60% of the world’s workers earn their livelihoods from informal jobs. That translates to over 2 billion women and men working in the informal sector, lacking decent working conditions, government oversight and regulation.

An average of 92% of youth in our areas of operation are working in informal employment, compared to 77% globally.

But there is hope – we’re seeing that education makes a difference and can decrease the percentage of youth employed in the informal sector.


As informal workers, these youth may have an income, but are deprived of benefits:
Youth Education Isn’t Measuring Up

Sub-Saharan Africa and Southeast Asia have the lowest educational attainment in the world and private intensive training programs are often too expensive for low-income students.

- 96% of Kenyan youth are not enrolled in higher education
- 87% of Cambodian youth are not enrolled in higher education
- 82% of Lao youth are not enrolled in higher education

Source: Global Education Fund (2018) and The Global Economy, UNESCO
High Demand for Skilled High-Tech Workers

Conversely, there is an estimated global shortage of 2 million high tech professionals, and the skills needed for these formal jobs are only increasing in complexity.

Job candidates aren’t qualified

55% of managers say practical hands-on experience is the most important qualification

70% of companies require technical certifications for open positions


And employees don’t have the necessary skills

Employers indicate that current employees are not sufficient in key skills:

69% lack sufficient problem solving skills

70% lack sufficient technology skills

67% lack basic technical training

60% lack necessary math skills

Source: Deloitte, Milken Institute, and Economic Planning Institute Skills Gap Report (2016)
As a result, a **mismatch** exists between the skills of young workers and the skills that employers require. As the world economy becomes more technologically advanced, youth in Africa and Asia need relevant education and training, combined with employment opportunities.
Digital Divide Data (DDD) is a social enterprise, founded in 2001 with the mission to create better futures for disadvantaged youth, enabling them to find a lifetime of opportunity through education and work experience. DDD’s innovative social model, delivers digital solutions to global clients while training and employing underserved youth in tech skills as a stepping stone to professional jobs — and out of poverty.

This model of delivering outsourcing services to clients with social impact is known as “Impact Sourcing.” In the past 17 years, DDD has helped over 3,000 young people in Cambodia, Laos and Kenya with its proven work-study model:

1. Recruitment
2. Training and Education
3. 4-year Work-Study Program
4. Graduation and Jobs
Recruitment:

We recruit local talent by partnering with local secondary schools and community organizations. Candidates go through a rigorous selection process using aptitude testing and motivational interviews to identify youth with skills and drive. DDD recruits:

- Low-income youth working in the informal sector
- Rural migrants and urban slum dwellers
- 50% Women
- 10% Persons with disabilities
Training and Education:

A comprehensive training program starts prior to on-boarding and continues while working at DDD, providing a foundation for current work and lifelong marketable skills. Trainees undergo an intensive job-readiness training for 2 to 3 months to develop skills in:

- Business
- English
- Soft skills
- Technology
DDD’s Social Impact Model

Employ and Educate:

DDD makes a long-term commitment to all staff. Those who successfully complete the training are hired as DDD associates. They work in our office, developing essential work experience. Attrition is well-below the industry average as workers have a unique opportunity for personal and professional development.

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 partial scholarships and loans.
Graduation and Jobs:

Associates stay at DDD for an average of 4 years. While DDD retains the best staff—and provides them with additional training—most youth leave DDD as graduates and move on to professional jobs, earning more than six times the average local salary. DDD tracks where they go, what they do, and how much they earn in an annual survey.
Key Facts and Figures

**Staff:** 1100+ worldwide

**Type:** hybrid for-profit/non-profit model

**Revenue:** $15m earned revenue in FY18

**Office Locations:** Cambodia, Laos, Kenya, USA

![Graph showing DDD Earned Revenue ($M) and Staff Growth from 2008 to 2018.](www.digitaldividedata.com)
The Results

1,700  Young employees graduated with college degrees

3,000  Youth provided with long-term work experience

50%  Percent of program participants are women

$175k  Average estimated increase in lifetime earnings per graduate

6x  Graduates earn 6x the average monthly salary
Empowering US Military Spouses and Veterans

In 2014, DDD opened its first US-based operation, Liberty Source, offering jobs and opportunities to US military spouses and veterans.

Fulfilling our mission to train and employ underserved populations, we employ over 200 military spouses and veterans, and have created a culture, which cultivates the unique talents of military spouses and veterans.

Today, Liberty Source generate $10M in revenue, delivering competitive on-shore business services, including:

- Finance & Accounting
- Human Resources
- Industry-Specific Processes
DDD’s Digital Solutions

- Content & Data Science Solutions
  - Content Enrichment
  - Data Mining & Machine Learning
  - Transaction Processing
  - Digitization for Digital Libraries

- Technology Solutions
  - Cloud Migration
  - Managed Services
  - Application Dev
  - QA & Testing

- Social Research & Data Analytics
  - Research Ideation & Design
  - Data Collection & Analysis
  - Monitoring & Evaluation
  - Analytics & Visualization

- Finance & Accounting BPO
  - Procure to Pay
  - Order to Cash
  - CFO Reporting
  - Analytics & Recon

- Digital Skill Development
  - Workforce Development
  - Certifications & Credentialing
  - Coding Academies
  - Custom Programs

BPO  Technology & Analytics  Workforce Dev

www.digitaldividedata.com
Trusted by over 200 Global Clients for Digital Solutions

Global brands rely on DDD for quality service & dependable delivery of critical business data:

- Publishing
  - Amazon
  - Thumb Media Brands
  - Reader's Digest
  - LibreDigital
  - DDD

- Corporate
  - Fossil
  - MobiTel
  - nor1
  - pixelz

- Academic
  - Harvard University
  - The University of Chicago
  - Stanford University
  - UC Riverside
  - Yale University
  - University of California
  - National Libraries

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

- Institutional
  - THE WORLD BANK
  - UNICEF
  - DURASPACE
  - UNESCO
  - UNDP
The Africa Law Library (ALL) aims to enhance the legal environment of business in Africa by bringing legal information into one publicly available repository. ALL wanted to **preserve and digitize** their collection of over **460,000 legal texts** from Kenya Law Reporting, including: 400,000 pages of judgements and rulings and 60,000 pages of reports from 1975-1987.

