



Nairobi, Kenya

2019 San Diego Digital Initiatives Symposium



www.digitaldividedata.com



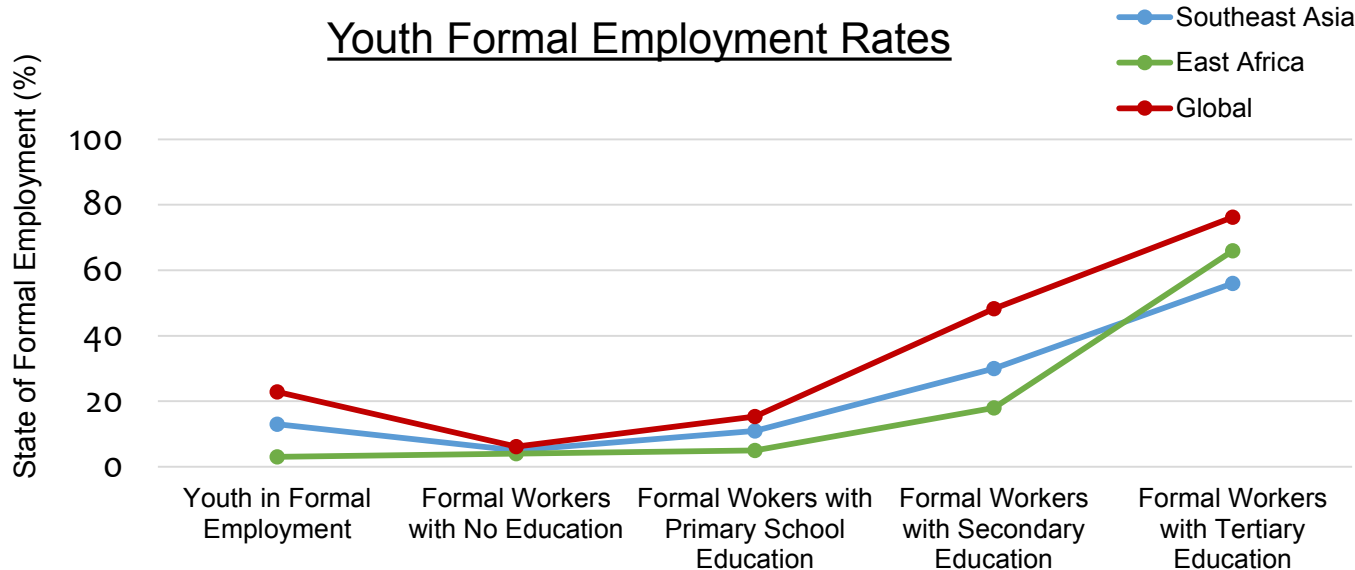
Global Youth in Informal Employment

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**:

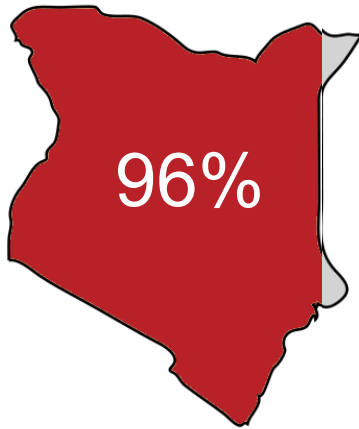


Source: ILO Women and Men in the Informal Economy: A Statistical Picture (2018)

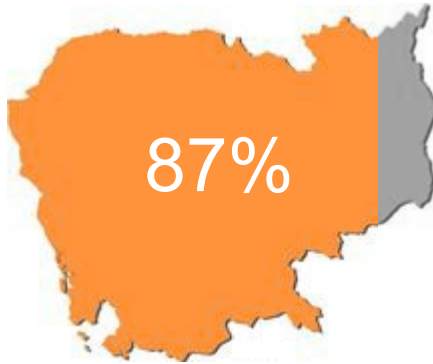


Youth Education Isn't Measuring Up

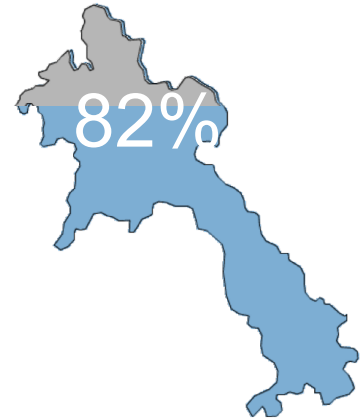
Sub-Saharan Africa and Southeast Asia have the lowest educational attainment in the world and private intensive training programs are often too expensive for low-income students.



