



BUILDING
AN INCLUSIVE
ECONOMY.
TOGETHER.

2020

GLOBAL PROGRAMS

OVERVIEW

INTERNATIONAL PROGRAMS

“NCBA CLUSA works to build an inclusive economy around the world by building resilient communities, creating economic opportunities and strengthening cooperatives and producer groups.”



20
ACTIVE PROJECTS
IN 2020 IN
17
COUNTRIES



NCBA CLUSA
PROGRAMS
REACHED OVER
1 MILLION
PEOPLE,
IMPACTED OVER
5 MILLION
LIVES



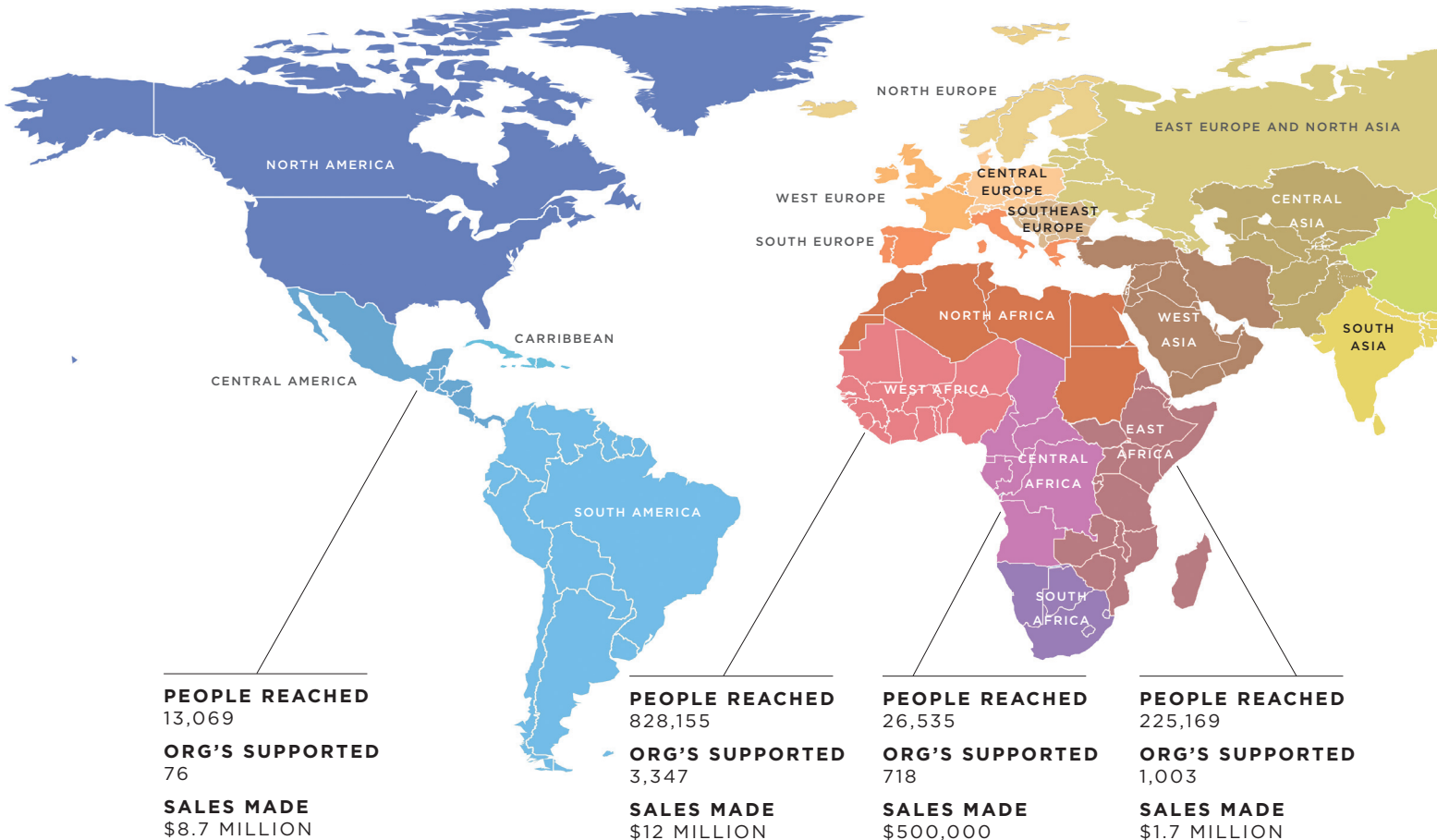
WE SUPPORTED
218,793
ACTIVE
COOPERATIVE
MEMBERS



WE WORKED
WITH CLOSE TO
305,000
WOMEN AND
347,000
YOUTH

IMPACT BY REGION

2020 AND CONTINUING



Despite a global pandemic, NCBA CLUSA continued its work in 2020 to ensure that people have the knowledge, resources and authority to build prosperity and well-being for themselves and future generations. As our headquarters and in-country staff shifted to telework, priorities on the ground changed, too. From Kenya to the Dominican Republic, we educated communities on health and hygiene practices to mitigate the spread of COVID-19, and equipped them with the tools to break the chain of transmission by setting up hand-washing stations and investing in PPE. In Mozambique, we turned to text messaging and call-in radio programs to provide farmers with critical information. We also introduced crop monitoring using drones to help farmers stay one step ahead of climate change—an innovation that garnered recognition from the U.S. Agency for International Development (USAID)'s SCALE Creative Adaptation Award. In Peru, we launched virtual coaching events to help coffee co-ops apply for COVID-19 relief, adapt to new pandemic standards and strengthen their sales. And in East Timor, we helped Cooperativa Café Timor navigate the pandemic to produce a larger than expected and higher quality

