ANNUAL REPORT

2019





Celebrating 25 Years of Changing Lives through the Arts

www.phareps.org

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MESSAGE from our EXECUTIVE DIRECTOR



We had much to celebrate in 2019. It has been 25 years since Phare Ponleu Selpak laid the foundation stone for the first community art school in Battambang and started to change the lives of numerous children and youth through arts and education, to rebuild a country and to reinvigorate a culture and a people devastated by decades of conflict.

25 years of creativity, empowerment, collaboration, professionalism and accessibility, which are both our core values and the governing principles leading us every day.

Despite the challenges and a seemingly endless life at the edge of chaos, a symbiotic relationship has developed with surrounding the community as it grew around the organization and the organization grew with the community. The power of arts and education have pushed us to never give up on the most noble of our objectives: allowing youth and children to yearn for a brighter future, a successful career and a resilient and meaningful way of life.

25 years that we see thousands of young adults becoming accomplished artists, responsible citizens, role models and beautiful human beings.

Phare Ponleu Selpak has also come to play vital role in Battambang's economy by developing artists that give Battambang today its identity as Cambodia's city of arts, which in return attract tourists to the city. This year we also hosted the first Urban Art Festival in Battambang, attracting hundreds of domestic and international tourists. The school itself welcomes over 14,000 visitors annually for tours, workshops, solidarity trips and performances.

At Phare, we believe in changing lives through the arts. Artistic education plays a key role in academic achievement, social and emotional development, civic engagement, and equitable opportunity. Arts & Culture have an intrinsic societal value, enhancing the overall quality of life for communities. They are also key elements in defining the identity of Cambodia. We witness the demand for our graduates increasing every year with stiff competition between companies to entice the graduates to join their team.

Our social business, Phare Performing Social Enterprise, has also done better than expected and their contributions along with the earnings of our own activities have made us 60% financially self-sustaining. Our many individual donors and institutional partners who have stayed with us for years are still the foundation of our core programs. Their belief in us over the past 25 years has helped us not only survive the challenging times but thrive; my gratitude goes out to them. I am also personally grateful to be part of this dynamic and unique organization and look forward to what the future holds.

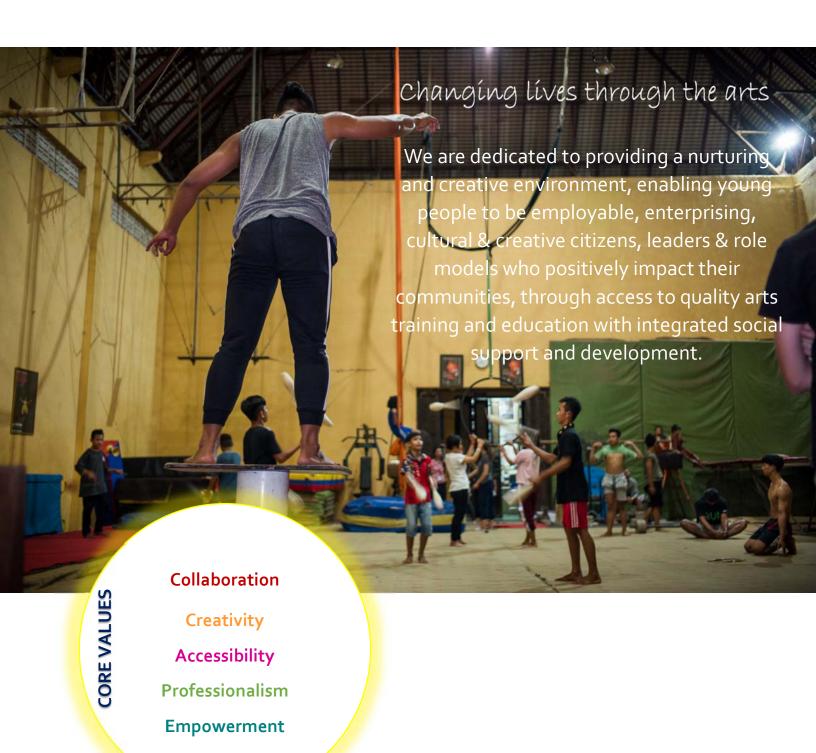
O.Khamija

Osman Khawaja
Executive Director

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VISION & MISSION



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STRATEGIC GOALS

Goal 2

Establish a holistic approach to education and training for students' academic, professional and personal development to prepare them for sustainable careers in the arts, culture and creative industries