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

Source: ISACA Current Trends in Workforce Development (2017)

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



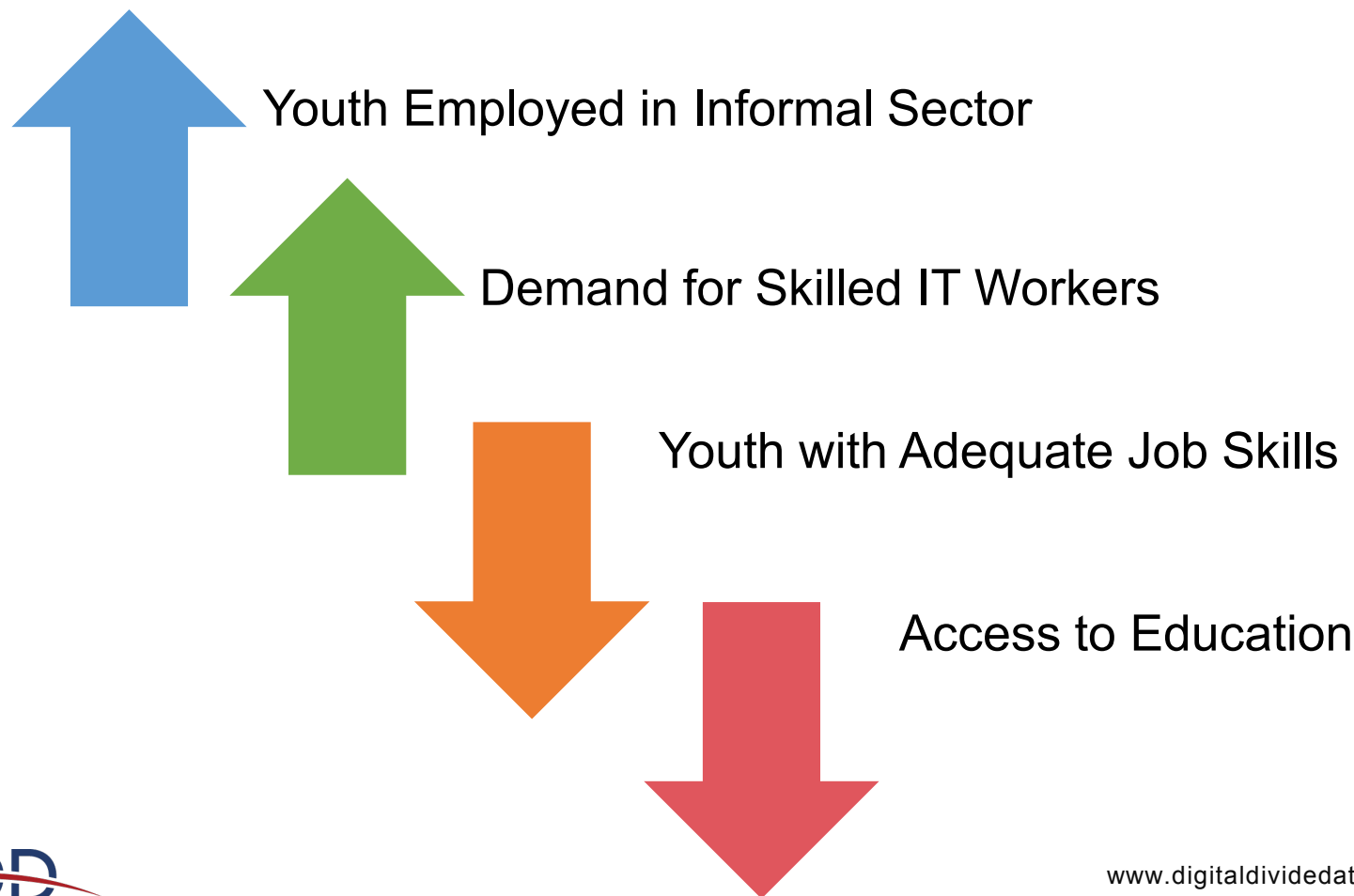
60% lack necessary math skills

Source: Deloitte, Milken Institute, and Economic Planning Institute Skills Gap Report (2016)