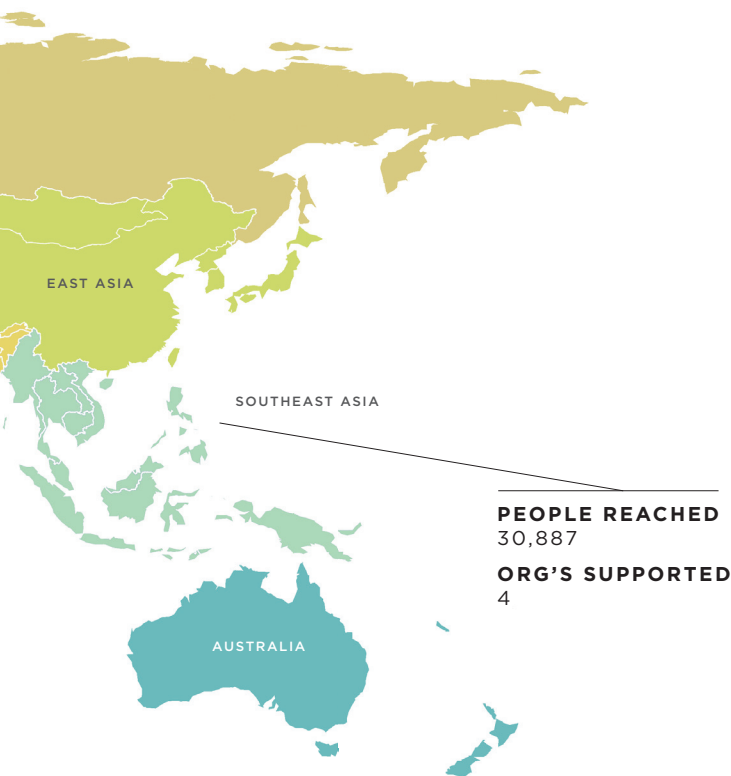
coffee harvest in 2020. Across all our programs, reducing food insecurity due to disruptions in planting, harvesting and supply chains was top of mind.

In September, NCBA CLUSA celebrated a quarter of a century of dedicated, continuous development work in Mozambique. As one of the first international non-governmental organizations to engage in market-based development in Mozambique, NCBA CLUSA pioneered market-linked producer organizations and helped create an enabling environment for farmer associations and agricultural cooperatives—all while building local capacity. In 2020, NCBA CLUSA was proud to continue development work in the country through two new projects—Climate Smart Agriculture and Water (CSAW) Sofala and SEEDS+, a follow-on to our three-year Smallholder Effective Extension Driven Success (SEEDS) project.

In 2020, we also successfully closed two high-impact projects. The \$12 million Mastercard Foundation funded-Youth Empowerment Through Agriculture (YETA) project supported youth in Uganda to develop sustainable commercial enterprises through agricultural business. NCBA CLUSA's U.S. Department of Agriculture (USDA)-funded Millet Business Services Project was successful in increasing the agricultural productivity of the country's millet value chain, establishing a model for sustainable market intervention.

