

Annual Report 2021



Table of Contents

Letter from the CEO	3
Liberty Source Sale DDD Secures Sale of Liberty Source to Two Sigma	4
COVID-19 Updates	
Rebounding from the Pandemic: Working and Innovating Amid COVID-19	5
By the Numbers	6
What's Ahead Leading the Way in the New Normal	7
Our Impact	
DDD Social Impact Model	9
Impact Data	10
Graduate Profile	
Sammy Mark: Changing the Landscape of Poverty	12
Sabun Ou: Meaningful Careers for Economic Growth	13
Slermxai Phommachak: Promoting Lifelong Learning	14
Office Updates	
Kenya	16
Cambodia	17
Laos	18
Financials Navigating New Paths Through COVID-19's Uncertainties	19
Client Feature Colorado State Library	20
Clients and Partners	21
Board and Management	22
Thank You	23



Letter from the CEO

Dear DDD family and friends,

Twenty years ago, DDD started with 10 computers and 20 employees in Phnom Penh, armed with little more than a wild idea and the optimistic determination to help young people realize their full potential regardless of where they were born. Today, DDD celebrates two full decades of providing disadvantaged youth in Cambodia, Laos, and Kenya access to socioeconomic stability and mobility and higher learning. We have made significant contributions to the UN Sustainable Development Goals (SGDs), helping end poverty, ensuring inclusive and quality education, advocating for gender equality, and promoting decent work and economic growth in the countries where we work.

By positioning DDD as a strategic and competent impact sourcing partner in technology and innovation, we have secured over \$100 million in projects that have enabled us to support nearly 10,000 individuals in our 20 years, including 1,200 staff and Associates at present. The increase in their lifetime earnings often goes toward supporting their families, helping end the cycle of poverty for generations. DDD's work in impact sourcing has also opened doors for other organizations to harness the model and create countless more jobs for vulnerable populations across the world.

Our impact and business model have undoubtedly grown over the years but, at its heart, DDD remains the same. We continue to believe in a shared destiny, and that each of us can help make the world a fairer place. For us at DDD, that means equipping

our graduates and Associates with the tools and opportunities that will empower them to create better futures for themselves.

Across our offices, DDD continued to deepen relations with partners, expand service lines, and enhance the employability of staff and Associates. DDD has supported COVID-19 response initiatives, including employee vaccination, migrating Business English, Soft Skills and Technology (B.E.S.T.) training online, continuing our work-from-home policy, and even funding charitable projects initiated by Associates and alumni. We launched the DDD Community



In 2001, Jeremy Hockenstein (right), along with Scott Keller (left) and Jason Rosenfeld (center), established Digital Divide Data in Phnom Penh with the resolve to bridge the gap between underserved youth and economic opportunity.

platform, which we envision to be the sustainable way forward for our alumni in a volatile environment.

DDD also successfully sold and spun off Liberty Source to multinational financial services company Two Sigma—a unique feat for a nonprofit and a testament to Liberty Source's business model.

DDD is proud of what we have accomplished in these 20 years, and even more so of the community and friendships that we have built along the way. As we look forward to another year, another decade, DDD draws inspiration and strength from the continued generosity and support of all our clients, donors, and investors, as well as the tenacity and perseverance of our Associates and alumni. Together, let's continue to revolutionize the way the world works.

With sincerest thanks,
Jeremy Hockenstein
CEO and Co-Founder

DDD Secures Sale of Liberty Source to Two Sigma

“This is the second time that DDD has sold and spun out a social enterprise and we look forward to seeing Liberty Source continue its growth strategy with Two Sigma.”

For the second time in its 20-year history, DDD has successfully created and sold another for-profit enterprise—a unique feat for a nonprofit organization.

DDD signed a deal in September 2021 for the sale of **Liberty Source** to **Two Sigma**, a long-time partner and multinational financial services company with over 1,600 employees. Through the agreement, Liberty Source will remain an independent entity while expanding its data services offering.

“Liberty Source’s unique offering and dedication to providing jobs to military spouses and veterans offers a competitive advantage in the industry,” said Jeff Wecker, Two Sigma Chief Technology Officer. “We are excited to continue to grow the organization and advance its mission.”

Robert Siegel, President and Chief Operating Officer at Liberty Source, revealed his excitement and gratitude for the opportunity to work more closely with Two Sigma.

“The acquisition will enable us to accelerate our long-term strategy execution and deliver best-in-class solutions to the market.”

DDD co-founder and CEO Jeremy Hockenstein also expressed his support for the acquisition. “This is the second time that DDD has spun out a social enterprise and

we look forward to seeing Liberty Source continue its growth strategy with Two Sigma.”

In 2012, DDD sold **StatDNA**, its then two-year old sports analytics company, to leading English football club **Arsenal**, which has since then employed StatDNA as their in-house analytics

team. The sale of Liberty Source is another testament to the success of DDD’s business model. DDD looks forward to innovating more technology solutions through impact sourcing, and changing the way the world works one enterprise at a time.



Rebounding from the Pandemic: Working and Innovating Amid COVID-19

DDD built on our 20 years of experience in transforming lives and continued to cultivate partnerships, advance innovation, and demonstrate our resilience in a year of evolving challenges.

While our country teams faced varying COVID-19 issues, DDD worked across borders to share best practices and ensure that all staff were well supported. With lockdowns reinstated in March, our Cambodia and Kenya teams returned to their work from home (WFH) setup, improving on the WFH approaches from 2020 for more seamless communication. DDD Laos swiftly provided necessary equipment and food to support staff as they transitioned into a WFH setup within the first three days of the full lockdown in mid-April. While working from home, DDD staff participated in professional development sessions, some hosted by senior management and international volunteers, and stayed connected through our new **Alumni Community** platform.

