



**CLUSA INTERNATIONAL**

The National Cooperative Business Association

CLUSA International Program

1401 New York Avenue, NW

Suite 1100

**Tel** 202-638-6222

**Fax** 202-628-6726

[www.NCBA.coop](http://www.NCBA.coop)

# ANNUAL REPORT

## FY 2011

*For nearly 100 years NCBA CLUSA remains dedicated to Developing,  
Advancing, and Protecting Cooperative Business Enterprise Worldwide.*

# TABLE OF CONTENTS

## Table of Contents

<b>Program Summary .....</b>	<b>1</b>
<b>1. Domestic Program   Trade Association .....</b>	<b>1</b>
1.1 Advocacy .....	1
1.2 Membership.....	1
1.3 Domestic Cooperative Development.....	1
<b>2. International Development Program .....</b>	<b>2</b>
2.1 Southern and Eastern Africa .....	2
2.2 West Africa .....	3
2.3 Southeast Asia .....	3
2.4 Global.....	3
<b>Project Descriptions by Project: .....</b>	<b>4</b>
1. APHIA Plus.....	4
2. Yes Youth Can! Coast (YYC).....	4
3. Enhanced Food Security for Uganda .....	4
4. Agricultural Development and Finance Project (ADFP) .....	4
5. ADIPSA (Development Assistance for Private Sector Agriculture Initiative) .....	4
6. AgriFUTURO .....	4
7. ALIMI.....	5
8. Cotton Value Chain Improvement in Central Mozambique .....	5
9. Southern Africa Soy Value Chain Development.....	5
10. Strengthening Communities through Integrated Programming (SCIP).....	5
11. Food Security and Nutrition through Agriculture (SANA).....	5
12. Expanding Soy Bean Production and Marketing in Northern Mozambique PROSOYA .....	5
13. Building Capacity for the Supply of Agricultural Inputs to Small Farmers in Northern Mozambique .....	6
14. ZAPAD-Agricultural Development Project.....	6
15. Zim-AIED .....	6
16. PROFIT.....	6
17. USAID Yaajeende Agriculture and Nutrition Development Program for Food Security in Senegal .....	6
18. Senegal Agricultural and Natural Resources Management (Wula Nafaa).....	6
19. Enhanced Food Security for Senegal via Improved Millet Value Chain .....	7
20. Farmer to Farmer.....	7
21. Arziki Niger Food Security Program.....	7

# TABLE OF CONTENTS

- 22. Moringa Tree Food Security Project ..... 7
- 23. Consolidating Cooperative Agribusiness Recovery (COCAR) ..... 7
- 24. Cooperative Development Program (CDP) ..... 7
- Independent Auditor Report ..... 8**
- Financial Statements ..... 9**
- Contact Information..... 11**

# PROGRAM SUMMARY

## Program Summary

### 1. DOMESTIC PROGRAM | TRADE ASSOCIATION

#### 1.1 Advocacy

NCBA CLUSA's Public Policy program focuses the voice of cooperatives across all sectors, educating the U.S. Congress and the executive branch about the importance of cooperatives in communities and benefits of the co-op business model, actively lobbying for programs and supporting policies that help co-ops, and protecting co-ops from negative legislation.

NCBA CLUSA is also committed to linking our domestic and international expertise providing American farmers and agribusiness professionals the opportunity to assist farmers in Senegal and Zambia through the USAID-funded Farmer-to-Farmer program. NCBA CLUSA draws upon a pool of volunteers knowledgeable in agriculture, cooperative development, finance, insurance, energy, technology and housing.

#### 1.2 Membership

For nearly 100 years the National Cooperative Business Association has been the apex trade association for cooperative businesses in the United States, NCBA CLUSA provides cooperatives and individuals with networking opportunities, key innovative research data, and timely news and information for the cooperative community, increasing business opportunities for its members.

