



**Passerelles
numériques**
A Gateway for Life

2018 ANNUAL REPORT

AT A GLANCE

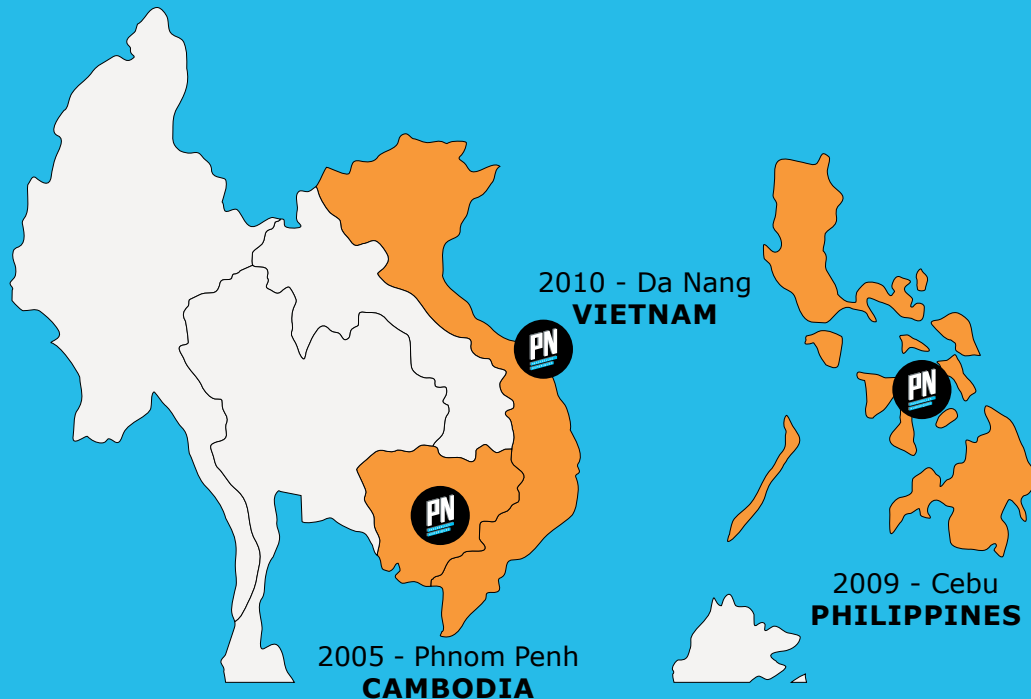
OUR MISSION

We provide education, technical and professional training in the digital sector to young underprivileged people by leveraging their potential and willpower. We endeavour to truly develop their employability which will allow them and their families to escape poverty in a sustainable way, and contribute to the social and economic development of their countries.

OUR VALUES

Trust • Responsibility • Solidarity • Respect • A demanding approach

OUR COUNTRIES OF OPERATIONS



OUR BENEFICIARIES

They are typically poor or disadvantaged, in extremely precarious situations. Furthermore, they are keen to learn, have the required faculties to pursue studies, are willing to support their relatives once graduated and employed, thus breaking the circle of poverty.

OUR OBJECTIVES

Our objective is that at least 90% of the students enrolled in our programmes can escape poverty. Our additional objective is to reduce inequality between genders. Therefore, PN strives to enrol a ratio of at least 50% girls.

WHAT WE DO



FAIR AND RIGOROUS SELECTION PROCESS

Each year our Selection teams go through a **rigorous 4-step process: Information sessions, Written exams, Motivation interviews** and **Social investigations.**



GENERAL TRAINING IN BUSINESS SKILLS

General training is a **distinctive component** of our training programme. We prioritize: **oral and written English; a « professional life » training** and **higher-level soft skills.**



SOLID TECHNICAL AND PRACTICAL TRAINING

Focusing on employability, PN's training teams constantly update the curriculum to match **labour market needs.**



SOCIAL AND EDUCATIONAL DEVELOPMENT

The success of our students depends on us providing them with: **material support, moral and educational support and extra-curricular activities.**



GUIDANCE TO EMPLOYMENT

Guidance to employment is offered through both their **internships and job research** supported by our team, the alumni network and our partner companies.

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2018 HIGHLIGHTS



JUNE 15TH: MOVING-IN TO A NEW "LIFE PLACE" FOR OUR 2ND-YEAR STUDENTS IN THE PHILIPPINES



JANUARY 24TH: MICROSOFT OFF-SITE MEETING AT PN CAMBODIA



APRIL 14TH: 47 STUDENTS GRADUATED IN THE PHILIPPINES

SEPTEMBER: OFFICIAL LAUNCH OF THE NEW 3RD YEAR TRAINING IN VIETNAM



OCTOBER 26TH: SOCIÉTÉ GÉNÉRALE APAC BIKE RIDE IN VIETNAM

NOVEMBER 20TH: FONDATION RAJA WOMEN AWARDS IN FRANCE



NOVEMBER 7TH: CONFERENCE "DISRUPTIVE DIGITAL INNOVATION" IN SINGAPORE

DECEMBER 1ST: 48 STUDENTS GRADUATED IN CAMBODIA



2018 KEY FIGURES



TEAM

77 staff
including
81%
of local staff

186 volunteers

1,319,177
Euros
expenses in 2018

85%
go to our social mission



FINANCIAL FIGURES



PARTNERS

28
international
partners
175
local
partners

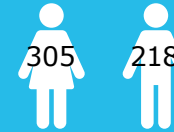


SELECTION

193
students
selected in 2018

92%
coming from rural
areas

523
students in 2018

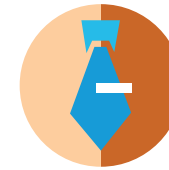


305

218



EDUCATION



TRAINING

95
students graduated
in 2018

96%
of 2018 graduates
hired within 2
months after
graduation



EMPLOYMENT



ALUMNI

over 30%
of their salary given
back each month to
their family

Passerelles numériques
supports the SDGs



MESSAGE FROM THE PRESIDENT

2018 was special for me. It was my first year as President of Passerelles numériques. I was able to experience the importance of our mission even more, the commitment of our teams who work hard and the determination with which PN tackles the challenges and changes it encounters.

Before going any further, I would first like to thank Benoit Genuini most sincerely. In 2018, he was at my side as I took up my new duties and remained close at hand with us all, both in the field and with the Board of Directors.

So, in 2018, Passerelles numériques committed to an increase in the number of students and their families: in total, 523 students benefited from our programmes compared with 436 in 2017. The impact was noticeable not only on our students, and therefore their 523 families, but also on the roughly 2500 individuals, indirectly benefitting from our actions.

In 2018, PN remained faithful and committed to its mission and "promises" to its students, teams and partners.

- We provide support to those who need it and pay special attention to the emancipation of the young women in our programmes. Following a rigorous and fair Selection process we welcomed 193 students, of which 92% came from rural areas and 62% were girls.
- We work with our beneficiaries to enhance their employability. Of the 95 graduates in 2018, 56% were women and 96% found employment within two months after graduation.
- We regularly adjust our programmes. In Vietnam, the transition to a three-year curriculum was implemented, responding to market needs. This "constraint" became an opportunity to design a third year with 3 specializations as well as an entrepreneurship module, supported by our local partners.

The teams' educational creativity was also given room to develop: In Cambodia the premises were redecorated in order to display the bonds that unite PNC with its alumni. And in the Philippines, the outlandish "Trashion Show" made students more aware of recycling.

- We stuck to the commitments made during our August 2017 strategic workshop:

1 – To extend PN's impact by developing "satellite projects"

Renewal of our partnership with Project Girl Code to continue to reduce the illiteracy of young women in Cambodia;
First significant financial support and a promising partnership with SIPAR (an NGO which promotes literacy) in Cambodia for our "NomadLab" project (a solution which helps to reduce the digital divide in rural areas).
2 – To extend our visibility by communicating about the alignment of our mission with the United Nation's Sustainable Development Goals: we have included these global goals in all our communication media and have worked to incorporate the global goal indicators in our impact measurements.

Our strength also lies in our partners' precious loyalty and recognition. Backing which extends beyond financial support and is characterized by deep commitment, a tangible contribution to the visibility of our action (collaborating at our events and conferences, granting an honorary award to PN for our mission, etc.). We would like to thank them all very much.

- We apply **rigorous management to our expenses and resources.** We have renewed most of our partnerships and initiated new ones. We are broadening our network and visibility in Singapore and we operate with constant vigilance regarding our costs in order to always stick to the allocated budget.

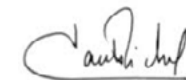
I have also observed **the strength of an organisation that knows how to adapt to change.** We commend those who take on new adventures after dedicating several years to PN and we thank them all for managing the important transitions, steadfastly and loyally.

2018 brought its share of successes, opportunities and challenges. To tackle them, our crucial asset is our team: 69 employees, 8 long-term volunteers (VSI), 5 civil service volunteers and 181 volunteers (which includes our board members) who are all essential to our operations. Bravo to all!

Finally, Passerelles numériques is an organisation which also needs to question itself. We have operated in many different contexts since the birth of PN. So, the Board of Directors and I have decided to undertake a profound reflection to ensure the continuity and relevance of our organisation. We will announce the outcome of this reflection next year.

There are many levers we can use to enable this mission, which is inclusive, necessary and efficient, to continue.

With my best wishes,



Michel Cantet, President

PERSPECTIVES

Today's economic environment requires not only companies but also non-governmental organisations (NGOs) like Passerelles numériques to question themselves constantly. Factors such as e.g. rapidly evolving economic contexts, moving labor market or donor environments as well as technology changes require a regular reflection and evolution of our operations.

Among the questions that NGOs and companies have to ask themselves regularly are if they remain relevant to their beneficiaries/customers and "competitive" with regard to the environment in which they interact with other NGOs / businesses working in the same field.

We are an organisation that wishes to provide education, technical and professional training in the digital sector to young and underprivileged people in the best way possible. Therefore, Passerelles numériques strives to stay relevant within our country contexts, attract beneficiaries, collaborate successfully with implementing partners, employers and donors to fulfill our mission with success - and guarantee the organisation sustainability.