Skill Gap

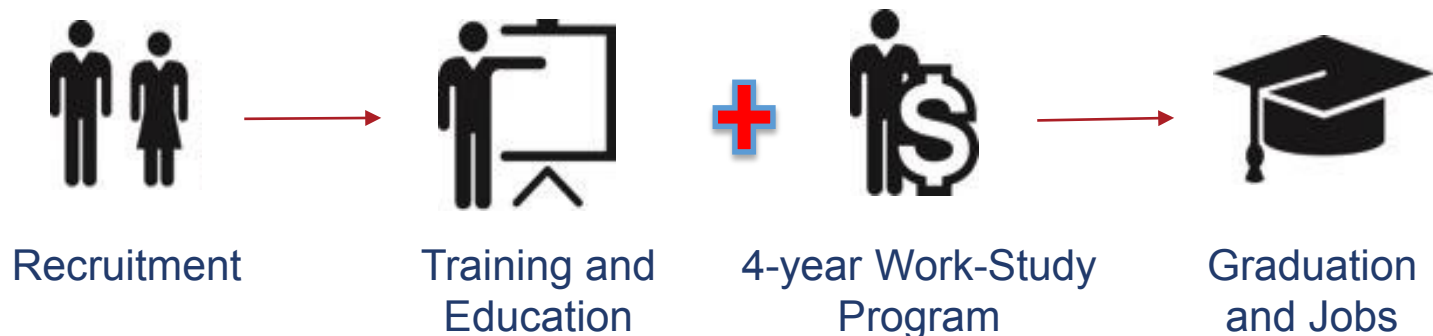
As a result, a **mismatch** exists between the skills of young workers and the skills that employers require. As the world economy becomes more technologically advanced, youth in Africa and Asia need relevant education and training, combined with employment opportunities.



Social Mission

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:



DDD's Social Impact Model

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



DDD's Social Impact Model

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.



DDD's Social Impact Model

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.



Outplacement

We help associates find career opportunities outside DDD.



Internal Promotion

High-performing associates are internally promoted to management positions.



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

DDD Earned Revenue (\$M)

\$16 —
\$14 —
\$12 —
\$10 —
\$8 —
\$6 —
\$4 —
\$2 —
\$0 —

2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018

Staff Growth

2000
1800
1600
1400
1200
1000
800
600
400
200
0





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



Trusted by over 200 Global Clients for Digital Solutions

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

Publishing



Corporate



Academic



Government



Institutional



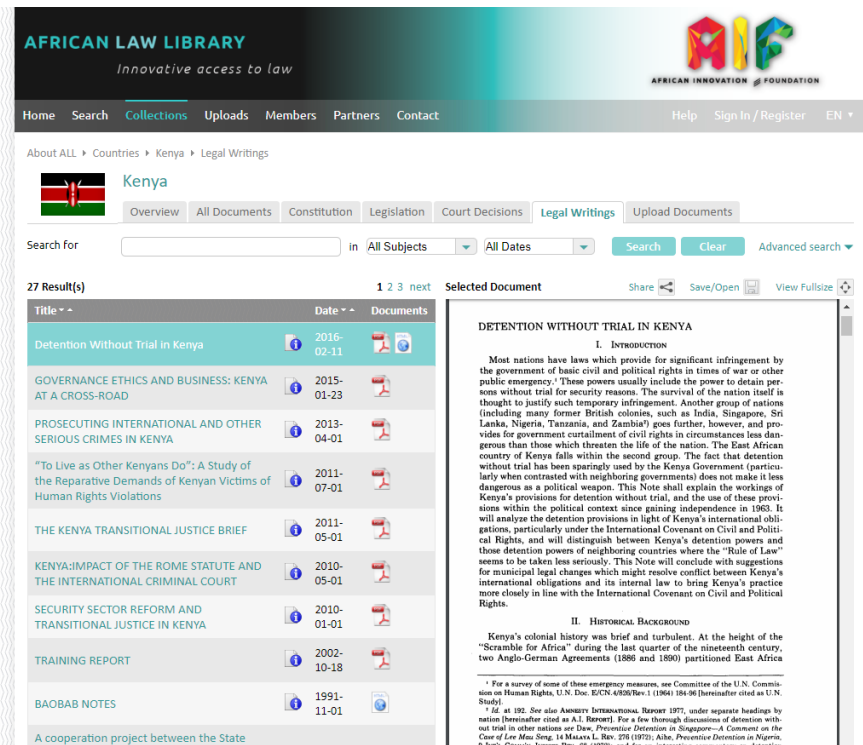
eGovernment for Developing Countries and the African Law Library

