



# NO ONE LEFT BEHIND

## 2020 Annual Report

### Operations

No One Left Behind (NOLB) helped more SIV families in 2020 than at any other time over the course of its 7-year history. We provided 636 families in 93 cities in 20 states with more than \$400,000 in direct aid despite the COVID-19 pandemic. We completed an internal business process re-engineering effort that greatly streamlined the way we provide aid to our clients. The new model of establishing SIV Ambassadors in Seattle, Dallas, Houston, and Northern Virginia, a recommendation of General Petraeus, revolutionized the organization's ability to work with the SIV diaspora of approximately 30,000 families much more fully than our previous chapter model. It has brought founder Janis Shinwari's vision to life.

The Board of Directors continued to make massive strides in maturing NOLB as an efficient and transparent nonprofit, and approved a FY21 budget at its annual winter meeting. NOLB passed its first independent financial review earlier in 2020, which set the organization up to meet all 20 of the Better Business Bureau's *Wise Giving Alliance* standards, earning its accreditation in 2021:

<https://give.org/charity-reviews/national/Human-Services/No-One-Left-Behind-in-Merrifield-va-52867>.

NOLB also earned the Guide Star Platinum Seal of Transparency (<https://www.guidestar.org/profile/47-1251659>) and the 2020 Great NonProfits Top-Rated designation (<https://greatnonprofits.org/org/no-one-left-behind-inc>). These efforts prepared NOLB to pass its first full independent financial audit, which is a major milestone for any nonprofit in only its 8<sup>th</sup> year of operation: <https://nooneleft.org/impact/>

At the end of 2020, NOLB exceeded the Better Business Bureau Wise Giving Alliance standard of 65% of all donations going to programs as well as Forbes' 70% standard:



## #NOLBMORALOBIGATION

Our efficiency maximizes your gift's impact



- 76% Programs
- 15% Administration
- 9% Fundraising

**76 cents** of every dollar we spend goes directly to help SIV families in the U.S.

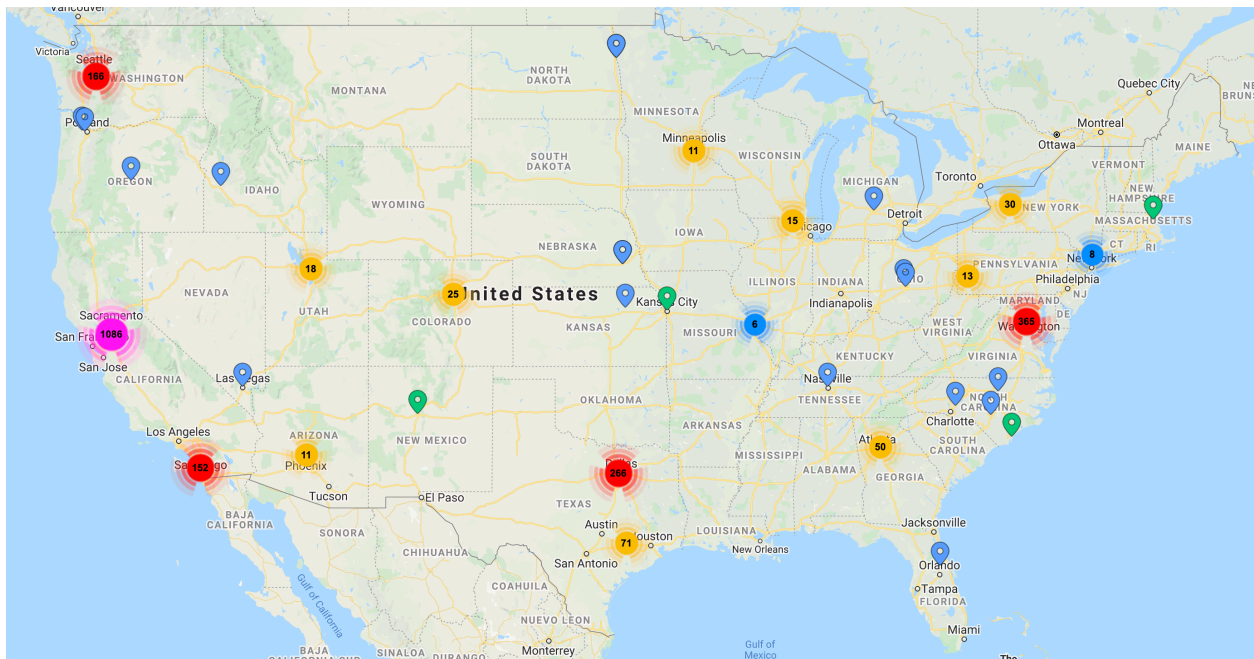
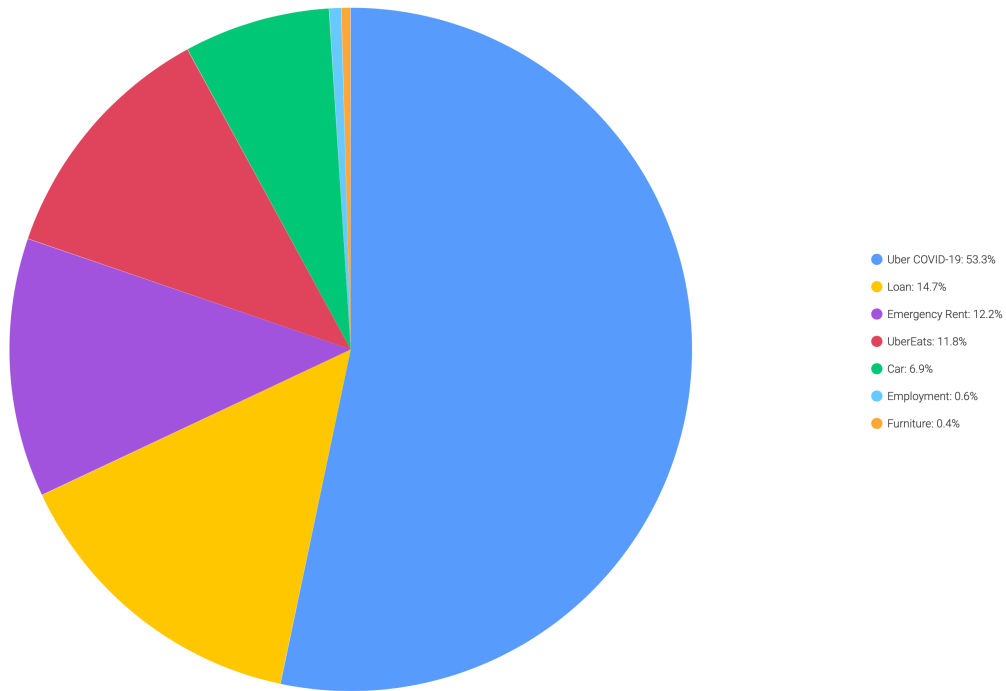
#NOLBMORALOBIGATION

The Board of Directors identified a customer relationship management (CRM) solution through the software as a service (SaaS) company Monday.com. The cost of this SaaS is 1/20<sup>th</sup> the cost of a customized CRM tool. This solution came to us via one of our SIV Ambassadors and is illustrative of how NOLB learns from the SIV community to improve its operations. The pandemic caused over 2,500 SIVs in 24 states to reach out for help, and Monday.com kept us organized.

Per our SIV Ambassadors, we informed the SIV community in October that we would focus only on those families who came to the U.S. within the last 12 months. We will transition towards providing more targeted support that allows new SIVs to achieve self-sufficiency as soon as possible (e.g. financial assistance for a used car, financial assistance for rent or job training, and employment opportunities).

Though we could not assist over 1,800 requests due to resource limitations, we begin 2021 working to help 71 newly arrived SIV families who we consider to be the most vulnerable.





A highlight of this effort was our partnership with The Change Reaction (<https://www.changereaction.org>) to offer \$200,000 in no-interest loans to SIV applicants. We awarded 86 loans and 20 grants through this program. The donors very generously awarded grants instead of

loans to SIVs who arrived in 2020. More than 90% of the loans have been repaid on time. The funds are then available as loans to other SIVs in need.

Additionally, we worked with Uber to feed over 80 families with 400 meals using UberEats credits.

We made new connections with Church World Service (CWS), Episcopal Migration Ministries (EMM), Ethiopian Community Development Council (ECDC), Hebrew Immigrant Aid Society (HIAS), International Rescue Committee (IRC), Lutheran Immigration and Refugee Services (LIRS), U.S. Committee for Refugees and Immigrants (USCRI), United States Conference of Catholic Bishops (USCCB), and World Relief Corporation (WR) and worked with Upwardly Global to provide a job skills Zoom call to SIVs on Veterans Day. We also worked with NOLB's former Rochester chapter now known as Keeping Our Promise Rochester to support 20 car grants to local SIVs and provided Second Families out of San Diego with a grant to assist SIVs in their area.

