2013
ANNUAL REPORT
July 2012–June 2013
Dear Friends and Supporters,

For all of us at DDD, 2013 has been a year of tremendous growth, learning and impact. As I reflect on our work, I feel a profound sense of gratitude for opportunity we’ve had over the past twelve years as pioneers of an economically sustainable way to empower people to bring themselves out of poverty through work in the Business Process Outsourcing (BPO) industry.

This concept, now known as “Impact Sourcing” means delivering BPO services while providing work and opportunity for some of the world’s poorest citizens. When we first launched our company in 2001, the idea that companies would outsource their work to poor people in a country like Cambodia seemed improbable. Today, I am proud to say that DDD’s example is becoming accepted as a mainstream business idea. Global corporations, large traditional BPOs, and industry institutions such as the International Association of Outsourcing Professionals are changing how they do business to embrace this model. In addition, many other dynamic social entrepreneurs have joined DDD to build awareness and scale the opportunity to deliver BPO services as a way to combat global poverty.

In May of this year, the Rockefeller Foundation announced an extraordinary commitment of $97 million dollars to create digital jobs for youth in Africa and strengthen the Impact Sourcing model. This initiative aims to impact the lives of one million people in Africa over the next seven years. DDD is proud to be a key partner working with them and many others to foster the growth of digital jobs.

I believe the reason our model is so compelling is that the human development work we do is based on meeting real business needs. I’m most proud that DDD has become a company driven by meeting the needs of clients for high-quality work at a competitive price—and that most of our impact is financed by earned revenue. We’ve worked to build a practical model that creates a stepping stone for youth who might never have the opportunity for professional jobs. And we’ve shown that it is possible to operate a business with social impact and a financial return. Our hybrid model with a double-bottom line approach sustainably creates jobs, builds skills and transforms lives.

Continued on next page...
Kunthy Kann is an example of what happens when we invest in the potential and personal development of young people. Shortly after we established DDD, we hired Kunthy, who grew up in a poor family in rural Cambodia. Through his own hard work and perseverance, he graduated from high school and enrolled in a computer-skills training program. After we hired him to work at DDD, Kunthy demonstrated real potential, so we gave him additional responsibilities and helped him earn a bachelors degree. Kunthy helped DDD to open a new office—and rapidly grew this business to become a profitable operation employing 100 people. Later, he came back to Phnom Penh to lead operations, managing a 300+ staff in the largest technology-related business in the country. This past year, Kunthy left DDD to become the CEO of the Battambang Rice Company. We miss him, but we’re proud of his success—and even prouder that DDD is the kind of organization that develops this kind of talent. Our mission is to use the opportunity of digital work to create more leaders like Kunthy in Cambodia and around the world.

We are deeply grateful to our clients, our supporters and especially our talented of more than 1000 staff for our many accomplishments and successes. In FY13 we:

- Increased our earned income by 25% to $4.7 million
- Measured growth in the average income of program graduates to $365 per month, pointing to projected lifetime earnings of more than $110,000
- Were recognized again as one of the Top 100 NGOs in the world, among other awards

Thank you for your interest in—and support of—all we do at DDD. You’ve helped us to build a sustainable business that creates lasting increases in income for youth in some of the poorest countries in the world. We couldn’t do it without you. If you are not already among our partners, I hope you will consider doing business with DDD in 2014.

Sincerely,

Jeremy Hockenstein
CEO and Co-Founder
Letter From the Board Chair

During my career as a U.S.-based serial entrepreneur, there have been many brand-new (to me) issues which were complicated and for which I could find no standard playbook. Even so, this set of experiences only partially prepared me for my role as the Board Chair for Digital Divide Data (DDD). From the mission and vision on which our organization is built upon, to our multiple bottom lines, and the challenging places where we work, DDD has been a fascinating teacher.

DDD was founded 12 years ago on the inspiring notion that we could identify and recruit motivated, disadvantaged youth who would not otherwise have access to good jobs or higher education—and employ them in a business in some of the most challenging environments. We build a professional work culture and find clients to sustain this business.

