2016 ANNUAL REPORT

Passerelles numériques

A Gateway for Life

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.

Registered as a Public Company limited
by guarantee in Singapore: PNSEA Limited

Since March 10, 2008, 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.

Passerelles numériques
A Gateway for Life

2016 ANNUAL REPORT

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MESSAGE FROM THE PRESIDENT

For Passerelles numériques, 2016 has been a pivotal year, seeing the successful implementation of the strategy decided upon by the members of the Board and approved by the General Assembly early 2015. The most important points are as follows:

- The adaptation or renovation of the training programs have been carried out within each of our 3 Centers depending on local experience and in overall pedagogical improvement.
- Several new partnerships have been created with businesses, universities and other NGOs, allowing a greater inclusion of PN into local socio-political environments.
- While continuing to govern the organisation from France, we have managed to shift most of our coordination and operations management towards Asia.
- Thanks to the restructuring plan decided by the Board and to the professionalism of everyone within PN, we are once again enjoying the financial equilibrium of our accounts and an improved financial structure.

In spite of the small reduction of student numbers in Cambodia and in the Philippines – decided upon by the Board in order to facilitate changes in training programs and to reduce costs – our output has been quite sustained. At the beginning of the academic year 2016, we had 430 students in our 3 programs. 227 students – 115 of whom are girls – have graduated during this year – 99 in Cambodia, 51 in Vietnam and 77 in the Philippines. By the end of 2016, PN, our small company, employed 2 people in France, 69 in Asia reinforced by 11 VSIs (Long-term Volunteers for International Solidarity) and 1 Service Civique (French state-led short-term volunteer program). Along with this, we have benefited from the help and skills of 86 volunteers in Asia and 23 in France.

PN's impact on its beneficiaries is progressing. An impact survey has been made by a group of students from HEC and the results show that the teams' hard work is paying off: 98% of our young graduates managed to get a job within 2 months after the end of their studies. They earn a higher salary than the average in their countries, and to help their family also escaping poverty, they give back one-third of their salary to them. 6,000 very underprivileged youth participated to our information and awareness sessions, giving them a chance to consider a better future.

On the operational level, new training programs have been implemented in our three Centers. Now, the curriculum focus more on self-learning, critical thinking and teamwork; and the first months have been reshaped to strengthen the learning of basic general and IT knowledge and intensive English. Each center developed its own projects, often thanks to the support of partner companies: in Cebu, students discovered and practiced innovative technologies (Lego robots, 3D printer, drones…). In Phnom Penh, the team built up the "students skillset" to teach basics to the students when they begin the training. In Danang, students started with a new 3-year training curriculum, which will lead to a College degree, more acknowledged by Vietnamese companies.

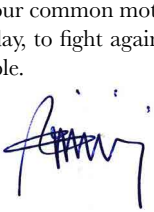
Everywhere, as part of the educational project, many developmental activities have been organised to emphasize student's behavioral skills such as responsibility and open-minded spirit. Students Associations have been implemented to manage Clubs of activities (music, sport, newspapers…); to combine learning, education and entertainment, libraries have been created; environmental awareness projects have been developed. The topic of Entrepreneurship is also more and more part of those activities. Career Forums and Workshops with external speakers (« Talks@PN ») become more and more popular, contributing to the local notoriety.

With the arrival of our Asia Director, Maud Lhuillier, a small transversal team has been built up in Phnom Penh to endorse coordination positions & support the centers (finances, human resources, IT, fundraising & communication in Asia). The reduced team in Paris is in charge of fundraising in France & global communication of Passerelles numériques, led by Delphine Cantet; She notably launched our new website in 2016.

Consequently, in 2016, we get back to positive financial results, to a sound financial structure, with 88% of our income dedicated to our social mission, and the 12% left dedicated to fundraising and overhead costs. Thanks to the efforts made over the last four years, funds raised in Singapore & Hong-Kong have increased to 19% of global income and are expected to reach 30% by 2017. A legal entity "PN SEA" (South East Asia) has been registered in Singapore, it will have one employee in 2017 and will enable us to gather a very active group of volunteers within its Board, to help us raise awareness and financial support on Passerelles numériques' mission in the region. With good dynamics initiated in our three countries by the General Managers, to also seek for local financial resources, we should gradually restore financial reserves.

As a result, and in the spirit of our bylaws, I will be happy, while remaining at the Board as a member, to pass soon the position of President along to Michel Cantet, our current Treasurer. The commitment of all, employees and volunteers in the Centers, in Singapore, Hong Kong and Paris, the professionalism of all the teams, our culture and our common motivation will enable PN, I am convinced, to pursue the dream we had at the first day, to fight against inequality and to open a better future for the most underprivileged young people.

Sincerely,



Benoît Génuini, President

HIGHLIGHTS 2016

JANUARY
Official launch of the Student Association in Cambodia

Philippines & Vietnam launched their own during 2016

SEPTEMBER - OCTOBER
PN Cambodia & PN Vietnam launched their renewed IT training programs

DECEMBER 21ST
Creation of the legal entity « PN SEA » (South East Asia) in Singapore with an objective of fundraising & awareness to Passerelles numériques's actions

APRIL 17TH
77 graduates in the Philippines

AUGUST
Launch of Passerelles numériques' new website

OCTOBER 16TH
51 graduates in Vietnam

NOVEMBER 26TH
99 graduates in Cambodia

2016 KEY FIGURES

TEAM

71 employees
109 volunteers
11 VSI-VSC

FINANCIAL FIGURES

1 409 890 Euros operational expenses in 2016 (vs. 2015 : 1 899 128 Euros)

88% of our operational expenses go to our social mission

	Total number of students in 2016 *	SELECTION Number of students selected	TRAINING Number of graduated students
PN	650 346 | 304	143 87 | 56	227 115 | 112
Cambodia	247 118 | 129	50 28 | 22	99 49 | 50
Philippines	260 149 | 111	48 29 | 19	77 44 | 33
Vietnam	143 79 | 64	45 27 | 18	51 22 | 29

* All classes studying in 2016 in PN

	EMPLOYMENT % of students in 2016 hired within 2 months after graduation	EMPLOYMENT % of alumni employed in 2016**	EMPLOYMENT % of alumni working in IT**	SOLIDARITY % of the salary given back each month by the students**	ENTREPRENEURSHIP % of students willing to launch their business within 3 years, compared to national averages**
PN	98%	98%	91%	35%	
Cambodia	99%	98%	90%	32%	61% 19 %
Philippines	100%	99%	90%	37%	90% 43%
Vietnam	96%	99%	96%	35%	26% 18%

**The figures presented are taken from the 2016 Alumni Survey. This survey is based on claimed answers of our alumni (Response rate of 50% - 461 answers on 958 requests)

APRIL JANE DELABRINO

SUCCESS STORY

Birthdate | 1993, April 27th

Admission | 2009, the pilot class

Graduation | 2012, Specialization SNA

" *Being President of the PN Philippines Alumni Association and a new board member of PN foundation at the same time is overwhelming for me. It feels great to form a big family not just with the PN alumni but also with the PN staff. Now that I am already part of the board, I am also glad that somehow I get to give back to the organization who helped me achieve what I have today.*"

Occupation | since March 2012

Senior Analyst for Accenture

PNP Foundation | April 2017, Board member

Alumni Association| April 2016, President

PASSERELLES NUMÉRIQUES IN CAMBODIA

AT A GLANCE

2005
TRAINING PROGRAM WAS LAUNCHED

25
STUDENTS IN THE 1ST CLASS

247
TOTAL NUMBER OF STUDENTS IN 2016

PHNOM PENH
TRAINING LOCATION

1,292
STUDENTS TRAINED SINCE 2005

820
GRADUATES FROM 2-YEAR TRAINING PROGRAM

31%
OF THE SALARY OF ALUMNI GIVEN BACK TO FAMILY ON AVERAGE

SELECTION

KEY FIGURES

12
PROVINCES COVERED

3,145
PARTICIPANTS AT INFORMATION SESSIONS

667
WRITTEN EXAMS

394
MOTIVATION INTERVIEWS

234
SOCIAL INVESTIGATIONS

50
STUDENTS SELECTED

28
GIRLS

22
BOYS

98%
COME FROM RURAL AREAS

HIGHLIGHTS

This year's selection was made in conjunction with 25 partners (including 17 NGOs) and took place over a period of 7 months from February to August, involving a large part of the local team and a network of 10 high schools.

In 2016, the enhancement of Passerelles numériques Cambodia's selection process continues regarding 2015's improvement. Even if in 2016, no kick-off meeting was organized to prepare the selection process, we continued to work closely with high schools and NGO's partners on the information sessions but also regarding communication towards candidates. Regarding individual interviews, we have developed a script with many expected questions that allow us to go on optimization of time & costs. The social investigations help us to investigate at the same time alumni houses in order to get more information about our impact on the family years after graduation.

Regarding our targets, from selection team's point of view, there were many girls attending the information sessions, and thanks to new processes, there were less students giving up during enrollment and the new selected batch really match their expectations.