Goal 1

Leverage the unique opportunity of a visual and performing arts program on the same campus to improve current programs and develop new career and enterprising opportunities for students and organization

Goal 3

Provide an engaging and inspiring working and learning environment with facilities conducive for creativity and collaboration

Goal 4

Invest in people and organizational capacities to ensure strategic alignment between mission, culture, systems and processes

Goal 5

Develop targeted community outreach and engagement activities to create more meaningful social impacts and play a bigger role in arts & culture education, promotion and development

Goal 6

Aim for program and financial sustainability and stability by diversifying funding opportunities and building greater efficiencies and closer collaboration with our social enterprise and sister entities.

Goal 7

Ensure effective
communication & marketing
strategies to align school's
revised mission across all
channels and build
continuous engagement with
our various stakeholders.

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25 YEARS CELEBRATIONS

This year marked an important year for Phare Ponleu Selpak. We celebrated our 25th anniversary! On this special occasion fundraising galas both in Cambodia and in France were held.

Our heartfelt thank you to all our supporters in Cambodia for celebrating our 25th anniversary with us and generously bidding at the Benefit Art Auction to fund student scholarships. We were touched by the many artists who donated their art work for the auction to support the development of future artists.

The gala, held at Khéma La Poste in Phnom Penh, was a memorable evening of solidarity, music, circus, dance, food and wine with our long-time partners, followers and supporters, many who have been behind us since the very beginning. We were delighted to showcase highlights of Phare's contributions to the growing creative and art scene in Cambodia both through the school and our social business, Phare Performing Social Enterprise.

Thanks also to all who joined the celebration at "La Cité des Arts" in Paris! It was a lovely evening made particularly special due to the presence of Phare Ponleu Selpak's Co-Founder Véronique Decrop. Véronique took us on a journey back to the roots of Phare Ponleu Selpak.

During this evening we also had the chance to welcome Voleak Ung, nowadays a celebrated artist among the French contemporary circus scene. Voleak joined the Phare circus school in Battambang in 2007, initially to financially support her family, before discovering and nourishing her strong passion for the performing arts.

The events were attended by over 250 guests and we raised more than 10,000 Euros. On behalf of the entire Phare family we would like express our gratitude for your support over the past 25 years. A special thank you goes out to the artists and sponsors for our events.

Thank you for changing lives through the arts with us!



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PROGRAMS



PERFORMING ARTS SCHOOL

Providing children and young people with art classes including circus, dance, music, and theater for leisure and/or future employment opportunities in the culture and arts industry.



VISUAL AND APPLIED ARTS SCHOOL

Providing children and young people with art training from leisure art classes to vocational training in graphic design, animation and visual arts/illustration for job in the growing creative industry.



EDUCATION

Ensuring accessibility to quality arts-based early childhood education; providing learning acceleration at the child development center; ensuring holistic learning through the library program and supplementary classes in English, basic mathematics and computers.



STUDENT SOCIAL SUPPORT & DEVELOPMENT

Providing students emotional and health support through professional counselling and health services. Ensuring holistic development through life skills classes and activities building leadership, resilience and confidence for a solid foundation for their professional careers.



Playing a proactive role in the community for arts promotion and awareness through community mobilization, arts events and network building. Supporting the extended community in times of need and increasing awareness on social issues.





316

Students enrolled in Kindergarten, Child Development & Supplementary classes

Students 254 enrolled in visual & applied arts classes

152

Students enrolled in performing arts classes

700

Students received health*

& social support interventions

*counselling, physiotherapy, first aid, referrals

Students enrolled* in all programs

*Regular attendance over the year

722

919

Children & youth attended exploratory art classes

PERFORMING ARTS SCHOOL

The Performing Arts School (PAS) provides four main arts skills training including circus, dance, music, and theater. 254 students (121 females) studied in different programs including the vocational program (62 students), preparatory program (64 students) and leisure program (128 students). This year we removed trial students from the numbers to give a more accurate picture of students regularly engaged. 651 students attended exploratory or trial performing arts classes.