DDD also scaled our innovation and social impact amid financial slowdowns caused by the pandemic. While revenue decreased by 16% from FY2020, our record year in earned revenues, DDD saw significant growth in our new machine learning (ML) service line. ML accounted for 25% of revenue this year as DDD leveraged this fast-growing industry and contracted several new clients. In addition, DDD Kenya pivoted the **dijiTali** network from its original franchise model in response to travel restrictions, expanding our reach to

entrepreneurs and youth despite the pandemic. Through dijiTali, entrepreneurs increased their revenues, which allowed them to stay open during COVID-19, hired youth as digital translators, and helped communities navigate online platforms for school and work.

Beyond adapting to COVID-19 challenges, DDD contributed to global mitigation efforts. Through staff vaccination drives, our Cambodia and Laos teams are almost 100%

fully vaccinated, while more than half of our Kenya team has had their second dose. The Cambodia office provided pro-bono COVID-19 data entry services and launched a grant to support DDD Alumni and staff’s social initiatives in pandemic response. With the generous partnership of **A Khmer Buddhist Foundation** and **Friends International**, DDD Cambodia also

provided medical equipment, food support, and contact tracing devices for Cambodians who were hardest hit by the pandemic.

As we rebound from this crisis and adapt to COVID-19’s long-term impacts, DDD’s work will continue to evolve as we lead the way in providing fair and equal opportunity for all.



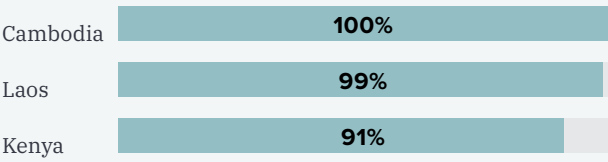
Training sessions in DDD Laos’ Training Center help participants enhance their skills and earn certifications to boost their employability amid COVID-19.

By the Numbers

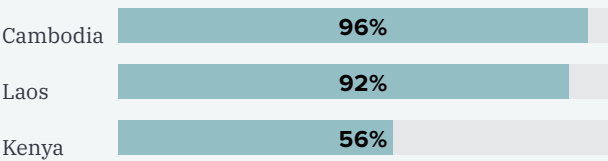
Staff Vaccination Rates

(As of December 16, 2021)

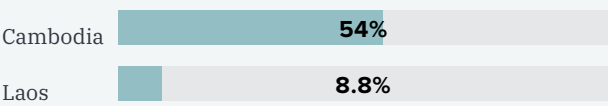
1st Dose



2nd Dose



3rd Dose



3 Months

Total no. of months DDD Cambodia Associates provided pro-bono data entry to the CDC and Ministry of Health

\$450,000

Donation from A Khmer Buddhist Foundation to purchase medical equipment, food support, and contact tracing devices in Cambodia



In partnership with DDD, A Khmer Buddhist Foundation donated contact tracing devices and medical equipment to support Cambodia's COVID-19 response efforts.



Leading the Way in the New Normal

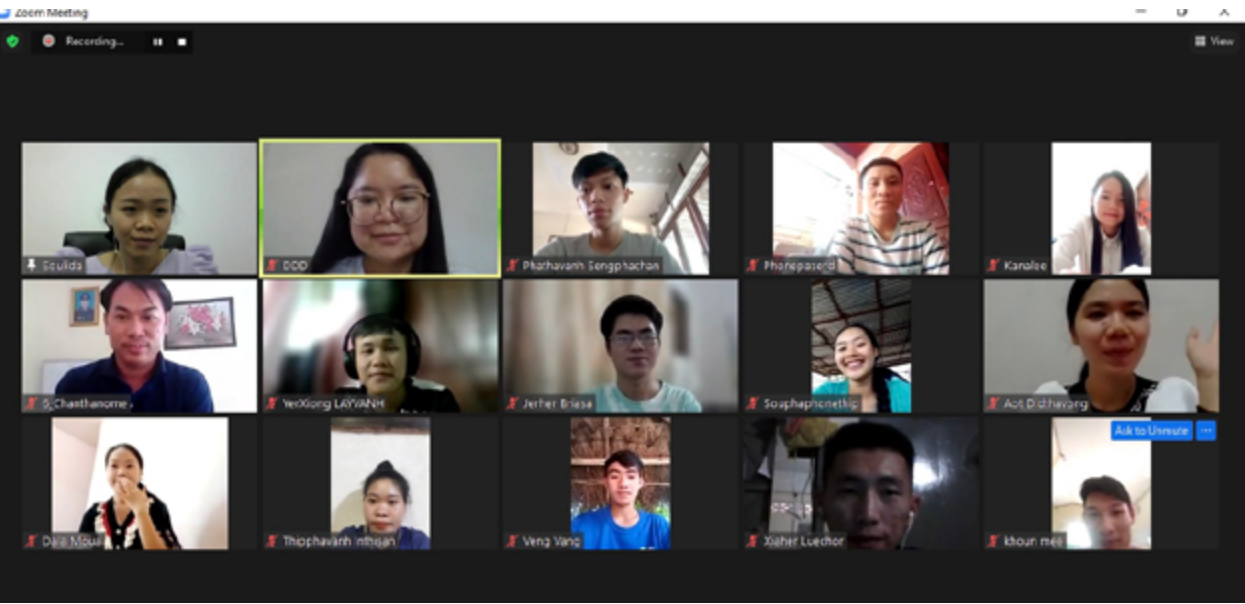
DDD is celebrating 20 years of impact, but our work is far from over as COVID-19 surfaces new challenges and uncertainties. Driven by the desire to provide fair and equal opportunity for all, DDD will continue to invest in people and processes to develop creative solutions and reinvent social impact.

