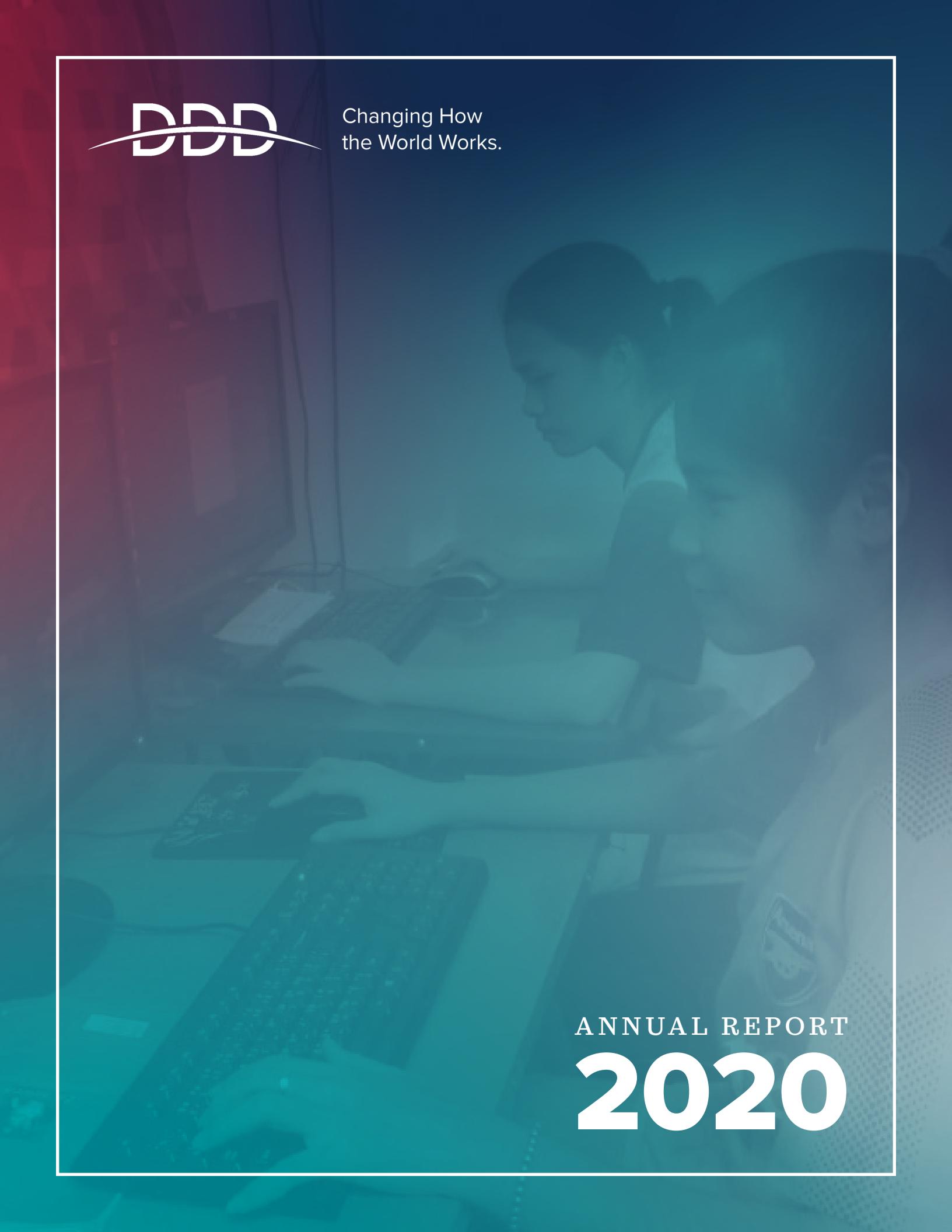




Changing How  
the World Works.

A blurred, composite image showing several people in an office environment, likely data entry or processing, working at computer terminals with multiple monitors. The background is a gradient from red on the left to blue on the right.

ANNUAL REPORT  
**2020**

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At the height of the COVID-19 pandemic, DDD provided associates with computers, chairs, tables, and other equipment necessary for a complete work-from-home set-up.

# CEO Letter

Dear DDD family and friends,

2020 was anything but ordinary. It brought COVID-19 and, with it, both challenges and opportunities. We knew immediately we had to ensure the health and safety of DDD youth, their families, and their communities. At the same time, we had to adapt operations not only to comply with new safety restrictions, but also to counter temporary downturns in projects and keep our business financially sound.

What followed was a show of grit and innovation, proving the resilience of the entire DDD community.

When COVID-19 broke out in Q1, we adapted a work-from-home policy ahead of government lockdown measures and ensured that staff had sufficient access to vital services and adequate housing to practice proper physical distancing. With this, DDD was able to minimize downtime and continue to provide employment and income for staff. More importantly, we are happy and thankful to report that we have had zero incidents of COVID-19 infection among our staff to date.

We also took the opportunity to strengthen our social impact and do what we can to help broaden response strategies to the pandemic by offering pro bono digital services for COVID-19 detection, management, and prevention.

DDD's mission to increase access to higher education and meaningful employment for underserved youth will remain crucial in the years ahead as we face the far-

reaching implications of COVID-19 and other challenges, such as climate change, on our economies and job markets. Ensuring that youth have access to the resources and services they need to thrive will enable them to attain financial and professional security despite the potentially destabilizing long-term effects of COVID-19.