Also in 2020, NCBA CLUSA celebrated a decade of impact as a partner in USAID's Feed the Future program, a whole-of-government approach to investing in food security and agricultural development that reduces hunger, malnutrition, poverty and food insecurity. Our flagship Feed the Future Program in Senegal, Kawolor, leads efforts to curb malnutrition by empowering organizations and regional partners to scale up Nutrition-Led Agriculture. Overall in 2020, our innovative approach to strengthening local food systems impacted 94,000 smallholder farmers and hundreds of member-owned businesses.

Looking forward, NCBA CLUSA will continue to improve people's lives in tangible and sustainable ways, through the development of communities from the inside out. There are challenges ahead as the world recovers from a global pandemic and NCBA CLUSA will do its part in helping communities around the world build back in an equitable, just and sustainable way.



CREATING ECONOMIC OPPORTUNITIES

“NCBA CLUSA’s collaborative approach to building sustainable income strengthens business relationships, policy environments and institutional capacity in support of inclusive and sustainable economic growth.”



PROJECTS

LATIN AMERICA

USDA Safe Agriculture Food Export Program (SAFE)

Dominican Republic
USDA
Sep 2015 – Dec 2021
\$16,212,121

USAID Coffee Value Chains Project Guatemala

USAID
Dec 2017 – Jun 2020
\$1,881,406
Partner: Fedecocagua

AFRICA

USAID Mikajy

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

USDA Millet Business Services Project

Senegal
USDA
Sep 2014 – Dec 2020
\$11,000,000

USDA Food Transition for School Canteens (TACSS)

Senegal
USDA
Dec 2018 – Mar 2021
\$1,000,000
Partner: Counterpart International

Mafatoky Sustainable Vanilla for People and Nature

Madagascar
USAID and McCormick & Company
Mar 2020 – Mar 2023
\$3,000,000

SOUTHEAST ASIA

Coffee and Cocoa Agribusiness Opportunities (CACAO)

East Timor
NZAID
Jun 2015 – Jun 2020
\$10,500,000

USDA | Indonesia Spice Trade Alliance (ISTA)

Indonesia
USDA
Oct 2019 – Sep 2024
\$13,770,000

SUCCESS STORY: DOMINICAN REPUBLIC

FOR DAIRY PRODUCERS IN THE DOMINICAN REPUBLIC, HIGHER QUALITY MILK MEANS BETTER LIVELIHOODS

The U.S. Department of Agriculture (USDA)-funded Safe Agriculture/Food Export Program (SAFE) improves agricultural productivity by increasing the use of improved techniques and technologies; improving farm management; increasing the availability of inputs and use of financial services; strengthening the capacity of government institutions and key groups; and increasing the leverage of private sector resources. Known locally as the Progana Project, NCBA CLUSA set out to increase the value chains in two sectors in the Dominican Republic: beef and dairy.

The Association of Cattle Ranchers of Santiago Rodríguez (AGASAR), founded in 1977, works as a collection center for milk producers in Santiago Rodríguez. 54 of its members actively support themselves by delivering their milk production to this collection center.

AGASAR currently receives a daily average of 4,000 liters of milk, which are sold to the Nestlé Dominican company and the Agricultural Cooperative of Cattle Ranchers from the Northwest (COOPFEDEGANO), of which it is a member.

The Association sought the support of Safe Agriculture/Food Export project, known as Progana in Spanish, in the form of a 1-year matching grant for a total of US\$10,400 to reduce the AGASAR's financial risk to establish a private extension system that will improve their members' dairy quality and production, as well as demonstrate the profitability of such systems to other producer organizations. Progana is a five-year project funded by the United States Department of Agriculture (USDA) implemented by NCBA

CLUSA that seeks to strengthen the quality, production, and marketing of the Dominican beef and dairy value chains. To date, Progana has supported 25 farmer organizations with similar matching grants to establish private extension systems.

