



2018 ANNUAL REPORT

BUILDING A MORE
INCLUSIVE ECONOMY.

TOGETHER.

**THE NATIONAL COOPERATIVE BUSINESS
ASSOCIATION CLUSA INTERNATIONAL
IS THE PRIMARY VOICE IN THE UNITED STATES
FOR PEOPLE WHO USE COOPERATIVES
TO BUILD A BETTER WORLD.**

MISSION

Our mission is to develop, advance and protect cooperative enterprise.

VISION STATEMENT

NCBA CLUSA works to build a better world and a more inclusive economy that empowers people to contribute to shared prosperity and well-being for themselves and future generations. By leveraging the shared resources of the cooperative movement, we seek to engage, partner with and empower people from all walks of life—particularly those left behind by a shifting economy and facing the greatest economic and societal barriers. We achieve this vision through collaborative partnerships in development, advocacy, public awareness and thought leadership.



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ncbaclusa.coop

2018 IMPACT REPORT

BUILDING A MORE
INCLUSIVE ECONOMY.

TOGETHER.

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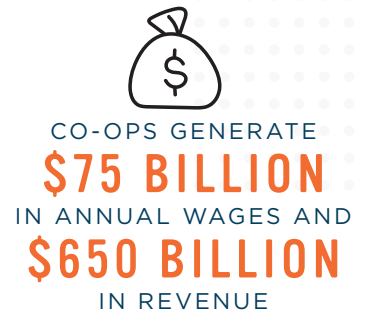
18

FINANCIAL

20

IN MEMORIAM

BY THE NUMBERS



ELECTRIC CO-OPS¹



OF ELECTRIC
CO-OPS
PROVIDE
ELECTRICITY
GENERATED
BY
RENEWABLES



SUPPORT
612,000
AMERICAN JOBS



CONTRIBUTE
\$88.4
BILLION
TO THE U.S. GDP
ANNUALLY



POWER OVER

20 MILLION

BUSINESSES, HOMES,
SCHOOLS AND FARMS IN

47 STATES



FOOD CO-OPS²



ADVOCATED
FOR A
\$150
MILLION
INCREASE IN
FUNDING TO
ENABLE ELIGIBLE
FOOD CO-OPS
TO OFFER SNAP
BENEFITS

DONATED
\$600,000
IN 2018 TO BUILD A
MORE SUSTAINABLE
FOOD SYSTEM AND
ECONOMY



RAISED
TO HELP
REBUILD
CO-OPS IN
PUERTO RICO



NATIONAL CO+OP
GROCERS' PROMOTIONS
GENERATED
\$33.6 MILLION
IN SALES OF
COOPERATIVELY-
PRODUCED,
FAIR TRADE AND B
CORP PRODUCTS

¹ The Economic Impact of America's Electric Cooperatives, FTI Consulting, March 2019

² 2018 NCG Advocacy and Sustainability Report

CREDIT UNIONS³



THERE ARE
5,644
CREDIT UNIONS
NATIONWIDE



CREATE
275,000
AMERICAN JOBS



ADVOCATE ON
BEHALF OF
118 MILLION
AMERICAN CREDIT
UNION MEMBERS



SERVE MEMBERS
IN
**EVERY
STATE**

WORKER CO-OPS⁴

PAY AN AVERAGE
HOURLY WAGE OF



450
WORKER CO-OPS
EMPLOY NEARLY
7,000
WORKERS NATIONWIDE



MAINTAIN A
2-TO-1
OR LESS TOP-BOTTOM
PAY RATIO, WHILE
THE AVERAGE U.S.
CORPORATION PAY
RATIO IS 303-TO-1



RATE OF NEW
STARTUPS REMAINS
STEADY AT
25
NEW FIRMS PER YEAR,
WHILE WORKER CO-
OP CONVERSIONS
ARE GROWING



50
NEW WORKER CO-OPS
IN PUERTO RICO

AGRICULTURE CO-OPS⁵



REPRESENT
2 MILLION
AMERICAN
FARMERS AND
RANCHERS



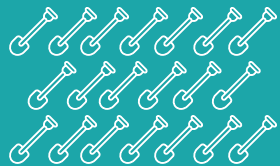
GENERATE TOTAL
SALES OF
**\$189
BILLION**



REPRESENT
**1.5
MILLION**
FAMILIES
LIVING IN
COOPERATIVE
HOUSING



23
COLLEGES AND
UNIVERSITIES HAVE
HOUSING CO-OPS,
SAVING STUDENTS
50%
ON ROOM AND
BOARD COSTS PER
YEAR⁷



PROVIDE
300,000
JOBS



PRODUCE
80%
OF MILK IN
THE U.S.



