DDD Friends and Family,

2017 marked a year of new beginnings for DDD. While 2016 was our 15th anniversary and a time to reflect on our past achievements, 2017 was about setting our sights on the future. Thanks to your support and encouragement, we launched projects that take us into the next generation of tech and social impact solutions. We are excited to share those with you in this report.

Given the rapidly changing pace of technology and the evolving training needs of our youth, we are maximizing the opportunities of emerging technologies (such as cloud services and big data) to revamp our business offerings and work-study model. In 2017, we collaborated with Amazon Web Services (AWS) and Intel to launch DDD’s cloud computing services in Kenya.

Our new AWS Cloud Center of Excellence training program in Kenya graduated a pilot cohort of 30 associates who obtained a remarkable 100% passing rate for the AWS Systems Operations certification. In 2018, we plan to expand our AWS service and cloud-oriented training to equip more youth with these specialized skills and accommodate a growing number of clients who seek cloud services. We will also continue refining our Learning Management System (LMS) — another way we invest in our employees and help ensure that their skills are current.

In the US, DDD is proud to support veterans and military families with training and employment services offered through our Liberty Source subsidiary. DDD recognizes the value of military skills and experiences and has developed training to transition skills to civilian work. Liberty Source serves as the critical-entry point for veterans launching post-service careers or military spouses with previously limited job prospects.

DDD’s business highlights for 2017 include high profile and culturally important projects, such as our work digitizing cultural and historical artifacts for the National Museums of Kenya and the Tuol Sleng Genocide Museum in Cambodia (in partnership with UNESCO). We are also pleased to report that DDD’s earned revenue in FY17 totaled $12.6m, a 13% increase from $11.1m in FY16. The share of business expenses covered by client revenue rose to 92% in FY17 from 80% in FY15. This improvement happened despite significant investments into our cloud business in this fiscal year - a testament to our improved sustainability as a company.

As we begin another year, we are thankful for your support which allowed us to launch new and ambitious work-study initiatives, support critical cultural preservation projects, and reach a new level of growth for DDD. We believe these efforts and your support have positioned DDD for a strong 2018. Thank you.

Sincerely,

Irving Levin, Chairman of the Board
Jeremy Hockenstein, Co-Founder and CEO

"As we begin another year, we are thankful for your support which allowed DDD to reach new levels of growth and innovation."
2000 - **An Idea is Born**
While backpacking with friends in Cambodia, Jeremy comes up with the idea for DDD

2001 - **Off We Go**
Harvard Crimson newspaper signs on as DDD’s first-ever client

2002 - **Making Strides**
Mobitel, our first major Cambodian client

2003 - **It’s an Honor**
World Bank recognizes DDD with the Development Marketplace Award

2004 - **Expanding Our Impact**
DDD opens its second home in Laos

2008 - **Motivation to Continue**
DDD receives the Skoll Award for Social Entrepreneurship

2011 - **10 Years**
DDD celebrates its 10th Anniversary and opens an office in Kenya

2012 - **1k and Counting**
DDD grows to more than 1,000 staff worldwide

2014 - **We’re Stateside**
DDD launches Liberty Source, a US-based operation that creates career opportunities for military veterans and their spouses

2015 - **Rising Star**
The International Association of Outsourcing Professionals (IAOP) names DDD a Rising Star in its Global Outsourcing 100 list for a second consecutive year

2016 - **Stronger Together**
The Global Impact Sourcing Coalition launches with DDD as a core member

2017 - **Back to the Roots**
DDD celebrates its 15th anniversary in Phnom Penh, where the adventure first began

2017 - **It’s All in the Clouds**
DDD collaborates with AWS and Intel to launch AWS Cloud Center of Excellence in Kenya
DDD 2.0: Vision in Action

DDD is evolving, adapting to new trends and technologies as we lead the Impact Sourcing industry to new digital frontiers. We are creating DDD 2.0 by focusing on improving market competitiveness and providing more opportunities for the disadvantaged youth we serve.

Improving Market Competitiveness

To respond to increasing market demand for cloud-oriented skills and experience, DDD established an AWS Cloud Center for Excellence in Kenya. Our goal is to expand IT services to provide clients with advanced cloud-based solutions. An integral part of this strategy, and of great benefit to our associates, was the introduction of the AWS Systems Operation Administrator training to our Work-Study Program.

