Passerelles numériques is a non-profit organization under French law.

Founded on November 13, 2006, its registration at Nanterre's Prefecture was published at the Official Journal of the French Republic JO n° 20060049 on 09/12/2006.

Its registered office is at: 40, rue de la Comète, 92600 Asnières-sur-Seine, France.

Registered as an international NGO with the governments of Cambodia, Vietnam, and the Philippines.

Registered as a non-profit foundation in the Philippines as Passerelles numériques Philippines Foundation Inc.

Registered as a non-profit organization in Hong Kong as Passerelles numériques Hong Kong Limited.

Since March 2007, Passerelles numériques is officially recognized as a charity by the French Government and thus it is exempt from business taxes; grants received are eligible for tax deductions in France (French tax residents).

The annual accounts are audited and certified by:
Cabinet Ajilec – member of Compagnie Régionale d’Orléans
10, rue Dora Maar, 37100 Tours.
RCS TOURS B 450 403 704.
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In 2015, Passerelles numériques celebrated its 10 years of existence. Our great adventure continues, remaining loyal to the values we held from the beginning. 205 youths completed their training with PN this year – 86 in the Philippines, 92 in Cambodia, 27 in Vietnam; they obtained their diploma and almost all of them quickly found work in the IT sector, thus allowing their family and themselves to escape poverty.

In 2015, after 10 years of growth, while looking to extend our mission to help the underprivileged, which is PN’s purpose, we wished to think about our strategy and our aims for the next 3 to 5 years. The strategic planning we initiated at year-end 2014 was continued during the first semester of 2015, under the guidance of the strategic committee of the Board of Trustees and with the extensive involvement of our operational Managers, Administrators, Founders and Ambassadors.

During the June 2015 General Meeting, we were able to sum up our redefined ambition and our primary strategic focuses. The main goal is to build a socio-educational model to sustain PN’s mission, which must be simultaneously:
- adapted to each social, educational and economic environment in which PN operates;
- open and able to evolve in accordance with the needs of the local markets;
- sustainable, thanks to its coupling to an economic model which gives it a lasting financial autonomy.

We are first reasserting again the search for the quality of this model that we will then be able to implement on a larger scale, for an in-depth impact on a greater number of disadvantaged youths.

As early as the second semester of 2015, we launched actions on two main challenges (detailed hereafter, under “Challenges”). Firstly, we are implementing a more responsive operating mode and organization, centered in Asia, for greater agility and cost reduction. PN will continue to be governed from France by our Board of Trustees, but most of the coordination teams will be located close to our operations in Asia. Secondly, we are revising our education and training program, so as to ensure it is more open to outside partnerships and therefore ready to follow market moves, innovative in its pedagogy and its content so as to better build the employability of our students.

This renewal of our curricula started in each of the three Centers, depending on the local context, with the support of Fabrice Filachet, our Education and Social Mission Manager. With a renewed energy, 3 new General Managers in our Centers are putting these changes in effect. In Danang, Julie Tardieu replaced in September Caroline Jouve whose contract ended just before. Eléonore Iriart became the head of PN Philippines, and John Munger now heads PN Cambodia, replacing Hélène Huard and Thomas Corolleur, long-standing employees, at the beginning of 2016.

Thus, in Vietnam, we have, along with DCT (Danang College of Technology), our Danang University partner, dedicated ourselves to building a new, enhanced training cycle in 3 years and making it accessible to students arriving at PN as early as the October 2016 school-start. This new training gives our students a more recognized diploma, the College Degree. PN Vietnam is also building new partnerships with companies, that are paying our interns increasingly higher salaries, and bringing us skills to teach our students, for instance in the promising software testing sector.

In the Philippines, our pilot class has been experimenting since September 2015 with new self-study techniques, with a more direct use of technologies. We are thus preparing a 2.5 years study program that will better enable us to reach a University-level certification when the huge “K to 12” education system reform is rolled out.

PN Cambodia launched the “oPenh” project, a major overhaul of our program focusing on the acquiring of basic knowledge, the learning of English, an interactive pedagogy and a strengthening of personal development activities. New partnerships are being signed and will bring us skills and external openness.

In line with this new dynamic, we are accelerating the growth of our fundraising activities in Singapore and Hong Kong; 14% of the funds raised in 2015 originated from those activities, twice the amount recorded in 2014.

Our Board of Trustees has grown and gave a strong impetus to our strategic planning. All its members have been especially involved in supporting our Parisian team through its delicate internal reorganization, which leads to many employee departures.

2015 was therefore the beginning of a transition at PN, necessary in order to renew our approach to stay close to the evolution of the needs of the companies and the educational world around us. In addition to that, it will allow us to restore a financial positive balance that is still lacking.

Let’s all be confident that all of the common energy of PN’s teams, employees and volunteers, of its Administrators, the loyalty of the companies and the people that support us financially or in providing their expertise, will enable us to overcome this hurdle. Personally, I am very confident with regard to this large mobilization and thank you all for your contribution to the pursuit of Passerelles numériques’ great mission. Thank you all!
**HIGHLIGHTS**

**MARCH 28TH**
86 graduates in the Philippines

**AUGUST 26TH**
PN Philippines renews its IT training program. Official kick-off with partners

**OCTOBER 10TH**
27 graduates in Vietnam

**APRIL 10TH**
PN Vietnam celebrates the 10-year anniversary of Passerelles numériques and 5 years of activity in Vietnam

**AUGUST 26TH**
92 graduates in Cambodia

**OCTOBER 2015**
PN Hong Kong celebrates the 10-year anniversary of Passerelles numériques

**SEPTEMBER 21ST**
PN France celebrates the 10-year anniversary of Passerelles numériques

**OCTOBER 26TH**
PN Philippines renews its IT training program. Official kick-off with partners

**NOVEMBER 2ND**
PN Hong Kong celebrates the 10-year anniversary of Passerelles numériques

**OCTOBER**
92 graduates in Cambodia

**DECEMBER**
Passerelles numériques’ central management and coordination team moves progressively to Asia. Ongoing in 2016.
In 2015, Passerelles numériques celebrated its 10-year anniversary. 10 years of great achievements and success, difficulties and challenges, precious help from partners, volunteers and friends, all of this with a constant goal: offering a quality education to more young adults and allowing them to find a job, remain outside the “circle of poverty” and take advantage of a Gateway for life!

**CELEBRATING OUR HISTORY**

At this occasion, our talented students from Cambodia, Vietnam and the Philippines contributed to a creative and unifying project. Twice a month, we have shared through our social media their amazing drawings illustrating the key moments of Passerelles numériques’ history.

In the framework of a Street art project which took place in PN Cambodia in August, a group of students worked on a large historical frieze which they painted in the center’s stairway. It was a fun way of learning more about the highlights of our past and a much appreciated support to illustrate the visits of the center.

In order to celebrate this anniversary, to gather and thank all those who made this adventure possible, a party was organized in Paris, on September 21, with the precious support of Accenture.

A few weeks later, PN Hong Kong team of volunteers organized a very successful charity event. 150 international, young and generous guests participated in auctions held at this occasion. Thanks to the interest and generosity of the participants, about 30K€ were raised to support PN’s activity!

**HISTORICAL PARTNERSHIPS**

Originally born from an idea shared by Enfants du Mékong and Accenture, Passerelles numériques is fortunate to receive through the years and along the projects, the precious help of historical partners.

Since 2005, Accenture has continuously supported PN through a multi-faceted partnership: financial support, skills sponsorship, computer donations, internships and job offers. Thanks to a very active local branch, since 2010, Accenture in the Philippines has welcomed more than 30 interns, 26 of whom have then been hired!

