISTANCE WITH THE HIRING PROCESS

### **Networking: jobs forum**

Following the success of the first jobs forum in 2017, a second forum was held on 29 June 2018. 17 partner hotels and the HR departments of the Siem Ream Airport and T Galleria DFT (duty free) as well as two travel agencies participated in the event.

The students had the opportunity to meet all of the companies at the forum and could submit their CVs to two of them.

### **Preparing the students for the recruitment process**

The 12th month of the training program is given over entirely to job-searching and the teams of social workers help the young graduates to draft their CVs and prepare them for job interviews.

## **RESULTS**

Over 1,600 young people are trained and all of them are hired within weeks of graduating

**\$131:** is the average monthly salary for students from the 2017-2018 Intake (excluding tips and service charge)

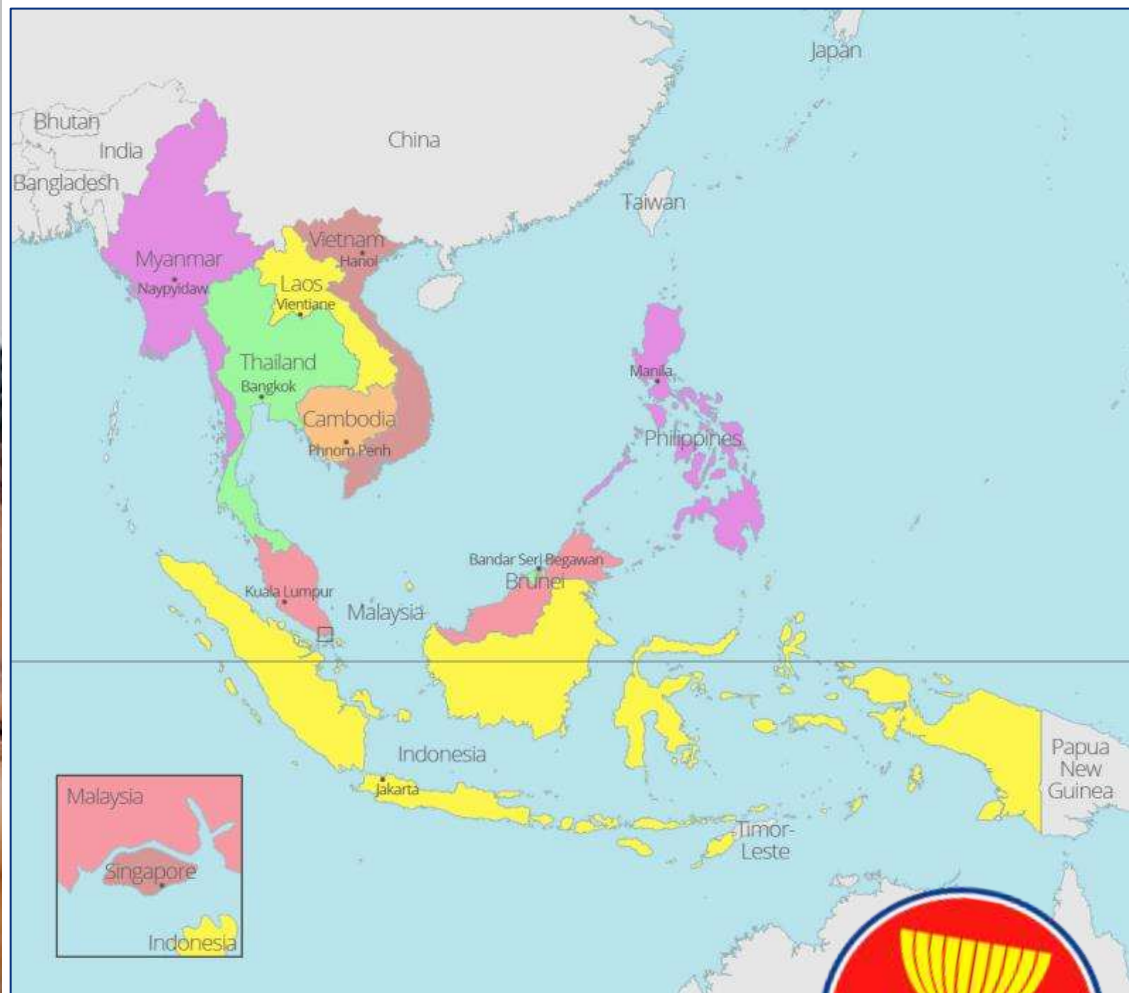
**+ 16%:** increase in graduate salary compared with August 2017