EDUCATION

THE EDUCATION TEAM

In 2016, the team was composed of one Education manager, one Selection manager, three Educators, one Student's Health Officer and one Selection Officer who was also a Student Counselor. Throughout the year, the team was assisted by three Education interns, three Education volunteers, and one Selection & Training Intern.

OPENH

The implementation of the new educational curriculum took place in 2016 in addition to the implementation of the new training curriculum. Entitled *oPenh*, this new curriculum aims to emphasize on a how to learn methodology.

The educational program is divided in three different modules:

- Preparation & adjustment,
- Be an open-minded and perceptive junior student
- Be a mature senior student.

Throughout the year, the students participated to various activities revolving around monthly themes (health, environment, Cambodian history, etc.) and organized in diverse type like group activities, workshops, visits, project, etc .

THE STUDENT ASSOCIATION

2016 was the first year of operations of PNC's Student Association. The Students' Association is a group of students who collectively act to catalyze and stimulate community life among the students. It has three main missions: coordinate the clubs, make students' life as active as possible and collaborate closely with Education team on students' life topics.
To fulfill those missions, in 2016, the students in charge, organized events such as Dinners Parties, and participated to many others: Khmer New Year Party, Graduation Ceremony and more. They also handle the implementation & follow-up of PNC Clubs (Solidarity club, Newspaper club, Training club, Maintenance club, Music club).

HENG LOEM, PRESIDENT OF PNC STUDENT ASSOCIATION (SA).

"Students are getting a lot of profits from being part of the SA. Such as time management, which is very helpful for the students. They have to be on time, to respect schedules. Another thing is important: sharing information & communication. Not only about what what we have learned, but also communication between students, with the teachers & PN staff. Being part of SA makes me confident"

ENVIRONMENTAL CONSCIOUSNESS

One of Education team's objectives for 2016 was to raise the students' awareness about the environment. So, throughout the year, students participated in many activities & projects such as the "Month of environment" in March : environment-related activities and an eco-friendly contest was organized to develop creative projects around Environmental consciousness. Following the contest, the project which was the most feasible project was implemented at PNC: Dividing rubbish and biodegrade.
PNC also made efforts to become plastic free: for parties & dinners, no plastic glasses are allowed anymore (every student and every staff has their own reusable glass) and we try to reduce the use of plastic bags and bottles.
We also participated to a challenge with other NGOs and schools in July: Plastic free July contest (the aim was to use no plastic packaging for one month)!

LIBRARY PROJECT

In 2016, PNC launched a project to reorganize the whole library. Design, books, and a library management system were discussed and adapted to fit better with the student's wishes & needs. The project has been carried out by PNC's Education team & Students' Association in three main phases between June and September 2016.
The first step was to manage a new design for the room to make it more welcoming and cozy. The second step was about restructuring the book collection with relevant books, new categories and last step was the creation of a software to manage it!
To celebrate the end of the project, an opening ceremony was organized on September 16th, with the presence of guests and donors. It gathered a presentation of the project, speeches of staff & students but also live music !

TRAINING

2 TWO-YEAR TRAINING COURSES

Promotion 2016: *Academic training and 5 months of internship (1 month at the end of the first year, and 4 months at the end of the second year)* | ***Promotions 2017 and 2018:*** *Academic training and 4 months of internship at the end of the second year*

System & Network Administration (SNA)

> *97 students in total**

Web Programming (WEP)

> *100 students in total**

Common cursus (1st year students, before specialization) > *50 students in total**

All curricula include English, Mathematics and Professional Life Training classes.

Students receive Associates Degrees at the end of the program once they have passed the State Exam. Our curricula is approved each year by the Ministry of Education, Youth, and Sports.

"OPENH", TOWARDS AN INNOVATIVE TRAINING APPROACH!

In October 2016, with the arrival of the 50 new students of the Class 2018, PN Cambodia launched its renewed training program called "oPenh", which aims at improving the learning quality and thus improving students' soft and hard skills. The new curriculum stands on 3 main pillars: students skillset, organization and pedagogy.

One of the main novelties in oPenh, is the implementation of an intensive English program during the first six weeks of the program. Class sizes are kept small and instruction is interactive, giving our students the opportunity to receive individualized attention, collaborate with one another, and optimize their learning. The new curriculum utilized the inductive teaching approach, and sought to improve the students' communication skills with varied teaching methodologies, classroom games, and interactive classroom activities. First results are already here: the students are more confident, and well-equipped with the IT job related vocabulary and skills they will need to leave PNC and become productive members of the Cambodian IT community.

A NEW LEARNING ENVIRONMENT

oPenh is also about re-thinking the learning environment to make it more stimulating and challenging for students. The new library was created in 2016 as part of oPenh. Passerelles numériques Cambodia wanted to provide a cosy environment for its students where they can enjoy reading, self-learning and searching. Just after the inauguration of the library, PN Cambodia received a grant from ANZ Royal Group to create a Learning Lab. This new room will encourage and support many different types of learning. It aims at providing a well connected, large, flexible and welcoming space for PNC students to implement a learn-by-doing methodology. It will be used to teach multiple topics and soon will welcome new innovative material such as an interactive whiteboard and a 3D printer.

** In October 2016*

EMPLOYMENT

INTERNSHIPS

First-year internships

With the implementation of oPenh, our new curriculum in 2016, first-year students did not participate in a first year internship.

Second-year internships

47 companies (15 new partners) provided a full-time paid internship to the 99 second-year students. 61% of corporate employers operate in the IT sector. According to a survey conducted by the "External Relations Office", 42% of the internship's tutors rated the technical skills of the interns as one of the best or above average (41% rated them as average). 51% rated professional skills as one of the best or above average (38% rated them as average).

Finally, 51% of the second-year students have been hired as full-time employees after their final year internship and 75% of the companies agreed to welcome interns next time.

GUIDANCE TO EMPLOYMENT

The 3rd edition of PNC Career Forum in September gathered 500 people among which 13 VIP Guests, 22 exhibitors, 250 students and staff, 4 local TV/newspapers and about 200 external visitors such as students from other universities. It was a great opportunity to create contacts between students, graduates and companies. It allows companies to promote their activity, demonstrate the benefits of employment and screen potential candidates who could join their teams. Current and former students could gain practical information and advice from professionals as well as recruitment opportunities.

The two novelties of the 2016 edition were conferences of a new kind: "Meet My Idols" was an opportunity for young professionals to meet successful businessmen who shared their professional journey, from how they started to what they achieved today. We also initiated "I Love my job" talks during which young professionals came to explain why they love what they do for a living.

ALEXANDRA LUCHYK, EVERJOBS BUSINESS DEVELOPMENT MANAGER CAMBODIA.

"Following last year success, Everjobs joined the PNC career forum 2016. We always do our best to be close to students and assist them during their job hunting process to make it as easy as possible. The career forum organized by PNC therefore, is the perfect occasion to get in touch with students as well as young professionals. Last year, we had a very positive experience: we met many talented students and networked with several IT companies"

ALUMNI

PNC CLASS 2016

99 young people (49 girls, 50 boys) successfully ended their training in October 2016.
> 49 graduated from the "System & Network Administration" training program
> 50 graduated from the "Web Programming" training program
Two months after graduation, 99% of them found employment and earned an average salary of $221/month.

ALUMNI ASSOCIATION

PNC Alumni Association supports closely PN Cambodia and its students mainly through job search and fundraising.
On September 2016, they organized an impressive and unforgettable Teacher's Day. A total of 650 people joined: alumni and their families, students and PNC staff. Current and past teachers' and other staff were all invited as they hold a very important place in the hearts of PN students and alumni.
The objective of this special day was for them to share their recognition for everything done during and after the Passerelles numériques journey.
It was also an opportunity for the PNC Alumni Association to give back by raising funds to support the program and the future generations of students. All together, they raised 6,675 $, which will be used to buy school material!

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 during three years. In 2016, $2,955 were collected.

SOPHOIN SMUON, PROMOTION 2007, SENIOR SUPERVISOR AT PRUDENTIAL CAMBODIA - LIFE ASSURANCE

"I graduated from PNC's first promotion, in 2007. It was 10 years ago, but I will never forget my school which allowed me to learn so much: interpersonal skills, respect and solidarity, to be responsible, and of course, professional IT skills. Above this, what I liked most were the advice given by PNC staff. They encouraged us to learn hard but most of all, they encouraged us to enjoy learning!"

LOCAL PARTNERS

75
LOCAL COMPANIES

53%
PROVIDED INTERNSHIPS

5
SUPPORTED US FINANCIALLY

8
SUPPORTED US THROUGH MATERIAL DONATION

52%
TOOK PART IN SHARED SKILLS ACTIVITIES

26
NGOS

17
HELPED US WITH SELECTION

8
WORKED WITH US ON EDUCATIONAL PROJECTS

13
PROVIDED SCHOLARSHIPS

MULTI-FACETED PARTNERSHIPS

Partnership is part of the DNA of Passerelles numériques. PN Cambodia has built through the years a large network of local partners that contribute to the success of our program. These contributions can take various forms: providing paid internships to our students, offering in-kind donations, especially IT material, sharing their knowledge and competencies, and support financially the scholarship of our students.
Among other partnerships, AWS Cambodia Ltd gave us 2 printers and delivered a workshop about CISCO and IT Products to our students. Codingate's CEO, Sopheakmonkol Sok, gave a very inspiring workshop about entrepreneurship. iHerb, and the NGO Lotus Outreach, financed some of our students' scholarships. And the set-up of the new Learning Lab would not have been possible without the support of ANZ Royal Bank!

