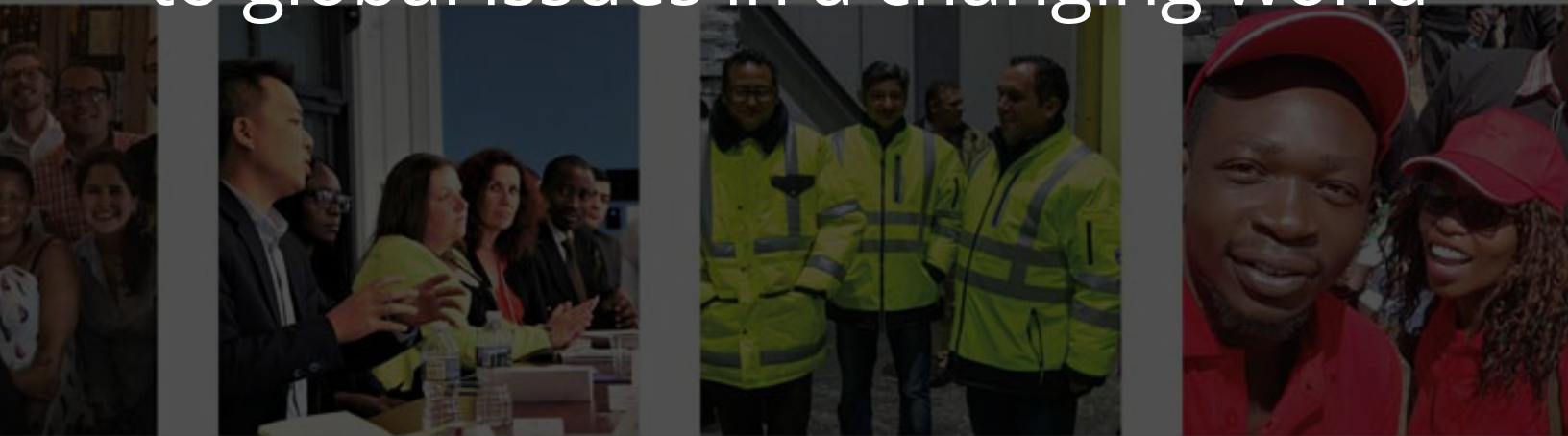


2021 Annual Report

# Providing local solutions to global issues in a changing world



# A Message From Our CEO

2021 was another record year for CRDF Global. We came out of the worst of the pandemic with better remote engagement skills and a renewed appreciation for the value of community and collaboration. We grew from 189 employees at the end of 2020 to 264 – a 40 percent growth in one year.

As with any organization experiencing rapid growth, we have had to refine our processes and tools to help us deliver our customers' missions smoothly and efficiently. This is an ongoing process with dedication from all parts of the organization.

Rapid growth across our global hubs – Arlington, Amman, and Kyiv – also demands that we continue to dedicate time and resources to maintain the extraordinary culture that exists at our core. In a short video clip below, you will see a number of our employees talking about that culture in 15 different languages. Diversity of language, background, experience, and perspective is a singular strength of this organization and one that we continue to build and foster.

Our fundamental “why” – Strengthen Individuals, Build Relationships, Improve Our World – undergirds everything that we do. Whether we are hosting a group of international leaders, building capacity to detect and deter the proliferation of weapons of mass destruction, or strengthening the public health emergency management systems in a partner country, we do it with the core belief that individuals working together across geographic and political boundaries is essential to tackling the tough challenges of the modern world.

I remain immensely proud of this team, from our 20-year veterans to the newest project associate. The passion and dedication they display every day have fueled our growth and the positive impact we are having in the world today.

Sincerely,



**Mike Dignam**  
President and CEO

# Who We Are

2021 was a year of continued growth, collaboration, and expansion despite the ongoing pandemic. But in all our activities, our values remained at the core of everything we accomplished.