Our primary goal is to improve the skills and earning capacity of our employees. Note that there’s nothing in this premise about figuring out how to solve problems for clients, or even identifying whom likely clients may be. The upside-down-ness of this approach flies in the face of all the advice I’ve ever received—or given—about starting a company: that it should always begin by providing a specific benefit to a known and targeted audience. Nevertheless, through perseverance, passion and a bit of luck we’ve made it through the early stages, and in recent years have grown to employ more than 1000 employees in 3 countries. We have become more professional and capable, and our client work is more technical and competitive. We’ve realized that to stay true to our mission, we’ve had to build skills, compete on commercial terms, and focus on what companies typically worry about: profits, cash flow, management systems, resource allocation, etc.

There is much creative tension between our social impact bottom line—to improve the lives and earning potential of employees; and our business bottom line—to sustain the organization through operating profits. As Board Chair I get a front row seat as management grapples with simultaneously serving both masters. We know that we cannot be successful without being financially sustainable, and also that success can only be achieved if we honor our mission. The trade-offs are often not easy, as we strive to serve our diverse constituents: employees, clients, business partners, donors, and others working in social enterprises who see DDD as an example.

We are still a work in progress, but we’ve made great strides. Few social enterprises, especially in developing countries, have achieved our level of earned revenue. We aim to grow our business, improve our management systems and impact more youth. In addition, we need to make sure our employees are developing the skills to be successful at DDD and elsewhere. For me, it is enormously fulfilling to be a part of this innovative organization, and to work with the dedicated staff, management and my fellow Board Members. Whether you are a client, donor, staff member or follow our progress in other ways, thank you! I hope you will find ways to engage with our team even more deeply in the coming year. I’m certain you’ll find it equally rewarding.

Sincerely,

Irving Levin
Board Chair
Our mission: Create better futures for disadvantaged youth in developing countries through employment in our financially sustainable business.

Recruitment
DDD recruits disadvantaged high school graduates, ages 17–24, from developing countries for a program that provides employment, training and support to complete higher education. A systematic process of testing, home visits and interviews helps ensure that youth we recruit can benefit from the opportunity DDD offers—and that they are ready for it. Half the youth in our program are young women—and about 10% are people with disabilities.

Training
While DDD’s training programs vary based on local needs, young people must develop basic computer skills, proficiency in English, be able to type quickly and accurately, and have basic workplace skills to work at DDD. We hire those who meet a set of minimum criteria as data management operators in our work/study program, based on each office’s needs. Skills training continues after they start working at DDD.

Employment and Higher Education
Operators in our work/study program work about 36 hours per week at DDD, providing digital content services to clients. They earn incomes that enable them to support themselves and help their family. After a one year probation period, they are eligible to receive a scholarship package to support their higher education that includes a scholarship grant, contribution from their own earnings, and in some cases, a loan. Once they start school, they typically spend about half their day studying, earning degrees in about 4 years.

Outplacement and Internal Promotions
DDD graduates typically move on to better jobs in government, corporations, and the non-profit sector, where they earn much as four times the average salary in their region. A smaller number are promoted to staff positions within DDD. DDD’s program enables graduates to achieve lasting increases in their income and significant improvements in their family’s standard of living.

<table>
<thead>
<tr>
<th>DDD’s Impact</th>
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</thead>
<tbody>
<tr>
<td>126</td>
</tr>
<tr>
<td>university graduates in fy13</td>
</tr>
<tr>
<td>670</td>
</tr>
<tr>
<td>all-time graduates</td>
</tr>
<tr>
<td>2,041</td>
</tr>
<tr>
<td>total hired by DDD</td>
</tr>
<tr>
<td>$365</td>
</tr>
<tr>
<td>average monthly salary of graduates</td>
</tr>
<tr>
<td>$138.56</td>
</tr>
<tr>
<td>average amount provided by DDD graduates to their families each month</td>
</tr>
<tr>
<td>$110,000</td>
</tr>
<tr>
<td>or more estimated increase in lifetime earnings for graduates</td>
</tr>
<tr>
<td>$220,000,000</td>
</tr>
<tr>
<td>total projected increase in lifetime earnings for youth in DDD’s program</td>
</tr>
</tbody>
</table>
Creating a World of Digital Possibilities

Digital Divide Data (DDD) started in 2001 after Jeremy Hockenstein, then a business consultant, visited Angkor Wat and was struck by the mix of poverty and progress he saw in Cambodia. While there were computer schools offering training to young people, there were still few jobs for the students once they graduated. Recognizing the opportunity to make a difference, Jeremy and a group of friends, including Jaeson Rosenfeld, Kathryn Lucatelli, Scott Keller, Vernon Naidoo and Shawn Fremeth, committed to figure out what they could do to bridge the gap between youth and the opportunities for employment and education that is essential to overcoming poverty. Their solution was to use the business process outsourcing (BPO) as means to employ and develop skills for Cambodian youth.