HELPED RESIDENT
GROUPS PURCHASE
218
COMMUNITIES THAT
ARE HOME TO
14,000
HOMEOWNERS⁸

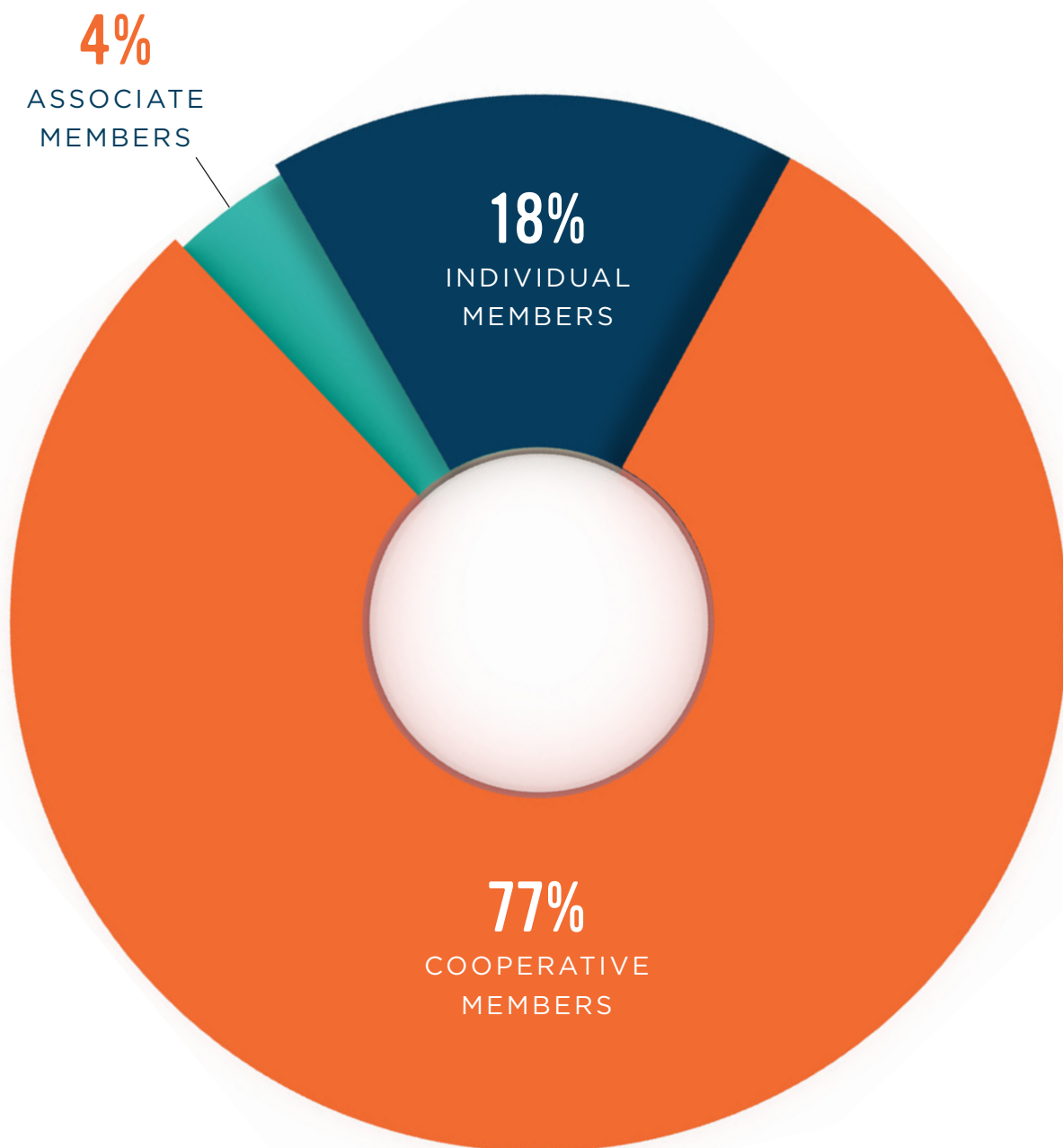
³ The ABCs of Co-op Impact, Cooperatives for a Better World
⁴ 2017 Worker Cooperative State of the Sector Report
⁵ "National Cooperative Statistics," National Council of Farmer Cooperatives

⁶ National Association of Housing Cooperatives
⁷ Cooperatives for a Better World
⁸ ROC USA*

During 2018, NCBA CLUSA expanded the only cross-sector cooperative network elevating the national conversation around a trusted, proven way to do business and build communities.

Throughout 2018 we encouraged people to participate and grow in their communities, their cooperatives and their own futures. In May, NCBA CLUSA hosted its Annual Membership Meeting & Virtual Town Hall

that offered a valuable glimpse into how NCBA CLUSA member co-ops are creating opportunities for broader participation and more sustainable growth in their communities.



2018 CO-OP IMPACT CONFERENCE



Drawing more than 330 people from close to 200 organizations to Arlington, Virginia, the 2nd Annual Co-op IMPACT Conference was a unique opportunity for cooperators to unite around a pivotal moment—a chance to build a sustainable cooperative economy that leads to broader, more inclusive participation, connection and growth. Attended by a wide cross-section of co-op developers, financiers, community and city leaders, innovators, economists and policymakers, IMPACT 2018 provided an unparalleled platform to inspire the cooperative movement and spur robust discussion.