Since its creation in 2006, PN has adapted and evolved to ensure the quality of our impact. However, our operating, economic and impact model have not changed in-depth.


Today, the PN Board of Directors notices and recognizes that PN faces a very different environment in which our programmes are offered. Some examples:

- Constant evolution of the economic, social and educational environments in the countries where we operate.
- Fast changing workplace environments.
- Shifting expectations towards the workforce in the IT and digital sector for which we train.
- New education alternatives for underserved, that challenge our Selection processes.
- Funding challenges in a more "competitive" and "demanding" environment where expectations from our partners call for higher demonstrated sustainability of PN.

In the light of these observations, the PN Board of Directors decided to embark on a learning journey.

As an organisation, PN will not only need to deepen the understanding of its current environment and trends in the future, but also to translate conclusions from these reflections into intelligent action within an appropriate time frame. This may be a major turning point which we will address with insights involving internal and external stakeholders, and the support of relevant experts.

We are looking forward to share the new perspectives which this journey will certainly unlock in our next annual report.



After 6 years in the field in the Philippines (as Education and Selection Manager first, then General Manager), I now have a more global responsibility at Passerelles numériques within its Board of Directors.

These successive roles have helped me to think and wonder about what makes PN and its DNA, while being aware of the need we have to evolve in a world of profound change, in which education and the world of work are particularly transformed.

It is time today to imagine the future of PN!

I have always been convinced of the immense relevance of what we do - accompany every young person in their education and training, their success, their projection towards a better future, their responsibilities, ... - by working hand in hand with a great number of stakeholders, NGOs and companies. These collaborations represent one of PN's strengths. With the other members of the Board, we are committed to innovating our methods and our partnerships to be able to help more people with these same quality standards.

HÉLÈNE GAYOMALI
BOARD MEMBER
PASSERELLES NUMÉRIQUES

PASSERELLES NUMÉRIQUES IN CAMBODIA



Selection | 75 new students selected

Training | two 2-year training courses

Education | 174 students in total in 2018

Employment | 48 graduates (100% employment rate 1 month ahead of graduating)

Alumni | 1,437 since 2005

Local Partners | 92 companies & NGOs

SELECTION

This year's Selection was carried out in cooperation with 67 partners (including 18 NGOs) and took place over a period of 7 months from February to August, involving 30 staff of the local team and a network of 49 high schools.

The 15 provinces targeted were selected according to the assessment of the previous Selection with the aim of reaching beneficiaries, in line with our criteria.

The Selection process was once again conducted with the precious support of our NGO partners, especially as they held information sessions on behalf of our organisation (9 sessions out of the 26 organized, attended by 1,769 students).



For the third year in a row, the trend continues: girls in Cambodia seem to be more autonomous and sufficiently confident to leave home to get higher education, this year, 70% of the applications received were from girls.

As a result, in 2018, the ratio of girls to boys was higher in the final selection: Out of the 75 students selected, 43 students were girls (32 boys).

We have known Passerelles numériques Cambodia (PNC) for a long time as we support them by providing internet to their educational facility since 2014.

We can say that both MekongNet and PNC share the desire for social responsibility by helping others facing poverty, building a better life.

They touch the lives of people through education and skills training, opening doors for those who would be denied this opportunity.

This ideology makes us very proud to be working with Passerelles numériques and we hope this relationship grows more in the future.

SOK CHANND
PRESIDENT & CEO
ANGKOR DATA COMMUNICATIONS GROUP CO., LTD



ASSOCIATE DEGREE WEP/SNA

MODULE 1 : IT LITERACY & INTENSIVE ENGLISH 14 Weeks = 362h

- Intensive English (92h)
- General English (76h)
- Learning to Learn (62h)
- Math and Logic (64h)
- Basic IT Literacy (68h)
- Financial Literacy (4h)
- Developmental Activities (78h)

MODULE 3: SPECIALIZATION...

36 Weeks = 936h

- WEP - Module 3 - 936h
- Web Front End 2 (50h)
- Web Back End 2 (260h)
- Object Oriented Programming (80h)
- Development Tools & Processes (70h)

- SNA - Module 3 - 944h
- Linux System Administration (144h)
- Microsoft System Admin. (150h)
- Routing and Switching 2 (120h)
- IT Security (22h)
- Network Infrastructure (22h)
- IT Research (22h)
- Intro. to Mikro Tik Router (22h)
- Virtualization (ESXi/XanServer) (22h)

Module 2 - 850h

- History and Geography (20h)
- Introduction to IT (465h):
 - Web Front End 1 (150h)
 - Web Back End 1 (15h)
 - Programming (40h)
 - Computer Architecture (40h)
 - Operating System & Maintenance (90h)
 - Routing & Switching 1 (60h)
 - Projects (Virtual Company 1) (64h)

English 400h Professional Life (including entrepreneurship) 200h Developmental Activities 194h

Common ongoing Modules:

...Final Project [Virtual company]

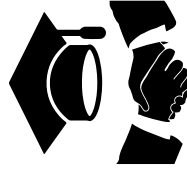
5 Weeks = 175h

- Identify Customer needs
- Project Management
- Technical Solution
- Final Presentation

Professionalization

18 Weeks = 694h

- Internship - 18 Weeks = 640h
- Career Preparation (54h)



1,437*
GRADUATES
SINCE 2005

During eight weeks, students have to plan their research independently on their own time and send a weekly work log to their tutors for them to monitor their progress. Besides being assessed on the quality of documentation and emails, students also have to make a final presentation in front of a jury.

*including students from the former 6-month DMO training programme

174
STUDENTS IN
2018

The first class of students which benefited from the revised curriculum graduated in December 2018 (Class 2018).

Our training programme was redesigned with two objectives:

- to ensure our students will acquire the necessary soft and hard skills that will not only allow them to get a job but also to evolve in their career. To do so, we took a more student-centered approach with a stronger emphasis on interactive activities and self-learning to allow students to take ownership of their academic journey.
- To improve students English Skills to meet labour market requirements and maximize their long-term employability.

2-YEAR PROGRAMME » 2 SPECIALIZATIONS
System Network Administration (SNA)
Web Programming (WEP)

During their two years of training, PN Cambodia students have the opportunity to work on two Virtual Company projects: divided into project groups as in a real company and assigned to one particular project, students have to apply all the skills, both hard and soft skills they learned so far. By the end of the project, they will need to present their work to a jury who will assess the results. For the first-year students, this project is also a good way to help them choose their major between SNA and WEP. For the final-year students, the second Virtual Company will better prepare them for their practical 4-month internship experience in a real company setting.

Another example of a project that enables students to be more active in their learning process is the "IT Research" project, organized for SNA students (System and Network Administrators): teachers assign each student a subject that enables them to use all their abilities to research and learn new IT topics by themselves.

TRAINING

EDUCATION

In 2018, the Education team was reorganized following the merger of the management and training roles. One of the educators was promoted to a coordinating position and the team was assisted by four education interns or volunteers throughout the year.

One of our big challenges for 2018 was the increasing number of students. It impacted our facilities, dormitories but also the training centre and the organisation of activities.

Borey Niseth (CETC), the centre run by Children of Asia in which our first-year students have been welcomed since 2016, underwent a complete makeover (plumbing, electricity) to offer better living conditions. As our students have allocated dormitories in the CETC, we also had to find a creative solution: thanks to the support of the Accor Foundation, we bought 42 bunk beds which ensured the retention of comfort while optimizing the available space.

As part of a long-term project, the 2nd and 3rd floors of our training centre have been repainted and, thanks to the generosity of partners, we were able to get new desks for our students to offer more comfortable working conditions.

As part of our holistic approach, we want our students to develop their professional skills but also to grow into well-balanced and responsible adults. To do so, we organize sports activities. This year, with the support of volunteers and PSE (Pour un Sourire d'Enfant), Kampuchea Ballo and Northbridge International School, our students were able to do aerobics, play football and even discover rugby.



THE STUDENT ASSOCIATION (SA)

In 2018, the Student Association consisted of 5 members: 1 president, 1 vice-president, 1 accountant, and 2 club facilitators.

There were 8 clubs based on the interests and motivation of the students:

- Cooking: 10 members
- Dancing: 16 members
- Football: 10 members
- Library: 7 members
- Maintenance: 21 members
- Music: 13 members
- Newspaper: 9 members
- Solidarity: 17 members

EMPLOYMENT

INTERNSHIPS

21 companies (7 new partners) provided the 48 second-year students with full-time paid internships. 67% of them operate in the IT sector: Web Development and Design (43%), IT Equipment and Solutions Provider (19%) and Internet Service Provider (ISP - 5%).

Thanks to a survey conducted by the External Relations Office, we were able to assess their level of English. 80% of the companies were satisfied with students' English skills (reading, writing and speaking). Their other skills were also assessed by their tutors: 80% of them are satisfied with their soft skills, 91% with their technical skills (respectively 94% for SNA and 89% for WEP).

Finally, 42% of the second-year students were hired as full-time employees after their final year internship.

GUIDANCE TO EMPLOYMENT

Throughout their whole journey with PN, students receive guidance to employment notably through Professional Life training and various activities. In 2018, 1st and 2nd Year students thus participated in 10 Company Visits across various industries throughout the year (IT, Food, Insurance, etc.).

In March 2018, our 48 second-year students participated in mock interviews in order for them to assess and evaluate their job interview skills with 10 professionals from partner companies and 20 trainers and staff.

In addition, many workshops were organized for our future graduates (Class 2018): a curriculum vitae and cover letter workshop with the CamUp Job Agency in February, a Job Search Workshop in August with Prudential, a LinkedIn Workshop in August by our External Relations Team and a Career Talk with ABA Bank in September.

The high point of the guidance to employment efforts was the 5th edition of PNC's Career Forum, on September 15th, just prior to the students' graduation. It gathered 15 exhibitors, 5 guest speakers and over 200 participants were able to get advice from professionals as well as access to recruitment opportunities.