Furthering Innovation Through Digital Service Expansion

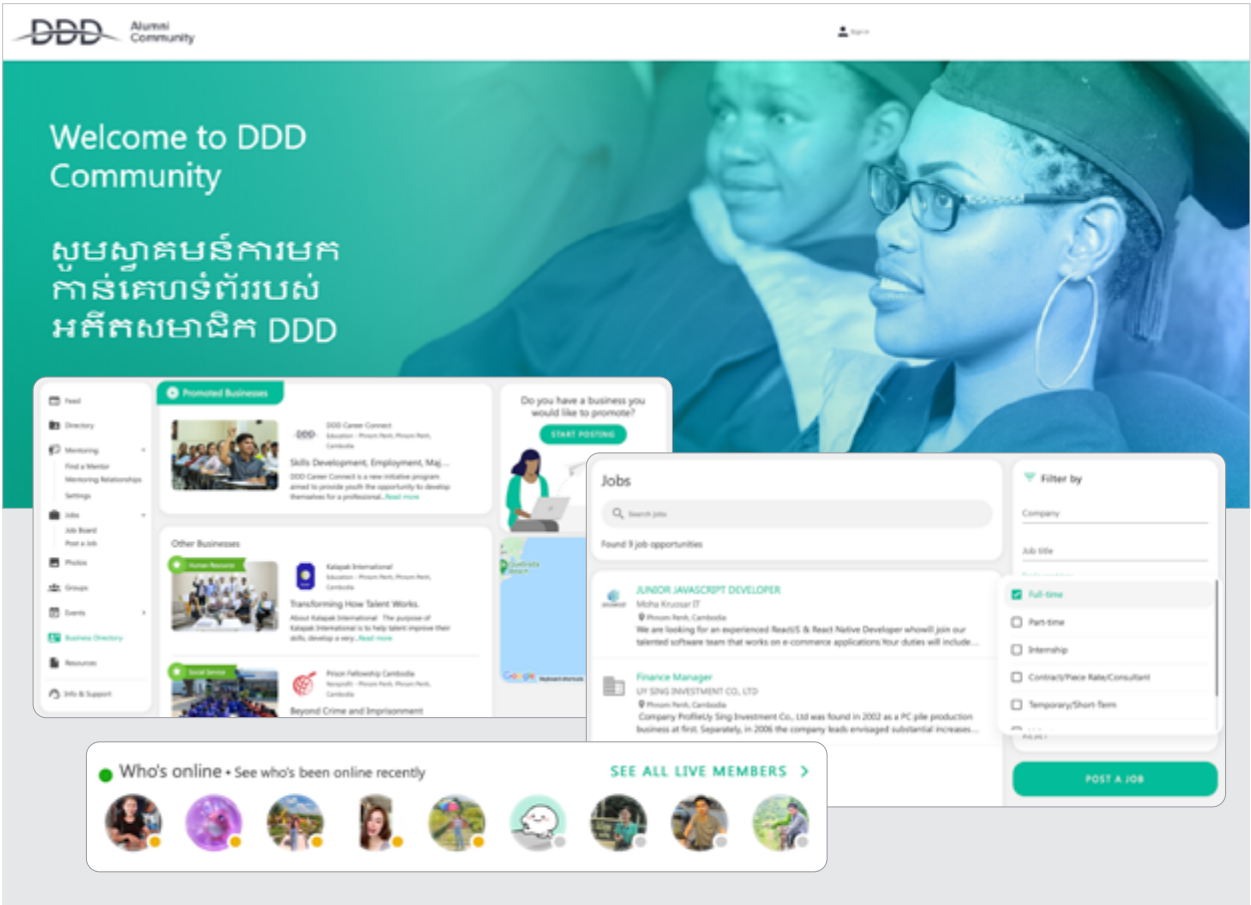
DDD will continue to establish itself as a leader in digital transformation services, rapidly leveraging business development opportunities and expanding digital inclusion across the globe. DDD is scaling service lines as demand for ML and other types of AI rises, working with leading organizations to add value to every stage of the training data life cycle. We will continue to provide development resources to Data Science, ML, and Business Intelligence teams worldwide through virtual and in-person events, case study-based webinars, downloadable guides, and other readily available content such as blog posts on DDD's [AI website](#).

Fostering Lifelong Connections Among DDD Alumni

Launched in August 2021, DDD's [Alumni Community](#) platform will continue to enable DDD staff, trainees, alumni, and partners to foster meaningful connections and expand their professional networks. The platform also cultivates a culture of giving back, empowering members to mentor trainees, junior Associates, and new alumni as they embark on their careers. Aiming to grow the number of users from the current 500 to 1,000 by the end of June 2022, DDD will recruit Alumni Ambassadors, elect an Alumni chairperson in each country, and launch new social programs and training series to further engage members.



B.E.S.T. Training will continue to evolve in 2022, equipping even more youth with the employability skills they require to succeed in a digital economy.



The DDD Alumni Community platform enables DDD colleagues from all over the world to come together virtually and form meaningful professional connections.

Supporting Associates at Every Stage of Our Work-Study Program

Work-Study Program enhancements will better support Associates’ transition into their first formal jobs at DDD. The Professional Development Plan, which DDD transitioned from an informal format this year, is a structured curriculum for Associates to assess skills, grow learnings, and create roadmaps to develop their careers after graduating from the Program. DDD will use feedback from the first cohort to improve impact measurement and coordination processes, expand our reach to more Associates, and provide them more holistic support.

