Our mission is to create better futures for the people we employ, enabling them to find a lifetime of opportunity through education and work experience.

DDD Friends & Family,

As you may know, this year is a particularly important one for us: DDD turned 15!

We are excited to share with you not only what we have achieved in 2016 and the past 15 years with all of your help, but also our big plans for the future.

Since day one, DDD’s mission has been to use business to improve the lives of young women and men—through employment and education. We started in Cambodia—and today we do this all over the world. To meet this goal and increase our impact, we worked on growing and commercializing our business over the past year. Despite a volatile market, DDD achieved over $11m in earned revenue and $14m in total revenue, over 20% more compared to FY2015.

As a global social enterprise, we strive for better alignment across our offices, and we made great progress this year. This past year, we increased our efforts to share and standardize best practices in staff development, work methods and social impact. In our business operations, we implemented an organization-wide Performance Management System and developed tailored management tools for DDD’s local middle management staff. We also established a global Social Impact Team to sustain and further grow our social mission. This team strategizes, implements and monitors social mission initiatives across our offices.

As part of this work, we are implementing an online Learning Management System platform. We want to be sure that we are providing the best opportunities for our employees, and learning is a big part of that. With this platform, we will expand the educational and professional learning paths offered to all DDD employees and ensure that our graduates meet the demands of a rapidly changing labor market.

We are proud of last year’s endorsements that solidified our leading role in the Impact Sourcing market. In 2016, we were recognized among the top 100 in the BPO industry by the International Association of Outsourcing Professionals (IAOP) for the second consecutive year. The IAOP’s choice to include us on the Global Outsourcing 100 list again pays tribute to our quality service as well as our impact. At the same time, we were once again selected as a top NGO out of thousands of international NGOs for outstanding impact, innovation and governance by NGO Advisor.

In this report, we celebrate DDD’s achievements and highlight future transformations that will increase profitability, expand our service offering and enable us to do an even better job for our clients, employees and supporters. Only with your continuous help are we able to innovate and grow. We are deeply grateful for your partnership.

To the next 15 years!

Sincerely,

Irving Levin, Board Chair
Jeremy Hockenstein, CEO and Co-Founder
Frank Heitmann, President
Over 15 years ago, a young business consultant followed his instincts to replicate India’s Business Process Outsourcing (BPO) model in Cambodia, but with a little twist. He and his friends decided to hire talented young people with little money but big dreams and huge promise. This leap of faith paid off. The ten-person team in a small office in Phnom Penh who digitized Harvard University’s student newspaper, The Crimson, grew to a global team of over 1000 people across four operations centers, delivering work to hundreds of international and local clients.

Not only that. DDD also transformed the BPO industry by pioneering a new industry segment. Impact Sourcing enables talent from underserved populations to access professional opportunities and earn lasting higher incomes. Dozens of organizations around the world have adapted this social model and major BPO players have established ethical outsourcing arms. As a member of the Global Impact Sourcing Coalition, launched in September 2016, DDD is hoping to push Impact Sourcing even farther.

To date, DDD’s work-study model has enabled over 2,500 participants to create better lives for themselves, their families and their communities. They serve as role models in underserved communities across Cambodia, Laos, Kenya, and the US and become invaluable colleagues in their jobs at and outside DDD. DDD graduates work in industries as diverse as Banking & Finance, IT & Communication Technology, the Nonprofit sector and Education. Because of DDD, associates earn over $175,000 more over their lifetimes. For our graduates and current employees this is over $350 million of increased lifetime earnings. DDD’s social impact multiplier effect is significant and accelerating with each graduate.

We have achieved a whole lot since 2001, but we want to push even farther. Next year, we will innovate staff skills programs across all offices, because we believe that we can do even better if we engage in continuously learning.

2017 will be a big year for DDD. We hope you’ll be part of it!
While backpacking in Cambodia, Jeremy Hockenstein conceived the idea of setting up DDD with friends.

Launches in Cambodia with the Harvard Crimson newspaper as a first client.

Engages Mobitel, our first major Cambodian client.

World Bank recognizes DDD with the Development Marketplace Award.

Our second office opens in Laos.

Thomas Friedman profiles DDD in his bestseller, The World is Flat.

Receives the Skoll Award for Social Entrepreneurship.

The Global Impact Sourcing Coalition launches; DDD is a core member.

Celebrates 15th anniversary in Phnom Penh where it started.

The International Association of Outsourcing Professionals (IAOP) names DDD a Rising Star in its Global Outsourcing 100 for a second consecutive year.

Opens US-based operation, Liberty Source, to create career opportunities for military spouses and veterans.

Grows to more than 1,000 staff worldwide.

Receives the Vision 2030 Award for Best Business Process Outsourcing Firm in Kenya.

The Rockefeller Foundation’s Digital Jobs Africa initiative validates DDD’s work and spurs the Impact Sourcing movement.

2011

Celebrates 10th Anniversary and opens an office in Kenya.

2012

Covers more than 1,000 staff worldwide.

2013

The Rockefeller Foundation’s Digital Jobs Africa initiative validates DDD’s work and spurs the Impact Sourcing movement.

2014

2015

2016

Celebrates 15th anniversary in Phnom Penh where it started.
DDD opens the door to a lifetime of career opportunities for underserved youth.