Two key moments of the Career Forum also allowed the audience to obtain practical and useful information: a panel discussion on the importance of the "Life and Work" balance and a conference about "Hardship Leads Me to Success in Life" and good tips to overcome obstacles to reach your goals.

ALUMNI

PNC CLASS 2018

48 young people (21 girls, 27 boys) successfully completed their training in October 2018:
 > 24 graduated from the "System & Network Administration" training programme,
 > 24 graduated from the "Web Programming" training programme.

38%
 OF THE SALARY
 OF ALUMNI GIVEN
 BACK TO FAMILY
 ON AVERAGE

100% of the graduating students in 2018 found a qualified job as soon as October, immediately after finishing their internship, and ahead of their official graduation ceremony on December 1st. They had a minimum salary of 200 USD, a maximum of 330 USD, with an average of 256 USD (compared to 227 USD in 2017). They all found a job aligned with their skills.

THE ALUMNI ASSOCIATION

Since 2005, 1,437 young people graduated from Passerelles numériques Cambodia and over 640 of them are active members of the Alumni Association, founded in 2008.

The association organized or participated in many activities throughout the year: for instance, they organized a Teacher's Day celebration to celebrate the achievements and support of their teachers who spent their energy and time to provide skills, knowledge, and education. During this event, they raised funds to support PNC. The Alumni Association also took part in the PNC Career Forum, the Graduation Ceremony, and the skills orientation workshop for current PNC students. They also manage to raise funds to support the first phase of the Centre Decoration project, the Robot Training project and the Graduation Ceremony.

SOLIDARITY ACT

The Solidarity Act programme was created in 2011 to allow PNC alumni to give back to their school after having the chance to benefit from a full scholarship during 2 years.

Three months after graduating and once they have found a qualified job, they are expected to pay back a small amount of money each month over three years. In 2018, 6,790 USD were collected (an increase of 20% compared to 2017). 68 graduates participated, and 14 completed their contribution.

LOCAL PARTNERS

Over the years PNC developed a vast network of NGO partners supporting us across several of our education activities.

In 2018, the following NGOs partnered with and supported PNC: Enfants d'Asie (dormitory for first-year students), Kampuchea Ballop (rugby training in exchange for computer classes), Pour un Sourire d'Enfant and North Bridge International (access to their Sport Fields once a week), World Vision and Care (eye care), Cambodia World Family (dental service), Mission Humanitaire (medical check up for all students), Peaceful Children Home 1 (access to their centre during the Integration Days of the first-year students) and Happy Chandara (farm visit).

Over the years, PNC has built a large network of partners who contribute to our success. In 2018, our students have benefited from the generosity of many partners through financial donations (Chip Mong Group, Cam-Paint Manufacturing, Ezecom), IT material donations (NTT Communications, AWS Cambodia,...), free internet access (MekongNet ISP), donation of bicycles and helmets (Manulife Cambodia), donation of paint to redecorate our centre (Nippon Paint Cambodia). Finally, many employees of partner companies came to share their skills and experience with our students during mock interview sessions and workshops on career orientation and job search (Prudential Cambodia, ABA Bank, CamUp, and many more).



PASSERELLES NUMÉRIQUES IN THE PHILIPPINES



Selection | 73 new students selected

Training | one 2.5-year training course

Education | 219 students in total in 2018

Employment | 47 graduates (91% employment rate within 2 months of graduation)

Alumni | 402 since 2009

Local Partners | 36 companies, NGOs & academic partners

SELECTION

This year, the Selection process was conducted in collaboration with 103 partners (state senior high schools, NGOs, religious congregations, local government), and involved 31 people (staff and volunteers) over eight months (November 2017 to June 2018).

After two years of selecting out of school youth due to the K to 12 reform, we went back to select students from High Schools for the 2018 Selection Process.

The start of the academic year was moved to August 2018 so the entire Selection process was cut short.



As a result of the reform, with students “back in school”, we almost tripled the number of attendees at the Information Sessions compared to the last two years. We introduced a new game “Conditional with cards” which led the students to be proactive and raised their awareness about IT and our mission in an entertaining way.

We opened new exam centres, allowing us to cover all regions in the Visayas. For the written exams, we also made some adjustments: the introduction of a new Computational Thinking Test and the combination of Math and Logic. Having spent an additional two years in the education system, we expected the candidates to be better prepared. Unfortunately, this year marked the lowest exam pass rate of only 15%.

In this context, PN Philippines selected 73 students for the new PN Philippines - Class 2021 with a majority of girls: 68% (50 students).

A lot of things happened after I graduated from PN. I was absorbed by the company where I had my on-the-job training and am now a regular employee. Applying my skills from PN, I became more responsible, improved myself in making decision and handling my budget. It is a lot more different outside on my own than inside with PN’s guidance; this change in my life is not easy to cope with but I am learning.

My employment is a big help for my family. I am able to support my sister with her school needs like allowance and other expenses. I also help my parents with the basic expenses at home.

I am very thankful to the people/organisations who are helping PN. They will never regret helping the organisation because they were able to help us grow as productive individuals in the community. They were able to empower us. And they didn’t only help us, the students, but also our families.

**SHEILA MAE KYA/KO, ALUMNA PN PHILIPPINES CLASS 2017
DEPLOYMENT STAFF
ALLIANCE SOFTWARE INC.**



CERTIFICATE IN COMPUTER TECHNOLOGY (CCT)

Pre-training* - 6 Weeks - Lab + Lec = 180h

- Introduction to Computers (45h)
- Mathematics (45h)
- English refresh (30h)
- Learning to Learn (30h)
- Communication and Confidence building (15h)
- Scratch Programming (15h)

CORE TRAINING 3 semesters - Lab + Lec = 1224h

- 1st Semester - 396h**
- Intro to Computer Science (54h)
 - Networking Fundamentals (72h)
 - Basic Programming (144h)
 - Web Development I (72h)
 - Mechatronics* (54h)

- 2nd Semester - 378h**
- Java I (90h)
 - Web Development II (90h)
 - SQL Databases (72h)
 - Software Development Life Cycle - SDLC (72h)
 - Software Development Project Based Learning I - SDPBL* (54h)

- 3rd Semester - 450h**
- Java II (144h)
 - Web Development III (126h)
 - Big Data & NoSQL (72h)
 - Architecture of Information Systems (54h)
 - Software Development Project Based Learning II* (54h)

Common / Minor Subjects:

Professional Life Training* (162h) | National Service Training Program (108h) | Physical Education (72h) | Developmental Activities* (108h) | Education with a Mission (108h) | Guided online-study* (126h)

SPECIALIZATION (ELECTIVE)

4 weeks - Partner's Bootcamp - 160h

- Java Enterprise Programming
- Front-end development
- Automated Software Testing

PROFESSIONALIZATION

2 semesters - 1800h

- On-the-Job Training (1440h)
- Research Methods - Thesis (108h)
- Professional Life Training* (72h)
- Developmental Activities* (72h)



402 GRADUATES SINCE 2009

219 STUDENTS IN 2018

ONE 2.5-YEAR PROGRAMME » 3 SPECIALIZATIONS
Java Enterprise Programming
Front-End Development
Automated Software Testing

The 75 new students enrolled in 2018 followed an eight-week pre-training upon their arrival at PN, before starting classes at the University. The pre-training programme is designed to equip incoming first-year students with knowledge and skills needed to grasp main IT concepts and to face a more intense academic rhythm. Since students come from various background, the aim is to level them off in terms of learning fundamentals. Pre-training includes numerous topics such as Introduction to Computers, Problem Solving, Intensive English Classes, Grammar Refreshers, Email Usage and Good Practices, Organisational Skills and other Basic Soft Skills, etc.

Second-year students went through 4 months of summer classes, encompassing the following bootcamps: 3D Printing, Introduction to Cyber Security, 3D Design and Modelisation, Games Development with Python, and Entrepreneurship. During the last month, a two-weeks bootcamp, students had to pitch a startup project in front of a panel!

Lastly, final year students started their thesis project at the end of 2018. Every year, our future graduates design and create a capstone project with real clients and present their proposal to members of the IT industry in the Philippines.

TRAINING

In 2018, PN Philippines implemented a reviewed curriculum designed in partnership with the Department of Computer and Information Sciences of the University of San Carlos (USC), and with the support of partner companies such as Accenture, Microsoft, iComm Int'l, etc. that addresses main technology trends such as web development and NoSQL.

The objective is also to adopt a more student-centered pedagogy, project-based assignments, more skills volunteer trainers from partner companies, mentoring and tutoring from alumni volunteers, while reinforcing the relationship with the Computer and Information Sciences department at USC.

*Conducted by Passerelles numériques

EDUCATION

A NEW RESIDENCE FOR OUR SECOND-YEAR STUDENTS

The main change in students' lives in 2018 in the Philippines was the change of centre 2. After six years in Elizabeth Place, we wanted to find a more spacious and better-situated location.

Located close to our centre 1 and to the University of San Carlos (USC), there is a kitchen, a dining area, a common hall, an educator's office, twelve student bedrooms, one room for the volunteers and a big outdoor activity area. The computer laboratory (previously in USC) was also moved there, thanks to the support from the alumni (through their Solidarity Act donations).

This new location allowed us to organize several activities with and for the students: birthday celebrations, plays (July), photo contest exhibition (August), sports competition (October), and other workshops.



TRASHION SHOW

In April, as part of the students' Developmental Activities, the Education team organized one major event on environmental awareness: the first ever Trashion Show.

With the aim of stimulating our students' creative talents, this event also awakened another aspect of their development as proactive, autonomous, respectful, and responsible citizens.

After weeks of preparation, working to produce elegant costumes out of recycled trash, the students presented 10 different head-turning costumes made from used plastic bottles, paper, cellophane, cans and sacks collected from and around the PN Philippines centre.

EMPLOYMENT

INTERNSHIPS

In 2018, 13 companies welcomed the 42 second-year students for their 10-month On-the-Job Training (OJT). 62% of corporate employers operate in the IT sector and 5 are new partners of Passerelles numériques. 46% (21 students) of the 47 third-year students were hired as full-time employees after completing their internship.

