

2010 NATIONAL COOPERATIVE BUSINESS ASSOCIATION ANNUAL REPORT



MESSAGE FROM THE CEO

Dear Members and Friends, I greet you on the cusp of a momentous year—the International Year of Cooperatives. This opportunity for cooperatives across our nation and around the world to raise our profile and demonstrate the cooperative difference will not come again. We must seize it actively and demonstrate the power of our cooperative principles.

In 2010, NCBA took a leadership role, working with representatives from all sectors in all regions of the country to plan for the International Year. This work continues in 2011, and a cohesive celebration is taking shape that will bring lasting change in awareness of cooperatives and their impact in the United States and internationally.

The US celebration will:

- **Raise the Profile of Cooperatives**—so that more Americans understand the value of joining cooperatives as well as and doing business with them.
- **Improve Access to Cooperative Businesses**—to make it easy to find all types of cooperatives.
- **Educate and Engage Senior Government Leaders**—to improve legislative and policy conditions for cooperative business.
- **Support Objective Studies That Demonstrate the Economic Value of Cooperative Enterprise.**
- **Reach Out to Youth**—Cultivating the Next Generation of Cooperative Leaders.

I hope that all of NCBA's members and friends will join us in this once-in-a-lifetime opportunity to promote and celebrate the best business model in the world.

The year 2010 saw numerous other challenges and opportunities for cooperatives, and NCBA was at the center of many discussions on Capitol Hill and sought partnerships that would benefit US cooperative enterprise.

The resurgence in the development of new cooperatives continued in 2010, brought on by the economic hard times. This growth supports NCBA's view that cooperatives are the best business model for providing economic and social progress in the US and throughout the world.

NCBA promoted this view throughout the year, through its domestic and international programs. Seeking to create an environment conducive to the growth and support of cooperative enterprise, the Association achieved a number of successes on behalf of its members and the entire cooperative community. I share a few of those with you.

- Secured legislation on Capitol Hill that increased funding for the Rural Cooperative Development Grant program, while simultaneously making progress on work to secure funding for urban co-ops.
- Secured funding for cooperative development in the United States, including one grant from the USDA directly to NCBA to create a cooperative develop-

ment center focused on purchasing cooperatives and shared services.

- Received several grant awards for NCBA's CLUSA International Program, including our largest grant award ever! CLUSA was awarded \$40 million over the next five years to develop cooperatives in the West African nation of Senegal.
- Sought to protect the cooperative brand and educate policy makers to the benefit of all cooperatives.
- Continued to promote the need for and value of a National Cooperative Capital Investment Fund that would raise new sources of capital for cooperatives.
- Updated the Association website and increased the number of benefits to members, including adding goods and services to the NCBA Marketplace. The Marketplace offers members an opportunity to do business together, creating connections among cooperatives, in addition to offering discounts on goods and services commonly used by businesses.

NCBA provides an overview of its achievements in 2010 throughout this annual report. I hope that it will serve as a reminder of the critical role the Association plays on Capitol Hill, across the nation and around the world.

In cooperation,
Paul Hazen
Paul Hazen



MESSAGE FROM THE BOARD CHAIR

Cooperatives have a significant opportunity to expand their visibility and presence in every sector of the economy during the 2012 International Year of Cooperatives and beyond.

Current economic conditions, certainly, play a part, as evidenced by the growth of cooperatives in many sectors since 2008.

The challenge to the US cooperative movement, NCBA and its members is to capitalize on this opportunity to make cooperative enterprise not a choice in hard times alone but the first choice when new businesses are forming.

To this end, the NCBA board of directors has made US domestic cooperative development a priority for NCBA.

The board is committed to ensuring that NCBA is well-positioned to address the needs of cooperatives, especially as the International Year approaches, through NCBA's updated strategic plan.

As defined in the strategic plan, the mission of NCBA is to develop, advance and protect cooperative enterprise. What can we accomplish by fulfilling that mission? The theme of the International Year tells us—we can continue to build a better world.

The vision adopted in the strategic plan is that US cooperatives are recognized worldwide as dynamic champions of sustainable social and economic solutions. To this end, we have identified six strategic objectives:

- We will foster a robust and vibrant environment for the creation and expansion of cooperatives.
- We will advocate the effectiveness of cooperative approaches to addressing social and economic needs within the United States.
- We will carry the message of social and economic advancement to the developing world through a robust program of international cooperative development.