The continuous work, supervised by Progana's technical team, has achieved and produced a significant economic impact for farmers by improving their milk quality resulting in a better price per liter of milk produced. It also contributed to community development, achieving more rural employment and strengthening the local economy. "We work hand in hand with the Progana technical team in the promotion and management of pastures, conservation of forages, and health of our livestock. Thanks to this support, new ranchers have also joined our organization, and we have a better future in sight for our ranching, the only source of income we have in this region of the country," said AGASAR Executives. This fostered the confidence that producers have in this profession, demonstrating its sustainability. In summary, the most notable achievements were:

- A gradual increase in milk quality, climb from grade C to grade A for three consecutive fortnights, a first for AGASAR; and going from a price of US\$0.43 to \$0.48 per liter.
- The increase of US\$0.05 per liter, in these three fortnights, would represent an US\$200/day average increase in profit on the sale of 4,000.00 liters per day to companies such as Nestlé Dominicana. Approximately US\$6000 total for the three fortnights.
- The increase in farmers' income of the ranchers has generated enthusiasm and greater loyalty to AGASAR.
- Ranchers noticed improvement in their herds, including the reduction in the costs of herd management, and improved herd health.
- By reducing its costs and increasing revenues through the application of improved practices, AGASAR and its partners are more resilient to external impacts, such as annual droughts, and COVID-19.

Stanley Bernard (left), private extension agent for the USDA-funded Safe Agriculture/Food Export Program (SAFE).



STRENGTHENING COOPERATIVES AND PRODUCER GROUPS

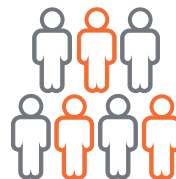
“NCBA CLUSA applies cooperative principles and promotes cooperative business development to build wealth, economic power and resilience in low- and middle-income countries.”



SUPPORTED OVER
500
COOPERATIVES



WORKED WITH
218,793
CO-OP MEMBERS



SUPPORTED
OVER
347,000
YOUTH



WORKED WITH
GOVERNMENTS IN
ECUADOR, PERU,
KENYA, TANZANIA,
MADAGASCAR, AND
GUATEMALA TO DEVELOP
MORE ENABLING
ENVIRONMENTS FOR
COOPERATIVES

PROJECTS

AMERICAS

Partnership for Advancing an Inclusive Rural Energy Economy

USA
New York Community Trust
Oct 2017 - Feb 2021
\$150,000
Partner: EESI

Building Healthy Communities Research Grant

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

WORLDWIDE

USAID Farmer-to-Farmer Peru, Ecuador, Cambodia

USAID
Aug 2018 - Aug 2023
\$6,250,000

Creating an Environment for Cooperative Expansion

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

AFRICA

Youth Empowerment Through Agriculture

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

SOUTHEAST ASIA

Feed the Future Sustainable Agribusiness Alliance (SCAA)

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

SUCCESS STORY: ECUADOR

BUILDING COOPERATIVE CONNECTIONS IN ECUADOR

NCBA CLUSA expanded our footprint to Ecuador in 2019 through the USAID-funded Farmer-to-Farmer Program and in 2020 through the USAID-funded Cooperative Development Program (CDP). The Government of Ecuador has shown increasing interest in the role that cooperatives can play in the country's development, and NCBA CLUSA has been coordinating closely with the Ministry of Agriculture and Livestock (MAG) to promote opportunities for cooperative education and growth in the agriculture sector.

In August 2020, 85 field technicians from the MAG were trained in associativity and cooperativism through NCBA CLUSA's F2F project. Associations and cooperatives are an integral part of the Social and Solidarity Economy (SSE) in Ecuador where organizations and enterprises are created based on principles of solidarity to produce goods or provide services while pursuing both economic and social aims. These field technicians learned about the cooperative principles and unique features of the cooperative business structure; the legal framework of cooperatives in Ecuador and how associations can convert to cooperatives; and how associativity can serve as a foundational social development tool.

The F2F project conducted a follow-up assignment in November and December 2020 on modern cooperativism. Over 100 rural association leaders participated in the nine virtual sessions, and more than 50% of participants were women. Since there is a need to improve the leadership and professionalization of associations and cooperatives, these trainings provided rural leaders with a

better understanding of the global cooperative movement and the cooperative principles and values; the implications and benefits of transitioning from associations to cooperatives; economies of scale; and cooperative financing.

