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.
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.

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

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

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.
2018 BOARD OF DIRECTORS

E. William Colglazier
Tomas Diaz de la Rubia
Karen Holbrook
Raymond R. Johnson

Paul Longsworth
Catherine Mannick
Rodney Nichols (deceased)
Raymond Orbach

Anne C. Petersen
Susan Raymond
Maxine Savitz
Hassan Virji

CONTACT US

Questions about CRDF Global or this year’s Annual Report? Feel free to call us or email us at info@crdfglobal.org

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