Since the very first days of Passerelles numériques in Vietnam and in the Philippines, we have been closely partnering with 2 prestigious local Universities: the University of San Carlos (USC) in the Philippines and the Danang University in Vietnam. Together we design the curriculum and share the training delivery, while these partnerships allow us to be rooted in the local educational system.

**10 YEARS OF ACTIONS**

2005  
**CREATION OF THE 1ST PROJECT IN CAMBODIA (PNC)**

2007  
**1ST GRADUATION OF 20 STUDENTS IN PNC**

2009  
**OPENING OF A 2ND CENTER IN CEBU, PHILIPPINES (PNP)**

2010  
**OPENING OF A 3RD CENTER IN DANANG, VIETNAM (PNV)**

**2005**

**CREATION OF THE 1ST PROJECT IN CAMBODIA (PNC)**

**2007**

**1ST GRADUATION OF 20 STUDENTS IN PNC**

**2009**

**OPENING OF A 2ND CENTER IN CEBU, PHILIPPINES (PNP)**

**2010**

**OPENING OF A 3RD CENTER IN DANANG, VIETNAM (PNV)**

**HAKARA TEA, FIRST MANAGER OF PN CAMBODIA**

“The first months were full of surprises and twists! For example, the results of the first market survey showed that our training would be able to cover about 30% of the country’s needs in IT technicians. We realized we were in for a real macroeconomic impact.”

**EYSOUNG MEANG, IT COORDINATOR AT THE FAO*, ALUMNUS FROM PNC 2007**

“I was very lucky to join Passerelles numériques Cambodia’s first promotion. Studying there was very demanding but it was also a great chance for me. Without PNC, I wouldn’t be sitting in my office and wouldn’t be able to support financially my aging parents, my sister’s studies and myself.”

**MISTER YUM, PNC SECURITY GUARD AND LONGEST-SERVING EMPLOYEE**

“Before, I was a mototaxi driver but since 2005, I am PNC’s Security Guard. My duties are to ensure tidiness and security. Passerelles numériques Cambodia is like my family and my favorite moments are the events such as the Graduation ceremony or integration weekends where we gather all together with staff and students.”

* United Nations’ Food and Agriculture Organization
CHALLENGES
“WHAT ABOUT CHANGING OUR ORGANIZATION?”

CONTEXT
Passerelles numériques wishes to remain an organization in which all the teams, in Asia and in France, share common goals, purpose and values. Over the last 10 years, we have built an operating system seeking synergies, an exchange of experiences, and common principles and tools. This approach has equipped PN with recognized efficacy and professionalism.

The search for unity and substantial coherence led to a clearly centralized operating system with high structure costs. It makes sense to seek a new equilibrium, with a partial decentralization of support and coordination functions, the search for decision-making centers that are closer to the field, while maintaining a strong internal cohesion as well as common policies, in particular in terms of HR policies, and a consistent external image.

Our action is concentrated on Asia. But each of the countries where we operate has cultural, economic and regulatory specificities that we must respect by adapting our approach. In order to keep the PN model alive and capable of evolving and to maintain its efficacy, we have to further open ourselves up to the outside world, and develop new partnerships and new sources of funding that will partially replace French financial backers, less implicated in remote projects.

SOLUTIONS
Decided in June 2015 by our board, PN’s transition toward a more deconcentrated structure, located in the heart of the action in Asia, and more broadly deployed for fundraising purposes, effectively started toward the end of 2015 and will be a major undertaking in 2016.

While Paris will remain the center of strategic decision-making for Passerelles numériques, under the governance of the board, with an office regularly providing operating support - in particular regarding finance and fundraising - two hubs (Paris and Asia) will be created to coordinate activities. Our new Asia Director, Maud Lhuillier, will supervise the Asia hub as well as the three centers. She will preside the “CoDir,” an executive committee gathering the Managers of each center, the heads of the Asia hub, and the Coordinator of the Paris hub, Delphine Cantet.

The Asia hub, located in Phnom Penh to begin, will include PN’s Education and Social Mission Manager, PN’s Finance Manager, a HR Manager and the Asia Communication Manager. An Asia Fundraising Manager, based in Singapore, will be connected to this hub.

The Paris hub will be made up of a very limited team of three people: the Communication Manager as well as two people in charge of corporate and individual fundraising.

By allowing a decision-making process closer to the field, by supporting a good coordination of different entities with regard to fundraising, and by growing this activity even further in Hong Kong and Singapore, this new organization will be less costly, more agile, and should facilitate a major potential for financing Passerelles numériques.

If we can better know and better integrate into the local ecosystem of companies and educational and governmental institutions, we will be able not only to offer our youth the best-suited path to success in this environment, but also to better prepare the future of Passerelles numériques: by forming partnerships with institutions that will be able to support us or step in to continue with the mission; by finding financial partners nearer to our activities and who will help build a long-term financial viability for the PN program.

Without compromising the interest and the economy of scale of a good synergy between centers, for all support functions to the realization of the mission, we will need to build as responsive and agile an organization as possible, to ensure it is capable of responding rapidly to local opportunities and challenges.

“Not one of us alone knows what we all know, together.”
EURIPIDES
Philosopher and Ancient Greek tragedian
**WHAT ABOUT BEING INNOVATIVE IN OUR PEDAGOGY?**

**CONTEXT**

In 2015, Passerelles numériques celebrated its 10-year anniversary. From the beginning, we have always cared to offer an innovative pedagogy and education to our young talents. On the threshold of our 10th anniversary, our vision and our model are still relevant, but the IT market is in fast and constant evolution, and our strong educational ambition is challenged by a demanding market.

In 2015, this brings us to invent, create and experiment with new solutions more than ever, in order to give our students the best professional gateway we can.

**STAKES**

With regards to innovation, there are numerous stakes and our position is a complex one. Between market studies and surveys among our partner companies, Passerelles numériques needs to follow the evolution of the needs, whether technical or not, of the various market players very closely. It is also necessary to monitor pedagogical developments in order to identify the best practices in terms of education. Lastly, we believe in preparing our students for the jobs of tomorrow, to ensure they develop a sustainable employability, which means a capacity for progress, adaptation, growth and change throughout their professional life.

Then, based on our research and our encounters, PN’s training and education staff must transform the expressed methods and needs in programmes, develop new content and integrate new tools.

**DID YOU KNOW?**

Innovation is defined as a significant and positive change resulting from the introduction of a new element within a well-established model.

**SOLUTIONS**

A large-scale thinking process has been put in place in order to better determine the education provided by Passerelles numériques in the future. In keeping with our holistic approach, the students are the primary actors of their training, and we are gradually creating a new learning system based on:

- A community: teachers (from PN and partner universities); experienced professionals from the business world (coaches and guest speakers); junior professionals (alumni, young mentors and tutors); and, of course, our own students, who are the leading force and key players more than ever (peer-to-peer learning and solidarity).
- Redesigned spaces: physical spaces (laboratories, learning lounges, libraries) as well as virtual ones (online platforms and resources). This includes spaces allowing for workplace training.
- Key skills training: strengthening of soft skills, adjusting of technical skills to market requirements, early implementation of “learning to learn” modules to foster self-training, versatility and a lifelong learning process.
- Innovative and educational material and tools: Scratch, Lego mindstorms, 3D printers, Raspberry Pi, etc.
- Multidisciplinary projects and activities promoting the emergence of talents: theme-based clubs, virtual company projects, IT careers discovery workshops, environmental challenges, art, music, activities of general interest, etc.

This transformation occurs side by side with our partner network, with both our long-standing and more recent partners, who provide us with financial and human support (by sharing their knowledge and unique know-how within the IT sector) and allow for the acquisition of new material. This is because as in the first days of Passerelles numériques, we are still convinced that it is essential to involve companies in vocational training so as to contribute together to the social-economic development of the countries in which we operate.