Equitable and sufficient access to social and economic opportunities for each individual is directly tied to the wellbeing of whole communities. This is the heart of DDD's mission. As our organization continues to scale its operations and program reach in 2021, our hope is that we further strengthen the case for more and more companies to adapt an impact sourcing strategy similar to the DDD model. Our vision is for entire industries, including BPO and tech, to take responsibility over increasing socioeconomic equity and inclusivity worldwide.

Through the dedicated work and efforts of every DDD Associate, as well as our staff and management, our clients, donors, and partner organizations, we move ever closer to the realization of this vision. Your contributions enabled DDD to adapt and persevere through 2020 and, for this, I am deeply grateful to each and every one of you.

I am privileged to be able to end this letter with much enthusiasm for what lies ahead of our organization. While we will, undoubtedly, face many more challenges in the following years, I take comfort and great pride to be serving in your company.

With sincerest thanks,

**Jeremy Hockenstein**  
Co-founder and CEO



# Working & Staying Safe in the COVID-19 World



During the lockdown orders in Laos back in March, DDD's staff members and managers worked together to help transport computers, tables, and chairs to associates' homes.

When COVID-19 broke out in early 2020, DDD's immediate priority was to safeguard the health and safety of all staff and their families. Prior to lockdown orders in Kenya, Cambodia, Laos, and the US, we proactively implemented a work-from-home policy to minimize the risk of infection among our employees. Our managers on the ground and their teams coordinated closely to ensure a total of 902 staff had the equipment they needed to work from home effectively. Along with remote work equipment, each office stocked up on emergency food and first aid supplies. These were distributed to all staff in preparation for lockdown orders.

**902**

Total no. of staff moved to remote work

**500,000**

Total number of soap bars distributed in partnership with SHOFCO and Ezrah Trust

► Donors generously donated an extra \$1.4M for DDD's COVID-19 emergency fund to continue to employ all DDD youth, even when earned revenue decreased by 50%.

► In addition, our local teams raised thousands of dollars, matched by DDD, to support local community food drives and charities.

## WORKING & STAYING SAFE IN THE COVID-19 WORLD

DDD also took the necessary steps for our colleagues to live in housing where they have access to food, clean water, and proper walls that enabled them to self-isolate from neighbors. With the help of our partners and clients, we were also able to raise funds for 20 staff to relocate to safe housing. Our team of managers and supervisors also made themselves available seven days a week as contacts for colleagues who may need to report suspected infection, or to offer peer mental and emotional health support.

On the business side, we experienced a temporary slowdown from Q1 to Q3 as our clients' operations were disrupted, preventing them from forwarding the inputs our teams needed for project delivery. To manage downtime in our project teams, we shifted their free time to further training and skills development, and social impact activities and community support. For the latter, DDD staff joined COVID-19 management and containment efforts led by organizations such as CDC Cambodia and Skoll's Ending Pandemics Group, providing digital services to these nonprofits.

To minimize the pandemic's impact on new sales and our work pipeline, we hired additional sales executives and business development staff. The Business Development team's additional capacity gave us a head start on vetting and pursuing new opportunities and clients as markets in the US and worldwide slowly reopened. This year, Machine Learning has proved to be a promising new service line offered by DDD. As this service grows in demand, we will increase staff training in Machine Learning. This will ensure that DDD is able to stay ahead of market demand and that the youth we employ are equipped with the most relevant skills in the job market.

### HERE IS A CLOSER LOOK AT HOW COVID-19 IMPACTED THE BUSINESS

Before the pandemic, DDD revenues were at an all-time high at an average of \$630K per month.

#### COVID-19 negatively impacted our operating business starting in March and the subsequent two quarters.

- Average monthly revenues dropped to \$380K during lockdown.
- Clients sent less work due to the lockdown period.

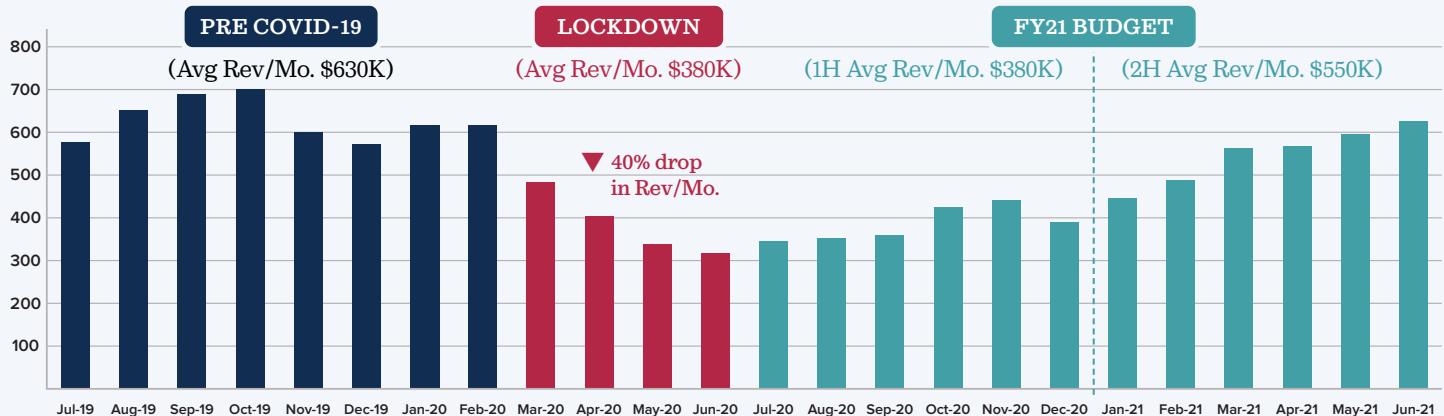
#### Cautious outlook for the 1st half of FY2021

- Due to the perseverance and agility of our teams and clients, we were able to meet the budget of \$380k per month for the first half of the fiscal year.