Join us in October for the 2019 Co-op IMPACT Conference to be part of this dynamic gathering.



2018 CO-OP FESTIVAL



NCBA CLUSA and close to 40 of its partners celebrated the launch of National Co-op Month with the second Co-op Festival on the National Mall.



With displays, activities and giveaways designed to amplify the economic impact, diversity and sustainability of the cooperative business model, the two-day event drew an estimated 20,000 people to the nation's front yard. Visitors came away with a better sense

of how co-ops impact their local economies. By being mindful of the co-ops that do business in their neighborhoods, consumers learned to ensure that the money they spend is reinvested in the communities where they live.

Going forward, NCBA CLUSA will host the Co-op Festival every other year—we look forward to seeing you on the National Mall in 2020!



Throughout 2018, NCBA CLUSA put our members' voices at the center of our work to educate lawmakers on cooperative economic impact and influence favorable federal policy.



NCBA CLUSA members were on hand at the Co-op IMPACT Conference Policy Breakfast on Capitol Hill in October.



The event included remarks from Bette Brand, Administrator of the U.S. Department of Agriculture (USDA)'s Rural Business-Cooperative Service.

TAKING IT TO THE HILL

In August, we celebrated the biggest employee ownership legislative victory in decades as the bipartisan Main Street Employee Ownership Act was signed into law. Critically, the legislation amends longstanding inequities in how the Small Business Administration administers loans and provides technical assistance to worker cooperatives, opening up new avenues for employee ownership and creating viable retirement opportunities for



baby boomers that preserve local jobs. NCBA CLUSA worked closely with bill co-sponsor Sen. Kirsten Gillibrand (D-NY) to craft worker

co-op friendly language for the legislation. We will continue to shepherd timely and successful implementation of the law.



Legislative breakthroughs in 2018 like the bipartisan Main Street Employee Ownership Act, co-sponsored by Sen. Kirsten Gillibrand and Rep. Nydia Velasquez, provide new pathways for worker co-op conversions.



Sen. Todd Young (R-IN), who co-sponsored the legislation, received NCBA CLUSA's first Cooperative IMPACT Champion Award at our 2018 Policy Breakfast on Capitol Hill.

In 2018, NCBA CLUSA worked to create a community of learning not only through our events and advocacy, but also through our thought leadership.

Our *Cooperative Business Journal* cultivated the best work of academics, practitioners and thought leaders in the cooperative space. Designed to become a resource for journalists and researchers looking for the cooperative perspective on current issues, this publication found new audiences for the co-op story in 2018.

Our *Co-op Weekly* newsletter reached thousands of people every week with

cooperative news, events and features published by NCBA CLUSA. In 2018, we proudly highlighted the work and impact of our members in this weekly publication.

Our Council of Cooperative Economists generated the data and analysis the cooperative movement needs to tell the story of co-op economic impact in a powerful, compelling way. In 2018, the council's critical work informed our conversations as we promoted co-ops in front of policymakers, thought leaders and other stakeholders.



A resource for journalists and researchers: *The Cooperative Business Journal*

CCE members discuss the unique economic advantages of co-ops across a variety of industries—from financial services to food and agriculture—at IMPACT 2018.



ABCs OF CO-OP IMPACT

To better understand co-ops and their link to healthy, equitable and sustainable communities, NCBA CLUSA and the Cooperative Development Foundation worked with the Urban Institute in 2018 to develop a shared framework for assessing impact—on cooperative enterprises, their members and the communities they serve. This partnership was supported by a grant from the Robert Wood Johnson Foundation.



2018 CO-OP IMPACT CONFERENCE

Drawing a wide cross-section of co-op developers, financiers, community and city leaders, innovators, economists and policymakers, IMPACT 2018 provided an unparalleled platform to inspire the cooperative movement and spur robust discussion and innovation.



GLOBAL PROGRAMS

NCBA CLUSA works to build an inclusive economy around the world.



As we work to build a more inclusive economy globally, in 2018, we refined our international programs into three mission-oriented goals: Building Resilient Communities, Creating Economic Opportunities and Strengthening Cooperatives and Producer Groups.

Through the time-tested CLUSA Approach, we work in partnership with communities across the globe to solve self-identified challenges such as malnutrition, accessing markets, natural resource management, food security, gender empowerment and job creation. This community-led approach is the foundation and success of our 64 years of international development work.

From supporting organizations with sustainable supply chain solutions, to working with communities to set up governance structures that support resource management, NCBA CLUSA helps to set up the institutions and systems that keep communities' needs at the core of our work.

We worked to increase participation from women farmers in the Dominican Republic and around the world, and widened the lane for cooperative development in Madagascar. We are working to support participation from isolated groups, and foster partnerships across sectors.

