
ANNUAL REPORT 2019

A YEAR OF

SUSTAINED GROWTH & AMPLIFIED CORE COMPETENCIES

A Message From Our CEO

Four years ago, CRDF Global embarked on an ambitious journey to grow the organization, driven by a steadfast belief that our “why”—strengthen individuals, build relationships, improve our world— could address new and emerging global needs. We focused on expanding our relationships with funders, making our programs more efficient, and building a strong organizational culture. These efforts led to significant opportunities to expand our impact. Our 2019 theme, Sustained Growth and Amplified Core Competencies, represent the milestones that we continued to achieve after the transformation and growth of the previous years.

In 2019, we delivered over \$34M in capacity building initiatives through technical & professional trainings, fellowships & exchanges, and grants & research competitions. Our programs touched over 6,000 participants representing 147 countries. We were able to achieve this through a 42% increase in revenue from 2018 and the support of over 240 partner organizations.

Recognizing that this level of growth often presents new internal challenges, we also focused on our people and organizational culture. We defined our culture based on our history and a shared vision for our future. We worked to ensure our culture was reflected in everything that we do, from recruitment and onboarding to program management. This laid an extraordinary foundation for 41% staff growth in 2019.

As we celebrate 2019 accomplishments, we acknowledge that our world is fighting new threats to the health and safety of our communities. Mitigating the spread of infectious diseases, CBRNE threats, cyber-attacks, and disinformation cannot wait. In high-risk and low-resource environments, we have developed technological solutions to provide remote engagements where in-person activities are not possible. We are amplifying these tools to continue to fulfill our mission in a new post-COVID world.

None of the accomplishments in this report would be possible without our funders and partners. We thank you for your continued support and look forward to working with you in years to come.

