

CRDFGLOBAL

A YEAR OF
TRANSFORMATION,
GROWTH &
DIVERSIFICATION

ANNUAL REPORT 2018

A MESSAGE FROM OUR CEO

CRDF Global has transformed and is thriving as we approach our 25th year. In 2018, we took the time to identify and understand our culture, revisit and appreciate our rich history, and map out our future path. This transformation, begun in 2016, required commitment and dedication from staff in every part of the organization. It challenged us and demanded that we think differently about the way we approach our work.

Our strong results in 2018 validated these efforts. In 2018, CRDF Global increased revenue (by 19% over 2017), increased unrestricted assets (by 20%), and staff (by 25%). We expect these results to accelerate in 2019, as our successful business development activity led to a 71% win rate and awarded value of \$46 million. This increases our backlog at the end of 2018 to \$52.77 million, more than double our \$22.5 million backlog at the end of 2017. As a result of this growth as well as updated business processes, we dramatically reduced our overhead rate, offering increased value to our customers.

Our impact in 2018 included investments in almost 5000 specially-selected participants spanning 138 countries, including over 2000 travelers. Through 576 grants and contracts, we awarded above \$21 million to build capacity, via technical & professional training, fellowships & exchanges, and grants & research competitions. In addition, we provided \$10.5 million in travel and logistical support to make these advances possible, including in austere and high-risk environments. Strategic new funders broadened and diversified our portfolio, including foreign governments like Canada and the United Kingdom and national laboratories. Exciting new capabilities in emerging areas such as cybersecurity and virtual reality offer fresh options to achieve our funders' missions.

CRDF Global builds safety, security, and sustainability through science, innovation, and collaboration. We do so by strengthening individuals and building positive and lasting relationships that improve our world. Starting from our origins in the 1992 Freedom Support Act and our early post-Soviet focus, continuing through our 2004 expansion into the Middle East to our current operations around the world, we've consistently prioritized collaboration to build stronger, healthier communities and reduce threats to international security. From grant competitions to capacity building to remote training and more, we've expanded our capabilities to meet new and emerging global needs.



MIKE DIGNAM
President and CEO

WHAT WE'VE DONE

In 2018, we delivered logistical support, program design and management, and capacity building programs in the areas of CBRNE security and nonproliferation, strategic trade controls and border security, global health, technology entrepreneurship, and international professional exchanges.

STORIES TO REMEMBER



In pursuit of food security objectives, in September 2018, a CRDF Global U.S.-Ukraine Collaborative Grants Program research team hosted a two-day international field day in Ukraine for more than 100 stakeholders. Following a day of professional presentations, principal investigators demonstrated soil quality testing using field test kits at one of their research sites.



CRDF Global values the importance of person-to-person exchanges, as these opportunities foster mutual understanding and strengthen international relations. In 2018, CRDF Global became an implementer of the Department of State's premier exchange, the International Visitor Leadership Program (IVLP). Featured here, a group from Nigeria participated in a 10-day professional exchange that examined Intellectual Property Rights.



CRDF Global strengthens international collaboration to face our world's toughest challenges. Here, the Indian Chemical Council (ICC) conducts a mock security risk assessment at a chemical manufacturing plant – discussing process safety, security, and stewardship at the Responsible Care® Symposium in Mumbai, India on March 21-24, 2018.



A subject matter expert conducts a laboratory hood assessment alongside a laboratory manager at the University of Malaysia Sabah's Biotechnology Research Institute. The assessment led to biosecurity improvements at the institute to protect against the misuse of dangerous pathogens.



Building a strong nuclear security culture starts early. Cooperative Threat Reduction funding helped nuclear engineering students from the Institute for Nuclear Material Management chapter at Gadjah Mada University in Indonesia conduct a tabletop exercise on how to prevent insider threats to nuclear facilities.



Iraqi scientists participate in a CBRNE security training and learn about the importance of preparedness and multi-sector coordination in strengthening national security.