GUIDANCE TO EMPLOYMENT

Students receive support with their job search throughout their PN journey, especially during their final year before and during their internship.

Eight Talks@PN were organized during the year for all our students. We invited experts from the tech industry to share their experience with our students (Gaining by Losing, Robotics 101 using Arduino, IoT and Android Things, OnlyNote: a messaging app, Data Analytics, Underrated and Hidden Healing Powers of the Body & Nature, The Startup Process and Social Media & Branding).

In 2018, the students of Class 2018 participated in many workshops held thanks to professionals (alumni or partner companies such as Accenture, J.P. Morgan, the Department of Labor and Employment, etc.) such as the January workshop on Logic Reasoning and an Alumni Career Sharing event. In February, they were able to practice Mock Interviews, work on their CVs and get an Employment Orientation. In March, they were made aware of Labor Education and Basic Rights and Responsibilities of Workers in the Private Sector.



A one-day Job Fair was organized on May 17th with twelve partner companies whose representatives spent half a day to pitch and interview the students of Class 2019 for their IT internship. The internship will last ten months and their graduation follows in May 2019.

For the third consecutive year, Startup Weeks were organized for ten days in July: they were a great success. The objective was to promote entrepreneurship and develop our students' potential through innovative IT startup ideas. After some training, they were able to develop 12 different ideas which they presented to a panel of judges (two volunteers and three staff members).

ALUMNI

PNP CLASS 2018

47 young people (25 girls, 22 boys) successfully completed their training in April 2018:
> 20 in Software Development
> 19 in Software Testing
> 8 in System and Network administration

26%
OF THE SALARY
OF ALUMNI GIVEN
BACK TO FAMILY
ON AVERAGE

Two months after graduation, 91% found a job and earned an average salary of 287 USD per month (compared to 249 USD/month in 2017).

Out of the 16 companies who employed our students 10 are partners of PN.

PN PHILIPPINES ALUMNI ASSOCIATION

PN Philippines Alumni Association now numbers 402 former students.

Throughout the year, PN Alumni provided support for different activities like mentoring, houseparenting, photograph taking (integration of the students, graduation ceremony and Christmas party), mock interviews (OJT/internship and job search), testimonials, speakers, thesis panelists, and thesis advisors, sports (basketball and volleyball), recruitment and job referral.

Our alumni are always proud to share their story and talk about Passerelles numériques: in March, Welnee Asoy who graduated in 2014 shared her experience as a PN student at the Youth Employability Forum organized by the French Embassy in Manila.

In November 2018, the alumni association elected its new representatives.

SOLIDARITY ACT

Once graduated, students commit to give PHP500 (\$10) / month to Passerelles numériques during 3 years, through the "Solidarity Act" programme. In 2018, the collected amount reached 2,270 USD (an increase of 22% compared to 2017). Solidarity Act contributions were used to finance the renovation of the computer room at the new Centre 2.

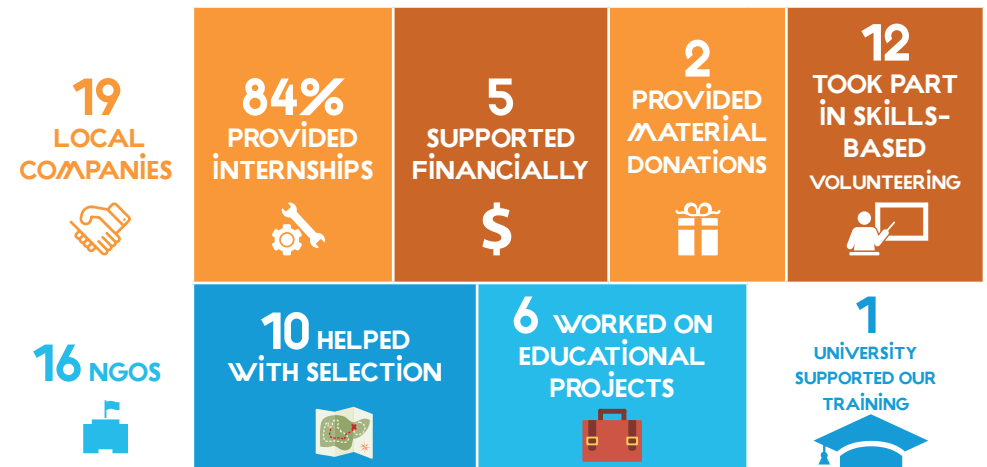
LOCAL PARTNERS

In September 2018, PN Philippines gathered its partners from private, public, and nonprofit sectors at the event "Upscaling Innovative Digital Workforce".

During this event, PN Philippines Training Manager, René Abdallah, presented the results of the market survey sent to partner companies to better identify the IT skills needs and get an insight into their projects, infrastructure, technologies, and the programming languages they use.

During this event, we also presented the results of the Alumni Survey conducted to assess the impact of our actions. Through this survey, we were able to identify the career performance of our alumni, how much they earn, the amount of money they give to support their family's needs, and the contributions they give to the community.

This event was organized with the support of J.P. Morgan, and attracted the following partner companies and institutions: Accenture, Alliance Software, CIB.O, COS, CT4 – Smarter Cloud, Department of Information and Communications Technology, Dreamscape, Enfants du Mékong, House of IT, iComm International, Kyocera Document Solutions, Melis Technology, Mercedes-Benz Group Services, M Lhuillier, Six Thousand Design Studio, Sizmek Technologies, Technical Education and Skills Development Authority, University Ihun, and UV New School of Arts.



PASSERELLES NUMÉRIQUES IN VIETNAM



Selection | 45 new students selected

Education | 130 students in total in 2018

Alumni | 258 since 2010

Training | one 3-year training course

Employment | No graduates in 2018
Transition year

Local Partners | 47 companies, NGOs &
academic partners

SELECTION

This year's Selection was conducted in collaboration with 55 partners (including 4 NGOs) and took place over a period of 7 months from January to August, involving 10 staff from the local team, our alumni and a network of 44 High Schools.

The budget for Selection 2018 was increased (+13% compared to 2017), allowing us to visit more High Schools, targeting especially remote and mountainous areas. To prepare for Selection 2018, our strategy consisted in strengthening and developing our relations with the SPAs (Student Promotion Associations) and NGO networks through panel discussions and Pilot Information Sessions in order to diversify candidates' backgrounds and origins.



This year, most innovations were related to the steps of Selection, Written Exams and Motivation Interviews: the introduction of a new Computational Thinking Test and the combination of Math & Logic subjects. In order to improve reliability and efficiency in the field, we started to use Zipgrade, an app that turns mobile devices into an optical scanner. We also reviewed the Motivation Interview Summary Grid to facilitate note-taking in the field.

The date and organisation of the Final Committee meeting had to be adjusted, following some changes at national level regarding enrolment for Universities.

In August, we finally welcomed 45 students (26 girls and 19 boys) in our centre in Da Nang.

I consider myself really lucky to have an opportunity to study at PN Vietnam. Before entering PN, I did not know anything about algorithms or programming language at all. Now, I am so proud of myself since I can create a basic website, which may not be really perfect but it is a motivation for me to keep working hard.

With over more than one year studying at PN Vietnam, I feel that I have grown up a lot. I used to be afraid of speaking in public but now I am more comfortable sharing my point of view in front of many people. Moreover, my English has also been improved since I have had many chances to communicate with foreigners who are volunteers or experts in IT companies.

Personally, I think PN is a super good learning environment. I hope that PN Vietnam will grow bigger and reach more underprivileged students so they can have a great opportunity like I do.

NGUYEN THI BICH PHUONG
STUDENT CLASS 2019
PASSERELLES NUMÉRIQUES VIETNAM

COLLEGE DEGREE INFORMATION TECHNOLOGY

IT LITERACY 1 semester = 475h

- Intro. to Computer and Windows Administration (30h)
- Intro. to Procedural Programming (20h)
- Microsoft Office tools* (50h)
- Computer Architecture and Operating System* (50h)
- C Programming (50h)
- Intensive English (150h)
- Learning to Learn (50h)
- Professional Life Training (25h)
- Developmental Activities (50h)

CORE TRAINING 4 semesters = 2367h

Semester 2 - 300h	Semester 3 - 275h	Semester 4 - 285h	Semester 5 - 285h
<ul style="list-style-type: none"> • Basic Database (50h) • Data Structure & Algorithm (50h) • Intro to Object Oriented Progr. (75h) • Advanced Java Progr. (50h) • Modelization w/ UML (10h) • Network Fundamentals* (50h) • Java project (15h) 	<ul style="list-style-type: none"> • Advanced Database (50h) • Basic Web design (75h) • Basic Web progr.(63h) • Photoshop* (50h) • Basic Web project (37h) 	<ul style="list-style-type: none"> • Intensive OOP (26h) • Adv. Web Design (20h) • Adv. Web Progr. (50h) • Adv. Web project (25h) • Visual Studio.NET* (50h) • Information System Analysis & Design* (64h) • IT English (50h) • Career Internship (360h) 	<ul style="list-style-type: none"> • Exploration topic (50h) • Content Management System (50h) • Progr. on Mobile (50h) • Software Testing (60h) • Project management (37h) • Entrepreneurship (38h)

Common ongoing Modules:

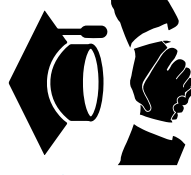
English (350h) | Military Training* (62h) | Law & Politics* (100h)
 Professional Life Training (150h) | Physical education* (50h) | Developmental Activities (150h)

SPECIALIZATION (elective)

- Specialized module (200h)
- Business IT Project (230h)

PROFESSIONALIZATION

- 20 Weeks - 800h
- Internship (800h)



258
GRADUATES
SINCE 2010

130
STUDENTS IN
2018

3-YEAR PROGRAMME » 3 SPECIALIZATIONS

Software Testing
 Mobile Programming
 Content Management System (UX/UI)

This new 3-year training programme includes 50% IT theory & practice, 25% English, 25% Soft skills. Students have the opportunity to put their skills into practice during two internship periods (2 months at the end of the 2nd year and 5 months at the end of the 3rd year)

A few new activities were organized in 2018 for the students:

- In May, students participated in the "Sharing Knowledge and Making a Difference" project. During 4 weeks and accompanied by tutors of partner companies, students had to set up web projects using new technologies.
- A Leadership week was also organized for the first time in May, with the support of J.P. Morgan. During this week, students were able to improve their leadership skills and techniques while communicating in English.
- In June 2018, Passerelles numériques Vietnam and Graphics Miner Lab successfully organised their first workshop about AI (Artificial Intelligence), robotics and simulation.
- In December, 3rd year students took part in a Pitching Contest, as part of the Entrepreneurship Module. After a week of meetings with their tutor, validation and development of their business model, the students were able to present their project, in English, in front of an audience of more than 100 people. Finally, 9 excellent projects were selected and implemented as real-life IT projects.