We coordinated with the Government Accountability Office to further their research into the SIV community (<https://www.gao.gov/products/GAO-18-107>) by creating our own annual survey: <https://form.jotform.com/202924969090160>, which has given us the following insight into the SIV diaspora here in the United States:

- State PRM: Approximately 30,000 SIV families (90,000 individuals) have arrived since the program began in 2007.
- NOLB: 7% of SIVs have received their US citizenship, which takes 4-7 years.
- NOLB: 50% drove for Uber, Lyft, and/or Amazon prior to the pandemic as their primary means of income.
- GAO: \$12.04 average hourly wage, NOLB: \$17.21 average hourly wage. Compare these to \$10.21 average hourly wage for other types of refugees.
- GAO: 82% of SIVs are self-sufficient after 6 months.
- Pew: Sacramento, Seattle, Houston, N. Virginia are the major SIV communities; State PRM offers placement in 24 other cities.
- NOLB: 94% of SIVs are 25-44 years of age.
- NOLB: Average SIV family size is 4.4 people.
- NOLB: 79% of SIVs rent and pay an average of \$1,500 per month.
- NOLB: 45% of SIVs have an undergraduate or graduate degree from a foreign university.
- NOLB: 58% worked with DoD
- NOLB: 13% of SIVs worked with Special Operations Forces.
- State PRM: SIVs arrive in the U.S. as green card holders and receive federal resettlement aid for 6 months.
- NOLB: Many SIVs have similar issues that U.S. Veterans endure but cannot seek treatment at the Department of Veterans Affairs because they are not "U.S. veterans."

Our most successful partnership, however, has been with the University of Southern California's Suzanne Dworak-Peck School of Social Work (<https://dworakpeck.usc.edu>). The Master's degree students who were selected by NOLB have exceeded the Board's expectations in terms of client work, organization, and innovation.



As we plan for 2021, we expect to see a significant increase in new SIV arrivals. According to the Department of State's Refugee Processing Center, Afghan SIV arrivals have decreased significantly since FY17 but did improve in FY20:

FY17: 16,866

FY18: 9,651

FY19: 7,698

FY20: 9,349<sup>1</sup>

The incoming Biden administration has publicly stated its support to expand the SIV program and raise the immigration cap. We expect the number of new families arriving in 2021 to be near 4,000 (similar to the height of FY17). The Board and SIV Ambassadors are working on refining our internal processes and external partnerships to provide as much support as possible to these families.

NOLB's positive social impact on the SIV community is clear. Our metrics driven approach gives us tangible bench marks to improve on in 2021. Given constrained resources, we are currently only able to meet a quarter of all the requests we receive. We are working to scale our fundraising and infrastructure to help a larger number of new arrivals next year.

### **Advocacy**

No One Left Behind has received inquiries from press and veterans in the UK, Australia, Bosnia, and now the Czech Republic seeking guidance. These are in addition to the requests from applicants in Afghanistan, Iraq, Pakistan, India, Germany, Turkey Ireland, and the Philippines. We are now recognized as the international leader in keeping this moral obligation.

Throughout 2020, we built upon our strong relationships in Congress and made significant in-roads at the Department of State, Department of Defense, National Visa Center, and U.S. Customs and Immigration Services. We will continue advocating for our allies through NOLB's third Presidential administration and fifth Congress, spanning eight Secretaries of Defense and three Secretaries of State. We have document all support for SIVs on <https://nooneleft.org/advocacy>.

We were proud that our work helped support a \$52M increase to the Afghan SIV program in the FY20 President's Budget. SIVs were also exempt from the April 22, 2020 *Presidential Proclamation Suspending Entry of Immigrants Who Present Risk to the U.S. Labor Market During the Economic Recovery Following the COVID-19 Outbreak*.

However, based on current arrival figures from the State Department, it will take 10 years to keep promise to our Afghan allies and over 100 years to keep our promise to our Iraqi partners.

The FY21 National Defense Authorization Act (NDAA) Senate bill included the following language:

*It is the sense of the Senate that—  
(1) the special immigrant visa program for Afghan allies is critical to the mission in Afghanistan and the long-term interests of the United States;*

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<sup>1</sup> <https://www.wrapsnet.org/admissions-and-arrivals/>

- (2) maintaining a robust special immigrant visa program for Afghan allies is necessary to support United States Government personnel in Afghanistan who need translation, interpretation, security, and other services;
- (3) Afghan allies routinely risk their lives to assist United States military and diplomatic personnel;
- (4) honoring the commitments made to Afghan allies with respect to the special immigrant visa program is essential to ensuring—
  - (A) the continued service and safety of such allies; and
  - (B) the willingness of other like-minded individuals to provide similar services in any future contingency;
- (5) the Afghan Allies Protection Act of 2009 (8 U.S.C. 1101 note) states that all Government-controlled processing of applications for special immigrant visas under that Act “should be completed not later than 9 months after the date on which an eligible alien submits all required materials to complete an application for such visa”;
- (6) any backlog in processing special immigrant visa applications should be addressed as quickly as possible so as to honor the United States commitment to Afghan allies as soon as possible;
- (7) failure to process such applications in an expeditious manner puts lives at risk and jeopardizes a critical element of support to United States operations in Afghanistan; and
- (8) to prevent harm to the operations of the United States Government in Afghanistan, additional visas should be made available to principal aliens who are eligible for special immigrant status under that Act.

The final FY21 National Defense Authorization Act (NDAA) Conference Report included the following language:

*The conferees note that the special immigrant visa program for Afghan allies is critical to the mission in Afghanistan and the long-term interests of the United States. Maintaining a robust special immigrant visa program for Afghan allies is necessary to support United States Government personnel in Afghanistan. Afghan allies routinely risk their lives to assist United States military and diplomatic personnel. Honoring the commitments made to Afghan allies with respect to the special immigrant visa program is essential to ensuring the continued service and safety of such allies, and the willingness of other like-minded individuals to provide similar services in any future contingency.*

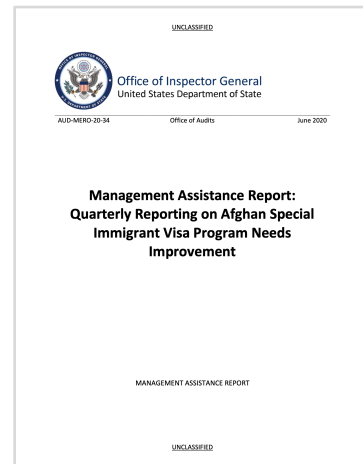
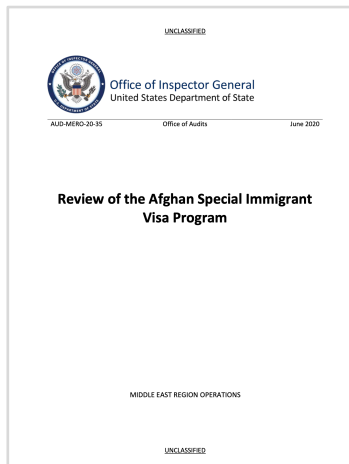
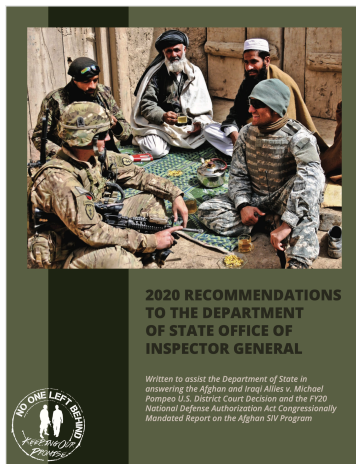
*The conferees further note that the Afghan Allies Protection Act of 2009 (8 U.S.C. 1101 note) states that all Government-controlled processing of applications for special immigrant visas under that Act should be completed not later than 9 months after the date on which an eligible alien submits all required materials to complete an application for such visa. Any backlog in processing special immigrant visa applications should be addressed as quickly as possible so as to honor the United States commitment to Afghan allies as soon as possible. The failure to process such applications in an expeditious manner puts lives at risk and jeopardizes a critical element of support to United States operations in Afghanistan. To prevent harm to the operations of the United States Government in*

*Afghanistan, the conferees urge the Administration to make additional visas available to principal aliens who are eligible for special immigrant status under that Act.*

The FY21 NDAA increased the number of visas by 120 to a total of 22,620 and extended Afghan SIV program to December 31, 2022. This was despite Senators Shaheen and Wicker calling for an additional 4,000 visas:

<https://www.shaheen.senate.gov/news/press/shaheen-calls-for-additional-visas-for-afghan-interpreters-and-support-staff-in-annual-defense-bill>

Our recommendations were well received by the State Department Office of Inspector General team, which included many of them in their final report to the House Foreign Affairs, Armed Services, and Judiciary committees and the Senate Foreign Relations, Armed Services, and Judiciary committees per the FY20 NDAA:



<https://nooneleft.org/wp-content/uploads/2020/04/NOLB-2020-Recommendations-to-State-OIG.pdf>

<https://www.stateig.gov/system/files/aud-mero-20-35.pdf>

<https://www.stateig.gov/system/files/aud-mero-20-34.pdf>

No One Left Behind completed an internal review of 6 years of emails and Facebook messages concluding that:

*Since October 2001, several hundred Afghan interpreters and their family members were systematically targeted and killed because of their affiliation with the United States. Dozens more survived assassination attempts. The exact number of retributive murders is unknown as there was never a comprehensive interpreter-casualty tracking system put in place by the United States or its NATO allies. All evidence comes from disparate sources including firsthand accounts and open source reporting. Databases of interpreters*

*employed by the U.S. Government or by U.S. Government contractors were not available for this study. Among the victims include Rep. Mike Waltz's Afghan interpreter and his family members who were beheaded while waiting for their visas.*

We published our findings on RealClearDefense.com:

[https://www.realcleardefense.com/articles/2020/09/19/over\\_300\\_afghan\\_translators\\_and\\_family\\_killed\\_while\\_serving\\_the\\_us\\_577997.html](https://www.realcleardefense.com/articles/2020/09/19/over_300_afghan_translators_and_family_killed_while_serving_the_us_577997.html)

And we issued the following demand to the Taliban negotiating for peace in Doha:

*We call on you to immediately halt attacks in Afghanistan, not just attacks on US and other Coalition Forces, but also those on Afghan Security Forces and Afghans who served with US and Coalition Forces as interpreters. You have been systematically targeting our Afghan partners and our Afghan interpreters. Any peace agreement must protect them, and failure to cease attacks will bring condemnation on you and undermine the effort to achieve a durable peace agreement. It is time to demonstrate that you truly seek peace and not just release of your detainees and removal of Coalition Forces.*

<https://twitter.com/n1leftbehind>

Sens. Shaheen and Kaine, Reps. Beyer and Waltz, former UN Ambassador Nikki Haley, Afghan Ambassador Roya Rahmani, and actress Kirstie Alley all tweeted about SIVs and NOLB over the course of the year. General Petraeus highlighted the work of NOLB on his LinkedIn page several times about us as well. Rep. Waltz published this op-ed discussing how one of his translators named “Spartacus” was beheaded while waiting for his visa:

[https://www.militarytimes.com/opinion/commentary/2020/09/23/leave-no-afghan-interpreters-behind/?utm\\_source=facebook.com&utm\\_medium=social&utm\\_campaign=Socialflow+ARM](https://www.militarytimes.com/opinion/commentary/2020/09/23/leave-no-afghan-interpreters-behind/?utm_source=facebook.com&utm_medium=social&utm_campaign=Socialflow+ARM)

We continue to work with the Office of the Secretary of Defense and the Joint Staff to develop a DoD definition of “foreign interpreter,” which was a major operational gap the State Department Office of Inspector noted in its 2008 report on the Iraqi SIV program. Our proposed definition is now in its 3<sup>rd</sup> legal review. Below is the proposed definition:

*Foreign interpreter — A local national (non-U.S. citizen) employed by the U.S. Government (USG) or USG contractor / sub-contractor to provide direct foreign cultural and language support in the form of spoken translation and/or written translation to USG personnel. An interpreter is eligible for the Department of State Special Immigrant Visa program upon at least (1) year of faithful and valuable service as recorded by a Letter of Employment containing dates of service and receipt of either a non pro forma General Officer Letter of Recommendation (LOR) / Certificate of Appreciation (CoA) or USG equivalent recognition. Also called a translator, combat translator, cultural advisor, or simply ‘terp.’ (JP 3-16, JP 6-0, JP 4-02, JP 3-33, JP 4-10, JP 3-24, JP 3-07.3, JP 1-0, JP 3-06)*

Our resolution with Veterans of Foreign Wars passed at its Council of Administration meeting in lieu of the 121<sup>st</sup> National Convention, resultant of the pandemic. This was our third year getting our resolution from the local and state levels to the national body. The Special Forces Association and the Marine Raider Association also endorsed our efforts to streamline the SIV program. They join the American Legion, Vietnam Veterans of America, IAVA, MOAA, and Wounded Warrior Project which represent over 5 million U.S. veterans.



**WE JOIN THE VFW, AMERICAN LEGION,  
VIETNAM VETERANS OF AMERICA, SFA,  
IAVA, MOAA, AND WWP**

**IN SUPPORTING  
A BIPARTISAN  
RESOLUTION**

**THAT RECOGNIZES THE CONTRIBUTIONS  
OF AFGHAN AND IRAQI COMBAT  
INTERPRETERS TO OUR OPERATIONS IN  
THOSE COUNTRIES. THESE INTERPRETERS  
SERVED SHOULDER-TO-SHOULDER WITH  
OUR MEN AND WOMEN IN UNIFORM,  
OFTEN RISKING THEIR LIVES AND,  
ULTIMATELY, THOSE OF THEIR FAMILIES.**

Image Credit: Lucas Jackson/Reuters

**VFW** **AMERICAN LEGION** **VIETNAM VETERANS OF AMERICA** **NO ONE LEFT BEHIND** **SPECIAL FORCES ASSOCIATION** **IAVA** **MOAA** **WOUNDED WARRIOR PROJECT**

Currently, we have collected over 166,000 signatures on Change.org:

<https://www.change.org/p/afghan-iraqi-translators-saved-american-lives-tell-congress-to-recognize-them-as-heroes>

Across the Atlantic, our efforts with the Daily Mail's Betrayal of the Brave campaign convinced Defence Secretary Ben Wallace and Home Secretary Priti Patel to announced they were changing the rules for British translators waiting for their visas. As many as 100 former interpreters who worked for British forces on the front line during the Afghan war – and their families – will now be eligible as long as they have not already fled the country:

<https://www.dailymail.co.uk/news/article-8613793/Top-general-David-Petraeus-demands-Britain-gives-urgent-sanctuary-Afghan-translators.html>

<https://www.dailymail.co.uk/news/article-8749127/Brave-translators-worked-troops-Afghanistan-given-sanctuary-Britain.html>



Among the many highlights of this year, our co-founder Janis Shinwari finally received his U.S. citizenship after seven years. He was sworn in by Acting USCIS Director Ken Cuccinelli and received coverage from Fox News, CNN, NPR, Voice of America and others.



**Sen. Jeanne Shaheen** @SenatorShaheen · Jul 1

Congrats, Janis, on becoming a U.S. citizen! While working as an Afghan interpreter, Janis saved the lives of 5 U.S. troops. His story shows why we must continue to honor these brave Afghans who stand with Americans on the frontlines through the Special Immigrant Visa program.



**NPR** @NPR · Jun 30

Janis Shinwari worked for 8 years as an Afghan interpreter with the U.S. military. In 2008, the unit he was with was ambushed by the Taliban. He grabbed a rifle and saved U.S. troops.

Now, 12 years later, he has become an American citizen....



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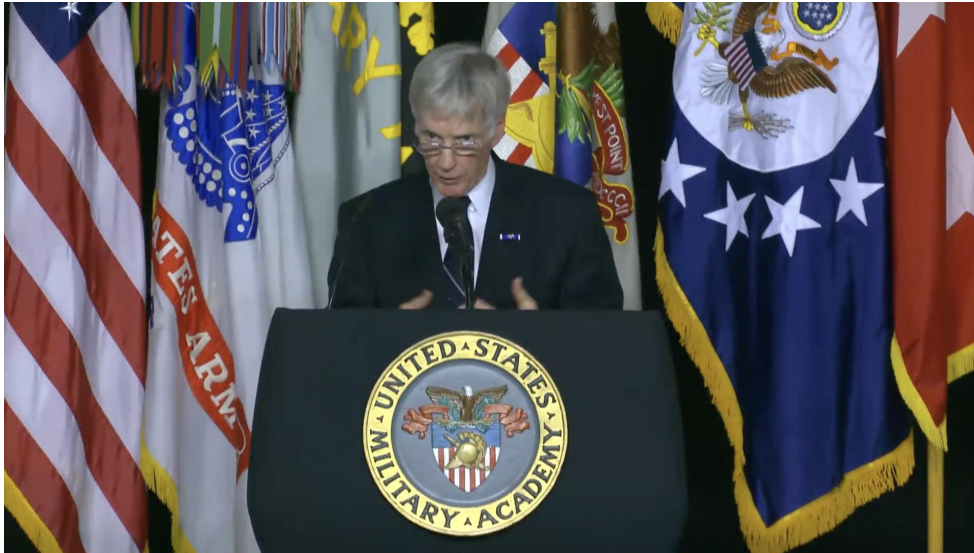


In October Ambassador Ryan Crocker received the Sylvanus Thayer Award from the West Point Association of Graduates. In his acceptance speech he remarked:

*One way in which the war has changed for uniform services because they are complex largely political affairs is the need for reliance on host country nationals, primarily but not exclusively interpreters. We cannot fight our wars with any prospect of success if we cannot translate ourselves to the population. It is absolutely essential. To get these people to risk their lives serving us in Iraq and Afghanistan, we had to make some commitments that we would take care of them. If they served us, we would ensure that they were able to get here to safety afterwards through the Special Immigrant Visa*

*program. I started the program in Iraq in 2007. I revitalized it in Afghanistan in 2011, but there are still problems - bureaucratic delays, lack of resources, just stringing it out.*

*So I am very proud to join General Petraeus on another joint mission. We are both on an Advisory Board for an organization called No One Left Behind which works intensively with Congress and with others to make sure we live up to our commitment to those who have served us in very very difficult positions.*



<https://www.youtube.com/watch?v=vxifuCxBJGs&feature=youtu.be>

In November Ambassador Crocker entered our research into the official Congressional record during his opening remarks in front of the House Armed Services Committee:

*I'd like to take just a moment on another special group of individuals that have sacrificed a great deal for us and those are interpreters and other Afghan individuals who have helped our mission in that country. Mr. Chairman, you recently received a letter from Senators Shaheen and Wicker asking that the necessary steps be taken to grant 4,000 additional visas for these brave individuals and their immediate families. There's a backlog of almost 18,000 cases and these are individuals at enormously serious risk.*

*No One Left Behind, a group dedicated to bringing our interpreters and others here to safety, calculates that about 300 individuals, interpreters, and their family members have been killed while waiting for the visas we promised them and have delivered slowly and in disappointing small numbers. So I would urge this committee as it moves ahead to do the right thing - the thing we promised. Bring these brave people here. Bring them home. Their new home. We will never regret having done so.*

*If we fail in this endeavor, we will reduce, I think, own core values. The nature of war has changed. There is no more total war - we can be grateful. Conflicts of the future are going*



*to require interpreters and the world is watching this case. Again I commend this committee for its support for the Special Immigrant Visa program. I urge that you take the necessary steps to see that these people are able to leave danger behind and come here to us. They earned it. They paid for it. Thank you Mr. Chairman.*




<https://armedservices.house.gov/hearings?ID=D65DA1E5-3291-4E44-9A4E-A800D3587C65>

The Board met with Afghan Ambassador Roya Rahmani, the U.S. Institute of Peace Afghanistan Study Group, the West Point Combatting Terrorism Center, and Brown University's Costs of War Project to discuss future partnerships in 2021.