RECRUIT
By partnering with local secondary schools and community organizations, DDD recruits:

- Low-income youth working in the informal sector
- Rural migrants and urban slum dwellers
- Half of DDD employees are women
- DDD actively recruits persons with disabilities

Once recruited, youth undergo an intensive job-readiness training for two to three months to develop skills in:

- Business
- English
- Soft Skills
- Technology

EMPLOY AND EDUCATE
Those who successfully completed training are hired as DDD associates.

Associates work 6 to 8 hours a day performing digital work for local and global clients.

DDD supports associates in choosing their school and field of study. Associates pay a portion of their tuition from their own earnings which DDD supplements with a partial scholarship and loans.

OPEN CAREER PATHWAYS
Outplacement
We help associates find career opportunities outside DDD.

Internal Promotion
High-performing associates are internally promoted to management positions.
Where DDD Graduates are Today

Employment Sectors

- Retail 10%
- Business Services 12%
- Banking & Finance 13%
- IT & Communications Tech 17%
- Education 6%
- Nonprofits 5%
- Media & Marketing 5%
- Trade & Manufacturing 0.5%
- Other 32%

Projected Earnings

- $449: The average monthly salary of DDD graduates
- $350m: The total estimated increase in earnings of DDD associates over 25 years
DDD ALUMS

Celebrating DDD’s Outstanding Alumni these last fifteen years. They are a testament to DDD’s capacity to change lives, as well as the youth’s potential to do what they dream if given the opportunity.
We are so proud to introduce you as Vice President of Human Resources and share your story, especially since you went through the DDD work-study program and really embody the changes DDD has been making in people’s lives over the past 15 years.

Can you tell us about your family and where you’re from?
I’m from Battambang province, and I was raised in a family of two kids. My mom worked as a teacher and my dad as a mechanic in a factory. Now, my parents are retired. My older brother, his wife, and two baby sons live with my parents. He is a high school English teacher and his wife is an accountant.

How did you find out about DDD?
I learned about DDD through my computer instructor in late 2003. He said that DDD was looking for young people from disadvantaged backgrounds. When I was young, older people always told me that the best and most secure job was to be a teacher—with retirement benefits from the state. I admired my teachers, they were really smart and good people, but I dreamt to work in a more diverse environment, like a private company or NGO where I could use more skills and earn more money.

What has your evolution been at DDD?
I started as an associate in Battambang and was promoted a year later to lead a team of 10 people. Over time, I became the general manager of DDD’s Battambang office. By the time I left DDD to get my Master’s degree in the US, the office had grown from 20 people to over 150. After my degree, I returned to DDD in 2013 to serve in a number of different leadership roles. Earlier this year, I became Vice President of Global HR, supporting a workforce of over 1,000 in Cambodia, Laos, and Kenya. My vision is to make DDD an employer of choice in a fun, high-performing, and engaging work environment. I believe that at DDD, people are the heart of our business. It is very challenging job, but it really motivates me, too.

What has DDD taught you?
Personally, being a young manager helped me develop very fast, changing from a shy person to a much more confident person who is capable of making tough decisions. When I first became a manager, I was young and there was a lot to learn in managing 100 people who were not so much younger than myself. Lots of people looked up to me as their role model, especially young female staff. They were inspired to see a young female manager run the office. And I proved that I was just as capable to do challenging work as a male manager.

What did you study?
I studied Accounting and Finance during my Bachelor’s degree and received a Master of International Management at Portland State University. DDD helped me get the scholarship to Portland State and provided me with student loans.

What do you like to do outside of work?
I like to watch US late-night and daytime talk shows. I enjoy watching people express their point of view and embrace the truth through jokes.

What inspires you?
I’m really excited about DDD’s social impact, as I experienced it myself. I now have the chance to mentor and coach other young people to grow in their careers and learn from my lessons.

“I’m really excited about DDD’s social impact, as I experienced it myself. I now have the chance to mentor and coach other young people to grow in their careers and learn from my lessons.”

From DDD Associate to VP
DDD Cambodia Graduate 2009 and Vice President of Human Resources

Sopheap Im
You’ve had such an inspiring journey, Phab! How did you get here and where are you from?
I’m from Vientiane, the capital. In my family I’m the oldest of three sisters, I was lucky to have enrolled in college before DDD. Because of our family’s financial limitations, I worked two jobs while studying: as a gasoline station attendant and as a housekeeper for my father’s boss who owned the gasoline station.

How did you find out about DDD?
In my fourth year, I started to look for a job. I found a newspaper ad about DDD. I liked that they welcomed disadvantaged young workers to apply, as well as women and persons with disabilities. I was not accepted then because I was still attending school. But after a few months, I received a call asking if I was available for the job. I was preparing for my thesis and comprehensive exams for school at that time, but I eagerly accepted the offer.

What has your evolution been at DDD?
It has been a long journey! I started doing basic data entry as a Data Management Operator in 2004 and was promoted a year later to my first leadership role as Team Leader, overseeing 25 associates. I also volunteered to be an English trainer because I wanted to improve my English skills while helping other associates learn. After a year, I became a Junior Project Manager and learned to deal with project quality control, deadline management, reporting, and project training.