Enhancing Accessibility for Training Initiatives

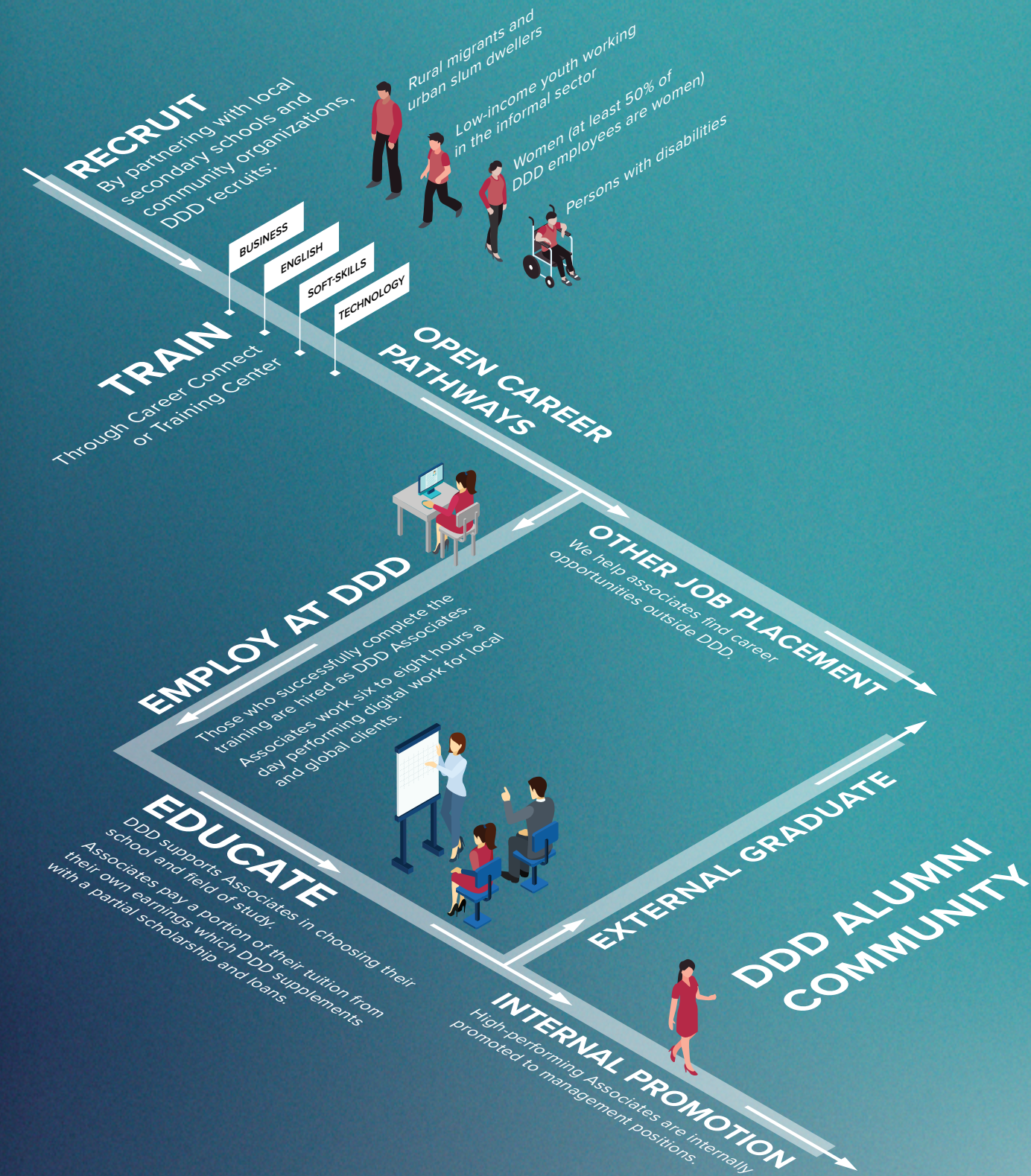
DDD will continue to adapt and evolve our employability training programs, Career Connect in Cambodia, and the Training Center in Laos, to serve even more youth. In 2021, DDD developed and delivered a strategic combination of online, in-person, and hybrid B.E.S.T. training sessions,

and improved our content creation capabilities to enhance online training delivery. These improvements will equip us for evolving COVID-19 protocols and streamline program delivery in 2022. We will continue to refine our recruitment processes and curricula to better support our trainees’ employment at DDD and other workplaces.

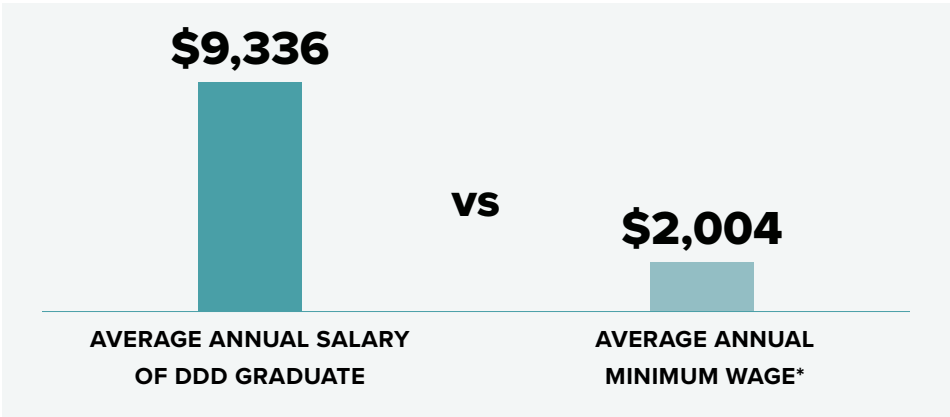
Here’s to the Next 20 Years

DDD will continue to broaden its influence by pioneering even more innovative data solutions and sustainable social impact models in the years ahead. We will explore new remote opportunities such as telemedicine, offer new kinds of training to enhance Associates’ skill sets as work trends continue to evolve, and pilot new programs and services to serve even more youths and clients. In doing so, DDD will continue to equip underserved youth with the skills they require to succeed in their careers, earn stable incomes, and expand opportunities for their families and communities—furthering the UN SDGs in our next 20 years and beyond.