Providing more opportunities for disadvantaged youth

DDD aims to be a significant workforce development engine for the digital jobs of the future. This reinforces our social mission of providing skills, support, and life-long earning potential to individuals from underserved communities globally. With the success of the AWS Cloud Center for Excellence in Kenya, we are poised to replicate it to benefit youth in other parts of Africa and Southeast Asia, and for unemployed or underemployed veterans and military spouses in military communities in the U.S.

Key elements to our strategy include:

- Partnering with leading technology leaders in the emerging areas of Cloud, Data Science, Big Data, Business Intelligence, and Cybersecurity, where there is a large predicted skill gap globally
- Understanding the skills requirements and anticipated employment gaps facing these tech leaders
- Co-developing training programs on in-demand technology platforms
- Leveraging partners and their ecosystems to build a placement capability to generate demand for certified professionals and a pipeline of job opportunities with managed service providers
- Continually assessing the skills market for next technology and platforms on which to offer training

By focusing on the next generation of tech skills and building strong, collaborative relationships within the tech community, we believe DDD will sustain its relevance to clients and donors and expand its impact to more youth in disadvantaged communities globally.
**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**
- **Women (at least 50% of DDD employees are women)**
- **Persons with disabilities**

**Train**

Once recruited, youth undergo an intensive job-readiness training for 2 to 3 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 8%
- Business Services 13%
- Banking & Finance 11%
- IT & Communications Tech 15%
- Education 5%
- Nonprofits 4%
- Media & Marketing 4%
- Trade & Manufacturing 2%
- Other 37%

**Projected Earnings**

- $499: The average monthly salary of DDD graduates
- $350m: The total estimated increase in earnings of DDD associates over 25 years
“When I was a child, I wanted to become a manager. I wanted to travel the world, meet different people, and experience foreign cultures,” shared Chipon, who was recently promoted to Production Manager at DDD in Cambodia. Thanks to DDD, he is the first in his family of five to finish school, and he is now DDD’s Production Manager in the country, managing six supervisors and 200 associates.

Chipon started at DDD nine years ago. Growing up in Battambang province where part-time work was scarce, he jumped at the chance to study and work in Phnom Penh. Within six months, he went from trainee to DDD associate; he received a scholarship two years later. Balancing work and study was not easy for Chipon. He would work six hours in the morning at the DDD office and then head to the university for six hours of classes.

His ambition to become a manager drove him. He improved his English, learned to use computer software, and honed his leadership skills. This led to several promotions: Project Coordinator in 2009, Project Manager in 2012, and Project Account Manager in 2015.

With the introduction of new technology such as the AWS, Chipon sees that DDD will continue to grow as a company, “I really love my job and I am going to stay longer and contribute to its growth. I think there is still a lot to learn.”

"If I didn’t have a scholarship, it would be very difficult for my family to support my studies."
Agnes Wathungu was only 16 when her father died. Tasked with supporting her family, she left her hometown and moved to Nairobi. But with only a high school diploma, her job opportunities were limited to menial work like laundry. “Women are not valued as much as males, women don’t get lucrative job positions,” Agnes shared.

Three years later her uncle got a DDD application form and gave it to Agnes. In February 2012, her DDD journey began.

Agnes started under the Data Management team handling the African Law Project, and was later promoted to Quality Analyst. She then transferred from Operations to Finance, as she wanted to work on something related to her studies in finance and accounting.

In 2016, Agnes graduated from Kenyatta University. At present, she is balancing her work with her preparations for the 2018 CPA board exams.

Agnes says, “when you empower a woman, you empower a whole society. I feel empowered because I can now afford the good life. Before, my family depended on friends and relatives for food and rent; now, we don't have to struggle.”
Khamla Phongdala was a high schooler working at a barbecue restaurant in Luang Prabang when a customer told him about DDD in Laos. “I wanted to learn to stand on my own feet so I applied,” Khamla said.

Khamla started as a volunteer for six months, then after a three-month training, became an Assistant Team Leader. He kept moving his way up, becoming a Team Leader then Senior Team Leader. In two years, he was promoted to Assistant Manager, and eventually Project Manager. Through DDD’s Work-Study and scholarship program, he finished Bachelor’s Degrees in Hotel-Tourism Management and Business Administration.

After nine years at DDD Laos he felt that he was ready to take his career in another direction. He joined MMG Limited, a mining company in July 2014, where he is now a Global Master Data Manager.