*“The mind is not a vessel to be filled, but a fire to be kindled”  
Plutarch  
Greek historian and philosopher*
Passerelles numériques in Cambodia
This year’s selection was made in conjunction with 17 NGOs partners and took place over a period of 8 months, from February to September 2015, involving a large part of the local team and a network of 28 high schools.

Passerelles numériques Cambodia’s selection was greatly improved in 2015 thanks to the acquisition of clickers (individual electronic devices) used to automate the written tests. First tested in PN Philippines in 2014, PN Cambodia was glad to receive this new tool. The goal, aside from making the entrance tests more fair and reliable, was to merge some processes in order to optimize travels to the field and, as a consequence, to minimize costs. Thanks to these clickers, results have been communicated a few minutes after the end of the tests. We were then able to conduct motivation interviews with all candidates, which was a real improvement as in the past years, we had to contact the candidates one by one, mainly by phone. It represented a heavy logistic for the teams while some candidates remained unreachable.
EDUCATION

THE EDUCATION TEAM

The education and selection teams merged in November 2015, while several new people joined the team throughout the year. Seven people, assisted by one intern, are now working together, giving the best to our students and candidates, from the 1st selection steps to a close individual follow-up along the two years (one Education Manager, one Selection Manager, three Educators, one Counsellor and Selection Officer and one Nurse).

EXTRA-CURRICULAR ACTIVITIES

An educational program has been developed for the 2-year journey of the students and implemented in October 2015. It revolves around monthly themes (health & security, self-awareness, media, environment, etc.) that students discover and experiment through developmental activities and workshops such as personal development, stress management, road mapping, etc.

LAUNCH OF THE STUDENT ASSOCIATION

The end of 2015 at Passerelles numériques Cambodia, was marked by the election of the first student association created with the aim of giving students the opportunity to become responsible, more autonomous, take initiatives and develop leadership skills. PN Cambodia lived in campaign mode for 10 days and 33 candidates created their own communication campaign, including photos, slogans, posters, flyers and speeches. Finally, the 200 students and the PN Cambodia staff were able to vote in a pleasant atmosphere and five 1st and 2nd year students were elected.

TWO NEW BREAKROOMS

All the students participated in a major project in July: the renovation of their two breakrooms. The project was made possible thanks to financial support from our local partner WebEssentials, and was part of the overall refurbishment of the center. The students were consulted right from the start of the project. Amongst other things, they chose the color of the walls: pink in both rooms! The project allowed the students to be part of a real joint creation. It gave them an opportunity to take increased ownership of the center, to work in a group and to stimulate their creativity!

“STREET ART” IN THE CENTER

The students had a busy schedule in August when street art was the focus at PNC. They began by discovering the fundamentals of street art, with a presentation including short videos and question & answer sessions. The project’s climax was the “Street art in my school” event when PN Cambodia opened its doors and two Cambodian artists were invited to provide a live performance painting on the center’s walls. Finally, two incredible works of art were produced, one in honor of PN’s ten-year existence, painted by students in the stairwell of Passerelles numériques Cambodia. The event was very successful and brought color to the Center!

ELISE DURAND, PNC EDUCATION MANAGER

“One of our greatest challenges is to teach them how to learn. This includes all the general and interpersonal skills which will enable them to blossom and evolve professionally: be self-confident, manage their time, develop a critical mind, adopt healthy work habits, know how to work as a team, and many other things. Every activity is also grounded in the three PN values: trust, responsibility and solidarity.”

street art in the center

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All curricula include English, Mathematics and Professional Life Training classes. These diplomas are officially recognized by the Cambodian government.

2 Two-Year Training Courses*

18 months of academic training and 6 months of internship (2 months at the end of the first year and 4 months at the end of the second year)

System & Network Administration (SNA)
> 95 students in total

Web Programming (WEP)
> 100 students in total

A New Curriculum

In a constant effort to improve the quality of the training and to adjust it to the needs of a fast changing market, PN Cambodia launched “oPenh 1 & 2”, a vast program to update the curriculum of our 2-year training. The first objective is to make sure our students gain the soft and hard skills necessary to not only earn a job, but also to advance in their career and be able to self-learn. To do so, PNC started providing more interactive activities and classes, allowing students to be more active in their learning. The second main objective is to improve students English skills as this is a necessary pre-requisite for furthering their career. In putting a stronger focus on English, learning to learn, and soft skills during the first year, we believe our students will better be able to succeed in their future jobs and to be as competitive as their university graduate counterparts. “oPenh 1 & 2” will be continued in 2016.

In parallel of the curriculum changes, PN Cambodia also provided the 1st steps of a training program for English and IT Trainers, exposing them to a methodology of learning by doing.

Building Entrepreneurs

In May, 25 second-year students participated in a new module on entrepreneurship. They attended eight presentations by partners and friends of PN who came to explain the bases of entrepreneurship (business and financial plans, marketing, etc.). In this context they also participated in the “$10 Challenge” the aim of which was to learn to draw up a business plan and to create a business with an initial budget of $10. This project covered a number of educational issues (creativity, innovation, time management, public speaking, etc.), whilst allowing them to be involved in a new and very concrete experience. It was a great success since each group managed to make a profit.

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Internships

First-year internships
29 companies provided a full-time paid internship to the 99 first-year students. 38% of corporate employers operate in the IT sector.

Second-year internships
42 companies provided a full-time paid internship to the 95 second-year students. 69% of corporate employers operate in the IT sector. According to a survey conducted by the “External Relations Office”, 70% of the internship’s tutors rated the technical skills of the interns as good, very good, or excellent (25% rated them as average), 76% rated professional skills as good, very good, or excellent (20% rated them as average). Finally, 40% of the second-year students have been hired as full-time employees after their final year internship and 81% of the companies agreed to welcome interns next time.

Guidance to Employment

In September, PNC organized its 2nd Career Forum open to our students and alumni, but also from other schools and Universities. Praised in local media, it was a very successful event bringing together 19 companies and over 500 participants. The students attended 7 themed conferences on how to become a good candidate, how to improve their profile in order to stand out from the crowd, and the management of their career plan. They were also able to meet local businesses exhibiting and proposing job offers.

* In June 2015

SotheaMonkol Sok, Co-Founder and CEO at Codingate

“Codingate is collaborating with PNC to create professional opportunities for marginalized young Cambodians. Graduates join Codingate as team leaders, front-end developers, Web programmers, graphic designers and IT system Administrators. All of them have a great attitude, good basic computer skills and we are often impressed by their commitment and ability to work as a team. We have been employing 3 generations of PNC students and we will continue providing more jobs for their students and support this organization as we can.”
**PNC CLASS 2015**

92 young people (46 girls, 46 boys) successfully ended their training in October 2015.

- > 42 graduated from the “System & Network Administration” training program
- > 50 graduated from the “Web Programming” training program

Two months after graduation, 98% of them found employment and earned an average salary of $224/month.

**ALUMNI ASSOCIATION**

2015 was a year of strong dedication and hard work for the PNC Alumni Association (PNCAA). One of their priorities being to strengthen the relation between former and current PNC students, they organized several events. In February 2015, the 2nd Alumni Futsal Champion League took place gathering 9 teams and 108 players. In April, they hosted the Annual party which attracted more than 400 participants. In February 2015, the 2nd Alumni Futsal Champion League took place gathering 9 teams and 108 players. In April, they hosted the Annual party which attracted more than 400 participants.

**SOLIDARITY ACT**

The Solidarity Act program was created in 2011 to allow Passerelles numériques Cambodia alumni to give back to their school after having the chance to benefit from a full scholarship during 2 years. Three months after finishing PNC and once they have found a qualified job, they are expected to pay back a small amount of money each month. In 2015, $3,745 were collected.