We collected over 1,000 SIV applicant signatures on a petition to President-Elect Biden to reform the SIV process. They all included their NVC and Embassy application numbers and most cited death threats. The Washington post covered this effort at the end of the year:

[https://www.washingtonpost.com/politics/biden-refugees-visas/2020/12/30/572c00fc-3e4f-11eb-9453-fc36ba051781\\_story.html](https://www.washingtonpost.com/politics/biden-refugees-visas/2020/12/30/572c00fc-3e4f-11eb-9453-fc36ba051781_story.html)



**Dear President-Elect Biden and Vice President-Elect Harris,**

We write today begging you to keep America's promise to her faithful allies (Interpreters). Many of them risked everything to work with U.S Armed Forces in our countries (Afghanistan and Iraq) because we believe in America and its values. Because of this, we have been threatened and targeted by the Taliban and ISIS in Afghanistan and Iranian Militias and ISIS in Iraq. The Shia Militias recently came out with a bounty and different prices for information that leads to Iraqi interpreters who helped the US Government in Iraq and their families.

All these groups call us traitors for standing shoulder-to-shoulder with American Forces. Many of our friends and families have been killed because of working with U.S Armed Forces.

Lastly, CBS picked up the sitcom *The United States of Al*, which tells the story of a friendship between Riley (Parker Young), a Marine combat veteran struggling to readjust to civilian life in Ohio, and Awalmir (aka: "Al"; Adhir Kalyan), the interpreter who served with his unit in Afghanistan and has just arrived to start a new life in America. It is will air on April 1<sup>st</sup>, 2021.



<https://www.yahoo.com/entertainment/united-states-al-chuck-lorres-160002686.html>

## **2021 Advocacy Goals:**

- Continue building a broad bipartisan, bicameral coalition
- DoD definition of local national translator or interpreter
- Formal recognition of SIV's bravery and sacrifice from Congress or White House
- Work with Middle East regional partners to house SIVs (Sen. Warner has offered this idea publicly) which allows State investigators to access a safe and centralized population
- Work with California, Texas, and Virginia state governments to purpose state legislation similar to CA and CO's in-state tuition bills

## **Fundraising Report**

NOLB worked with Dr. Christine Emery, formerly of George Washington University and the Wilson Center, and Jennifer Harris of Graham Pelton to scope our fundraising requirements. After a thorough evaluation of proposals as well as an internal review of our capabilities, the Board selected Black Fox Philanthropy's Painless Prospecting service to provide recommendations for over 50 foundation grants to which we will apply. Black Fox worked with NOLB to create a superior grant template as well as an executive press kit that helps convey our social impact. Additionally, NOLB hired Schultz and Williams to conduct a wealth screening of our 280 top donors which helped us understand how best we can work with them in the future.

In 2021 we will pursue our \$15M capital campaign as part of our 2035 strategic plan, "Plan 2035" (listed below). Pending available resources, we intend to hire a strategic fundraising and consulting team to help us actualize our capital campaign. We will continue to reach out to major U.S. corporations with a focus on members of the Professional Services Council. Just as we built a coalition of support among the Veteran Service Organizations, we aim to build a similar coalition among the DoD contractors who relied on interpreters overseas.

# » FINANCIAL HIGHLIGHTS

## BALANCE SHEET: 2020 FINANCIALS

<b>ASSETS</b>	
Cash and cash equivalents	\$ 155,921
Pledges and grants receivable, net	0
Prepaid expenses	8,877
Property and equipment, net	0
Other assets	82,624
<b>TOTAL ASSETS</b>	<b>\$ 318,541</b>
<b>LIABILITIES</b>	
Accounts payable and accrued expenses	\$ 1,975
<b>NET ASSETS</b>	
Without donor restrictions	\$ 299,375
With donor restrictions	17,191
<b>TOTAL NET ASSETS</b>	<b>\$ 316,566</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ 318,541</b>

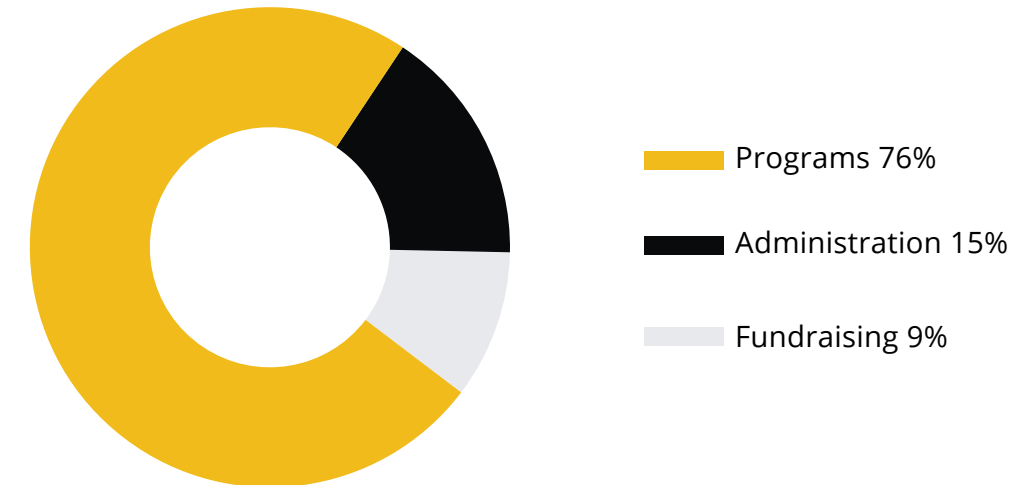
## REVENUE & EXPENSES: 2020 FINANCIALS

<b>REVENUE</b>	
Contributions	\$ 349,434
Grants	349,710
Donated Services	51,859
Royalties	0
Investment Income	0
Net gain from sale of investments	0
Other revenue	0
<b>TOTAL REVENUE</b>	<b>\$ 751,003</b>
<b>EXPENSES</b>	
Program services	\$ 363,935
Management and general	62,796
Fundraising	39,595
<b>TOTAL EXPENSES</b>	<b>\$ 466,362</b>

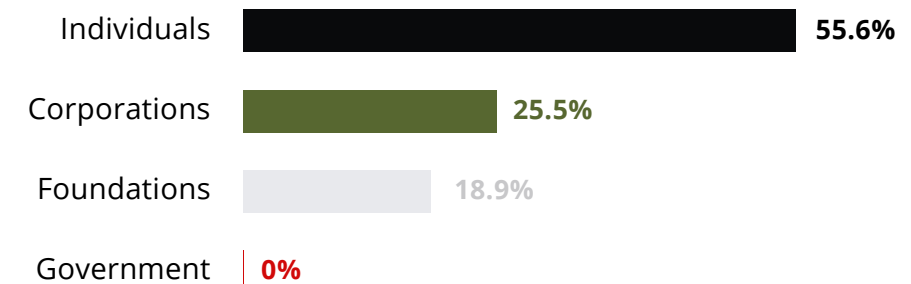
Source: No One Left Behind IRS Form 990 for the tax year ending December 31, 2020

» **76 CENTS OF EVERY DOLLAR WE SPEND GOES DIRECTLY TO HELP SIV FAMILIES IN THE U.S.** «

OUR EFFICIENCY MAXIMIZES YOUR GIFT'S IMPACT.



## FUNDING SOURCES



» **THANK YOU TO OUR CORPORATE SPONSORS AND PARTNERS** «  
WHO PROMOTE OUR MISSION AND SUPPORT OUR ALLIES AND THEIR FAMILIES.



Uber

ManTech.  
Securing the Future

charles SCHWAB

amazon smile  
You shop. Amazon gives.

RUMSFELD FOUNDATION

THE MORTON H. MEYERSON  
FAMILY FOUNDATION  
PROTECTING DIGNITY. PURSUING EQUITY.