TRAINING

2018 was the first year of the full implementation of the new 3-year programme, in partnership with the Da Nang Vocational Training College. The students of the Class 2019 were the first to start a third year at PN Vietnam in the last quarter of 2018! They chose their specialization in December.

EDUCATION

Following the renewal of the training programme, the main challenge for our Education team in 2018 was the increased number of students. For the first time 130 students were welcomed which thus required some adjustment and reorganization of our facilities, especially in the dorms.

To ensure an efficient follow-up of the students, the Education team set up weekly sharing sessions to strengthen relations amongst students from different classes and with the educators. The aim of these exchanges is to inform everyone about upcoming activities/events taking place during the week and to cover other general or more specific topics. It also allows our students to raise their concerns regarding their daily lives or their studies as well to share ideas, opinions and strengthen communication.

As part of our education curriculum, our students also participate in developmental activities. Throughout the three years, we aim to teach students how to manage projects: Summer Projects for our first-year students in June to raise their awareness about how to conduct a project in an entertaining way. Then, Project Management for our second-year students in September to acquire theoretical knowledge followed by a real life application with Community Projects for third-year students in September which aims to give them a better understanding of social issues. The students have to implement specific, concrete actions. Additionally, third-year students address new topics to prepare them for their career and future lives after PN as young responsible adults such as Family Planning and Budget Planning.

THE STUDENT ASSOCIATION (SA)



2018 saw the 3rd generation of SA Board members. A Facebook page was already created in 2017 and this year, with the help of the Education team, they came up with a page management procedure to ensure regular sharing of activities.

There were 3 official clubs in 2018: the musical instrument club which assembles all students to practice their instruments. The Football Club for football aficionados to play on the ground floor of the centre. And the last is the ocean club in which the students organize beach activities, go swimming together and occasionally volunteer for a local children's lifeguard training programme.

EMPLOYMENT

INTERNSHIPS

With the implementation of our new curriculum in 2018, only our second-year students participated in a two-month internship in June.

We have implemented a new process whereby our students are responsible for finding their own internships and companies, managing the whole recruitment process on their own. If it was a major challenge for our students, it was also a big one for the External Relations Team as they had to spend more time visiting the new partners to explain our approach and raise awareness about our mission. The team was also more involved in mentoring students (follow-up meetings, assessment and reporting). This new approach aims to develop our students' autonomy and responsibility to ensure they acquire key competencies for their career journey.

14 companies (7 new) welcomed the 42 second-year students for a full-time internship (7 were located in Ho Chi Minh City). 100% of them operate in the IT sector and 76% of our students received an allowance for this internship.

Like last year, feedback from companies was generally positive. They mostly appreciated the level of soft skills of our students (39% graded them as "one of the best").

GUIDANCE TO EMPLOYMENT

The guidance to employment programme is deployed throughout the year as part of our holistic approach. Consequently, many courses and events are implemented to ready our students for their professional careers, especially for our second and third-year students (Leadership Week, Career Seminar and Orientation Workshop, Mock Interviews, Company Visits, etc) thanks to the support of company partners in the IT industry.

In particular, in December 2018, for the first time ever, PN Vietnam successfully organized a pitching contest for the 3rd-year students. During the contest, they acquired the necessary knowledge and skills to launch a start-up from the ideation phase to the last stage of setting up a business model including Market Research, Product Development, Marketing & Sales, and a Business Model Canvas. From the 42 ideas, 9 were selected to become real IT projects. Pitching in English under time constraints and trying to convince IT professionals of the sustainability and potential of their ideas was a big challenge.

We believe that it is very important to train our students to become not only successful developers but also entrepreneurs in the IT industry.

ALUMNI

A SPECIAL YEAR

In 2018, due to the change from 2 to 3 years of our training programme, no class graduated. The last class graduated in 2017, still following the old 2-year curriculum. The first students who joined the 3-year programme will graduate in 2019.

28%
OF THE SALARY
OF ALUMNI GIVEN
BACK TO FAMILY
ON AVERAGE

PN VIETNAM ALUMNI ASSOCIATION

Since 2010, 258 young people graduated from Passerelles numériques Vietnam.

Throughout the year, the alumni participated in various actions to support PN Vietnam: involvement in the Selection process and integration of the new students, through testimonies during information sessions, Tet (Vietnamese New Year) celebration with current students and the PN team, organisation of a football tournament, tutoring of students with difficulty in Math and English, etc.

As part of the Vietnamese New Year ("Tet") celebrations in February, alumni led a campaign. Within their companies, they raise funds to offer gifts as is the tradition, and to support the current PN Vietnam students. A beautiful spirit of solidarity between the different generations of students!

In 2018, PN Vietnam alumni organized 3 events called « Alumni Talks » for the students. The first one took place in May, the second one in June and the third one in September. The first two ones were dedicated to technical topics (PUG, SASS, Artificial Intelligence and Robotics) whereas the third one was organized to share experiences with final-year students, preparing them to overcome difficulties and get prepared for their coming internship.



Lastly, an « Alumni Day » was organized in December to say "thank you" to the alumni for their contributions to PNV and to reinforce the relationship between PNV's staff, students and alumni.

LOCAL PARTNERS

2019 graduates are the last class we trained in partnership with Da Nang University of Technology and Education.

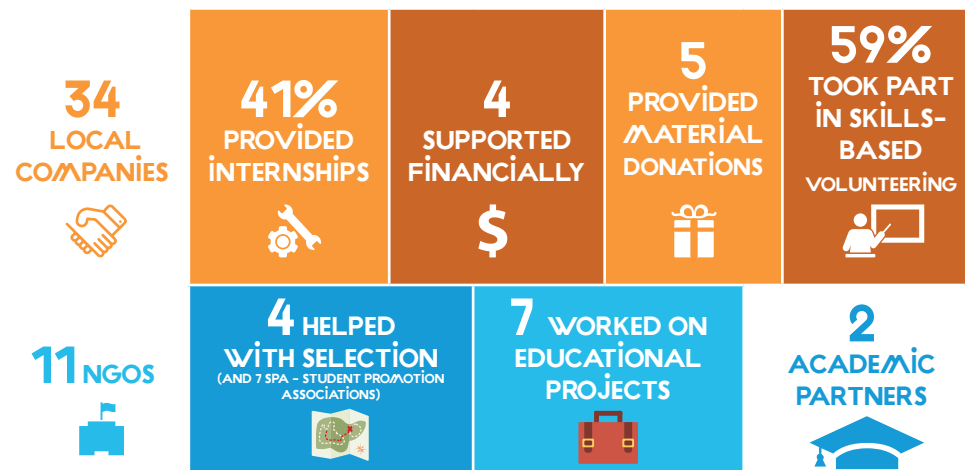
As of Class 2020, we have begun our partnership with the Da Nang Vocational Training College.

PNV is currently working with the College of Food Industry to provide a dormitory for students.

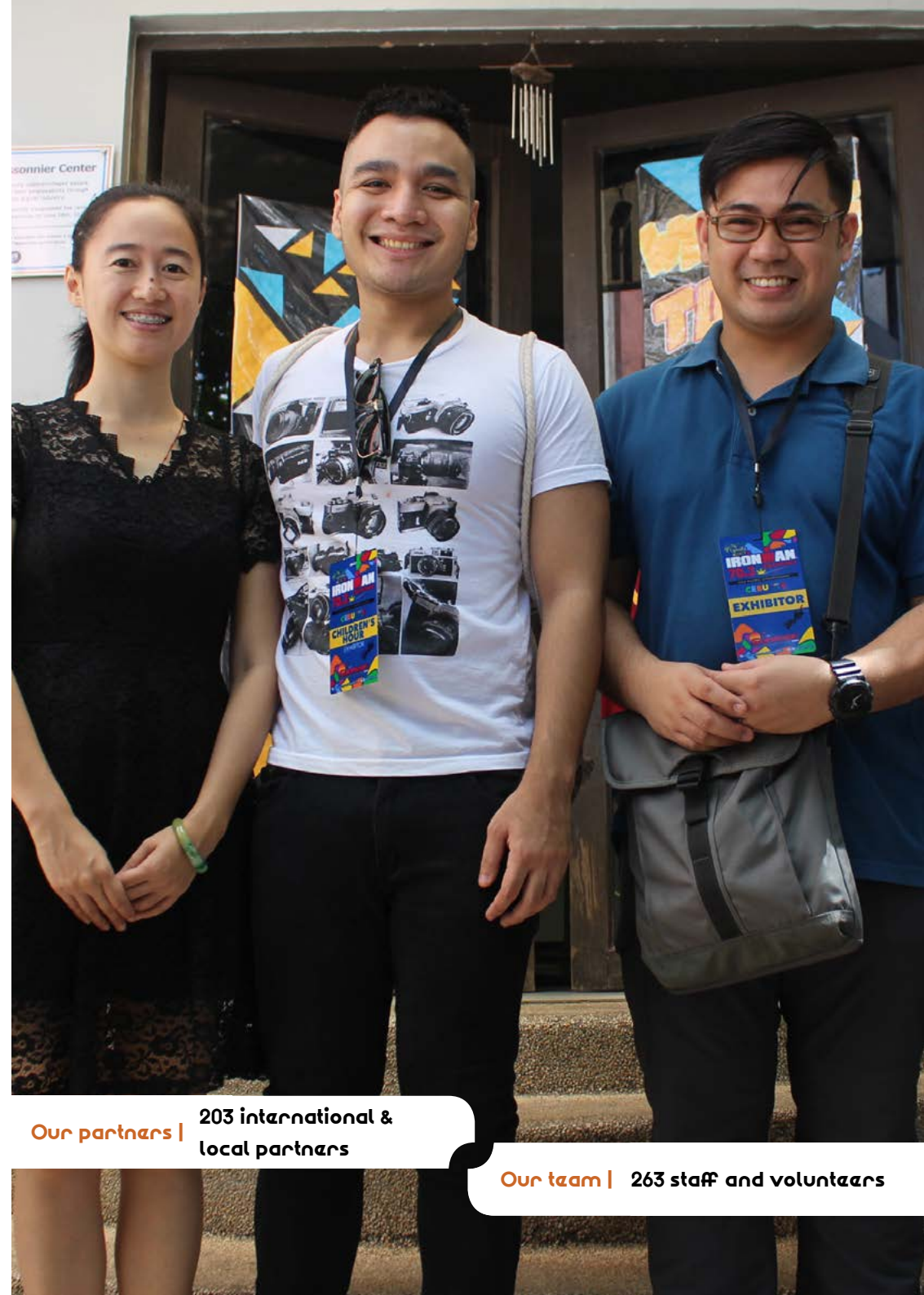
During 2018, PN Vietnam has collaborated with many NGOs on a variety of topics. The Lifestart Foundation provided a specially modified 3-wheeled electric scooter to one of our 3rd-year student who has been wearing a prosthetic leg since she was 12 years old. She can now get around safely and live more independently.