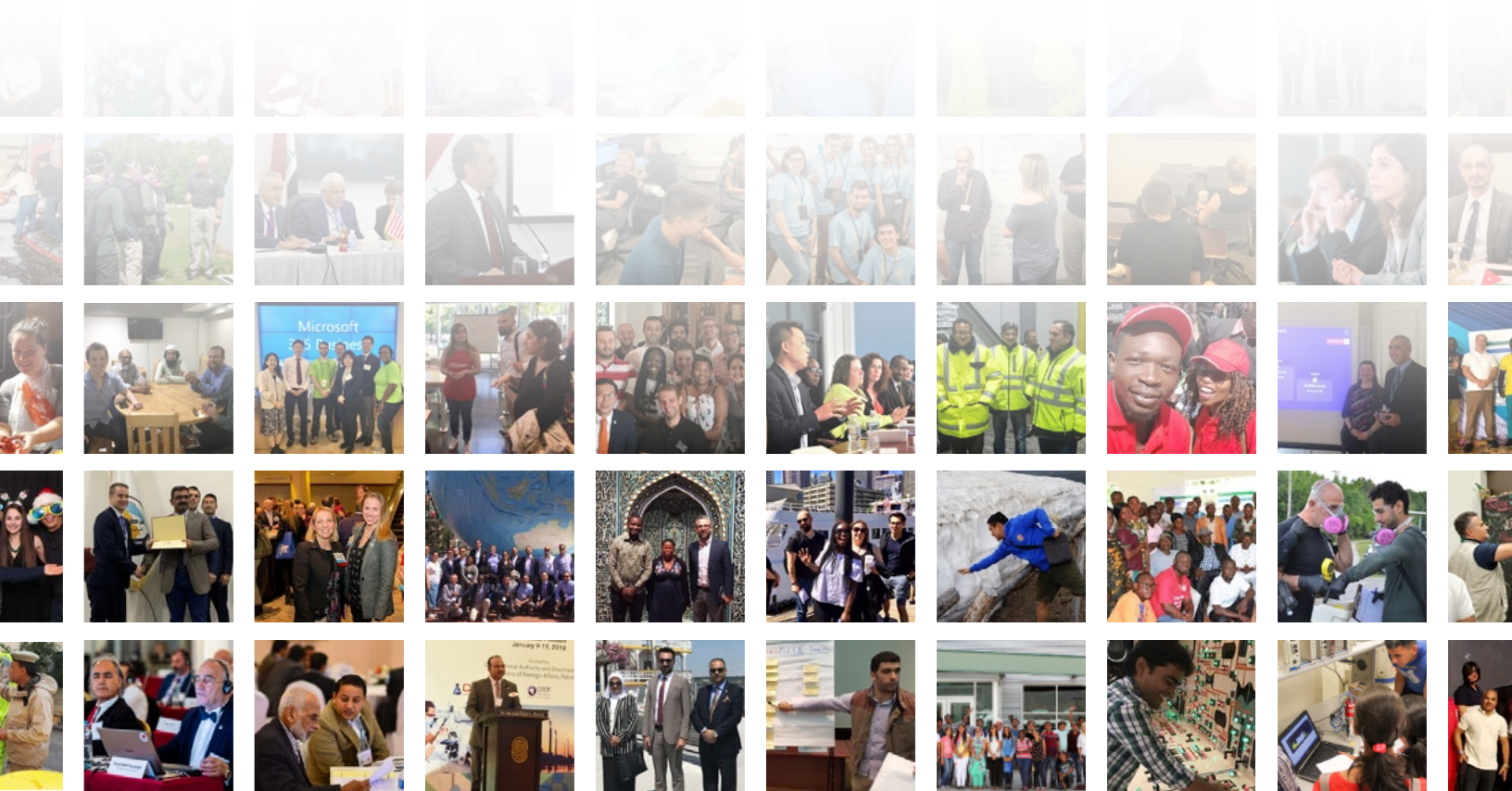
Sincerely,



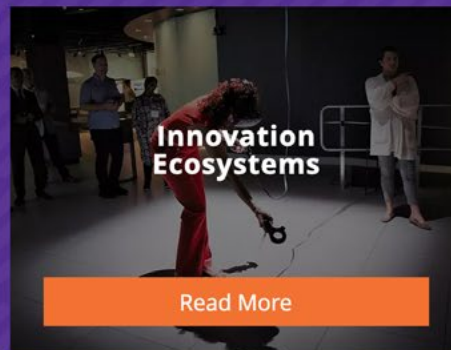
MIKE DIGNAM
President and CEO

Who We Are

In 2019, CRDF Global continued the journey to embody our values in our processes, policies, and interactions. Our intent to do the right thing, strive for excellence together, and show empathy to those we work with was foundational in everything we achieved in 2019.



MISSION AREAS



OUR CAPABILITIES



**Full-Cycle Grant
Program Management**



**Institution Capability
Development**



Workshops



Trainings



**Fellowships
& Mentorship**



**Curriculum
Development**



**Travel &
Logistics**



**Equipment
Procurement**



Study Visits



**Security
Assessments**



**Risk Detection
& Mitigation**



**Physical Security
Updates**



**Regional
Programing**



**Remote
Solution**



**Peer Review &
Competition
Management**

What We Accomplished

Building on our 2018 transformation, we worked with governments, international organizations, research institutions, and local partners to deliver tailored solutions to global challenges while remaining dedicated to excellence and embracing innovation.

OUR IMPACT

\$34
MILLION

Provided over
\$34M in awards,
travel, and
procurement



Increased
revenue by
42% to \$37M



Awarded 950
grants and
contracts



We worked
with over 240
partner
organizations



Supported over
4900 travelers



Worked with
participants from
147 countries



Engaged over
6000 participants

SELECT PARTNERS & FUNDERS

Overcoming global challenges can only be achieved through dedication and collaboration. In pursuing our mission, we have partnered with governments, research institutions, local and international organizations to help find outcome-based local solutions to global issues.



HIGHLIGHTS OF OUR YEAR



INTERNATIONAL EXCHANGES

2019 IVLP Total Participant's Overview

With focus areas ranging from science and technology entrepreneurship, global health, cybersecurity, and human rights, the IVLP remains at the forefront of building lasting relationships between the U.S. and the rest of the world. Through the IVLP's cross-cultural exchange model, in 2019, we hosted 252 intentional visitors from 64 countries in 77 cities throughout the U.S. Together, these citizen diplomats are sparking forward-looking change on a global scale.