- We will increase public awareness and utilization of cooperatives.
- We will secure the financial resources to enable cooperatives to be the source of sustainable social and economic solutions.
- We will identify synergies among cooperative sectors and provide access opportunities for cooperatives from different sectors to benefit each other and the whole.

This is an ambitious but achievable direction for NCBA. The timing could not be better. The opportunity is at hand.

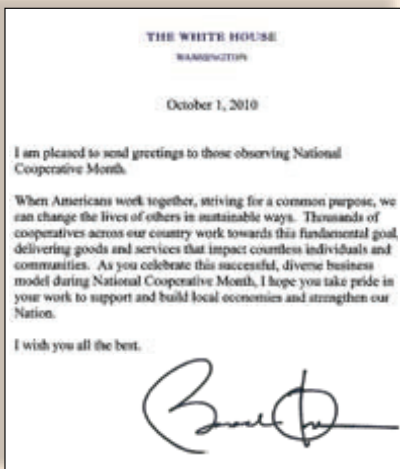
In cooperation,
Martin Lowery
Martin Lowery

2010 HIGHLIGHTS

- NCBA, the Cooperative Development Foundation and 15 NCBA members received Rural Cooperative Development Grant funding from the US Department of Agriculture for work related to domestic cooperative development. NCBA's grant supports the creation of a national center for purchasing and shared service cooperatives. CDF was awarded a \$225,000 for the purpose of developing a center around cooperative solutions for rural seniors, with an initial focus on home care cooperative development.
- NCBA's CLUSA International Program and its partners in the USAID/Yaajeende consortium were awarded a USAID grant to improve food security in Senegal by sustainably increasing incomes and contributing to the reduction in malnutrition among very poor, rural populations. The grant is in the amount of \$40 million over five years.
- In October of 2010, President Obama sent official greetings in recognition of Co-op

Month. As part of the Co-op Month celebration, NCBA CEO Paul Hazen was a guest blogger on the US Department of Agriculture blog. The annual celebration gained momentum through a collaboration with International Credit Union Day to create one logo and theme for all cooperatives across Canada and the United States.

- In its first year, NCBA's Farmer-to-Farmer program sent 12 volunteers to Senegal and Niger.



• Paul Hazen testified before the US Department of Health and Human Services as the department worked to implement health care legislation that is a component of the Patient Protection and Affordable Care Act. The law passed includes funding for "Consumer Owned and Oriented Plans" (CO-OP), which allows but does not mandate the creation of cooperatives, despite the name of the plan. NCBA has been working to protect the cooperative brand and ensure

that entities organized under CO-OP operate as cooperatives.

- Paul Hazen was elected to a second term to the International Co-operative Alliance's board of directors. Hazen is the ICA board's only US representative.
- Paul Hazen represented NCBA at ICA EXPO 2010 with over 130 cooperatives from 23 countries. The EXPO showcases co-op products and services, with an eye toward increasing import and export opportunities. The event held in Bangalore, India gave Hazen an opportunity to deliver to the Indian Farmers Fertilizer Cooperatives, Ltd., a Cooperative Hall of Fame plaque honoring Allie C. Felder, Jr. Mr. Felder, a 1996 Hall of Fame inductee, played a critical role in the founding of IFFCO, which was established in 1967. IFFCO is the largest cooperative in India and was founded with NCBA's assistance. IFFCO was the official host organization of ICA EXPO 2010.

In the face of numerous opportunities and challenges, NCBA continued to advocate for cooperative enterprise and to protect the brand on Capitol Hill. The year 2010 saw the signing of the health care act and witnessed the debate over how to restructure the failing Fannie Mae and Freddie Mac. In both of these high-profile national conversations, cooperatives were central. NCBA promoted the value of cooperative enterprise in these discussions. In addition, NCBA continued its efforts to ensure fair access to funding and increase policy maker understanding of the cooperative business model.

Ensuring that "CO-OP" Means Cooperative: Health Care

With the signing of the health care legislation that is a component of the Patient Protection and Affordable Care Act, NCBA continued its efforts to educate legislators and advocate the cooperative business model. The law passed includes funding for "Consumer Owned and Oriented Plans" (CO-OP), which allows but does not mandate the creation of cooperatives, despite the name of the plan. NCBA President and CEO Paul Hazen was invited to testify before the US Department of Health and Human Services and cooperatives were represented on the advisory board for the CO-OP Program.

