



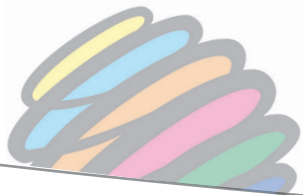
mundukide

kooperazio kooperatiboa
cooperación cooperativa

Annual Report **2023**



www.mundukide.org



Iñigo Albizuri Landazabal
President of Mundukide Fundazioa

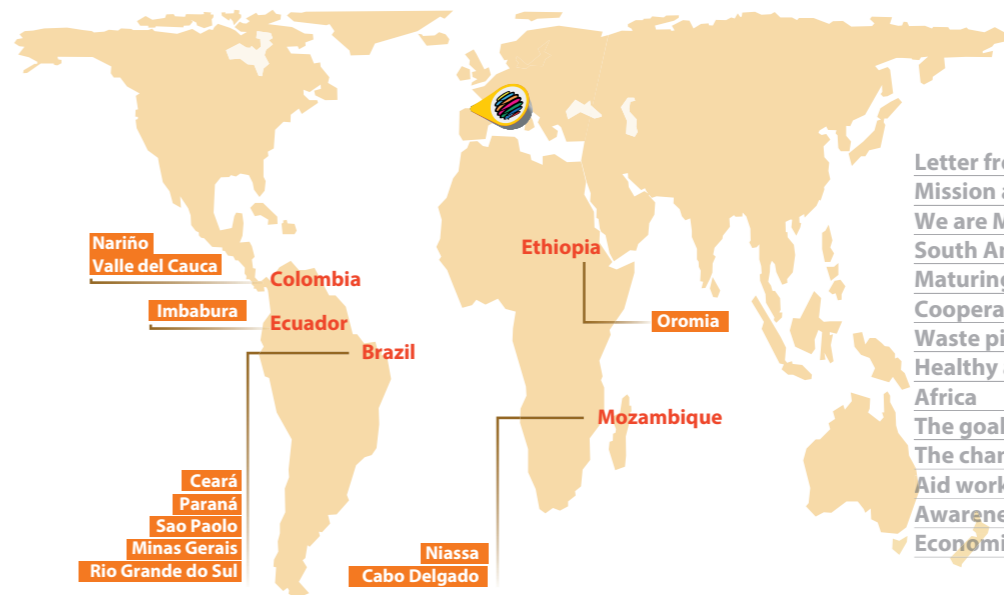
25 years ago, a group of cooperatives and non-governmental development organisations created Mundukide. Our economic and social environment had changed and had led us to be among the richest societies in the world. We believed that opening up to the world at that time should not only have served to improve our own living conditions, but also those of other peoples and communities; and that what had worked for us (work and cooperativism) could also be valid for other people.

Because all collectives need resources to obtain food, housing or education. And there are only three ways to do this: by asking, stealing or creating. When you ask, you will always be subjugated, and when you steal, you will always be on the run. The only way in the long term is to create.

For the collaboration to be fruitful, two things were needed: Firstly, the leadership of collectives eager to improve their living conditions. And secondly, that our solidarity should not be one-off or occasional, but structural and continuous. And 25 years later, that's where we are. Cooperating, among others, with the peasant farmers of Mozambique, Ethiopia and Ecuador, waste pickers in Colombia or the MST in Brazil, together with women and men who work to achieve sufficient resources for a dignified life.

Solidarity and responsibility. Searching for new opportunities and markets. Joining forces and facing the challenges together. Organising. Learning and using new techniques. Saving and reinvesting. Not creating opportunities only for a few people, but for the majority. For men and women. Encouraging efficient management. This is what we try to support.

In this report for the year 2023 you will find examples of this. We would like to dedicate this 2023 report to all the people and institutions that have contributed to our way of doing things over the years. Thank you all.



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MUNDUKIDE FUNDAZIOA

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Mission and values

We are Mundukide



Our mission is to cooperate with the peoples of the South, sharing experiences, means and know-how in order to promote the self-managed and integral development of the parties involved, activating the solidarity of the world of cooperative work, based on and guided by the values and principles of Mundukide.

values

UNIVERSAL SOLIDARITY

Solidarity with other solidarity economy experiences and with all those who work for social democracy, sharing the objectives of peace, justice and development, underpins the work of those who participate in Mundukide.

WORK

We carry out our work as a transforming action, as an action for change, as a way to achieve development. At Mundukide we feel that work is a value in itself and believe in the supremacy of work over capital.

SOCIAL TRANSFORMATION

At Mundukide we seek the transformation towards fairer and more self-managed people and societies in all areas, including gender relations; from this perspective, autonomy is essential for each person, collective and people to decide the model of society they want to achieve.

Cooperatives and collaborating companies



Collaborating organisations



Mundukide is a member or belongs to the following coordinators/platforms at the end of 2023:





South America

We contribute to strengthening the entrepreneurial, organisational and cooperative work of structured partners with local leadership and a vocation for social transformation in Brazil, Colombia and Ecuador.