gsk  
GlaxoSmithKline

Syracuse University  
Newhouse School of  
Public Communications

USC Suzanne Dworak-Peck  
School of Social Work

THE CHANGE  
REACTION

SOAA  
SPECIAL OPERATIONS  
ASSOCIATION OF AMERICA

# » OUR SUPPORTERS

## AMBASSADORS

\$25,000 – \$49,999

Robert Granieri

## PARTNERS

\$10,000 - \$24,999

Brian Tillman

Neupert Family Foundation

## PROTECTORS

\$2,000 – \$9,999

Daniel P. Wolkowitz

Jane Allen

Lear Williams

Michael Weatherly

Thomson Family Foundation

## ALLIES

\$500 – \$1,999

Andrew Lock

Ann Fromholz

Anne Commerton

Anne Posel

Barbara Kelly

Ben Thietje

Bessemer National Gift Fund

Bob Hurt

Brian and Heidi Miller

Bryan Szalwinski

Chris Kline

Darin Camin

Darren DeAngelis

David & Rita Gottlieb

Douglas Hayes

Edward Stein

Edmund Riely

Eleanor Stutz

Eva Catlin

GlaxoSmithKline Foundation

Greg DePrince

Jaden Stapleton

James Byler

James DiCarlo

Jamie Nicol Bowles

Jeanne Baggs

John McClaughry

Jori Potiker

Joseph Dever

Judith Cochran

Kathryn Deane

Kim Lighthart

Laura Sanborn

La Vonne Earl

Lisa Springer

Liz Henry

Lynn McFarland

Marcia Heffering

Marie Neese

Mary Louise Huff

Mary Mandley

Mary Morgan

Matthew Taylor

Mike Sheaffer

Michael Stier

Network for Good

Pat Van Antwerpen

Paul Abbott

Paul Devine

Stephanie Cheung

Stuart Gordon

Susannah Cartland

Thomas Chen



## » 2020 OPERATIONS «

WE HELPED 636 SIV FAMILIES WITH OVER IN 93 CITIES  
IN 20 STATES WITH OVER \$430,000 IN DIRECT FINANCIAL ASSISTANCE



607 INDIVIDUAL DONORS

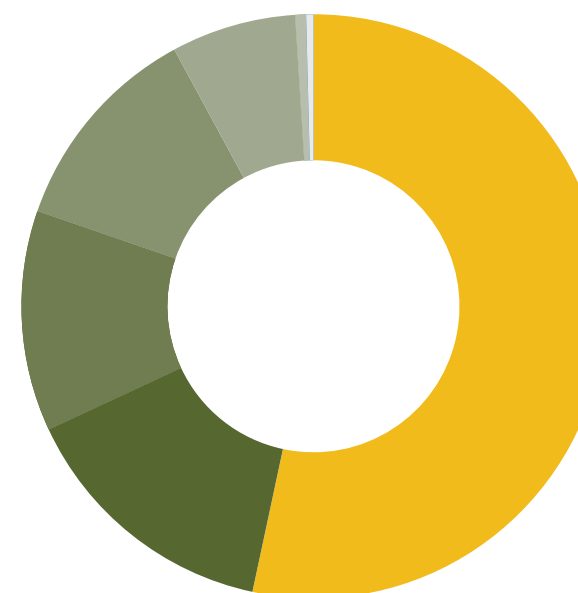


IN 45 STATES



WITH \$100 AVERAGE DONATION

## DISTRIBUTION TYPES OF AID



### TYPES OF AID GIVEN

Emergency Grocery Grant	53.3%
No-Interest Loan	14.7%
Emergency Rent	12.2%
UberEats	11.8%
Car	6.9%
Employment	0.6%
Furniture	0.4%



# WHO WE ARE

No One Left Behind (NOLB) began when Afghan translator and Special Immigrant Visa (SIV) recipient Janis Shenwari took \$35,000 raised for him through a GoFundMe campaign, and founded an organization to help others like him. Janis saved 5 American soldiers as a translator, yet waited years for his visa. He received death threats from the Taliban for his affiliation with U.S. forces.

Today, we are the only national organization solely dedicated to assisting SIVs. Driven by the warrior ethos to never leave a comrade behind, our leadership comprises veterans of the Afghanistan and Iraq wars who are working to help our allies navigate U.S. national security and immigration policy - getting them to the U.S. safely, helping them achieve the American Dream, and keeping our promise.





"I am very proud to join General Petraeus on another joint mission. We are both on an Advisory Board for an organization called No One Left Behind which works intensively with Congress and with others to make sure we live up to our commitment to those who have served us in very very difficult positions."

*Ambassador Crocker at West Point receiving the 2020 Thayer Award*



# THE PROBLEM: A BROKEN PROMISE

The United States' imminent withdrawal from Afghanistan will leave the SIVs still stranded without recourse and safety for them and their families.

- During conflicts in Afghanistan and Iraq over the last 19 years, combat translators have put themselves in harm's way to aid American troops, and many directly saved lives.
- The government's Special Immigrant Visa (SIV) program, intended to support the legal, merit-based immigration of our allies is impeded by bureaucracy and unduly burdensome to applicants.
- Failing to keep our promise to wartime allies presents a national security concern



Female interpreter provides overwatch protection for US Army soldiers. *(Sgt. Christopher McCullough/Army) Military Times*



One of the translators who had worked with the Navy SEALs said he had been “honored” to do so. **“I’m so proud of all the days I’ve been working with the greatest forces in the world,”** he said. **“But the problem is that after they are gone, their government doesn’t care about us.**

**We are literally left behind.”**

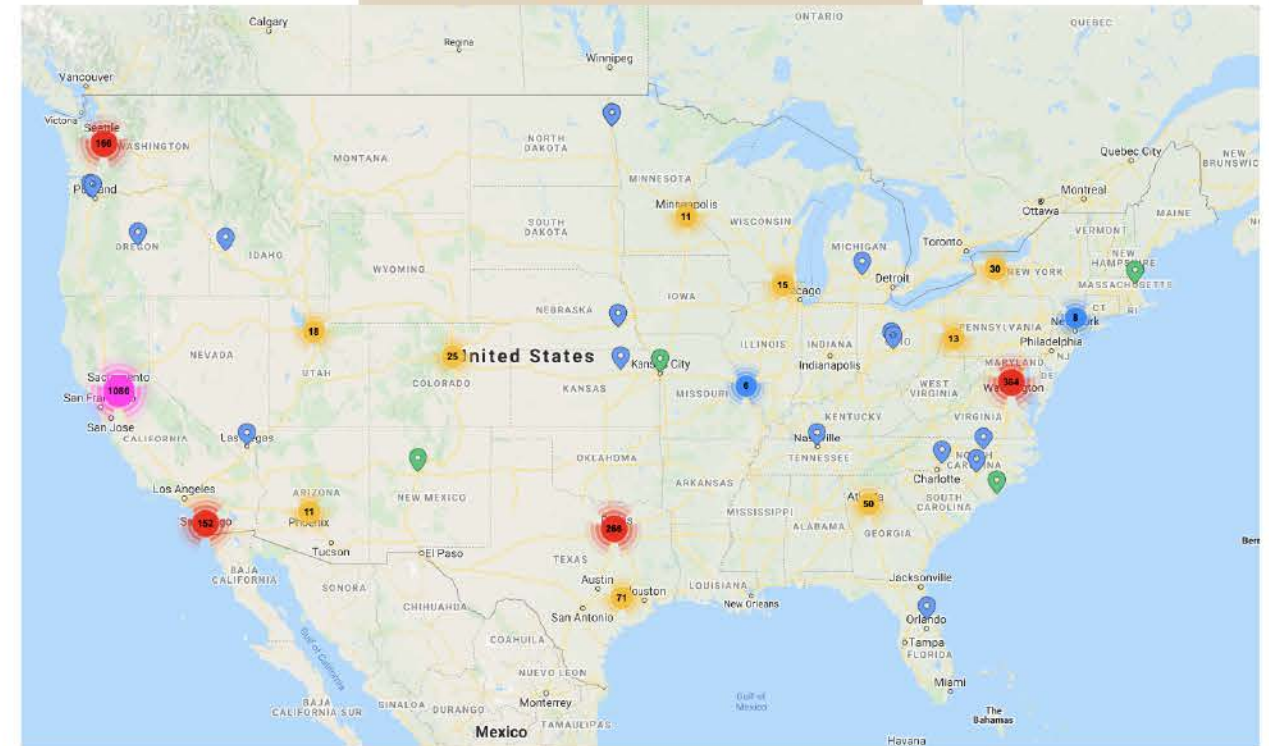
*Washington Post November 12, 2020*



# THE PROBLEM: THE AMERICAN NIGHTMARE NOT THE AMERICAN DREAM

SIV families have been made even more vulnerable by the COVID-19 pandemic, with many facing extreme financial pressures.

- For the SIV recipients (SIVs) who finally make it to the U.S., rather than the hero's welcome they deserve, they are faced with numerous obstacles.
- Gaps in the resettlement process compromise the financial stability of SIVs attempting to navigate a new way of life.
- A lack of familial and communal support to which most SIVs and their families are accustomed makes the transition even more difficult.
- We were able to help 600 families, but we received over 1,800 additional requests for help that we could not fulfill.





# OUR SOLUTION

In the same way our translators were bridges between U.S. forces and the local populations, we serve as the bridge between them and the American Dream.

No One Left Behind safeguards the promise of self-sufficiency and independence for Afghan and Iraqi combat interpreters immigrating to the United States through:



Bi-partisan  
advocacy



Emergency  
financial  
assistance



A supportive  
community ensuring  
long-term stability



# ADVOCACY

Through tireless advocacy, we work to reform a fragmented immigration and resettlement system.

- Before SIVs even arrive in the United States, we represent their interests in the nation's capital
- We work with Congress, the White House, Departments of State, Defense, & Homeland Security, and other policy makers, we advocate for immigration policy and legislation that will keep America's promise.
- We advise Federal agencies on how to better execute the SIV program, offering unique subject matter expertise.