In addition to working directly to advise the implementation of a program that will affect many Americans, NCBA participated in an international conversation on health care cooperatives. The seminar on "Cooperative Opportunities for Health Care", held in Washington, D.C., attempted to inspire American health co-ops in view of the opportunities that the CO-OP Program offers.

The historic seminar intended to initiate a dialogue and included Hazen as well as Dr. Karen Davis, president of the Commonwealth Fund; Dr. José Carlos Guisado, president of the International Health Co-operative Organisation and CEO of Europe's largest health co-op Fundación Espriu of Spain; and Dr. Eudes Freitas de Aquino from the world's largest health cooperative, Unimed of Brazil.

Co-ops Can Meet Market Needs: Fannie Mae and Freddie Mac

As 2010 neared its end, discussions heated up regarding the fate of Fannie Mae and Freddie Mac. The Government Accountability Office recognized the positive value the American public can realize by restructuring Fannie Mae and Freddie Mac as cooperative businesses, as noted in a Nov. 15 report to Congress. NCBA continues to monitor the progress of this discussion and to promote the notion that Americans would benefit from restructuring these entities as cooperatives. Without outside stockholders, the cooperatives would take a long-term view for the benefit of the co-op's owners and consumers. NCBA looks forward to working with the Congress and the Administration to implement member-owned cooperative solutions for the myriad of challenges facing our economy.

Promote the Need for Access to Capital: Investment Fund

A consequence of the financial crisis has been the disruption of traditional capital sources for cooperatives. However, access to capital has been an issue for many cooperatives, in good economic times as well as bad. In 2010, NCBA continued efforts to create a National Cooperative Capital Investment Fund to raise new sources of capital for cooperatives. Progress was slower than we would like, but in 2011, the NCBA board of directors approved the concept and NCBA is working with partners to create this much-needed fund.

The National Cooperative Capital Investment Fund will address limited access to funding by serving as an alternative source of capital for cooperatives. While the Fund is projected to initially be capitalized modestly at \$10 million, it will provide an opportunity for socially responsible investors, cooperative members and communities to invest in job creation and to grow the assets of member-owned businesses.



Co-op developers joined cooperative advocates from the Philadelphia area to meet with Rep. Chaka Fattah (D-Pa.), third from left, to discuss launching a federal program aimed at fostering urban cooperative development throughout the United States.

Research to Break Barriers: Seeking Funding for Small Business

NCBA continued to advocate for funding for research on the economic impact of cooperatives and to make the case for cooperative business on Capitol Hill. The data from cooperative research initiatives have also been extremely valuable in NCBA's ongoing work with Congress and the Obama administration to focus attention on the programs of the Small Business Administration.

SBA is the leading federal agency for the promotion of small business, but unfortunately excludes cooperative small businesses from their loan programs. Providing cooperatives with access to SBA programs would be a significant new financial resource. NCBA continues to advocate for cooperatives with SBA and has made significant progress in enhancing SBA's understanding of the cooperative business model.

Members Move Mountains: Grassroots Efforts

NCBA members, as citizen lobbyists, boost NCBA's efforts to advocate for cooperative enter-

prise. During NCBA's Annual Meeting in May, members of cooperatives made their voices heard on Capitol Hill during Lobby Day. After hearing speeches from Rep. Sanford Bishop, D-Ga., and former Rep. Bill Paxton, R-N.Y., almost one hundred co-op representatives set off for meetings with more than fifty members of Congress and/or their staff to ask for their support for increased funding for domestic and international cooperative development programs.

NCBA members pushed for an increase in the member business lending level allowed for credit unions and also urged Senate members to support House-enacted changes to make co-ops eligible for SBA loans. The meetings went well, yielding much interest and support for the requests.

Another area of significant support was in the call to action issued to NCBA members to contact their Senators in support of Senate Resolution 87, designating 2012 as the International Year of Cooperatives. In 2010, many members wrote letters, resulting in a groundswell of support for the bipartisan resolution.

NCBA thanks its members for rallying to support all cooperatives!



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NCBA's CLUSA INTERNATIONAL PROGRAM

The National Cooperative Business Association's CLUSA International Program (CLUSA) provides sustainable cooperative development in four sectors: agriculture and food security, democracy and governance, natural resource management and community-based health. The program's mission is to alleviate poverty through economic empowerment. CLUSA is globally recognized as leader in organizing people to help themselves and as a thought leader in applying cooperative strategies to international development. We work with cooperatives and organizations to create long-term, sustainable and tangible results for farmers and communities in the developing world.