What began as a small operation in Phnom Penh digitizing Harvard University’s student paper, The Crimson, is now a well-recognized pioneer and a leader in the emerging field of Impact Sourcing. Today, DDD employs over 1,000 staff in Asia, Africa and North America and delivers services to hundreds of international and local clients in a variety of business sectors. DDD is the largest technology-related employer in Cambodia and Laos. The Global Journal ranks DDD among the Top 100 NGOs in the world. DDD continues to fulfill its mission of creating better futures, by providing IT-related work experience and higher education to talented young women and men from disadvantaged backgrounds in emerging economies. That’s what we mean when we say that DDD is creating a world of digital possibilities.
Digital Content Solutions for Clients

DDD has three services areas, each with a variety of services lines. These services meet client needs in a variety of industries and geographies. We continually monitor new service opportunities for development.

<table>
<thead>
<tr>
<th>SERVICES</th>
<th>Sample Clients</th>
<th>BENEFITS</th>
</tr>
</thead>
</table>
| Digitization and Conversion Services | • Libre Digital  
• Reader’s Digest  
• Stanford University | • Content Conversion  
• eBook Conversion and Print-on Demand  
• Newspaper & Archive Digitization |
| Data Services | • Ancestry  
• Mobitel  
• Harvard University | • Data Entry and Data Verification  
• Database Content Support / Data Hygiene  
• Records Management |
| Research Services | • Fossil  
• FSD Kenya  
• Nor1 | • Internet Research  
• Field Research  
• Market Research  
• Data Collection and Analytics |

- Reduced costs
- Increased revenue
- Higher margins
- Streamlined operations
- Added social impact
- Strengthened employee engagement
- A more sustainable supply chain
- Competitive business advantage
Web Research

Web research is one of DDD’s fastest growing service lines. In today’s technologically connected world, businesses increasingly rely on online research to maximize their revenue and margins by closely monitoring operations, brands and competitors. We help clients with online research needs, from Internet research and analytics, to data scraping, data mining, pricing intelligence, competitor intelligence and web content filtering.

Clients include retailers, e-commerce companies, manufacturers, and brands, as well as asset managers, private equity funds, economists and many others. These clients use DDD’s services to build and maintain customized proprietary databases with the specific data needed to manage their business—or provide relevant information to their customers. DDD deploys experienced team of web researchers to meet our clients’ specific industry needs.

**DDD’S CUSTOMIZED SERVICES**

- Historical Financial Data
- Price Monitoring
- Price Intelligence Data
- Reputation Management / Monitoring
- Name / Address Research; List Management
- Market Intelligence
- Proprietary Database Creation
- Company Directory Data
- Background Checks
- Fraud Detection

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Delivering Data on Time for Fossil

At DDD, we’re all about delivering high-quality data solutions to our clients, plus social impact. We provide everything you’d expect from a traditional BPO. That’s why Fossil Group partnered with DDD Kenya by contracting for a web research solution. With 400 retail locations, 4,000 wholesale locations, and 13,000 employees worldwide, Fossil Group is well-known for providing American vintage inspiration. As they manage operations in markets around the world, Fossil requires accurate data to ensure that their collections are tracked properly.

DDD’s team in Kenya maintains market intelligence data for Fossil Group’s products worldwide by updating records in an efficient way. As a result of our services, Fossil has timely data to run their business more competitively. Elizabeth Lee, Senior Global Pricing Strategist at Fossil Group says, “We’re able to gather and analyze data to meet our global business needs faster with DDD’s support.” DDD is thrilled to provide this solution to the Fossil Group, enabling them to maintain accurate data and improve their business operations.
Delivering Quality Services to X-CAGO Media

X-CAGO Media Intelligence Solutions is a private technology company, based in Roermond, The Netherlands, with a U.S. sales office in Marlton, New Jersey. The company has become an important client for DDD. Their business activities encompass a range of document conversion services, including one called Archive ExPress.