#### 1.3 Domestic Cooperative Development

**Co-opsUSA Center:** The Co-opsUSA Center for assisting the development of purchasing and shared services cooperatives was established under the USDA's Rural Cooperative Development Grant. NCBA CLUSA has joined CooperationWorks! the network of centers funded under the RCDG program.

**RCDG:** NCBA CLUSA's application for the 2012 RCDG grant proposed continuation of sustainability of cooperatives focused through our referral based assistance strategy, creation of a new initiative to support use of cooperative business models for purchasing among public institutions, such as municipalities and school districts, and educational initiatives to support further development of purchasing cooperatives and cooperative development opportunities.

**NCBA-Ford Foundation Study:** NCBA continued its partnership with the Ford Foundation and Yellow Wood Associates to conduct a pilot study on the impact of the cooperative business model on local community wealth creation and retention. The pilot study involved ten cooperatives that are being guided through assessment of their contribution to their local communities along seven dimensions of wealth in a community. The results of the study will help inform and shape a more extensive survey based study with Ford Foundation planned for in 2012. This study should provide the cooperative community with a second rigorous approach to describing how cooperatives impact communities and society, augmenting the economic impact work being done at the University of Wisconsin. Through this partnership with the Ford

# PROGRAM SUMMARY

Foundation, NCBA CLUSA expects far greater exposure of the cooperative model to people in the community and economic development arena that have not fully considered cooperative approaches.

**Education:** NCBA has been exploring a partnership with the Thunderbird school of global management to create an accredited MBA program on cooperative management, Executive MBA programs, and online CEU eligible courses on cooperative management. If established, the MBA program would be the only U.S. based MBA program on cooperative management.

Also on the education front, NCBA is in the process of designing a business plan competition program to stimulate the creation of innovative cooperative ideas.

**NASHCO:** The Domestic Development unit has been working closely with the National Association of State Health Cooperative Organizations (NASHCO) in the establishment of State health insurance cooperatives. NCBA CLUSA co-sponsored a conference in Washington, DC in July attended by 80 developers and medical groups. We are currently working with four emergent statewide organizations as consultants on cooperative governance for the first round of HHS planning grant applications. We plan on receiving a small fee from successful applicants, with the expectation of being included more substantially in the follow up grants in providing director training and governance support activities.

**Worker Co-op in Pittsburgh:** NCBA CLUSA has begun working with Mondragon and several Pennsylvania and Ohio based organizations to create a pilot worker owned cooperative Laundromat in Pittsburgh using the Mondragon model. NCBA CLUSA's role focused on legal aspects of the cooperative and member and director training.

**Capital Fund:** The Domestic Development Unit continues to work with PAMS and other NCBA CLUSA staff in the development of the NCBA CLUSA Capital Fund.

## 2. INTERNATIONAL DEVELOPMENT PROGRAM

*The following is a summary of the active programmatic work conducted by NCBA CLUSA during 2011.*

### 2.1 Southern and Eastern Africa

#### *Summary:*

NCBA CLUSA's Southern and Eastern Africa program focuses in Food Security, Agriculture, Natural Resource Management, Community Based Health, Youth Empowerment, and Democracy and Government with 16 projects in Kenya, Uganda, Angola, Mozambique, Zimbabwe and Zambia. NCBA CLUSA consistently focuses on cooperative development and the sustainability of giving vulnerable populations the tools to help themselves. In 2011, more than 1,039,690 small-holder farmers, households and families benefitted from involvement with NCBA CLUSA projects, while more than 3,861 producer organizations and small businesses received trainings and acquired new skills.

# PROGRAM SUMMARY

## 2.2 West Africa

### *Summary:*

NCBA CLUSA's West Africa department currently consists of 5 projects in Senegal and Niger focusing on Nutrition-led Agriculture, Food Security, and Natural Resource Management. NCBA CLUSA primes the USAID-funded \$39,000,000 Yaajeende Feed the Future Initiative among its other programs in West Africa. Through its inclusive approach to cooperative development, NCBA CLUSA's West Africa projects have impacted more than 1,032,365 people and 800 producer organizations in 2011.