PASSERELLES NUMÉRIQUES IN THE PHILIPPINES

AT A GLANCE

2009
TRAINING PROGRAM WAS LAUNCHED

24
STUDENTS IN THE 1ST CLASS

260
TOTAL NUMBER OF STUDENTS IN 2016

CEBU CITY
TRAINING LOCATION

269
GRADUATES SINCE 2009

35%
OF THE SALARY OF ALUMNI GIVEN BACK TO FAMILY ON AVERAGE

SELECTION

KEY FIGURES

6
PROVINCES COVERED

1,217
PARTICIPANTS AT INFORMATION SESSIONS

420
WRITTEN EXAMS

135
MOTIVATION INTERVIEWS

93
SOCIAL INVESTIGATIONS

48
STUDENTS SELECTED

29
GIRLS

19
BOYS

78%
COME FROM RURAL AREAS

HIGHLIGHTS

This year, the selection process was conducted in collaboration with 86 partners (high schools, NGOs, religious congregations), and involved 26 people (staff, interns, volunteers) during ten months.

2016 was the first transitional year for the implementation of the K to 12 reform, so High Schools still didn't produce graduates, which made it more difficult for PNP to find candidates for the scholarship program. This was a big challenge for the Selection Team in 2016, which had to be resourceful in order to find candidates who were now out-of-school youth or older High School graduates from previous years: production & promotion of more advertising tools (posters, facebook selection page, radio ads, Selection Process Portal) and scheduled additional Information Sessions.

With the above-mentioned situation, PN Philippines have selected 50 students for the new PN Philippines promotion - Class 2019. Among the selected 50, 48 showed-up on the 1st day of Integration.

TRAINING

TWO 3-YEAR TRAINING COURSES

Promotions 2016 and 2017

*Academic training and 14 months of work/study training**

System & Network Administration (SNA)

> *88 students in total***

Software Development (SD)

> *77 students in total***

ONE 2.5-YEAR TRAINING COURSE

Promotion 2018 and 2019

*Pre-training, Academic training, specialization and 10 months of work/study training**

Software Development (SD)

> *95 students in total****

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

** Five days working in a company and two days studying at PNP and University.*
*** in April 2016*
**** in September 2016*

THE PILOT CLASS

In 2016, the application of our new curriculum has continued. It has been applied to our pilot class, Class 2018, and the newest promotion, Class 2019.
All year long, the team worked on training the trainers, identifying coaches from companies, reviewing and adjusting course content to reflect the feedback of partner companies and adapting to current market evolutions, but also on organizing a very innovative and hands on summer period when the students had the opportunity to practice robotics with Lego Mindstorm, 3D design and printing, among other exciting new activities. In English and communication a strong focus was given again with playful activities reinforcing the practice of English and self-confidence building. A theatre play was presented by the students in front of all staffs. Debates were conducted regularly.

STARTUP WEEKS

On October, a special Professional Life Training was conducted for our students, the Startup Weeks. With our main objective of promoting entrepreneurship among students by creating or joining IT startups, we embraced the notion that instead of just limiting their reach to employment, we are also opening our students to the idea that they can build their own businesses.
The students were divided into groups and were tasked to create IT startups that are relevant and feasible with regard to the demands of our society.
As outputs for the two-week training, the students were able to create IT applications and websites that have entrepreneurial potentials. Facing a panel of judges who acted as potential investors, the students presented their products.

"TALKS @ PN"

Innovation in the training goes beyond technology. In January 2016, PN Philippines launched the "Talks @ PN", a once-a-month learning activity wherein experts from various fields in the industry are invited to give discussion on topics relevant to our students.
There have been a total of seven Talks @ PN conducted in 2016 on topics such as Cyber Security, Internet of Things, Practical Face-to-Face Communication or Emotional Intelligence. These events are great experiences for the students, the staff, and PN Philippines alumni as they give deeper knowledge not just about the Internet but also about life skills.

APEARLY JANE MERACADO,
PNP CLASS 2018

"(...) because of our mentors' motivation, I was inspired to learn by myself; it was actually more challenging than our usual activities in class. I got very engaged in the activities because it seemed real: we were not only dealing with prototyping, programming, or coding, but we also went out to the real world and studied the real situation of the community. Besides that, we also had the chance to meet experts in the field of I.T.; we were able to gather professional entrepreneurial insights from them. In a nutshell, the Startup weeks were indeed a great learning experience! "

EDUCATION

DEVELOPMENTAL ACTIVITIES

This year, 2016, after being assessed and examined, the Developmental Activities have been redefined and re-established as part of the renewal of our curriculum. The curriculum of these activities was reviewed to make it more relevant and consistent in regards with the age range of the students. Workshops and trainings were also conducted to help the team to better assess the students in this regard. We invited various speakers to provide talks, activities, or discussions to our students. Various topics that have significance to our students' development were presented (e.g. Gender and Sexual Awareness, Creativity, Environmental Consciousness, Communication).

CENTER LIFE OF STUDENTS

This year, the centers where our students live are more spacious than the previous year. 48 students, with one educator, one coordinator, one house parent and one cook are staying in Center 1. On the other hand, 47 students, with one educator, one coordinator, one house parent and a cook are staying in Center 2.

One of the most significant changes in 2016 was in the physical structures of the center 1. A new building, with three floors, was built. The first floor of the building serves as the new kitchen, the second floor is now the new and improved computer laboratory, and lastly, the third floor is the multi-purpose hall used for our students' activities.

STUDENTS BODIES & CLUBS

To reinforce better unity and order, Students Bodies (Student Association) were created this year (one for each class) which strengthened the sense of responsibility among the students. Tools and guidance were provided by their educators to help them carry out their new responsibilities. The students were also able to initiate and/or launch official clubs for some areas of sports, music, and literature. These include volleyball club, basketball club, chess club, board games, music, art and design club, etc.

The students also attended other activities such as the GamesFest, the Graduation of Class 2016, Christmas Party, Weekly community services, Family park event, Company visits, Earth Day & Peer-to-peer Activity.

EMPLOYMENT

INTERNSHIPS

In 2016, 19 companies hired the 86 second year students for their 10-month On-the-Job Training (OJT). 69% of corporate employers operate in the IT sector and 4 are new partners of Passerelles numériques. 50% of the 77 third-year students were hired as full-time employees after completing their internship.

And as for 2017, we are proud to announce that on a total of 36 partner companies, 12 are offering OJT to our students for next year OJT.

GUIDANCE TO EMPLOYMENT

PN Philippines organized a few events and workshops in order for the students to built and prepare their job career. Every year, PN Philippines organize company visits but also a Job Fair. In 2016, due to the change of curriculum, schedule and timelines for On-the-Job Training (OJT), there was no job fair but it will be organized again in 2017.

Moreover, thanks to alumni, employees from partner companies and local contacts, PN Philippines developed "Talks @ PN": various workshops about IT, entrepreneurship & professional skills. As those gatherings were a success either for speakers and students, PN Philippines decided to go on organizing them in 2017.

PN Philippines also worked closely with partner companies regarding job placement. In 2016, 54% of the hiring companies work in IT field and 45% of them where existing partners.

JUVELYN C. LOBINGCO, SOFTWARE TESTER AT NCR, PNP CLASS 2016

"I was fortunate and honored to be able to get a job offer right after graduation. It is true that finding a job as a fresh graduate is competitive and not easy; fortunately, I did not experience this because I got my employment right after I graduated. I was absorbed by the company where I rendered one and a half years of internship - NCR. I am very glad and grateful for this. Without the opportunity that PN gave me, I can't imagine myself graduating from a prestigious school nor have a stable job in a big company. PN became one of the factors of my success. They are in fact the gateway toward the better life which I have now. And for this, I will forever be thankful to them."

ALUMNI

PNP CLASS 2016

77 young people (44 girls, 33 boys) successfully ended their training in April 2016.
> 43 graduated from the "Software Development" training program
> 34 graduated from the "System & Network Administration" training program
They were all employed either before ending the training or within 2 months of graduating, with an average salary of $306 /month.

Most of the graduates found their job through their final internship or by themselves, while 9% required support of PN.

STRONG LINKS BETWEEN ALUMNI AND PN

All along the year, PN Philippines Alumni were regularly involved in the life of our program. Some of them participated to the information sessions as part of the selection of the new students. Some of them have also taken part in the training program and spent some of their free time as tutors or mentors while others came to volunteer as house parents for our students on some days. In October, some alumni visited their younger PN siblings to give inspirational talks on their life journey: how PN changed their life and the life of their family by giving them access to education and employment. Links between PN staff, current and former students have also been strengthened thanks to the organization of several sport tournaments, as well as the Christmas Party which is a unique occasion to celebrate as one family.

Our alumni are also always happy to share their story in order to give a better visibility to PN's actions. In September, two of them gave live testimonies during the Youth Forum on Employability organized in Manila by the French Embassy.