**54** students receive tips in addition to their salaries

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

Diploma recognised in the **10 ASEAN countries** since July 2018





## ASEAN CERTIFICATION

As a result of our work with the Ministry of Tourism since 2012, the **Sala Bai training program** has been certified as meeting the standards of the **Association of South East Asian Nations (ASEAN)** since November 2017.

This certification was issued by the Cambodian Ministry of Tourism. So the 2017-2018 intake is the first to hold a diploma that is recognised in the 10 ASEAN member countries: Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand and Vietnam.

## New developments

*Two major new developments*





## TRAINING IN MIDDLE-MANAGEMENT

Although Sala Bai graduates do very well in their early careers, after 3-4 years, their professional development is hampered by their lack of management skills. Seeking to make up for this, a **middle-management training program** was tested with 10 alumni during the 2016-2017 school year.

Thanks to support from Friends of Sala Bai in Australia, it was put in place in November 2017 so as to enable alumni who had begun their initial training with a very low level of education, to acquire additional management skills. This course will enable them to move up to jobs that carry greater responsibility.

It is taught by Professor Peter Jones, Dean of eHotelier. It is **open to around 20 alumni** and taught in two sessions during the course of the school year:

- 23 to 25 November 2017 : 1<sup>st</sup> session
- 25 to 27 April 2018 : 2<sup>nd</sup> session

The course consists of a series of 3-day workshops with two central themes: the importance of communication in management and the creation of an employee training programme. During the workshops, the emphasis is placed on team work, problem solving and collaborative decision-making.





## Looking ahead to the Class of 2018-2019

6-month selection process

### A 6-MONTH SELECTION PROCESS

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

The student's recruitment, run by Sala Bai social workers, is a **4-step process within 6 months:**

- 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;
- personal interviews with trainers to insure the candidates' motivation.