**ALUMNI**

**LOCAL PARTNERS**

**-working hand in hand**

Passerelles numériques Cambodia has built through the years a large network of local partners that contribute to the success of our program. Beyond the internships and the financial or material support we received in 2015, some of our partners were highly involved in our educational and guidance to employment programs. For example, we were fortunate to work hand in hand with Jotun on a memorable Street art event, CamPaint and WebEssentials renovated the breakrooms with our students, and EvetJobs helped us organize our 2nd Career Forum. Always supportive of our program, H.E Oknha Mengly J. Quach from Mengly J. Quach Education (MJQE) held an inspiring workshop about leadership to all PNC scholars. During each of these moments, students and staff were proud to wear a PNC polo kindly financed by the Canadia Bank.

**YICHHAI SEREF, PNC PROMOTION 2012, SNA TRAINER AT PNC**

“I graduated in 2012 and I’m now working as a SNA Trainer at PN Cambodia. I completed the Solidarity Act program in order to help the next generations of students to succeed just like we did, and to contribute to the development of our country. It’s our responsibility!”

**88**

**LOCAL COMPANIES**

**81%**

**PROVIDED INTERNSHIPS**

**7**

**SUPPORTED US FINANCIALLY**

**5**

**SUPPORTED US THROUGH MATERIAL DONATION**

**97%**

**TOOK PART IN SHARED SKILLS ACTIVITIES**

**25**

**NGOS**

**68%**

**HELPED US WITH SELECTION**

**9**

**WORKED WITH US ON EDUCATIONAL PROJECTS**

**13**

**PROVIDED SCHOLARSHIPS**
PASSEERELLES NUMERIQUES IN THE PHILIPPINES
This year, the selection process was conducted in collaboration with 73 partners (high schools, NGOs, religious congregations and private organizations), including 20 NGOs, and involved 12 people (staff, interns, volunteers) during ten months.

2015 was a transition phase for PN Philippines’ selection department. The Filipino Government restructured part of the educational system through the K to 12 reform, lengthening basic schooling to include, amongst other changes, a two-year senior high school program. In anticipation of the reform, we decided to launch a new pilot class with a reviewed curriculum. As a consequence, we selected only 49 students for this promotion.

In 2013, the Filipino government passed a law called “Enhanced basic education act”. This main step in the history of the education system in the Philippines focuses on adding 3 years to the current education system so that it can adapt to international standards of 12 years of education: one year of kindergarten and 2 years of senior high school so that the students will be 18 years old when they graduate and can be employable directly or continue their studies. This important reform should help to boost employment in the Philippines by improving basic education and training skilled workers.
2013 was a year of changes for Passerelles numériques Philippines’ training. In the continuous effort to improve the quality of the training, PNP launched a new Pilot Class with an intake of 49 students (promotion 2018) and the ultimate goals of being innovative, providing high quality training to our students and guaranteeing them the best employability possible so they can truly live the life they want and deserve. To achieve this goal, the curriculum was deeply revised to offer a more student-centered pedagogy, technological innovations and educational tools. This includes Mindstorm Robots, Internet of Things devices, 3D Printing technologies and new Programming technologies, but also an increased involvement of coaches from partner companies with whom we work closely.

On August 26, PN Philippines organized, with Lexmark, a partner’s event to propose a look back at our main achievements since 2009 and to formally launch the new IT training program. Different partner companies, the University of San Carlos and other NGOs showed their support by being there and by participating in several roundtables.

PNP curriculum is created in partnership with the University of San Carlos (USC) - Talamban Campus and Cebu IT Industry. They include English, Mathematics, Physical Education, Religious Education, National Service Training Program and Professional Life Training classes.

For the first time, in 2015, in addition to the System and Network Administration (SNA) historical major, some students graduated in Software Development (SD). Following a survey conducted in July and August that same year, among 60 Managers and HR representatives of 25 companies (more than ⅔ answered), Passerelles numériques Philippines decided to stop delivering the SNA training to focus on SD only for the next promotions, starting from the Class 2018.

As part of our adjustments related to the K to 12 reform, the Class 2018 arrived in late August, instead of May, and were invited to join an amazing Integration seminar in September. Then, as part of the new curriculum, a revised pre-training (extended from 2 to 4 weeks) was delivered, followed by the first steps of a Basic IT Training in October. This training was also revised, using a new type of pedagogy and scheduling. The classes are now delivered modularly, meaning that the subject times are distributed weekly, focusing on only one major subject per week. This is a great improvement as modular courses can be easily modified to meet the needs of audiences with varying aptitudes, experiences and backgrounds, and are flexible enough to be broken into smaller training sessions.
Hour. In June, PN Philippines was selected to be the recipient of a grant intended to support the Quality Health Care program for all the PNP students during one year. This grant aims to cover the medical and dental checkup, medicine and medical supplies, and many more. Passerelles numériques places great importance on the overall welfare of each student as we strongly believe that health is a major factor in every student’s life and a key to their success.

Beside, the education team received a medical awareness training on tuberculosis and we included the University’s insurance to fully cover our students’ in case they have an accident.

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**INTERNSHIPS**

In 2015, 19 companies hired the 77 second-year students for their 18-month On-the-Job Training (OJT). 68% of corporate employers operate in the IT sector and 4 are new partners of Passerelles numériques. 31% of the 86 third-year students were hired as full-time employees after completing their internship.

2015 was a successful year regarding OJT as we received 146 offers for our 88 first-year students for their next year OJT! Another expression of the success of our training is that Accenture, Timex and Fairchild provided 100% of the minimum salary to the OJT students.

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**JOB PLACEMENT**

In January, a Career Guidance Workshop took place at the University of San Carlos for the Class 2015. The main objective was to increase awareness regarding their career wishes and facilitate their decision making between different professional alternatives. They learned a lot from the speaker, a former HR Officer of CallTek and part-time instructor from the University of San Jose-Recoletos.

In November, PNP held a symposium about the Labor Codes of the Philippines at the University of San Carlos for students from Class 2016. The objectives were to teach them the basics of the Labor Codes and raise awareness about workers’ rights and obligations. We were honored to welcome Ms. Shirley Almacen, HR Manager at FPT Software, as our guest speaker.

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**THE EDUCATION TEAM**

PN Philippine’s education team was almost fully renewed in 2015. Several long-term staff left the team to embrace new professional challenges but new faces joined, bringing along new ideas and a great team spirit. Julie Tardieu left after three years of being the Education Manager, being replaced by Floriane Tirel. Two new Educators, Randy and Bryan, also joined the team.

In October, the education staff had the chance to join a seminar on emotional boundaries which promised to be very helpful in their daily interactions with students.

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**EXTRA-CURRICULAR ACTIVITIES**

The number of arrivals and departures that occurred limited the number of new projects and extra-curricular activities. However, in addition to the existing activities, sports sessions started taking place in the afternoon as we are convinced by the positive impact of physical activity on concentration. In November 2015, students from Class 2018 and staff also had a memorable time trekking all the way to Budlaan Falls.

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**HEALTH & NUTRITION**

The quality of the health program we provide to students was greatly improved thanks to a new partnership with the NGO Children’s

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**EDUCATION**

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**JOHN PAUL FAJARDO & HELEN ESCOSAR, PNP PROMOTION 2015**

“I learned that every day is an opportunity to learn something new! I know what being professional means and how to adjust to other people’s needs and standards.”

(John Paul)

“I used to be shy and hesitant to talk to people. Now, I’ve developed a stronger self-esteem and I am more confident. Not only did I improve my technical and analytical skills but also my social skills.”