At present, CLUSA is active in 15 countries.

The "CLUSA Approach," which grows directly out of the cooperative principles, is founded on the belief that our clients are the decision-makers when it comes to confronting their communities' most pressing development problems. Central to our approach is empowering clients to articulate, design and manage sustainable, locally-generated solutions.

CLUSA focuses its development approach on enhancing the organizational capacity of cooperatives, civil society organizations (CSOs) and other entities through practical training in analytical, problem-solving and entrepreneurial skills and intensive experiential training in business skills and democratic governance processes. CLUSA concentrates effort on nurturing the growth and profitability of these businesses by transferring valuable skills in democratic management and financial control.

Working through village-level groups and CSOs, CLUSA strengthens organizational capacity in key areas essential to the achievement of lasting or sustainable individual, business or organizational goals.

In 2010, CLUSA earned distinction in a number of areas.

Food Security in Niger

The US Agency for International Development (USAID) awarded a \$7.5 million grant to NCBA to improve food security

in Niger, a large and mostly arid nation in western Africa. The project will promote irrigation technologies, improve agricultural and livestock production through increased access to agricultural inputs and improved practices; increase farmer revenues by building horizontal and vertical linkages; and improve water sanitation conditions, to reduce disease and malnutrition and in turn increase labor availability to have a positive impact on agricultural production. This is a two-year project and builds upon the current work CLUSA is doing in Niger on the value chain of the Moringa tree, an important food source for a dry climate.

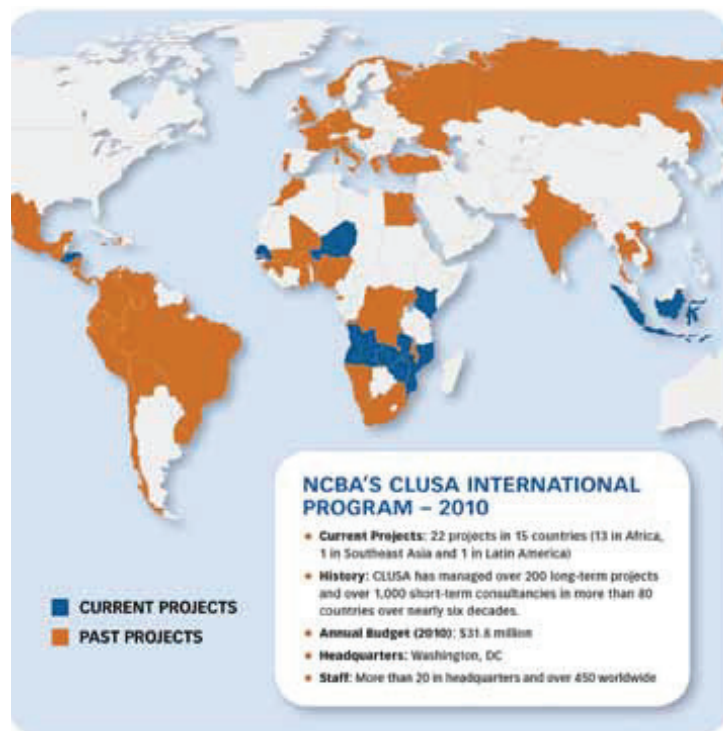
Food Security in Senegal: USAID|Yaajeende

NCBA's CLUSA International Program and its partners in the USAID|Yaajeende consortium were awarded a USAID grant to improve food security in Senegal by sustainably increasing incomes and contributing to the reduction in malnutrition among very poor, rural populations. The grant is in the amount of \$40 million over five years.

In the Pulaar language of Senegal, the term "Yaajeende" refers to "abundance" or "prosperity." It is pronounced *yah-JIN-day*. The program focuses on the establishment of a governance-led, private sector-driven process that will present a unique opportunity for CLUSA to demonstrate that food security can be addressed through innovative, private sector initiatives that hinge on cooperation. The cooperative business model offers a governance-led, sustainable solution that has long-term benefits in social and economic development.

Members Volunteer for NCBA's Farmer-to-Farmer Program

In 2010, CLUSA received an award of \$1.4 million from USAID for an international Farmer-to-Farmer program. The program provides short-term volunteers who provide technical assistance to farmers, farm groups, and agribusinesses in Senegal in the areas of food security and agriculture. Volunteers provide assistance and training in processing,



production and marketing to the targeted populations of Senegal.