**418** applications: 75% concerned girls

**393** candidates at the written exams

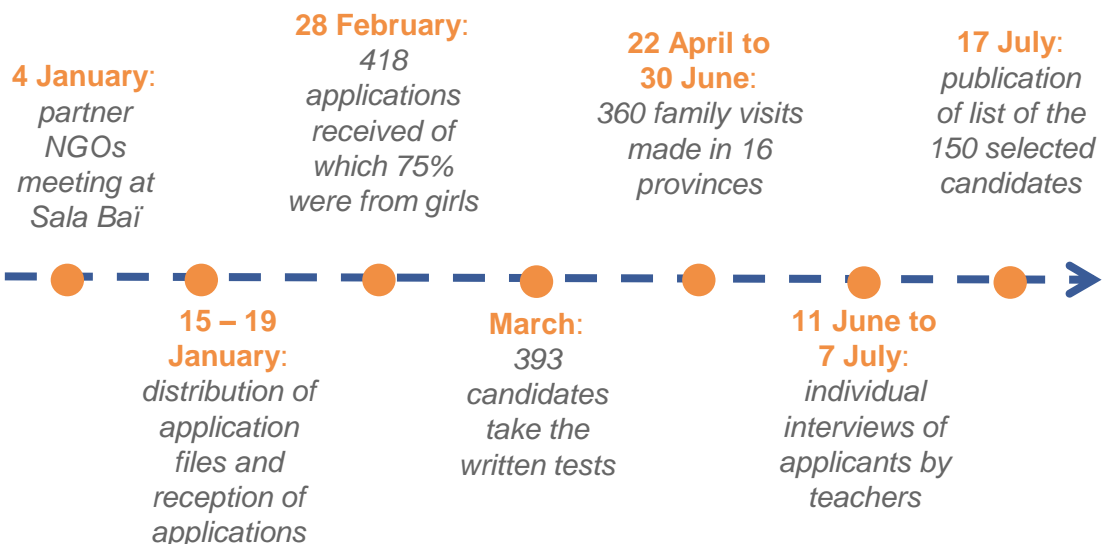
**360** family visits

**150** selected students who will join Sala Bai

**70%** girls

**1/3** from provinces near Thai borders

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





## ANNUAL ALUMNI DINNER

The annual alumni dinner was held on **10 May 2018** and **attended by over 420 people**. It was held in a restaurant outside the school so that the team, some of whom are alumni, could enjoy it without having to organise and supervise it.

The evening was **marked by warmth and friendliness** and the president of the Sala Bai Family Foundation took the opportunity to tell everybody about the association and succeeded in recruiting 180 new members.

## SALA BAI FAMILY FOUNDATION

The Sala Bai Family Foundation was set up in **May 2014** by and for the **school's graduates**. This association helps to:

- encourage a strong sense of solidarity among alumni on their professional journeys, especially through networking;
- strengthen the sense of solidarity between alumni and the school. Graduates are able to play an active role in the success of their school both financially and by passing on knowledge, with many alumni volunteering to speak at conferences and run workshops for current students.



Formalities for registering the SBFF as a charity under Cambodian law with the Ministry of the Interior were begun in November 2017. As a local partner of *Agir pour le Cambodge*, the **SBFF will have a number of missions** such as providing support to current students, providing feedback on new requirements of the hotel industry so that the Sala Bai training can be adapted to market demand, and setting up a Teaching and Social Committee which will enable alumni to be actively involved in steering the school's teaching program.

**more than 1  
600** graduates  
since 2002

**more than 420**  
alumni attended  
the annual dinner

**9** alumni and  
members of  
SBFF working at  
Sala Bai

## Alumni

*Structuring the network*





### 3. Sré Ampil

*A home for  
disadvantaged  
children and  
young people*



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 26 girls and boys, orphaned or abandoned by parents too poor to raise them.



**Present since the home was set up, APLC contributes to the running of the home by:**

- supporting medical monitoring of young people living in the shelter;
- supporting extra lessons in Khmer, foreign languages, mathematics and science;
- providing an annual subsidy to cover operating expenses.

Every summer since 2011, groups of young French volunteers coordinated by APLC have been travelling to Sré Ampil to carry out their international solidarity project. During the summer of 2018, two groups of young volunteers followed one another: from 15 June to 15 July a group composed of three young people in higher education, including a former student of the *Lycée Saint-Louis de Gonzague (Paris)* and from 22 July to 22 August a group of seven 'Scouts et Guides de France' (Asnieres).

The young volunteers were able to take part in daily life, carry out animation missions, give English support courses and computer courses and also participate in work to repair the home, particularly doors and shutters.

*"A mission to Sré Ampil is the end of all prejudices and the discovery of other references. For example, the notion of time is not the same. We were able to see this during our renovation work. We also discovered a country, perhaps less known by the younger generations, and its history."*

A volunteer in July 2018.







# 4.

## OBT

(Organization for Basic Training)

A better  
education to  
fight harder  
against poverty





OBT (Organization for Basic Training) is a Cambodian charity **set up in 2009 by a former APLC social worker**. This charity fights for the education of children and against poverty by improving living conditions in the village of Chiro and the surrounding areas, in the province of Kampong Cham, with the aim of eradicating poverty.

OBT offers **free extra classes to children on top of the classes they attend at state-run schools** where the level of education remains very low. Most of the children who take up this offer are from families working on farms that have less than a dollar a day to live on. These children are given free lessons in Khmer, English, IT, traditional music and dancing and have access to a library and playground. They are able to improve their understanding of school subjects and experience cultural activities in a secure and friendly atmosphere.

OBT is also developing **programs aimed at villagers** such as access to running water, awareness-raising of sustainable agriculture and environmental protection. In the long term, children from the village will have the possibility of becoming young citizens who are responsible actors in the development of their country.