New Music School

In February 2019, the new Music School classrooms were completed. The space still needs a canopy over the central pavilion/performance space while the classrooms need furniture for students and instrument storage – subject to funds raised. The students now have a dedicated room for Khmer classical music, Khmer traditional music and contemporary music. In addition, there is a resource room and storage for sound and light equipment. A blessing ceremony followed by a small music concert by our award-winning music student officially opened the school for the students.



Music



Leisure Program: 53 students (21 females) learnt how to create sound using their body, materials and instrument. Rhythm and vocal use are the main subjects in this class.

Preparatory Program: 10 students (5 female) learnt to use the instrument such as classical, traditional and modern music instruments. The main areas of focus were music notes, music signal and bar, rhythm, music song, music sound balance.

Vocational Program: 12 students (4 females) learnt music components, rhythm and tempo, music note and balance music sound. Students also learnt inter-disciplinary skills such as theater, dance, circus and technical skills.





Leisure Program: 35 students (6 females) aged 7 – 9 years learnt basic disciplines of circus.

Preparatory Program: 15 students (o females) learnt

technical basics in circus such as acrobatics, balancing, juggling, flexibility, physical exercise; and complementary subjects.

Vocational Program: 35 students (10 females) learnt acrobatic, physical exercise and flexibility; specialized skills, elective skills as well as interdisciplinary skills such as theater, music, dance and technical skills.

Thanks to Phare's many circus activities addressing social issues and helping students in need, Caravan Social Circus Network accepted Phare as a member.

Leisure Program: 33 students (28 females) aged between 8 – 12 years learnt basic knowledge in dance (Khmer traditional and classical dance) and played fun games for 2 hours per day and five days per week.

Preparatory Program: 32 students (25 females) aged over 12 years learnt basic dance, both classical and traditional dance, and fundamental gestures for 2 hours per day and five days per week.

Vocational Program: 9 students (7 females) learnt core subjects: fundamental gestures, minor dance routines, major dances and creations; and inter-disciplinary skills: theater, circus, music and technical skills (stage, prop, light and sound).



Theatre

Leisure Program: 10 students (6 females) learnt theatrical games with basic skills in theater. Children learnt to sing and dance, storytelling, short presentation, creativity, visual arts, manipulation, etc.

Preparatory Program: 7 students (4 females) learnt about stage, character, vocal and breathing, feeling and emotion, body movement, focus, improvisation and vocabulary in theater.

Vocational Program: 12 students (4 females) learnt about characteristic of character, creation, feeling and

emotion, body, vocal and breath, tableau, yoga, stage management, and learnt compulsory subjects such as music, dance, circus and technical skills.

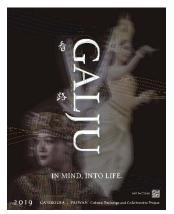
Phare was also accepted into the Asia Pacific Bond of Theatre Schools - a transnational theatre network assembling representatives of theatre schools or conservatories in the Asia-Pacific region.



Performing Arts School Activity Highlights

In addition to the regular Leisure, Preparatory and Vocational classes, the Performing Arts School students have many opportunities to participate in arts events, regular shows for visitors, tours and cultural exchanges.

Cultural & Art Exchanges



Tjucenglav Association of Cultural and Education, Taiwan

Under this exchange Phare and Taiwanese dancers created contemporary dance together and performed both in Taiwan and Cambodia. The production **Galju**, in Paiwan language, meaning gentle, gave the unique chance for dancers to learn about Paiwan culture and Cambodian culture. An exhibition was also held in both countries to share the beauty of the arts. Our students learnt about the beautiful world of the Paiwan people. Through workshops Paiwan songs were shared and the meaning of their traditional dresses learnt. In Taiwan, our students shared the gestures of Cambodian dance and the traditional dresses.



Project Group UI, South Korea



10

Arts Council Korea selected "Project Group UI" for an international art exchange residency as an autonomous workshop form. Korean Art Director and dancer, Hye Kyung Yang envisioned combined Korean traditional dances with Cambodian Lakhon Pol Srey art form.

During the stay of three weeks at Phare Ponleu Selpak, there were interchanges of both traditional arts and culture among the nations of Korea and Cambodia allowing artists from various performing fields to conduct creative





workshops together. The students continued the exchange in S. Korea. The results of the workshops were showcased through a tour in S. Korea. The exchange extended beyond the artists allowing a rendezvous with Korean-Cambodian audiences with the aim of boosting live performances.