## 2.3 Southeast Asia

### *Summary:*

NCBA CLUSA's Southeast Asia program currently is in East Timor with a focus on Community Based Health Services, Agriculture and Food Security. USAID-funded COCAR is a unique project working to develop value chains in a cooperative setting using the proceeds for community healthcare. From 2000-2011, the CCT Health Care Service has reached 1,777,200 medical and dental patients. In addition, more than 1,200 coffee farms have been surveyed and prepared for rehabilitation, and 357 farmer-owned coffee and shade tree nurseries were established. 2011's indicators have been surpassed and good results are anticipated for the coming year.

## 2.4 Global

### *Summary:*

NCBA CLUSA's Global Cooperative Development Program is a tool to empower communities and individuals and improve their quality of life. Cooperatives in developing countries face major challenges to their success in the form of legislative and regulatory issues, lack of market knowledge and focus, mismanagement, and lack of access to capital and cost effective structures. By the end of 2011, CDP has trained over 11,000 smallholder farmers on cooperative management and agricultural techniques to improve food security in Kenya, incubated apex cooperative association that advocates for the new cooperative law in Mozambique, engaged key stakeholders to generate over \$120,000USD in trade between cooperatives in Latin America and the United States, and conducted internal programmatic analysis to draft and disseminate 5 technical case studies on cooperative development in Africa and Southeast Asia.