Professional exchange programs such as the IVLP initiate this impact by forging long-lasting relationships between all involved parties and providing international visitors with new understandings and ideas to bring to their home countries.



CYBERSECURITY & INNOVATION ECOSYSTEM

Strengthening Technology in Ukraine

Recognizing the risks associated with an increasingly interconnected digital world, in 2019, CRDF Global launched a cybersecurity program dedicated to preventing cyberattacks by building robust cyberinfrastructures and strengthening cybersecurity workforces. CRDF Global kickstarted the program with a Capture the Flag hackathon competition for 200 cybersecurity experts and students in Ukraine, connecting participants with local companies and government stakeholders and sharpening cybersecurity

students' abilities to identify vulnerabilities. It was the largest cybersecurity education-focused training event in Ukrainian history at that time.

Later in 2019, we built upon this mission to strengthen technology in the region by partnering with Startup Depot to conduct the 2019 Startup Competition in Lviv, Ukraine. Ran through our Science and Technology Entrepreneurship Program (STEP) - an ongoing program designed to assist emerging companies refine their business development strategies and connect with international mentors and investors - this event provided a collaborative stage for over 4,000 global changemakers from a variety of fields, including business, technology, media, and engineering to come together and share their ideas.

HIGHLIGHTS OF OUR YEAR (CONTINUED)



STRATEGIC TRADE

Strengthening Strategic Trade Controls in the Caribbean

CRDF Global partnered with experts in trade, technology, and security, as well as UN Security Council resolution sanctions (UNSCR), to develop a legal basis for UNSCR enforcement and other strategic trade controls in the Caribbean. The project, funded by Global Affairs Canada, launched with a workshop for participants from Jamaica, Trinidad & Tobago, and Barbados, and continued later in the year with follow-up visits to address UNSCR obligations,

provide models for laws and regulations geared toward meeting these obligations, and provide direct assistance in formulating laws and regulations tailored for their specific institution.

Adhering to CRDF Global's commitment to gender equality in traditionally male-dominated fields, over half of the participants from both the kickoff and follow up events were women.



BORDER SECURITY

Aviation Security Capacity Building in Iraq

CRDF Global was proud to lead a team of organizations in implementing an Aviation Security (AVSEC) capacity building program for, and in coordination with, the Government of Iraq (GOI). Funded by the Department of State's (DoS) Office of Export Control Cooperation (ECC), which manages the Export and Related Border Security Program (EXBS), this effort aimed to strengthen the GOI's ability to prevent and counter the proliferation of dangerous weapons and related sensitive commodities.

While working with partners, CRDF Global was able to provide support in the form of program coordination, administration, and logistics to the program. The program was designed to improve and finalize Iraq's strategic national AVSEC frameworks, as well as identity and procure priority airport security technical solutions and strategies.

Following this effort, the GOI went on to have a comprehensive national aviation security framework that enabled Iraq to comply with international best practices in aviation security.

HIGHLIGHTS OF OUR YEAR (CONTINUED)



GLOBAL HEALTH

Ebola Outbreak in the DRC

In 2019, CRDF Global began working closely with the National Institute of Biomedical Research (INRB), located in Kinshasa, Democratic of Congo (DRC), in renovating an existing subterranean space into a functional biorepository capable of storing a large number of biological samples safely and securely.

This renovation was guided by prior analysis and close collaboration with USG partners at Sandia National

Laboratories (SNL) to design a physical space that would meet the immediate needs of the INRB facility to house samples from across the country during the outbreak and anticipate future needs for pathogen storage and analysis of pathogens received.

Renovation efforts included electrical and plumbing installation, refurbishment of floors and ceilings to meet technical specifications, and installation of key security elements (caging, locks, etc.) to restrict access to authorized personnel. These physical facility upgrades served as an immediate response effort and laid the foundation for additional long-term storage solution efforts that are ongoing.



