Dear DDD family and friends,

Each year we have grown immensely since we began this work over 17 years ago. And this year is no exception. We saw remarkable accomplishments and innovation in our social mission and business operations. We spent the year reinforcing our commitment to the concept of Impact Sourcing as a means to improve the lives of the thousands of young people (known in DDD as “associates”) who pass through our doors.

We began with refreshing our brand. After much hard work, we launched our new website with a more modern design and feel. We also updated the DDD logo to better represent the forward thinking of DDD. As we turn towards new technologies such as machine learning and cloud computing, we want our brand to match our focus. DDD’s tagline is now “Changing How the World Works.”

DDD is changing the way the world gets work done through impact sourcing. By training and employing underserved youth, DDD is changing how the world perceives work and workers, proving that talent has no boundaries—and opportunities shouldn’t either. In doing so, we are transforming lives and communities through gainful work.

We have also expanded the mission statement to be more inclusive:

Our mission is to transform lives around the world through sustainable training and employment programs which provide a path to lifelong employment and opportunity.

We are committed to creating resilient programs that can keep up with the rapidly changing pace of technology and the evolving training needs of our youth. We will continue to invest in and leverage emerging technologies such as cloud computing and Learning Management Systems to improve our model and scale impact.

Along the same lines, we have piloted new strategies to impact more youth through an outplacement model. In Africa, DDD is partnering with the Moringa School and Akirachix to send low-income youth to coding academies to prepare them for IT careers. In Cambodia, we are piloting an internship model with telecommunications firm, SMART, for our associates to gain more practical IT skills to enhance their employability.

On the business side, key developments that DDD began in 2017 are now starting to blossom. Partnerships in the machine learning industry are laying the groundwork for expansion in the artificial intelligence sector. In Kenya, we doubled our AWS capacity to support the growing clientele and demand for cloud computing solutions.

We generated $15.1 million in revenue in 2018. Our continuing financial sustainability is testimony to DDD’s and our clients’ commitment to Impact Sourcing as an increasingly relevant means to creating better futures for economically marginalized youth across the world.

We are grateful to our clients, donors, and investors without whom our mission would be impossible to fulfill. Together, we have assisted over 3,000 Cambodian, Lao, and Kenyan youth to acquire an education and valuable work experience, permanently ending the intergenerational poverty in which they were raised.

Finally, I would like to take this opportunity to express my utmost gratitude to the management and staff of DDD, whose dedication to our organization and mission is the foundation upon which our success rests.

With sincerest thanks,

Jeremy Hockenstein
Co-founder and CEO, Digital Divide Data

Irving Levin
Chairman of the Board, Digital Divide Data
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO Letter</td>
<td>2</td>
</tr>
<tr>
<td>What’s Ahead</td>
<td>4</td>
</tr>
<tr>
<td>DDD Social Impact</td>
<td>5</td>
</tr>
<tr>
<td>Impact Data</td>
<td>6</td>
</tr>
<tr>
<td>Graduate Profiles</td>
<td>7</td>
</tr>
<tr>
<td>Office Updates</td>
<td>12</td>
</tr>
<tr>
<td>Financials</td>
<td>17</td>
</tr>
<tr>
<td>Client Feature</td>
<td>20</td>
</tr>
<tr>
<td>Leadership</td>
<td>23</td>
</tr>
<tr>
<td>Partners</td>
<td>24</td>
</tr>
</tbody>
</table>
New Models for Greater Social Impact

We are piloting new initiatives with partners to provide more internships and employment opportunities for our trainees. This will allow us to significantly increase the number of young people that DDD trains and prepares for the workplace. In partnership with other IT industry leaders, DDD is training more youth in high-tech skills and placing them in digital jobs within and outside DDD. Within DDD, we are implementing a new Learning Management System to encourage further professional development and courses for staff of all levels. This not only encourages staff to continue their education, but also increases their job readiness. Outside DDD, we are exploring providing income-based loans for intensive coding academy programs with our partners in Kenya, Moringa School and Akirachix. We are also placing trainees in Cambodia in internships with local IT and telecommunications partners. In the coming year, we will be garnering proof of concept and adding more youth to these initiatives.