(Helen)
PNP CLASS 2015

86 young people (59 girls, 27 boys) graduated on March 29, 2015. 43 graduated as System & Network Administrators and, for the first time, 41 students graduated as Software Developers. They were all employed either before ending the training or within 2 months of graduating, with an average salary of $286 /month. One student obtained the outstanding salary of $600 /month, a great evidence of our students’ value on the IT market!

Most of the graduates found their job through their final internship or by themselves, while 12% required support of PN.

ALUMNI ASSOCIATION

In 2015, PN Philippines Alumni Association (PNPAA) supported several charity events eager to give back and help underprivileged children of the Visayas region. They supported our partner Children of Asia by giving tutorials to the children and organised in June a fundraising project raising $260 for the Balay Sa Nazareth San Carlos Foundation, an orphanage located in San Carlos City (Negros Occidental), a place where many of our students and alumni come from. Passerelles numériques Philippines is proud to have transmitted strong values of solidarity and generosity to its alumni.

Willing to develop more common projects with the Alumni Association, Passerelles numériques Philippines initiated in 2015 a reflection on how to strengthen our relations.

ALUMNI

ANA LIZA PANDAC, PNP PROMOTION 2015, JUNIOR FRONT END DEVELOPER AT CLICKLABS, INC

“Being a Passerelles numériques’ scholar is like being part of a very big family where the staff are our strict but loving parents (...). Just like any good parents, they passed on to us - to our minds and hearts - three core values: trust, solidarity and responsibility. My journey with PN was really worth it because I learned a lot. Not just lessons from school but lessons from a lot of people who helped me become who I am now.”

LOCAL PARTNERS

36 LOCAL COMPANIES

56% PROVIDED INTERNSHIPS

1 SUPPORTED US FINANCIALLY & THROUGH MATERIAL DONATION

4 TOOK PART IN SHARED SKILLS ACTIVITIES

5 WELCOMED STUDENTS FOR COMPANY VISITS

2 NGOs SUPPORTED US IN TERMS OF EDUCATION, HEALTH OR SCHOLARSHIPS

1 UNIVERSITY SUPPORTED OUR TRAINING

FINANCIAL SUPPORT

The local branch of our long-lasting partner, Accenture Philippines, renewed its partnership in 2015. We received 2 grants to support the scholarship of 49 students from promotion 2018, and the precious help of a volunteer who took part in several aspects of our training.

LITO TAYAG, COUNTRY MANAGING DIRECTOR ACCENTURE PHILIPPINES

“I have always been enthusiastic about the PN program. As a people, we Filipinos have always kept deep in our hearts the desire to help others, facing poverty and natural disasters. PN is about building a better life through education and skills training, and is opening doors for those who would otherwise be denied this opportunity. I am very proud of our work with Passerelles numériques.”
PASSERELLES NUMÉRIQUES IN VIETNAM
This year’s selection took place from January to August 2015 and involved a total of 27 people, including 24 Passerelles numériques Vietnam staff.

The overall selection process was improved. The content of the written tests was revised and the accuracy test was removed because of a lack of relevance. Detailed guidelines were created to help interviewers during the interviews. The selection team kept on improving the material for the social investigations to guarantee a fair and correct assessment of all the families visited.

Finally, there was a significant improvement in the communication and the visibility towards candidates. Communication tools for the Information sessions were more attractive and thanks to a Facebook page in Vietnamese, candidates could access continuous and updated information.

At the end of the selection process, all the staff completed a survey and shared their feedback and ideas to keep on improving the selection next year.

However, some difficulties remain and the initial target of 60 students wasn’t reached. The main reason for this is the lack of interest for the level of diploma (Trung Cap) received at the end of the two-year training. A project to extend the training to three years, to reach a higher diploma, was initiated in 2015.
2 TWO-YEAR TRAINING COURSES*

18 months of academic training and 4.5 months of internship (1.5 months at the end of the first year and 3 months at the end of the second year).

Software Development (DeV)
> 56 students in total

Web Programming / Testing (WeB)
> 27 students in total

All curricula include English and Professional Life Training classes.

After having completed their training programs, students receive two diplomas: one from Danang College of Technology and one from Passerelles numériques.

THE TRAINING TEAM

Several changes took place in 2015. David Caudeli, the new training Manager arrived from France to replace Pierre Desoil, after 3 years at PN Vietnam. Hoàng Như Vĩnh was promoted IT Coordinator after being a remarkable trainer during 2 years. Last but not least, Le Hong Phuc joined the team as an IT Administrator.

AN AMAZING TUTORING PROGRAM

2015 was a very dynamic year for PN Vietnam’s tutoring program. With the support of volunteer tutors, the objective of this program is to assist students who have difficulties in IT and English by helping them keep up with the intensive training program delivered by Danang College of Technology (DCT) and PN Vietnam. Launched in 2013, it attracts many new volunteers each year. Coming from various colleges, universities and organizations in Danang, more than tutors, those volunteers are role models for our students.

MR. PHAN CAO THO, RECTOR OF DCT, DANANG UNIVERSITY.

“We have a great collaboration, sharing the teaching and building up the curriculum, and our partnership is growing stronger day by day. At the same time, we will bring together Trainers from DCT and PN Vietnam to share experiences and discuss how to improve our respective methods, get even closer and support more disadvantaged students.”

* In June 2015

EXTRA-CURRICULAR ACTIVITIES

The process and organization of extra-curricular activities was improved in 2015. For each activity, the Educator in charge created a dedicated lesson plan including educational objectives.

A yearly timeline was established, proposing a new extra-curricular project to students every two months. Among the most popular ones, we can mention “Decorate my house”: during 2 months, students spent time decorating their boarding house to improve their living space and express their creativity.

Thanks to regular meetings, weekly follow-ups and the creation of a Facebook group, the network of local volunteers was strengthened and communication between them and the education team was improved. Greatly dedicated to PNV, volunteers organized activities more regularly with students, during evening or weekends: English club, bicycle tour, football match, a “team building” day and other creative and entertaining moments were shared together.

A team of volunteers from our partner Société Générale Singapore came to the Center to offer a workshop about money management and personal finances. This event was also the start of a strong and longlasting collaboration with Société Générale Singapore leading to more projects in the following years.
EMPLOYMENT

INTERNSHIPS

First-year internships
16 companies welcomed the 55 1st year students for a fulltime internship. 88% of them operate in the IT sector. For the first time, 16 students received an allowance for this internship.

Second-year internships
10 companies welcomed the 28 2nd year students for a fulltime internship. 100% of them operate in the IT sector and 60% gave allowances. Only 4 students were recruited after their internship mainly because students were very active in job searching and found a job in another company.

Feedback from companies was generally positive. Mostly they appreciate the good IT knowledge of our students, their behaviour, attitude and other soft skills as well as their English level which improved compared to previous promotions. However, students need to improve their autonomy and communication skills according to their internship supervisors.

JOBS SEARCH PREPARATION

In April, PN Vietnam organized a Career Orientation Workshop for 2nd year students with the attendance of many alumni and a partner representative, Mr. Tran Dinh Thuan, Director of Marjobs Company. During the workshop, Mr. Thuan shared a lot about his own experience and gave useful advice to students. It was also an opportunity for them to get in touch with the alumni and ask questions about their career such as the difficulties they have faced or how to get ready to enter the labor market.

The 1st edition of the “I know my job” project was also very successful: small groups of students conducted research and interviewed several professionals about their job. The objective was to help them better understand the different professions they will be targeting after graduation or in the next few years. To conclude this activity, an event was organized during which each group presented its results in from of a jury composed of their IT Trainers, the external relations team and IT professional from partner companies.