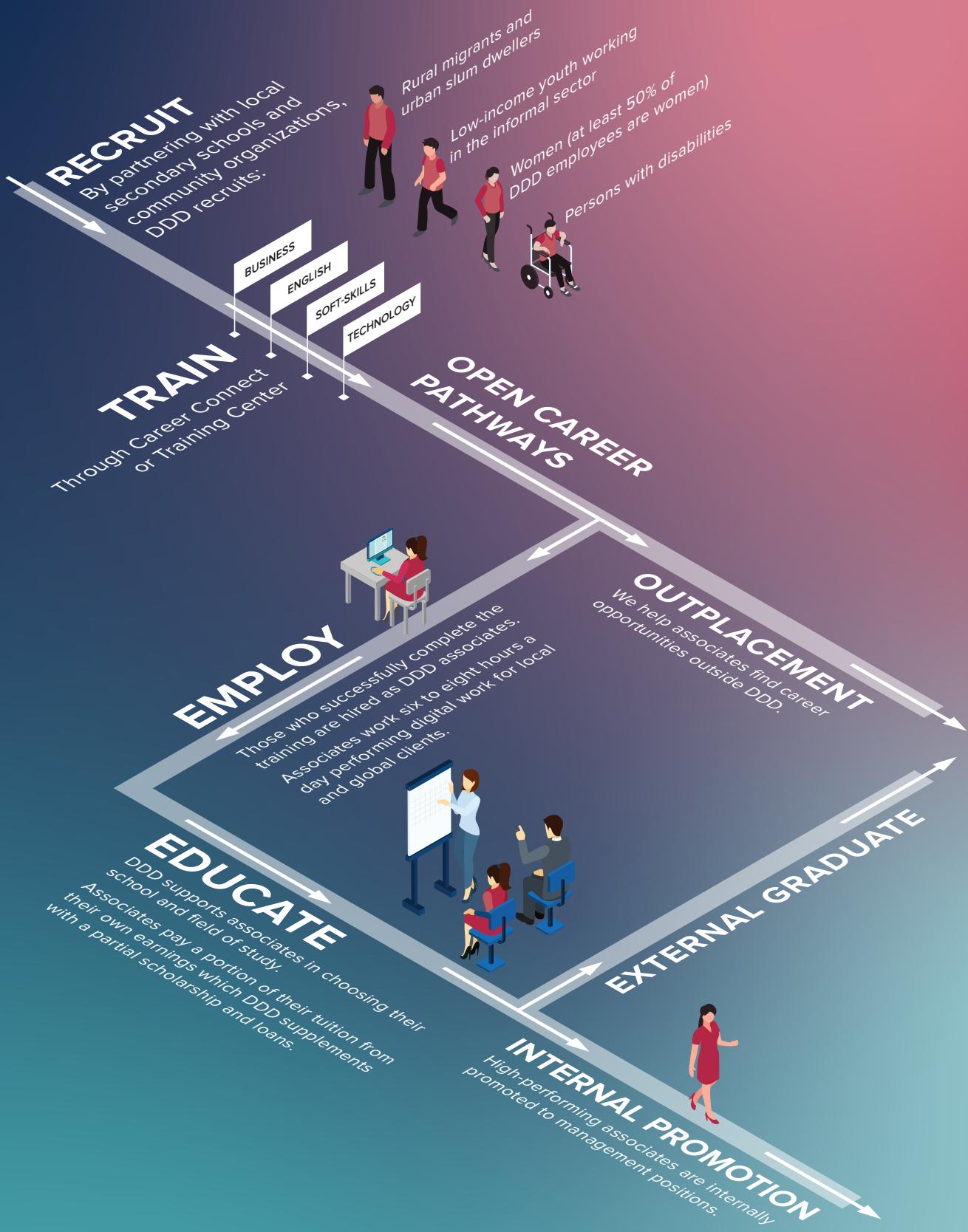
#### Building-up revenues to reach pre-COVID levels by the end of FY2021

- Starting in Q2, we expect revenues to increase 20% quarter-on-quarter as countries continue to rebound.

### EARNED REVENUES (IN US\$ '000)



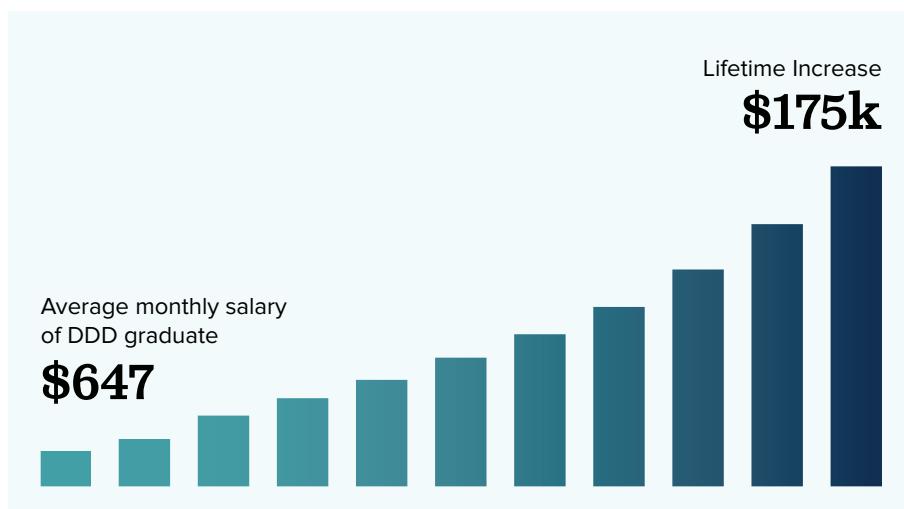
# DDD Social Impact Model



# DDD Social Impact

## INCOME INCREASE

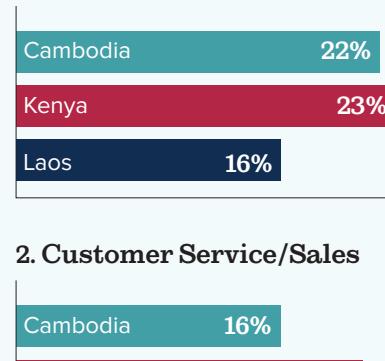
Average lifetime increase in salary of Work-Study Program Graduates