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 screenshot displays the African Law Library (ALL) website interface. At the top, the header includes the ALL logo and navigation links: Home, Search, Collections, Uploads, Members, Partners, and Contact. Below the header, a search bar is visible with filters for 'All Subjects' and 'All Dates'. The main content area shows search results for 'Kenya', listing 27 results. The results table includes columns for Title, Date, and Documents. The first result is 'Detention Without Trial in Kenya' dated 2016-02-11. Other results include 'GOVERNANCE ETHICS AND BUSINESS: KENYA AT A CROSS-ROAD', 'PROSECUTING INTERNATIONAL AND OTHER SERIOUS CRIMES IN KENYA', and 'THE KENYA TRANSITIONAL JUSTICE BRIEF'. On the right side, a 'Selected Document' preview is shown for 'DETENTION WITHOUT TRIAL IN KENYA', featuring an introduction and a historical background section.

Title	Date	Documents
Detention Without Trial in Kenya	2016-02-11	1
GOVERNANCE ETHICS AND BUSINESS: KENYA AT A CROSS-ROAD	2015-01-23	1
PROSECUTING INTERNATIONAL AND OTHER SERIOUS CRIMES IN KENYA	2013-04-01	1
"To Live as Other Kenyans Do": A Study of the Reparative Demands of Kenyan Victims of Human Rights Violations	2011-07-01	1
THE KENYA TRANSITIONAL JUSTICE BRIEF	2011-05-01	1
KENYA: IMPACT OF THE ROME STATUTE AND THE INTERNATIONAL CRIMINAL COURT	2010-09-01	1
SECURITY SECTOR REFORM AND TRANSITIONAL JUSTICE IN KENYA	2010-01-01	1
TRAINING REPORT	2002-10-18	1
BAOBAB NOTES	1991-11-01	1

A cooperation project between the State

DETENTION WITHOUT TRIAL IN KENYA
I. INTRODUCTION
Most nations have laws which provide for significant infringement by the government of basic civil and political rights in times of war or other public emergency.¹ These powers usually include the power to detain persons without trial for security reasons. The survival of the nation itself is thought to justify such temporary infringement. Another group of nations (including many former British colonies, such as India, Singapore, Sri Lanka, Nigeria, Tanzania, and Zambia) goes further, however, and provides for government curtailment of civil rights in circumstances less dangerous than those which threaten the life of the nation. The East African country of Kenya falls within the second group. The fact that detention without trial has been sparingly used by the Kenya Government (particularly when contrasted with neighboring governments) does not make it less dangerous as a political weapon. This Note shall explain the workings of Kenya's provisions for detention without trial, and the use of these provisions within the political context since gaining independence in 1963. It will analyze the detention provisions in light of Kenya's international obligations, particularly under the International Covenant on Civil and Political Rights, and will distinguish between Kenya's detention powers and those detention powers of neighboring countries where the "Rule of Law" seems to be taken less seriously. This Note will conclude with suggestions for municipal legal changes which might resolve conflict between Kenya's international obligations and its internal law to bring Kenya's practice more closely in line with the International Covenant on Civil and Political Rights.

II. HISTORICAL BACKGROUND
Kenya's colonial history was brief and turbulent. At the height of the "Scramble for Africa" during the last quarter of the nineteenth century, two Anglo-German Agreements (1886 and 1890) partitioned East Africa.

¹ For a survey of some of these emergency measures, see Committee of the U.N. Commission on Human Rights, U.N. Doc. E/CN.4/Sub.2/Rev.1 (1964) 184-96 [hereinafter cited as U.N. Study].
² Id. at 192. See also Amnesty International, *Report 1977*, under separate headings by nation [hereinafter cited as A.I. Report]. For a few thorough discussions of detention without trial in other nations see Dawson, *Preventive Detention in Singapore—A Comment on the Case of Lee Mau Sing*, 14 *Manila L. Rev.* 275 (1979); Akiba, *Preventive Detention in Nigeria*, 6 *Kenya's Foreign Relations Rev.* 48 (1979); and for an instructive commentary on detention



Archive Digitization Tuol Sleng Genocide Museum, Cambodia

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



DDD associates scan the collection into digital format.