PNV CLASS OF 2015

27 young people (9 girls, 18 boys) graduated on October 10, 2015 from the “Software Development” program. 96% found a job 2 months after graduation with an average salary of $210 /month.

ALUMNI ASSOCIATION

PN Vietnam Alumni Association (PNVAA) made an impressive comeback in 2015. They took part in many activities of the Center such as welcoming and guiding new students, supporting the Graduation Ceremony, attending Career Orientation Sessions, etc. One of PNVAA’s main activity was a fundraising campaign which they organised to offer gifts to the current students for Têt (Vietnamese New Year). Alumni raised funds among their personal and professional network and were able to buy gifts for 72 students during a remarkable year-end party.

In August, the alumni association organized an annual meeting and celebrated their 3rd year anniversary. The main purposes of the meeting were to look back at their achievements, to decide together about future projects and to elect the new Board and the new Chairman, Mr. Huynh Van Nhan, a former student from promotion 2013.

THI BICH HOP NGUYEN, PNV PROMOTION 2014, WEB DEVELOPER AT ASNET

“I am proud to be part of the Alumni Association. I was very emotional when I came back to the center as a former student to give Têt gifts to students at this important occasion. This reminds me of the time when I was a student myself. I was admiring all the alumni and hoped that someday I would be just like them. Now that I have a good job, it is my turn to support the students! This is not only an opportunity for me to get closer to them but also to support Passerelles numériques Vietnam and see how the project is growing.”
**SHARING SKILLS**

2015 was a very dynamic year in terms of partner contribution to our training. LogiGear and PNV signed an agreement on training cooperation and the LCTP (LogiGear Certified Testing Professional). This includes a training program provided by a certified LogiGear trainer which started in November with Class 2016. Students were very enthusiastic about learning from a professional of the IT sector.

Several local partners also took part in some complementary training. In March, Axon Active Vietnam delivered a Scrum Workshop to the Class 2015. 2nd year students got familiar with Scrum, a popular methodology for software development. They even got the chance to put in practice their new skills through a group project.

In April, Mr. Tran Dinh Thuan, Director of Marjobs Company, contributed to a Career Orientation workshop with the 2nd year students who listened carefully to his professional stories and useful advice. In November 2015, AsNet Informatics and Trading contributed to an IT jobs orientation presentation for the Class 2016.

**SHARING IDEAS**

In April, PNV held a big event to celebrate Passerelles numériques’ 10-year anniversary, 5 years of activity in Vietnam and to thank our local partners for their precious ongoing support through the years. At this occasion, the External relations team organised a “world café” workshop, an open and creative discussion animated by Fabrice Filachet, PN’s Manager for Education and Social missions. The objective was to share ideas and insights and gain deeper understanding on the Generation Y topic, a fairly new concept in Vietnam, and to strengthen our relationship with our local partners. The event was a great success!

Trang Vo Hoang Thuy, External relation Manager at PN Vietnam, held a conference about “Why soft skills are so important in IT careers?” at the 2015 DevDay in Danang, the most popular and successful local IT event, organised by our partner Axon Active and the Danang University of Science and Technology. This event was a great opportunity to enrich PN Vietnam’s network, reputation and visibility. Students were also able to join. They met scholars from other IT Universities as well as Vietnamese & international IT experts.

**FINANCIAL SUPPORT**

Since 2014, PN Vietnam has been developing its local fundraising activities, and HSBC Vietnam was one of the first partners to support us on this path. In 2015, we were fortunate to be part of the “Future First” program, HSBC’s education flagship whose aim is to support underprivileged young people and offer them the chance to develop their skills and realize their potential, goals which perfectly fit with Passerelles numériques’ mission and vision. This grant was allocated to the IT and soft skills training cost.

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**LOCAL PARTNERS**

- **30 LOCAL COMPANIES**
- **93% PROVIDED INTERNSHIPS**
- **3 SUPPORTED US FINANCIALLY**
- **5 TOOK PART IN SHARED SKILLS ACTIVITIES**
- **4 WELCOMED STUDENTS FOR COMPANY VISITS**
- **2 NGOs**
- **7 PROVINCIAL STUDY PROMOTION ASSOCIATIONS (SPA)**
- **53 HIGH SCHOOLS HELPED US WITH SELECTION**
- **1 UNIVERSITY SUPPORTED OUR TRAINING**

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Mr. Quoc Hung Nguyen
CEO of LogiGear

“We appreciate the social mission of PN Vietnam and really want to get involved in this meaningful project. In other words, what PN Vietnam has been doing inspired LogiGear and we decided that together, LogiGear & PN Vietnam will bring more job opportunities to these young people.”
OUR TEAMS & PARTNERS
Companies & Corporate Foundations

Skills-Based Volunteering, Equipment and Funding
Our success is based on a collaboration with many highly committed partners. The partnerships can be developed through:

> Financial support;
> Equipment donations;
> Skills based volunteering and pro-bono program.

Universities & Private Academies

Training and Technical Certification
Since 2005, Passerelles numériques Cambodia has been recognized as a “Cisco Academy”. In Vietnam and the Philippines, PN collaborates with two prestigious universities that provide most of the technical training for students: the Danang College of Technology - Danang University in Vietnam, and the University of San Carlos in the Philippines.

Institutions

Funding
The French Ministry of Foreign Affairs funds part of the costs related to International Solidarity Volunteers.

NGOs

Student Selection & Follow-Up
For the whole selection process to run smoothly, from the information sessions to the social investigations, Passerelles numériques relies on a broad network of NGOs. NGOs that entrust us with their young people contribute to their education according to their financial resources.

Individual Foundations

Funding
Passerelles numériques relies on the generosity of several individual foundations that support educational or international solidarity projects and programs.

Our Partners

Pascal Lambert, Head of Southeast Asia, Group Country Head Singapore, Société Générale

“We believe that by promoting access to education, we can make a difference in developing the students and help get their careers off the ground. Besides financial support, our employees also give their time and energy to work on projects. The students have been very enthusiastic and inspiring, and it has been a truly rewarding partnership experience for us.”

Richard Hua
Education Fund Trust

EUROBAIL

“...We believe that by promoting access to education, we can make a difference in developing the students and help get their careers off the ground. Besides financial support, our employees also give their time and energy to work on projects. The students have been very enthusiastic and inspiring, and it has been a truly rewarding partnership experience for us.”

Richard Hua
Education Fund Trust

Pascal Lambert, Head of Southeast Asia, Group Country Head Singapore, Société Générale
The history of Passerelles numériques, over the last 10 years, was built by hundreds of volunteers and employees. Some have supported us since the very beginning, others have only stayed for two weeks, have sometimes come back. Others came once a week, but during several years. They came to us from all over the world: around 20 nationalities were represented. And the magical blend happened, a lively group was composed out of those many various individuals, brought together by the power of a common goal, the desire to help the most vulnerable. Each person brought their own set of skills to the table in order to build PN’s professionalism; each person came with a desire to make a commitment and they forged the spirit of PN. Despite the turnover rate, this spirit and this commitment culture have always been passed on to their successors.

It matters to us, as much as the success of the underprivileged youth we take in, that all of our committed staff, whether paid or unpaid, are able to thrive while assisting us in this great endeavor and build a professional experience that will be useful to them, as well as a human experience that will impact their personality. We also appreciate that they remain Passerelles numériques Ambassadors.

To convey our gratitude, in the name of all the youth they have lent a hand to, it is important to acknowledge them, to recognize their contribution, their skills, and to thank them for their involvement. We hope this short note touches them, so that they all know how much PN is grateful and proud of the contributions they made to our actions.

In particular, we tip our hats to all those who are leaving us during this time of transition for our organisation, and the overhaul of the Paris team. Thank you for all you have given to PN, Lydia, Charlotte, Nathalie, Sixtine, Stéphanie and Sovannary. You will always remain a part of PN.