“DDD gave me a lot of opportunity to gain skills, knowledge and experience that are helping me in my current job...Working at DDD was really challenging. It was not easy, but I am a very driven person so I stayed a long time.”
Leah Palileo has been a Navy spouse for 14 years, and relocated four times (to California, Japan, Virginia, then back to Japan). She graduated with a degree in Marketing from a top university in the Philippines, won a scholarship and got an engineering degree in Japan, and earned an MBA from the University of Maryland. Even with these credentials, she had difficulty finding a job that matched her skills because she was always moving.

Leah was a liaison officer between Navy command officers and their families when she first heard of Liberty Source (LS). At LS, she started as a Financial Analyst in the main office at Virginia. She was able to continue such work when her husband was assigned to Japan - LS management supported Leah’s move by providing her with additional days off, a temp hire to assist in the transition of work, and adjustments for the time zone difference.

Says Leah, “Working for Liberty Source was a blessing from the very beginning. Management not only afforded its employees the opportunity to grow and bring their work with them when they need to move, but the work culture and support – from management and fellow employees – has also been phenomenal.”
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:

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

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

**Cloud Computing Solutions**
- Content and Data Science
- Technology Solutions
- Social Research and Data Analytics
- Digital Skill Development

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

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

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

**Our Clients**

**Publishing**
- Amazon
- Trusted Media Brands

**Academic**
- Harvard University
- Stanford University
- University of Chicago
- Yale University

**Government**
- Kenya National Bureau of Statistics
- National Library of Australia
- National Museums of Kenya
- New Zealand House of Representatives

**Institutional**
- DKMS
- DuraSpace
- UNICEF
- World Bank
Client Profiles

DDD is pioneering the next generation of Impact Sourcing by working with industry leaders to offer advanced technology services. We are utilizing Amazon Web Services (AWS) cloud services to deliver on the following client projects.
The National Museums of Kenya (NMK) is the custodian of Kenya’s natural and cultural heritage. Its collections represent the longest record of human evolution in the world, including 6 million years of humankind’s paleontology and 3.3 million years of cultural evolution and some of the best-preserved hominid specimens. For years, NMK sought to preserve this rare and important collection through digital preservation to mitigate the risk of losing valuable information and records related to many of these premier artifacts and specimens due to decay and passage of time. It also wants to provide access to the collection to anyone who is interested via a virtual experience that engages people and gets them interested in understanding and learning about Kenya’s cultural and natural heritage.

Using cloud and 3D technology provided by Amazon Web Services and Intel, DDD is categorizing, scanning and uploading 3D images of museum artifacts. In the first phase of this project, DDD will digitally archive 10,000 artifacts out of 3 million, and will be using the Amazon cloud to create a virtual museum experience for the public, while providing access to rarest of materials and artifacts to the research and academic community. Our goal is to complete the digitalization of these artifacts in three years.
DDD is currently working with researchers from the University of Chicago's Booth School of Business in their study of the Census of Manufacturers (1850 – 1880). Our role is to capture handwritten economic data at the highest accuracy levels possible, and encode them into a database. With the data in electronic format, the researchers can combine and analyze the data.

To date, the University of Chicago is one of our most satisfied customers. DDD scored high grades for on-time delivery, team responsiveness, and quality of work in its annual customer satisfaction survey. We look forward to continued work on the project, assisting the researchers in subsequent work and strengthening our relationship with the University.
DuraSpace is a not-for-profit organization that stewards community supported open source software developed by librarians, archivists, technologists, and researchers who share the goal of creating and preserving long-term access to the world’s digital heritage.

DuraSpace’s applications are deployed on the AWS cloud platform. DDD’s cloud specialists help the DuraSpace team in optimizing the deployment of their product suite, build test automations, and perform R&D support where the team looks at new and innovative ways to reduce costs, improve resource utilization and scaling on product deployments on the AWS platform.
In Cambodia, DDD strengthened our Work-Study Program, focusing on securing more scholarships and employment partners.

**Highlights:**

- 117 associates graduated from the Work-Study Program.
- DDD Cambodia employed 63 trainees who successfully completed B.E.S.T. training.
- We initiated a new “Life Skills” training course, which enhanced our associates’ skills in setting goals, improving self-esteem, resolving conflicts, and handling responsibilities.
- We signed a Memorandum of Understanding with the Paññāsāstra University of Cambodia to strengthen our scholarship program.

**Employment partnerships were established with the following organizations:**
- Asia Foundation
- National Employment Agency
- Khmer Youth Associations
- Cambodia Job Foundation
- Capacity Building Center
- Bangphee.com
- Don Bosco Technical School
- AHHA Education Program
DDD Kenya’s 2017 was filled with growth on many fronts, notably higher graduation rates, new client services, and increased support for our associates.