EUGENE BAUTISTA, JUNIOR PROJECT MANAGER AT CODEREPUBLIQ PNP ALUMNI, CLASS 2015.

"Never did occur in my wildest dream to study Information Technology. Until such time, PN give me the opportunity to bring a huge change in my life. It has been more than a year since I finished my studies and my journey at PN. Yet, here I am now working with the best people in the field of vastly growing technologies. Today, I'm making my dreams into reality and helping my family to be better."

LOCAL PARTNERS

36
LOCAL COMPANIES

53%
PROVIDED INTERNSHIPS

1
SUPPORTED US FINANCIALLY & THROUGH IN-KIND DONATION

5
TOOK PART IN SHARED SKILLS ACTIVITIES

6
NGOS SUPPORTED US FOR SELECTION PROCESS (3 NGOS), WORKED WITH US ON EDUCATIONAL PROJECTS (4 NGOS) AND PROVIDED FINANCIAL SUPPORT (2 NGOS)

1
UNIVERSITY SUPPORTED OUR TRAINING

LOYAL PARTNERSHIPS

At Passerelles numériques, we are lucky to count on loyal partners. In the Philippines, Accenture and Timex are two examples of these long-lasting partnerships. Since 2009, Timex Philippines have been supporting us by organizing company visits and hiring our students for internships or regular jobs. Accenture Philippines also welcome PN students and graduates since the first day and employees are regularly volunteering for PN, especially on the Professional Life training part. Moreover, we receive financial and in-kind donation from Accenture. In 2016, they gave 26 computers, and supported the scholarship of the students of Class 2018.

Since 2015, PN Philippines also receives support from the non-profit organization Children's Hour, to fund the Quality Health Care program for all the students in PN Philippines. This covers the medical and dental checkup, medicine and medical supplies, and many more.

PASSERELLES NUMÉRIQUES IN VIETNAM

AT A GLANCE

2010
TRAINING PROGRAM WAS LAUNCHED

30
STUDENTS IN THE 1ST CLASS

143
TOTAL NUMBER OF STUDENTS IN 2016

DANANG
TRAINING LOCATION

214
GRADUATES SINCE 2010

33 %
OF THE SALARY OF ALUMNI GIVEN BACK TO FAMILY ON AVERAGE

SELECTION

KEY FIGURES

6
PROVINCES COVERED

1,527
PARTICIPANTS AT INFORMATION SESSIONS

520
WRITTEN EXAMS

396
MOTIVATION INTERVIEWS

166
SOCIAL INVESTIGATIONS

45
STUDENTS SELECTED

27
GIRLS

18
BOYS

98%
COME FROM RURAL AREAS

HIGHLIGHTS

This year's selection took place from January to August 2016 and involved 7 partners (including 1 NGO).

Selection 2016 has been a turning point in the whole PNV Selection history: keeping the same objectives as in 2015 facing a budget decrease and a reduction of human resources.

Year after year, PNV has gained the trust of partners such as SPA (Study Promotion Association) and High Schools thanks to a network growing with more alumni and more visibility. This year, for the first time, DCT (Da Nanang College of Technology) accepted to add PNV scholarship on their website.
In 2016, Selection team worked in a smaller area (one province & 20 High Schools less than in 2015). The team had also to develop & increase other tools to communicate such as PNV Selection facebook page that has been used more efficiently.

The final decision of the change of diploma arrived in March 2016: it turned to be one of the strength of Selection 2016.

Thanks to the team work, the expertise and the solidarity of Selection team, the mission was accomplished and the success was appreciated on the enrollment day of the 45 students for the promotion 2019.

TRAINING

2 TWO-YEAR TRAINING COURSES

Promotions 2016 and 2017: *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)

> *47 students in total**

Web Programming / Testing (WeB)

> *52 students in total**

ONE THREE-YEAR TRAINING COURSE

Promotions 2019: *Academic training and 7 months of internship (2 months at the end of the second year and 5 months at the end of the third year)*

Software Development (DeV)

> *44 students in total***

All curricula include English, Mathematics, Physical Education, Military Training and Professional Life Training classes. After having completed their training program, students receive two diploma: one from Danang University, and one from Passerelles numériques.

A RENEWED TRAINING PROGRAM

In 2016, the Vietnamese government changed some education policies to promote and focus on vocational training nationwide with skill-based framework being the core of the training assessment.

To adapt to the new policies, PN Vietnam has upgraded its diploma from Trung Cap (two-year training) to College Degree (three-year training), and thus extended its training program from two to three years. As students enter their probation period or transition to full time positions upon graduation, surveys showed that IT firms were increasingly concerned about their IT grounding. The feedback from partner companies and supporters were the catalyst for the program renewal.

The 45 students who have been selected to join PN Vietnam in 2016 are the first class to follow this new 3-year training program.

** In August 2016*
*** In September 2016*

With a higher level of education and more experience in a real working environment, we look forward to enabling our students and future IT experts, to improve their hard and soft skills even more. The College Degree will also allow them to obtain stable, qualified and well-respected jobs, a step further to end the cycle of poverty for themselves as well as their families.

For the first two years, the new curriculum combines building software, web development and testing. It helps students to have more substantial basic knowledge before starting the first internship. A Learning to Learn module has also been developed, as well as an intensive English module. As soon as they enter the program, students can thus acquire essential skills for active learning, during and after their studies.

In the final year, students have a chance to decide which path they want to take as an IT technician, focus on self-development, as well as apply their technical skills in the second internship. Throughout the technical training period, students continued to receive educational and social support to ensure they are prepared and ready to enter the workforce. Introduction to entrepreneurship has also been implemented. In the long run, we hope this course will encourage students to launch their own businesses.

Collaboration with our academic partner DCT (Danang College of Technology) has also been strengthened in 2016 with intensive collaborative work to adapt training content for the 2016 academic year and the signing of a new partnership contract in July.

PN Vietnam welcomed a DCT teacher for a semester to transfer the innovative teaching skills and methodologies developed by PNV training team. PN pedagogical expert also gave a seminar on teaching techniques in a computer lab with both PNV and DCT teachers.

EDUCATION

DEVELOPMENTAL ACTIVITIES

The developmental activities are organized and facilitated by three educators. The team has done a very good job in 2016: all understood well the objectives & the work has been more structured and clarified. Thanks to the new schedules, Education team were able to organize regular activities such as sport and board games. As for 2016 highlights, 2 main projects were implemented: the creation of the Learning lounge & the creation of the Students Association.

2016 started with the aim of bringing a playful learning place with dynamic and innovative activities for students. Therefore, we decided to restructure the library. The project was carefully planned and closely followed by the Educational Team in every step. The Learning Lounge is not simply a library: beside reading books, it is also a place for students to learn and to entertain together. It is an adapted environment to students and teachers needs, both during and out of class time.

After two months of hard work, with the support of the Training team for book suggestions, Admin team for furniture purchase and students for the decoration, the Learning Lounge was finally ready in March 2016.

At the beginning of the year, the students were encouraged to take more responsibilities especially relating to their students duties and daily life. They became more autonomous. It has been materialized by the implementation of the Student Association (SA).

SA started after the arrival of new students in October 2016: the board was elected and the first activities started in November. Thanks to the new projects, students took also more responsibilities and collaborated with Education team to organize events and activities (Creation of Clubs, Teacher's Day, Garage Sale, etc.)

EMPLOYMENT

INTERNSHIPS

First-year internships

9 companies welcomed the 45 first year students for a full time internship. 77% of them operate in the IT sector and 12 students received an allowance for this internship.

Second-year internships

16 companies welcomed the 54 second year students for a full time internship. 100% of them operate in the IT sector and 18 students received an allowance for this internship. 14% of the students have been absorbed by the company they were doing their internship with.

In 2016, there was a slight increase in the number of students receiving internship allowances (3% more than in 2015); however, the subsidy amount rised dramatically as the total amount was almost multiplied by 8.

As same as last year, 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. However, students need to improve their autonomy and communication skills according to their internship supervisors.

GUIDANCE TO EMPLOYMENT

In May, the second edition of the "I know my job" project was a success: it gathered workshops for the 2nd year students to evaluate the skills and the knowledge of their career paths before the final internship. This was also an opportunity for the first year students to see the fruits of their seniors' effort, to be motivated and inspired for their professional future choices.

On July 30th, PN Vietnam also organized an event called "Connecting for Future". It meant to connect more and more our students with companies. PN Vietnam welcomed members of 8 corporate partners to have an exchange with the 54 second year students to allow them to have fruitful interactions about their experiences and advices about job search.

ALUMNI

PNV CLASS OF 2016

51 young people (22 girls, 29 boys) successfully ended their training in October 2016.
> 27 graduated from the "Software Development" training program
> 24 graduated from the "Web Programming / Testing" training program
Two months after graduation, 96% of them found employment and earned an average salary of $228/month.

