



Mona Tep

6, street 592
Sangkat Teuk Thla – 12 152 Phnom Penh – Cambodia

Mobile France (33) 6 67 47 07 81– Cambodia (855) 12 72 12 43
Email monatep@hotmail.com

Citizenship: Cambodian/Canadian
Date of Birth: 2 September 1965

Executive Summary

Mona Tep is an internationally recognized business leader with over 25 years of experience in the public and private sectors. On returning to her native Cambodia, Mona initially worked with investment promotion in the energy sector, and later in television, airing programs to foster post-Khmer Rouge healing and to encourage tourism to Angkor Wat. After implementing the public education element of a World Bank biodiversity project, Mona helped develop Khmer identity through branding a local artisan training program as the pre-eminent name for elegance in Cambodian crafts.

Mona then devoted seven years turning a USAID skills development project into a sustainable, private-sector funded institution that continues to improve the productive capacity of thousands of Cambodian factory workers and mid-managers. Her success led her to becoming a key member of the management team of a top end, UK owned, Cambodian based clothing manufacturer with over 2,000 employees. There, she established a corporate learning culture that decreased employee turnover, increased productivity, decreased strike risk and losses, and increased profitability. Her proven ability to design effective and sustainable work training programs, led in turn to her becoming start up COP of a major USAID funded youth employment program in Morocco.

Mona is experienced in the whole project cycle – from start-up and business planning – to creating a sustainable private entity. She is a natural leader, able to mobilize staff and collaborators to share a common vision and business model, and take ownership to ensure long-term success. She motivates teams by aligning incentives with performance. Her strong background in communications and media relations, combined with her breadth of industry, development partner and governmental experience, enables her to present effectively from the shop floor to ministerial level. Mona regularly advises international donors and government partners on the development of new investment opportunities and technical assistance programs. Her work in France, Canada, Thailand, Cambodia and Morocco demonstrates her comfort working in cross-cultural business and governmental environments. Educated in Canada, Mona is fluent in English, Khmer and French, and is a Cambodian and Canadian citizen.

Following her assignment in Morocco, Mona has worked as Acting Site Director (owner Macao based) enhancing Productivity, CSR programs and Social Dialog with over 4,000 workforce. Leaving the factory environment, Mona has now taken over her family business in healthcare which has become one of the leaders in pharmaceutical outlets. In 2019, she has also opened a family medical care center.

Professional Experience

2019 to present **Advance European Medicare Center** – Phnom Penh, Cambodia
Medical European Doctors

CEO and Managing Partner

Founded 5 months before Covid-19 pandemic (Feb.2020), Advance European Medicare Center (AEMC) is a medical family cabinet regrouping over 12 General Physicians and Specialists (Cardiology, Urology, Gynecology, Sports medicine, Neurology, General Surgery, Acupuncture, Kinesitherapy, Radiology, Dermatology, Diabetes/Nutrition, Osteopathy, Pneumology and Aesthetic). The AEMC is collaborating with Polyclinic and International Hospital as well as international medical insurance agencies.

www.european-medicare.com

KEY ACHIEVEMENTS:

- Finalized the setup of the new company
- Finalized the accounting and financial structure of AEMC
- Established a market and its development despite the arrival of Covid-19
- Setup collaboration with international medical insurances
- Develop consultative service such as Covid-19 Prevention Program (from Preventive program to training in hospitality business)

2016 to present **Monaparady Limited (Pharmacie de la Gare)** – Phnom Penh, Cambodia
Pharmaceutical Retailer and Import & Export Company

CEO and Managing Partner

Monaparady is a pharmaceutical company founded in 1994 under the name of Pharmacie de la Gare. Following 26 years of existence, it was time for this family business and SME to streamline its activities, internal structure and expand its market to broader opportunities in the country. As of now, it is moving forward to be more competitive and sustainable in this strong competitive pharmaceutical market.

www.pharmacie-delagare.com

- Consolidated assets of the company (closing former company and formalize the new one)
- Set financial structure (reporting)
- Set stock management rules and strategy
- Defined business development strategy for the expansion of the company
- Developed import activities (position as well as wholesaler)
- Managed human resources
- Set accounting and finance procedures for better monitoring and sales analysis

KEY ACHIEVEMENTS:

- Finalized the setup of the new company
- Finalized the accounting and financial structure of Monaparady
- Increased sales by 25% with new markets development
- Setup the wholesales business with Para-pharmaceutical products
- Open two additional outlets in the Capital
- Develop pool of pharmacists for its HR goals and for the community

2016 to 2018

M&V International Manufacturing – Phnom Penh, Cambodia
Management of Knitting Factory with 2500 workers