In 2006, I earned the Project Manager role and was also assigned to a Sales Assistant post, working with the sales team based in North America. In 2009, I started dealing with clients directly for project targets and budgets as Program Manager. I joined the DDD Laos administrative staff in 2013 as an Operations Manager. Now I am the Operations Director and I also provide project management.

What did you study and why?
I am taking my MBA, studying entrepreneurship and innovation. I attend Khon Kaen University in Thailand—yes, I travel there every weekend! It’s the next step after my business administration degree. With it, I’m upgrading my knowledge and capacity to keep up with the global level.

What inspires you?
My inspirations are my family and my work. When I started, my family and I were staying at the house of my father’s employer. In less than five years since I started working, we were able to move out to our own home. I’m happy I was able to help my family do that. I am also inspired by DDD’s social mission. Seeing young people find jobs, attend school, and move on to better roles at DDD or to other new jobs—this is work that makes me proud.

“When I look back at my dream today, I see that DDD not only taught me to be a businesswoman, but also a good and strong person.”
Godfrey, congratulations on graduating! We are excited to introduce you to friends of DDD! Can you tell us where you are from and about your family?

I was born in Nairobi but I went to school near Kisumu, the lake region of Kenya, where my father is from. I have a younger brother who is 15 years old and currently in boarding school. My mom lives in Nairobi and works as a primary school teacher. My parents actually met in college. He was a lecturer at the teacher’s training college.

How did you find out about DDD?

I found out about DDD during high school. I was visiting Nairobi and spending time with my friends in the Kibera slum. That’s where we heard about DDD and the opportunity to work and go to school at the same time. I wanted to join because I was interested in computers and I could not afford higher education. It’s very expensive in Kenya. So when this chance with DDD came up to work and study, my mom and I agreed that I should grab it!

What has your evolution been at DDD?

I started out as a Data Management Operator in 2012. I have always been intrigued by computers, but using computers and going online was so rare! Back then, it cost 2 shillings per minute at the cyber cafe, which was too expensive. At DDD, I could learn more about the Internet and computers. As the team grew larger and I gained experience, I became a team leader, handling gadgets and creating reports. For one project, I even learned French online. In 2014, I became a Training Supervisor, because I had experience working on a wide variety of DDD projects.

What has DDD taught you?

The most important thing DDD taught me is confidence. For example, I now live by myself. Sometimes it’s a little boring to live alone, but I think it’s important, and I learn so many things: communicating with the landlord when something is wrong and cooking, although it’s never as tasty as my mother’s. She is so impressed by how independent I am. Sometimes she will ask “Do you have enough to eat?” and I can tell her “Yes, come have some.” With my salary, I can support my younger brother, help my mom with shopping, pay my rent, and save money. At DDD, I also meet many people I would not have met otherwise, and I learn a lot from them.

What did you study and why?

I have always liked math, so I pursued a Bachelor of Commerce, Finance and Investment. When I graduated, I got a 4.0, the highest score possible, so I will receive a scholarship for my Master’s! I want to do a Master of Finance, which encompasses investment and real estate, to learn how to start a company that solves problems.

What do you like to do outside of work?

I like to read. I have a little library at my place. Most of my books have to do with leadership, finance, and investment. I also like swimming, watching rugby, and playing chess. Sometimes, I write—stories, observations, opinions.

What inspires you?

Kofi Annan. Have you seen the Wikipedia page of that guy? It’s full of honorary doctorates! He was honored by all kinds of universities around the world! His background is very humble but he has become such a prominent figure and he was able to bring peace. I’m also very inspired by a professor of literature at the local university here. She’s very old, but very informed, even about very youthful things. I go to her for advice.
We are delighted to introduce you to Lené Bostick and to share her story! Can you tell us a little about yourself?

I am a US Navy Spouse and the Executive Officer of Liberty Source Veterans and Spouses (LSVS). I am a mother of two, a five-year-old son Joseph and three-year-old daughter, Taliah. My husband Joe is in the US Navy and has been on active duty for seven years.

I joined Liberty Source in September 2014 as a Cash Applications Analyst on Liberty Source’s first account with AOL. I am now a Municipal Services Supervisor and a member of the recruitment team.

What was your experience as a military spouse before joining Liberty Source?

I used to hide the fact that I was a military spouse in order to get a job. “As a newbie,” I found many jobs to apply to and was interviewed several times. Each time however, when I told them I was a military spouse, I didn’t get hired. By talking to other military spouses I realized that the only way to find a job was to not tell recruiters. And if I got a job I discovered that as a military wife there are few opportunities for advancement.

Describe your journey to Liberty Source:

In 2009, my husband received orders to move to Norfolk, Virginia. At the time I was a Branch Manager at a leasing company and stayed behind waiting for the company to transfer me to Virginia. After 6 months I moved to join Joe, despite the fact that my employer had not been able to find me a new position. Once in Virginia, it was difficult to find good job opportunities.

What does your current position involve?

I supervise a team of 16 professionals who deliver data relating to financial statement analysis and bonds that directly impact stakeholders’ and potential investors’ financial awareness in making their investment decisions. Since I’ve been working here, I’ve had experience in public relations, and experience in human resources from working with peers and being able to provide employment development opportunities and participate in recruiting events.