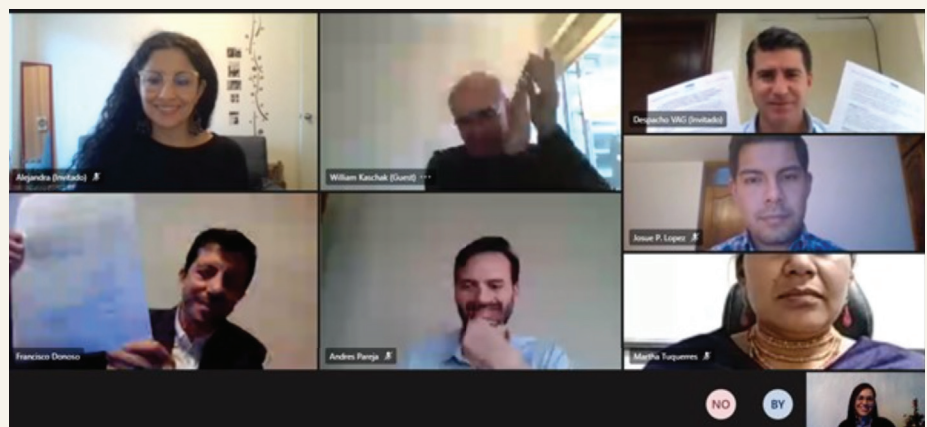
Four volunteers led these two assignments, including cooperatives experts from the United States, Costa Rica, and Ecuador. Guest speakers from the region also presented successful cooperative model experiences, including Cafenorte (coffee) in Colombia, Consorcio Lechero (dairy) in Chile, Norandino (coffee, cacao, and sugarcane) in Peru, Federacion de Cooperativas de Produccion (producer coops) in Paraguay, Asociacion de Cooperativas Argentinas in Argentina, and Jardin Azuayo (savings and credit) in Ecuador.

On the heels of these trainings, NCBA CLUSA and the MAG signed a Memorandum of Understanding (MOU) on December 10, 2020. The MOU highlights the collaboration between NCBA CLUSA and the

MAG towards the development and strengthening of the agricultural sector, associativity, and modern cooperativism. With this agreement, the hope is that smallholder farmers will learn to produce and work together more inclusively and strategically for a better future using the cooperative model.

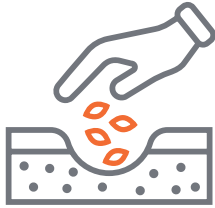
Building on these partnerships and the growing momentum in the cooperative sector, NCBA CLUSA's CDP project, Creating an Environment for Cooperative Expansion (CECE), is conducting an analysis of Ecuador's cooperative law and regulation. Two cooperative law experts in Ecuador are leading the analysis with guidance from an international consultant (one of the previous F2F volunteers). Focus group discussions and stakeholder workshops will be held in 2021 to engage cooperative experts and leaders in various sectors. Given the Government of Ecuador's vision for cooperative development in the country, legal and regulatory reform will facilitate a more enabling environment for cooperatives to grow and thrive.

Representatives from NCBA CLUSA, USAID and Ecuador's Ministry of Agriculture and Livestock convened virtually to sign the Memorandum of Understanding (MOU).

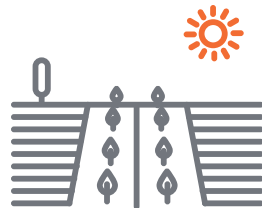


BUILDING RESILIENT COMMUNITIES

“By building resilient communities, NCBA CLUSA helps people face uncertainty with confidence and self-reliance. Our resilience approach strengthens governance capacity, improves land management and farming practices, and leads to better health and nutrition.”



NEARLY
497,000
INDIVIDUALS
PARTICIPATED IN
A FOOD SECURITY
PROGRAM



2,783
ADULTS
RECEIVED LAND
TENURE RIGHTS
DOCUMENTS



20,000
CHILDREN UNDER
2 YEARS OF
AGE REACHED
WITH NUTRITION
INTERVENTIONS



183
NATURAL RESOURCE
MANAGEMENT
AND COMMUNE
DEVELOPMENT
PLANS FORMALLY
PROPOSED, ADOPTED,
IMPLEMENTED OR
INSTITUTIONALIZED

PROJECTS

LATIN AMERICA

USAID Reforestation Project
Haiti
USAID
Oct 2017 - Jun 2022
\$2,500,000
Partner: Chemonics

AFRICA

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

USAID Resilience and Economic Growth in the Sahel - Enhanced Resilience
Burkina Faso, Niger
Nov 2013 - Dec 2020
USAID
\$76,645,000

USAID Budikadidi Development Food Security Activity
Democratic Republic of the Congo
Dec 2021 - Jun 2023
\$7,900,000
Partner: Catholic Relief Services

Promotion of Conservation Agriculture (PROMAC II)
Mozambique
Dec 2017 - Dec 2022
The Royal Norwegian Embassy in Maputo
\$14,500,000
SEEDS+
Mozambique
USAID
Mar 2020 - Mar 2021
\$483,025