Expanding Machine Learning Services

We are analyzing new technologies and service models to ensure our associates have access to more opportunities and to adapt, upgrade and design new services to fit today’s changing digital economy. DDD is integrating more cutting-edge technologies into its portfolio of services, such as data analysis, business intelligence, cybersecurity and machine learning by collaborating with other IT industry leaders. This strategy not only attracts new clients and partners to support DDD’s Impact Sourcing business, but also expands DDD associates’ skill sets and enhances their employability. In the past year, DDD identified opportunities in machine learning services, and has sold contracts to AI startups. In 2019, DDD will continue to train more youth in high-tech skills and build partnerships in the AI industry.

2019 will see us capitalize on 2018’s planning, investment, and organization strengthening to increase our impact, or in other words, to help more young people out of poverty by turning them into qualified, experienced professionals in the IT sector.
DDD Social Impact Model

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 two to three months to develop skills.

- Business
- English
- Soft Skills
- Technology

EMPLOY
Those who successfully complete the training are hired as DDD associates. Associates work six to eight hours a day performing digital work for local and global clients.

EDUCATE
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.
Impact Data

EMPLOYMENT SECTORS

- BUSINESS SERVICE 26%
- OTHERS 23%
- EDUCATION 8%
- TRADE & MANUFACTURING 8%
- NONPROFITS 7%
- SMALL BUSINESSES 7%

FINANCIAL DATA

$499
Average monthly salary of DDD graduate compared to $105 average monthly salary of people in the informal job sector.

$350m
The total estimated increase in earnings of DDD associates over 25 years.

$175K
Estimated increase in lifetime income per participant.

50% of employees are Women
100 People with Disabilities have been employed
Graduate Profiles
“First, I wouldn’t be where I am today without DDD,” says Lydia Kaol. Now living among the cobblestoned streets of the city of Lund in Sweden, Lydia marvels at how different the country is from her homeland, Kenya. “We [women] have been tied by various cultures that hinder us from any kind of growth,” she says. As a scholar at Lund University pursuing her master’s degree in Gender Studies, Lydia is a long way from her days as a gifted young woman who nearly missed out on pursuing her dreams due to poverty.

Growing up, Lydia could only attend primary and secondary school with the support of her relatives and other benefactors after losing her mother at a young age - her outstanding academic performance had convinced them of her talent and dedication to her studies. A government scholarship was her ticket to complete her undergraduate degree at a local university. However, she missed passing the scholarship exam by one point, which meant that she had to find a way to pay for her degree by herself.

Fortunately for Lydia, a friend introduced her to DDD and its Work-Study program. She applied and was accepted as an Associate in July 2013. Lydia acquired professional skills and the funding needed to finish her bachelor’s degree in Sociology and Gender from Kenyatta University in 2017, which she earned with honors.

Now at Lund University, Lydia has found her passion in gender issues and hopes to empower girls and women in society.

“We should always have dreams however ridiculous they might seem to be. Women and girls need to have a voice and have that power to say NO to what they feel is not right for them, and this can be achieved mainly through getting education.”
Without DDD, I may not have gotten an education because as a custom boys are usually prioritized.

From a girl uncertain of the present, to a woman unafraid to expand her horizons, Bangeun Inthavong is now pursuing her dreams as an employee at DDD. “Currently, I am a senior project manager, handling the most difficult projects and helping my team produce high quality work and exceed customer expectations,” she says.

Her current success is hard-earned. Bangeun grew up in a large household, with both parents working full time to make ends meet for 12 children. Her father was a policeman and her mother, a farmer. Despite their hard work, the couple was only able to afford to send three of their children to college and in a culture that prioritizes boys, it seemed unlikely that Bengeun would join them. Through DDD, Bengeun became the fourth of her siblings to pursue a higher education. She said “Without DDD, I may not have gotten an education because as a custom boys are usually prioritized.” Among her siblings, only 4 who earned bachelor’s degrees are currently employed in the formal sector while the others are working on farms.

DDD unleashed leadership skills in Bangeun that she never thought she had: from starting out as a trainee in 2008 she ascended the managerial ladder as an associate, team leader, project coordinator, project manager, and then senior project manager over the last ten years. Bangeun confidently outlines her strengths, “I am highly committed, accountable, a good team player and a strong team leader. I work closely with my team members to understand any details of my projects, provide the best quality, and continue to improve over time.”