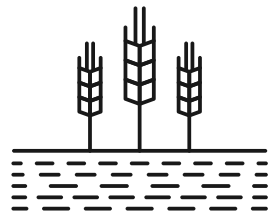
In 2018, we added two new countries to our global project portfolio — Peru and Honduras — bringing our current portfolio to 22 countries. Work planning has started on new projects there, including new Farmer-to-Farmer volunteer assignments in 2019. We began planning for a new Cooperative Development Program in Peru that focuses on creating enabling environments for cooperatives.

As we look to 2019, we know that our work is supporting a stable and sustainable future. Connecting community needs to private sector allies, means sustainable relationships long after projects end.



BUILDING RESILIENT COMMUNITIES

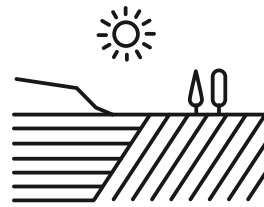
NCBA CLUSA builds more resilient communities, so people can face uncertainty with confidence and self-reliance.



NEARLY
150,000
INDIVIDUALS
PARTICIPATED IN
A FOOD SECURITY
PROGRAM



499
NATURAL
RESOURCE
MANAGEMENT
AND COMMUNE
DEVELOPMENT
PLANS
ADOPTED,
IMPLEMENTED
OR
INSTITUTIONALIZED



OVER
10,000
PEOPLE
RECEIVED LAND
TENURE RIGHTS
DOCUMENTS



OVER
80,000
CHILDREN
REACHED WITH
NUTRITION
INTERVENTIONS

LATIN AMERICA

USAID Reforestation Project

Haiti
USAID
Oct 2017 – Jun 2022
\$2,500,000
Partner: Chemonics

USAID Communities Leading Development

Guatemala
Sept 2016 – Dec 2018
USAID
\$1,800,000
Partner: Catholic Relief Services

USAID Guatemala Gender Analysis and Assessment

Guatemala
May 2018 – Aug 2018
USAID
\$40,000
Partner: Banyan Global

AFRICA

USAID Resilience and Economic Growth in the Sahel – Enhanced Resilience

Burkina Faso, Niger
Nov 2013 – Dec 2020
USAID
\$76,500,000

Natural Resource Guide

Burkina Faso
Nov 2017 – Feb 2019
World Bank
\$150,000

USAID Budikadidi Development Food Security Activity

Democratic Republic of the Congo
Jan 2017 – Dec 2021
\$5,600,000
Partner: Catholic Relief Services

Promotion of Conservation Agriculture (PROMAC II)

Mozambique
Dec 2017 – Dec 2022
The Royal Norwegian Embassy in Maputo
\$14,500,000

Forest Friendly Agriculture in the Ile District

Mozambique
Aug 2017 – Aug 2018
World Bank/IFC
\$600,000

Wadata Development Food Security Activity

Niger
Oct 2018-Jun 2023
USAID Food for Peace
\$5,350,000
Partner: Save the Children

Feed the Future Senegal Kawolor Project

Senegal
Nov 2017-Nov 2022
USAID
\$40,000,000

Risk and Resilience Assessment

Tanzania
Sept 2018 – Nov 2018
USDA
\$97,000

WORLDWIDE

USAID Advancing Nutrition Worldwide

Dec 2018 – Aug 2023
USAID
(By Work Order)
Partner: JSI

FROM THE FIELD



DEVELOPMENT PLANS

Livestock corridors in Bouroume



A local convention collectively defines and enforces the rules for residents of neighboring rural communes to sustainably manage their natural resources and prevent conflicts. It consists of a land use plan and management guidelines. A local convention helps communes understand and organize the use of common spaces to avoid over-exploitation of natural resources and conflicts between competing users.

Livestock owners asked the president of the development council in Bouroume village, Burkina Faso, to trace livestock corridors because they feared that farmers would plant crops in the unmarked corridors, squeezing livestock into a smaller space, which would inevitably create conflicts when livestock damaged these illicit fields. Through the local convention mapping process, villagers proposed painting trees at their own expense to demarcate the corridor. Since the signing of their local convention land use document in 2017, neither the village development council nor the commune has received a single complaint about conflicts between farmers and herders.

FROM THE FIELD



LAND TENURE RIGHTS

Claiming what's theirs in Burkina Faso

After spending years rehabilitating a parcel of land, a group of women in Burkina Faso wanted to solidify their access by securing formal rights to the land they had worked. In much of the country, this process is full of barriers. But in some regions, this is changing, and providing a secure foundation for diversified incomes and livelihoods.

The USAID|REGIS-ER project and partners trained commune government services, such as the rural land service and local land commissions in deed-



granting laws. The training specifically developed technical skills to implement a rural land tenure system. USAID|REGIS-ER trained more than 225 civil servants, elected leaders and

religious leaders in the tenure law, and 216 local land commissions have been established and are ready to facilitate land tenure certificates.