HIGHLY COMMITTED ALUMNI

Because they are now valued and competent employees in local IT companies, they are our best ambassadors to promote the quality of the training provided by PN. In 2016, for instance, they enabled new partnerships, for example with Framgia, which hired two PNV graduates in 2016 and then contacted PNV to provide technical trainings and welcome interns in their office in Danang.
Alumni also participate actively in the support of students who encounter difficulties in Computer Science or English classes.
Each year in February, they raise funds to offer a traditional basket (oil, noodles ...) for the Tet (New Year) celebration to each student. They also organize a party on this occasion to wish all students a good New Year.
In September 2016, around 20 alumni came to PN Vietnam to share their experience and exchange with the new students during the integration days.
Finally, they were very supportive during the graduation ceremony in October; and, in December they organized a football tournament involving all the students and staff of PN Vietnam.

CHAU NGOC QUOC HUY, WEB DEVELOPER AT AGILITY IO VIETNAM - PNV ALUMNI, CLASS 2014

"Joining the selection trips and tutoring sessions at PN Vietnam reminded me of who I was before enrolling in PN. My past self was confused and disoriented. Nonetheless, after 2 years of training at PN, I was confident that I could enter a new professional world with profound technical and soft skills . I realize that, as the American author Brian Tracy said, - it doesn't matter where you are coming from, all that matters is where you are going."

LOCAL PARTNERS

25
LOCAL COMPANIES

84%
PROVIDED INTERNSHIPS

4
SUPPORTED US FINANCIALLY & THROUGH IN-KIND DONATION

6
TOOK PART IN SHARED SKILLS ACTIVITIES

3
NGOS

6
PROVINCIAL STUDY PROMOTION ASSOCIATIONS (SPA)
&
29
HIGH SCHOOLS HELPED US WITH SELECTION

1
UNIVERSITY SUPPORTED OUR TRAINING

A STRONG NETWORK IN DANANG & BEYOND

Partner companies are increasingly involved in PN project.The training with LogiGear continued in 2016 and the students graduated in LCTP (testing program). A workshop on Scrum project management method was delivered by Axon Active during a weekend. And in February, PYCO Group sent one of their Ho Chi Minh City (HCMC) employees to train our students on the Spring and Hibernate frameworks and on Design Patterns. Gameloft have also supported PN Vietnam on many activities such as company visits, career orientation workshop and internship. They also donated 16 new bicycles to first year students, and 10 second hand computers.

Our network is not limited to Danang area: in 2016, 6 students got the chance to do their internship in the biggest city in Vietnam – Ho Chi Minh city, at PYCO Group and Linkbynet. With the enthusiastic support from the NGO Enfants et Développement, who followed them closely by visiting them weekly and keeping in touch with our educators in Danang, our students had a fruitful and delightful time doing their internship in this new environment.

OUR TEAMS & PARTNERS

OUR 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.

JEAN-LOUIS BOUCHARD, CEO OF ECONOCOM GROUP

" Education is an essential gateway to open doors of a world in strong technological and social change. For 10 years, Econocom has been demonstrating its commitment in this field as a partner of Passerelles numériques to support the education of the most disadvantaged young people and to participate in the fight against digital divide: sponsorship and in-kind donation but also a strong human commitment in providing skills sponsorship through our collaborators. We are proud to support these students."

INDIVIDUAL FOUNDATIONS

Funding

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

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 also contribute to their education according to their financial resources.

OUR TEAMS

There is a slew of news to report from Passerelles numériques' team this year. The implementation of our strategy has strongly benefited from 3 new Center managers, who have been carrying out their duties in great stride. These are Julie Tardieu in Vietnam, Eléonore Iriart in the Philippines and John Munger in Cambodia. In addition, we have unveiled our new organization, with the implementation of a transversal team based in Phnom Penh. This has been set in stone by the arrival of Fabrice Filachet – our education and social mission manager who has worked hard to revitalise our training programs – and Maud Lhuillier – the new PN Asia director. Through this new team, coordination of our operations will be improved both by the gradual arrival of new management staff and by the greater proximity to our work in the field.

With great effect, our local staff and management are the real drivers of our project. With a turnover rate of around 20% throughout our PN teams, we are able to benefit from the experience of the more long-serving staff and from the enthusiasm of the new. This is a recipe that continues to serve well the spirit of PN.

A further thing to remark in 2016 has been the huge numbers of hours worked by volunteers. In total, 109 volunteers have put 30,000 hours into PN, a figure that shows an increase of 50% since 2015! Many such volunteers come on behalf of our various corporate partners – among others, Accenture, Econocom, Société Générale – while many are independent actors who give their skills unselfishly for the sake of our mission.

For example, for the good of the diversification of our financial sources, we have ambassadors based both in France and Asia. Spokespersons for PN, they exponentially expand our ability to find donors as well as opportunities for partnerships within their respective networks. Among them, let us acknowledge here the essential contribution of the members of the Board of PN in France along with all those from our entities in Singapore, the Philippines and in Hong Kong.

EMPLOYEES*

***69** IN ASIA*

***2** IN FRANCE*

VSI*

***9** IN ASIA*

2
CIVIC SERVICE VOLUNTEERS IN ASIA (VSC)**

***54 %** ARE WOMEN*

VOLUNTEERS***

***86** IN ASIA*

***23** IN FRANCE*

** Figures as of end-December 2016*
*** In 2016*

The Statue Game by PN volunteers in PN Cambodia: Hélène Gagaille, Léa Coulais, Alix Feschotte & Claire Lasserre

PN Staff in Philippines: Elizabeth Lepiten, Jeanne Salve, Eleonore Iriart & Irish Bulan

PN General Managers: Julie Tardieu, John Munger & Eleonore Iriart

Staff retreat PN Vietnam in August 2016

PN Philippines Volunteers: Aubin Huret, Francis Brelay, Leia Anjelica Mantilla & Alex Kissa

PN Staff in Cambodia: Thaina Seang, Seakliv Lor, Maneth Min & Puthy Kry

The whole team of PN Vietnam

PN volunteers in Singapore: Laurence Huret, Anne-Isabelle de Gentile, Ferdinand de Bakker & Aude de Rotalier

THEY CONTRIBUTED IN 2016

EMPLOYEES, VOLUNTEERS, INTERNS, AMBASSADORS

In Cambodia

Alix Feschotte
Amandine Neff
Antoine Jankowski*
Audrey Chauvet
Auguste Lehuger
Aury Hieng
Austin Moore
Benjamin Balet
Benoit Pitet
Chanthy Loem
Cheadarith Pen
Chloé Legros (Accenture)
Claire Lasserre
Crystal Goodman
Davy Taing
Elise Durand
Etienne Suquet
Fabrice Filachet*
Farah Safi
Hélène Gagaille
James Burnett
John Munger
Jonathan Faucher
Juliette Wait*
Lea Coulais
Leakhena Nav
Mackenzie Smith
Maneth Min
Marie Line Sanzberro
Matthieu Montjoint
Maud Lhuillier*
Neville Baron
Nivath So
Otdom Duk
Panhavon Chea
Pierre Forges
Pisey Nap
Povepolin Chhao
Punleuraksmey Sophea Ou
Puthy Kry
Rady Y
Ralph Egouy
Ronan Ogor
Samkhann Khan
Sarith Soun
Saroem Run
Sibylle Bourguignat
Sim Hul
Simon Manning
Sinang Phan
Sivattha Yun
Sokhom Hean
Sophak Huy
Sopheak Ros
Sophie Gamerman
Sothea Pov
Sothnisay Heng
Sreymy Soeurng
Thaina Seang
Thomas Corolleur
Tol Chea
Vandy Noun
Visal Sok
Voleak Ros
Vuthy Neang
Xavier Fraysse
Yannick Lesin (Accenture)

In the Philippines

Agustin Jamardo
Albert Padin
Alberto Arco
Alex Kissa
Arthur Aubree
Aubin Huret
Betty (Beth) Go Lui
Bryan Madjos
Catherine Cuyos
Christian Morre
Cristina Manlunas
Dan Allen Pantinople
Daryll Clark Pantinople
Djamel Andasmas
Donna Ocmeja
Douglas Yballe
Edward Gallan (Accenture)
Eleonore Iriart
Elizabeth Lepiten
Eva Shea
Fatima Ariadne Tiah
Francis Brelay (Econocom)
Gregory Wait
Hicham Ajanhaj (Accenture)
Irish May Bulan
Jeanne Salve
Jeremiah Bohol
Jerome Theodose
Julie Laporte
Junrey Ansing
Karina Monika Chavez
Kerwin Gordo (Engage Park)

Kristoffer Dominic Amora
Leia Angelica Mantilla
Leon Quimpo
Marck Buenconsejo
Marilyn Avila
Mark Buenconsejo
Mary Ann Labra
Mary Jan Tirador
Max Zorba
Murat Knecht
Nilo Llenes
Olympe Langelot
Paul Inot
Paul Yu (iComm)
Prof. Hazel Aguisanda
Randy Paquibot
Rhon Michael Khu
Rosalyn Lorthiois
Rufe Paul Legorio
Sophie Gamerman
Thessa Torre
Vanessa Brayer (Accenture)
Vijay Sikar (eBusiness BPO)
Wenifel Castro
Xavier Carseller