Bangeun hopes that DDD continues to provide young people, especially women and people with disabilities, routes to education and learning opportunities such as leadership and management skills so that every young person can realize their capacities, build their knowledge and self-worth, and welcome growth.
Vanny Pong from Takeo province in Cambodia is currently pursuing her master’s degree in Research for Community and Regional Development at Surindra Rajabhat University in Thailand. She’s part of DDD Cambodia’s growing network of young professionals and graduates who have gone on to pursue further studies abroad.

Vanny learned about DDD through CIST, now known as Passerelles Numériques Cambodia, as she was looking for ways to finance her studies. DDD hired her in April 2011 in its Work-Study program allowing her to work flexibly and gain employability skills while attending university. Vanny says, “Before joining DDD, I had no work experience and did not know how to use a computer. I knew little of the English language and had a low self-esteem to find a good job on my own.”

In her third year in college, Vanny resigned from DDD after receiving an excellent job offer from a shipping company. She was able to pay her school fees on her own until she graduated with a bachelor’s degree from the Royal University of Law and Economics in Phnom Penh in October 2016. Vanny continued working until early 2018 while preparing graduate school and scholarship applications. Not long after that, she was offered a Royal Scholarship for her master’s under Her Royal Highness Princess Maha Chakri Sirindhorn’s education project.

During her time at DDD, Vanny says she acquired a new level of confidence, gaining in-demand 21st century skills in technology, and developing life skills for the workplace. All these allowed her to leave her comfort zone and explore the world beyond DDD.
While there are many perks that come from serving in the military, such as health care for the entire family and no student loans, military spouses can experience a significant downside: compromising their career growth, usually due to the numerous relocations that make many companies hesitant to hire them. Jennifer Harris defies this trend as she juggles her roles as a Navy wife, mother of five, and as a municipal data analyst in Liberty Source. Before her family’s move to Newport News, Virginia, Jennifer was a stay-at-home mom who could only work during her husband’s shore duty. So when she came across Liberty Source, she was delighted to find a company that valued the talents of military spouses like her. Jennifer has now been employed at Liberty Source for the past two years, lending her talents to its municipal procurement team while helping her husband provide for their family.

Jennifer feels lucky for her family’s support of her long-term goal to mentor others and move up into a leadership position. Despite the drawbacks of military life for service members’ spouses, Jennifer feels empowered knowing that thanks to companies like Liberty Source, they can climb the career ladder and do more than the usual part-time jobs. “I plan to learn and grow with the company for as long as I can...My children are older now, and I can focus more on my career. I want to be in a position where I can lead and inspire others,” Jennifer promises.
In 2018, Laos focused on streamlining its work allocation to staff and ensuring that everyone contributed to DDD’s goals. We emphasized employee satisfaction by recognizing team and individual efforts and milestones and by promoting a positive work-life balance, which resulted in excellence and high-quality service.

**Highlights**

- **In 2018, we generated the highest revenue in our history** with our actual earned revenue reaching nearly $1.4 million.

- **We encouraged ownership and a culture of excellence at all staff levels. Our overall staff engagement reached 97%,** the highest of all the DDD offices.

- **By reducing costs and increasing productivity and efficiency, our actual gross margin surpassed our targets by 9%.**

- **Our labor efficiency exceeded 90%, meeting our goal this year. With maximized processes and efficient training, our productivity increased by 8%.**

- **We expanded our services by taking on special projects for existing clients. Our promptness and consistency led to a 22% increase in organic business growth.**

- **We introduced standard quality assessment templates to improve our quality control and to inform the HR department in performance reviews.**
In 2018, the Cambodia office fostered a holistic approach in improving our associates’ work through specialized training and cementing new client partnerships.

**Highlights**

Together with UNESCO, DDD and The Brechin Group Inc undertook a project to preserve, digitize, and index over 400,000 documents and photographs for the Tuol Sleng Genocide Museum. After digitization, the museum staff will be trained to maintain the collection.

As our core program continues to evolve, we created more immediate opportunities for marginalized youth through our fast-track curriculum of an intensive one month-long specialized communication-related training course aimed at increasing productivity and the number of trainees proceeding to internships.

We conducted career planning modules to help our associates visualize their futures and match their interests, strengths, and skills with opportunities within and outside DDD.