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**They Contributed In 2015**

**Employees, Volunteers, Interns, Ambassadors**

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**In France**

Sarah Richardet  
Sixtine Darré  
Sowannary Stehly  
Stéphanie de Barros  
Susan Turbie  
Timothée Jassent  
Véronique Demont

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**In Cambodia**

Adil Derkaoui  
Alix Feschotte  
Antoin Adolphe  
Benjamin Balet  
Benoit Genuini  
Benjamin Balet  
Béatrice Lebannier  
Aurélie Misse  
Amadou Dem

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**In the Philippines**

Alberto Arco  
Annabelle Generalao  
Anne-Line Bor  
Beth Carlson  
Brahim Bouhadjia  
Bryan Madjos  
Cécile Combes  
Céline Nouar  
Coraline Rasset  
Christina Manhunas  
Daryll Clark  
Panpinop Cabrera  
Presaïlah  
Elisabeth Lepiten  
Davy Taing  
Davido  
Coralie Baudet  
Claire Lasserre  
Chhorvy Suy  
Charlotte Fanneau

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**In Singapore**

Aude de Rotalier  
Ferry de Bakker  
Joo Boon Lim  
Laurence Huret  
Pascal Lambert

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**In Hong Kong**

Bénédicte Guilmar  
Bertrand David  
Caroline Loubatières  
Echo Duan  
Elizabeth Trinh  
Hélène Bailet  
Jennifer Chen  
Jérôme Arbaud  
Linda Quach  
Pario Liu  
Souksanh Ambrogi
Chairman
Mr. Benoît GENUINI,
Former President of Accenture France, founder of Accenture France Foundation, co-founder of “Agence Nouvelle des Solidarités Actives”.

Secretary
Mr. Roland FLOUQUET-VILBOUX,
Senior Director Strategy and Partnerships, EMEA at CA Technologies. Advisory Board member of startups. He has initiated and managed the partnership between CA Technologies and Passerelles numériques.

Treasurer
Mr. Bruno GROSSI,
Director of Econocom-Osiatis. Bruno supports PN since 2010, personally, and also as part of the partnership with Econocom.

Mrs. Maud LHUILLIER,
Deputy Director of Egoprism Talent Management. Maud is a former volunteer of Enfants du Mekong (Thailand and Laos - 2000). In 2006 she was the first Accenture consultant sent for a 6-month mission for Passerelles numériques in Cambodia. We would like to warmly thank Laurence Villeneuve, Gérard Duquesne and the NGO Enfants du Mekong, represented by Mr. Antoine Filloux, its Deputy General Manager, who left Passerelles numériques’ board in 2015, for their consistent support over the last few years.

Mr. Pierre DANON,
Entrepreneur and Chairman of different companies based in Europe. Pierre was a member of the « Club of Venture Philanthropes » which was a Passerelles numériques sponsor.

Mr. François PHULPIN,
Consultant, ex CEO of Astek. He has always worked in the IT sector (he created his own IT company and has been COO of Capgemini France). He is now living between Paris and Bangkok and is counselling CEO of consulting and IT companies. He is also involved in several charities.

Mr. Duc HA DUONG,
Engineer, entrepreneur, prospectivist, Duc hacks our society in the aim to smoothen its digital transition, advocating for more humane interactions and putting an end to the work/life schizophrenia. He uses his company Officience, a 300 people BPO/ITO shop based in Saigon, Vietnam to “walk his talk” and prove his concepts.

Mr. Patrick DE FAYET,
Development Director at Pergam Finance. He has spent his entire career in the private banking sector in various French and foreign banks, as Development or General Manager. Ambassador of PN since 2010, he puts his experience to good use in fundraising. He is also a former member of the advisory committee of shareholders of a listed company in Paris.

Ms. Laurence CHÂTEAU-DE CHAZEAUX,
She worked for more than 20 years in marketing in the consumer good sector, finance as well the charity sector where she was a Marketing Director. She then evolved in CSR where she helped SMEs Directors in their governance, social and environmental policies. She was also HR Manager at PN during 6 months in 2013/2014.

We would like to warmly thank Laurence Villeneuve, Gérard Duquesne and the NGO Enfants du Mekong, represented by Mr. Antoine Filloux, its Deputy General Manager, who left Passerelles numériques’ board in 2015, for their consistent support over the last few years.
THE FINANCIAL REPORT
This financial report presents the corporate accounts of the legal entities that constitute the economic unit of Passerelles numériques, with the exception of those regarding the “Passerelles numériques Hong Kong Limited” legal entity. The accounts of the latter undergo a local audit and certification: they show in 2015 a marginally positive operating profit, following a local fundraising gain of around 250,000 HK$, or €29,000, a sum that was used for our activities in Cambodia and to cover the low costs incurred by the local volunteer team.

The “Passerelles numériques Philippines Foundation Inc.” legal entity, operating under Philippines law, records the operational activities of PN Philippines in 2015, with the exception of allowances paid to International Solidarity Volunteers (VSI) and some associated administrative expenses. This entity’s financial statements are reviewed and certified by a local auditor and the Resources and Allocations account is shown hereafter. It should be noted that the funds granted to the Philippines Foundation appear on the PN Resources and Allocations statement, under the “PNP Foundation Donations” heading, which allows this statement to reflect the costs of PN’s economic unit in their entirety.

The funds raised in 2015 show a slight increase in comparison with 2014, thanks to the year-end gala dinner, to a doubling of the funds raised in Singapore and Hong Kong (but that represent only 14% of the total resources) and despite a slowdown of donations from individuals and private foundations. However, these results were severely inadequate to cover the year’s expenses. These expenses have risen by 14%, in particular because of the wage inflation in Asia, within booming economies and a very volatile job market. The expenses incurred by the fundraising activity have also gone up significantly, in a difficult economic climate that appears to hinder individuals’ generosity in France. As a consequence, the operating profit was negative for the 2nd year in a row.

Even when the impact of the cancellation of the attribution of part of the funds dedicated to investing for our center in Cebu at the end of 2013 is posted, the deficit is significant: around €300,000. Even though our capacity for fundraising seems to be stabilizing, across several years, to around €1.4 million per year, the rise of the costs is creating a structural deficit. This has led the Board of Trustees to adopt a drastic savings plan in 2016.

**Comments**

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**Approval of the Financial Statements**

“We hereby declare that the combined financial statements are prepared in accordance with French accounting standards and give a true and fair view of the profit or loss of the association’s operations during the past financial year, and its assets and financial position at the end of said financial year.”

Auditor: Cabinet Ajilec - Frédéric Brunault, 17 June 2016

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**Incomes**

- 22% Companies sponsorships
- 14% Individual foundations
- 22% Individual sponsorships and donations
- 8% Funds raised in Vietnam
- 10% Funds raised in the Philippines
- 14% Funds raised in Hong Kong & Singapore
- 14% Other (gala dinner, etc)
- 5% Overhead costs
- 14% Fundraising costs

**Expenses**

- 30% Cambodia
- 30% Philippines
- 21% Vietnam
- 14% Other (gala dinner, etc)
- 14% Fundraising costs
- 5% Overhead costs
- 27% Individual foundations
- 10% Funds raised in the Philippines
- 8% Funds raised in Vietnam
- 2% Companies sponsorships
Expenditures made in the Philippines cannot be broken down in the right lines, as the local Foundation has separate financial statements, and most of the costs appear under “Donations to PNP Foundation.” Expenditures are increasing for personnel expenses in Asia, and for fundraising costs in France. Foundations’ and individual donations are in decline, and corporate sponsorship is growing in Asia only.
### Profit & Loss Account

The growth of corporate sponsorship comes mainly from partnerships developed in Singapore or Hong Kong. “Other income” comes from the gala dinner held in France in November. The need to cut costs substantially appears clear in order to restore the financial balance.