**Highlights:**

- The office registered its highest number of graduates so far, with 40 associates officially completing their university studies.

  DDD Kenya became the first Cloud Center of Excellence in East Africa, offering Amazon Web Services.

- The Center’s first cohort of 30 associates achieved a 100% passing rate in the AWS Systems Operation Administrator Certification exam.

  Following our Asian counterparts, we rolled out the B.E.S.T. pre-employment training and the LMS in the country.

- We also partnered with Quest Alliance to conduct life skills training for 90 students and are working to have this content included in the LMS.

- We are providing our associates with academic and career coaching support, helping halve the drop-out rate.
For DDD Laos, 2017 marked another year of increasing customer satisfaction, and growing our work with existing clients.

**Highlights:**

- 76 youth in the Work-Study Program graduated from their respective schools, with 22 of them now in full-time jobs.
- The LMS continues to develop, with 85 associates having completed their orientation through the platform.
- We initiated our Employee Engagement program (team building events, sports tournaments, social gatherings) to promote camaraderie and teamwork in the office.
- DDD Laos inked partnerships for capacity building, notably with the Lao Ministry of Industry and Commerce Business Assistance Facility and TACDO, a development consulting firm.
- We worked with The Lao Disabled Women Development Center (LDWDC) and the Lao Disabled People’s Association (LDPA) to enroll more candidates with disabilities from rural households.
- We increased our recruitment efforts by participating in career fairs organized by the Lao American College to promote DDD’s Work-Study model and job opportunities.
2017 brought in a lot of new things to Liberty Source: new client and staff, a new office building, a new look, and a new Board member.

**Highlights:**

- We welcomed a new Board member, Rear Admiral Ken Carodine, USN (Ret.), an IT executive with proven business expertise and military experience.
- In 2018, Liberty Source’s main investments will be to ramp up business development and new client work, including investigating cloud computing opportunities.
- We signed a 3-year contract with Bloomberg to be one of their Impact Sourcing providers, and renewed our contract with AOL (now called OATH).
- Our number of shipmates, Liberty Source’s own term for associates, grew to 234 (with 130 shipmates working on the Bloomberg account).
- To accommodate our ever-growing team, we expanded our facilities to include a third office building: a 6,727-square-foot former military base.
- In line with the year’s theme of expansion and growth, we also revamped our marketing and brand awareness efforts.
The DDD group continued on its growth path in FY2017. Earned revenue increased from $11.1m in FY2016 to $12.6m in FY2017, or +13%. Growth was distributed unevenly. Our Asia offices produced 6% in additional revenue as our image editing service in Cambodia grew by 30%, while our Laotian office added business with existing clients. Our African office experienced a 28% decline in revenue, driven mainly by our social and market research service area which accounts for three-quarters of the total revenue loss. Liberty Source, our U.S. operation based in Virginia, was a bright spot again and continued to grow because of an increase of work in database support for a large US corporation in financial services.

Overall, revenue in our Asian and African offices did not develop as well as we anticipated. Nevertheless, the overall revenue loss of 9% in those offices masks promising developments in our service portfolio, in particular in Africa. There, we have entered into a partnership with AWS to provide managed services in cloud computing to AWS clients around the globe.

DDD made further progress on its path to financial sustainability. The key figure we observe most closely in this regard is the share of business expenses covered by client revenue. We managed to improve from 80% in FY2015 to 92% in FY2017. This improvement was mostly driven by more volume at Liberty Source, the office that has already moved into positive operating earnings territory, measured by operating profit before interest, taxes, depreciation and amortization (“EBITDA”). Asia has made further progress toward break even while Africa has slightly fallen behind for lack of revenue but also due to the investments in our new cloud computing practice.

Our net income has benefitted from philanthropic support to cover the costs of our impact programs across our offices and to invest in commercial activities like cloud computing. We continue to believe that these are important investments to achieve our dual goals: achieve financial sustainability while providing our employees with marketable skills that allow them to increase their lifetime earnings.