For the past two years, X-CAGO has partnered with DDD to deliver services to their clients, including the digitization of two historic Belgium newspapers, Gazet van Antwerpen (GVA) and Gazet van Mechelen (GVM). DDD operators review digital images of the newspapers to identify how articles flow from one page to another, and identify metadata that enable the text to become searchable. In addition to work on the historic newspapers, DDD is providing on an Online Editions services, processing current newspapers on a daily basis so they can be made available for readers online.

As part of the historic newspaper digitization work, DDD’s team in Cambodia has tagged articles from 860,000 pages so that archives from 1891-2002 can be accessed online in the reading rooms of a set of libraries in Belgium.

“These archives offer a wealth of information with critical historical insights for researchers, journalists and the general public. Together, we are preserving a journalistic treasure and enabling future generations to learn from a primary source about our history,” according to X-CAGO Digitization Manager, Britt Nolle. DDD is especially pleased to offer these services to X-CAGO as part of a public-private partnership in Belgium to preserve the nation’s heritage.

Together, we are preserving a journalistic treasure and enabling future generations to learn from a primary source about our history

Britt Nolle
X-CAGO DIGITIZATION MANAGER
This year marked new beginnings for DDD in Laos. In September 2012, our Laos office opened a new home in Tamnixay Village, about 8km from the center of Vientiane. Our new delivery center, composed of two buildings, can accommodate 600-700 staff with a more reliable power system and stand-by generator. It is strategically nestled in Xaythany District, a suburb targeted for rapid development. The facility offers new perks for our staff, including a canteen in the building, small restaurants nearby, and a football field for sports and other activities.

In June 2013, DDD Laos welcomed Gabor Toth as Vice President of Operations and Project Management, based in Vientiane. Gabor has a mandate to help the Lao delivery center grow and to increase its capacity to handle more complex projects. Gabor brings to DDD almost 20 years of experience in business development, sales, and management, working in technology and manufacturing companies in Europe and Asia. Our Lao staff celebrated Gabor’s arrival with a team lunch at a floating restaurant in Nam Ngum River in Vientiane.
Strengthening Teams and Partnerships

DDD regularly holds team building activities such as football games with other local nonprofit organizations. In February we held a friendly match with the Cooperative Orthotic and Prosthetic Enterprise (COPE), a local nonprofit that provides prosthetic, orthotic, and rehabilitation services in Laos and is a long-time recruitment partner of DDD. With an aim to foster camaraderie and celebrate partnership, staff from the two organizations scored goals in a fun-filled, action-packed match. The following day, DDD operators and staff battled it out in various games, including water-filled balloon toss and catterpillar race that tested everyone’s physical ability and teamwork. The event was held in the football field by the new office.

Celebrating Festivals and New Beginnings

DDD offices celebrate special events with chants and games. In September 2012, DDD Phnom Penh celebrated Pchum Ben Day, one of the most important festivals in the Khmer calendar during which people gather to respect and remember their ancestors. The Cambodia team also welcomed Khmer New Year in April. In both occasions, they invited monks to perform chants, and played a variety of games to enhance teamwork.
Preparation DDD Youth for Career Placement and Success

In March, DDD Cambodia held a career workshop for operators and alumni. The event aimed to help youth prepare for future careers through interaction with and learning from successful professionals. We invited speakers, including top managers and executives in banking and finance, human resources and nonprofits to share their experiences with job hunting and performing their jobs. Participants came away with tips on resume writing and job interviewing, found opportunities for work with work with some of the speakers’ companies, and renewed confidence in their ability to secure jobs outside DDD. Along with this commitment to help youth find employment, our Cambodia office published a curriculum vitae (CV) book, with resumes of DDD Year 4 students who were about to graduate. The book highlights the qualifications that make DDD program graduates stand out from a sea of applicants. The CV book was distributed to prospective employers to help graduates secure jobs.

Recognized for Excellence in the BPO Industry

DDD Kenya is a proud recipient of several awards this year. At the Connected Kenya Summit, DDD was presented with two Google Innovation Awards: one for Innovation in Business Process Outsourcing and another for Innovation in Education and Training. Also this year, CIO Magazine, a leading magazine for Information and Communications Technology (ICT) industry in East Africa, ranked DDD as #33 among 100 top firms in East Africa.
As DDD grows, we recognize the need to train and build the skills of our team to take us to the next level. We have seized several opportunities to grow our team’s talents and skills in many training opportunities locally and abroad.