I represent Liberty Source in networking, recruiting events and job fairs in the Hampton Roads and Northern Virginia area. I love the outreach aspect. I organized the first annual Spring Fest with the Boys and Girls Club, raising donations through cookouts, and fundraising for the LSVS affinity group. This helped me develop Public Relations skills that I can make use of both at Liberty Source and after.

What are your future career plans?

Liberty Source allows you to have on-the-job training not only in your field but in career planning to see where you want to go. I hope to continue to help Liberty Source grow through recruitment efforts of military veterans and spouses. I also hope to create and provide employee development opportunities and to continue working in Human Resources to learn the full scope of work.

What is the best part of working for Liberty Source?

You feel that you matter as an employee [at Liberty Source]. You don’t feel like a number or a mass. You feel like a part of the company that keeps the wheels moving.”

“You feel that you matter as an employee [at Liberty Source]. You don’t feel like a number or a mass. You feel like a part of the company that keeps the wheels moving.”

Keeping the Wheels Moving

Executive Officer of DDD-Liberty Source Veterans and Spouses

Liberty Source allows you to have on-the-job training not only in your field but in career planning to see where you want to go. I hope to continue to help Liberty Source grow through recruitment efforts of military veterans and spouses. I also hope to create and provide employee development opportunities and to continue working in Human Resources to learn the full scope of work.

What is the best part of working for Liberty Source?

You feel that you matter as an employee. Your ideas and suggestions are taken into consideration through the different process groups we have and our quarterly family meetings and culture updates. The majority of employees at Liberty Source were among the first 100 hired, so you really feel like you are part of the foundation that helped build the culture and environment that you’re working in. You don’t feel like a number or a mass. You feel like a part of the company that keeps the wheels moving.
CLIENTS

DDD delivers impact through work with clients who share our commitment in creating better futures for disadvantaged youth.
DDD Service Lines

DDD helps clients monetize their content, reap the full value of their business data—and collect proprietary data to more effectively manage their businesses and serve their customers. DDD offers digital content and data solutions to businesses and institutions worldwide. Clients gain a competitive advantage through our project management excellence, our deep commitment to staff training and development—and our top-notch onshore customer service. Our services include:

**Digitization & Conversion Services**
- Content & eBook Conversion
- Newspaper & Archive Digitization
- Editorial

**Data Services**
- Data Entry & Data Verification
- Database Content Support / Data Hygiene
- Records Management

**Research Services**
- Internet Research
- Field Research
- Market Research
- Data Collection & Analytics

**Image Processing**
- Image Enhancement
- Photo Retouching
- Cropping and De-Skewing

**Business Process Services**
- Finance and Accounting
- Human Resources
- Industry-Specific Processes

**Our Clients Include:**

*Publishing*
- Amazon
- Trusted Media Brands
- nor1

*Corporate*
- Fossil
- MobilTel
- Stanford University

*Academic*
- Harvard University
- KnBs

*Government*
- National Library
- Yale

*Institutional*
- Unicef
- World Bank
With 59 offices around the world, Fossil Group produces sought-after accessories, leathers, jewelry and watches. But Fossil is about more than that. Its 15,000 employees all contribute to the company’s goal to design experiences that make people feel a little happier and more connected. They care deeply about the things that matter to them: people, community and the planet. But most importantly, the Fossil team loves to innovate.

These principles extend to Fossil’s foundation. With a passion for radical solutions, the Fossil Foundation invests in the world’s most creative problem-solvers and big ideas that unleash the potential of underserved young people. To Fossil, an idea can only be successful if it’s innovative, high impact, and sustainable. The search for such ideas usually leads the Fossil Foundation to organizations that do two things at the same time: approach social change in an entrepreneurial way and create social impact.

When the Fossil Foundation learned about DDD’s work-study model that provides young people from low-income communities with work and educational opportunities, they knew they had found one such idea.

“We partner with organizations that unleash the power of underserved youth — organizations that put young people in charge of their own future and help tomorrow’s leaders build confidence, grit, curiosity and leadership,” said David Rothschild, Director of Social Entrepreneurship at the Fossil Foundation. “DDD employs and supports underserved young people in Cambodia, Laos, Kenya and the US to propel them into a better future. This is an innovative idea that we’re proud to support, now for our 3rd year.”

David Rothschild, Director of Social Entrepreneurship.

But the DDD-Fossil partnership extends beyond that. DDD has also been delivering Business Process Outsourcing (BPO) services to Fossil for years. Specifically, DDD’s Kenya team maintains market intelligence data, such as pricing and other information, that helps Fossil run its business more competitively. As our relationship continues to evolve, we at DDD are proud to partner with a company and foundation that strives to make a difference — through unique products, experiences and investments.
Breaking Down Communications Barriers

With ever-improving technology that allows us to reach each other anywhere and anytime, the world is getting smaller. But different languages and cultures still pose a significant challenge to understanding each other. As a global company with offices in Cambodia, Laos, Kenya and the US, DDD has had to overcome these same challenges, and we appreciate the importance of enterprises that help companies communicate globally.