IMPORTANT ACHIEVEMENTS



STRENGTHEN INDIVIDUALS

Engaged

4821
participants

Supported over

2000
travelers

Promoted

14% of
staff

In 2018, we supported 4,821 people through our programs. We helped over 2000 people travel to receive critical in-person, hands-on experience, building their capacity to make real changes in their fields. By partnering with International SOS, we helped to ensure the health and safety of our staff, partners, and program participants as they travel.



BUILD RELATIONSHIPS

Worked with participants from

138 countries

Partnered with over

300 experts & organizations

"We truly appreciated your support both during the preparatory stages of the projects and during the on the ground implementation. Your ability to support CTR in such a dynamic environment was incredibly important and helped ensure the success of these workshops [...]"

– U.S. Department of State, Office of Cooperative Threat Reduction,
Nov. 19, 2019

We believe that building international partnerships is vital to a more peaceful and secure world. Throughout 2018, our programs reached participants from 138 countries. Through our work, we connected participants with over 300 experts & organizations. We applied our expertise and networks to enhance programmatic impacts in Global Health Security, Science & Technology Entrepreneurship, STEM Education, UN Sanctions on DPRK, Cybersecurity.

TEAMWORK

We live by this commitment to collaboration across our organization. In 2018, we emphasized cross-departmental and cross-location teams for more holistic and effective impacts. And, we held our first leadership summit to articulate the culture that binds us together.



IMPROVE OUR WORLD

Awarded

576 grants & contracts

Provided over

\$32M in awards and travel

Improved business practices

= more impact per funding dollar

WHAT WE'VE DONE



In 2018, we distributed over 576 grants and contracts valued at over \$21 million. This funding directly supported initiatives to increase international collaboration and strengthen the health and safety of our global communities. Through trainings & mentorship, logistical support, and technical assistance, we helped researchers, innovators, security experts, institutions, and universities tackle pressing global challenges. Here are some of our impacts:

- Convened a workshop in Panama City focused on developing a Strategic Trade Control National Action Plan to engage local experts and reinforce Panama's role as a custodian of the Panama Canal. This new plan has been used in transition of new Panamanian government
- Provided equipment and training to the government of Iraq for airport security-related measures in Baghdad, Erbil, and Basrah
- Supported the World Health Organization (WHO) in the creation of National Infection Prevention and Control (IPC) Taskforce and national strategic response plan.

WHO WE ARE

More than words on a page, our intentional culture unlocks our impact. In 2018, CRDF Global embarked on a process of articulating the shared beliefs that hold us together, and ensuring our processes, policies, and decisions reflect these beliefs.



OUR WHY

- Strengthen Individuals
- Build Relationships
- Improve our World



HOW WE WORK

- We do the right thing.
- We care about each other and the people we work with.
- We work together to deliver excellence.



WHAT WE DO

We employ these values in our daily work, with partners, beneficiaries, and each other. They guide the development of our capabilities and how we apply them.

CAPABILITIES



Travel & Logistics



Technical & Professional Training



Fellowships & Exchanges



Grants & Research Competitions



Program Design & Management



Institution Building



Monitoring & Evaluation, Quality

MISSION AREAS

CBRNE Security

Border Security

Cybersecurity

Global Health

International Exchanges

Innovation Ecosystems

STAFF HIGHLIGHTS

It's our talented and diverse staff who deliver these capabilities around the world. Our staff speaks **29 languages** and has lived or worked in **79 countries**. We believe this diversity within our organization is critically important when serving our customers and ensures they receive the expert service they deserve.



Janna Van de Hoven

Janna Van de Hoven started as an intern in 2018 and is now a Project Associate in the Health and Biosecurity Practice Area. She currently supports biosecurity and threat reduction projects around the globe.

"I don't ever fear becoming complacent in my job. I come every day excited to learn something new and I leave work with a sense of accomplishment that I learned something different. I'm tackling the greater public health spectrum and its such rewarding work. Being naturally soft spoken, I am able to vocalize and ask for help here because I know that people will stop and make time for me--- something you don't get in a lot of work

environments. I cannot say enough good things about the people here. So welcoming and inclusive. On my first day as an intern, I had at least three people come to me asking if I wanted to attend high-profile meetings to observe and learn. It was so special to get that chance even as an intern."