Our students were also made aware of animal cruelty thanks to Paw for Compassion and learned English while having fun with Trellis volunteers.

Finally, PN Vietnam can also count on the valuable support of local companies. And their number increases year after year: in 2018, 20 companies (compared to 10 in 2017) shared their skills during various activities organized as part of our training programme. For example, the specializations offered to our 3rd-year students have been put in place thanks to the support of 3 companies: SeaDev for the Content Management System Specialization - CMS (UX / UI), Logigear for the Test Automation Specialization, and SmartDev for the Mobile Development Specialization.



OUR TEAMS & PARTNERS



Our partners | 203 international & local partners

Our team | 263 staff and volunteers



In 12 years, the Foundation Raja-Danièle Marcovici has supported 447 community projects in 54 countries, benefiting more than 90,000 women.

We favor projects that demonstrate concrete results benefiting women, which is the case with Passerelles numériques. This project directly contributes to improving the lives of young girls and their families but also helps change the role of women in professional sectors with high added value and more broadly in society. According to us, the emancipation of women requires their economic empowerment and their social recognition. In this perspective, the Foundation is particularly interested in the opportunities of the digital sector, a very dynamic sector in terms of employment but still little open to women.

A big thank you to Passerelles numériques for its commitment and effectiveness in the field!

EMMANUELLE VEDRENNE
GENERAL DELEGATE
FONDATION RAJA DANIÈLE-MARCOVICI



OUR PARTNERS

COMPANIES & CORPORATE FOUNDATIONS

Skills-Based Volunteering, Equipment and/or Funding



INDIVIDUAL FOUNDATIONS

Funding



UNIVERSITIES & PRIVATE ACADEMIES

Training and/or Technical Certification



INSTITUTIONS

Funding



NGOS

Students Selection, Follow-Up and/or Training



BOARD MEMBERS

BOARD OFFICE



Michel CANTET,
Chairman



Hélène GAYOMALI,
Secretary



Aude DE ROTALIER,
Treasurer



Hughes MISSONNIER

OTHER ADMINISTRATORS



Simmoni DE WECK



Laurence HURET



François PHULPIN



Duc HA DUONG



Bruno GROSSI



Roland FLOUQUET-
VILBOUX



Sixtine DARRÉ

FLOW CHART

Board of Directors / Trustees
Michel Cantet - Président



GENERAL COORDINATION

(in Asia and in France)

Maud LHUILLIER | Delphine CANTET

Education & Social
mission

Finance | Admin

Fundraising
(incl. Hong Kong & Singapore)

HR

Communication

IT Projects

OPERATIONS

(General Managers)

PN Cambodia *Eléonore Iriart*

PN Philippines *Marice Jade Chua*

PN Vietnam *Trang Vo Hoang Thuy*

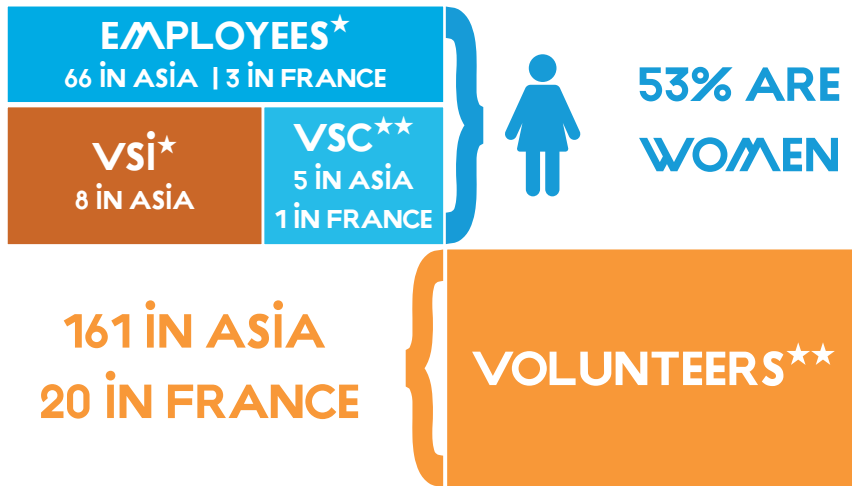
We would like to warmly thank Mr. Benoît GENUINI who left Passerelles numériques' board in 2018, for his consistent support since 2006.

OUR TEAMS

Our teams are an essential pillar that enable us to achieve our mission. Once again this year, they have shown their ability to adapt and commit for the development of the young people who we integrate in our programs. They can be proud of their achievement.

In 2018, the management team has undergone significant change with the internal promotion of Trang Vo Hang Thuy appointed as General Manager of PN Vietnam and Marice Jade Chua who succeeded to Eléonore Iriart as General Manager of PN Philippines. Eléonore is now at the helm of PN Cambodia. We thank them for their loyalty and commitment to our organisation.

Our support team based in Phnom Penh also experienced some changes: the arrival of Elisa Divoux in July taking over the position of Social Mission's Lead and Pedagogical Advisor, as well as the promotion of Noémie Renquin as Financial Manager in addition to her role as HR Manager.



We would also like to thank all the volunteers who joined us from all over the world to support our project. Through their commitment, in forms as varied as they are valuable, they allow the development and support of our local teams and students.

* Figures as of end-December 2018
** In 2018



THE FINANCIAL REPORT



Expenses | **1,319,177 Euros**
(vs 1,273,587 euros in 2017)

**Annual cost
per student** | **3,061 Euros**

**Part of the expenses allocated
to our social mission** | **85%**

**In-kind donation
& volunteering** | **389,429 Euros**

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" and the « Passerelles numériques South East Asia Limited » (in Singapore) legal entities. The accounts of the latter undergo local audits and certifications. Activity was minimal in 2018, so their results are very marginal.

The "Passerelles numériques Philippines Foundation Inc." legal entity, operating under Philippines law, records the operational activities of PN Philippines in 2018, 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.

PN situation in 2018 has not been as positive as initially expected this year. Indeed, despite the efforts of the teams in the budget monitoring (only 4% increase in expenditures compared to 2017 with an annual student number in 2018 up 20%), PN has mainly suffered indirectly from the impact on individual donations following the legislative changes in France concerning the wealth tax. The fundraising has thus fallen by 11%. The share of funds raised in Asia increased to 56%. Overhead costs remained at 15%.

APPROVAL OF THE FINANCIAL STATEMENTS

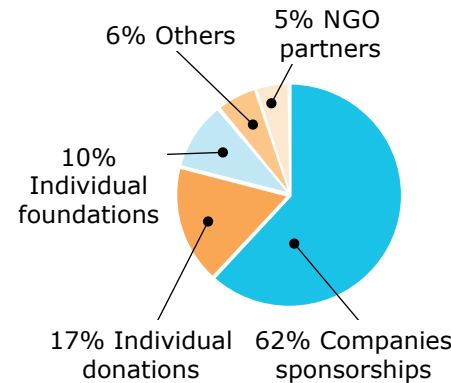
"We hereby declare that the combined financial statements are prepared in accordance with French accounting standards and give a true and fair view of the profit or loss of the association's operations during the past financial year, and its assets and financial position at the end of said financial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