In Vietnam

Benoit Douarre
Binh Le Thi
Celine Combes
Charles Jacob
Claudie Martin
David Caudeli
Dinh Vo Cong
Do Thi Oanh
Dung Dinh Thi My
Dung Luu Bao Nam
Huy Dang Nguyen Quoc
Jean Charles Hervé
Jérémy Batilliot (Accenture)
Julie Tardieu
Kamel Kaouane (Accenture)
Laurent Chavanne
Lien Tran Thi Thanh
Lise Simonneau
Marie Ghyselinck
Mickael Galibert (Accenture)
Ngoc Tran Thi My
Nguyen Tran Dong
Nguyen Tran Thi Thao
Oanh Huynh Thi Kim
Pham Minh Tuan
Phuc Le Hong
Remi Seng (Accenture)
Sandrine Perrier
Sophie Gamerman
Soudrudy Mingkhamsavath (Accenture)
Thanh Dinh Thi
Thao Van Thi Thu
Thibault Lecuyer
Thuan Trinh Phuoc
Thuy Le Thi Hong
Tien Nguyen Thi
Trang Vo Hoang Thuy
Trong Nghiem Xuan
Truc Tran Thi Thanh
Tuan Nguyen Canh
Tuyet Dang Thi Anh
Vi Phan Thao
Vincent Ermel (Accenture)
Vinh Hoang Nhu
Virginie Tran Tu My
Vo Duy Truong
Xuan Tran Van

In France

Ariane Mayer
Béatrice Lebannier
Benjamin Balet
Benoit Genuini
Bruno Grossi
Charlotte Béal
Charlotte De Sarrazin
Delphine Cantet
Duc Ha Duong
François Phulpin
Hughes Missonnier
Jean-pierre Gérard
Juliette Depoux
Laura Sage
Lydia Adelin
Maud Lhuillier
Michel Cantet
Nathalie Cousin
Nathalie Rosselot
Patrick De Fayet
Pierre Danon
Roland Flouquet-vilboux
Sam Khouzami
Sarah Richardet
Simmoni De Weck
Sixtine Darré
Sophie Gamerman
Sovannary Stehly
Stéphanie De Barros
Susan Turbié
Véronique Demont
Viet Anh Nguyen

In Singapore

Anne-Isabelle De Gentile*
Aude De Rotalier
Ferry De Bakker
Joo Boon Lim
Kai Tamin-Goh
Laurence Huret
Pascal Lambert

In Hong-Kong

Bertrand David
Elizabeth Trinh
Jérôme Arbault
Jennifer Chen

*Asia Regional Team

BOARD MEMBERS

BOARD OFFICE

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. Michel CANTET,
Engineer by training, Michel has spent nearly his entire career at the Cegelec group, an electrical company that was taken over by the Vinci group in 2010. He finished his career as the President of Vinci Energies France before he retired in 2013.

Mrs. Simmoni DE WECK,
Simmoni works as a financial auditor in the new technologies sector. An enthusiast of topics connected to the digital, the net-economy and knowledge-sharing, she has nonetheless not forgotten her Cambodian roots. There couldn't have been a better choice for her than joining Passerelles numériques, which afforded her the opportunity of having a positive impact on matters she holds dear.

OTHER ADMINISTRATORS

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.

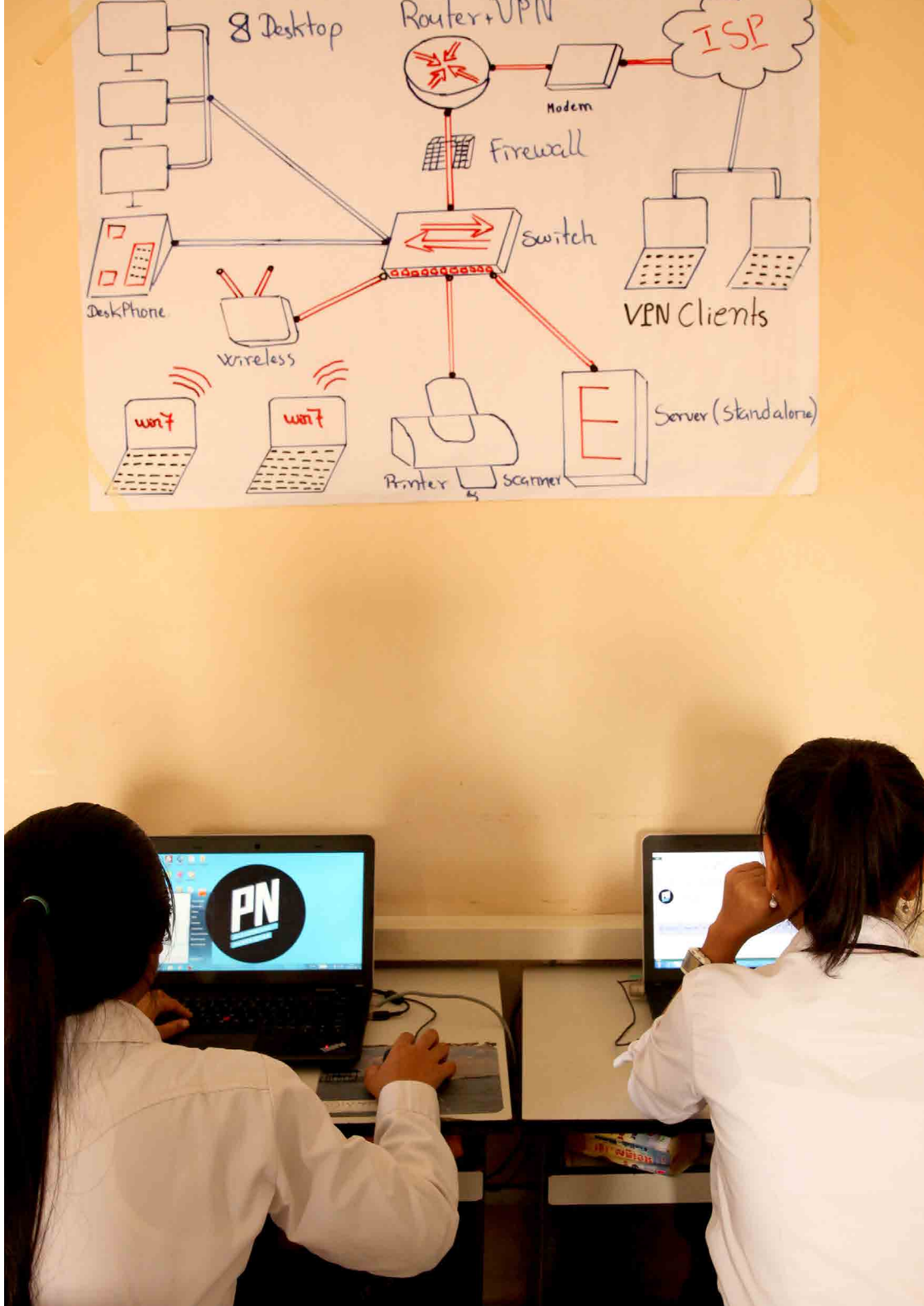
Mr. Duc HA DUONG,
Engineer, entrepreneur, prospectivist, Duc hacks our society in the aim to smoothen its digital transition, advocating for more humane interactions and putting an end to the work/life schizophrenia. He uses his company Officience, a 300 people BPO/ITO shop based in Saigon, Vietnam to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

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

Mr. Hughes MISSONNIER,
He spent his career in three large aluminum companies: Pechiney, Alcan and Rio Tinto Alcan. He completed his career in 2010 as Vice-President responsible for metal management for all aluminum transformation activities at RTA. For the past 6 years, Hughes Missonnier has dedicated a significant portion of his time to helping three nonprofit organizations. Hughes Missonnier has been a Passerelles numériques ambassador for 5 years.

We would like to warmly thank Mrs. Laurence CHA TEAU-DE CHAZEAUX, Mrs. Maud LHUILLIER & Mr. Patrick DE FAYET who left Passerelles numériques' board in 2016, for their consistent support over the last few years.

THE FINANCIAL REPORT



COMMENTS

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. Activity was minimal in 2016, as the local team was reduced, so these accounts show a slight positive result in operational results.

The "Passerelles numériques Philippines Foundation Inc." legal entity, operating under Philippines law, records the operational activities of PN Philippines in 2016, 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 salient feature of 2016 is the financial surplus, which has not occurred at PN since 2013. This positive result is less due to fundraising, which has remained stable at around 1,4M Euros, with an increase of 19% of funds raised in Singapore and Hong Kong, but more to a considerable reduction in costs. The reorganization decided upon and implemented by the Board has proven effective reducing costs by 25% compared to 2015. Overhead and fundraising costs, and the costs of the central coordination team, which is being progressively rebuilt and pared down in Asia, are the main reasons for the cost reduction. In the Centers, the decision to reduce a little, or not to increase the size of promotions, along with efforts by everyone, have also made it possible to limit costs. Committed to good fundraising dynamics, PN has remodeled its financial structure bringing overhead costs to 12%, and is thus able to dedicate 88% of expenses to the social program.