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.



Social Research for Georgetown University

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



Bus stickers encouraging passengers to speak out against reckless driving (Georgetown University)

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

I. Beilage
der Zeitung.

Kurszettel der „Berliner Börsen-Zeitung“.

Mittwoch,
5. Januar 1910.

(Näheres über die einzelnen Papiere ist aus den am 29. Dezember 1909 erschienenen Ergänzungen zum Kurszettel zu ersieht.)

Deutsche Fonds.

Papier	Stück	Kurs	Papier	Stück	Kurs	Papier	Stück	Kurs	Papier	Stück	Kurs
Deutsche Reichs-Anl.	4	102.00	ha G	Preuss. Staats-Anl.	4	102.00	ha G	Deutsche Reichs-Anl.	4	102.00	ha G
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Reichs-Anl. 1910	4	100.00	ha G	Reichs-Anl. 1910	4	100.00	ha G	Reichs-Anl. 1910	4	100.00	ha G
do. v. 1909	4	100.00	ha G	do. v. 1909	4	100.00	ha G	do. v. 1909	4	100.00	ha G
do. v. 1908	4	100.00	ha G	do. v. 1908	4	100.00	ha G	do. v. 1908	4	100.00	ha G
do. v. 1907	4	100.00	ha G	do. v. 1907	4	100.00	ha G	do. v. 1907	4	100.00	ha G
do. v. 1906	4	100.00	ha G	do. v. 1906	4	100.00	ha G	do. v. 1906	4	100.00	ha G
do. v. 1905	4	100.00	ha G	do. v. 1905	4	100.00	ha G	do. v. 1905	4	100.00	ha G
do. v. 1904	4	100.00	ha G	do. v. 1904	4	100.00	ha G	do. v. 1904	4	100.00	ha G
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do. v. 1902	4	100.00	ha G	do. v. 1902	4	100.00	ha G	do. v. 1902	4	100.00	ha G
do. v. 1901	4	100.00	ha G	do. v. 1901	4	100.00	ha G	do. v. 1901	4	100.00	ha G
do. v. 1900	4	100.00	ha G	do. v. 1900	4	100.00	ha G	do. v. 1900	4	100.00	ha G
do. v. 1899	4	100.00	ha G	do. v. 1899	4	100.00	ha G	do. v. 1899	4	100.00	ha G
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do. v. 1896	4	100.00	ha G	do. v. 1896	4	100.00	ha G	do. v. 1896	4	100.00	ha G
do. v. 1895	4	100.00	ha G	do. v. 1895	4	100.00	ha G	do. v. 1895	4	100.00	ha G
do. v. 1894	4	100.00	ha G	do. v. 1894	4	100.00	ha G	do. v. 1894	4	100.00	ha G
do. v. 1893	4	100.00	ha G	do. v. 1893	4	100.00	ha G	do. v. 1893	4	100.00	ha G
do. v. 1892	4	100.00	ha G	do. v. 1892	4	100.00	ha G	do. v. 1892	4	100.00	ha G
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do. v. 1883	4	100.00	ha G	do. v. 1883	4	100.00	ha G	do. v. 1883	4	100.00	ha G
do. v. 1882	4	100.00	ha G	do. v. 1882	4	100.00	ha G	do. v. 1882	4	100.00	ha G
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do. v. 1879	4	100.00	ha G	do. v. 1879	4	100.00	ha G	do. v. 1879	4	100.00	ha G
do. v. 1878	4	100.00	ha G	do. v. 1878	4	100.00	ha G	do. v. 1878	4	100.00	ha G
do. v. 1877	4	100.00	ha G	do. v. 1877	4	100.00	ha G	do. v. 1877	4	100.00	ha G
do. v. 1876	4	100.00	ha G	do. v. 1876	4	100.00	ha G	do. v. 1876	4	100.00	ha G
do. v. 1875	4	100.00	ha G	do. v. 1875	4	100.00	ha G	do. v. 1875	4	100.00	ha G
do. v. 1874	4	100.00	ha G	do. v. 1874	4	100.00	ha G	do. v. 1874	4	100.00	ha G
do. v. 1873	4	100.00	ha G	do. v. 1873	4	100.00	ha G	do. v. 1873	4	100.00	ha G
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do. v. 1871	4	100.00	ha G	do. v. 1871	4	100.00	ha G	do. v. 1871	4	100.00	ha G