Auditor: Cabinet Ajilec - Frédéric Brunault, September 12th, 2019

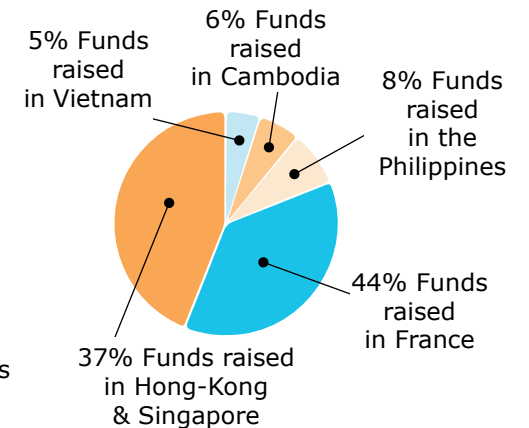
INCOME & EXPENSES

INCOMES*

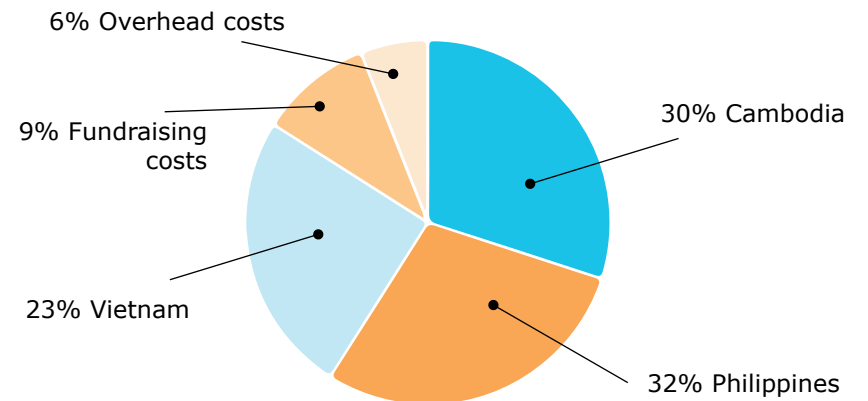
ORIGIN BY TYPOLOGY



ORIGIN BY COUNTRY



EXPENSES*



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

RESOURCES & ALLOCATIONS

In Euros

ALLOCATIONS	2018		2017	
1 - SOCIAL ACTIONS	1,029,036	84%	980,644	85%
<i>1.1. Carried out in Cambodia - PNC</i>	<i>368,849</i>	<i>30%</i>	<i>372,775</i>	<i>32%</i>
Wages and salaries	252,902	20%	247,882	21%
Students allowances	45,540	4%	57,284	5%
Student selection expenses	6,002	0%	5,240	0%
Operating expenses	64,405	7%	62,369	5%
<i>1.2. Carried out in the Philippines - PNP</i>	<i>352,190</i>	<i>29%</i>	<i>311,517</i>	<i>27%</i>
Wages and salaries	62,956	5%	63,192	5%
Students allowances	0	0%	0	0%
Student selection expenses	0	0%	0	0%
Operating expenses	17,395	1%	12,730	1%
Donation to PNP Foundation	271,838	22%	235,595	20%
<i>1.3. Carried out in Vietnam - PNV</i>	<i>307,997</i>	<i>25%</i>	<i>296,351</i>	<i>26%</i>
Wages and salaries	183,333	15%	188,263	16%
Students allowances	41,986	3%	42,596	4%
Student selection expenses	7,663	1%	6,802	1%
Operating expenses	75,015	6%	58,689	5%
2 - FUNDRAISING EXPENSES	123,330	10%	96,293	8%
3 - CENTRAL OPERATING EXPENSES	71,839	6%	76,818	7%
Central operating expenses	71,839	6%	76,818	7%
I - TOTAL FINANCIAL YEAR ALLOCATIONS REPORTED IN THE P&L ACCOUNT	1,224,204	100%	1,153,756	100%
II - DEPRECIATION ALLOWANCE	18,883	-	20,488	-
III - COMMITMENTS TO BE MADE ON ALLOCATED RESOURCES	0	-	-	-
IV - RESOURCES SURPLUS	0	-	233,357	-
V - TOTAL	1,243,088	100%	1,407,600	100%

Operating expenses allocated to social missions increased by 5% compared to 2017 as a direct consequence of the increase in our number of students in 2018 (16% up). The share of fundraising and operating expenses remained contained. The distribution of funds collected varies in 2018, companies take a larger share in our fundraising.

VALUATION OF IN-KIND VOLUNTARY CONTRIBUTIONS	2018	2017
Voluntary work	350,411	304,700
Services in-kind	11,887	8,881
Donations in-kind	27,130	10,164
TOTAL	389,428	323,745

In Euros

RESOURCES	2018		2017	
1 - FUNDS RELATED TO PUBLIC GENEROSITY	1,228,347	99%	1,395,982	99%
<i>Funds collected in France, in Hong Kong* and in Singapore*</i>	<i>1,113,564</i>	<i>90%</i>	<i>1,265,222</i>	<i>90%</i>
Corporate funding	708,044	57%	627,207	45%
Individual foundations	149,570	12%	448,121	32%
Individual grants	220,301	18%	182,045	13%
Other	35,649	3%	7,848	1%
<i>Funds collected in Cambodia</i>	<i>57,590</i>	<i>5%</i>	<i>102,969</i>	<i>7%</i>
<i>Funds collected in the Philippines</i>	<i>65</i>	<i>0%</i>	<i>905</i>	<i>0%</i>
<i>Funds collected in Vietnam</i>	<i>57,128</i>	<i>5%</i>	<i>26,886</i>	<i>2%</i>
2 - PUBLIC SUBSIDIES	-	-	-	-
3 - OTHER INCOME	10,619	1%	11,618	1%
Financial income (including currency exchange rate impact)	4,454	0%	10,868	1%
Other income	6,165	0%	750	0%
Miscellaneous sales	-	-	-	-
I - TOTAL FINANCIAL YEAR RESOURCES REPORTED IN THE P&L ACCOUNT	1,238,967	100%	1,407,600	100%
II - SHARE OF INVESTMENT GRANTS IN THE P&L ACCOUNT	0	-	-	-
III - USAGE OF DEDICATED FUNDS / UNUSED PREVIOUS YEARS' ALLOCATED RESOURCES CARRIED FORWARD	0	-	-	-
IV - CHANGE OF DEDICATED PUBLIC RAISED FUNDS	0	-	-	-
V - SHORTAGE OF RESOURCES	4,121	-	-	-
V - TOTAL	1,243,088	100%	1,407,600	100%

* Funds from Hong Kong and Singapore, received in France

PROFIT & LOSS ACCOUNT

In Euros

	2018	2017
OPERATING INCOME		
Sales of services	547	4,654
Subscriptions	680	750
Corporate sponsorship	771,243	652,559
Individual donations	228,545	199,760
Donations from private foundations	149,570	448,121
Grants from NGO partners	56,316	73,851
Reversals of provisions and depreciation, transfers of expenses	-	-
Other income	21,448	17,605
TOTAL OPERATING INCOME	1,228,349	1,397,301
OPERATING EXPENSES		
Purchases	(35,797)	(30,017)
External expenses	(169,319)	(158,874)
Income tax	(3,808)	(5,415)
Wages and salaries	(527,612)	(521,846)
Social security contributions	(112,157)	(94,629)
Grants from the organisation	(286,308)	(250,817)
Students allowances	(87,525)	(81,413)
Other expenses	(12)	-
Depreciations and provisions	(18,883)	(20,488)
TOTAL OPERATING EXPENSES	(1,241,423)	(1,163,499)
NET OPERATING INCOME		233,802

In 2018, the association PN has a loss of 4,000 euros, due to a expenses increase of 7% and a decrease of our fundraising of 12%. This decrease had impacted mainly in individual donations ratio. Note, for 2018 PN Association pay to the Philippine Foundation for 271838 euros grants and 14,470 euros to the structure of Singapore, PNSEA.

In Euros

	2018	2017
FINANCIAL INCOME		
Income from other financial fixed assets	4,206	4,499
Foreign exchange difference (profit)	248	5,457
TOTAL FINANCIAL INCOME	4,454	9,956
FINANCIAL EXPENSES		
Interest payable	(1,486)	-
Foreign exchange difference (loss)	(164)	(10,444)
TOTAL FINANCIAL EXPENSES	(1,650)	(10,444)
NET FINANCIAL INCOME	2,804	(488)
NET PROFIT BEFORE TAX	(10,271)	233,314
EXCEPTIONAL INCOME		
On operations	6,148	343
On assets	17	-
TOTAL EXCEPTIONAL INCOME	6,165	343
EXCEPTIONAL EXPENSES		
On operations	(15)	(300)
On carrying amount of disposed assets	-	-
TOTAL EXCEPTIONAL EXPENSES	(15)	(300)
EXCEPTIONAL PROFIT	6,150	43
DEALLOCATION OR USAGE OF DEDICATED FUNDS	-	-
COMMITMENTS TO BE MADE TO ALLOCATED RESOURCES	-	-
TOTAL INCOME	1,238,968	1,407,600
TOTAL EXPENSES	(1,243,089)	(1,174,243)
DEFICIT	(4,121)	233,357

ASSETS

The balance sheet structure remains healthy. PN recorded a cash surplus at the end of 2018 similar to the one of 2017.

In Euros

	12/31/2018			12/31/2017
	Gross	Depreciation	Net	Net
FIXED ASSETS				
<i>Intangible assets</i>				
Intangible assets	4,678	(4,548)	130	-
<i>Tangible assets</i>				
Land	150,295		150,295	117,766
Buildings	281,448	(170,748)	110,700	89,340
Transportation equipment	13,900	(13,507)	392	120
Other tangible assets	134,714	(127,342)	7,372	9,190
<i>Financial assets</i>				
Loans	85,473	-	85,473	89,223
Other financial assets	777	-	777	551
TOTAL FIXED ASSETS	671,285	(316,146)	355,139	306,189
CURRENT ASSETS				
<i>Inventories</i>	<i>500</i>	<i>(500)</i>	<i>-</i>	<i>-</i>
<i>Receivables</i>				
Affiliate structures	43,017		43,017	-
Foundations and companies	3,411		3,411	10,155
Other receivables	69,670	(8,724)	60,946	64,662
<i>Cash deposit</i>	<i>464,868</i>		<i>464,868</i>	<i>434,064</i>
<i>Differed charges</i>	<i>17,207</i>		<i>17,207</i>	<i>9,878</i>
TOTAL CURRENT ASSETS	598,673	(9,224)	589,449	518,760
TOTAL ASSETS	1,269,958	(325,370)	944,588	824,949