APPROVAL OF THE FINANCIAL STATEMENTS

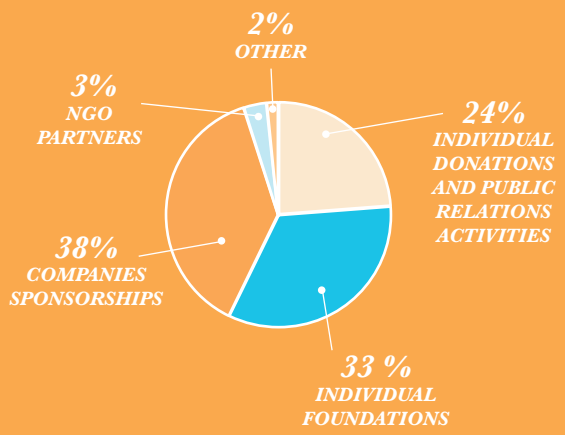
"We hereby declare that the combined financial statements are prepared in accordance with French accounting standards and give a true and fair view of the profit or loss of the association's operations during the past financial year, and its assets and financial position at the end of said financial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

Auditor: Cabinet Ajilec - Frédéric Brunault, 22 June 2017

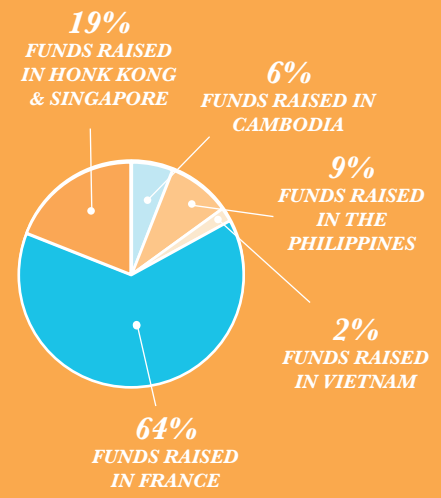
INCOME & EXPENSES

INCOME*

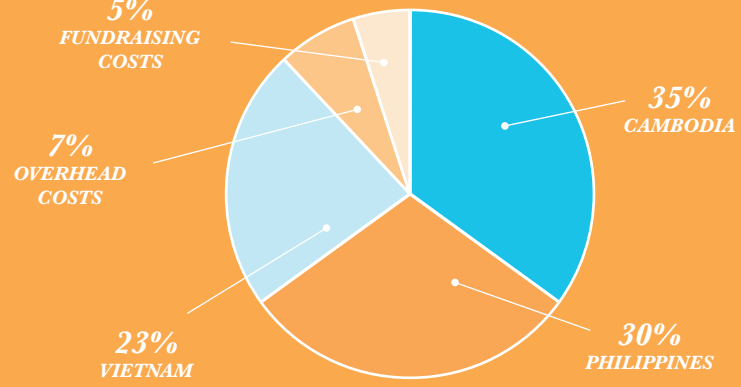
ORIGIN BY TYPOLOGY



ORIGIN BY COUNTRY



EXPENSES*



** Resources and Allocations consolidated throughout PN (including Philippines Foundation and Hong Kong).*

RESOURCES & ALLOCATIONS

In Euros

ALLOCATIONS	2016		2015	
1 - SOCIAL ACTIONS	**1,090,603**	**86%**	**1,378,159**	**79%**
1.1. Carried out in Cambodia - PNC	*465,000*	*37%*	*545,542*	*31%*
Wages and salaries	295,090	23%	348,038	20%
Students allowances	87,215	7%	93,020	5%
Student selection expenses	5,280	0%	8,891	1%
Operating expenses	77,416	6%	95,592	5%
1.2. Carried out in the Philippines - PNP	*309,141*	*24%*	*463,273*	*27%*
Wages and salaries	95,148	8%	126,721	7%
Students allowances	-	-	-	-
Student selection expenses	-	-	-	-
Operating expenses	15,471	1%	20,317	1%
Donation to PNP Foundation	198,522	16%	316,235	18%
1.3. Carried out in Vietnam - PNV	*316,462*	*25%*	*369,345*	*21%*
Wages and salaries	189,943	15%	229,072	13%
Students allowances	56,254	4%	56,872	3%
Student selection expenses	7,704	1%	12,419	1%
Operating expenses	62,561	5%	70,982	4%
2 - FUNDRAISING EXPENSES	**72,020**	**6%**	**267,796**	**15%**
3 - CENTRAL OPERATING EXPENSES	**103,496**	**8%**	**101,392**	**6%**
Central operating expenses	103,496	8%	101,392	6%
I - TOTAL FINANCIAL YEAR ALLOCATIONS REPORTED IN THE P&L ACCOUNT	1,266,118	100%	1,747,347	100%
II - DEPRECIATION ALLOWANCE	**26,449**	-	**29,856**	-
III - COMMITMENTS TO BE MADE ON ALLOCATED RESOURCES	-	-	-	-
IV - RESOURCES SURPLUS	**44,187**	-	-	-
V - TOTAL	1,336,756	100%	1,777,204	100%

The very rigorous management of each Center has made it possible to reduce overall operational costs and fundraising costs, thanks to a new structure, have also decreased. These are the contributory factors to the gain of 44,187 Euros. In terms of the composition of funds raised, there is a down-turn in funding from Cambodia, whereas there is strong growth in Vietnam. In the Philippines, an additional 125,000 Euros was collected through the Philippine Foundation. The absence of a Gala Dinner in 2016 was offset by an equivalent exceptional private donation.

VALUATION OF IN-KIND VOLUNTARY CONTRIBUTIONS	2016	2015
Voluntary work	490,537	391,903
Services in-kind	123,530	45,000
Donations in-kind	14,112	6,000
TOTAL	628,180	442,903

In Euros

RESOURCES	2016		2015	
1 - - PRIVATE FUNDS	**1,336,260**	**100%**	**1,335,197**	**99%**
Private funds collected in France, in Hong Kong and in Singapore**	*1,175,551*	*88%*	*1,151,523*	*85%*
Corporate funding	379,384	28%	385,049	29%
Individual foundations	374,860	28%	399,073	30%
Individual grants	421,307	32%	162,781	12%
Other	-	-	204,620	15%
Funds collected in Cambodia	*101,503*	*8%*	*151,950*	*11%*
Funds collected in the Philippines	*4,495*	*0%*	*10,161*	*1%*
Funds collected in Vietnam	*54,711*	*4%*	*21,564*	*2%*
2 - PUBLIC SUBSIDIES	-	-	-	-
3 - OTHER INCOME	**496**	**0%**	**13,011**	**1%**
Financial income (including currency exchange rate impact)	- 73	0%	10,227	1%
Other income	569	0%	2,785	0%
Miscellaneous sales	-	-	-	-
I - TOTAL FINANCIAL YEAR RESOURCES REPORTED IN THE P&L ACCOUNT	1,336,756	100%	1,348,209	100%
II - SHARE OF INVESTMENT GRANTS IN THE P&L ACCOUNT	-	-	-	-
III - USAGE OF DEDICATED FUNDS / UNUSED PREVIOUS YEARS' ALLOCATED RESOURCES CARRIED FORWARD	-	-	**129,021**	-
IV - CHANGE OF DEDICATED PUBLIC RAISED FUNDS	-	-	-	-
V - SHORTAGE OF RESOURCES	-	-	**299,974**	-
V - TOTAL	1,336,756	100%	1,777,204	100%

** Funds from Honk Kong and Singapore, received in France*

PROFIT & LOSS ACCOUNT

The income is very stable compared to 2015 because the increase in corporate sponsorship, particularly in Asia, will only appear in 2017. The gains therefore derive from the material reduction in costs which was achieved on almost all the cost items.

In Euros

	2016	2015
OPERATING INCOME		
Sales of services	6,637	2,363
Subscriptions	360	690
Corporate sponsorship	433,034	428,724
Individual donations	432,109	202,876
Donations from private foundations	374,860	422,253
Grants from NGO partners	65,449	46,955
Reversals of provisions and depreciation, transfers of expenses	-	4,323
Other income	12,391	216,953
TOTAL OPERATING INCOME	1,324,840	1,325,138
OPERATING EXPENSES		
Purchases	(41,683)	(43,420)
External expenses	(171,070)	(341,365)
Income tax	(3,494)	(4,092)
Wages and salaries	(580,807)	(738,161)
Social security contributions	(146,334)	(181,289)
Grants from the organization	(198,522)	(316,235)
Students allowances	(116,079)	(113,962)
Other expenses	-	-
Depreciations and provisions	(26,449)	(37,549)
TOTAL OPERATING EXPENSES	(1,284,438)	(1,776,074)
NET OPERATING INCOME	**40,402**	**(450,935)**

In Euros

	2016	2015
FINANCIAL INCOME		
Income from other financial fixed assets	3,855	4,490
Foreign exchange difference (profit)	6,148	17,105
TOTAL FINANCIAL INCOME	10,003	21,595
FINANCIAL EXPENSES		
Interest payable	(631)	-
Foreign exchange difference (loss)	(1,391)	(90)
TOTAL FINANCIAL EXPENSES	(2,022)	(90)
NET FINANCIAL INCOME	**7,981**	**21,685**
NET PROFIT BEFORE TAX	**48,384**	**(429,250)**
EXCEPTIONAL INCOME		
On operations	1,343	1,475
On assets	569	-
TOTAL EXCEPTIONAL INCOME	1,913	1,475
EXCEPTIONAL EXPENSES		
On operations	(6,110)	(1,039)
On carrying amount of disposed assets	-	-
TOTAL EXCEPTIONAL EXPENSES	(6,110)	(1,039)
EXCEPTIONAL PROFIT	**(4,197)**	**2,514**
DEALLOCATION OR USAGE OF DEDICATED FUNDS	-	129,021
COMMITMENTS TO BE MADE TO ALLOCATED RESOURCES	-	-
TOTAL INCOME	1,336,756	1,477,229
TOTAL EXPENSES	(1,292,569)	(1,777,203)
DEFICIT	**44,187**	**(299,974)**

ASSETS

The structure of the balance sheet is sound and stable. Accrued accounts receivables have considerably diminished in comparison with 2015 when there was an exceptional advance payment. Cash is slightly lower, particularly due to this, but also because major donations were deferred from the end of the year to early 2017.