# PROJECT DESCRIPTIONS BY PROJECT:

## Project Descriptions by Project:

### 1. APHIA Plus

**Country:** Kenya

**Agency/Organization:** USAID (sub awardee to Pathfinder International)

**Agency Program/Department:** USAID Kenya

**Date of Project:** 01/2011-10/2016

**Cost of Project:** \$3,323,190 (Cooperative Agreement)

**Technical Area:** Health

### 2. Yes Youth Can! Coast (YYC)

**Country:** Kenya

**Agency/Organization:** USAID

**Agency Program/Department:** USAID Kenya

**Date of Project:** 02/2011-06/2013

**Cost of Project:** \$2,400,000

**Technical Area:** Youth Empowerment/Governance

### 3. Enhanced Food Security for Uganda

**Country:** Uganda

**Agency/Organization:** USDA

**Agency Program/Department:** Food for Progress

**Date of Project:** 09/2011-06/2014

**Cost of Project:** \$7,556,894 (Cooperative Agreement)

**Technical Area:** Conservation farming

### 4. Agricultural Development and Finance Project (ADFP)

**Country:** Angola

**Agency/Organization:** USAID

**Agency Program/Department:** USAID Southern Africa

**Date of Project:** 08/2006-09/2013

**Cost of Project:** \$10,800,000 (Cooperative Agreement)

**Technical Area:** Value Chain, Cooperative

### 5. ADIPSA (Development Assistance for Private Sector Agriculture Initiative)

**Country:** Mozambique

**Agency/Organization:** Danish Embassy Agency Program/Department: N/A Date of Project: 07/2008-06/2011

**Cost of Project:** \$1,263,765 (Grant)

**Technical Area:** Food Security

### 6. AgriFUTURO

**Country:** Mozambique

**Agency/Organization:** USAID (sub awardee to Abt Associates) Agency Program/Department: USAID Southern Africa

**Date of Project:** 05/2009-02/2013

**Cost of Project:** \$3,400,000 (cooperative agreement)

# PROJECT DESCRIPTIONS BY PROJECT:

**Technical Area:** Value Chain

## 7. ALIMI

**Country:** Mozambique

**Agency/Organization:** Oxfam

**Agency Program/Department:** Oxfam Netherlands (NOVID)

**Date of Project:** 07/2009-12/2011

**Cost of Project:** \$1,043,128 (Grant)

**Technical Area:** Food Security and Agriculture

## 8. Cotton Value Chain Improvement in Central Mozambique

**Country:** Mozambique

**Agency/Organization:** Bill and Melinda Gates Foundation

**Agency Program/Department:** Agricultural Development, Global Development

**Date of Project:** 08/2007-07/2012

**Cost of Project:** \$8,000,000

**Technical Area:** Value Chain, Grant

## 9. Southern Africa Soy Value Chain Development

**Country:** Mozambique

**Agency/Organization:** Technoserve funded by Bill and Melinda Gates Foundation

**Agency Program/Department:** Not available at this time.

**Date of Project:** 09/2010-05/2014

**Cost of Project:** \$2,041,869 (Grant)

**Technical Area:** Value Chain

## 10. Strengthening Communities through Integrated Programming (SCIP)

**Country:** Mozambique

**Agency/Organization:** USAID Prime/Pathfinder International

**Agency Program/Department:** USAID Southern Africa

**Date of Project:** 08/2009-08/2014

**Cost of Project:** \$2,999,419

**Technical Area:** Conservation Agriculture, Youth Development

## 11. Food Security and Nutrition through Agriculture (SANA)

**Country:** Mozambique

**Agency/Organization:** USAID/ Save the Children Federation Agency Program/Department: USAID Southern Africa

**Date of Project:** 07/2008-06/2012

**Cost of Project:** \$4,324,127 (Contract)

**Technical Area:** Food Security and Agriculture

## 12. Expanding Soy Bean Production and Marketing in Northern Mozambique PROSOYA

**Country:** Mozambique

**Agency/Organization:** Norwegian Ministry of Foreign Affairs (NORAD) Agency Program/Department: Royal Norwegian Embassy Mozambique