Acting Site Director and General Affairs

M&V International is one of the oldest factories which have step foot in 1994 in Cambodia. Over 20 years of operations, the company has able to grow and flourish in the country; and, for the past ten years it has benefited from “Anything but arms” program from EU. The role of the Acting Site Director is to consolidate the existing assets and localize further its resources such as its human resources and industrial relations resources, in particular improving the social dialog.

www.mvintl.com

- Oversee the entire operation for Phnom Penh sites.
- Responsible site policies, procedures, and operating structure and for insuring that facilities, equipment, environmental concerns, information and processes are cared for.
- Oversee all supporting functions to ensure the smooth running of production plant, including but not limited to HR/Admin, Compliance, Purchasing, Shipping, and is responsible for coordinating all functional areas in the site to ensure teamwork and accountability.
- Be responsive for the development of positive enterprise culture and employee engagement.
- Ensure that M&V is well represented to internal clients (our employees), external clients (and their customers) and the community at large.
- Ensure best practices are integrated into process improvement efforts to meet all clients’ requirements and international standards.

KEY ACHIEVEMENTS:

- In progress to implement management system to respond to ethical and environmental standards
- Set up communication mechanisms (and platform) to improve Industrial Relations (committee meetings, hotline, etc.)
- Survey collecting pulse/appreciation/need of the workforce in order to help support better the skills, soft skills as well as social development program that would help empower workers.
- Opened a library for the workers (soon will implement a literacy program partnering in UNESCO and Ministry of Education pilot project).

2015

USAID Career Center – Rabat, Morocco
Project on Employability and Youth
Under sub-contractor FHI 360

Chief of Party – Startup Phase

As the startup phase head of the USAID Career Center, Mona managed and implemented the successful kick-off of this five year long, \$24M US project. The program goal is to increase youth employability in Morocco for state university and vocational training school students, who face very high unemployment rates. The program serves this population by establishing career centers, with both physical space and online services, to address soft skills development and job search needs. It also works with academics to bring improved soft skills content in curricula, and with the private sector to ensure employers’ needs are addressed in both academic curricula and in career centers. As startup head, she opened the office, recruited and trained a staff of 14 local and managed 4 expatriate experts,

established a model for the initial group of 6 career centers (for nationwide replication) and built strong relations among the project, the private sector, government and academia. She participated in the initial design before turning over implementation responsibility to the long-term COP. The next step for her work is to develop the business market for career center sustainability.

2013 – 2014

Dewhirst (Cambodia) Ltd. – Phnom Penh, Cambodia

Exclusive Manufacturer for Marks and Spencer – Menswear – with 2,200 workers

Director, Human Resources and Administration

As head of human resources and administration for a major supplier to a multinational garment buyer, Mona promoted worker skills, while implementing a world-class corporate social responsibility policy. Her flagship initiative was a structured system to transfer all but top company management from foreign to local staff, decreasing expatriate personnel over 20%. Mona fostered a corporate learning culture by incorporating skills development into the performance management system. She has also encouraged Dewhirst's often functionally illiterate young staff to learn, by launching a 'soft skills' induction for new employees, and an on-going life skills training program. The trust she earned from workers to factory owner enabled her to emerge as a key leader in Cambodia's tense labor relations.

www.dewhirst.com

- Member of three-person top management team, with general manager and head of finance.
- Managed budget of \$300,000 per year.
- Oversaw human resources and technical capacity development as for example localization of middle management personnel, retention plan and guidelines on talented employees program.
- Restructured policies and procedures for eight departments.
- Directly supervised staff of 150, including team responsible for meeting international workplace safety standards.
- Managed facility security, and compliance with the US Customs anti-terror program, C-TPAT.

KEY ACHIEVEMENTS:

- Improved workers committee relations with management from difficult to harmonious.
- Established a successful retention plan through a better HR practices such as reduction employee turnover from 11% to less than 5% per month.
- Reduced absenteeism from 7% to less than 5% (unapproved leave 1%).
- Set up in-house training center to develop skills of production floor workers and middle managers.
- Developed other technical, general education and life skills programs for the workforce and managers.
- Set up succession plan to develop skilled pool of local middle managers to take over tasks previously reserved for expatriates.
- Oversaw employee data management and data validation.
- Harmonized internal policy to conform HR practices and CSR guidelines with ILO, Government and international standards.
- Received top grades from independent ethical and environmental program auditors.
- Strengthened relations with local authorities and industry stakeholders.
- Ensured workplace safety and welfare of the workforce and managers.
- Improved the facility management and security.

2007 to 2013**GIPC, then CASDEC to SHRMP – Phnom Penh, Cambodia**

A USAID funded project turned into a sustainable private entity

Subcontractors under the same project: Nathan Associates (4 years), DAI (2 years).

Executive Director – USAID funded Garment Industry Productivity Center (GIPC), then to transition platform Cambodia Skills Development Center (CASDEC) and finally to its fully private sector successor Society for Human Resource Management and Productivity (SHRMP).