EQHO has been helping businesses explain their products, services and brands from east to west and west to east since 1996. With in-country subject-matter linguists representing over 50 languages, EQHO provides comprehensive localization solutions across 15 core industries, including manufacturing, medical, software & IT, travel & hospitality, energy, and HR. EQHO’s clients are located in Asia, Europe, the Middle East, South America and the US and include prominent brands such as Siemens, Uber and Lazada.

When EQHO opened an office in Vientiane, they were looking for a partner who could help them effectively communicate their customers’ messages in the local market. DDD jumped at the opportunity. To make sure we did everything right, a group of DDD staff attended a workshop at EQHO’s headquarters in Thailand and their trainer came to Laos for the final touches in 2014. Since then, DDD has been providing EQHO with document localization services and language-specific proofing and editing work with the speed, accuracy and consistency EQHO’s customers demand.

“DDD is a perfect match for us. They deliver high-quality work that allows us to help our clients get the messaging right—each time and no matter where they decide to enter the market.”

Yvan Hennecart, Chief Operating Officer at EQHO.

At DDD, we are proud of this partnership and we are exploring opportunities to approach new clients with a combined EQHO-DDD offering. We look forward to continuing and expanding this important work of increasing understanding around the world.
Beautiful images sell products, especially online. But making beautiful images is a complicated, time-consuming and expensive endeavor. There was no cost-effective way to get product images edited consistently, quickly and professionally—until Pixelz came around.

Pixelz was founded in 2011 by three Danish entrepreneurs who grew tired of the frustrating post-production process. They now have offices in North America, Europe, and Asia. The company has launched and supported thousands of websites for brands and online retailers, selling a wide variety of products. Pixelz is an expert at solving problems surrounding product photography—from mastering the steep learning curve of editing images to getting them online. Their clients include Internet retailers, consumer brands, bloggers, designers, photographers and webmasters from around the world.

Pixelz also has a deep commitment to social impact. They believe that just like factory and farm workers, digital laborers deserve fair work practices. Following this vision, the Pixelz team has been developing their employees as people and professionals by providing extensive education in English, soft skills, and technical skills through internal academies. When members from DDD and Pixelz first met in June 2014, they knew right away that they had a lot in common.

“At Pixelz, we pride ourselves in providing excellence to our clients, and we are deeply committed to empowering our employees. In DDD, we found a partner who does both.”

Thomas Kragelund, Co-Founder and CEO of Pixelz.

In 2014, DDD and Pixelz signed a contract for DDD to deliver high-quality image editing services. Today, almost 200 editors in DDD’s Phnom Penh office perform many thousands of individual image editing tasks per day to optimize images for Pixelz. But Pixelz and DDD are looking at the future together. Keep your eyes open for us!
OFFICE HIGHLIGHTS

Working around the world, all DDD offices are committed to building the skills of underserved individuals and helping them connect with the global economy. The investment in human potential has a transformative effect, not only for individuals but also for families and the local communities. DDD is providing a critical investment in the local economies in which it operates.
Graduating and Promoting
We had a very successful year with just over 200 graduates simultaneously finishing their studies and DDD’s Work-Study program. Thanks to our outplacement program, 86 of our fresh graduates have already found well-paying jobs and are continuing their professional careers.

We filled almost every open position at our office through internal promotions. Internal promotions now account for about 90% of our professional staff.

We accomplished all our business objectives, achieving high client satisfaction. We have added several new clients to our portfolio including several universities from North America and a local client from Laos. We completed over 40 projects, with 20 projects running at the same time.

Building Talent
In preparation for more complex projects in Laos, we have increased our focus on talent development. We invested time and money in increasing the capability levels of our associates and professional staff. Besides our ongoing computer and English language classes, we sent our management to external and internal leadership trainings. These programs included sessions on hard and soft skills, such as time and project management, leadership, communication, conflict resolution, roles, and responsibilities. Four people at DDD’s Laos office also graduated from the Training and Consulting for Development (TACDO) Consulting Center in Vientiane, completing ‘Training of the trainer’ courses. A high point of the year was our annual strategic planning session in Vang Vieng, in which a record number of our staff and associates participated.

We recently won a grant that will enable us to hire external trainers to work with our functional teams and project managers on selected managerial skills. We also held a range of volunteer and team building activities, including a Laos Red Cross blood drive in which more than 30 of our staff gave blood.

Streamlining Strategies
A large number of associates completed our program and left DDD. This level of skilled labor loss disrupted our production processes. However, as we recognize this is the nature of our work, and take pride in our associates starting their professional careers, we are streamlining our strategies for handling staff turnover.

Lean Management and Growth
The Vientiane office is our lowest cost location for DDD and we are working hard
to keep it that way through efficiency and managing production cost. The Laos office has been utilizing the Lean PDCA management method to improve in every field of operation. Vientiane’s current cost and efficiency levels make it possible for us to compete with countries with better established BPO markets like India or Sri Lanka.

We continue our strong emphasis on human development and will send our entire office management team to an external leadership training at Enterprise & Development Consultants (EDC), the most prestigious training specialists in Laos.