DDD Social Impact Model



Impact Data



*Average minimum wage across the three DDD country locations

TOTAL NO. OF YOUTH IMPACTED THROUGH EMPLOYMENT AND EMPLOYABILITY TRAINING IN 2021	1,967	48% Women 1.5% Youth with Disability
CUMULATIVE (2001–2021)	7,761	~50% Women ~1.2% PWD
2022 TARGETS	Sustain achievements	

TOTAL NO. OF TERTIARY EDUCATION GRADUATES IN 2021	165
CUMULATIVE (2001–2021)	973
2022 TARGETS	140

ESTIMATED NO. OF INDIVIDUALS INDIRECTLY IMPACTED BY THE WORK-STUDY PROGRAM <i>(an average of 4 family members per DDD Work-Study Program beneficiary)</i>	2,748
CUMULATIVE (2001–2021)	10,628
2022 TARGETS	Sustain Achievements

PERCENTAGE OF WOMEN EMPLOYED AT DDD	48%
CUMULATIVE (2001–2021)	~50%
2022 TARGETS	50%

Trends by Sector

The top employment industries for 2021 DDD graduates

BANKING AND MICROFINANCE

Cambodia	22%
Kenya	23%
Laos	16%

CUSTOMER SERVICE / SALES

Cambodia	16%
Kenya	21%
Laos	19%

EDUCATION

Cambodia	16%
Kenya	24%
Laos	6%

PUBLIC SERVICES

Cambodia	9%
Kenya	10%
Laos	17%

HOSPITALITY

Cambodia	6%
Kenya	7%
Laos	12%

Graduate Profiles



2000



Jeremy Hockenstein conceives the idea of setting up DDD while visiting Angkor Wat

2001



DDD launches in Phnom Penh, Cambodia with **The Harvard Crimson** newspaper as its first client

2002



Engages **Mobitel**, DDD's first major Cambodian client

2003



The World Bank recognizes DDD with the **Development Marketplace Award**

GRADUATE PROFILE

KENYA

Sammy Mark: Changing the Landscape of Poverty

Kitui County's soaring hills and majestic valleys are a sight to behold, but for Sammy Mark, who was born and raised there, the lush landscape in one of Kenya's poorest counties did not necessarily translate to greener pastures. Sammy's mother was an educator and his father was a factory laborer, but the family relied mostly on subsistence farming and would sometimes barely even have enough harvest for themselves.

Sammy saw how opportunities for growth in his hometown were scarce, so he dreamt of receiving higher education that would enable him to work in Nairobi's central business district. His diligence as a young student paid off and Sammy received a full scholarship to a private secondary school. He had to walk or bike 10 kilometers from his house to school, often leaving and returning home in the dark, but Sammy persevered. He qualified for university but could not pursue his studies after his mother became ill and the family had to pool their resources for her treatment.

Sammy had almost resigned himself to a future working in the informal economy when, two years after foregoing university, he earned a partial scholarship to study Civic Education and Development in Nairobi. He moved to the Mathare slum to be closer to the school campus, and there learned

about DDD's community development work. Curious to see if what he had heard about the organization was true, Sammy joined DDD in 2014 and has been there ever since.

Sammy finished his Bachelor of Commerce in Procurement and Supply Chain Management in 2019 through the Work-Study Program. After graduating, he remained with DDD, earning enough to be able to support both his older sister's and younger brother's tertiary education.

"DDD came to me at a turning point and was the beginning of a new chapter in my family's life. They have been a fantastic blessing to my career."



Now a project coordinator, Sammy continues to be amazed by his experiences and opportunities at DDD. He is grateful for the chance to be involved in the Education Committee and the DDD Welfare program, which Sammy helped found, because he believes this is how DDD can impact even more youth from disadvantaged backgrounds. Sammy hopes to grow his career at DDD and keep contributing to our work of cultivating a landscape that empowers Kenyan youth to break the cycle of poverty in their communities.

SDG HIGHLIGHTED | DDD's work not only impacts the lives of graduates but also contributes to the **UN SDG 1** – End poverty in all its forms everywhere and **SDG 8** – Promote full and productive employment and decent work for persons with disabilities.

GRADUATE PROFILE

CAMBODIA

Sabun Ou: Meaningful Careers for Economic Growth

Sabun Ou dreamt of becoming like the high-powered lawyers he saw on television shows when he was a child. But as the years went by, his dream felt more like a distant fairytale. In Sabun's province of Svay Rieng, Cambodia, very few youths are able to pursue tertiary education. None of Sabun's friends from his village finished high school. Many did not think school was necessary considering the employment opportunities available to them: climbing palm trees, working in the sugarcane fields of neighboring Vietnam or doing construction or factory work in Phnom Penh. As none of these were feasible nor desirable options for Sabun, whose right leg had been permanently impaired in a childhood accident, he was determined to tread a different path.

Sabun continued to attend high school, where he learned about DDD's Work-Study Program. He seized the opportunity to get a college scholarship and a job in the city and, soon after finishing high school, reported for his first day at work with DDD Cambodia.