[Learn More About Us](#)



# What We Do



## Mission Areas



**Agriculture & Food Security**

[Read More](#)



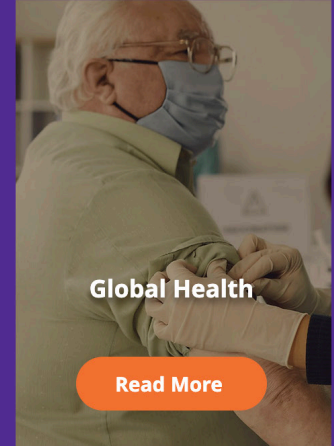
**CBRNE Security & Counterproliferation**

[Read More](#)



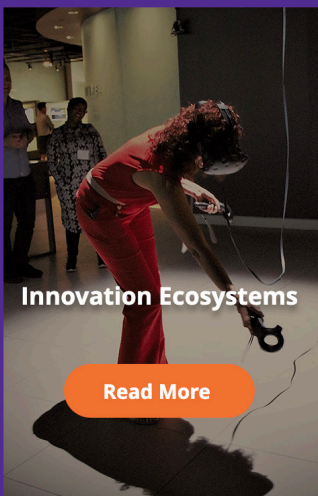
**Cybersecurity**

[Read More](#)



**Global Health**

[Read More](#)




**Innovation Ecosystems**

[Read More](#)



**International Exchanges**

[Read More](#)



**Strategic Trade & Border Security**

[Read More](#)



**Women in Science & Security**

[Read More](#)

## Our Capabilities & Integrated Solutions

### Capabilities



Travel & Logistics



Specialized Equipment Procurement



Technical & Professional Trainings



Fellowships & Exchanges



Grants & Research Competitions



Security Strengthening

### Integrated Solutions



Program Design & Management



Quality Framework



Monitoring & Evaluation



Remote Training & Learning

# Our Impact

## By the Numbers

**1111**

Total number of awards

**\$43.2M**

Total contract value

**+90**

Number of countries impacted

**+500**

Total number of partners engaged

**+1200**

Total number of participants engaged

## Program Highlights



**Global Health**  
**Uzbekistan**  
**Launches Public Health Emergency Operations Center**

CRDF Global worked closely with the U.S. Centers for Disease Control and Prevention (CDC) and national stakeholders in Uzbekistan to develop a [Public Health Emergency Operations Center \(PHEOC\)](#). Over the course of the year, CRDF Global, with consortium partner, Integral Global Health (IGH), conducted 11 training sessions for 40 Ministry of Health (MOH) staff to enhance preparedness and response capabilities. In June 2021, CRDF Global, IGH, CDC, and US Embassy officials gathered with the Uzbekistan MOH to officially launch the PHEOC, a first-of-its-kind unit within the Ministry.

A functional PHEOC enhances the capability of the Uzbekistan MOH to prevent, detect, and respond to public health emergencies and is a shared effort to strengthen global health security.

Read more about this story [here](#).



**Countering Nonproliferation-  
Related Disinformation**

**Countering Public  
Health Disinformation**

CRDF Global implemented a webinar for journalists and media to recognize, avoid, and counter-public health disinformation propagated by state actors.

The live webinar equipped 61 participants with skills and strategies to properly identify and counter disinformation around public health issues and find credible sources. The participants were provided access to a [Disinformation Resilience repository](#) that included pre-recorded modules and trustworthy fact-checking websites that were compiled and published on the CRDF Global website for their professional use.

By the end of the webinar, certain members of the audience concluded that the provided information and tools were highly useful, and obtained knowledge changed their professional view on the COVID-19 disinformation issues.



**Cybersecurity**

**National  
Cybersecurity  
Cluster**

The National Cybersecurity Cluster is a joint initiative of the National Cybersecurity Coordination Center at the National Security and Defense Council of Ukraine and CRDF Global, supported by the U.S. Department of State. The event strengthens Ukraine's cybersecurity posture by promoting and encouraging coordination among local government stakeholders, embassies, donor community, private sector, and academia.