All of these projects are financed partly by the proceeds of OBT's restaurant, the little shop selling handmade items, the offer of activities and tourists who stay in the bungalows and B&Bs. All of these offers provide visitors with the opportunity to experience family life in the country, on the banks of the Mekong, and to discover the amazing atmosphere of this charity-run school.

Since September 2016, APLC has supported this program by **funding the annual salary of a teacher**.

**2009**  
date of  
establishment

**413**  
children benefiting

**60**  
volunteers

**11**  
local teachers  
employed

**Kampong Cham  
Province**  
geographical  
localisation



**During the course of the 2017-2018 school year,  
OBT converted three major projects into concrete results:**

Creation of a **plastic recycling centre** in the village to help prevent direct pollution of the Mekong.

**Protection of bees** with the production and sale of its own honey.

Extension of **Bamboo Town** with the construction of new guest houses, a new household upkeep building and a first aid centre.

# 5. Teams



## In France:

### BUREAU MEMBERS:

**Emmanuelle DETHOMAS**

President

**Nicolas FLOQUET**

Treasurer

**Diane FOUCHÈRE**

Secretary general

**Claude COLOMBIÉ**

In charge of relationships with Cambodia

**Félicité OGEREAU**

In charge of Human Resources

### PERMANENT STAFF:

**Mayelle BARBIER**

In charge of communication and fundraising

**Anne-Charlotte GOUPIL**

General Director

### BOARD MEMBERS:

**Stéphane BAVEREZ**

**Clémence BAUDET**

**Hubert CHANOINE**

**Laurent FICHTER**

**Philippe GLOAGUEN**

**Régis MARCON**

**Bruno de MONTE**

**Elisa O'NEILL**

**Donatienne du VIGNAU**

### FIELD MISSIONS:

**Emmanuelle DETHOMAS**

President, November 2017 and February 2018

**Anne-Charlotte GOUPIL**

General Director, March 2018





## In Cambodia:

### VOLUNTEERS IN SALA BAÏ :

#### **Philippe BÈS**

School Director  
since July 2016

#### **Emilie DESCHASEAUX**

School Deputy Director  
since May 2016

#### **François ZELLER**

In charge of communication  
since August 2017

### SHORT-TERM MISSIONS AT SALA BAÏ:

#### **Peter JONES**

Head of training at eHotelier, head of the Edge Hotel School (Essex-UK), head of HOSPA and head of EUHOFA, in charge of middle-management training program for alumni: 2 sessions in November 2017 and April 2018

#### **Three teachers (Cooking, Baking and Restaurant) and three students from the La Rochelle Hotel School**

Support mission: March 2018

#### **Sarah ROUGAGNOU**

Intern who conducted an evaluation of the training provided by Sala Baï at partner institutions: July 2018

## 6. Fundraising events





## FRANCE: Dinner at UNESCO

On **25 January 2018**, a gala dinner and fundraising event was organised at UNESCO to celebrate Sala Bai's 15th anniversary. Sreyroth Rochard, a Front Office graduate from Intake 12, gave a testimony at this dinner.



On **30 March 2018**, for the 13th consecutive year, a gastronomical dinner to raise funds for Sala Bai was organised by the Chef Jaques Hybert, the charity Challenge Cambodge and students from the Saint-Anne de Saint Nazaire vocational high school.



## CAMBODIA: Dinner in white



On **6 April 2018**, Sala Bai organised a "Dinner in White", attended by around 200 guests, in the school gardens. Sra Thnam was among those who supported this event. On the menu were cocktails, amuse-bouche, couscous, desserts, dancing and an amazing shadow puppet show presented by Bambu Stage.



## AUSTRALIA: Dinner in Sydney

On **29 November 2017**, a dinner was organised by Friends of Sala Bai in Australia in Sydney. This annual dinner was an opportunity to celebrate 15 years of solidarity between Friends of Sala Bai in Australia and the Sala Bai School.



# 7.

## Partners

### FOR STUDENT TRAINING

#### INTERNATIONAL

##### AFD - AGENCE FRANÇAISE DE DÉVELOPPEMENT

Financial institution at the very centre 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.