CREATING ECONOMIC OPPORTUNITIES

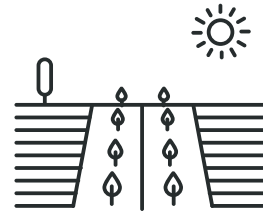
Building income and sustainable business forms the core of NCBA CLUSA's approach to economic development.



SUPPORTED
NEARLY
3,500
ORGANIZATIONS



FACILITATED OVER
\$32
MILLION
USD
IN SALES



OVER
400,000
HECTARES
ARE UNDER
IMPROVED
TECHNOLOGIES
OR
MANAGEMENT
PRACTICES



SUPPORTED
OVER
68,000
PEOPLE TO
ACCESS OVER
\$9.2
MILLION
USD
IN AGRICULTURAL
FINANCING



OVER
400,000
FARMERS APPLIED
IMPROVED
AGRICULTURAL
PRACTICES

LATIN AMERICA

USDA Safe Agriculture Food Export Program (SAFE)
Dominican Republic
USDA
Sept 2015 – Nov 2020
\$16,200,000

USAID Farmer-to-Farmer
El Salvador, Honduras, Peru
USAID
Aug 2018 – Aug 2023
\$6,250,000

USDA Coffee Rehabilitation and Agricultural Diversification
El Salvador
USDA
Sept 2014 – Sept 2019
\$13,000,000

USAID Coffee Value Chains Project
Guatemala
USAID
Dec 2017 – Sept 2022
\$4,300,000
Partner: Fedecocagua

AFRICA

USAID Fararano
Madagascar
Nov 2014 – Sept 2018
USAID
\$1,700,000
Partner: Catholic Relief Services

East Africa Trade and Investment Hub
Madagascar
Nov 2016 – Jan 2018
USAID
\$100,000

Madagascar
Apr 2018 – Oct 2018
USAID
\$100,000

Finance for Food Security and Women Entrepreneurs (FFSWE)
Mali
Aug 2015 – May 2019
USAID, SIDA
\$300,000
Partner: IESC

Technical, Vocational, Education and Training for the Agriculture Sector (TVET)
Mozambique
Dec 2017 – Dec 2020
NORAD
\$1,800,000

New Alliance ICT Extension Challenge Fund, e-Extensao
Mozambique
Feb 2016 – Feb 2019
USAID
\$1,800,000

Feed the Future Resilient Agriculture Markets Activity: Beira Corridor
Mozambique
Jan 2017 – Jun 2018
USAID
\$1,350,000

USAID Mikajy
Madagascar
Jun 2018 – Feb 2023
USAID
\$2,300,000
Partner: Tetra Tech

USDA Millet Business Services Project
Senegal
Sept 2014 – Dec 2019
USDA
\$11,000,000

USDA Food Transition for School Canteens (TACSS)
Senegal
Dec 2018 – March 2021
USDA
\$1,000,000
Partner: Counterpart International

USAID Farmer-to-Farmer
Senegal
Sept 2013 – Mar 2018
USAID
\$1,600,000
Partner: ACIDI/VOCA

SOUTHEAST ASIA

USDA East Timor Agribusiness Development Project
East Timor
Sept 2013 – Jun 2019
USDA
\$9,200,000

Coffee and Cocoa Agribusiness Opportunities (CACAO)
East Timor
Jun 2015 – Jun 2020
NZAID
\$10,500,000

FROM THE FIELD



FACILITATING SALES

Millet hubs support farmer professionalization in Senegal



To support standardized and quality local millet, a mix of producers, processors, storage warehouse managers and other millet value chain servicers are coming together around millet “hubs” across different regions in Senegal with support from the USDA Millet Business Services Project.

Currently serving close to 8,500 producers, the hubs have given structure to a younger generation of farmers looking to access markets. Over half of members are younger farmers under 40.

Strategically located near regional cities to capture markets for local millet, many of the hubs funnel their sales to processing units in the capital Dakar and Touba, another large city, capturing markets typically out of reach for more isolated communities. Hub members number can access services like plowing, threshing, financing inputs, marketing and millet storage. With the average doubling of yields from conservation agriculture techniques, producers saw a need to aggregate and take advantage of proper storage and marketing.



FROM THE FIELD



IMPROVING TECHNOLOGIES

Women find SAFE support in the Dominican Republic



As part of its efforts to include more women in livestock production, the USDA-funded Safe



Agriculture and Food Export Project (SAFE) in the Dominican Republic offered calf-rearing workshops aimed at women cattle ranchers. Training on calf-rearing techniques has brought more women into the industry in other

Caribbean countries, so the team looked to replicate that success in the DR.

In the Dominican Republic, there are two components of calf management that face serious challenges: hygiene and nutrition. Workshop facilitators emphasize that proper nutrition and shelter during upbringing can reduce calf mortality by reducing illnesses linked to poor hygiene.

STRENGTHENING COOPERATIVES AND PRODUCER GROUPS

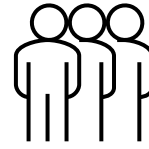
NCBA CLUSA helps local business groups thrive.