We piloted an initiative to seek partners in the technology sector to provide more internships and employment for our trainees thus increasing the number of youth with whom we can work.

We are also exploring life skills development to improve the discipline and self-esteem of our associates. We’ve already seen positive effects such as increased punctuality and autonomy, improved communication and attitudes, and greater self-direction.
For DDD Kenya, 2018 was about ensuring that several newly developed tools were effective in driving improvements in the quality of our services, productivity, and efficiency.

**Highlights**

- In delivering content services, we used improved communication tools to guide associates to resolve issues.
- In order to assess our associates’ retraining needs, we introduced individual quality reports. With these new tools in place, we saw our efficiency improve. Over the last five months, each month’s efficiency has been above 90%.
- We increased our productivity in one of our key projects, Newspapers.com, resulting in a boost to our monthly revenue by 20%.
- In terms of data collection and analytics, we started our largest project to collect genealogical information throughout Africa.
- We won Best Youth Employment Strategy under the Diversity and Inclusion category at the DIAR AWARDS organized by the Kenyan organization Daima Trust to celebrate champions of peace, inclusion, and equality.
Bold changes happened in 2018 as Liberty Source installed a new CEO, increased its number of Board members, and widened businesses impact. Liberty Source also explored how to boost its market visibility.

**Highlights**

- We welcomed Cindy Gallagher, one of the Company’s first clients in 2014, as our new CEO and Board Member. Cynthia A. Fox also joined us as member of the Board.

- We gained a new client, strengthening our data science footprint in the data curation and market insights space.

- We began raising Series A funding, proof of the viability of our model and impact, for use in investing in business development and marketing.

- We doubled our efforts to promote Liberty Source through speaking engagements, sharing activities on social media, and providing thought leadership articles.

- In addition to improving our online presence, we participated in large and established networking events: The Shared Services and Outsourcing Network Week in March, a Military Influencers event in September, Shared Services Link in October, and the Women in Outsourcing event in November.
The DDD group grew by 20% in FY2018, adding another $2.5m in earned revenue as we continued to successfully grow our impact sourcing business. The main growth driver remains Liberty Source, our US business focused on disadvantaged military spouses and veterans. Its close to $10m in earned revenue is mainly a result of a successful service expansion from Finance & Accounting BPO to data research, collection and curation.

After a strong year in FY2017, Asia fell behind as key clients experienced weaker demand. This is particularly true for our Cambodian office with its focus on competitive and cyclical industries like eCommerce or Cultural Heritage preservation. In Laos we continue to successfully service our anchor client StatDNA with Training Data for their Soccer Analytics business.

Africa stabilized after a difficult FY2017. We started to earn revenue in our Cloud Computing practice and are excited to see the first fruits of our investment in this new service line. Also, we are executing on a multi-million dollar 3-year project to collect and curate data in an Oral genealogy project. This is the largest project we ever won at DDD and will contribute to accelerate growth in the coming years, especially as we move beyond Kenya into other African countries.

In summary, growth was strong but unevenly distributed across our resilient and fairly balanced portfolio of impact sourcing businesses across the US and emerging economies.

<table>
<thead>
<tr>
<th></th>
<th>FY2018</th>
<th>FY2017</th>
<th>YoY%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia</td>
<td>3,290</td>
<td>3,496</td>
<td>-6%</td>
</tr>
<tr>
<td>Africa</td>
<td>2,020</td>
<td>2,006</td>
<td>+1%</td>
</tr>
<tr>
<td>Liberty Source (US)</td>
<td>9,757</td>
<td>7,060</td>
<td>+38%</td>
</tr>
<tr>
<td>Total:</td>
<td>15,067</td>
<td>12,562</td>
<td>+20%</td>
</tr>
</tbody>
</table>

DDD’s operating results fell behind last year’s strong performance. We attribute this to four main factors:

- Our continued investments in our Cloud Computing practice in Kenya and costs associated with starting the large Oral genealogy project.
- The cyclicality of our business in Cambodia
- The increase in cost of doing business in Asia and Africa and investments needed to increase productivity as a result.
- The (temporary) addition of additional resources to stabilize operations during a period of break-neck speed in growth at Liberty Source.

The key figure we observe closely in this regard is the share of business expenses covered by earned revenue. As a result of developments mentioned before, it declined slightly from 92% in FY2017 to 88% in FY2018.