**Date of Project:** 07/07- 05/12

**Cost of Project:** \$4,379,194 (Grant)

**Technical Area:** Food security and Agriculture



# PROJECT DESCRIPTIONS BY PROJECT:

## 13. Building Capacity for the Supply of Agricultural Inputs to Small Farmers in Northern Mozambique

**Country:** Mozambique

**Agency/Organization:** Norges Vel

**Agency Program/Department:** International Aid

**Date of Project:** 04/2007-12/2011

**Cost of Project:** \$1,013,941 (Grant)

**Technical Area:** Cooperative Development, Agriculture

## 14. ZAPAD-Agricultural Development Project

**Country:** Zimbabwe

**Agency/Organization:** USAID

**Agency Program/Department:** Africa

**Date of Project:** 11/2009-07/2011

**Cost of Project:** \$2,000,000

**Technical Area:** Agricultural and Food Security, Cooperative Agreement

## 15. Zim-AIED

**Country:** Zimbabwe

**Agency/Organization:** Fintrac Inc. Sub-contract by International Relief and Development

**Agency Program/Department:** Not available at this time.

**Date of Project:** 05/2011-12/2014

**Cost of Project:** \$2,739,755 (Contract)

**Technical Area:** Food Security, Agriculture

## 16. PROFIT

**Country:** Zambia

**Agency/Organization:** USAID

**Agency Program/Department:** USAID Zambia

**Date of Project:** 04/2005-09/2011

**Cost of Project:** \$22,449,590

**Technical Area:** Cooperative Agreement

## 17. USAID Yaajeende Agriculture and Nutrition Development Program for Food Security in Senegal

**Country:** Senegal

**Agency/Organization:** USAID

**Agency Program/Department:** Feed the Future Initiative

**Date of Project:** 11/2010-11/2015

**Cost of Project:** \$39,900,000 (Cooperative Agreement)

**Technical Area:** Agriculture and Food Security

## 18. Senegal Agricultural and Natural Resources Management (Wula Nafaa)

**Country:** Senegal

**Agency/Organization:** USAID, International Resource Group Sub-contract Agency

**Program/Department:** West Africa Regional Program

**Date of Project:** 08/2008-07/2013

**Cost of Project:** \$4,500,000 (Contract)

**Technical Area:** Value Chains

# PROJECT DESCRIPTIONS BY PROJECT:

## 19. Enhanced Food Security for Senegal via Improved Millet Value Chain

**Country:** Senegal

**Agency/Organization:** USDA

**Agency Program/Department:** Food for Progress

**Date of Project:** 07/2009-06/2012

**Cost of Project:** \$5,020,562 (Cooperative Agreement)

**Technical Area:** Agricultural and Food Security

## 20. Farmer to Farmer

**Country:** Senegal and Niger

**Agency/Organization:** USAID, Wiedemann Subcontract Agency Program/Department: West Africa

**Regional Program Date of Project:** 01/2010-09/2013

**Cost of Project:** \$1,300,000 (Cooperative Agreement)

**Technical Area:** Value Chain, Agricultural and Food Security, Cooperative Development

## 21. Arziki Niger Food Security Program

**Country:** Niger

**Agency/Organization:** USAID

**Agency Program/Department:** West Africa Regional Program

**Date of Project:** 05/2010-05/2012

**Cost of Project:** \$7,479,380 (Cooperative Agreement)

**Technical Area:** Food Security

## 22. Moringa Tree Food Security Project

**Country:** Niger

**Agency/Organization:** USAID

**Agency Program/Department:** OFDA

**Date of Project:** 02/2009-01/2012

**Cost of Project:** \$1,387,835 (Cooperative Agreement)

**Technical Area:** Agricultural and Food Security

## 23. Consolidating Cooperative Agribusiness Recovery (COCAR)

**Country:** East Timor

**Agency/Organization:** USAID

**Agency Program/Department:** RDM/A Bangkok

**Date of Project:** 10/2010-09/2014

**Cost of Project:** \$10,200,000

**Technical Area:** Cooperative Agreement, Value Chain Production

## 24. Cooperative Development Program (CDP)

**Country:** Worldwide

**Agency/Organization:** USAID

**Agency Program/Department:** Cooperative Development Program

**Date of Project:** 9/2010-09/2015

**Cost of Project:** \$3,418,566

**Technical Area:** Cooperative Development, Food Security, Cooperative Trade, Advocacy and Enabling Environments and Knowledge Management

# INDEPENDENT AUDITOR REPORT

## Independent Auditor Report



CERTIFIED PUBLIC ACCOUNTANTS  
AND BUSINESS ADVISORS

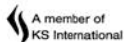
7501 WISCONSIN AVENUE  
SUITE 1200 WEST  
BETHESDA, MD 20814

202.331.9880 PHONE  
202.331.9890 FAX

CIVIC OPERA BUILDING  
20 NORTH WACKER DRIVE  
SUITE 556  
CHICAGO, IL 60606

312.920.9400 PHONE  
312.920.9494 FAX

www.calibrecpa.com



### REPORT OF INDEPENDENT AUDITORS

Board of Directors  
National Cooperative Business Association

We have audited the accompanying consolidated statements of financial position of the National Cooperative Business Association and Subsidiary (collectively referred to as the Association) as of December 31, 2011 and 2010, and the related consolidated statements of activities and cash flows for the years then ended. These consolidated financial statements are the responsibility of the Association's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform an audit to obtain reasonable assurance about whether the consolidated financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the consolidated financial statements. An audit also includes assessing the accounting principles used and significant estimates made by the Association's management, as well as evaluating the overall consolidated financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of the Association as of December 31, 2011 and 2010, and the changes in its net assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

In accordance with *Government Auditing Standards*, we have also issued our report dated July 31, 2012, on our consideration of National Cooperative Business Association's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be considered in assessing the results of our audit.