##### 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 Sala Bāi students every year, for a period of five years.

##### SAINT LOUIS DE GONZAGUE SCHOOL

The Saint Louis de Gonzague school (Franklin), as part of the *Journées Missionnaires* project, along with the *Association des Anciens de Franklin*, have continued to renew their support for APLC since 2011-2012. The *Association des Anciens de Franklin* has been one of APLC's historic partners since the NGO was set up in 1985 in the refugee camps on the Thai border.

##### CHALLENGE POUR LE CAMBODGE

*Challenge Pour le Cambodge* has been an APLC partner organisation since 2005. It provides financial support to Sala Bāi on a quarterly basis. Set up by a French citizen who is a long-time resident of Cambodia and who has succeeded in mobilising friends and acquaintances, this charity now supports a number of projects in the country.

It has supported Sala Bāi since 2005 and organises a fundraising dinner every year with students from the Saint Anne Hotel School in Saint Nazaire (Loire Atlantique department).

##### EDUCADEV

EDUCADEV is a charity operating in 10 countries, including Cambodia, which seeks to help children from underprivileged backgrounds to pursue their schooling in good conditions.

EDUCADEV covered the cost of school supplies for the Class of 2017-2018.

##### FONDATIONS ACÔME, ARCEAL, ARCHAMBAULT ET AVENIR SOLIDAIRE - Family foundations under the aegis of the CARITAS Foundation

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

##### BRAGEAC FOUNDATION

This family foundation, under the aegis of the Caritas Foundation, renewed its support for Sala Bāi for the second time by covering the cost of training 4 students.

##### 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 vocational training. McKinsey for Children has supported Sala Bāi by taking on the full cost (board, lodging, health costs and school supplies) for nine students for Intakes 12, 13, 14 et 15. The foundation took on the full costs of 12 students in 2017-2018.

##### FONDS POUR EUX AND POMENA ENFANCE

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

##### FRIENDS OF SALA BĀI IN AUSTRALIA

Friends of Sala Bāi in Australia was set up in 2005 by three business men in the hotel and training sectors. Since then, the organisation has been raising funds and supporting the Sala Bāi Hotel School thanks to its rapidly growing network. Students from the Blue Mountains Hotel and Management School are the main contributors to the fundraising activities of Friends of Sala Bāi in Australia. The FOSBA family has acquired 150 individual and corporate members.

##### GUIDE DU ROUTARD

Historic partner of APLC, *Le Guide du Routard* has supported Sala Bāi 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.

##### GUILDE EUROPÉENNE DU RAID

An organisation that connects volunteers with NGOs and assists them with the formalities necessary for sending human resources to the developing world. In 2017-2018, the *Guilde Européenne du Raid* covered the cost of two international solidarity volunteer positions for 2-year missions.



## 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 with the colours of a Sala Bai and donates €5 for every scarf in all of its collections sold online.

## LES ENFANTS d'ANGKOR WAT

*Les Enfants d'Angkor Wat*, charity organised under the law of 1901, provides financial support to projects that help Cambodian children from very poor families.

*Les Enfants d'Angkor Wat* supports Sala Bai by financing materials for students on a regular basis: printing of lessons and text books, replacement of computers used for on-line courses.

## ONE HUNDRED AID

One Hundred Aid is a company 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 Sala Bai.

## TOUCH SALA BAI

The NGO Touch Sala Bai, based in Singapore, has given itself the mission of fighting poverty and human trafficking in Cambodia through education and employment in the hotel industry. Touch Sala Bai provides support to Sala Bai.

## IN CAMBODIA

A large number of local companies mobilised to organise events to raise funds for the school: Asian Street Food Cambodia, Auskhmer Import & Export, Bambu Stage, Bokator Angkor, Charcoal Restaurant, Gelato and Coffee Lab, Khéma, Pou's House Restaurant and Bar, Sra Thnam, Sala Lodges, Sofitel Agnkor Phokeethra Golf and SPA Resort.