#### OPERATING INCOME

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales of services</td>
<td>2,363</td>
<td>3,308</td>
</tr>
<tr>
<td>Subscriptions</td>
<td>690</td>
<td>1,080</td>
</tr>
<tr>
<td>Corporate funding</td>
<td>428,724</td>
<td>387,814</td>
</tr>
<tr>
<td>Individual donations</td>
<td>202,874</td>
<td>241,303</td>
</tr>
<tr>
<td>Donations from private foundations</td>
<td>422,535</td>
<td>436,866</td>
</tr>
<tr>
<td>Grants from NGO partners</td>
<td>46,955</td>
<td>34,574</td>
</tr>
<tr>
<td>Reversal of provisions and depreciation, transfers of expenses</td>
<td>4,323</td>
<td>-</td>
</tr>
<tr>
<td>Other income</td>
<td>216,953</td>
<td>38,452</td>
</tr>
<tr>
<td><strong>TOTAL OPERATING INCOME</strong></td>
<td><strong>1,325,138</strong></td>
<td><strong>1,163,395</strong></td>
</tr>
</tbody>
</table>

#### OPERATING EXPENSES

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchases</td>
<td>(43,420)</td>
<td>(44,236)</td>
</tr>
<tr>
<td>External expenses</td>
<td>(314,365)</td>
<td>(244,313)</td>
</tr>
<tr>
<td>Income tax</td>
<td>(4,092)</td>
<td>(2,522)</td>
</tr>
<tr>
<td>Wages and salaries</td>
<td>(730,161)</td>
<td>(664,560)</td>
</tr>
<tr>
<td>Social security contributions</td>
<td>(181,289)</td>
<td>(165,584)</td>
</tr>
<tr>
<td>Grants from the organization</td>
<td>(316,235)</td>
<td>(310,495)</td>
</tr>
<tr>
<td>Students allowances</td>
<td>(113,962)</td>
<td>(84,244)</td>
</tr>
<tr>
<td>Other expenses</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td>Depreciations and provisions</td>
<td>(37,549)</td>
<td>(35,238)</td>
</tr>
<tr>
<td><strong>TOTAL OPERATING EXPENSES</strong></td>
<td><strong>1,776,074</strong></td>
<td><strong>1,551,420</strong></td>
</tr>
</tbody>
</table>

**NET OPERATING INCOME**

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(450,935)</td>
<td>(388,024)</td>
</tr>
</tbody>
</table>
On the assets side, the drop in cash deposit - from €530,000 to €231,000 - reflects the recorded deficit in 2015. In terms of liabilities, an increase in unearned income is the result of significant advances made by a sponsor company, which relieved the cash problems for the summer of 2015.

### Assets

<table>
<thead>
<tr>
<th>Assets</th>
<th>12/31/2015</th>
<th>12/31/14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Gross</td>
<td>Depreciation</td>
</tr>
<tr>
<td><strong>FIXED ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intangible assets</td>
<td>4,599</td>
<td>(4,599)</td>
</tr>
<tr>
<td>Tangible assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land</td>
<td>129,729</td>
<td>-</td>
</tr>
<tr>
<td>Buildings</td>
<td>243,209</td>
<td>(117,270)</td>
</tr>
<tr>
<td>Transportation equipment</td>
<td>12,180</td>
<td>(8,961)</td>
</tr>
<tr>
<td>Other tangible assets</td>
<td>104,508</td>
<td>(91,373)</td>
</tr>
<tr>
<td><strong>Financial assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loans</td>
<td>96,579</td>
<td>-</td>
</tr>
<tr>
<td>Other financial assets</td>
<td>174</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL FIXED ASSETS</strong></td>
<td>590,977</td>
<td>(222,202)</td>
</tr>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inventories</td>
<td>500</td>
<td>(500)</td>
</tr>
<tr>
<td>Receivables</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Affiliate structures</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Foundations and companies</td>
<td>42,941</td>
<td>-</td>
</tr>
<tr>
<td>Other receivables</td>
<td>38,911</td>
<td>(7,841)</td>
</tr>
<tr>
<td><strong>Cash deposit</strong></td>
<td>231,023</td>
<td>-</td>
</tr>
<tr>
<td>Deferred charge</td>
<td>24,438</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL CURRENT ASSETS</strong></td>
<td>337,413</td>
<td>(8,341)</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>928,791</td>
<td>(230,542)</td>
</tr>
</tbody>
</table>

### Liabilities

<table>
<thead>
<tr>
<th>Liabilities</th>
<th>12/31/2015</th>
<th>12/31/14</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FUNDS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Funds</td>
<td>333,984</td>
<td>-</td>
</tr>
<tr>
<td>Investment subsidies</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Dedicated funds</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Special revaluation on foreign exchange</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Legal reserve</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Retained profit brought forward</td>
<td>351,856</td>
<td>-</td>
</tr>
<tr>
<td>Deficit/Surplus</td>
<td>(299,974)</td>
<td>-</td>
</tr>
<tr>
<td>Other equity funds</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Equity funds with reversal right</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Special revaluation</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL FUNDS</strong></td>
<td>398,703</td>
<td>-</td>
</tr>
<tr>
<td><strong>PROVISIONS FOR LIABILITIES AND EXPENSES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>DEBTS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Affiliated structures</td>
<td>7,856</td>
<td>-</td>
</tr>
<tr>
<td>Suppliers</td>
<td>1,985</td>
<td>-</td>
</tr>
<tr>
<td>Social security and taxes</td>
<td>97,053</td>
<td>-</td>
</tr>
<tr>
<td>Other debts</td>
<td>8,973</td>
<td>-</td>
</tr>
<tr>
<td>Unearned income</td>
<td>183,678</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL DEBTS</strong></td>
<td>299,545</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td>698,248</td>
<td>-</td>
</tr>
</tbody>
</table>
This statement reflects PN’s operating expenses in the Philippines, excluding allowances for International Solidarity Volunteers (VSI). The apparent result is not meaningful as it is only due to the year-end cutoff in subventions coming from PN for the Philippines Foundation.
<table>
<thead>
<tr>
<th>Voluntary Work in 2015</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of weeks</td>
<td>18</td>
<td>646</td>
<td>23,903</td>
<td>0</td>
</tr>
<tr>
<td>Number of hours</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Valuation in Euros</td>
<td>23,903</td>
<td>0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Valuation in 2014</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Valuation in 2013</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Skills-Based Volunteering</td>
<td>18</td>
<td>646</td>
<td>23,903</td>
<td>0</td>
</tr>
<tr>
<td>Solidarity Leave Volunteering</td>
<td>32</td>
<td>1,280</td>
<td>25,600</td>
<td>22,400</td>
</tr>
<tr>
<td>Individual Volunteering</td>
<td>428</td>
<td>17,120</td>
<td>342,400</td>
<td>201,381</td>
</tr>
<tr>
<td>TOTAL</td>
<td>478</td>
<td>19,046</td>
<td>391,903</td>
<td>223,781</td>
</tr>
<tr>
<td>Full-time equivalent</td>
<td>10,2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL PAYROLL</td>
<td>919,451</td>
<td>830,153</td>
<td>705,680</td>
<td></td>
</tr>
</tbody>
</table>

Passerelles numériques is very grateful to all institutional organizations, companies, friends and donors who share its values and its human commitment focused on youth and education.

Financial and in-kind resources that you bring to PN allow us to perform our mission, thus contribute to underprivileged people inclusion and sustainable social progress.
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