*Calibre CPA Group, PLLC*

Washington, DC  
July 31, 2012

# FINANCIAL STATEMENTS

## Financial Statements

### NATIONAL COOPERATIVE BUSINESS ASSOCIATION AND SUBSIDIARY

#### CONSOLIDATING SCHEDULE OF FINANCIAL POSITION

DECEMBER 31, 2011

(WITH COMPARATIVE TOTALS AT DECEMBER 31, 2010)

	2011				2010
	NCBA	DotCooperation, LLC	Eliminations	Total	Total
<b>ASSETS</b>					
<b>CURRENT ASSETS</b>					
Cash held in the United States	\$ 1,608,448	\$ 156,217	\$ -	\$ 1,764,665	\$ 2,280,738
Cash held in overseas offices	5,982,907	-	-	5,982,907	7,138,929
Note receivable from DotCooperation, LLC	20,000	-	(20,000)	-	-
Grants and contracts receivable	1,152,450	-	-	1,152,450	1,470,097
Advances receivable - subrecipients	86,870	-	-	86,870	256,783
Advances receivable - loan programs	8,299,342	-	-	8,299,342	5,828,687
Due from DotCooperation, LLC	29,987	-	(29,987)	-	-
Other receivables and advances, net	5,136,440	-	-	5,136,440	6,378,261
Prepaid expenses and other assets	154,298	294,140	-	448,438	509,830
Total current assets	<u>22,470,742</u>	<u>450,357</u>	<u>(49,987)</u>	<u>22,871,112</u>	<u>23,863,325</u>
PROPERTY AND EQUIPMENT, NET	826,314	-	-	826,314	469,523
<b>OTHER ASSETS</b>					
Note receivable from DotCooperation, LLC, net of current portion	660,000	-	(660,000)	-	-
Investment in CBI	991,183	-	-	991,183	966,660
Other investments	124,378	-	-	124,378	122,109
Total other assets	<u>1,775,561</u>	<u>-</u>	<u>(660,000)</u>	<u>1,115,561</u>	<u>1,088,769</u>
Total assets	<u>\$ 25,072,617</u>	<u>\$ 450,357</u>	<u>\$ (709,987)</u>	<u>\$ 24,812,987</u>	<u>\$ 25,421,617</u>
<b>LIABILITIES AND NET ASSETS</b>					
<b>CURRENT LIABILITIES</b>					
Note payable to NCBA, current portion	\$ -	\$ 20,000	\$ (20,000)	\$ -	\$ -
Line of credit	625,000	-	-	625,000	650,000
Accounts payable and accrued expenses	815,749	72,535	-	888,284	780,790
Accrued salaries and related benefits	1,265,823	17,077	-	1,282,900	748,392
Due to NCBA	-	29,987	(29,987)	-	-
Nonfederal refundable advances	823,676	-	-	823,676	528,258
Federal refundable advances	2,726,055	-	-	2,726,055	4,077,323
Prepaid reseller advances	-	9,640	-	9,640	15,664
Deferred membership dues	481,840	-	-	481,840	416,575
Deferred registrations	-	200,429	-	200,429	257,251
Deferred rent	60,691	-	-	60,691	38,252
Deferred registrar deposits	-	98,329	-	98,329	17,485
Deferred other	-	-	-	-	50,960
Total current liabilities	<u>6,798,834</u>	<u>447,997</u>	<u>(49,987)</u>	<u>7,196,844</u>	<u>7,580,950</u>
<b>NONCURRENT LIABILITIES</b>					
Deferred registrations, net current portion	-	274,253	-	274,253	212,958
Deferred rent, net of current portion	507,515	-	-	507,515	255,339
Note payable to NCBA, net of current portion	-	660,000	(660,000)	-	-
Total noncurrent liabilities	<u>507,515</u>	<u>934,253</u>	<u>(660,000)</u>	<u>781,768</u>	<u>468,297</u>
Total liabilities	<u>7,306,349</u>	<u>1,382,250</u>	<u>(709,987)</u>	<u>7,978,612</u>	<u>8,049,247</u>
<b>NET ASSETS</b>					
Unrestricted	2,543,273	(931,893)	-	1,611,380	1,800,601
Temporarily restricted	15,222,995	-	-	15,222,995	15,571,769
Total net assets	<u>17,766,268</u>	<u>(931,893)</u>	<u>-</u>	<u>16,834,375</u>	<u>17,372,370</u>
Total liabilities and net assets	<u>\$ 25,072,617</u>	<u>\$ 450,357</u>	<u>\$ (709,987)</u>	<u>\$ 24,812,987</u>	<u>\$ 25,421,617</u>