In 2021, CRDF Global and its partners launched the initiative and conducted 9 events attended by 600 partners from 239 organizations. The sessions were conducted in various formats (online and hybrid) and covered the most relevant issues in the cybersecurity field impacting the following sectors:

- Energy
- Critical Infrastructure Resilience
- Defense
- Biosecurity
- Research
- Legal aspects

Read more about the National Cybersecurity Cluster [here](#).



## Cybersecurity Ukrainian Cyberdefenders Training

In May of 2021, CRDF Global launched the Cyberdefenders training program designed to help Ukrainian ATO/JFO veterans pursue a successful career in cybersecurity and strengthen the digital infrastructure protection system in Ukraine. Supported by the U.S. Department of State's Office of the Coordinator of U.S. Assistance to Europe and Eurasia, Cyberdefenders consists of two training components: cybersecurity technical skills and reintegration training to help veterans obtain new technical, analytical, language, and soft skills.

During the program, CRDF Global trained 80 veterans as Cyber Operations Specialists. All graduates of the first cohort of Cyber Defenders successfully completed the training program, passed the final test, and graduated with a state-recognized certificate from NTU "Kyiv Polytechnic Institute" in the field of cybersecurity. 99% of participants also received Cisco Academy certification.

Read more about this story [here](#).



## Biosecurity Biorisk Management in Nigeria

CRDF Global's ongoing program has supported the University of Maiduguri (UNIMAID) to develop and conduct biorisk assessments of approximately 40 university laboratories to assess the existing capabilities, capacities, and biorisks of these facilities. These assessments indicated that there were numerous threats to institutional biosecurity due to the continued presence of Boko Haram in Maiduguri.

Using these assessment data, CRDF Global tailored the Global Biorisk Management Curriculum to conduct an introductory biorisk management (BRM) training. As a result of these trainings, UNIMAID, with the assistance of CRDF Global, developed and implemented SOPs, conducted the first university-wide biorisk assessment, upgraded the security and containment of one lab, trained 19 personnel, and procured supplies for 40 labs.

CRDF Global's current work with UNIMAID has better equipped 26 laboratories with sharps containers and biological waste bins, and will train more than 150 technologists, researchers, and lab assistants on waste management and decontamination best practices.

Read more about this story [here](#).



### Chemical Security

## Amidst Pandemic and Conflict, Chemical Security Progress in Libya Provides Hope

While COVID-19 restricted in-person engagements, CRDF Global implemented various remote projects with Libya's chemical industry, law enforcement, and academic partners to strengthen chemical security in-country. For one of these engagements, CRDF Global and the Libyan Chemical Safety and Security Society (LCSSS) conducted an assessment on the state of chemical safety and security in Libya's academic and industrial facilities.

This assessment identified chemical safety and security concerns in both the academic and industry sectors, including revealing important insights regarding the storage of dual-use chemicals and needed improvements to chemical safety and security protocols. Additionally, analysis of the results indicated that some facilities could easily experience a chemical incident.

The outreach and data collection process has led CRDF Global to work with LCSSS to ensure that they have the proper training and resources to be able to independently respond to the growing number of requests for chemical safety and security assistance.

Read more about this story [here](#).



### Food Security

## Rodney Nichols Fellow to Focus on Agriculture Sustainability in Senegal

CRDF Global announced Laura Mason as the 2021 Rodney Nichols Science and Technology Innovation Fellow. This 6-month fellowship program, named after former CRDF Global Board Member Rodney "Rod" Nichols, supports US Scientists engaging in international efforts within the field of science and technology. Mason, who was pursuing her PhD in Soil Microbial Ecology at Ohio State University at the time, conducted soil science research at the University of Thies in Thies, Senegal, during her fellowship.

Mason applied her previous research in soil science as well as her passion in global agriculture sustainability to study tropical agriculture systems in Africa's Sahel region. She specifically examined how intercropping with indigenous shrubs can aid crops during a drought, which could potentially lead to improved drought resistance and a more sustainable food system for the region.