ALL partnered with DDD to:

- **Scan and digitize** the entire collection
- **Create metadata** to search collection
- **Upload** digital files to ALL server

With this data, ALL was able to add to their Kenya court records collection and provide access to the public. In doing so, they are innovatively shaping the legal landscape in Africa.
The Tuol Sleng Genocide Museum, a Cambodian high-school-turned-prison by the Khmer Rouge in 1975, is a memorial and educational center. The museum wanted to **preserve and present** their collection of over **400,000 documents**, containing hand-written notebooks and photographs.

Together, DDD and UNESCO undertook an extensive project to:

- **Preserve** the collection, assessing and improving conditions for optimal digitization
- **Digitize and index** the collection
- Create a **database** in English and Khmer
- **Build** the website to host and disseminate educational resources
- **Capacity building to train** the museum staff to continue preserving the collection

Through this project, Tuol Sleng Museum staff were trained in preservation, digitization, and indexing techniques. The museum will be able to use the website to disseminate educational resources to thousands of online visitors.
Georgetown University’s Initiative on Innovation, Development and Evaluation (Gui²de) was researching different interventions to improve road safety and decrease road deaths and accidents in East Africa. Beginning in Kenya, stickers were placed inside buses with motivational messages that encouraged passengers to speak up directly to their driver against bad driving. Results from multiple studies proved that buses in which these stickers were placed had between 25-50% fewer insurance accident claims, translating into 140 avoided accidents and 55 lives annually. Gui²de wanted to scale this intervention to Tanzania.

Over the course of 1 year, DDD associates:

- Randomly selected and inspected **1200 public buses**
- Placed **1200 stickers** inside buses to encourage passengers to speak up against reckless driving
- **Collected** accident data from police stations in **26 regions** in Tanzania
- **Digitized** and cleaned up accident data
- **Conducted** data analysis comparing accident rates among vehicles with/without stickers

Through this project, Gui²de was able to collect and analyze important data to increase the effectiveness of road safety interventions in Tanzania.
Data Entry & Clean Up for Emory University

Economic historians at Emory University and Gesellschaft für Kapitalmarktforschung were researching global financial growth throughout history. The main sources were New York and German newspapers from the late 19th and early 20th century, which included detailed daily stock tables from both the New York Stock Exchange as well as the Berlin Stock Exchange. Due to the quality of the scans, table format and font size, the data needed to be entered manually.

Over the course of 1 year, DDD associates:

- Capture and verify over 2 million financial data points from English and German newspapers
- Clean up and normalize the data to include standardized abbreviations and names
- Enter the data with high accuracy and attention to detail

With this data, the co-collaborators were able to complete their analysis of the data and are looking forward to publishing their findings.
Financial Field Research for Bankable Frontier Associates

Bankable Frontier Associates (BFA) is a global consulting firm specializing in using finance to create solutions for low-income people. BFA was conducting a study about the financial behavior of low-income households in Africa through financial data collection and the compilation of “Financial Diaries.”

DDD worked on a landmark study to collect detailed data on the financial behavior of 300 households among the low-income in Kenya across 5 locations.

- DDD associates visited households every two weeks for 18 months
- Collected over 500,000 transactions with data on wage, income, spending habits, day-to-day expenses, capital expenditures for businesses, and schooling costs

With this data, BFA was able to create a collage illustrating the financial behavior of the poverty-stricken, giving researchers a vivid picture of the lives of low-income households. A similar study was conducted on a smaller scale in Tanzania, funded by CGAP.
The National Museums of Kenya (NMK) hosts the largest record of human cultural evolution in the world, including over 5 million artifacts dating back to 3 million years old. NMK sought to preserve, digitize, and educate the world about it’s collection.

DDD, Amazon Web Services (AWS), and Intel undertook an extensive project to:

- **Digitize and index** the archive by scanning and uploading 3D images of museum artifacts
- **Create a database** of the technical metadata for a digital archive
- **Build and host** a virtual museum experience for the public, while providing access to the rarest of materials and artifacts to the research and academic community

Through this project, NMK has digitized 10,000 artifacts to date and can provide access to their collection to anyone who is interested via an engaging virtual experience.
National Museums of Kenya

National Museums of Kenya and DDD on YouTube
Based on 17 years of experience, here are a few things we’ve learned:

While many organizations are attracted to the social enterprise model for the potential to reduce reliance on donors and to be more sustainable – and this is a strong advantage – there are other even more powerful advantages.

By working in a business, youth learn the skills they need to succeed - team work, quality, deadlines - in a live environment and see the impact of their actions.

The organization’s model is constantly subject to the market's feedback: are we teaching skills and producing services which are valuable to our customers? Through constant feedback we will ultimately be valuable in the marketplace for our employees and generate more impact.

A market-dependent business also has challenges. There will be ups and downs as client demand increases and reduces, and as employees learn while working.

There is a lot the private sector can learn from social enterprises: while a company only has to focus on its financial bottom line, a social enterprise has to balance often competing goals - financial success and social impact. Handling complex challenges - and often contradictory goals - is a core skill needed for success in today's world.
Thank you!

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