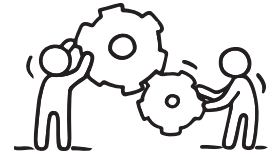
SUPPORTED OVER
1,000
COOPERATIVES



WORKED WITH
15,500
CO-OP MEMBERS



SUPPORTED
OVER
80,000
YOUTH



WORKED WITH
GOVERNMENTS
TO DEVELOPMENT
MORE ENABLING
ENVIRONMENTS
FOR
COOPERATIVES



AMERICAS

U.S.-CUBA Cooperative Working Group

Cuba
Christopher Reynolds Foundation
Cooperative Development Foundation
Apr 2015 – Mar 2019
\$107,000

Cooperative Development and Food Security in Guatemala

Guatemala
May 2014 – Dec 2018
USAID CDP
\$3,500,000

Partnership for Advancing an Inclusive Rural Energy Economy

USA
New York Community Trust
Oct 2017 – Feb 2021
\$450,000
Partner: EESI

Building Healthy Communities Research Grant

USA
Robert Wood Johnson Foundation
Cooperative Development Foundation
Mar 2018 – Mar 2020
\$250,000

WORLDWIDE

International Cooperative Research Group

Worldwide
USAID CDP
Jul 2013 – Sept 2019
\$3,600,000
Partner: OCDC

Knowledge Management Program

Worldwide
Sept 2010 – Sept 2018
USAID CDP
\$600,000

Creating an Environment for Cooperative Expansion

Guatemala, Peru, Tanzania, Kenya, Madagascar
USAID CDP
Aug 2018 – Aug 2023
\$7,500,000

AFRICA

ICT in Ethiopia

Ethiopia
Sept 2010 – Sept 2018
USAID, CDP
\$4,900,000
Partner: CCI

Supporting the Enabling Environment for Cooperatives in Madagascar

Madagascar
Aug 2017 – Dec 2018
USAID CDP
\$750,000
Partners: WOCCU, HealthPartners

USAID United in Building and Advancing Life Expectations (UBALE)

Malawi
Jan 2015 – Sept 2019
USAID
\$3,000,000
Partner: Catholic Relief Services

Capacity Building of Producer Organizations

Tanzania
Dec 2017 – Jun 2019
IFC (World Bank Group)
\$186,000

Youth Empowerment Through Agriculture

Uganda
Feb 2015 – Feb 2020
Mastercard Foundation
\$11,500,000

SOUTHEAST ASIA:

Feed the Future Sustainable Agribusiness Alliance (SCAA)

Indonesia
Jan 2017 – Jan 2020
USAID
\$2,000,000

Cooperative Water for Sanitation and Health (CoopWASH)

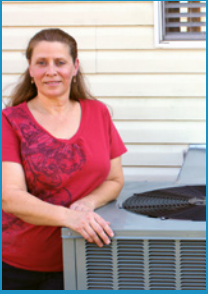
Indonesia
Oct 2014 – Jan 2018
Starbucks Foundation
\$750,000

FROM THE FIELD



SUPPORTING COOPERATIVES

Energy programs for rural economies



The Partnership for Advancing an Inclusive Rural Energy Economy, the program helps rural electric co-ops develop on-bill financing programs that fund energy efficiency upgrades and other clean energy projects at no upfront cost to their customers, will continue for additional two

years in partnership with the Environmental and Energy Study Institute, thanks to additional funding from New York Community Trust (NYCT). The end goal of the partnership is to reduce energy costs, increase disposable income, and catalyze clean energy economic development in rural America, while improving the public health of the people who live there, like Barbara Rasor (pictured), who's new high-efficiency HVAC unit is saving her money and energy.

The program will continue to educate Congress about the importance of federal resources for cooperatives seeking to develop energy efficiency and renewable energy projects, and work with the U.S. Department of Agriculture (USDA) to make existing resources more accessible. It will also provide direct technical assistance to rural electric co-ops across the country that are starting up to clean energy projects.

FROM THE FIELD



SUPPORTING YOUTH

The YETA project



A total of 23 youth associations in Uganda's Kole District are began the process of registering in two new cooperatives as a strategic way to enhance agribusiness in

2018. Formed with support from NCBA CLUSA's Youth Empowerment Through Agriculture (YETA) project, in partnership with Mastercard Foundation, groups are taking the next formal step to increase job opportunities in their region.

"This is the first time I am hearing about a cooperative of young people in this region. I have worked with youth groups before but this is the first time I am seeing determined youth that want to grow through cooperatives," the District Commercial Officer of Kole District said at a meeting to equip the youth associations with basic knowledge on co-op governance, operation modalities and principles as well as the registration process.

Upon completion of registration, the Commercial Officer committed to providing the youth a grinding machine, typical of government investment to support value addition for new cooperatives. NCBA CLUSA has worked with youth in Uganda to form over 800 youth associations—all led by young people—as vehicles for training in business skills, agribusiness and life skills.