Select members of our team from Cambodia, Laos and Kenya joined other promising young leaders at the 10th Leadership Academy at the Thunderbird Schools of Global Management in Glendale, Arizona (USA), sponsored by American Express. Our staff had an opportunity to collaborate across offices, as well as learn from participants from around the world.

Building Capacities for Leadership and Service Delivery

After securing a project with a publisher of academic journals based in Mumbai, two of our DDD Kenya staff traveled to India for training on editing academic journals. Another project required three DDD Kenya data management operators to visit Utah to learn historic German script for a client’s handwriting transcription project. Upon their return to Kenya, the trainees shared the knowledge and skills they gained from training abroad with their colleagues, helping build DDD Kenya’s capacity to deliver a wider array of services.
Financials  (for year ending June 30, 2013)

DDD’s 2013 fiscal year marked another year of significant growth. Business revenue grew 25%, driven by the expansion of client engagements in existing service lines and the doubling of revenue in new service lines. Our African office more than doubled its earned revenue to $1.4m while Asia grew more steadily at +6% to post earned revenue of $3.3m. Increased business expenses reflect continued strengthening of DDD’s operating capabilities and the training and hiring of a significant number of disadvantaged youth. The strong growth with new clients and in new service lines required investments in training, project management and equipment to quickly ramp-up and expand revenue, resulting in a planned loss.

Our continued growth means that 77% of DDD’s revenue came from earned income in FY13. Looking forward, we expect that a pipeline of recurring client work coupled with the operating investments undertaken in previous years will enable DDD to grow business revenue in the double-digits again in fiscal year 2014—and that the percentage of revenue from earned income will continue to increase.

Continued on next page...
## Financials (for year ending June 30, 2013)

### Statement of Activities, DDD Worldwide

<table>
<thead>
<tr>
<th>Description</th>
<th>FY2013</th>
<th>FY2012</th>
<th>YOY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business revenue</td>
<td>4,721,128</td>
<td>3,779,807</td>
<td>25%</td>
</tr>
<tr>
<td>Business expenses</td>
<td>5,306,281</td>
<td>4,054,866</td>
<td>31%</td>
</tr>
<tr>
<td>Profit (loss) before depreciation and amortization</td>
<td>(585,153)</td>
<td>(275,059)</td>
<td>113%</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>215,169</td>
<td>193,042</td>
<td>11%</td>
</tr>
<tr>
<td><strong>Net income (loss) from business activities</strong></td>
<td>(800,322)</td>
<td>(468,101)</td>
<td>71%</td>
</tr>
<tr>
<td>Fundraising revenue</td>
<td>1,393,960</td>
<td>1,449,102</td>
<td>-4%</td>
</tr>
<tr>
<td>Fundraising expenses</td>
<td>156,731</td>
<td>144,384</td>
<td>9%</td>
</tr>
<tr>
<td>Program expenses</td>
<td>500,106</td>
<td>482,393</td>
<td>4%</td>
</tr>
<tr>
<td>Planning/expansion expenses</td>
<td>161,120</td>
<td>222,322</td>
<td>-28%</td>
</tr>
<tr>
<td>Organization management expenses</td>
<td>386,077</td>
<td>430,809</td>
<td>-10%</td>
</tr>
<tr>
<td><strong>Total non-profit expenses</strong></td>
<td>1,204,034</td>
<td>1,279,908</td>
<td>-6%</td>
</tr>
<tr>
<td><strong>Net income (loss) from non-profit activities</strong></td>
<td>189,926</td>
<td>169,194</td>
<td>12%</td>
</tr>
<tr>
<td>Gain on divestment, net</td>
<td>474,092</td>
<td>–</td>
<td></td>
</tr>
<tr>
<td><strong>Net income (loss) for the year</strong></td>
<td>(136,304)</td>
<td>(298,907)</td>
<td>-54%</td>
</tr>
</tbody>
</table>