Farmer-to-Farmer isn't strictly for farmers. Through the program, which will place 20 volunteers per year, CLUSA will enlist people with a range of business and agricultural skills and knowledge, including co-op development, conservation farming, organizational capacity building and rural finance development.

In June of 2010, the first volunteer, Allen Gerber, former executive director of the Southeast Service Cooperative in Rochester, Minn., traveled to Niger. There, he worked with two growers' groups to help them understand what it means to work together as a cooperative.

The Wafakeye and Dambougal producer groups cultivate moringa, a versatile, drought tolerant tree with edible and nutritious leaves. According to Gerber the groups "worked very well in 'learning by doing' in how decisions are made and that they needed to be made acknowledging the needs of all the members." Gerber strengthened the groups' understanding of the roles and responsibilities of their boards and individual members. The groups also gained a strong understanding of how patronage refunds work and the need for the cooperative to maintain reserves.

NCBA thanks its members who donated their time to the Farmer-to-Farmer program in 2010.



FTF volunteer Amy Fredregill presents on co-op development to a group of farmers involved in CLUSA's Moringa project in Niger.

A TRACK RECORD OF SUSTAINABLE RESULTS

Over its almost 100 years, NCBA has achieved a number of sustainable results related to international cooperative development and support. Below are some highlights:

- In 1945, NCBA helped fund and found the Cooperative for American Remittances to Europe, now known as CARE. CARE is now one of the world's premiere emergency assistance programs.
- In 1953, at the request of Indian Prime Minister Nehru, NCBA became directly involved in overseas cooperative development work, helping organize and strengthen the AMUL Indian Dairy Cooperative. This work and the development work with IFFCO Fertilizer Cooperatives in India in the 1960s have resulted in two of the largest and most successful agricultural cooperatives in the world today.
- In 1984, NCBA established Cooperative Businesses International to make direct equity investment in cooperative enterprises in developing countries. Now owned by several cooperative organizations, CBI plays a significant role in the current world trade in coffee and a variety of spices.
- Begun in 1994, the work of NCBA's CLUSA International Program's work with Café Coopertiva Timor in East Timor helped that cooperative become the largest supplier of single-source coffee to Starbucks and the primary health services provider of the island nation.
- CLUSA continues to create connections and works to deepen understanding and build trade partnerships among project populations and NCBA members through the USAID Farmer-to-Farmer program and the Cooperative Development Program.
- In 2010, CLUSA was selected as the first recipient under USAID's Feed the Future program, embarking on a major multi-year project to ensure food security in Senegal.

COOPERATIVE DEVELOPMENT FOUNDATION

The Cooperative Development Foundation, NCBA's non-profit affiliate, is a 501(c)(3) charitable family of funds that advances economic development through cooperative enterprise. CDF fulfills its mission in three significant ways:

- Raising and distributing funds for economic development projects.
- Building partnerships that create cooperative solutions to today's economic problems.
- Raising awareness of the role cooperatives play in the nation's and world's economies.

In August of 2010, Liz Bailey returned to the helm as CDF's Executive Director. Bailey had been CDF's executive director from 2003 to 2008 and served as its interim executive director since March 2010. In addition to her work as executive director, Bailey will serve as a member of NCBA's senior management team with specific responsibility for strategy development related to the domestic cooperative development portfolio.

Among the highlights of CDF's activities in 2010 are the following:

- Establishment of the Cooperative Innovation



tion Fund, combining the resources of several of CDF's major existing funds (Sollars, NCBA & Hilman Dubinsky) with the resources of United Housing Foundation, which will provide CDF with a platform for grant making to support cooperative housing and international cooperative development initiatives.

- Grants awards totaling \$62,000 for cooperative recovery after the earthquake in Haiti, made possible through contributions by individuals and cooperatives to CDF's Co-op Emergency Fund.

- Receipt of a \$225,000 grant award from the US Department of Agriculture to expand the work of CDF's MSC Fund in the area of cooperative home care and senior cooperative housing.

For additional information on CDF, please visit www.cdf.coop.