FROM THE FIELD



ENABLING ENVIRONMENTS

Madagascar works with cooperative leaders



To create an inclusive strategy for cooperative development and a legal framework that promotes all types of cooperative businesses, the Government of Madagascar is working across sectors and engaging cooperative leaders and many other stakeholders.

To support the government with this goal, NCBA CLUSA partnered with HealthPartners, the World Council of Credit Unions (WOCCU), Madagascar consulting firm Finances Technologies

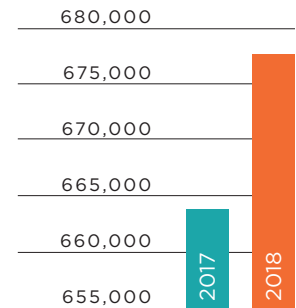
Human Resources Management (FTHM), and international and local cooperative and legal experts with funding from USAID's Cooperative Development Program, to assess and make recommendations to strengthen the enabling environment for co-ops.



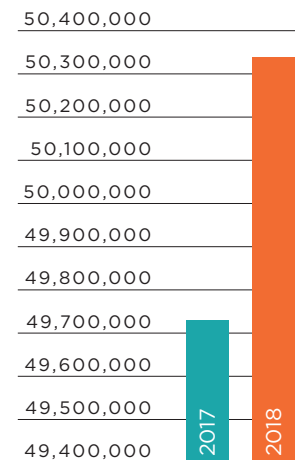
In fiscal year 2018, NCBA CLUSA made great strides to strategically manage our financial performance. Financial strength is critical to our ability to deliver on our promises to members, donors, partners and other constituents.

	2017	2018
NCBA UNRESTRICTED		
REVENUES		
Membership Dues	664,344	677,708
Grants and Contracts	49,719,744	50,326,545
Registrations	342,905	376,538
Support	230,113	377,709
Publication & Other	17,579	4,949
Interest	68,873	42,671
Net Assets Released from Restriction		-
Investment	(439,092)	53,051
Total Revenue	50,604,466	51,859,171
EXPENSES		
Federal Awards	33,730,604	31,518,001
Non-Federal Awards	7,087,836	8,225,131
Public Affairs & Membership Services	894,225	927,152
Partner Services	168,378	174,679
Supporting Service	10,872,435	10,550,147
Total Expense	52,753,478	51,395,110
CHANGE IN NET ASSETS	(2,149,012)	464,061
NCBA WITH DONOR RESTRICTIONS		
Revenue	(1,800,592)	122,892
Expense	-	-
Net Income	(1,800,592)	122,892
NCBA WITHOUT DONOR RESTRICTIONS		
Revenue	50,604,466	51,859,171
Expense	50,952,886	51,518,002
Net Income	(348,420)	341,169
RESERVES		
Without Donor Restrictions (Beginning)	4,266,904	3,918,484
Without Donor Restrictions (Ending)	3,918,484	4,259,653
With Donor Restrictions (Beginning)	15,207,667	13,407,075
With Donor Restrictions (Ending)	13,407,075	13,529,967
TOTAL NET ASSETS	17,325,559	17,789,620