CSAW Sofala
Mozambique
Austrian Development Agency
Aug 2020 - Jul 2024
\$1,500,000

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

WORLDWIDE

USAID Advancing Nutrition
Worldwide
Dec 2018 - Aug 2023
USAID
(By Work Order)
Partner: JSI

SUCCESS STORY: BURKINA FASO

IN BURKINA FASO, EMPOWERING LOCAL ACTORS TO TAKE THE REINS OF RESILIENCE-BUILDING

The local government of Sebba in the Sahel region of Burkina Faso is taking ownership of a resilience practice started by NCBA CLUSA's U.S. Agency for International Development (USAID)-funded Resilience and Economic Growth in the Sahel-Enhanced Resilience (REGIS-ER) project, marking a key step toward long-term sustainability.

Last year, REGIS-ER helped the Municipal Council of Sebba design a Commune Resilience Plan in partnership with RESA ("Sustainable enhancement of resilience to food and nutrition insecurity among communities and vulnerable people in Yagha Province"), implemented by the non-governmental organization Humanity & Inclusion.

Before drawing up its Commune Resilience Plan, the Municipal Council reviewed various resilience activities and narrowed its focus to a livestock-breeding practice known locally as *habbanaye*.

Similar to the concept of "paying it forward," *habbanaye* is the practice of loaning an adult goat or other small ruminant to a neighbor or family member in need. Once the animal gives birth, it is returned to its owner and the offspring is raised for milk and meat. The cycle continues as more breeding occurs, spreading the wealth of livestock throughout the community.

The practice of *habbanaye* has proven more successful than one-time gifts of livestock to assist communities, according to local officials in Sebba. And because *habbanaye* puts in place a system of asset rotation (after several months, the original animal is passed on to another family in need), the practice

builds social capital and avoids suspicion of favoritism.

Throughout the negotiating process with RESA, REGIS-ER coached the Municipal Council on raising awareness about the *habbanaye* project within the community and among stakeholders. RESA heard from community-led governance bodies called Citizen Working Groups (CWGs) on the benefits of *habbanaye*, how the practice is managed and why community members were already on board.

When RESA gave the green light, animals were placed in all 18 villages of the commune and the five districts of Sebba, always in the presence of the local Citizen Working Group or other local representative body. RESA allocated a total of 7,700,000 CFA (USD \$13,250) to the project. In the end, 77 new households—including 57 among the 18 villages—each received one male goat and four female goats during this round of placements.

Citizen Working Group members were involved in every step of the process. They sat on the selection committee for animal breeders and, together with RESA staff, helped select the beneficiaries. They also informed community members about the Municipal Council's commitment to scaling-up *habbanaye* and are part of the monitoring committee put in place.

Habbanaye helps strengthen resilience not only by building family assets through livestock ownership, but also by increasing nutrition for children, who gain access to new and reliable food sources like goat's milk and chicken eggs. When families face drought or economic hardship, they are able to bounce back more quickly with these assets in place.

The Municipal Council's success reinforced its willingness to drive the Commune Resilience Plan agenda and ensure its implementation. The Commune Resilience Plan will be the entry point for projects and partners to create future successes.

Community meeting in Burkina Faso.



“In fiscal year 2020, NCBA CLUSA made great strides to strategically manage our financial performance through a lens of risk management. Financial strength is critical to our ability to deliver on our promises to members, donors, partners, and other stakeholders. We were successful in pivoting through the challenge and transition of COVID-19.”

NCBA CLUSA fiscal year begins January 1 and ends December 31. The year-end financial results reflect \$36.7 million in total revenue and net income of \$317,577. The association gained \$248,242 in operating income and experienced a gain in investment results of \$69,335. NCBA CLUSA’s net assets without donor restrictions increased to \$5.5 million which is a 17% increase over prior year. The financial statements reflect stable results demonstrating continued positive operational performance.