## TRENDS

The top employment industries of 2020 for DDD graduates

### 1. Banking and Microfinance



### 4. Public Services



### 5. Hospitality (Restaurant, Hotel, Tourism)



# Graduate Profiles



# Pheong Channa

## CULTIVATING GREENER PASTURES

CAMBODIA



While naturalists would flock annually to Banteay Meanchey Province to marvel at the rare Eastern Sarus Crane and other bird species in the Ang Trapeang Thmar reserve, Pheong Channa had always thought she needed to leave her hometown to spread her wings.

In the scenic rural province of northwest Cambodia where Channa grew up, it was common for youth to seek greener pastures in neighboring Thailand after finishing high school. Farming continues to be the primary trade in Banteay Meanchey, but outdated agricultural practices and inadequate technology limit production and, consequently, the incomes of families of farmers such as Channa's. People leaving the province became so common that Channa's own education was often affected by the sudden departure of her school teachers. As she struggled to complete her lessons on her own

while helping her parents prepare the vegetables they would sell each morning, Channa could only dream of finishing school and leaving Banteay Meanchey so she could lift her family out of poverty.

When Channa heard about DDD through a local nonprofit, she immediately grabbed the opportunity to work in their office in Phnom Penh. Being able to work with computers as an associate, then as a receptionist, in a large building and trained by

Israel for a year-long internship as part of her studies in Agriculture.

Aside from these unexpected but welcome opportunities, Channa values two learnings from her time with DDD the most: time management and technology. Channa believes both can be harnessed to modernize farming practices in Banteay Meanchey and Cambodia's other provinces so she set out to work as a field supervisor after finishing her degree.

***“Without DDD, I would not have fulfilled my dream of working in an office, enrolling in university, helping my family, and traveling abroad.”***

dedicated teachers was already a dream come true. Channa never imagined she could earn enough to support herself and her family while getting a college degree. Neither did she think that she would be sent to

As a young woman, Channa dreamt of leaving her hometown. Now that she has seen what the rest of the world has to offer, she looks forward to cultivating greener pastures in her home and for her people.

# Chue Xiong

## A LIFE BEYOND ORDINARY

LAOS



Chue Xiong had always thought of herself as an ordinary young woman. Born and raised in a small village in Pakgnuem, a district in Laos' capital of Vientiane, she was content with the idea of following in the footsteps of her ancestors and working the rice fields alongside her five brothers and sisters. But while Chue enjoyed her lessons and was always patient when it came to learning new things, she did think there were options for her aside from farming.

So Chue had one goal when she joined DDD after hearing about its Work-Study program from a friend: continue studying. She reported for work or school each day with much enthusiasm, always mindful of her areas for improvement and careful to work on them. Her diligence impressed her superiors

***“I never thought I could do it but, once I took on the role, I enjoyed it very much—even the challenges that came with it.”***

and colleagues, and nobody was surprised when Chue was promoted to a Senior Associate role—nobody, that was, except for her.

With characteristic humility, Chue wondered why she was chosen for such a responsibility. But her positive attitude and drive for learning helped her to successfully meet the demands of the role and every other role that followed. After nine years in DDD, Chue is now a PM who supports and

manages her own team, and handles international clients.

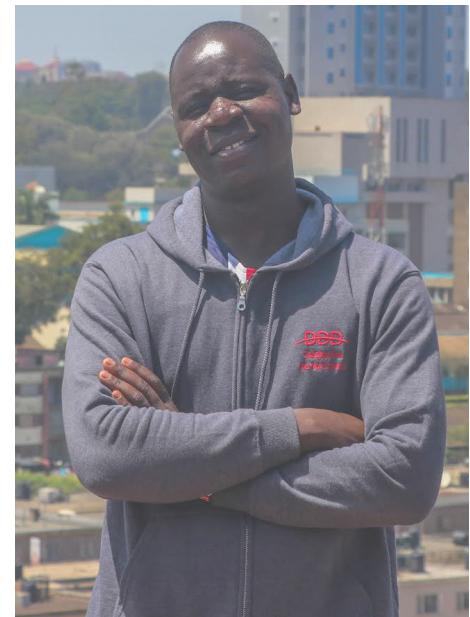
Working at DDD allowed Chue to discover and appreciate her own giftedness: She had an aptitude for soft skills and, although her English was yet to be perfected, she was a great communicator and leader.

As Chue looks forward to growing in her current role, she is also working toward a new goal of starting a garment business and entering the import-export industry. More than gaining a degree or earning a stable income, Chue is most grateful for how the opportunities she received through DDD have helped her develop the confidence to dream of a life beyond the ordinary.