Najati Al Huneidi

Najati Al Huneidi joined CRDF Global's Jordan office in 2015, supporting project management and budgeting. Upon gaining technical knowledge from exposure to CRDF Global's biosecurity programs, he began managing his own projects and in 2016 was promoted to project manager. He now operates as a senior project lead in the Biosecurity and Health Practice Area in Amman.

"I enjoy every single thing about working at CRDF Global. The environment of the organization is so healthy. You can speak up at any time if you're under pressure or aren't feeling your best because the people here are always

willing to help and back you up if you're having a challenging day. That makes a big difference in a work setting to me. Ideally, an organization that operates globally should have international offices. The key here is to enable the international offices to operate well and to integrate them with the main office to make sure that they are receiving the same level of support and information.

Being in a different location is a privilege for everyone in this organization. We have the value of colleagues being in DC in the same time zone as our funding agencies and major partners. At the same time, the international offices are located where the grantees are. We speak their language; we are in contact with the regional subject matter experts and service providers. This is how we work and both locations have purposes. Each project in this organization has these different components where we need to work together, as it should be."



Shawn Wheeler

Shawn Wheeler currently serves as the Senior Vice President of Operations Support at CRDF Global and oversees the organization's grants, procurement, quality, and international travel logistics functions. In his position, he is responsible for developing and maintaining the systems and processes to ensure the effective, efficient, and compliant management of these functions.

I've been at CRDF Global for over 20 years and it's always been about the people – the people we work with, the people we serve, the people who support us to make impactful change in the world. Over the past few years, we've only strengthened this focus on people and relationships and made it the core of our values and the cornerstone of our success.

IMPACT



GROWTH

- Increased staff by **25%** through **29** new positions in U.S., Ukraine, and Jordan
- Increased revenue by **19%** to **\$26M**
- Achieved a **71%** win rate on all proposals to potential funders



DIVERSIFICATION

- **Developed 4 new service offerings for our customers**
 - Cybersecurity
 - Professional Exchanges
 - E-Learning and Virtual Reality
 - J-1 Visas
- **Began working with 5 new funders**
 - United Kingdom Counterproliferation and Arms Control Centre (**UK CPACC**)
 - Global Affairs Canada (**GAC**)
 - Centers for Disease Control and Prevention, Division of Global HIV and TB (**CDC-DGHT**)
 - Sandia National Laboratory (**SNL**)
 - Pacific Northwest National Laboratory (**PNNL**)



TRANSFORMATION

- Improved business practices to increase our **impact per dollar**
- Centered our focus on **our culture** and **our mission** to drive our daily decisions
- As a nonprofit, **prioritized our mission and values** in our choices

FINANCIAL OVERVIEW

CRDF Global's strong financial performance in 2018 continues the improvements of 2017 and sets the stage for continued increases in 2019.

	STATEMENT OF ACTIVITIES	2018 TOTAL	2017 TOTAL
REVENUES	Grants and Contracts	24,278,175	16,486,717
	Solutions Services	2,322,191	2,108,273
	Investment (Loss) Income, Net	(87,142)	984,722
	Total Revenues, Net	26,523,224	19,579,712
EXPENSES	Program	19,345,116	13,717,771
	General and Administrative	6,209,430	5,711,485
	Fundraising and Development	-	192,813
	Total Expenses	25,554,546	19,622,069
NET ASSETS	Change in Net Assets	968,678	(42,357)
	Net Assets at Beginning of Year	8,347,155	8,389,512
	Net Assets at End of Year	9,315,833	8,347,155

Consolidated statement of activities for the year ended December 31, 2018. The information presented here is drawn from the 2018 consolidated financial statements of CRDF Global, which were audited by RSM US LLP in accordance with generally accepted auditing standards.

SELECT FUNDERS

International safety and security can only be achieved through collaboration. In pursuing our mission, we have developed an international network of partners that we are deeply proud and appreciative of.



Global Affairs
Canada



2018 BOARD OF DIRECTORS

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Maxine Savitz
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