Despite strong ongoing philanthropic support to cover the costs of our impact programs across our offices, our net income declined as a result of business losses. Our commitment to our impact programs and to investments in new services does not waiver as a result. We believe these are important investments to achieve financial sustainability while providing our employees with marketable skills that allow them to increase their lifetime earnings.

Our financial profile has slightly deteriorated as a result of the net loss. Net assets declined and our financial liabilities increased to account for the gap. We are actively working toward raising the level of net assets, first and foremost by improving our bottom-line.

Finally, our outlook remains positive as we look at opportunities across all services and regions. Closing and adding to the largest contract we ever won and, at the same time, expanding our new services will over time produce the expected results.
# Financials

## Statement of Activities FY2018 vs FY2017

<table>
<thead>
<tr>
<th>Activity</th>
<th>FY2018</th>
<th>FY2017</th>
<th>YoY%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Revenue</td>
<td>15,067</td>
<td>12,562</td>
<td>20%</td>
</tr>
<tr>
<td>Business Expenses</td>
<td>17,034</td>
<td>13,680</td>
<td>25%</td>
</tr>
<tr>
<td><strong>Net income (loss) from business activities</strong></td>
<td><strong>-1,967</strong></td>
<td><strong>-1,118</strong></td>
<td><strong>76%</strong></td>
</tr>
<tr>
<td>Fundraising and other contributions</td>
<td>1,762</td>
<td>2,240</td>
<td>-21%</td>
</tr>
<tr>
<td>Non-profit expenses</td>
<td>891</td>
<td>863</td>
<td>3%</td>
</tr>
<tr>
<td><strong>Net income (loss) from non-profit activities</strong></td>
<td><strong>870</strong></td>
<td><strong>1,377</strong></td>
<td><strong>-37%</strong></td>
</tr>
<tr>
<td><strong>Net income (loss) for the year</strong></td>
<td><strong>-1,096</strong></td>
<td><strong>258</strong></td>
<td><strong>-524%</strong></td>
</tr>
</tbody>
</table>

**Business expenses covered by business revenue**
- 88% vs 92% (4%)

**Earnings before interest, taxes, depreciation and amortization (EBITDA)**
- -1,035 vs -303 (241%)

**Fundraising and other contributions consist of:**
- Unrestricted contributions: 1,550 vs 1,715 (-10%)
- Release from temporarily restricted contributions: 212 vs 524 (-60%)

**Total fundraising revenue**: 1,762 vs 2,240 (-21%)

**Non-profit expenses consist of:**
- Program expenses: 385 vs 428 (-10%)
- Organizational expenses: 231 vs 203 (13%)
- Fundraising Expenses: 275 vs 231 (19%)