### Nuclear Security

## Connecting Women in Nuclear Security and Nonproliferation

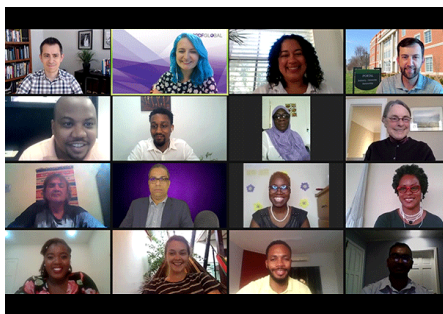
In partnership with Global Affairs Canada (GAC), CRDF Global completed a grant program for international women working in nuclear security and nonproliferation fields. Ten women were selected from ten countries to engage in remote skill development training, implement individual grant projects, and attend a capstone 2-day workshop in Vienna, Austria.

In September of 2021, CRDF Global convened a series of skill-building webinars providing grantees with training on topics involving nuclear security and project management. Participants also received access to CRDF Global's catalog of nuclear security and nonproliferation training materials.

Following the skill-building webinars, CRDF Global worked to help grantees finalize their projects to engage over 800 women at their home institutions.

The grant program would later culminate in a hybrid capstone workshop in Vienna, Austria, where grantees presented on the successes and challenges of their projects and engaged in panel discussions with Vienna-based experts in nuclear security.

Read more about this story [here](#).



### International Exchanges

## IVLP Empowers Small Business Owners in the Caribbean and South America

CRDF Global's IVLP team set out to break the mold of online meetings in 2021. The program - Migrating Your Small Business Online: A project for Guyana, Suriname, and Trinidad and Tobago - leveraged the online nature of programming to equip small business owners with the necessary skills to digitize their businesses.

CRDF Global enabled participants to network with U.S. small business and participate in a series of workshops tailored to participant needs. During the program, the CRDF Global team recognized the need for website creation training to accompany the existing training on market research and analysis, and website development and marketing plans. The team quickly adapted and offered a Website Bootcamp to equip participants with tools and best practices to bolster their online success, and ensured participants had access to free website design tools following the program.

The program closed with a business pitch competition, in which the winner gained access to free consultations with judges following the program.



**Global Health**  
**Global Forum on  
 Humanitarian Health  
 Research**

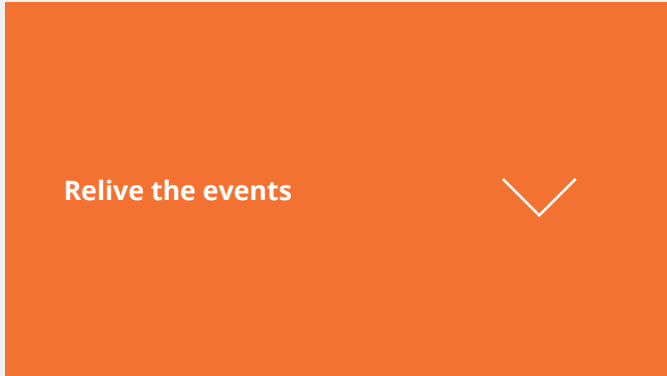
In November of 2021, CRDF Global convened The Global Forum on Humanitarian Health Research (GFH2R), to explore the theme of “Research in the Context of Concurrent Crises.” As a pilot project, GFH2R congregated researchers, humanitarian non-governmental organizations (NGOs), and research funding agencies to share experiences and promote collaboration around health research in humanitarian settings.

GFH2R explored the challenges of conducting research in settings facing concurrent crises, as well as strategies used by researchers to address those challenges. The meeting was organized around five cross-cutting themes with different sessions featuring case study presentations and interactive discussions, and an additional session related to funding research in humanitarian settings.