While pursuing his bachelor's degree in Human Rights Law, Sabun also worked as an Associate through DDD's Work-Study Program. He discovered a passion for leading teams and mentoring younger colleagues. Sabun worked for eight years at DDD Cambodia, and steadily moved up

from Associate to Coordinator for Culture and Engagement. Today, Sabun serves as the Executive Director of **Prison Fellowship** in Cambodia, a leading international nonprofit organization tackling justice reform.

"My degree and the skills I gained at DDD allow me to succeed at my current role. Having proper work ethics and communication skills helped me earn the trust and respect of my colleagues and enable me to work with people of different nationalities and backgrounds."



As a child, Sabun dreamt of becoming a lawyer and advancing his career. Today, he works toward a dream that is greater than himself. Inspired by DDD's revolutionary impact sourcing model, Sabun hopes to establish his own human resources company in five or 10 years' time. By equipping more Cambodian youth to develop strong and meaningful professional careers, Sabun will not only lead his peers to achieve the same level of success he has had but will also contribute to strengthening the labor market and promoting inclusive economic growth for succeeding generations.

SDG HIGHLIGHTED | DDD's groundbreaking impact sourcing model contributes to the **UN SDG 8** – Promote full and productive employment and decent work for persons with disabilities.

2004

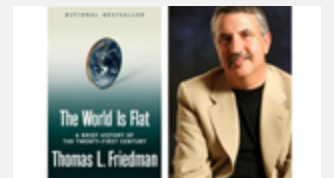


DDD's second office opens in Vientiane, Laos



Third office opens in Battambang, Cambodia

2005



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

2008



DDD receives the **Skoll Award for Social Entrepreneurship**

2009



Launches **StatDNA**, a sports analytics company employing over 100 Associates in Laos

2011



Celebrates **10th Anniversary** and **opens fourth office in Nairobi, Kenya**



Engages **GIZ** to digitize nationwide surveys for **IDPoor**, the national poverty identification system, for the Cambodian government



Contracts **Smart Axiata**, Cambodia's leading telecommunications provider

2012



Grows to employ more than 1,000 staff worldwide



Spins off and sells StatDNA to English football club Arsenal

GRADUATE PROFILE

LAOS

Slermxai Phommachak: Promoting Lifelong Learning

The son of a school teacher, Slermxai Phommachak (Kai to his family and friends) always thought of education as a great equalizer. Kai grew up in the bustling Vientiane Capital City of Laos where he would often see professionals and laborers shuttling to and from work in their uniforms. Watching them, Kai knew there were many opportunities available to youth like himself. He just needed the right skills and education.

When Kai entered the University of Laos, it was not long before he heard about DDD's Work-Study Program. Among the Program's many benefits, Kai was most interested in the opportunity to gain valuable competencies such as writing and speaking in English and working with computers and advanced software. He knew these skills would give him an edge in the workplace.

Kai joined DDD in 2009 and, in the five years he spent as an Associate, gained skills that not only advanced his career but also developed his personality.

“DDD taught me how to become a better person and a great team player. The working environment

and people helped me learn how to cooperate with others, to be accountable and accept my own failures, and to work hard to solve the problems at hand.”

Kai is grateful to have earned a bachelor's degree in Tourism and Hotel Management in 2015 as a DDD Associate. But what he values most are the real-world knowledge and experience he gained with DDD—something Kai thinks he might not have gained solely in a university setting.



After graduating from DDD's Work-Study Program, Kai became the Head of Coordination at a consulting firm and the secretary of the Lao ICT Commerce Association. He is working toward his dream of bringing Information

Communications Technology to the Agriculture industry. As the Chairperson of the DDD Alumni Association in Laos, Kai continues to encourage other young people to join the program that has opened many doors for him. He is proud to contribute to building a support network for Program graduates as they navigate through their careers and pursue lifelong learning opportunities wherever they go.

SDG HIGHLIGHTED | DDD's Work-Study Program has impacted the lives of thousands of graduates and also contributes to the UN **SDG 4** – Ensure inclusive and equitable quality education and promote lifelong opportunities for all.

Office Updates



2012



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

2013



The Rockefeller Foundation's **Digital Jobs Africa** initiative validates DDD's work and boosts the impact sourcing movement

2014



Launches **Liberty Source** in the US, creating career opportunities for military spouses and veterans

2015



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

OFFICE UPDATES

Kenya



DDD Kenya had twin celebrations in 2021, with DDD turning 20 and the country office turning 10. The team marked both with a DDD trivia game, speeches from department heads, and even cake.

Celebrating its 10th year of country operations, DDD Kenya reimaged and scaled our office's social impact. We elevated employee development and accelerated e-commerce opportunities in Kenya's underserved counties, showcasing DDD Kenya's resilience and adaptiveness as COVID-19 persists.



Much like the fast-growing DDD Kenya team, which has recruited 1,300 Associates and 2,600 consultants over the years, the country office's services continue to grow. From basic data entry 10 years ago, we now offer machine learning, annotation, web research, and most recently, localization projects. DDD Kenya has also trained about 250 youth on Amazon Web Services (AWS).



DDD Kenya welcomed social entrepreneurship and digital outsourcing expert Caroline Wanjiku as our new Managing Director. With DDD, Caroline leads a team who shares her passion for expanding opportunities in the digital economy.