We still have room for business growth and we expect that to come through both organic growth and new client engagements. Our ultimate goal is to run a fully loaded, efficient, and financially sound operation where our employees are engaged and happy, and where clients bring more business and new clients to us.
DDD CAMBODIA
Producing International Role Models

DDD Cambodia has created a league of internationally mobile associates that are inspiring others to pursue their dreams in their communities and workplaces.

Our Business Expands and Diversifies
More projects require a larger number of associates. Our Cambodia office hired 96 new associates, 25 of whom will work on our key account Pixelz, a leading product image editing service. We also hired nine new staff members and promoted 19 staff and associates within our company.

Our associates go through a new training curriculum, BEST (Business, English, Soft Skills, Technology). BEST was successfully piloted in Cambodia and is a comprehensive training program that moves DDD’s staff training in-house from previously outsourced services.

We also improved our scholarship and internship programs. Using a performance-based outlook, we set higher entry criteria in English and MS Office knowledge for entry into the program. In addition, to maintain scholarship eligibility, students are expected to attain good grades, maintain regular attendance and exhibit good English skills.

Graduates Earn Big
This year, another 80 associates completed the DDD Work-Study program. With university degrees and work experience, nearly all our graduates found employment with an average salary of $2,400 a year, compared to Cambodia’s average annual income of $950. DDD’s 2016 graduates work in the private sector, such as banks, as well as in nonprofits.

International Explorers
More associates than ever were able to pursue opportunities to study, work, and travel. Five DDD associates, who probably never before thought it possible, won scholarships and internships to the US, Israel, and China. Our associates earned these scholarships through their own merit at the institutions in which they were enrolled. Participating in the DDD Work-Study program strengthened our associates’ eligibility.

Another noteworthy travelling graduate is Masy Sou, a DDD graduate working in the nonprofit sector, who visited the United States with ASEAN’s Young Southeast Asian Leaders Initiative—a program created by President Barack Obama.

Volunteer Activities
Our staff are highly motivated and are determined to make the most of their time at DDD. We are never short of volunteers at both the associate and professional staff level who give their time to company events and activities such as our 15-year anniversary celebrations and in touring local high schools in a DDD recruitment drive.

Challenges
To meet the rapidly evolving demands,
we reevaluated our training format, especially in relation to English language skills. As a result, DDD is transforming its Work-Study program, to provide improved learning and skills development leading to better employability.

Looking Ahead
53 of our associates are in their final year at university and looking forward to graduating from DDD and their higher education programs next year.

As we celebrate our 15th anniversary, we look back with pride on how DDD has become a powerful agent of change, not just in the lives of so many young men and women who have been empowered to fulfill their dreams but also in Cambodia as a country.
Our First Graduates Go to Work
A five-year investment in our young people came to fruition as our first associates graduated. As DDD Kenya actively recruits from extremely vulnerable populations, this achievement cannot be understated. Graduates from our program are moving up the career ladder, occupying middle and higher management positions, earning more in professional jobs than they thought possible, and garnering attention along the way.

This year nine DDD associates not only graduated from university programs, but also found new jobs. In addition, several associates completed diploma or certificate programs but opted to continue to higher academic degrees and remain in the DDD program. One of our former associates is now a team leader at a competing BPO enterprise in Nairobi. There she has raised interest in DDD’s program and shown her colleagues the added value created by DDD’s model.

We’ve also seen promotions within DDD Nairobi: our new Quality Management System and IT lead, Ignatius Kweyu, started his professional career at DDD as an associate.

Staff and Associates Engagement
All of our Nairobi associates come from difficult backgrounds and face many practical and emotional challenges. They are best able to understand each other’s struggles, have taken the lead in creating peer support groups. Under their own education committee, DDD associates have created study groups, providing each other with encouragement, and acting as a liaison with management. A Young Professional Club was also initiated, a group of peers dealing with personal development: enhancing life skills, soft skills, self-esteem, and motivation.

On a sad note, we lost one of our associates to cancer last year. This was an emotional event for our team. She was in her final year and would have graduated in July this year.

Nairobi Business—Growing and Expanding
DDD Kenya is exploring new service lines that will improve our profitability while looking to expand our current services. Our Records Management Service will enable our clients to digitize their paper-based records and provide a platform of digital records management. Our new client partners included Stockholm University, the London School of Hygiene and Tropical Medicine, and Duke University.

Challenges
Some of our participants in Kenya have been tempted to make decisions that benefit

DDD KENYA Praised by our Competitors
2016 was the year that saw Nairobi’s first nine graduates. As they entered the workplace, DDD’s program received praise and positive feedback, even from competing Business Process Outsourcing service providers.

CONTINUED ON NEXT PAGE
them in the short-term but which most likely have a negative effect on their long-term prospects, such as leaving their job for a small increase in pay. We plan to give our associates more support in the form of life skills, including counseling, as well as study skills and strategies.

Our Future
Between 15 to 20 more associates will graduate from our program this year. Our focus over the coming year is to continue to make improvements to our model; such as streamlining our pre-employment training and strengthening our life-skills component; and to examine how we can share our experiences so that more marginalized young people can benefit from our model. We’ll pilot hybrid educational opportunities (online courses with in-person support), and develop tailored pre-employment training. We’ll also focus on life skills and supporting our associates after they graduate. We plan to provide additional support as they prepare for the workplace, as well as create an alumni network to maintain the bonds that have been so deeply established.
Winning New Clients and Succeeding Expectations
Liberty Source has expanded its services, won new clients and carved out its place as an expert BPO service provider. Our number of shipmates, our own term for associates, grew to 132, 50 of whom were hired to provide services to a major financial services provider as our third and newest client, a relationship that launched in March 2016.