GFH2R featured 15 case study presenters and 81 additional participants, 70 percent of whom were from low- or middle-income countries (LMICs). In coordination with the Fogarty International Center and the GFH2R steering committee, CRDF Global developed and facilitated the virtual learning platforms for the meeting using our Remote Training Expert Discussion and Onsite (REDOX) platform.

## Thought Leadership Highlights

We understand that we can't do it all. Hence part of our mission includes inspiring others to the same ideal using subject matter experts to discuss trending topics.

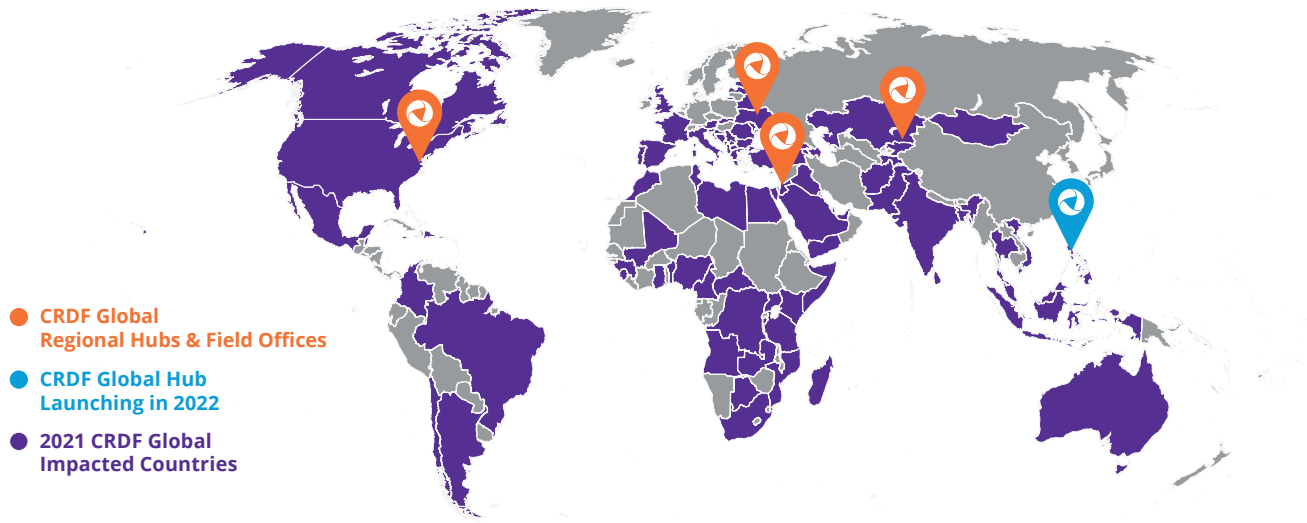


# How We Execute Our Mission



## Our Regional Hubs & Field Offices

Our regional locations allow us to understand the landscapes we work in and form critical relationships with local stakeholders. All of this positions us to provide locally thought-out solutions that meet our mission.



### North America Hub Arlington, Virginia

Following our founding in 1995, our first Hub office located in Arlington, Virginia, became the foundation of CRDF Global’s mission to advance global security, health, and economic progress by mitigating threats and enhancing opportunities through science, innovation, and collaboration.

### Eastern Europe & Eurasia Hub Kyiv, Ukraine

CRDF Global has implemented funded initiatives supporting research, knowledge sharing, nonproliferation-related programming, global health security, economic growth, etc., from our Eastern Europe & Eurasia Hub in Kyiv, Ukraine, dating back to 1997.

### Central Asia Field Office Almaty, Kazakhstan

CRDF Global started implementing regional programs in Kazakhstan in 2007, but it wasn’t until 2020 that it became the location for our Central Asia Regional office. Located in Almaty, the office supports numerous strategic programs across Asia.

### Middle East & North Africa Hub Amman, Jordan

CRDF Global started operating in the Middle East and North Africa (MENA) region in 2003, but it wasn’t until 2010 that the regional hub office in Amman, Jordan, was established to provide tailored programmatic solutions to challenging issues across the MENA.