LIABILITIES

In Euros

	12/31/2018	12/31/2017
	Net	Net
FUNDS		
<i>Equity</i>		
Funds	333,984	333,984
Investment subsidies	-	-
Dedicated funds	-	-
Special revaluation on foreign exchange	124,572	(128)
Legal reserve	-	-
Retained profit brought forward	332,347	95,158
Deficit/Surplus	(4,121)	233,357
<i>Other equity funds</i>		
Equity funds with reversal right	-	-
Special revaluation	-	-
TOTAL FUNDS	786,781	662,370
PROVISIONS FOR LIABILITIES AND EXPENSES	-	-
DEBTS		
<i>Financial liabilities</i>		
Affiliated structures	5,186	121
Suppliers	7,202	6,247
Social security and taxes	29,550	78,804
Other debts	476	1,445
<i>Unearned income</i>	<i>78,774</i>	<i>75,961</i>
TOTAL DEBTS	157,806	162,578
TOTAL LIABILITIES	944,588	824,949

RESOURCES & ALLOCATIONS

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	2018		2017	
1 - SOCIAL ACTIONS	341,162	100%	327,302	100%
Wages and salaries	114,746	34%	122,046	37%
Students allowances	44,060	13%	66,918	20%
Student selection expenses	5,279	2%	5,278	2%
Operating expenses	177,078	52%	133,059	41%
2 - FUNDRAISING EXPENSES	-	-	-	-
Fundraising expenses	-	-	-	-
3 - CENTRAL OPERATING EXPENSES	-	-	-	-
Central Operating Expenses	-	-	-	-
I - TOTAL FINANCIAL YEAR ALLOCATIONS REPORTED IN THE P&L ACCOUNT	341,162	100%	327,302	100%
II - DEPRECIATION ALLOWANCE	6,764	-	6,579	-
III - COMMITMENTS TO BE MADE ON ALLOCATED RESOURCES	-	-	-	-
IV - RESOURCES SURPLUS	37,097	-	25,627	-
V - TOTAL	385,024	100%	359,508	100%

PASSERELLES NUMÉRIQUES PHILIPPINES FOUNDATION INC.

In Euros

RESOURCES	2018		2017	
1 - PRIVATE FUNDS	384,694	100%	347,968	97%
Corporate sponsorship	82,028	21%	90,382	25%
Grants from NGO partners	265,815	69%	238,040	66%
Individual foundations	15,623	4%	17,936	5%
Operating income	21,228	6%	1,610	0%
2 - PUBLIC SUBSIDIES	-	-	-	-
3 - OTHER INCOME	330	0%	11,540	3%
Financial income (including currency exchange impact)	100	0%	11,520	3%
Other income (including PR)	230	0%	0	0%
Miscellaneous sales	0	-	20	-
I - TOTAL FINANCIAL YEAR RESOURCES REPORTED IN THE P&L ACCOUNT	385,024	100%	359,508	100%
II - SHARE OF INVESTMENT GRANTS IN THE P&L ACCOUNT	-	-	-	-
III - UNUSED PREVIOUS YEARS' ALLOCATED RESOURCES CARRIED FORWARD	-	-	-	-
IV - SHORTAGE OF RESOURCES	-	-	-	-
V - TOTAL	385,024	100%	359,508	100%

VOLUNTARY WORK



Cambodia



France



Philippines



Singapore



Vietnam

VOLUNTARY WORK IN 2018					
	Number of weeks	Number of hours	Valuation in Euros	Valuation in 2017	Valuation in 2016
Skills-Based Volunteering	11	452	11,887	8,881	123,530
Solidarity Leave Volunteering	115	4,598	91,950	43,400	15,194
Individual Volunteering	323	12,923	258,461	261,300	475,344
TOTAL	449	17,972	362,298	313,581	614,068
Full-time equivalent	8.9				
TOTAL PAYROLL			619,690	649,550	704,005

2019 BUDGET

In Euros

COMBINED OPERATIONAL BUDGET		% global combined budget	
PN CAMBODIA	OPERATING EXPENSES		
	Local		
	Wages, salaries, social charges and VSI allowances	246,450	Local: 375,504 89%
	Purchases (Food, Energy, Equipment & Supplies)	12,163	
	Other External Expenses (Rent, Fees, Maintenance, Repair)	18,214	
	Transport & Travel	7,567	
	Allowances, Food & Accomodation for the students	74,587	
	University Tuition Fees	0	
	Taxes & Financial Charges	435	
	Depreciation Allowance	16,087	
	Allocated:		Allocated: 46,160 11%
	Human Resources Management	2,682	
	Accounting, Finance & Legal Affairs	3,762	
	Technical Cooperation	6,886	
Communication	20,478		
Overhead Costs	12,351		
TOTAL OPERATING EXPENSES PN CAMBODIA	28%	421,664	
PN PHILIPPINES	OPERATING EXPENSES		
	Local		
	Wages, salaries, social charges and VSI allowances	144,897	Local: 441,845 91%
	Purchases (Food, Energy, Equipment & Supplies)	5,797	
	Other External Expenses (Rent, Fees, Maintenance, Repair)	59,988	
	Transport & Travel	11,642	
	Allowances, Food & Accomodation for the students	134,304	
	University Tuition Fees	75,923	
	Taxes & Financial Charges	2,456	
	Depreciation Allowance	6,838	
	Allocated:		Allocated: 46,160 9%
	Human Resources Management	2,682	
	Accounting, Finance & Legal Affairs	3,762	
	Technical Cooperation	6,886	
Communication	20,478		
Overhead Costs	12,351		
TOTAL OPERATING EXPENSES PN PHILIPPINES	32%	488,006	

In Euros

COMBINED OPERATIONAL BUDGET		% global combined budget	
PN VIETNAM	OPERATING EXPENSES		
	Local		
	Wages, salaries, social charges and VSI allowances	179,525	Local: 330,000 88%
	Purchases (Food, Energy, Equipment & Supplies)	3,958	
	Other External Expenses (Rent, Fees, Maintenance, Repair)	11,639	
	Transport & Travel	11,252	
	Allowances, Food & Accomodation for the students	117,536	
	University Tuition Fees	4,616	
	Taxes & Financial Charges	319	
	Depreciation Allowance	1,154	
	Allocated:		Allocated: 46,160 12%
	Human Resources Management	2,682	
	Accounting, Finance & Legal Affairs	3,762	
	Technical Cooperation	6,886	
Communication	20,478		
Overhead Costs	12,351		
TOTAL OPERATING EXPENSES PN VIETNAM	25%	376,160	
INDIRECT COSTS	Fundraising & Partnership management costs	145,652	
	Overhead Costs	78,284	
	TOTAL	15%	223,936
TOTAL COMBINED OPERATIONAL BUDGET		1,509,766	

The budget presented here is a financial statement gathering all the costs for Passerelles numériques, including PN association, the Philippine Foundation and the Singapore PNSEA structure (No activity is planned for the Hong Kong structure). For 2019, the budget is very close to the 2018 one; with a cost increase of 8% compared to that of 2018 following an increase in the number of students in Vietnam and the establishment of the 3rd year.

THANKS & CREDITS

GRAPHIC DESIGN

- Klara Jacquand •
- Mélanie Joly •

EDITORIAL BOARD

- Michel Cantet •
- Delphine Cantet •
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- René Abdallah •
- Marie Ghyselinc •
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- Gregory Vanlerberghe •

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- René Abdallah •
- Arthur Aubree •
- Irish Bulan •
- Marice Jade Chua •
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- Dinh Thi Thanh •
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- Thessa Torre •
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- Truong Thi Hong Nhu •

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Financial and in-kind resources that you bring to PN allow us to perform our mission and thus contribute to the inclusion of underserved populations and sustainable social progress.

PASSERELLES NUMÉRIQUES IS A NON-PROFIT ORGANISATION 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.* *Passerelles numériques Philippines Foundation* is registered at the Department of Social Welfare and Development (DSWD) and officially received the accreditation from the Philippines Council for NGO Certification (PCNC).

Registered as a non-profit organisation 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
26, rue Arthur Rimbaud, 37100 Tours.
RCS TOURS B 450 403 704.

THEY CONTRIBUTED IN 2018

EMPLOYEES, VOLUNTERS, INTERNS, AMBASSADORS

In Cambodia

Abdel AGAZAZI (Accenture)
Alice CRETON
Anne SAING
Apolline HERMELIN-MAINGUY*
Arnaud NAM (HEC)
Aury HIENG
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Hannan SHARJILAPON (Société Générale)
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Ronan OGOR
Severine VAILLY (Société Générale)
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Thao DUUY DO
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Thuan PHUOC TRINH
Thuy THI HONG LE
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Van HOANG THUY NGO
Vinh NHU HOANG
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Yeo TZE MIN (Société Générale)
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Yongbo JIN (J.P. Morgan)

In France

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Bambo WATONE
Benoît GÉNUINI
Bruno GROSSI
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Duc HA DUONG
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In Singapore

Anne-Isabelle DE GENTILE*
Alienor BAIJOT
Aude DE ROTALIER
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Nicolas MONSARRAT
Pascal LAMBERT
Rajesh VARGHESE
Sandra CLEMENT
Sophie MEYER
Sumitra PASUPATHY
Sylviane BÄHR
Xavier PAVIE

In Hong-Kong

Jennifer CHEN

*Asia Regional Team

FRANCE

31, rue de l'Ourcq
75019 Paris - France
(+33) 1 42 00 84 89
contact@passerellesnumeriques.org

CAMBODIA

Educational Centre

BP 511 St. 371
Phum Tropeang Chhuk (Borey Sorla)
Sangkat Tek Thla, Khan Sen Sok
Phnom Penh - Cambodia
(+855) 23 99 55 00
info.cambodia@passerellesnumeriques.org

Asia Regional Office

#12 Street 420
Sangkat Boeung Trabek, Khan Chamkarmorn
Phnom Penh - Cambodia
(+855) 071 282 0502
contact@passerellesnumeriques.org

PHILIPPINES

Educational Centre

Thomas Missonnier Centre, Samjung Building
Nasipit Road, Talamban,
6000 Cebu City - Philippines
(+63) 32 41 20 288
info.philippines@passerellesnumeriques.org

VIETNAM

Educational Centre

4th floor, building B,
99 To Hien Thanh
Da Nang - Vietnam
(+84) 23 68 88 503
info.vietnam@passerellesnumeriques.org

SINGAPORE

info.singapore@passerellesnumeriques.org