# Victor Otieno

## ROOM TO GROW

KENYA



Growing up with seven siblings in their small home in Kibera, Kenya, Victor Otieno knew what it meant to live in a confined space. Aside from not having a room of his own, he often felt trapped by the lack of options for young people such as himself. Work opportunities were scarce in Africa's largest urban slum, where most residents earned their living from casual jobs or petty crime. Due to this reality, Victor first thought DDD and the opportunities it offered were too good to be true. But he cast aside his doubts and applied for DDD's Work-Study program so he could do meaningful work while studying.

On his first day of work, Victor was assigned to a typing project. It was also his first time using a computer and he was anxious. But to Victor's

***"I realized then that the DDD office was a place where I could grow and so, I made up my mind to do everything possible for me to stay here."***

surprise, his manager reassured him that all would be fine as long as he was willing to learn.

Nine years later, Victor is now a Production Manager at DDD Kenya. When he looks at employment trends in Kibera, Victor would reflect that he would have ended up in poor working conditions or worse, if not for the opportunities he gained through DDD. Instead, he has a BSc in Tourism Management and is on his way to finishing his MBA. He belongs to and leads a team of highly talented and self-driven individuals whom he learns much from every day. He is

able to support his family financially and even managed a project in DDD's Laos office. Best of all, working at DDD gave Victor the opportunity to fulfill his potential and to expand his horizons.

In five or ten years, Victor looks forward to running DDD operations at a higher level or eventually starting a consultancy firm focusing on change management and organic growth. He hopes that as a manager, he can help create environments such as DDD's, which gives its employees the room they need to grow.

# Mihai Rotaru

## MAKING BOLD MOVES

LIBERTY SOURCE



Mihai Rotaru is no stranger to moving. He emigrated from Romania to Australia as a teenager. He later found himself transferring from one location to another as part of his assignment as an Airborne Electronics Analyst for the Royal Australian Air Force, which he joined after completing his Bachelor of IT at James Cook University in Queensland.

***“I love the people I get to work with and get inspired by their dedication. I also enjoy tackling the challenges that arise, even if these sometimes cause my hair to gray prematurely.”***

Traveling brought Mihai many exciting opportunities, including the chance to meet Shannon, his then-future wife, who was and still

is an active member of the US Air Force. More than six years after meeting Shannon, Mihai made his biggest move: He got married, left the Australian military, and emigrated to the US to join his wife.

Mihai, who faced great challenges in his 10 years in the Air Force, found the experience of moving to a new country daunting and expected the

The surprises continued to come. Mihai applied for an entry-level analyst position, but the recruiters recognized his potential and invited him to interview for an IT Manager role instead. Today, Mihai is a Senior Manager of IT at Liberty Source, a role he enjoys.

Working in a dynamic environment with teammates familiar with military life makes Mihai feel right at home with Liberty Source—something he never expected when he first moved to the US. He hopes to remain with the organization, not only should he and Shannon relocate again, but to enable other military veterans and spouses to make bold moves in both their personal and professional lives.

same as he reentered the job market. Which is why easily finding a job, after coming across Liberty Source at a job fair, came as a pleasant surprise.

# Office Updates



# Cambodia



Suymeng Van, IT Manager in DDD Cambodia (left) and an associate, preparing associates' work-from-home equipment for distribution.

DDD Cambodia focused on nurturing relationships with key accounts to build the pipeline to support youth, while also surpassing revenue projections despite the global pandemic. Always looking to increase impact, the Cambodia team expanded its reach to additional youth through Career Connect.



In terms of innovation, DDD Cambodia

embraced the opportunity to offer **machine learning services to track sports action and tag game content** in line with an exciting new project on a mobile platform for sharing sports news and videos.



DDD Cambodia was able to minimize work

disruptions by adopting a **work-from-home policy before COVID-19 lockdown orders took effect**. To support our staff during the transition, we integrated workshops on work-from-home best practices, work-life balance, nutrition and exercise, gratitude and positivity, and emotional intelligence into our online training curriculum for DDD Associates.



We also offered professional development

courses for IT Security, Training-of-Trainers practice, Career Planning and CV Writing, and training on DDD's remote work model and support framework. The courses were uploaded onto the LMS platform so they can be accessed on-demand.



Through our new social impact initiative,

Career Connect, we provide professional skills training to other youth who have not yet taken part in the Work-Study Program. Continuously improving our recruitment activities, we now offer aptitude tests in Khmer, which help us match youth with future work placements suited to their interests and individual talents.

# Laos



Phouthasack Sengmany, one of the Training Managers from DDD Laos, helped organize computers into a set. He is seen here contacting the associates to coordinate with them on the delivery of their computers.

DDD Laos concentrated on improving overall staff engagement and leadership training in order to support colleagues in adapting to remote work and coping with COVID-19's challenges, while also broadening impact through the Training Center.



## We maintained strong relationships with current

clients, who extended their contracts for the year. Operational excellence remains top priority at DDD Laos. For FY2020, 95% of all ongoing projects have already passed quality control.



## DDD Laos completed staff engagement

surveys with high participation rates across departments. The survey results indicated overall staff satisfaction in working at DDD and new remote work arrangements.



## We recently established a new initiative called the

Training Center, which provides soft skills training to youth who have not yet participated in the Work-Study Program. In the next year, we look to provide a dedicated learning space for Training Center enrollees.



## Key department staff and project

managers received Remote Management Training to help team members cope with distractions and unique challenges that come with working from home. Management ensured that staff adjust to the new normal, providing on-call professional and moral support seven days a week early in the transition.

# Kenya



When the COVID-19 lockdown began, DDD helped Associates such as Lilian Wamuhu and Bill Clinton (in photo) to work remotely from their respective houses.