We have continued our work for AOL and Discovery Communications. We provide AOL with back office support in accounting and finance, and we were asked to improve its business processes. We succeeded — streamlining operations, moving jobs from India back to the US and are now able to complete the same work with fewer people.

We have transitioned from pure BPO services to process transformation where we re-engineer processes to be most efficient and economical. We provided our new client with process automation software to simplify data entry for cash application processes, while elevating Liberty Source shipmates to work on higher level functions, such as process accuracy and process management.

Internal Promotions and Careers Beyond
Our cohort of shipmates has achieved a lot, both at Liberty Source and in their careers beyond DDD. Working with Liberty Source provides clear career opportunities — 74% of those who leave us go to higher level positions. Our internal promotions are success stories that encapsulate Liberty Source’s mission. Ashley Dolor, a military spouse, started out in office administration and is now an excellent talent acquisition manager, having steadily created impact in her position.

Our current staff is 36% military spouses and 17% active duty reservists and veterans. We also have six associates following our “taking your job with you” approach, continuing their positions at bases in Japan, Oklahoma City, and St Louis.

Our newcomers have baseline qualifications, and we take into account the hiccups in résumés caused by constantly changing stations. We help our staff translate patchy work histories into more stable positions and opportunities for promotion and experience. We believe in job enrichment,

On a Journey Together
In 2016, Liberty Source was recognized for its innovation in providing jobs to military spouses and veterans. We won more clients, provided more services, and see our future promising greater opportunities for business growth and staff development.
give personal support and draw attention to skills and experience that may otherwise not be utilized.

Nationally Recognized
Liberty Source was selected as a keynote speaker at the most recent Military Spouse Employment Partnership (MSEP) annual meeting. This recognition by MSEP is significant as it is acknowledgment by a government agency tasked with solving the issue of military spouse employment. This furthers our credibility and acknowledges that we are fulfilling our mission.

Challenges
Pursuing both social impact and commercial goals creates a unique set of challenges. Supporting professional development and building skills requires time away from work which affects the business. Therefore, a key task ahead of us will be to resolve the struggle between helping our staff grow and pursuing commercial success.

Our Future
We’ve grown into a successful and team-oriented organization, organizing family cookouts and meetings and prioritizing our sense of community. We’re streamlining our personnel development, taking advantage of more on-the-job and process improvement strategies to innovate and create professional development experiences for our staff. We are investigating how best to develop critical thinking, project management and other transferable skills. We’re also exploring pre-packaged virtual training options — short, targeted training sessions that can be carried out on the job.

Liberty Source is continuing to invest in our business and our staff. We have an active business development focus to improve our commercial and revenue base by securing new clients and to increase our expertise in order to generate our best possible services.
FINANCIALS

Building Corporate Sustainability Toward Lasting Impact
The past fiscal year marked another period of significant growth at DDD. Our earned revenue increased from $8.7m in FY2015 to $11.1m in FY2016, or 28%, compared to 58% in the previous fiscal year. This impressive growth rate was driven by the ramp-up of our new office Liberty Source PBC, based in Hampton Roads, Virginia, U.S. The following table shows a breakdown of revenue produced by each DDD office.

Asia grew by 15%, a remarkable increase after earned revenue had fallen last year. A significant share of Asia’s growth can be attributed to DDD’s new service line “Image editing”. Our Cambodian office produced recurring revenue worth $0.5m in this new service and continues to grow it as both our capabilities and client demand increase.

In Africa, our social and market research services had a particularly strong year. Overall, however, growth was in the single digits as DDD reviewed its portfolio of clients and services to focus on the most profitable opportunities.

Liberty Source contributed the lion share to earned revenue growth in its first full year of operation. Having started the year with one client, AOL, Liberty Source has added two additional clients by now, making significant additions to revenue as well.

DDD’s profitability improved strongly. An important key figure for DDD, the share of business expenses covered by earned revenue, increased from 80% in FY15 to over 90% in FY16. This improvement was triggered by more volume, a significant improvement in project profitability across all offices and selective reductions in overhead expenses. Liberty Source has moved into positive operating earnings territory already, a remarkable achievement so shortly after its foundation, while Asia and Africa have made progress to achieve break-even.

As last year, net income benefited from strong philanthropic support to execute on our impact programs across our offices and to invest in our commercial activities. These investments will ultimately increase the marketable skills our work-study associates can acquire.

Our outlook for fiscal year 2017 is positive. Asia will see another year of growth while Africa’s focus will be on building new services that yield higher margins. Liberty Source will continue to expand fast and reinvest its earnings to further develop a resilient mix of clients and services.