**Total Non-profit Expenses**: 891 vs 863 (3%)

## Statement of Financial Position FY2018 vs FY2017

<table>
<thead>
<tr>
<th>Category</th>
<th>FY2018</th>
<th>FY2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property, plant, and equipment</td>
<td>1,157</td>
<td>1,246</td>
</tr>
<tr>
<td>Software</td>
<td>7</td>
<td>230</td>
</tr>
<tr>
<td>Other non-current assets</td>
<td>317</td>
<td>318</td>
</tr>
<tr>
<td><strong>Total non-current assets</strong></td>
<td><strong>1,482</strong></td>
<td><strong>1,795</strong></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>199</td>
<td>249</td>
</tr>
<tr>
<td>Trade accounts receivable</td>
<td>2,969</td>
<td>2,679</td>
</tr>
<tr>
<td>Other current assets</td>
<td>1,140</td>
<td>1,073</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td><strong>4,308</strong></td>
<td><strong>4,002</strong></td>
</tr>
<tr>
<td>Total assets</td>
<td><strong>5,791</strong></td>
<td><strong>5,797</strong></td>
</tr>
<tr>
<td>Unrestricted net assets</td>
<td>550</td>
<td>1,997</td>
</tr>
<tr>
<td>Temporarily restricted net assets</td>
<td>103</td>
<td>182</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td><strong>653</strong></td>
<td><strong>2,180</strong></td>
</tr>
<tr>
<td>Long-term debts</td>
<td>2,720</td>
<td>1,588</td>
</tr>
<tr>
<td>Other long-term liabilities</td>
<td>164</td>
<td>93</td>
</tr>
<tr>
<td><strong>Total non-current liabilities</strong></td>
<td><strong>2,885</strong></td>
<td><strong>1,681</strong></td>
</tr>
<tr>
<td>Short-term debts</td>
<td>844</td>
<td>519</td>
</tr>
<tr>
<td>Unearned revenue</td>
<td>199</td>
<td>292</td>
</tr>
<tr>
<td>Trade accounts payable</td>
<td>386</td>
<td>496</td>
</tr>
<tr>
<td>Other current liabilities</td>
<td>821</td>
<td>627</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td><strong>2,252</strong></td>
<td><strong>1,935</strong></td>
</tr>
<tr>
<td><strong>Total net assets and liabilities</strong></td>
<td><strong>5,791</strong></td>
<td><strong>5,797</strong></td>
</tr>
</tbody>
</table>
Client Feature
The White House Historical Association (WHHA) was founded in 1962 to enhance the understanding and appreciation of the Executive Mansion. From 1962 through the mid-1980s, the Association worked with photographers from National Geographic to document major events and day-to-day life in the White House. These images were preserved on 35mm slide film, remaining in storage for more than two decades. The physical slides were at risk of degradation due to their age and condition. Soon after, WHHA migrated to digital photography, generating over 7TB of image files. The digital files were also not being utilized to their full capacity as they were stored on external hard drives and thus unsearchable.

The Association partnered with DDD to digitize their image collections saying, “We decided to work with DDD because they understood the importance of preserving history. We also found so much value in their mission of providing a better future for underserved youth.” DDD associates digitized over 20,000 slides, which were sent back to the WHHA via Amazon Snowball devices, where metadata is being written and the images are being uploaded to the Association’s Digital Library. The digital files were also copied to Amazon Glacier cloud storage for long-term preservation.

The digitized slide files are expanding the WHHA Digital Library, a free public resource available online, to ensure public access to these unique records and to protect the physical collection by creating digital copies preserved for generations to come.
InPlay is a nonprofit based in San Mateo, CA working to connect disengaged, low-income children and youth with out-of-school programs to ignite their individual interests and talents.

One of their initiatives is to provide a database for parents to quickly find local and affordable after-school and summer programs for their kids.

Since 2015, InPlay has partnered with DDD to research out-of-school programs across 5 locations in California and input this data into the database. DDD associates review activity providers websites and enter the information into InPlay’s system. In addition, DDD monitors each website on a monthly basis to track any changes in schedule or availability.

Over the past three years, DDD and InPlay have developed a strong partnership based on their shared vision for empowering youth: “It has always felt like a true partnership between InPlay and DDD: we both have similar missions to help underserved youth, and shared learnings that benefit our respective organizations. In a sense, the DDD youth have been helping the children and youth in America while InPlay supports the DDD team in their skills development,” said Rod Hsiao, InPlay’s CEO & Founder.
Leadership

EXECUTIVE LEADERSHIP

Jeremy Hockenstein  
CO-FOUNDER AND CEO

Wolfgang Müller  
CHIEF FINANCIAL OFFICER

Sameer Raina  
VICE PRESIDENT, PARTNERSHIPS

Sopheap Im  
VICE PRESIDENT, HR & SOCIAL IMPACT

Gabor Toth  
VICE PRESIDENT, BUSINESS OPERATIONS

BUSINESS UNIT LEADERSHIP

Phab Dokbouathong  
VICE PRESIDENT, LAOS

Sok Heak Hok  
VICE PRESIDENT, CAMBODIA

Judith Obonyo  
CONTENT SERVICES DIRECTOR

Billy Nelson  
CLOUD COMPUTING SERVICES DIRECTOR

Joash Mango  
SOCIAL RESEARCH SERVICES DIRECTOR

BOARD OF DIRECTORS

Irving Levin  

Sari Miller  

Anish Nanavaty  

Koji Osawa  

Sarah Martin  

Jaeson Rosenfeld  

Dhiren Rawal  

Michael Chertok  

Stefan Kappeler  

Robert Schultz
Thank you. 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.
Join DDD in changing how the world works

Connect with us and share what we do with your friends and colleagues

www.digitaldividedata.com