DDD Kenya focused on operational excellence, consistently delivering high-quality work and satisfaction to new and existing clients. With new projects to fulfil, the team trained and hired additional youth and provided leadership training to support their development.



Enhanced customer relations resulted

**in increased work with some of our long-standing clients.**  
Throughout FY2020, they contracted DDD Kenya for additional short-term projects, which helped us cover the shortfall in work volume from other projects.



DDD Kenya was able to increase its recruitment

numbers thanks to a new project with a mobile platform for sports analysis and commentary. The sports tagging project also gave our operations team the opportunity to hone their proficiency in Machine Learning.



We also onboarded a new client, a women-

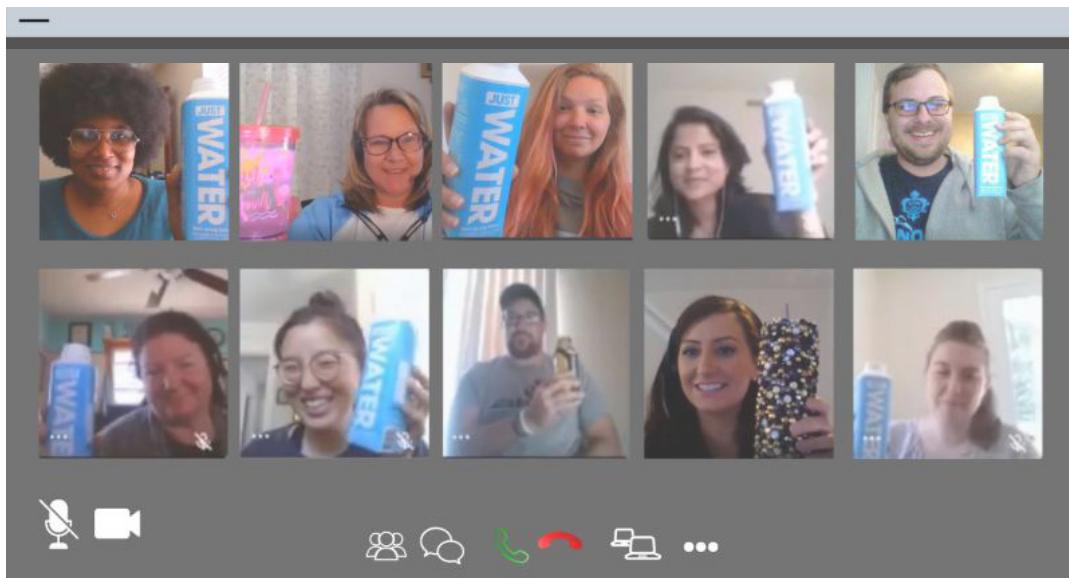
led community-based organization that is outsourcing operations for the first time. The organization selected DDD based on outstanding feedback about our services and performance from other clients.



To support staff in transitioning into remote

work and coping with the stress of living in lockdown, we organized **regular wellness talks** with professional counselors. We also conducted leadership training for our staff in mid-level management.

# Liberty Source



Liberty Source had a virtual wellness challenge to encourage employees to get outside, enjoy fresh air, and walk during the initial COVID-19 shutdown. They celebrated the winning team with a “virtual hydration happy hour” and gift cards.

Prioritizing employee safety and wellness, Liberty Source completely transitioned into work-from-home early on in March 2020. The transition went smoothly thanks to Liberty Source’s flexibility with remote work arrangements even before the pandemic. Moving forward, Liberty Source will continue implementing its 100% work-from-home policy until public health and government guidelines deem it safe to fully return to on-site operations in the US.



Despite this 2020’s unique challenges, we still managed to recruit new staff. Liberty Source now employs a total of 152 staff, and will continue to recruit military spouses and veterans in keeping with our mission of providing long-term sustainable careers for military spouses and veterans. More specifically, we aim to increase the direct military affiliation percentage to over 70% by the end of FY2021.



We onboarded two new clients while also launching the second phase of Liberty Source’s new product development. Contracts with long-standing clients were also extended.



In order to continue enriching our work culture and sense of community, Liberty Source staff maximize the use of cloud communication tools to stay connected to each other even while working from home.



To ensure that staff have the emotional and mental support they need, our supervisors engaged in in-depth leadership training led by our Human Resources department. We also curated video content for our staff, providing information on counselling resources available as part of Liberty Source benefits, and fun ways to stay mentally and physically well during lockdown.

# Financials

## BEST PERFORMANCE EVER DESPITE COVID-19

DDD entered Fiscal Year 2020 with one of the largest backlogs of work ever on record. Up until February 2020 our Asian and African delivery centers produced close to 20% year-on-year growth, executing client contracts like clockwork and expanding into new service lines such as Machine Learning. However, shortly after the COVID-19 pandemic spread across the globe, DDD felt an immediate negative impact. A number of large clients closed down their operations or delayed projects and data were harder to collect for processing by DDD. All of this resulted in a decrease of our revenue run-rate by 50% from February to July 2020. This sharp deceleration led to a drop in our earned revenue year-on-year growth rate from close to 20% before COVID-19 to a modest growth by the end of FY2020 in our Asian and African delivery centers. Still, at over \$6.5m we managed to produce the highest earned revenue number ever in those centers, a proud achievement in the face of the COVID-19 pandemic.

Business at Liberty Source, our domestic delivery center, was affected as well but to a much lesser extent. There, clients managed to continue sending work, all of which our staff managed to process in their new work-from-home environment. Liberty Source ended the year with double-digit growth of 16%, benefitting from signing up a new client right before FY2020 started. This outperformance lifted the overall earned revenue year-on-year growth rate at DDD to a still satisfactory 10%.