Circus Asia Network: Forum Participation

As a founding member of the **Circus Asia Network**, Phare was invited by the Seoul Streets Arts Creation Centre to participate in the Circus Asia Network forum in Seoul. Phare Executive Director presented a talk on circus from a social education perspective sharing Phare story to frame the evolution of Circus as therapeutic intervention, circus as social intervention, circus as artistic education and circus as social capital.



Performing Arts Development for Youth: Urban Dance

Norwegian Agency for Exchange Cooperation (NOREC) funded exchange with Blue Dragon Foundation of Hanoi, Vietnam provided Phare with hip-hop teachers from BDF to diversify the art skills of our students. While Phare provided circus trainers to BDF. Through this exchange hip hop dance curriculum is being integrated in the performing arts school.

Hip Hop as a dance form is a much-loved addition to program, taken up by our dance and circus students



alike. The Hip Hop students organized the first Battambang Battle with break dancers from other cities participating and competing in front of a packed big top audience on campus during the S'Art Urban Art Festival.



Specialized Workshops & Creations



Clowning and more

Leslie Sapp, Drama & Clowning Specialist, through the Fulbright Foundation, World Learning and US State Department, spent 5 weeks teaching dance improve, pantomime and clown.

theater der sprachfehler: FENCE

FENCE, a new performance was the outcome of a new cooperation between the Performing Arts School and the Vienna, Austria based theater der sprachfehler. Produced and directed by Andreas Jaehnert and Christian Kuehne in collaboration with the students, FENCE is a virtual reality reigned by an imaginary king, that is built on Cambodian and western symbols and traditions. The production challenged the students in creating new music and incorporating spoken word into a performance with strong circus elements.



ktha compagnie: AEROBIC

AEROBIC a multidisciplinary circus show, written and directed by the ktha team with Phare students was inspired by the sports dances that take place every night along the city's riverside. Directors Nicolas Vercken & Suzanne Gellée brought their circus, dance and artistic direction skills to this collective choreography production.





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VISUAL & APPLIED ARTS

SCHOOL

The Visual and Applied Arts School (VAAS) provides a 3-year arts vocational training program to enable careers in the creative industries. Students obtain a solid visual arts foundation and specialize in graphic design, animation or continue with visual arts. In 2019 60 students (26 females) were enrolled in the program while 11 students (5 females) graduated from the program with 100% of them finding jobs one month after graduation.

VAAS launched a

Design.Lab enabling

companies to "hire"

Living scholarships

specifically designed for VAAS students allows those from economically disadvantaged backgrounds from other provinces to afford to study at VAAS. 18 students received scholarships in 2019.

VAAS conducted an **enrollment campaign** in three different provinces/cities Pursat, Phnom Penh and Banteay Meanchey. 500 people in total including students, artists, kids and youths in community, and NGO staff to attend the campaign and exhibitions. As a result, 62 students, of which 49 students from different provinces, registered for the admission test for VAAS's academic year 2019 - 2020. 15

students out of 49 students were accepted to enroll with VAAS for the academic year 2019 – 2020, while another 13 were accepted from the preparatory program.



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Preparatory Art Program

The **preparatory art program** provides students an arts foundation to pass the entrance test for the vocational training program. 19 students completed the preparatory program while another 20 students (10 females) enrolled in the program in 2019.

Leisure Art Program

This year we split the Leisure Art Program into two groups, Thanal Vichetkor Thom and Thnal Vichetkor Touch to better cater to different age groups. Thnal Vichetkor Thom is catered to students 13 years or older while Thnal Vichetkor Touch is for children between 6 years old to 12 years old. Both classes are offered during the week and weekends. 72 children (33 females) attended the leisure art classes on campus. In addition, 268 students attended exploratory or trial art classes over the year.



Visual & Applied Arts School Activity Highlights

Throughout the year Phare engages the visual and applied arts students in a variety of events, activities and projects from make-up for film, costume design, event decorations, murals, henna and caricature services, and a variety of workshops.

KAO Senghuo, won first place at the Digicon6 contest 2019 for her final year animation project. She represented Cambodia at the 21st Digicon6 Asia animation contest in Hong Kong. Two more year 3 students, HENG Pisey and YAN Athisok won 2nd prize.