- 15 -

# FINANCIAL STATEMENTS

**NATIONAL COOPERATIVE BUSINESS ASSOCIATION AND SUBSIDIARY**  
**CONSOLIDATING SCHEDULE OF ACTIVITIES**  
**YEAR ENDED DECEMBER 31, 2011**  
**(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED DECEMBER 31, 2010)**

	2011					2010 Total
	Unrestricted	Temporarily Restricted	Total	Unrestricted	Eliminations	
				NCBA	DotCooperation, LLC	Consolidated Total
<b>SUPPORT AND REVENUE</b>						
Memberships dues	\$ 776,841	\$ -	\$ 776,841	\$ -	\$ -	\$ 776,841
Grants and contracts	29,129,873	-	29,129,873	-	(11,181)	29,118,692
Registrations	91,348	-	91,348	394,784	-	486,132
Other revenue	622,276	-	622,276	36,783	-	659,059
Interest	33,833	54,005	87,838	-	(14,051)	73,787
Net assets released from restrictions	402,779	(402,779)	-	-	-	-
Total support and revenue	31,056,950	(348,774)	30,708,176	431,567	(25,232)	31,114,511
<b>EXPENSES</b>						
Program services						
Federal awards	21,818,977	-	21,818,977	-	-	21,818,977
Non-federal awards	2,411,167	-	2,411,167	-	-	2,411,167
Public affairs and member services	1,422,937	-	1,422,937	-	-	1,422,937
CBI and CDF expenses	119,038	-	119,038	-	-	119,038
DotCooperation, LLC services	11,181	-	11,181	-	(11,181)	-
DotCooperation, LLC	-	-	-	356,151	-	356,151
Total program services	25,783,300	-	25,783,300	356,151	(11,181)	26,128,270
Supporting service						
Overhead costs	3,915,795	-	3,915,795	-	-	3,915,795
Grant administration costs	1,671,587	-	1,671,587	-	-	1,671,587
Interest	30,454	-	30,454	14,051	(14,051)	30,454
Total support services	5,617,836	-	5,617,836	14,051	(14,051)	5,617,836
Total expenses	31,401,136	-	31,401,136	370,202	(25,232)	31,746,106
CHANGE IN NET ASSETS BEFORE OTHER ITEMS	(344,186)	(348,774)	(692,960)	61,365	-	(631,595)
<b>OTHER ITEMS</b>						
Equity in CBI income (loss)	93,600	-	93,600	-	-	93,600
Acquisition (disposition) of loan capital	-	-	-	-	-	-
Total other items	93,600	-	93,600	-	-	93,600
CHANGE IN NET ASSETS	(250,586)	(348,774)	(599,360)	61,365	-	(537,995)
NET ASSETS						
Beginning of year	2,793,859	15,571,769	18,365,628	(993,258)	-	17,372,370
End of year	\$ 2,543,273	\$ 15,222,995	\$ 17,766,268	\$ (931,893)	\$ -	\$ 16,834,375

# CONTACT INFORMATION

## Contact Information

The National Cooperative Business Association  
CLUSA International Program  
1401 New York Avenue, NW  
Suite 1100  
**Tel** 202-638-6222  
**Fax** 202-628-6726  
[www.NCBA.coop](http://www.NCBA.coop)