The following table shows a breakdown of earned revenue produced by region:

\$1,000	FY2020	FY2019	YoY
Asia	4,471	4,254	+5%
Africa	2,077	2,072	0%
Liberty Source	7,848	6,762	+16%
<b>Total</b>	<b>14,397</b>	<b>13,088</b>	<b>+10%</b>



Phonsackda Souliyavongsay, is a Project Manager who volunteered to come to the office during the pandemic to help with transporting work equipment and installing them at associates' houses.

On the earnings side DDD celebrated the lowest EBITDA loss ever in Asia and Africa since opening our Kenyan office and the first ever positive EBITDA overall after opening the Liberty Source office. Focused contract execution, continued increase in productivity and tight cost control all contributed to achieving this outstanding result.

Net income benefited from the receipt of \$0.8m in Payment Protection Program (PPP) loans, net of tax, most of which flowed to Liberty Source. Further support came in the form of increased philanthropic contributions to protect DDD's staff in the Asian and African delivery centers from unemployment, to enable them to work from home in a safe environment and to contribute to their health with a large soap distribution program.

As a result of our better financial performance, the PPP loans and the philanthropic support, DDD's financial position has improved significantly. This will help DDD to stay resilient in the face of an ongoing health crisis and to prepare for further growth to the benefit of our most important constituency – disadvantaged, talented youth. Never before have we felt a larger responsibility to be a stepping stone for them to a better life, beyond this pandemic.

This table has been updated to correct the amounts for fundraising revenue and changes in net assets.

STATEMENT OF ACTIVITIES		FY2020	FY2019	YOY%
Business revenue	14,397	13,088		10%
Business expenses	15,065	14,849		1%
PPP loans, net of tax	811	–		N/A
<b>Change in net assets from business activities</b>	<b>142</b>	<b>(1,761)</b>		<b>&gt; 100%</b>
Fundraising and other contributions	3,725	2,163		72%
Non-profit expenses	1,338	847		58%
<b>Change in net assets from non-profit activities</b>	<b>2,387</b>	<b>1,316</b>		<b>81%</b>
<b>Other changes in net assets</b>	<b>7</b>	<b>–</b>		
<b>Changes in net assets for the year*</b>	<b>2,536</b>	<b>(445)</b>		<b>&gt; 100%</b>
Business expenses covered by business revenue	96%	88%		
Earnings before interest, taxes, depreciation, and amortization (EBITDA)	113	(1,151)		-110%
<b>FUNDRAISING AND OTHER CONTRIBUTIONS CONSIST OF:</b>				
Unrestricted contributions	2,722	2,163		26%
Contributions with donor restrictions, net of releases	1,003	–		N/A
<b>Total fundraising revenue</b>	<b>3,725</b>	<b>2,163</b>		<b>72%</b>
<b>NON-PROFIT EXPENSES CONSIST OF:</b>				
Program expenses	945	422		> 100%
Organizational expenses	180	232		-22%
Fundraising expenses	213	192		11%
<b>Total non-profit expenses</b>	<b>1,338</b>	<b>847</b>		<b>58%</b>

\*including noncontrolling interests in Liberty Source

STATEMENT OF FINANCIAL POSITION	FY2020	FY2019
Property, plant, equipment, and software	725	1,053
Other non-current assets	401	620
<b>Total non-current assets</b>	<b>1,126</b>	<b>1,673</b>
Cash and cash equivalents	2,657	284
Trade accounts receivable	1,851	2,192
Other current assets	1,103	1,819
<b>Total current assets</b>	<b>5,611</b>	<b>4,295</b>
<b>TOTAL ASSETS</b>	<b>6,737</b>	<b>5,968</b>
Net assets without donor restrictions	1,956	423
Net assets with donor restrictions	1,003	
<b>Total net assets*</b>	<b>2,959</b>	<b>423</b>
Long-term debt	1,693	2,019
Other long-term liabilities	161	139
<b>Total non-current liabilities</b>	<b>1,854</b>	<b>2,158</b>
Short-term debt	898	1,548
Deferred revenue	295	443
Trade accounts payable	242	473
Other current liabilities	489	923
<b>Total current liabilities</b>	<b>1,924</b>	<b>3,387</b>
<b>Total net assets and liabilities</b>	<b>6,737</b>	<b>5,968</b>

# Client Feature

ROPER CENTER FOR PUBLIC  
OPINION RESEARCH



The Roper Center for Public Opinion Research data archive at Cornell University is the world's oldest social science data archive. Its unique physical and digital collections of opinion surveys span the globe, and is utilized by academic institutions, media organizations, non-profits, and others. The Roper iPoll question database, in particular, serves as a core resource for the polling community, which relies on its comprehensiveness and timeliness to track emerging trends in public opinion.

To support this unique resource, the Center engaged DDD in 2019 for content digitization services, data entry and enhancement, workflow management, and database hygiene. Following the initial project's completion and satisfactory delivery within one month, DDD has received subsequent data curation and management projects from the Roper Center.

***“Since partnering with DDD for our complex data entry needs, we have nearly doubled the average number of questions we add to the database each month, while increasing processing speed and maintaining quality control. As a result, we have been able to expand the scope of the database to better serve the researchers who depend on us. DDD representatives have been immediately responsive to any queries or issues we might have, and the work itself has been top-notch. We’re proud to partner with an organization that supports education in data management and analysis, and we hope to continue this relationship long into the future.”***

# What's Ahead

## ADAPTING AND THRIVING THROUGH AND BEYOND COVID-19

As an organization, we showed resilience and adaptability in our immediate response to the pandemic in early 2020. Moving forward, we must prepare for COVID-19's impact on the long-term stability and professional growth of our current and future staff. Our mission to equip underserved youth with highly applicable professional skills, qualifications, and work experience is as crucial as ever in securing their employability given the increasing uncertainty in today's job market.