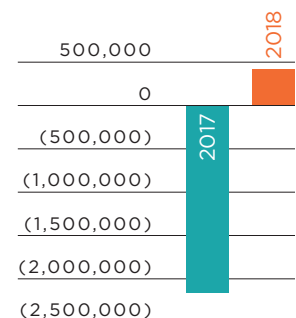
MEMBERSHIP DUES



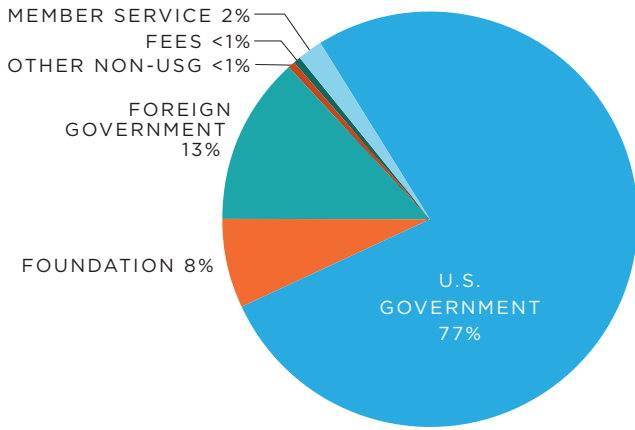
GRANTS AND CONTRACTS



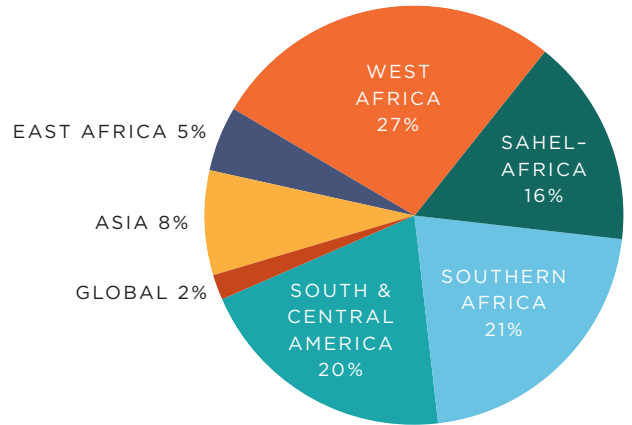
CHANGE IN NET ASSETS



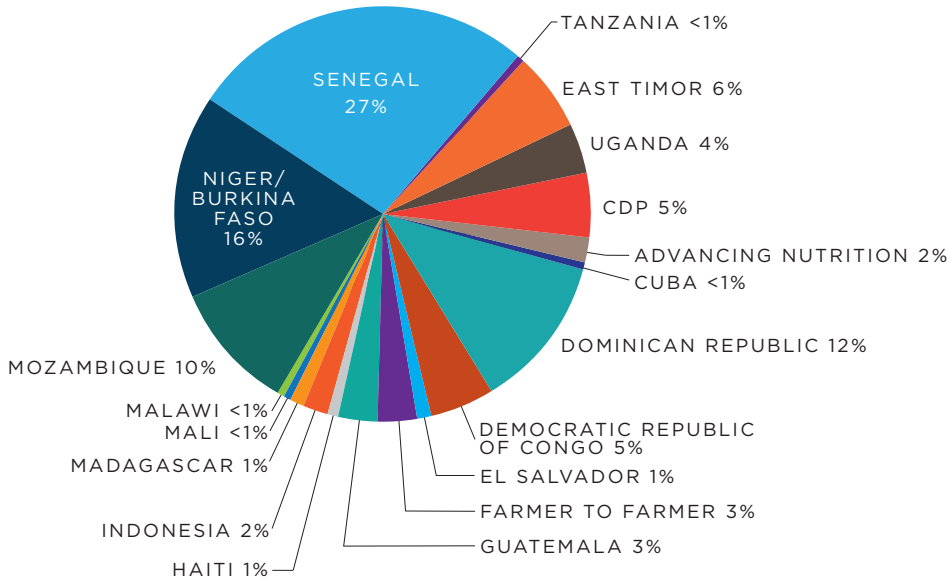
2018 REVENUE FUNDING SOURCES



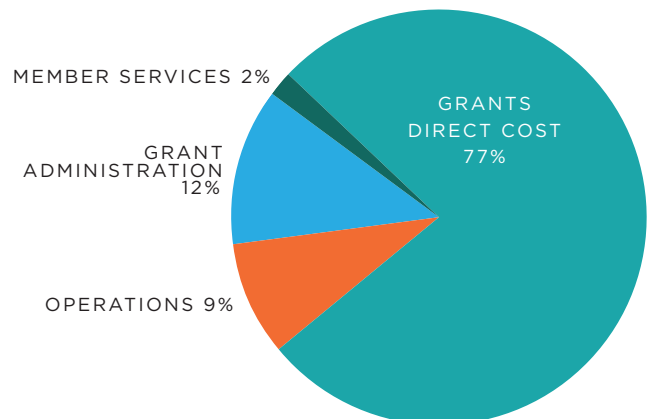
OBLIGATED PROGRAM REVENUE BREAKDOWN BY REGION



PROGRAM REVENUE BREAKDOWN BY COUNTRY



ANNUAL BUDGET AND PLANNING EXPENSES BY BUSINESS AREA



IN MEMORIAM

On December 18, 2018 the lives of 18 NCBA CLUSA staff members were tragically lost in a vehicle accident in eastern Uganda's Kapchorwa District. Those who lost their lives all worked with NCBA CLUSA's Youth Empowerment Through Agriculture (YETA) project. Through the cooperative principles they worked to combine market-relevant skills training and access to financial services to help young people in Uganda transition out of poverty and into stable, sustainable livelihoods.

An additional 16 staff members were also injured in the accident.

This memorial commemorates the remarkable individuals who chose to live in the service of their community. We celebrate the lives of our fallen colleagues and are awed by the selfless dedication they showed to their families and communities. We are grateful for their commitment to improving the lives of the people they served. They have left an indelible impact on the community.

SILVIA ACENG

LINDA ACHIENG

FARUK ADAM

NELSON AGATU

SANDRA AKULLO

ROBERT BILLS OKELLO

RITAH BUKIRWA

NOELINE GWEBALIBATYA

RUTH KAWADINY

JACOB KINTU

BERNARD (BEN) KYAMBADDE

GLORIA MUHEIRWE

JUDITH NAKIGOYE

JOSEPH ODOI

OLIVER OKELLO

GLORIA OWETA

DONAH SEKITOLEKO

JUSTUS TUMWESIGYE



We commemorate the remarkable individuals who chose to live in the service of their community. The images shown here represent their work and the indelible mark they made on the lives of all those they encountered.



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