From 2007 to 2013, Mona spent 7 years as Executive Director of the Garment Industry Productivity Center (GIPC), (a USAID project), its interim successor (the Cambodia Skills Development Center - CASDEC) and its final form as a private local training institution (Society for Human Resource Management and Productivity - SHRMP). Her accomplishments include: establishing Cambodia's leading consulting and training center in manufacturing process and production management; developing productivity measurement indicators and remediation programs for local factories; and designing, marketing and providing paying local factory clients with a range of employee development services tailored to their needs. To achieve commercial sustainability, Mona expanded service offerings from garment factories into the footwear, handicrafts, retail and food processing sectors. Mona was also fully responsible for managing \$7M US in USAID funds received by GIPC and CASDEC before commercial sustainability was reached. www.gipc.org or www.shrmp.com.kh

KEY ACHIEVEMENTS:

Transformed a USAID project into Cambodia's leading workforce training provider, sustainable on a commercial basis. To achieve this, Mona:

- Developed and promoted industry-specific consulting and training offerings to increase Cambodian labor force productivity.
- Sold and coordinated training for over 2,000 middle managers in client companies.
- Extended consulting and training services from large garment factories to other industries, including food processing, footwear, handicrafts and retail.
- Developed and implemented a membership-fee based business model.
- Provided local technical advisors with the basic industrial engineering knowledge needed to train client managers to improve relevant manufacturing processes.
- Built supporting stakeholder network including government officials, union leaders, and private sector representatives.
- Managed a \$7M US budget over 7 years, and reported as required first by USAID and later independent Board of Directors.
- Helped improve economic governance in the garment industry with tripartite dialogues including private sector, government, and labor representatives
- Supervised all GIPC staff in accordance with USAID policies, and monitored results under agreed USAID guidelines.

2005 to 2007**Artisans d'Angkor – Siem Reap, Cambodia**

Art and Crafts with over 1,000 personnel (crafts and personnel)

Communication Director and In Charge of Special Projects

Helped turn the marketing arm of a Cambodian crafts training NGO into the preeminent brand for quality Khmer handicrafts, that now provides sustainable livelihoods and training to over 1000 local artisans. To achieve this, Mona:

- Worked with Artisans d’Angkor, then recently established marketing arm of Khmer Arts and Handicrafts, a public-private training non-profit supported by the EU, *Agence Française de Développement* (AFD), the French logistics firm Vinci and the Cambodian government.
- Positioned Artisans d’Angkor to an upscale market with a product story linking purchases of beautiful products, with supporting Khmer Arts, as Cambodia’s leading classical handicrafts training institution.
- Upgraded and promoted online sales platform. See <http://www.artisansdangkor.com/>
- Developed communication strategy to transition Artisans d’Angkor from a donor- and government-supported entity to a profitable private firm with a commercial image
- Promoted the company with media and other tourism industry stakeholders.
- Developed network of suppliers throughout the sector.
- Recruited and trained communication team.

2004 to 2005 Biodiversity and Protected Areas Management Project (BPAMP)

An international project funded by World Bank under the Ministry of Environment. Based in Phnom Penh with monthly trips to Rattanakiri Province, Cambodia

International Media consultant

- Built public support to protect threatened, bio-diverse area by promoting widespread understanding among local community of how conservation could help them, including ideas for conservation-fostering livelihoods.
- Developed and implemented media plan, focused on establishing lasting links between media and concerned stakeholders.
- Built staff capacity to monitor protected areas and capacity of the media department of Ministry of Environment.

2004 to 2005 Phibious Communication and Advertising Agency

Phnom Penh, Cambodia

Production Manager and Producer

- Developed original content for popular national television sitcom ran that for 1.5 years and symbolized the transition from conflict to peace (children whose parents had died in the war lived with their grandmother, encountered humor in daily life situations).
- Planned and implemented video production of TV programs.
- Monitored audience appreciation.

2002 to 2005 Extramundi Productions (Multimedia Video Production Company)

Phnom Penh, Cambodia

Co-owner and Production Manager

- UNESCO licensed developer of pioneering 3D video-enhanced tour of Angkor Wat Site, featuring light effects and videos with historical content about Khmer empire and civilization.
- Developed and produced videos in the behavior change / health awareness field.
- Monitored project from feasibility study to implementation.
- Networked with video production industry stakeholders.
- Built capacity of local staff in video production.

1999 to 2002 Bacardi Martini Company - Paris, France

Personal Assistant to Country General Manager and In Charge of Training for Executive Personnel

- Planned and coordinated customized training courses for executive personnel.
- Organized sales meetings.
- Produced national sales report.
- Coordinated planning process and collaboration among six departments (Marketing, Sales, Administration, IT, Supply Chain and Merchandising).