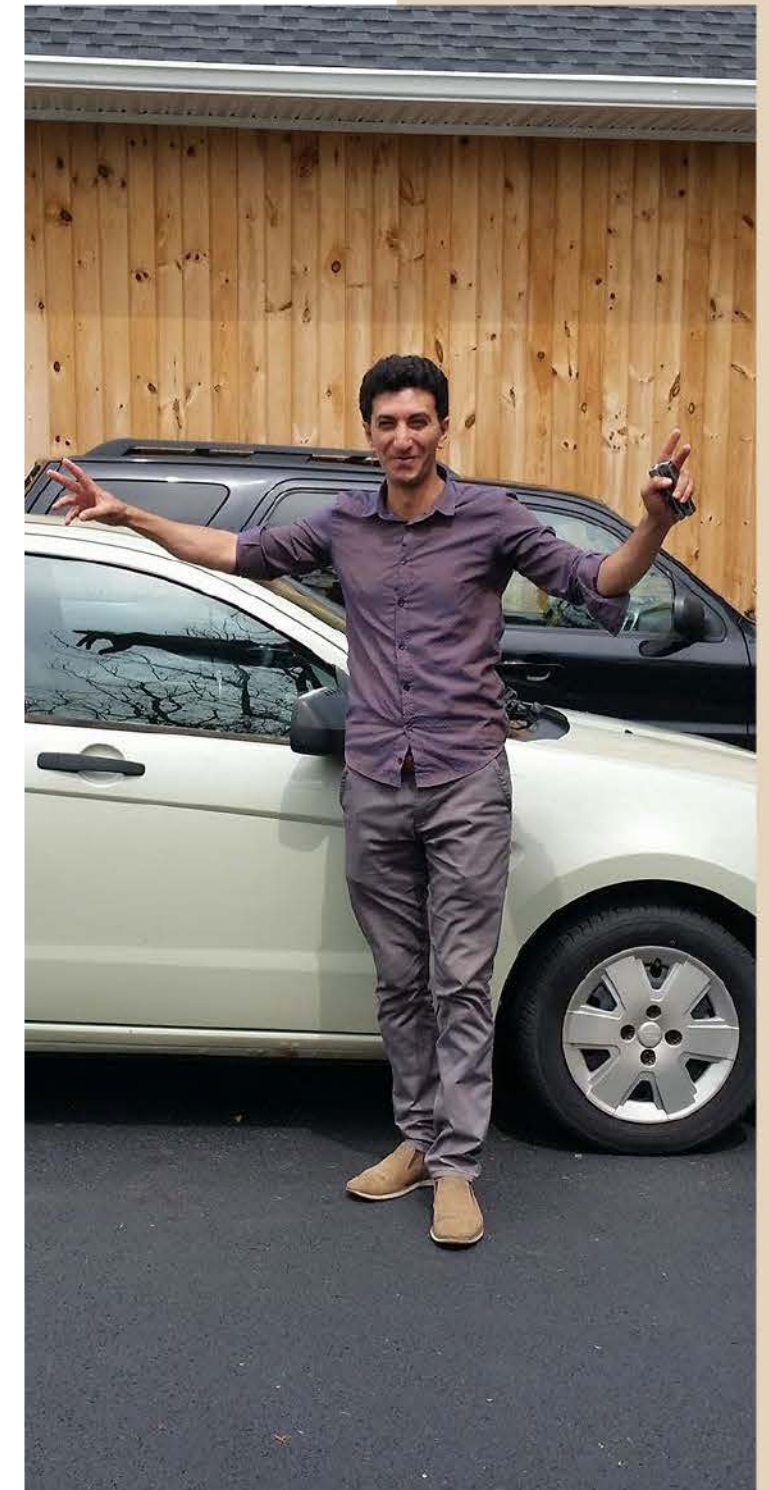


# DIRECT AID

Through our direct aid program, we meet the needs identified as most critical:

- Small grants are awarded to help SIV households meet basic needs, including rent, groceries, and furniture.
- No interest loans can provide emergency, one-time assistance or fund the tools and equipment needed to launch a new career.

In providing direct aid, we assume the determination and capability of those we serve, providing a hand up to self-sufficiency, rather than a hand out.





# BUILDING CAPACITY & COMMUNITY

Our capacity-building efforts are responsive to the unique needs of each SIV family we serve.

We come alongside SIV recipients and their families to promote social and economic stability. Some of our strategic interventions include help with:

- Purchasing a used car for work
- Accessing higher education, or
- Acquiring a driver's license.







## CLIENT STORY



After serving alongside Coalition forces for 12 years, Abdul, along with his pregnant wife and three young children, received their visas, and escaped from Taliban threats to the U.S. Not only did Abdul arrive in a strange new country in the middle of a pandemic, but shortly thereafter, two of his sons were diagnosed with serious medical issues.

When we met Abdul, he and his family were living in a hotel near Children's National Hospital, with their limited funds dwindling, and no immediate means of self-sufficiency.





## CLIENT STORY CONTINUED



When Abdul reached out to NOLB, we were able to respond immediately:

- Covering the short-term expense of the hotel and finding more sustainable apartment housing,
- Helping the family navigate Medicaid enrollment to cover the children's rising medical costs,
- Finding a used car to support both everyday transportation and future income generation, and
- Connecting Abdul to our SIV Ambassador network for job seeking support.

Today, Abdul and his family are well on their way to self-sufficiency and independence





## IMPACT TO DATE

- Since No One Left Behind was founded in 2013, we have helped to pass 7 National Defense and Appropriations bills, together resulting in over 20,000 visas for our Afghan and Iraqi allies.
- In 2020 we assisted over 600 interpreter families with everything from immigration paperwork to direct aid to capacity-building support
- We have developed a coalition of Veteran Service Organizations, including the VFW, American Legion, Vietnam Veterans of America, and others, convening over **5 Million** U.S. veterans in support of SIV protection and assistance.

Janis Shinwari, Founder of No One Left Behind, becoming a U.S. citizen in June 2020 credit: Janis Shinwari







## 2020 IMPACT

Through our advocacy efforts in the last year alone, we:

- Attracted the most bipartisanship support for the Afghan SIV program in the House of Representatives in its 10 year history.
- Had 4,000 visas re-established to the FY20 National Defense Authorization Act (NDAA). Congress left them out in the FY19 NDAA.
- **Amidst the many challenges of 2020, we served 600 SIVs and their families providing over \$400,000 in direct aid.**

Afghanistan War Veteran Marc Silvestri (right) greeted his former interpreter, Sibghatullah Nooristani, as he arrived at Logan Airport. *JESSICA RINALDI/BOSTON GLOBE STAFF*



# A GREAT NATION KEEPS ITS PROMISES.

## WHY YOUR SUPPORT MATTERS

- For as long as they remain in Afghanistan and Iraq, our brave allies are at continual risk of retributive violence.
- While we bear personal responsibility for this work, there is a collective moral obligation for all Americans to protect and care for those who served alongside our troops.
- We estimate a family can be fully re-settled with job training and a car for approximately \$15,000.

#NOLBMORALOBIGATION





“U.S. Navy SEALs have a commandment to never leave one of their own behind. **Afghan and Iraqi translators are one of our own.** We cannot leave them behind.”

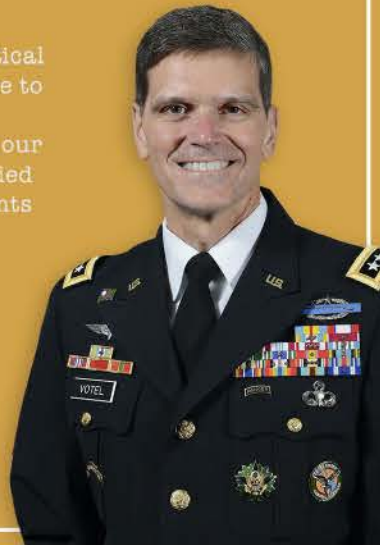


*Senator Bob Kerrey  
Medal of Honor Recipient  
U.S. Navy Seal*





"It is hard for me [to] emphasize enough how critical these dedicated people were to our military mission ... [Interpreters] helped with our understanding; they provided cultural context to the events playing out on the ground; and, they came to us with networks of their own that [were] always very useful in navigating complex situations ... They did all this at their own personal risk."  
-General Joseph Votel



"The tireless work of many Afghans has saved American lives and aided our mission in Afghanistan. Supporting a special visa program to ensure that those who have fought alongside our troops can apply for refuge in the United States is the least we can do to recognize their service."  
- Senator Tim Kaine (D-VA)



"I just can't emphasize enough how critical their support is to our troops and how they save lives every single day. And that's why I've been so committed to the translators that I served with on the ground in Iraq, and I brought several of them to America because they would probably be dead now if this program didn't exist."  
- Representative Seth Moulton (D-MA)



"Afghan translators are vital allies in our missions in the Middle East. These are people who not only stood and fought with us - they died with us protecting the United States."  
- Representative Michael Waltz (R - FL)



"My interpreter Raqman stepped on [the IED]. I didn't step on it, but I just happened to be right next to him, staring right at him. When he stepped on it, he lost all four limbs right away. And my world went dark..."  
- Representative Dan Crenshaw (R-TX)



"I was introduced to [LTC Elton Johnson, Jr.] when he contacted my district office for help getting a special immigrant visa for his translator in the Middle East. He continued working closely with my staff to get seven other translators special immigrant visas of their own. As Chairman of the House Veterans' Affairs Committee, I see first-hand the sacrifices that our veterans have made to protect and defend our country. It is important for President Trump to understand how to help veterans and immigrants who supported our Armed Forces in the battlefield."  
- Representative Mark Takano (D-CA)



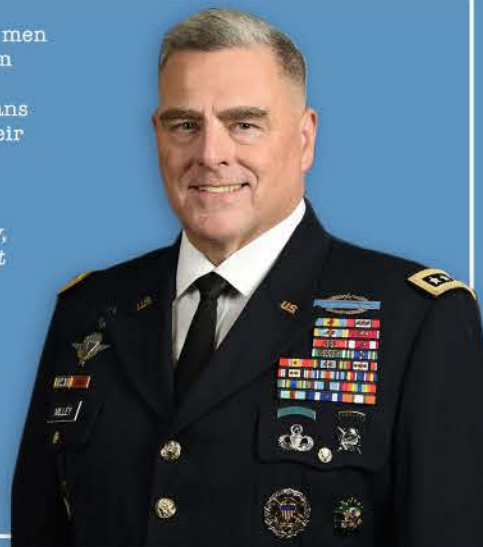
"Our U.S. military has relied on the expertise and professionalism of linguists in almost every mission around the globe, especially in Iraq. Nawres served and sacrificed for our nation, and we all owe him a debt of gratitude. My thoughts and prayers are with Nawres' widow and children at this time."  
- Representative Doris Matsui (D-CA)