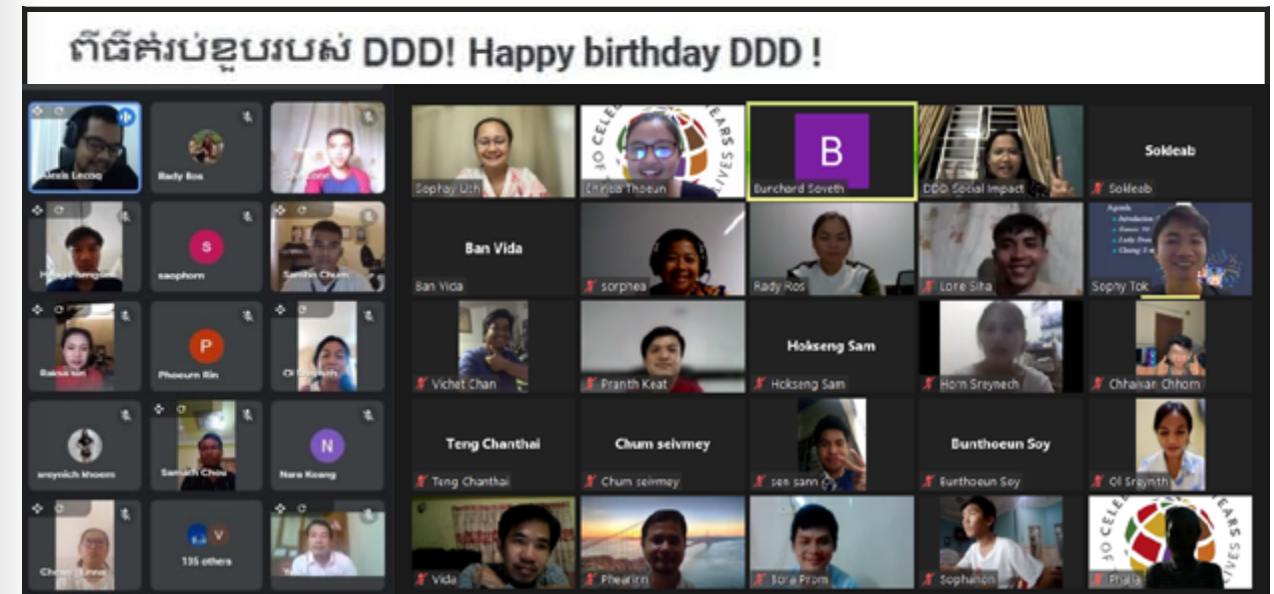
Employees set their professional growth in motion through cross-training programs, resume and interview coaching sessions, an International Women's Day forum on thriving in the workplace, and certification coursework on project management.



dijiTali, DDD Kenya's innovative social enterprise model for cybercafe owners, expanded to nearly 500 dijiTali Centers in 45 counties across Kenya, creating over 200 jobs in the past 18 months. dijiTali enabled entrepreneurs to earn revenue, hire more youth as digital translators, and expand digital inclusion despite COVID-19.

OFFICE UPDATES

Cambodia



In spite of lockdowns, DDD Cambodia staff and Associates stayed engaged and connected through virtual social clubs, town halls, and career talks.

DDD Cambodia deepened client relationships, expanded service lines, supported pandemic response initiatives, and continuously enhanced staff's skill sets and well-being, reflecting DDD's 20 years of work in transforming lives and delivering high-quality services.



DDD Cambodia strengthened and scaled our services in 2021. We refined remote work processes, which enabled us to maintain pre-COVID efficiency levels and keep the quality of services high. The Cambodia office also expanded ML services, creating 150 new ML job opportunities this year.



Throughout 2021, DDD Cambodia implemented activities that reflect DDD's commitment to promote an ethical and engaged working culture. The newly launched Engagement Committee strengthened bonds within DDD Cambodia by organizing social clubs and career talks sessions. Amid multiple COVID-19 lockdowns, the resilience and initiative of staff persisted: they continuously pursued opportunities such as English and Career Development classes, and monthly learning management system (LMS) sessions to develop their skills while working from home.



DDD Cambodia Associates joined national COVID-19 mitigation efforts as onsite pro-bono data operators for the Centers for Disease Control and Prevention (CDC). They processed crucial laboratory data, providing near real-time information on the number of COVID-19 cases.



DDD Cambodia celebrated DDD's 20th Anniversary by launching the Charity Program to fund social impact projects responding to the pandemic. DDD staff and alumni seized the opportunity to give back to their communities, proposing innovative projects aimed at creating long-term resilience.

2016



The **Global Impact Sourcing Coalition** launches with DDD as core member



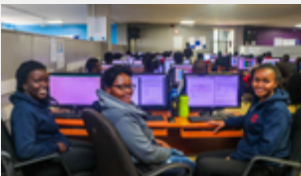
Celebrates **15th Anniversary** in Phnom Penh

2017



Launches **Amazon Web Services Cloud Center of Excellence** in Kenya

2018



DDD Kenya introduces **Machine Learning** services



DDD Cambodia begins **Cultural Heritage Digitization** projects

Laos



The DDD Laos team continued to showcase organizational excellence and resilience, working together to deliver high-quality services such as the data entry project for the World Health Organization.

DDD Laos stayed safe and active even as COVID-19 introduced new challenges. We continued to innovate and expand operations, collaborated with staff and youth in their personal and professional development, and ensured that they were well supported while working remotely.



DDD Laos staff did not let COVID-19 hamper professional development. Between July 2020 and June 2021, about 300 staff upgraded their skills through both online and in-person courses, including English language programs led by international volunteers, and leadership training sessions facilitated by DDD senior management and board members.



By keeping the quality of services high amid COVID-19, DDD Laos met our operating revenue objectives, providing archival content conversion to key accounts and achieving an organic growth rate of 6.3% in FY2021.



The DDD Laos team swiftly responded to the full lockdown in Vientiane by providing staff with food support and necessary equipment to work safely from home. We are also developing work-from-home skill courses on communication, issue reporting, working systems, and mindset training to support staff in their new work environments.