**1993 to 1997 Power Investment Group (Representing Canadian companies such as: Hydro-Québec International, Bombardier, Westinghouse, Northern Telecom, Experco Engineering, etc.)
Phnom Penh –Cambodia**

Project Manager

- Researched investor priorities.
- Organized trade missions for private foreign investors to Cambodia.
- Acted as interface between Royal Government of Cambodia and foreign private companies.
- Monitored projects from the feasibility study stage through implementation.
- Managed the office.

**1991 to 1993 Aerotaxi (Canadian Aviation School)
Nancy, France**

European Representative

- Organized and coordinated seminars for the promotion of aviation school.
- Organized and coordinated international students study and stay in Canada.

Other Experience (Volunteer)

**2021 to Present Empowering Youth in Cambodia (EYC)
Member of the Board**

The non-governmental organization provides FREE supplemental education and opportunities for over 1,000 children and young adults living in the slum communities of Phnom Penh.

- Counsel on the strategic development of EYC – Programs and Economic local structure

2012 to 2024 ***Cambodian Equestrian Federation (CEF)***
President
Representative Group VIII – FEI Solidarity Committee (4 years term)

- Develop the equestrian community in Cambodia
- Participation in regional and international competition events.
- Strengthen the Cambodian equestrian clubs and help their sustainability
- Raise the profile of CEF as an active federation in regional and international events.
- Represent CEF members and clubs in Cambodia regionally and internationally.
- Enhance the capacity of National Team to participate in Regional Competition (SEA Games).
- Structure the Federation as an effective association for its members.
- Raise funds to develop CEF programs and activities.
- Oversee the sustainable development of programs and human resource (instructors, etc.)

2016 to 2018 **Association of European manufacturers – Paris/France**
Director of Development projects in Laos and Cambodia

- Represent the Association for Cambodia and Laos
- Disseminate Cambodia opportunities in garment sector to potential buyers, vendors and European textile federations.
- Involve in the workforce and middle management skills development

1998 to present ***Les Enfants du Sourire Khmer*** – CEK Centre Educatif de Kep -(French Association for a better future for the Cambodian children). – Sponsor four orphanage centers, construct primary, middle and high schools in remote areas, sponsor training school for young girls and widows. Establish association as local entity.

Secretary General (for Cambodia)

- Interface between ministries and association.
- Monitor project development vs. budget planning.
- Develop program to help Centre sustainability
- Develop visual support to social media.
- Develop and implement field interventions and educational activities of Maison de la Culture et des Sports in Kep.

1994 to 1996 **Academy Samdech Krom Preah**
Nonprofit Tennis Boarding School
Administrator and Coordinator of Events

- Oversee education program to pupils.
- Organize and implement National Tournaments (Tep Khunnah Memorial Cup).
- Manage Boarding School activities and human resources.

1993 to 1996 **Cambodia Red Cross**
Assistance to periodic activities developed under the General Secretary
Coordinator of Special Events

- Coordinate special diplomatic and public relations events.
- Organize and coordinate annual galas & some fund-raising events.

1994 to 1995

Ministry of Tourism of Cambodia

Punctual assistance to Department of Marketing and Promotion

Communication counselor to Secretariat of State

- Participate in development of tourism promotional plan.
- Participate in production of Ministry's magazines.
- Develop press release format.

Education

- 1994** **Master ès Sciences of Communication** – University of Montreal – Montreal - Canada
<https://umontreal.scholaris.ca/items/5856d92a-509b-49ff-8acb-80847e546235>
- 1989** **B.A. ès Arts /Communication and Public Relations** – University of Montreal –
Montreal - Canada
- 1986** **D.E.C. in Techniques Administrative/Option Marketing** – College of Maisonneuve –
Montreal - Canada

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**References**

Mr. Van Sou Ieng, Former Chairman to Garment Manufacturers Association of Cambodia – GMAC, and CAMFA mobile (855) 12 888 222, email address: [souiengvan@gmail.com](mailto:souiengvan@gmail.com)

His Excellency Sok Chenda, Deputy Prime Minister, Former Minister of Foreign Affairs and Cooperation, Adviser to the Prime Minister and Former Secretary General of the Council for the Development of Cambodia (CDC) of the Royal Government of Cambodia, mobile (855) 12 811 832, email address: [sokchenda@online.com.kh](mailto:sokchenda@online.com.kh)

Mr. Cullen Hugues, former Growth and Development Officer USAID Cambodia, now based in Ethiopia for USAID, email address [Chughes@usaid.gov](mailto:Chughes@usaid.gov)

Ms. Veronique Salze-Lozach, Deputy General Director/Monitoring & Evaluation Dpt. at Asian Development Bank - ADB, email: [vsalzelozach@adb.org](mailto:vsalzelozach@adb.org)