"When I served in Operation Iraqi Freedom, I worked with interpreters every day. They always had our backs and were essential to the success of our missions ... We cannot turn our backs on them. Our allies must know that they can trust the United States to keep its promises, and I am glad that my colleagues recognize that in passing this bill."  
- Representative Steve Stivers (R-OH)



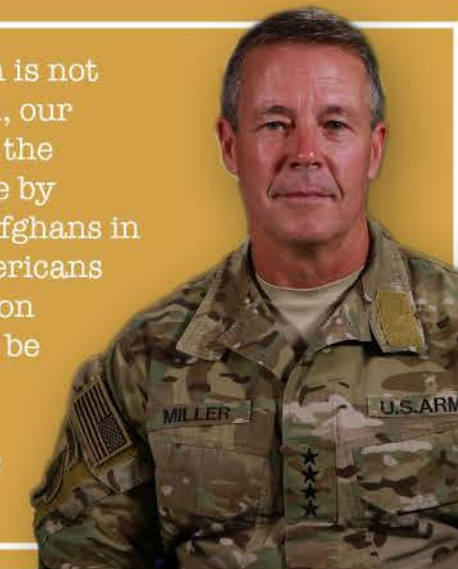
"There are American men and women in uniform who are alive today because a lot of Afghans [interpreters] put their lives on the line—for their own country, sure—but with us."  
- General Mark Milley, Chairman of the Joint Chiefs of Staff



"Afghan civilians continue to stand shoulder to shoulder with Americans in the battlefield at tremendous risk to the safety and welfare of their families...Any failure to uphold our nation's promise to these brave men and women, jeopardizes local support in future missions. As a nation, we must be true to our word, and Congress can do its part by making sure enough visas are consistently made available. I'm very pleased that, once again, this effort will be on a bipartisan basis."  
- U.S. Senator Jeanne Shaheen



"If the program is not fully resourced, our credibility and the sacrifices made by thousands of Afghans in support of Americans and our Coalition partners could be undermined"  
- U.S. Army General Austin Miller



"When we talk about holders of Special Immigrant Visas, we are talking about individuals who have provided their invaluable skills, and made untold sacrifices, in order to help save American lives and advance U.S. national security. We should not turn our backs on them. The quotes below tell some of their stories and illustrate their contributions."  
- Adam Smith, Chairman, House Armed Services Committee





“As former chairman and vice chairman of the 9/11 Commission, we encourage the Congress to do everything in its power to keep the nation’s promise to Afghan and Iraqi combat translators and to ensure these intrepid partners can achieve the American Dream. Special Immigrant Visas recipients from Afghanistan and Iraq loyally protected our men and women in uniform. Many directly saved American lives. Their future success will help to prevent the continued growth of Islamist terrorism - the third goal identified by the 9/11 Commission. **A great nation keeps its promises.**”

- Former Governor Thomas H. Kean and former Representative Lee H. Hamilton now serve as the chairs of the congressionally mandated Task Force on Extremism in Fragile States, hosted by the United States Institute of Peace.



“

The Special Forces Association declares its ardent support for No One Left Behind's Special Immigrant Visa (SIV) campaign to encourage the safe and expeditious immigration of Iraqi and Afghan translators / interpreters to the United States. Our Iraqi and Afghan translators / interpreters have served alongside Special Forces for decades, often sacrificing their safety and their very lives to help us achieve success - it is our duty to these brave comrades to help bring them and their families to safety.”

-Special Forces Association



“

BE IT RESOLVED, by the Veterans of Foreign Wars of the United States, that we urge the President of the United States and the U.S. Congress to recognize the contributions of Afghan and Iraqi Combat Interpreter Immigrants who stood shoulder to shoulder with, assisted and protected U.S. military service members, U.S. diplomats and government agents, non-governmental organizations and media organizations during U.S. involvement in those countries.

-Veterans of Foreign Wars



“

RESOLVED, By The National Executive Committee of The American Legion in regular meeting assembled in Indianapolis, Indiana, on October 17-18, 2018, That The American Legion urges the president of the United States and the U.S. Congress to recognize the contributions of Afghan and Iraqi Special Immigrant Visa recipients and Priority 2 Refugee Admissions Program recipients who stood shoulder to shoulder with, assisted and protected U.S. military servicemembers, U.S. diplomats and government agents, non-governmental organizations and media organizations during U.S. involvement in those countries.

-The American Legion





# CORPORATE PARTNERS



#NOLBMORALOBIGATION



# AS SEEN ON

The Washington Post The Christian Science MONITOR USA TODAY™

THE SACRAMENTO BEE THE WASHINGTON FREE BEACON THE HILL FOX NEWS channel

FOX NEWS SUNDAY POLITICO npr

NBC The San Diego Union-Tribune MilitaryTimes PBS NEWSHOUR

Roll Call The Winchester Star The Guardian Hamilton

STARS AND STRIPES. THE NEW YORKER

The Washington Times The Atlantic CBS NEWS Medium

WIBX 950 AM

THE WALL STREET JOURNAL. HollywoodOn eLen CNN

reason RadioFreeEurope Radio Liberty

NO ONE LEFT BEHIND  
KEEPING OUR PROMISE

#NOLBMORALOBIGATION





We need you to stand  
**Shona ba Shona, Kataf Lakataf, Shoulder to Shoulder**  
with us.

Help No One Left Behind keep  
our nation's promise.

*The car which was donated from No One Left Behind has really changed my life. With that car I work pizza and Amazon delivery. I can now support my family. Now I am happy and my family is feeling much more comfortable with our new life in the US. I sincerely thank NOLB for the unforgettable assistance that you gave me and I wish you well for your continued efforts to provide SIVs assistance in future. You are changing our lives.*

*-Hedayatullah (Washington D.C.)*

# Robert M. Gates

Dear Friend,

I am writing to express my profound appreciation for No One Left Behind's work helping America's allies in Afghanistan and Iraq. I am proud of the post-9/11 veterans and volunteers who realized the deficiency in the U.S. government's approach to helping combat translators and set about fixing the problem.

Without the help of these interpreters and other support personnel, our mission in Iraq and Afghanistan would be nearly impossible. These allies have saved hundreds of American lives while putting their own at risk. Hundreds of them have been targeted and killed because of their affiliation with the United States in an effort to intimidate others from siding with us.

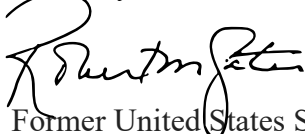
Afghan and Iraqi translators are fully screened by the Department of Defense before they work with our men and women in theaters of conflict. Should their service to our troops put their lives in peril, they are offered the opportunity to apply for a Special Immigrant Visa (SIV). SIV applicants spend years being screened by the Intelligence Community and the Department of Homeland Security prior to receiving their visas.

Those who make it through the screening process arrive in America with just the clothes on their backs. They are faced with the daunting task of starting their lives over from scratch in the United States.

These brave men and women require similar care that US veterans need, but they do not have access to any benefits from the Veterans Administration. That's where No One Left Behind steps in. No One Left Behind advocates on behalf of SIVs to policy makers, the media, and business leaders. They identify macro-level programs to help SIVs achieve the American Dream. English classes, job opportunities, furniture and household item donations, car grants, and transcript accreditation are just some of the programs that No One Left Behind has developed for over 12,000 combat translators and their family members throughout the United States. Due to our continuing mission in Iraq and Afghanistan, we expect more to arrive in the future.

We pray that the US will not become entangled in future conflicts in the region, but if we do, the importance of indigenous support will be critical. America must show a commitment to these loyal allies to show others that supporting US interests will be honored. I'm proud to stand with the men and women of No One Left Behind in their mission to keep our promise to our wartime allies.

Sincerely,



Former United States Secretary of Defense





April 23rd, 2020

To whom it may concern:

I write today to express my gratitude for the non-profit No One Left Behind. They have tirelessly supported the 24,000 Afghan Special Immigrant Visa (SIV) recipients in the United States. Right now, these SIVs and their families are being disproportionately affected by COVID-19. Many are U.S. green card holders who drive for Uber and Lyft as their primary source of income, and they cannot provide for their families because of the crisis. Imagine fleeing the Taliban only to come to the United States during a pandemic. This is reality for families in Maryland and California who arrived in early March.

Afghans are resilient people. They have endured 40 years of war, and they will endure this crisis thanks to their friends who stand shona ba shona – shoulder-to-shoulder – with them. No One Left Behind is committed to helping Afghan SIVs succeed in America. The Afghan people and I are eternally grateful for their support.

Very respectfully,

Roya Rahmani

Ambassador of the Islamic Republic of Afghanistan to the United States





16 June 2019

Statement on *No One Left Behind* by General David Petraeus (US Army, Ret.)

No One Left Behind helps our country fulfill a moral obligation to Afghan and Iraqi translators who faithfully served alongside our military in the wars in Afghanistan and Iraq. These individuals provided enormous assistance to our forces as they carried out their duties alongside our Soldiers, Sailors, Airmen, and Marines. But, because of the assistance they provided to U.S. forces, many of them and their families are now targeted by the Taliban, the Islamic State, and other extremist and insurgent groups.

No One Left Behind (NOLB) was formed in 2013 to help these battlefield comrades and their families navigate the SIV process, and to then welcome them to the United States by helping them resettle in major cities across the country. NOLB provides for furniture, transportation, employment guidance, English education, help with medical care, emergency financial assistance, and supportive communities of U.S. Veterans and volunteers united in helping our allies become self-sufficient and embark on a path to achieve the American Dream.