### Statement of Financial Position, DDD Worldwide

<table>
<thead>
<tr>
<th>Description</th>
<th>FY2013</th>
<th>FY2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property, plant and equipment</td>
<td>841,316</td>
<td>732,889</td>
</tr>
<tr>
<td>Software</td>
<td>502,693</td>
<td>646,265</td>
</tr>
<tr>
<td>Other non-current assets</td>
<td>11,169</td>
<td>8,367</td>
</tr>
<tr>
<td><strong>Total non-current assets</strong></td>
<td>1,355,178</td>
<td>1,387,521</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>405,911</td>
<td>325,048</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>984,206</td>
<td>1,066,803</td>
</tr>
<tr>
<td>Other current assets</td>
<td>275,296</td>
<td>200,676</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>1,665,413</td>
<td>1,592,527</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>3,020,591</td>
<td>2,980,048</td>
</tr>
<tr>
<td>Equity</td>
<td>690,035</td>
<td>865,156</td>
</tr>
<tr>
<td>Long-term debt</td>
<td>605,000</td>
<td>400,000</td>
</tr>
<tr>
<td>Deferred grant revenue</td>
<td>270,837</td>
<td>450,340</td>
</tr>
<tr>
<td><strong>Total non-current liabilities</strong></td>
<td>875,837</td>
<td>850,340</td>
</tr>
<tr>
<td>Deferred and unearned grant revenue</td>
<td>473,578</td>
<td>467,809</td>
</tr>
<tr>
<td>Accounts payable</td>
<td>563,882</td>
<td>214,350</td>
</tr>
<tr>
<td>Other current liabilities</td>
<td>417,259</td>
<td>582,393</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>1,454,719</td>
<td>1,264,552</td>
</tr>
<tr>
<td><strong>Total equity and liabilities</strong></td>
<td>3,020,591</td>
<td>2,980,048</td>
</tr>
</tbody>
</table>
Board of Directors

DDD’s board members bring passion and deep expertise to DDD’s mission and management. The diversity and depth of their experience bolsters us as we grow our global social enterprise. The board meets in-person twice each year, once in the U.S. and once in our offices in field. Between meetings, board committees support DDD’s sales and fundraising efforts and oversee our finances. We are deeply grateful for their leadership and support.

Irving Levin
BOARD CHAIRMAN

Dianne Doherty
BOARD SECRETARY

Walter Fust

Deborah Kops

Sari Miller

Anish Nanavaty

Howard Neff

Koji Osawa

Jaeson Rosenfeld

Mai Siriphongphanh

Management Team

Jeremy Hockenstein
CHIEF EXECUTIVE OFFICER

Michael Chertok
CHIEF DEVELOPMENT OFFICER

Cynthia Hauck
CHIEF OPERATING OFFICER

Amolo Ng’weno
MANAGING DIRECTOR, KENYA

Lori Silverstein
CHIEF SALES OFFICER

Wolfgang Müller
CHIEF FINANCIAL OFFICER
We thank our many donors including the institutional and corporate donors and family foundations listed below, as well as many individual donors.

They have generously provided core operating support, investments to grow our business and critical funding for scholarships, enabling us to create better futures for even more youth.

**Foundation Donors**

- African Innovation Foundation
- Bohemian Foundation
- Foundation Albatros
- The HAND Foundation
- Kaminer Family Foundation
- mediaThe foundation
- Red Husky Foundation
- Renaissance Foundation
- Segal Family Foundation
- Sundance Institute

**Major Institutional Supporters**
In 2008, 20-year-old Khon Khet dreamed of owning a farm resort business in his home province in Kampong Chhnang in Cambodia. Growing up in a poor family, Khon knew his chances of ever realizing his dreams were slim. Opportunities were hard to come by for people like him—farming or selling in the market were his options. But Khon believed he could do more than the circumstances dictated—and set out to do just that.

Khon became a DDD operator in May 2009 after completing training with DDD partner, Passerelles Numeriques. He utilized data entry skills, English lessons, and professional behavior he acquired from training to perform document processing tasks. He later worked on high-level projects such as digitizing academic journals and doing quality assurance, while pursuing a Management degree at the National University of Management. He graduated from DDD’s program in March and immediately found a job as a Human Resources Officer at a recruitment company. He moved on to a more challenging position shortly after—HR and Admin Manager at HighPoint, a technology product company in Phnom Penh. For Khon, the experience and scholarship from DDD opened doors to improve his life. “I have a real job and money to support my family, and I have confidence that I will meet my goals,” he said.