Our junior student, SOEURN Kumpheak, won the award for the best van design concept in the competition hosted by Courtyard by Marriott in Siem Reap, Cambodia.

VAAS graphic design students and teachers represented Phare Ponleu Selpak in partnership with Battambang Decho Sen Vocational Training Center to attend the 7th National Vocational Contest arranged by Ministry of Labor and Vocational Training.

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EDUCATION PROGRAM

Community Kindergarten

Phare's Education Program provides accessibility to early childhood education to children under 6 years old through Phare's kindergarten.

In the academic year 2018-2019, 205 children completed their respective kindergarten grade, and **230 students** enrolled for academic year 2019-2020 across the 3 years of Kindergarten.

Parental engagement is key to ensure parents understand the importance of early childhood education. Every quarter the parents meet to discuss progress of the program.

Child Development Center

At the Child Development Center, students from the public school from grades 1 to 6 who fall behind their peers in learning are given supplementary classes 86 students (37 females) attended supplementary classes in Khmer language and mathematics.

Student Activities

- · Hygiene & sanitation
- Waste management
- Good eating habits
- Visual art classes
- Dance classes
- Games & Sports
- Gardening
- Cultural activities

Kindergarten

- 230 students
- 10 classes
- Dedicated safe space on campus with 5 classrooms
- 6 teachers



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Supplementary Classes

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Under the education program, supplementary classes in English language, soft skills and computers are also provided to the visual arts and performing arts students.

64 VAAS students (33 females) and 8 PAS students (5 females) attended general English language classes. Soft skills classes covering studying skills, goal setting, time & stress management, communication, creating and delivering a presentation were also provided to 64 VAAS students (33 females) and 6 PAS students (all females).

Computer literacy is fundamental to preparing the students for the increasingly digital demands in the future. 51 students (25 females) at Visual and Applied Arts School in the academic year 2018-2019 and to 44 students (20 females) in academic year 2019-2020 received computer classes to prepare them for their internships and jobs.

Another 53 students (31 females) from the performing arts school and leisure art classes attended regular computer classes.





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STUDENT SOCIAL SUPPORT & DEVELOPMENT

Integrated social support is key to ensuring the students and their families are provided with the necessary safety net to pull themselves out of poverty, while the student development program empowers them to change their own lives for the better. Under the social support program, we provide tiered support based on the needs of the student and his/her family. Assessments are conducted annually with about 500 families from our community monitored.

Student Sponsorship

Phare's collective child sponsorship program ensures the most in-need are supported. Through targeted outreach and services, the program helps these children meet their basic needs, allowing them to focus on their schooling. Those receiving support are followed up by the social workers every 2 months.

Lunch Support

Based on a family needs assessment, **79 students** (40 females) were selected to receive daily lunch on campus. The purpose is to reduce burden on foods expenses for the families and ensure the students get at least one balance nutritional meal a day.

Income Subsidy

Families of our students that fall below the poverty line receive additional support through monthly cash stipends to offset expenses for basic food supplies and school supplies. **16 students** (9 females) from 13 families received financial contribution of 30\$ (20\$ for foods and 10\$ for school materials).



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Health & Wellness Services

A full time first-aider and physiotherapist address the medical needs of the students and ensure the circus students are getting the necessary care and interventions to stay injury free. Phare welcomed Cambodian and French volunteer osteopaths from Docosteocam and Swiss holistic healer Jakob Sieber to provide

additional training and address any concerns our circus artists may have.

Professional Counselling

A full-time professional counsellor provides confidential counselling to students, helping them address their emotional concerns. **313 students** (157 females) received counselling services in 2019.

Child Protection

18

The Social Support Department oversees Phare's Child Protection program and ensures all teachers and staff adhere to the child protection guidelines. In 2019, the Child Protection Link Committee was launched to develop a network of Child Protection guardians among the various departments and arts schools to ensure closer monitoring and implementation of the child protection policy.

Child Protection Activity Highlights

- Conducted child protection assessment to apply for child protection certification for campus
- Child protection training given to 67 staff (31 females).
- Updated child protection guidelines and procedures
- Increased drinking water installation on the campus for students
- Promoted food safety on the campus by raising awareness with food vendors.
- Student traffic safety enhanced by adding speed bump for cars on road in front of campus
- Sexual Orientation and Gender Identity training conducted
- Celebrated Child Rights Convention 30 anniversary with 178 students and 23 staff



Health Services

 235 students & staff received 543 physiotherapy and osteopathy treatments.