SIVs occupy a unique space, being both refugees from and, in a sense, “veterans” of the wars in Afghanistan and Iraq. They often experience many of the same challenges that U.S. Veterans encounter; however, they cannot go the Department of Veterans Affairs for assistance. NOLB helps fill this gap.

Both President George W. Bush and President Barack Obama have recognized No One Left Behind’s efforts. And because of NOLB’s proven track record, the U.S. State Department formally requested NOLB’s help in establishing resettlement operations in an area of the country that had no support structure for SIVs.

NOLB has also helped to inform policy makers and the media on the needs of those seeking and using SIVs. Bipartisan efforts on Capitol Hill have resulted in several pieces of legislation that have appropriated funds for over 20,000 visas since 2013. NOLB will continue to be both a voice and part of the support system for those using SIVs here and abroad, but NOLB’s volunteers need additional help.

It is a privilege for me to stand with No One Left Behind - and to encourage others to do likewise as we seek to discharge a moral obligation to the Afghan and Iraqi heroes to whom we and those who have worn our country’s uniform in Afghanistan and Iraq owe so much.

Sincerely,

David H. Petraeus  
General, United States Army (Retired)  
Member, No One Left Behind Advisory Board



30 December 2019

Statement on *No One Left Behind* by General Stanley McChrystal (US Army, Ret.)

I write today to convey the critical national security capability combat interpreters provide to our Special Operations Forces. Interpreters join our teams – taking on great risk to them and their families – to be the eyes and ears of our teams far from home. Many interpreters served in combat and saved American lives – some in Afghanistan and Iraq were killed because they supported the United States. Their operational impact cannot be understated.

The Special Operations community will need interpreters indefinitely. We cannot earn the trust of the local population without combat translators. We cannot earn the trust of those who volunteer to stand shoulder-to-shoulder with us if we cannot keep our promise to them. Just as interpreters are a bridge between our forces and civilians, *No One Left Behind* serves as that bridge between Special Immigrant Visa recipients (SIVs) and Americans.

I am proud of the work *No One Left Behind* does to raise awareness for SIVs. I applaud their efforts to honor our allies as heroes. Their mission to provide emergency rent, cars, and employment opportunities to help this community achieve the American Dream embodies the *Warrior Ethos*.

Sincerely,



Stanley McChrystal  
General, United States Army (Retired)



**HEADQUARTERS  
RESOLUTE SUPPORT  
KABUL, AFGHANISTAN  
APO AE 09356**



May 16, 2019

The Honorable Jeanne Shaheen  
United States Senate  
506 Hart Senate Office Building  
Washington, DC 20510

Dear Senator Shaheen,

I would like to express my strong support for the Afghan Special Immigrant Visa (SIV) program. It is my very firm belief this program is critical to success in Afghanistan and for the long-term interests of our Nation. If the program is not fully resourced, our credibility and the sacrifices made by thousands of Afghans in support of Americans and our Coalition partners could be undermined.

During my four years in Afghanistan, I have personally seen many Afghans put themselves and their families at risk to assist our forces in pursuit of stability for their Nation and the continued safety of ours. Several of them have returned to Afghanistan as United States citizens and continue to contribute to this day. The stories of these brave men and women are truly inspiring. In many cases, they served as translators accompanying our troops into combat at great personal risk; many were injured and some were killed.

All of these Afghans placed themselves at great personal risk. They endured threats to themselves and their families to help secure our homeland. I believe they have earned the opportunity to pursue the American dream. Allowing them to do so is a testament to our national values and loyalty to those who risked their lives on our behalf.

Thank you for your support to the Afghan SIV program and for your continued support to American service members in Afghanistan. We are at a critical juncture in this conflict. On behalf of all of our service members, we are deeply grateful for your support.

Very Respectfully,

Austin S. Miller  
General, U.S. Army  
Commander, Resolute Support Mission &  
United States Forces – Afghanistan





HEADQUARTERS  
RESOLUTE SUPPORT  
KABUL, AFGHANISTAN  
APO AE 09356



April 24, 2018

The Honorable John McCain  
Chairman, Armed Services Committee  
United States Senate  
241 Russell Senate Office Building  
Washington, DC 20510

Dear Mr. Chairman,

I would like to express my continued strong support for the Special Immigrant Visa (SIV) program. It is my firm belief that if this program is not fully resourced it could significantly undermine our credibility and the 17 years of tremendous sacrifice by thousands of Afghans on behalf of Americans and Coalition partners. These men and women who have risked their lives and have sacrificed so much for the betterment of Afghanistan deserve our continued commitment. Failure to acknowledge their sacrifices and honor our commitments to those Afghans who supported the International Security Assistance Force and Resolute Support missions could have grave consequences for these individuals and bolster the propaganda of our enemies.

During my six years in Afghanistan, I have seen many Afghans put themselves and their families at risk to assist our forces in pursuit of stability for their country. The stories of these interpreters and translators are inspiring. They followed and supported our troops in combat at great personal risk, contributing to the safety and effectiveness of Coalition members every day. Many were injured or killed in the line of duty. Still more have endured threats to themselves and their loved ones because of their service in support of the United States. They have earned the opportunity to pursue the American dream. Allowing them to do so is a testament to our national values and loyalty to those who have risked their lives on our behalf.

Thank you for your support of the SIV program and for your support of American service members in Afghanistan. We are at an unprecedented moment in the history of our campaign thanks to President Ghani's peace offer to the Taliban and sustained U.S. commitment. On behalf of all of our service members we are deeply grateful for your support.

Very Respectfully,

John W. Nicholson  
General, U.S. Army  
Commander, Resolute Support /  
United States Forces – Afghanistan



## Plan 2035

No One Left Behind believes our services will be needed for the next 15 years. We estimate a 5-year horizon until the existing program backlog is exhausted, subject to any new SIV programs created by Congress (e.g. Syria). We estimate a 15-year horizon until assistance requests reach 10% of current average annual load of SIVs asking for financial resettlement assistance. By that time, most SIV recipients and their families should be able to successfully establish themselves economically and socially as productive members of society without public assistance for food and shelter. According to GAO (<https://www.gao.gov/products/GAO-18-107>), 82% of SIVs are self-sufficient after 6 months. We will be able to measure our effectiveness when total assistance requests reach 10% of current average annual load. We estimate that we can keep our moral obligation to our allies who resettle here for \$1M per year or \$15M through 2035.

## Members of the Board of Directors

1. **James Miervaldis, Chairman** – Independent Board Member
2. **Keith Saddler, Vice Chairman** – Independent Board Member
3. **Christopher Karwacki, Treasurer** – Independent Board Member
4. **Alea Nadeem** – Independent Board Member
5. **Mariah Smith** – Independent Board Member
6. **Phil Caruso** – Independent Board Member
7. **Loren Voss** – Independent Board Member
8. **Doug Livermore** – Independent Board Member
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10. **Greg Fairbank** – Independent Board Member
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No One Left Behind



703-502-0126  
 Post Office Box 3641  
 Merrifield, VA 22116  
<https://nooneleft.org>

[Full Report](#) [Print](#) [BBB Charity Standards](#)

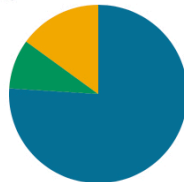
Standards For Charity Accountability		
<b>Governance</b>	<b>Finances</b>	<b>Fundraising &amp; Info</b>
1. <input checked="" type="checkbox"/> Board Oversight	8. <input checked="" type="checkbox"/> Program Expenses	15. <input checked="" type="checkbox"/> Truthful Materials
2. <input checked="" type="checkbox"/> Board Size	9. <input checked="" type="checkbox"/> Fundraising Expenses	16. <input checked="" type="checkbox"/> Annual Report
3. <input checked="" type="checkbox"/> Board Meetings	10. <input checked="" type="checkbox"/> Accumulating Funds	17. <input checked="" type="checkbox"/> Website Disclosures
4. <input checked="" type="checkbox"/> Board Compensation	11. <input checked="" type="checkbox"/> Audit Report	18. <input checked="" type="checkbox"/> Donor Privacy
5. <input checked="" type="checkbox"/> Conflict of Interest	12. <input checked="" type="checkbox"/> Detailed Expense Breakdown	19. <input checked="" type="checkbox"/> Cause Marketing Disclosures
<b>Measuring Effectiveness</b>	13. <input checked="" type="checkbox"/> Accurate Expense Reporting	20. <input checked="" type="checkbox"/> Complaints
6. <input checked="" type="checkbox"/> Effectiveness Policy	14. <input checked="" type="checkbox"/> Budget Plan	
7. <input checked="" type="checkbox"/> Effectiveness Report		

Conclusion	Purpose	Programs	Governance & Staff	Fundraising
Tax Status	Financial			

The following information is based on No One Left Behind's IRS Form 990 for the year ended December 31, 2020.

**Source of Funds**

Contributions	\$675,216
In-kind contributions	\$23,928
<b>Total Income</b>	<b>\$699,144</b>



**Programs: 76%**      **Administrative: 15%**      **Fundraising: 9%**

Total Income	\$699,144
Program expenses	\$311,726
Fundraising expenses	\$39,595
Administrative expenses	\$63,146
Other expenses	\$0
Total expenses:	\$414,467
Income in Excess of Expenses	\$284,677
Beginning Net Assets	\$31,889
Other Changes In Net Assets	\$0
Ending Net Assets	\$316,566
Total Liabilities	\$1,975
Total Assets	\$318,541

Note: According to the organization's IRS Form 990 for the year ended December 31, 2020, NOLB received in-kind contributions totaling \$23,928.

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