One of Khon’s goals is to open up employment opportunities for disadvantaged youth. He recently went back to DDD with an offer of an internship for deserving operators. “The only way for them to practice what they learn at DDD and at university and find employment after graduation, is to apply their knowledge and skills in real life,” he claimed. Khon offered internships to Rasy Yoeb and Pol Mam, who both serve as IT support at HighPoint. Rasy had been working as a part-time employee until recently when he was hired as a full-time HighPoint staff member.

Now 25 years old, Khon continues to look for opportunities he can provide to disadvantaged youth, who like him, once of a better life for themselves and their families. As for Khon, his own dream has not changed. He is still working hard to own a farm resort business, and he knows he is getting much closer to fulfilling it.

I have a real job and money to support my family, and I have confidence that I will meet my goals

Khon Khet

DDD Alumnus

DDD Alumnus Khon Khet (right), at the HighPoint IT room. With him are Rasy (left) and Pol (center) interns from DDD who are undergoing IT training.
Hearing-Impaired Operator Proves Disability is Not Inability

Deaf children in Kenya face a challenging life from the time they are born. In some tribes, giving birth to a deaf child is taboo, and to others a bad omen. When deaf children attend school, there are rarely interpreters, and they cannot keep up with lessons. Most deaf youth fail their final examinations and do not graduate from high school. Without a high school diploma, they cannot gain entry to universities and often end up in the streets, as beggars or sellers.

Francis Ngeno, a hearing-impaired operator at DDD Kenya, embodies the change we want to make for deaf youth. DDD believes they are equally capable to perform BPO work and deserving of an opportunity to prosper. Francis, born to a poor family from Londiani and with a deceased father and a farmer mother, knew he had to find work to help provide for his family.

Opportunity came when Francis was recommended to DDD by Deaf Aid, an NGO that empowers deaf Kenyan youth for socio-economic development. He learned how to operate a computer and with help of a translator, received special training in paleography, the study of ancient writing, to perform handwriting transcription work. In December 2011, Francis officially became an operator.

Francis finds DDD work both challenging and interesting. He remembers his first project where he had to key in names of soldiers who took part in the Civil War. “Working at DDD has taught me accuracy and increased my knowledge about history,” Francis recounted. He works hard to exceed productivity and quality requirements and volunteers to teach basic sign language to hearing-abled operators for better communication. “He can relate to both hearing-impaired and abled operators in a cohesive way,” Stephen Kimani, his team leader, emphasized.

Contrary to what society thinks, Francis brings blessings to his family. “I pay bills and some of my younger brother’s tuition. I am able to buy clothes, shoes, mobile phone, and computer for myself; and gas cooker, pair of shoes, and DVD player for my mother.” He is pursuing Cisco Certified Network Associate Level 4 at Deaf Aid CISCO Networking Academy and aspires to become a network engineer. He gets practical experience at DDD where he supports IT staff in troubleshooting and networking. “My goal is to set an example for people like me that disability is not inability.”

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FRANCIS NGENO

DDD operator Francis Ngeno completes a handwriting transcription project
As we plan for the coming year, DDD is continuing to innovate and grow to create exciting new opportunities for our clients and our staff. At the same time, our commitment remains to deliver business impact to our clients and social impact for our staff.

Enterprise clients will see a broader range of service offerings, so that DDD is increasingly able to meet additional needs as an end-to-end service provider. In particular, we anticipate offering services from new geographies, which will enable us to be closer to our clients—and offer new skills and capabilities. Improved tools and technologies based on our ongoing partnerships with Cisco, Microsoft, and other providers will strengthen our productivity. And better systems will raise the bar on our already high-quality delivery and transparent client communications.

We can only deliver on this commitment to our clients with a strong team. In the coming year, DDD plans to add experienced operations professionals and will continue to build deeper bench strength on our delivery teams. We are improving how we recruit staff. And, once they’re on board, we’re providing further training in specialized skills for operators—as well as management training for our professional staff. We know that our operators’ ability to deliver client work is in part based on their opportunity to pursue their own education. To support their success, DDD plans to increase the flexibility of our higher education offerings to add greater choice and convenience. All told, we’re excited about the opportunity to continue to create digital possibilities together with you in the year ahead.
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