 Only 27 students received first aid services for minor ailments.



Student Development

Life Skills

As part of our strategy to provide a more holistic education, in addition to professional soft skills, life skill courses to tackle more of human development were further developed.

511 students (239 females) from Performing Arts School and Visual & Applied Arts School, received life skills classes on the understanding of mental health, self-care, self-acceptance, managing feelings and emotions, setting life goals and creating healthy personal relationships.

Students develop their leadership skills, organizing & coordinating abilities, creativity, artistic expression and teamwork by actively participating in the many art events organized on campus and in the city.



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COMMUNITY OUTREACH AND ENGAGEMENT

Outreach activities ranged from community child protection and child rights to various arts and culture promotion. Under Community Outreach and Engagement (COE) programs, a child

club and parents club are run to address issues in the communities. Both art schools also conducted COE activities to promote arts and their activities.

Social Workers develop trusting relationships with the students and families through structured meetings and constant communication. Both the Child Club and Parents Club are tools to ensure a close link with community and address any concerns that arise. The children and parents of these clubs are advocates for child protection in the community. Additionally, Social workers conduct outreach missions to educate our local communities about the importance of children's rights.

Outreach in Numbers

- 194 families followed up every month after their children joined classes.
- 453 follow up visits made to 228 students (93 females) on their health, hygiene, education, training etc.

ART FESTIVALS and EVENTS

Phare launched the first Urban Art Festival in Battambang with plans to hold it every two years alternating with the International Circus Festival. In addition, Phare's 25th anniversary gave us an opportunity to share a part of the lights in Phnom Penh at the Lights the Lights exhibition.

Light the Lights 04 – 07 April

"Light the Lights" an art exhibition held at the French Institute of Cambodia, Phnom Penh for four days (4-7 April) to celebrate the 25th anniversary of P hare Ponleu Selpak and share how this organization has



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been sharing the brightness of the arts. The exhibition engaged both PPS' art schools where the students, founders and PPS alumni presented their art work and performances.



S'Art Urban Festival 26 May - 01 June

S'Art Urban Festival organized to engage the Battambang community to promote the value of Battambang culture and art; and to promote collaborative cultural tourism developme nt of Cambodia and Thailand under "Experiencing ASEAN's Pop culture" project. The 7-day festival brought Battambang community, artists, students, children, youth, local business to experience and witness cultural and arts. Variety of activities and workshop included

mural art, ambient art work, hip-hop dance, and giant puppet, street art festival, digital mapping, food and craft, architecture, fashion, art galleries and mural paintings. The event attracted around 2,000 people participating in different activities.



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Open Days 26 - 27 July

and the graduation ceremony of vocational art training programs. During Open Day Phare demonstrates its various programs to encourage more students to join arts classes. Graduation ceremony was organized on the first day for the graduates of the Visual and Applied Arts students. Government representatives, local authorities, business partners, parents graduate's families were invited to the ceremony. Over 1,000 participants including 355 students (188 females) bused in from 11 public schools around the town attended

costs and make participation for artists free of charge.

Open Day is an annual on-campus event organized for art exhibitions

Chumnor Art Fair 21 – 22 December

Open Days activities.

PPS supported artists to organize an art event ការសម្ដែង សិក្ខាសាលា ការតាំងពិពីរល៉ា សិល្បៈសុនរូប រចនាក្រាហ្វិច គំនុរជីវចល សៀក ល្ខោន របាំ ឥន្ត្រី in the city called "Chumnor Art Fair". The main ows, Workshops, Exhibition ual Arts, Graphic Design, A objective of the fair was to provide artists a platform to promote and sell their artistic products to the local community. The fair aimed to engage and inspire the Battambang community through the arts. Furthermore, it was done to promote Battambang city as the home of creative talent and to be the one's of tourist destination for both local and international visitors. There were 135 artists, art professionals and volunteers engaged in organizing the event, and over 2,000 people participated in the