In Euros

	12/31/16			12/31/15
	Gross	Depreciation	Net	Net
FIXED ASSETS				
Intangible assets				
Intangible assets	4,599	(4,599)	-	-
Tangible assets				
Land	133,987		133,987	129,729
Buildings	251,123	(135,900)	115,223	125,939
Transportation equipment	12,579	(10,862)	1,717	3,219
Other tangible assets	110,611	(105,567)	5,044	13,135
Financial assets				
Loans	92,379		92,379	96,579
Other financial assets	688		688	174
TOTAL FIXED ASSETS	605,966	(256,928)	349,038	368,775
CURRENT ASSETS				
Inventories	*500*	*(500)*	-	-
Receivables				
Affiliate structures			-	-
Foundations and companies	36,635		36,635	42,941
Other receivables	10,013		10,013	31,070
Cash deposit	*174,175*		*174,175*	*231,023*
Differed charges	*20,784*		*20,784*	*24,438*
TOTAL CURRENT ASSETS	242,108	(500)	241,608	329,473
TOTAL ASSETS	848,074	(257,428)	590,646	698,248

LIABILITIES

In Euros

	12/31/2016	12/31/2015
	Net	Net
FUNDS		
Equity		
Funds	333,984	333,984
Investment subsidies	-	-
Dedicated funds	-	-
Special revaluation on foreign exchange	56,948	-
Legal reserve	-	-
Retained profit brought forward	52,110	351,856
Deficit/Surplus	44,187	(299,974)
Other equity funds		
Equity funds with reversal right	-	-
Special revaluation	-	12,837
TOTAL FUNDS	487,228	398,703
PROVISIONS FOR LIABILITIES AND EXPENSES	-	-
DEBTS		
Financial liabilities		
Affiliated structures	121	7,856
Suppliers	1,075	1,985
Social security and taxes	50,137	97,053
Other debts	13,162	8,973
Unearned income	*38,923*	*183,678*
TOTAL DEBTS	103,419	299,545
TOTAL LIABILITIES	590,646	698,248

RESOURCES & ALLOCATIONS

PASSERELLES NUMÉRIQUES PHILIPPINES FOUNDATION INC.

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 sponsorship by PN to the Philippines Foundation.

In Euros

ALLOCATIONS	2016		2015	
1 - SOCIAL ACTIONS	*309,586*	*100%*	*409,445*	*100%*
Wages and salaries	89,543	29%	114,324	28%
Students allowances	92,663	30%	8,159	2%
Student selection expenses	4,371	1%	9,536	2%
Operating expenses	123,009	40%	277,426	68%
2 - FUNDRAISING EXPENSES	*-*	*-*	*1,392*	*0,3%*
Fundraising expenses	-	-	1,392	0,3%
I - TOTAL FINANCIAL YEAR ALLOCATIONS REPORTED IN THE P&L ACCOUNT	309,586	100%	410,837	100%
II - DEPRECIATION ALLOWANCE	*6,309*	*-*	*2,964*	
III - COMMITMENTS TO BE MADE ON ALLOCATED RESOURCES	*-*	*-*	*-*	
IV - RESOURCES SURPLUS	*-*	*-*	*45,812*	
V - TOTAL	315,896	100%	459,613	100%

In Euros

RESOURCES	2016		2015	
1 - PRIVATE FUNDS	*328,190*	*106%*	*451,682*	*98%*
Corporate sponsorship	106,492	34%	46,126	10%
Grants from NGO partners	202,044	65%	318,645	69%
Individual foundations	18,779	6%	2,220	0%
Operating income	875	0%	84,691	18%
2 - PUBLIC SUBSIDIES	*-*	*-*	*-*	*-*
3 - OTHER INCOME	*(17,598)*	*(6%)*	*7,932*	*2%*
Financial income (including currency exchange impact)	(18,096)	(6%)	7,932	2%
Other income (including PR)	479	0%	-	-
Miscellaneous sales	19	-	-	-
I - TOTAL FINANCIAL YEAR RESOURCES REPORTED IN THE P&L ACCOUNT	310,592	100%	459,613	100%
II - SHARE OF INVESTMENT GRANTS IN THE P&L ACCOUNT	*-*	*-*	*-*	*-*
III - UNUSED PREVIOUS YEARS' ALLOCATED RESOURCES CARRIED FORWARD	*-*	*-*	*-*	*-*
IV - SHORTAGE OF RESOURCES	*5,305*	*-*	*-*	*-*
V - TOTAL	315,896	100%	459,613	100%

VOLUNTARY WORK

VOLUNTARY WORK IN 2016					
	Number of weeks	*Number of hours*	*Valuation in Euros*	*Valuation in 2015*	*Valuation in 2014*
Skills-Based Volunteering	147	6,177	123,530	23,903	0
Solidarity Leave Volunteering	16	760	15,194	25,600	22,400
Individual Volunteering	756	23,767	475,344	342,400	201,381
TOTAL	***919***	***30,703***	***614,068***	***391,903***	***223,781***
Full-time equivalent	16,1				
TOTAL PAYROLL			***704,005***	***830,153***	***830,153***

Cambodia

France

Singapore

Philippines

Vietnam

2017 BUDGET

In Euros

COMBINED OPERATIONAL BUDGET			% global combined budget		
PN CAMBODIA	OPERATING EXPENSES				
	Local	Wages, salaries, social charges and VSI allowances	250,986		Local: **383,715** 88%
		Purchases (Food, Energy, Equipment & Supplies)	19,292		
		Other External Expenses (Rent, Fees, Maintenance, Repair)	29,758		
		Transport & Travel	5,238		
		Allowances, Food & Accomodation for the students	61,370		
		University Tuition Fees	0		
		Taxes & Financial Charges	220		
		Depreciation Allowance	16,852		
		Human Resources Management	2,103		Allocated: **50,491** 12%
		Accounting, Finance & Legal Affairs	7,461		
		Technical Cooperation	18,042		
		Communication	22,885		
	TOTAL OPERATING EXPENSES PN CAMBODGE		31%	434,206	
PN PHILIPPINES	OPERATING EXPENSES				
	Local	Wages, salaries, social charges and VSI allowances	160,827		Local: **399,318** 89%
		Purchases (Food, Energy, Equipment & Supplies)	16,393		
		Other External Expenses (Rent, Fees, Maintenance, Repair)	66,885		
		Transport & Travel	13,259		
		Allowances, Food & Accomodation for the students	86,942		
		University Tuition Fees	42,576		
		Taxes & Financial Charges	6,785		
		Depreciation Allowance	5,650		
		Human Resources Management	2,103		Allocated: **50,491** 11%
		Accounting, Finance & Legal Affairs	7,461		
		Technical Cooperation	18,042		
		Communication	22,885		
	TOTAL OPERATING EXPENSES PN PHILIPPINES		32%	449,809	

In Euros

COMBINED OPERATIONAL BUDGET			% global combined budget		
PN VIETNAM	OPERATING EXPENSES				
	Local	Wages, salaries, social charges and VSI allowances	160,732		Local: **272,116** 84%
		Purchases (Food, Energy, Equipment & Supplies)	5,264		
		Other External Expenses (Rent, Fees, Maintenance, Repair)	27,937		
		Transport & Travel	8,330		
		Allowances, Food & Accomodation for the students	48,990		
		University Tuition Fees	15,518		
		Taxes & Financial Charges	770		
		Depreciation Allowance	4,576		
		Human Resources Management	2,103		Allocated: **50,491** 16%
		Accounting, Finance & Legal Affairs	7,461		
		Technical Cooperation	18,042		
		Communication	22,885		
	TOTAL OPERATING EXPENSES PN VIETNAM		23%	322,607	
INDIRECT COSTS	Fundraising & Partnership management costs		8,4%	118,755	
	Overhead Costs		6,4%	90,959	
	TOTAL		15%	209,714	
TOTAL COMBINED OPERATIONAL BUDGET				1,416,336	

This statement is a management budget, that accounts for all the costs for the whole of the organisation. In 2017, total costs budget stays very close to actuals 2016, which illustrates the will for a sustained rigor. Budget structure is still quite good, as overhead costs are no more than 15% of the total, although fund raising costs increase, on purpose, from 5 to 8% of the total costs.

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