Cooperative Hall of Fame

CDF administers the Cooperative Hall of Fame, originally established by NCBA, to honor those distinguished individuals whose contributions to cooperative enterprise have



2010 Cooperative Hall of Fame inductees, from left to right, Glenn English, Yemisratch Demmelash (widow of inductee Werqu Mekasha), Larry Blanchard and David Thompson.

been genuinely heroic. In 2010, the following individuals were inducted into the Cooperative Hall of Fame:

- Larry Blanchard
- Glenn English

- Werqu Mekasha
- David Thompson

Their stories and the stories of all Hall of Fame inductees can be found at www.heroes.coop.

DOT COOPERATION, LLC

dotCooperation, LLC (dotCoop), is a wholly owned subsidiary of NCBA created in 2001 to manage the .coop top-level domain. Consistent with its vision to increase public awareness of co-ops, NCBA proposed the .coop domain to the Internet Corporation for Assigned Names and Numbers (ICANN) to allow cooperatives to identify themselves as member-owned businesses on the Internet and to help consumers find the businesses they trust online.

Since January 2002, dotCoop has worked with co-ops and cooperative organizations around the world to enforce the eligibility criteria which restricts use of .coop names only to cooperatives and co-op organizations and businesses.

dotCoop prepares to celebrate its 10th anniversary in 2012 in concert with the International Year of Cooperatives and continues to promote the value of the .coop domain to the cooperative community and public through a number of initiatives both here in the United States and around the world.

A New Site and Updated Verification Requirements

The online home for the .coop domain, www.coop, got a new look in 2010. The new

site provides a step-by-step "how-to" for co-ops to get the .coop domain they need, profiles .coop registrants from around the world and highlights .coop programs with its Focus area. Translation tools were also added to make the site more accessible.

dotCoop updated its verification process to simplify the registration steps while retaining the rigorous process that ensures the value of a .coop domain to cooperatives.

Continuing Improvements to the Global Awards for Cooperative Excellence

In 2010, a dotCoop Board Committee reviewed the successful 2009 effort to promote the .coop domain through an award which recognizes cooperatives that successfully apply cooperative values and principles to drive cooperative and business success. With additional input from 2009 winner and NCBA member National Cooperative Grocers Association, the criteria and process for the Awards were modified to be more focused and easier for entrants to complete by referring to information available on their websites. The new site with the improved format was ready to go on January 1, 2011. The 2011 Awards will be presented at the

International Co-operative Alliance General Assembly in Cancun, Mexico in November.

Marketing the Cooperative Difference Now and During 2012

During 2010, dotCoop continued to promote special offers to allow cooperatives use .coop domains at a graduated cost over the first few years. This allows co-ops that are starting up to be able to leverage a .coop domain to help get their co-op started and for current co-ops to combine a .coop site with their existing website to promote their cooperative difference online.

In addition, dotCoop kicked off a special offer for co-ops that want a domain with "2012" as part of the name. That offer is available until the end of 2011. NCBA .Coop Services participates in both programs. To learn more about both offers, visit www.na.domains.coop.



ABOUT NCBA

The National Cooperative Business Association is the nation's oldest and largest national membership association, representing cooperatives of all types and in all industries. Since its founding in 1916, NCBA has had a mission to develop, advance and protect cooperative business. NCBA demonstrates that cooperatives are a better business model for providing domestic and global social and economic progress.

NCBA gives its members a strong, unified voice on Capitol Hill and diligently works with lawmakers to enact cooperative-friendly legislation.

NCBA offers a variety of programs and services that connect cooperatives and strengthen cooperative enterprise.

Dedicated to both domestic and international cooperative development, NCBA supports a number of projects in the United States and abroad. In the United

States, NCBA serves as the national partner in CooperationWorks!, a network of cooperative development centers that help communities and individuals develop cooperatives that help build income and opportunity. Around the world, NCBA's CLUSA International Program is recognized as a leader in empowering people to articulate, design and manage sustainable, local solutions to their most pressing development problems.

COOPERATIVE PRINCIPLES & VALUES

1ST PRINCIPLE
Voluntary & Open Membership

2ND PRINCIPLE
Democratic Member Control

3RD PRINCIPLE
Member Economic Participation

4TH PRINCIPLE
Autonomy & Independence

5TH PRINCIPLE
Education, Training & Information

6TH PRINCIPLE
Cooperation among Cooperatives

7TH PRINCIPLE
Concern for Community

Cooperatives base their existence on the values of self-help, self-responsibility, democracy, equality, equity and solidarity.

In the tradition of their founders, cooperative members believe in the ethical values of honesty, openness, social responsibility, and caring for others.

NCBA

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