2-day event. The art event reached over 152.2k through art social media channels (Chumnor Art, Battambang Breakerz, Phare Ponleu Selpak and Art & Idea). The event received a lot of good feedback from residents and partner. Financial support from the U.S embassy and local businesses helped to cover

វានេស្តាយស្ថាដែស

នៅក្នុងបរិវេណសមាគមហ្វារពន្លីសិល្បៈ ខេត្តចាក់ដំបង

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Friday 26th of July from 1pm to 6pm followed by our 25 Years Anniversary Par

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Amplifying Voice through the Arts

PPS received a grant from VOICE to create and implement a project entitled "Amplifying Voice through the Arts" using arts as a innovative tool for change. The purpose of this 21 months project is to promote awareness of the National Ageing Policy, address the challenges faced by older people within 3 districts in Battambang province and bridge the gap between the younger generation and older generation. The project was designed to use different forms of arts to address social issues (challenges of old people) and address the challenges of policy implementation. In the first stage, some actions were taken such as workshop about national ageing policy, beneficiary selection, meeting with Old People Association and community outreach. In the second step, different art forms are arts will be used

ART OUTREACH HIGHLIGHTS

by the older people to express their challenges.

- The Performing Art School partnered with COMPED, the company managing the Battambang "Garbage Dump Site", to provide weekly circus workshops to 25 children from the community living and working at the dump site.
- The Performing Art School established community music classes to provide Khmer Traditional and Classical music lessons to students and children in the community near Aik Phnom. Around 30 students attended classes during the weekends and public holidays. The music teacher formed a traditional music band to perform music for wedding ceremonies with the students enabling them to earn to cover schooling costs.
- Supported the Battambang Khmer Literature Festival with logistics and activities to promote Khmer literature. Phare performing arts school provided circus, music and theater shows while the visual art students provided color theory, henna painting and portrait sketches. Around 200 community members participated in the festival.
- Provided art activities, event décor for the United Nations Day celebration at Battambang university.



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ORGANIZATIONAL DEVELOPMENT

& CAPACITY BUILDING

European Union Aid Volunteers

Phare was the recipient of 10 EU Aid Volunteers in senior and junior roles. They supported with capacity building in communications, child

A new Phare

website was

launched thanks

to EUA

Volunteer.

protection, employee engagement, human resources, school database management and

EU Aid Volunteers We Care. We Act



Training & Development

The Phare team is provided with many opportunities for capacity building throughout the year.

In 2019 Phare spent **\$11,998** in direct training costs. 204 staff attended 2381 hours of training during the year.

24

PPS had 97 fulltime employees at the end of 2019 with an employee turnover rate of 14.5%

Finance team moved to online QuickBooks to upgrade their system with the support of EUA Volunteer

Salesforce's school management system was setup with the help of EUA Volunteer.

> 1st in-depth staff engagement survey was conducted by EUA Volunteer. Results showed strong alignment between team's motivation with Phare's mission

Social Media Presence end 2019

198 992 followers

2194 followers

1362 followers

1471 reviews



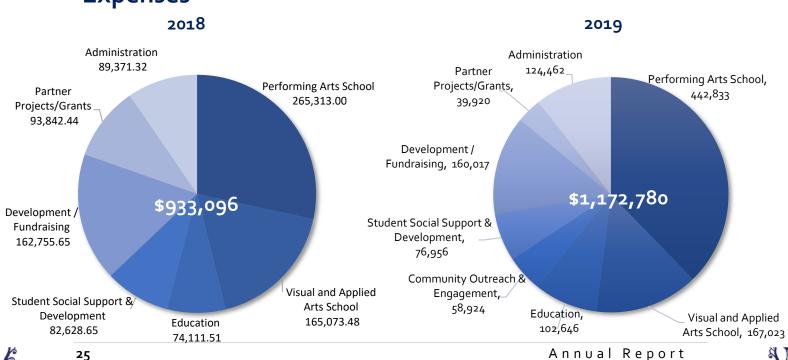
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Income



In 2019 investments no longer include donations collected at the big top in Siem Reap – they are under individual donations for more accurate income source depiction. Investments from fixed deposits have been moved to investments, previously under other income, while income from corporations/companies has its own category now.

Expenses



DONORS & PARTNERS

DONORS, DEVELOPMENT & PROGRAM PARTNERS











































GOVERNMENT PARTNERS









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changing lives through the arts