## FOR CONSTRUCTING DORMITORIES:



# 8.

## Financial report

### KEY INDICATORS

	ki*	2017-2018	2016-2017
Self-financing	a/d	20%	21%
Fundraising expenses in % of the funds raised	f/b	16%	5%
Result for the financial year	c-g	798 583	- 3 652
Cash flow variation	b-h+e	- 169 077	344 143

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

- Self-financing using revenue from the training restaurant and school is relatively stable thanks to local income which is up by 8% while expenses on the social mission in Cambodia are up by 9%.
- Fundraising and operating costs are up as a percentage of funds raised as a result of the major fundraising campaign aimed at foundations in order to finance the construction of the dormitories.
- The result for the financial year is up sharply as outstanding commitments on last year's balance sheet were brought forward pending the opening of the dormitories, which took place in May 2018.

### RESSOURCES

RESSOURCES (in €)	ki	2017-2018	2016-2017
Donations from the general public		197 511	219 835
Other private funds		320 076	795 684
Self-financing	a	81 621	75 504
Other incomes		9 733	3 759
Total funds raised	b	608 941	1 094 782
Projected used		- 122 112 812 500	- 628 972
Total of ressources for the year	c	1 299 329	465 810

- Total funds raised (b) is down by 60 on 2016-2017. This sharp drop is explained by the end of the fundraising campaign for financing the construction of the dormitories.
- We note a 10% drop in donations from the general public in 2017-2018, partly confirming unfavourable conditions as a result of the economic situation and the wait-and-see attitude of donors in view of the reform of the wealth tax in France and the introduction of PAYE.
- Income from the training restaurant and hotel (a) are up by 8% on 2016-2017, as a result of a digital marketing policy and the many partnerships set up with online travel sites.



## EXPENSES

EXPENSES( in€)	ki	2017-2018	2016-2017
<b>On-site social mission</b>	d	399 756	367 319
Depreciation and amortization	e	63 211	46 616
Operating and fundraising costs	f	100 991	55 528
Construction related costs			
<b>Total of uses for the year</b>	g	500 747	469 462
<b>Construction</b>		355 333	281 606
<b>WCR variation</b>		- 14 851	46 186
<b>Total uses of funds</b>	h	841 229	797 255

- Spending on social missions in 2016-2017 in Cambodia is up slightly on last year which is explained by the increase in the number of students at Sala Bai (from class sizes of 108 to 120 students).
- Fundraising and operating costs are up following a shift in policy at APLC. Rather than reduce resources once the construction of the dormitories was completed, the NGO has decided to pursue its action long term and enhancing its professional aspects, which will result in savings thanks to a more efficient organisation. As a result of this policy shift, a manager has been hired and offices have been rented.
- Construction of the dormitories, which was completed in 2018, resulted in investments.

## SIMPLIFIED BALANCE SHEET

ASSETS (net, in€)	31 August 2018	31 August 2017
Tangible	978 442	556 235
Financial	683 693	671 746
Under construction	0	142 032
<b>Capital assets</b>	<b>1 662 135</b>	<b>1 370 013</b>
Receivables	10 311	5 097
Cash	709 151	878 228
<b>Current assets</b>	<b>719 462</b>	<b>883 325</b>
<b>Total assets</b>	<b>2 381 597</b>	<b>2 253 338</b>

- Total assets rose substantially as a result of the completion of the construction of the dormitories.
- Cash is down slightly as a result of the construction of the dormitories and also the end of the major fundraising campaign for financing this construction.

LIABILITIES (net, in €)	31 August 2018	31 August 2017
Associate funds and retained earnings	1 361 921	1 365 574
Net income	798 583	-3 652
Dedicated funds	122 112	812 500
<b>Associative funds and reserves</b>	<b>2 282 616</b>	<b>2 174 421</b>
Current liabilities	41 865	32 912
Conversion adjustments	57 116	46 004
<b>Total liabilities</b>	<b>2 381 597</b>	<b>2 253 338</b>

- Certification of the accounts : the accounts of *Agir pour le Cambodge* are audited and certified by PwC (PricewaterhouseCoopers).



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

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