## ACCELERATING THE WORK-STUDY PROGRAM

Our long-standing Work-Study Program will continue to be DDD's core solution in addressing youth unemployment and underemployment. Despite COVID-19's challenges, 2020 is a record year in terms of the number of youth we were able to reach with training in Business English, Soft skills, and Technology (BEST). This year, we provided BEST training to 2,306 youth across Cambodia, Laos, and Kenya. Furthermore, 107 of our colleagues completed their tertiary education this year, and 148 graduated from our Work-Study Program.

But while we celebrate the achievements of our colleagues, we also recognize that the Program



Online meetings, training, and communications have become the norm as DDD associates transitioned to working from home.

itself can be further optimized to benefit more youth and in a shorter period. In addition to the 4-year Work-Study Program, starting 2021, we will expand the Program's reach by offering an accelerated two-year track. To ensure that our beneficiaries still achieve target outcomes, we will intensify the program's professional development component by adopting a compulsory English course, and increasing career guidance touch points to make professional pathways more visible to participants.

## GROWING DDD'S NEW TRAINING AND EMPLOYMENT INITIATIVES

We will also grow and refine recently launched initiatives that provide youth with BEST training. The impact of our main Work-Study

Program can be limited by the number of new hires our projects will allow. As such, DDD needs to implement these new initiatives to reach other youth who are not enrolled in the Work-Study Program:

### 1. Career Connect in Cambodia.

Career Connect guides Cambodian youth 16–30 years old in choosing their career paths, exploring options for further study, and improving their employability through soft skills training. It also exposes youth to networking environments, encouraging them to improve interpersonal skills and develop foundational competencies in the workplace. To date, the Career Connect has a total of 564 (Fiscal Year 2019 and 2020) enrollees. In 2021, our target is to reach 300 more youth.

## WHAT'S AHEAD

### 2. Training Center in Laos.

The Training Center serves disadvantaged Lao youth outside of the Work-Study program, equipping them with practical skills for entry-level employment. We offer short courses for technical and professional skills that are not adequately covered in secondary school. Courses cover topics such as computer literacy, CV writing and applying for jobs, effective learning techniques for higher education, and professional networking. The Training Center has served a total of 449 (Fiscal Years 2019 and 2020) youth to date, and we aim to reach 300 more youth in 2021.

### 3. Digital Centers in Kenya.

We are piloting a partnership model called dijITALi where we work with 160 Kenyan entrepreneurs in running their own cybercafes. The pandemic presented us with a unique opportunity to combine research, recruitment and test revenue models with these digital centers within the first 6 months of launching our project. Therefore, our first priority became to help them preserve their revenues and prevent shutting down by introducing new income streams for them. Through our validated learning model, we pilot, test, tweak initiatives and make a decision to resign or continue pursuing them based on (1) the value they create, and (2) their

***Despite COVID-19's challenges, 2020 is a record year in terms of the number of youth we were able to reach with training in Business English, Soft skills, and Technology (BEST). This year, we provided BEST training to 2,306 youth across Cambodia, Laos, and Kenya. Furthermore, 107 of our colleagues completed their tertiary education this year, and 148 graduated from our Work-Study Program.***

effectiveness in accelerating revenue generation and job creation for digital centers.

We plan to continue implementing these initiatives alongside the Work-Study Program. Through this approach, we can diversify pathways for underserved youth to enter formal employment, gain practical workplace competencies and relevant experience.

### ENHANCING TRAINING AND BUSINESS DEVELOPMENT IN A POST-PANDEMIC MARKET

In 2020, new service lines such as Machine Learning and AI significantly contributed to our business success despite COVID-19's disruptions. We also supported client projects aimed at managing and containing the pandemic through contact tracing. In the next few years, we foresee that these service lines will only become more relevant to business operations, as well as public health and social research. To ensure that DDD is in the position to meet the growing needs of our existing

clients as well as the requirements of potential new partners, we will prioritize technical skills training in these services lines in 2021.

Adopting this strategy for further skills training will also enhance the competitive edge of the youth we hire and train under DDD. The pandemic has only created further disruption and uncertainty in the job market. In this environment, the best way to make sure that our youth are able to build successful careers after their time at DDD is to continue equipping them with the most relevant qualifications and transferable skills.

Our work to increase access to skills training for underserved youth is as crucial as ever, and the COVID-19 crisis has only challenged us to expand the reach of our social impact even further. In line with this, we are re-imagining our impact models and adding new training and education initiatives for youth on top of our core Work-Study Program.

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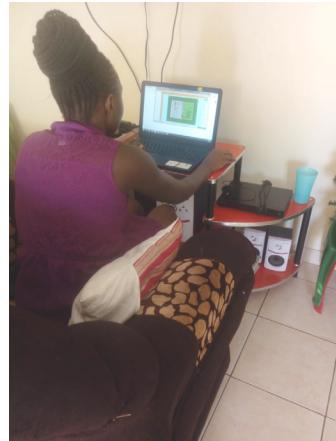
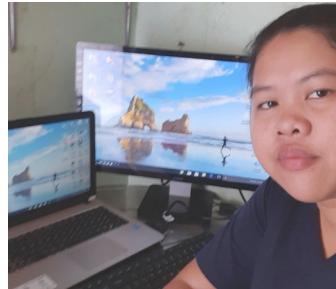


Sari Miller



Stefan Kappeler

# 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.



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