<table>
<thead>
<tr>
<th></th>
<th>FY2016</th>
<th>FY2015</th>
<th>YOY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia</td>
<td>3,294</td>
<td>2,873</td>
<td>15%</td>
</tr>
<tr>
<td>Africa</td>
<td>2,782</td>
<td>2,706</td>
<td>3%</td>
</tr>
<tr>
<td>Liberty Source</td>
<td>5,048</td>
<td>3,142</td>
<td>61%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>11,124</strong></td>
<td><strong>8,721</strong></td>
<td><strong>28%</strong></td>
</tr>
</tbody>
</table>
Financials (continued)

(for fiscal year ending June 30, 2016)

ALL NUMBERS IN 1,000 US$

<table>
<thead>
<tr>
<th>Statement of Activities</th>
<th>FY2016</th>
<th>FY2015</th>
<th>YOY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business revenue</td>
<td>11,124</td>
<td>8,721</td>
<td>28%</td>
</tr>
<tr>
<td>Business expenses</td>
<td>12,119</td>
<td>10,929</td>
<td>11%</td>
</tr>
<tr>
<td>Net income (loss) from business activities</td>
<td>(995)</td>
<td>(2,208)</td>
<td>-55%</td>
</tr>
<tr>
<td>Fundraising revenue</td>
<td>2,844</td>
<td>2,851</td>
<td>0%</td>
</tr>
<tr>
<td>Non-profit expenses</td>
<td>990</td>
<td>1,137</td>
<td>-13%</td>
</tr>
<tr>
<td>Net income (loss) from non-profit activities</td>
<td>1,854</td>
<td>1,714</td>
<td>8%</td>
</tr>
<tr>
<td>Gain on divestment, net</td>
<td>48</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net income (loss) for the year</td>
<td>859</td>
<td>(445)</td>
<td>&gt; -100%</td>
</tr>
</tbody>
</table>

Additional information to the statement of activities

Earnings before interest, taxes, depreciation and amortization (EBITDA) (411) (1,826) -77%

Fundraising revenue consists of:

Unrestricted contributions 1,706 1,307 30%
Release from temporarily restricted contributions 1,138 1,544 -26%
Total fundraising revenue 2,844 2,851 0%

Non-profit expenses consist of:

Program expenses 393 359 10%
Expansion / planning expenses - 184 -100%
Organizational expenses 357 389 -8%
Fundraising expenses 240 205 17%
Total non-profit expenses 990 1,137 -13%
## Financials (continued)

(for fiscal year ending June 30, 2016)

### ALL NUMBERS IN 1,000 US$

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Property, plant and equipment</td>
<td>1,051</td>
<td>1,223</td>
</tr>
<tr>
<td>Software</td>
<td>588</td>
<td>962</td>
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<tr>
<td>Other non-current assets</td>
<td>394</td>
<td>349</td>
</tr>
<tr>
<td><strong>Total non-current assets</strong></td>
<td><strong>2,033</strong></td>
<td><strong>2,534</strong></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>319</td>
<td>883</td>
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<tr>
<td>Trade accounts receivable</td>
<td>1,900</td>
<td>1,486</td>
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<tr>
<td>Other current assets</td>
<td>766</td>
<td>634</td>
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<tr>
<td><strong>Total current assets</strong></td>
<td><strong>2,985</strong></td>
<td><strong>3,003</strong></td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>5,018</strong></td>
<td><strong>5,537</strong></td>
</tr>
<tr>
<td>Unrestricted net assets</td>
<td>2,009</td>
<td>1,624</td>
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<tr>
<td>Temporarily restricted net assets</td>
<td>430</td>
<td>1,318</td>
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<tr>
<td><strong>Total net assets</strong></td>
<td><strong>2,439</strong></td>
<td><strong>2,942</strong></td>
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<tr>
<td>Long-term debts</td>
<td>1,001</td>
<td>419</td>
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<tr>
<td>Other long-term liabilities</td>
<td>90</td>
<td>81</td>
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<tr>
<td><strong>Total non-current liabilities</strong></td>
<td><strong>1,091</strong></td>
<td><strong>500</strong></td>
</tr>
<tr>
<td>Short-term debts</td>
<td>374</td>
<td>496</td>
</tr>
<tr>
<td>Unearned revenue</td>
<td>189</td>
<td>636</td>
</tr>
<tr>
<td>Trade accounts payable</td>
<td>284</td>
<td>247</td>
</tr>
<tr>
<td>Other current liabilities</td>
<td>641</td>
<td>716</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td><strong>1,488</strong></td>
<td><strong>2,095</strong></td>
</tr>
<tr>
<td><strong>Total net assets and liabilities</strong></td>
<td><strong>5,018</strong></td>
<td><strong>5,537</strong></td>
</tr>
</tbody>
</table>
LEADERSHIP

DDD’s diverse and experienced Board of Directors brings passion and expertise in business, finance, and philanthropy, which fuels our growth as a global company and strengthens our social impact in the countries in which we work. They provide strategic direction, sales and fundraising support, and financial guidance to ensure that DDD reaches its goals and fulfills its mission. The Board meets in-person twice a year, once in the U.S. and once in a country office. We thank them for their leadership and commitment.
We thank our donors for their generous support to DDD this year. DDD has received donations from both committed and new institutional and corporate donors, family foundations, and individuals.
We are grateful to our funders & partners for their generous support to DDD this year.
Please join DDD in creating a world of digital possibilities. Connect with us and share what we do with your friends and colleagues.
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