Navigating New Paths Through COVID-19's Uncertainties

COVID-19's financial impacts persisted in FY2021, yet DDD kept a strong foothold in delivering innovative data solutions. While the pandemic affected several clients' operations, resulting in delayed project implementation and cancellations, DDD was able to maintain business in its Asian and African delivery centers. Revenue for the year fell 16% from FY2020, which was our record year in terms of earned revenue. DDD, however, saw significant growth in its new ML service line, and contracted several new clients in the fast-growing AI field. Despite lower revenue this year, DDD achieved strong margins and increased our overall financial strength.

Liberty Source, our domestic delivery center, was less affected by the pandemic and maintained business at consistent levels this year. DDD sold Liberty Source to one of its key clients in September 2021, marking the second time that DDD has successfully spun out a social enterprise. We look forward to seeing Liberty Source continue its growth strategy and evolve in the years to come.

The table below breaks down earned revenue by region:

In US\$ (1,000s)	FY2021	FY2020	YoY
Asia	3,613	4,656	-22%
Africa	1,903	1,892	+1%
Liberty Source	8,418	7,848	+7%
Total	13,934	14,397	-3%

Overall, DDD celebrated one of its strongest financial results since inception. Focused contract execution, continued increase in productivity, and tight cost control all contributed toward this achievement. In addition, DDD benefited from significant philanthropic contributions, which supported our mission and ensured the health and safety of our staff and their communities.

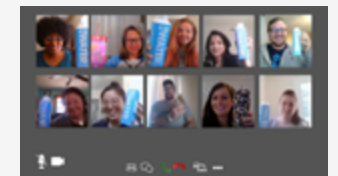
Through strong financial performance and philanthropic support, DDD's financial position has improved significantly. Further bolstered by proceeds from the sale of Liberty Source, DDD is well-positioned to remain resilient in the face of an ongoing global health and economic crisis, and to continue empowering youth through and beyond the pandemic.

2019



Launches **Career Connect** in Cambodia and Training Center in Laos

2020



Transitions 900+ staff worldwide to remote work



Launches **dijiTali** centers in Kenya with 160 entrepreneurs



Completes **Hudl**, a machine learning project engaging over 300 Associates across all three DDD country offices who processed over 30,000 games

2021



DDD celebrates its **20th Anniversary** and launches the DDD Community and Alumni platform



Spins off Liberty Source and secures sale to **Two Sigma**



Acumen, IKEA Social Entrepreneurship, and the World Economic Forum COVID Response Alliance for Social Entrepreneurs recognize DDD in their **100 Corporate-Ready Social Enterprises** list

CLIENT FEATURE

Colorado State Library



Seeking to provide everyone with access to learning and to serve the underserved, the **Colorado State Library (CSL)** manages the Colorado Talking Book Library and Colorado State Publications Library, as well as technology initiatives, resource sharing programs, and library development opportunities for academic, public, school, and institutional libraries.

CSL teamed up with History Colorado and the Collaborative Digitization Program in the early 2000s and, through grants from the Library Services and Technology Act and the Institute for Museum and Library Services, launched the **Colorado Historic Newspapers Collection (CHNC)** in 2005. CHNC is now an independent, self-sustaining online archive of newspapers published within the state that can be browsed and accessed by the public for free.

In 2015, CSL migrated to a new content management system and was looking forward to digitizing thousands of newspaper pages to add to the newly updated database but soon realized that they did not have a vendor that could create the METS/ALTO output required for their new content. It was then that colleagues in the newspaper business recommended CSL work with DDD.

“DDD offered exactly what we wanted: article segmentation,

METS/ALTO metadata, JP2000 output, affordable pricing...it seemed too good to be true. But it was true and we have been working with them ever since.”

DDD has been providing CSL with newspaper digitization services since 2015, helping CSL to triple the CHNC to over 2 million pages of content. The collection, over 70% of which DDD digitized, is sourced from over 600 local newspapers dating from as early as 1859 up to 2021, and includes periodicals published in English, German, Italian, Japanese, Slavic, Spanish, Serbian, and Swedish.

“They [DDD] have been an outstanding and reliable partner for our historic newspaper program. The staff are responsive, flexible, easy to work with, and we consider them part of our digital family.”

Through their partnership with DDD, CSL is excited to continue expanding the CHNC to include broader coverage of local news and to better facilitate research and preserve valuable and diverse knowledge for succeeding generations.

Clients and Partners



Board and Management

EXECUTIVE LEADERSHIP



Jeremy Hockenstein
Co-Founder & CEO



Sameer Raina
President



Jan-Maarten Mulder
Chief Financial Officer



Sopheap Im
Executive Director



Asit Dubey
Executive Vice President,
Business Operations

BUSINESS UNIT LEADERSHIP



Phabphada Dokbouathong
Vice President, Laos



Alexis Lecoq
Director of Operations,
Cambodia



Caroline Wanjiku
Managing Director,
Africa

BOARD OF DIRECTORS



Divyata Ashiya



Karen Forster



Jeremy Hockenstein



Alex Jaimes



Stefan Kappeler



Amanda Lewis



Kay Lot



Sarah S. Martin



Kevin Miller



Sari Miller



Anne Njuki



Dhiren Rawal



John Roome



Jaeson Rosenfeld



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. Your generosity allows us to continue encouraging and enabling our youth to build brighter futures for themselves, their families, and communities.





Changing How
the World Works.

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



digitaldividedata



@digdivdata



digital-divide-data

WWW.DIGITALDIVIDEDATA.COM

WWW.DIGITALDIVIDEDATA-AI.COM