do. v. 1870	4	100.00	ha G	do. v. 1870	4	100.00	ha G	do. v. 1870	4	100.00	ha G
do. v. 1869	4	100.00	ha G	do. v. 1869	4	100.00	ha G	do. v. 1869	4	100.00	ha G
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do. v. 1866	4	100.00	ha G	do. v. 1866	4	100.00	ha G	do. v. 1866	4	100.00	ha G
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do. v. 1863	4	100.00	ha G	do. v. 1863	4	100.00	ha G	do. v. 1863	4	100.00	ha G
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do. v. 1861	4	100.00	ha G	do. v. 1861	4	100.00	ha G	do. v. 1861	4	100.00	ha G
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do. v. 1838	4	100.00	ha G	do. v. 1838	4	100.00	ha G	do. v. 1838	4	100.00	ha G
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do. v. 1836	4	100.00	ha G	do. v. 1836	4	100.00	ha G	do. v. 1836	4	100.00	ha G
do. v. 1835	4	100.00	ha G	do. v. 1835	4	100.00	ha G	do. v. 1835	4	100.00	ha G
do. v. 1834	4	100.00	ha G	do. v. 1834	4	100.00	ha G	do. v. 1834	4	100.00	ha G
do. v. 1833	4	100.00	ha G	do. v. 1833	4	100.00	ha G	do. v. 1833	4	100.00	ha G
do. v. 1832	4	100.00	ha G	do. v. 1832	4	100.00	ha G	do. v. 1832	4	100.00	ha G
do. v. 1831	4	100.00	ha G	do. v. 1831	4	100.00	ha G	do. v. 1831	4	100.00	ha G
do. v. 1830	4	100.00	ha G	do. v. 1830	4	100.00	ha G	do. v. 1830	4	100.00	ha G
do. v. 1829	4	100.00	ha G	do. v. 1829	4	100.00	ha G	do. v. 1829	4	100.00	ha G
do. v. 1828	4	100.00	ha G	do. v. 1828	4	100.00	ha G	do. v. 1828	4	100.00	ha G
do. v. 1827	4	100.00	ha G	do. v. 1827	4	100.00	ha G	do. v. 1827	4	100.00	ha G
do. v. 1826	4	100.00	ha G	do. v. 1826	4	100.00	ha G	do. v. 1826	4	100.00	ha G
do. v. 1825	4	100.00	ha G	do. v. 1825	4	100.00	ha G	do. v. 1825	4	100.00	ha G
do. v. 1824	4	100.00	ha G	do. v. 1824	4	100.00	ha G	do. v. 1824	4	100.00	ha G
do. v. 1823	4	100.00	ha G	do. v. 1823	4	100.00	ha G	do. v. 1823	4	100.00	ha G
do. v. 1822	4	100.00	ha G	do. v. 1822	4	100.00	ha G	do. v. 1822	4	100.00	ha G
do. v. 1821	4	100.00	ha G	do. v. 1821	4	100.00	ha G	do. v. 1821	4	100.00	ha G
do. v. 1820	4	100.00	ha G	do. v. 1820	4	100.00	ha G	do. v. 1820	4	100.00	ha G
do. v. 1819	4	100.00	ha G	do. v. 1819	4	100.00	ha G	do. v. 1819	4	100.00	ha G
do. v. 1818	4	100.00	ha G	do. v. 1818	4	100.00	ha G	do. v. 1818	4	100.00	ha G
do. v. 1817	4	100.00	ha G	do. v. 1817	4	100.00	ha G	do. v. 1817	4	100.00	ha G
do. v. 1816	4	100.00	ha G	do. v. 1816	4	100.00	ha G	do. v. 1816	4	100.00	ha G
do. v. 1815	4	100									

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



DDD associates interviewed 300 low-income households (BFA).

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.



National Museums of Kenya

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 its 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



NMK collection housing millions of prehistoric specimen

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](#)



Key Learnings

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.



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