We are optimistic that we can continue our growth path in Asia and at Liberty Source and regain our footing in our African office. We expect to make further progress toward financial sustainability, all while creating positive social impact and changing the lives of our employees wherever we operate.
## Statement of Activities

<table>
<thead>
<tr>
<th></th>
<th>FY2017*</th>
<th>FY2016*</th>
<th>YoY%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Revenue</td>
<td>12,562</td>
<td>11,124</td>
<td>13%</td>
</tr>
<tr>
<td>Business Expenses</td>
<td>13,681</td>
<td>12,119</td>
<td>13%</td>
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<tr>
<td><strong>Net income (loss) from business activities</strong></td>
<td></td>
<td></td>
<td>12%</td>
</tr>
<tr>
<td>Fundraising and other contributions</td>
<td>2,240</td>
<td>2,844</td>
<td>-21%</td>
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<tr>
<td>Non-profit expenses</td>
<td>863</td>
<td>990</td>
<td>-13%</td>
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<tr>
<td><strong>Net income (loss) from non-profit activities</strong></td>
<td>1,377</td>
<td>1,854</td>
<td>-26%</td>
</tr>
<tr>
<td><strong>Net income (loss) for the year</strong></td>
<td>258</td>
<td>859</td>
<td>-70%</td>
</tr>
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</table>

*Additional information to the statement of activities*

Earnings before interest, taxes, depreciation and amortization (EBITDA)

<table>
<thead>
<tr>
<th></th>
<th>FY2017*</th>
<th>FY2016*</th>
<th>YoY%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fundraising and other contributions</td>
<td>(303)</td>
<td>(411)</td>
<td>-26%</td>
</tr>
</tbody>
</table>

Non-profit expenses consists of:

<table>
<thead>
<tr>
<th></th>
<th>FY2017*</th>
<th>FY2016*</th>
<th>YoY%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program expenses</td>
<td>428</td>
<td>393</td>
<td>9%</td>
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<tr>
<td>Organizational expenses</td>
<td>204</td>
<td>357</td>
<td>-43%</td>
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<tr>
<td>Fundraising expenses</td>
<td>231</td>
<td>240</td>
<td>-4%</td>
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<tr>
<td><strong>Total non-profit expenses</strong></td>
<td>863</td>
<td>990</td>
<td>-13%</td>
</tr>
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</table>

## Statement of Financial Position

<table>
<thead>
<tr>
<th></th>
<th>FY2017*</th>
<th>FY2016*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property, plant, and equipment</td>
<td>1,247</td>
<td>1,051</td>
</tr>
<tr>
<td>Software</td>
<td>230</td>
<td>588</td>
</tr>
<tr>
<td>Other non-current assets</td>
<td>318</td>
<td>394</td>
</tr>
<tr>
<td><strong>Total non-current assets</strong></td>
<td>1,795</td>
<td>2,033</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>249</td>
<td>319</td>
</tr>
<tr>
<td>Trade accounts receivable</td>
<td>2,679</td>
<td>1,900</td>
</tr>
<tr>
<td>Other current assets</td>
<td>1,074</td>
<td>766</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>4,002</td>
<td>2,985</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>5,797</td>
<td>5,018</td>
</tr>
<tr>
<td>Unrestricted net assets</td>
<td>1,998</td>
<td>2,009</td>
</tr>
<tr>
<td>Temporarily restricted net assets</td>
<td>182</td>
<td>430</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>2,180</td>
<td>2,439</td>
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<tr>
<td><strong>Long-term debts</strong></td>
<td>1,588</td>
<td>1,001</td>
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<tr>
<td>Other long-term liabilities</td>
<td>93</td>
<td>90</td>
</tr>
<tr>
<td><strong>Total non-current liabilities</strong></td>
<td>1,681</td>
<td>1,091</td>
</tr>
<tr>
<td>Short-term debts</td>
<td>519</td>
<td>374</td>
</tr>
<tr>
<td>Unearned revenue</td>
<td>293</td>
<td>189</td>
</tr>
<tr>
<td>Trade accounts payable</td>
<td>497</td>
<td>284</td>
</tr>
<tr>
<td>Other current liabilities</td>
<td>627</td>
<td>641</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>1,936</td>
<td>1,488</td>
</tr>
<tr>
<td><strong>Total net assets and liabilities</strong></td>
<td>5,797</td>
<td>5,018</td>
</tr>
</tbody>
</table>

* in $1,000
BOARD OF DIRECTORS

Jeremy Hockenstein
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Sameer Raina
CHIEF STRATEGY OFFICER

Robert Siegel
PRESIDENT, LIBERTY SOURCE

Gabor Toth
EVP FOR OPERATIONS
Thank you!

We thank our donors for their generous support to DDD in 2017. DDD has received donations from both committed and new institutional and corporate donors, family foundations, and individuals.
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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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