GLOBAL HEALTH

The U.S.-Japan Cooperative Program on Infectious Diseases

CRDF Global teamed up with the National Institutes of Health's National Institute of Allergy and Infectious Diseases (NIAID) to support the U.S.-Japan Cooperative Medical Sciences Program 22nd International Conference on Emerging Infectious Diseases by providing planning, logistics, and program management support.

The program's objectives included scientific exchange, building networks, fostering relationships with scientists and government officials from the U.S., Japan, and the Asia-Pacific region, as well as exploring future opportunities for collaboration.

The annual conference, held each year by a hosting nation, enhances and expands knowledge of emerging infectious diseases of priority in Southeast Asia. There was a particular focus on pathogenesis and protective immunity of viral diseases, which are important to NIH/NIAID and highly relevant to global health. Discussions and presentations were led by U.S., Japanese, and other researchers from the region.

HIGHLIGHTS OF OUR YEAR (CONTINUED)



CBRNE (CHEMICAL SECURITY)

Combating Chemical Security Threats from Returning Foreign Fighters

Dangerous threats at the hands of foreign fighters -- individuals who have returned from participating in terrorist acts or trainings abroad -- are a growing security concern for many countries. To help mitigate these emerging threats, CRDF Global partnered with the U.S. Department of State's Office of Cooperative Threat Reduction, INTERPOL, the UN, and the Organization for the Prohibition of Chemical Weapons to implement a series of workshops and trainings

for over 120 law enforcement, regulatory, and academic personnel from Algeria, Austria, Belgium, France, Germany, Jordan, and Lebanon, Morocco, and Tunisia.

Through sector- and country-specific discussions, table-top exercises, and action planning, participants reinforced national capabilities to protect public spaces and critical infrastructures against threats. They also shared best practices for protecting sensitive chemical sites, such as securing hazardous chemical supply chains and preventing foreign fighters from acquiring dual-use chemicals that could be used in a chemical terrorism attack.



CBRNE (NUCLEAR SECURITY)

Nuclear Security and Nonproliferation Workshop in Malaysia

CRDF Global conducted a Nuclear Security and Nonproliferation Workshop in Malaysia for academics, students, and researchers from universities and research institutions in South Asia. The workshop focused on best practices in nuclear security, nonproliferation, the importance of insider threat mitigation practices, and covered topics such as IAEA safeguards, real-life case studies of insider threats, and components of an effective nuclear

regime. The workshop also included a tour of a Malaysian research reactor where participants were able to see a control room and a spent fuel pool.

HIGHLIGHTS OF OUR YEAR (CONTINUED)



INTERNATIONAL EXCHANGES

Women in Science

Dr. Amira Elabd, a CRDF Global Robin Copeland Memorial Fellow, ended her fellowship in 2019 after traveling to the U.S. from Egypt to advance her knowledge of nuclear security. For her capstone project, she produced an online learning course in Arabic, focused on nuclear security to help mitigate nuclear risks in the Arab region. Noticing that there weren't any publically-available online courses in Arabic on nuclear security, Dr. Elabd took on the challenge, and her course included topics like introduction to the

International Atomic Energy Agency, real-life nuclear security events, nuclear material and radioactive sources, and threat assessments. The course provided audiences access to content at their own pace for consistent, long-term use.

How We've Grown

We have come a long way from our early days in 1995. With three regional hubs and a growing team of highly specialized employees, 2019 was a year of sustained growth in our core expertise and talent.

EMPLOYEE GROWTH AT A GLANCE



SUSTAINED GROWTH

- We ended the year with **165 employees** in **3 regional hubs**
- Increased staff by **41%** through **48 new positions** in the U.S., Ukraine, and Jordan



DIVERSE GLOBAL CULTURE

- **53% Female to 47% Male** employee breakdown
- Employees have lived in over **79 countries**
- Employees speak over **29 languages**
- Employees traveled to **54 countries** in **228 trips**



EMPLOYEE CULTURAL INITIATIVES

- Delivered engagement sessions focusing on **newly defined organizational culture** across all three offices to:
 - Build a shared understanding of our history
 - Help staff live our “why” and values every day
- Standardized and improved the **organization's recruitment and onboarding processes**

STAFF HIGHLIGHTS

As a global organization, we are proud of our cultural diversity. The unique perspective each of our employees bring to each initiative allows us to achieve excellence through empathy and collaboration.