### Southeast Asia Hub Manila, Philippines

Launching in 2022

Manila, Philippines, is the location of CRDF Global’s new Southeast Asia hub, which opened in 2022. With over 1,000 regionally implemented programs in Asia, this new hub will oversee regional programs and provide local solutions to pressing global issues.

## One Team, Four Locations

Total Number of Employees:

**264**

Percentage Employee Growth:

**40%**

Total Number of New Employees:

**127**

Total Number of Interns:

**9**

## Our Culture, in Their Words...

Arabic

“ We are not just work colleagues at CRDF, we are one family who truly cares about each other. ”

[Click to Watch](#)

Lara Fakhouri  
Project Lead

Middle East & North Africa Hub

## 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.



# Financial Overview

	STATEMENT OF ACTIVITIES (USD)	2021	2020
<b>REVENUES</b>	Grants & Contracts	\$46,402,904	\$28,995,584
	Solutions Services	\$1,946,906	\$2,162,999
	Investment (Loss) Income, Net	\$1,657,611	\$1,962,742
	Total Revenues, Net	\$50,007,421	\$33,121,325
<b>EXPENSES</b>	Program	\$49,463,872	\$32,474,577
	General & Administrative	\$803,770	\$1,233,492
	Total Expenses	\$50,267,642	\$33,708,069
<b>NET ASSETS</b>	Change in Net Assets	(\$260,221)	(\$586,744)
	Net Assets at Beginning of Year	\$7,650,540	\$11,560,989
	Net Assets at End of Year	\$7,390,319	\$10,974,245

The information presented here is drawn from the audited financial statements of CRDF Global. 2021 Statements were audited by Marcum, LLP in accordance with Generally Accepted Auditing Standards. 2020 Statements were audited by RSM US, LLP in accordance with Generally Accepted Auditing Standards.

# 2021 Board of Directors



E. William Colglazier, Ph. D.

[Read More](#)



Tomas Diaz de la Rubia, Ph.D.

[Read More](#)



Yazan Hijazi, Ph.D.

[Read More](#)



Karen Holbrook, Ph.D.

[Read More](#)



Ray Johnson

[Read More](#)



Alan I. Leshner, Ph.D.

[Read More](#)



Catherine Mannick

[Read More](#)



Raymond Orbach, Ph.D.

[Read More](#)



Gerald W. Parker Ph.D.

[Read More](#)



Anne Petersen, Ph.D.

[Read More](#)



Maxine Savitz, Ph.D.

[Read More](#)



Catherine Woteki, Ph.D.

[Read More](#)

# Contact Us



## Questions about CRDF Global or our 2021 Annual Report?

Submit an inquiry via the online form, or please email us at  
[info@crdfglobal.org](mailto:info@crdfglobal.org)

---


### Locations



#### NORTH AMERICA HUB

##### **Arlington, USA**

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



#### MIDDLE EAST & NORTH AFRICA HUB

##### **Amman, Jordan**

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



#### EASTERN EUROPE & EURASIA HUB

##### **Kyiv, Ukraine**

Tel: [+380 44 287-00-65](tel:+380-44-287-00-65)



#### CENTRAL ASIA SATELLITE OFFICE

##### **Almaty, Kazakhstan**

Abay Ave 151, Business Center "Alatau" Office  
 410 Almaty, Kazakhstan  
 Tel: [+7-727-339-27-91](tel:+7-727-339-27-91)



#### Launching in 2022

#### SOUTHEAST ASIA HUB

##### **Manila, Philippines**

Unit 2308, High Street South, Corporate Plaza  
 Tower 2, 26th Street, Corner 11th Avenue  
 Bonifacio Global City, Taguig City, Philippines  
 Tel: [+1-703-526-9720](tel:+1-703-526-9720)



CRDFGLOBAL

Safety, security, and sustainability through science, innovation, and collaboration.

2021 Annual Report