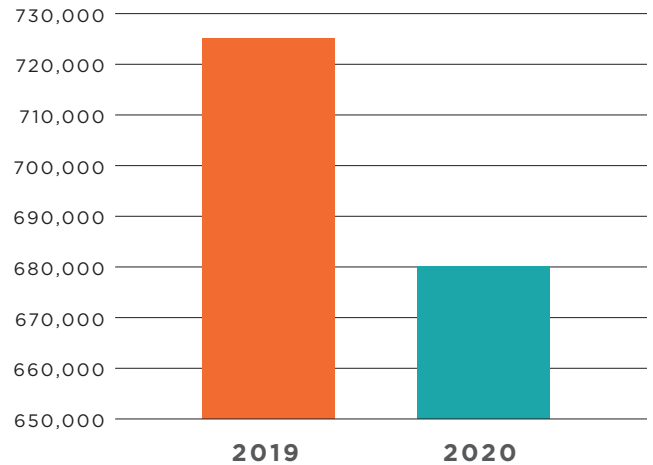
The 2020 financial resources consist of member services and sponsored programs revenue. For 2020, NCBA’s membership dues revenue was \$680,188 which is a 7% decrease over prior year. We continue to promote member enrollment. The sponsored program revenue was \$34.8 million which is a 15% decrease. The decrease in program activities is a result of entering the final phase of several programs closed in 2020. We continue to experience consistent performance in our grant and contract funding and continue to pursue new business opportunities. NCBA CLUSA expects the strong performance to continue in 2021.

Congratulations to the staff, both at headquarters and around the world, for successfully delivering through change; a job well done. The financial outlook for the association remains strong.

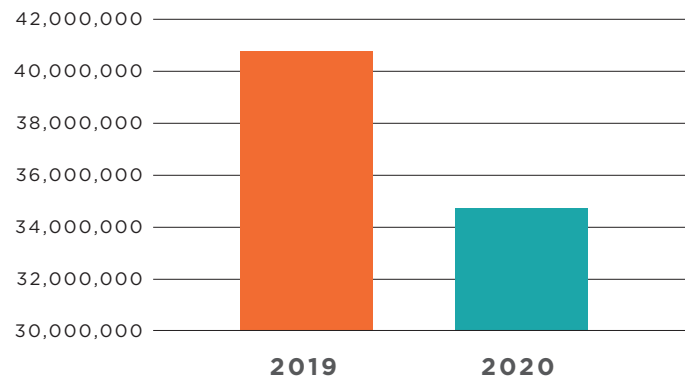


Valeria R. Roach, MBA/ACC
Executive Vice President and Chief Financial Officer

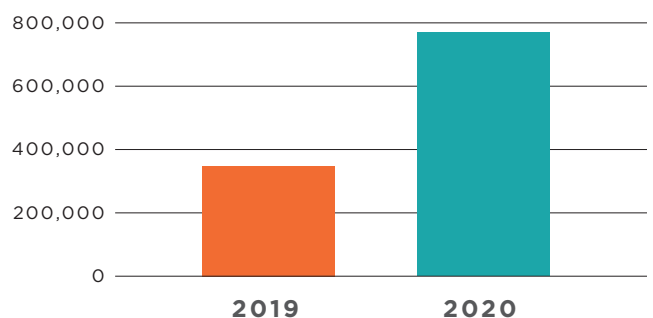
MEMBERSHIP DUES



GRANTS AND CONTRACTS



CHANGE IN NET ASSETS



	2019	2020
NCBA UNRESTRICTED		
REVENUES		
Membership Dues	725,495	680,188
Grants and Contracts	40,897,521	34,794,574
Registration and sponsorship	274,404	176,146
Support	192,214	404,003
Publication & Other	10,783	17,249
Interest	41,662	82,981
Net Assets Released from Restriction	-	461,238
Investment	109,738	69,335
Total Revenue	42,251,817	36,685,714
EXPENSES		
Federal Awards	24,202,796	21,220,198
Non-Federal Awards	7,396,155	5,368,679
Public Affairs & Membership Services	754,639	740,440
Partner Services	200,165	221,023
Supporting Service	9,342,181	8,356,559
Total Expense	41,895,936	35,906,899
Change in Net Assets:	355,881	778,815
NCBA WITH DONOR RESTRICTIONS		
Revenue	42,251,817	36,224,476
Expense	41,807,627	35,906,899
Net Income	444,190	317,577
NCBA WITHOUT DONOR RESTRICTIONS		
Revenue	51,859,171	42,251,817
Expense	51,518,002	41,807,627
Net Income	341,169	444,190
RESERVES		
Without Donor Restrictions (Beginning)	4,259,653	4,703,843
Without Donor Restrictions (Ending)	4,703,843	5,482,658
With Donor Restrictions (Beginning)	13,529,967	13,441,658
With Donor Restrictions (Ending)	13,441,658	12,980,420
TOTAL NET ASSETS:	18,145,501	18,463,078