HEADQUARTERS - VIRGINIA, U.S.

Bruce Pankey

Chief Financial Officer, Finance & IT

"I joined CRDF Global in 2019, and I was immediately blown away by the organization's culture and commitment to its mission and values. As the CFO, I take pride in knowing that everyone across the organization demonstrates strong values of trust, transparency, and accountability in everything that we do. I love being a part of an organization that puts people first—whether employees, the people we serve, or our customers."



MIDDLE EAST & NORTH AFRICA REGIONAL HUB - AMMAN, JORDAN

Raja'a Qarqas

HR Generalist, Talent Management

"Working at CRDF Global is like no other! I feel very grateful to be part of an organization that greatly cares about its employees and is always seeking their best interests. Every day brings something new, and there's always room to grow by learning and gaining new knowledge."



EASTERN EUROPE & EURASIA REGIONAL HUB - KYIV, UKRAINE

Kateryna Goreva

Project Lead, Cyber Security

"I started working for CRDF Global back in 2018, in the Cyber Security program for Ukraine. Over these two years, I have been grateful for the opportunity to work alongside my colleagues, who are passionate professionals from different areas united with one big goal – to make our world safer. They are always super motivated and inspire me daily. I also enjoy the fact that there is always something new to learn. I am really passionate about learning new things, and I consider myself very fortunate to work in a field that is always changing and growing with new technologies, capabilities, and ideas."

Financial Overview

Building on our 2018 transformation and strong financial performance, CRDF Global's sustained financial growth in 2019 is a result of our "why" and our values.

	STATEMENT OF ACTIVITIES USD ('000)	2019	2018
REVENUES	Grants & Contracts	\$32,697	\$24,278
	Solutions Services	\$2,612	\$2,332
	Investment (Loss) Income, Net	\$2,447	(\$87)
	Total Revenues, Net	\$37,757	\$26,523
EXPENSES	Program	\$26,776	\$19,345
	General & Administrative	\$8,735	\$6,209
	Total Expenses	\$35,511	\$25,555
NET ASSETS	Change in Net Assets	\$2,245	\$969
	Net Assets at Beginning of Year	\$9,316	\$8,347
	Net Assets at End of Year	\$11,561	\$9,316

Consolidated statement of activities for the year ended December 31, 2019. The information presented here is drawn from the 2019 consolidated financial statements of CRDF Global, which were audited by RSM US LLP in accordance with generally accepted auditing standards.

2019 Board Of Directors

Anne Petersen

Raymond R. Johnson

Cathy Mannick

Tomas Diaz de la Rubia

E. William Colglazier

Karen Holbrook

Jill Hruby

Raymond Orbach

Gerald W. Parker

Susan Raymond

Alan I. Leshner

Paul Longworth

Maxine Savitz

Dr. Hassan Virji

Contact Us

Questions about CRDF Global or our 2019 Annual Report?

Please email us at info@crdfglobal.org
or visit us at www.crdglobal.org

HEADQUARTERS

Arlington, USA

1776 Wilson Blvd.
Suite 300
Arlington, VA 22209 USA
Tel: [+1-703-526-9720](tel:+1-703-526-9720)

EASTERN EUROPE & EURASIA REGIONAL HUB

Kyiv, Ukraine

15 Leipzigska Street, 2nd
Floor (Letter "V-7-9")
01015 Kyiv, Ukraine
Tel: [+380 44 287-00-65](tel:+380-44-287-00-65)

MIDDLE EAST & NORTH AFRICA REGIONAL HUB

Amman, Jordan

King Hussein Business Park
Building #7, 5th Floor
Amman, Jordan
Tel: [+962 6 5860003](tel:+962-6-5860003)