ACCOMPANYING COOPERATIVES



PROMOTING NEW SOCIAL ENTERPRISES



TRAINING OF PEOPLE



COMMERCIALISATION

Main results:

- Cooperation with **22 cooperatives, 28 shops, 11 associations** encompassing a total of 4,500 members and 230 employees.
- **More than 400 people have participated** in training courses on Social Entrepreneurship, Social Enterprise Management, Cooperativism, Financial Management and Human Relations.
- The new MST cooperatives in Ceará have generated **income from salaries of €123,000 and sales of €860,000** for their farmer-members.
- The MST's "Armazens do Campo" supermarket network has opened 4 new supermarkets, with a total of **28 shops, 167 employees and the sale of products** from the MST's own cooperatives worth €660,000.
- In Colombia, the indigenous women peasant farmers have achieved **sales of agro-ecological products worth €46,000** and the women waste pickers in Pasto have increased their income from **fees by €16,000**.

Brasil

The Brazil programme aims to strengthen the socio-economic situation of vulnerable groups associated with the Landless Workers' Movement (MST) by improving cooperative practices, from production management to marketing.

The programme is currently structured along three lines of collaboration with the MST: Strengthening cooperatives in the southern region, improving their productive, commercial, entrepreneurial and organisational capacities. Creation of five agro-industrial cooperatives in the state of Ceará. Development of a network of shops and distribution centres to promote a short-circuit commercial channel, generating new opportunities for the communities of the MST.

Colombia

The Colombia programme works along two main lines. The first line focuses on strengthening organisations of waste pickers with the aim of improving their income. To this end, we provide assistance and training to waste pickers' associations in the southwest of Colombia. The second line of work focuses on strengthening the family economy of indigenous Pasto women peasant farmers. This support includes the introduction of agro-ecological technology and the promotion of proximity marketing channels. This effort is being carried out in six indigenous territories in the Nariño department. In addition, assistance is being provided to the Cabildo Indígena de Gran Tescual (Gran Tescual Native Council) in the development of indigenous productive enterprises.

Ecuador

The Ecuador programme aims to promote sustainable socio-economic development and strengthen the associativity of rural organisations on the Northern Border and the Amazon region. The programme is currently focused on two lines of action. The main one, in collaboration with the Toisan Corporation, is to strengthen 10 enterprises in the Intag Valley, Cotacachi, mostly led by women, improving their productive, commercial, business and organisational capacities. The "Kutakachi" joint marketing network has been created to increase sales and access external markets. The second line of action consists of advising the Wiñak association of small farmers in the Amazon, strengthening their governance and planning.



Maturing an own management model



From the start of the Brazil programme in 2007, it was realised that the cooperative management models of the Basque Country could be of interest for improving management in Brazilian cooperatives. Obviously not for direct use, but as a complement or in combination with the practices established in the MST cooperative movement. Thus, after years of work, in 2014, the first proposal for the Social Enterprise Management Model was formalised, designed to meet the needs of MST social organisations in a capitalist market, with a focus on people and communities. This model incorporates cooperative values and principles, providing a path towards inclusive and equitable organisational development.

The model has become the basis for the accompaniment work carried out by the Brazil programme, and over the years tools for diagnosis, planning and monitoring have been developed to assist in its application to different types of entities.

Little by little, this model has been integrated into the curricula of the educational centres in the productive sector of the MST and, today, all training carried out by Mundukide or the MST on cooperative or productive-commercial subjects is based on this model. In the last five years, more than 1,400 people, including 600 women, have been trained in the use of the model and its tools. Twenty-three single cooperatives, with 3,600 associated families, and three second-degree cooperatives, with 30 associated cooperatives, use the Social Enterprise Management Model in their daily operations. In addition, the 'Armazen do Campo' Shop Network, with more than 30 shops throughout Brazil, 170 workers and sales of EUR 2.8 million, has developed its own business model based on this approach.

Cooperativism in Ceará



Since its inception, the MST has advocated the creation of cooperatives as a way to empower rural workers and promote fairer and more sustainable agricultural development. This cooperative impulse has found greater receptivity and growth in the southern regions of the country, where almost 60% of the MST's active cooperatives currently reside. In this context, it is strategic for the MST to expand and consolidate this cooperative model in the north of Brazil, where the socio-economic conditions and challenges are different but equally urgent.

In 2017, with the support of the World Bank and the State Government of Ceará, the MST initiated a project in collaboration with Mundukide to organise the production of several MST settlements and camps, establishing 5 agro-industrial cooperatives for the processing of agricultural production. For five years, the communities were trained in cooperative management and governance, training technicians specialised in cooperative administration, the effective operation of agro-industries and marketing processes. Throughout 2002 and 2023, the five agro-industrial cooperatives became operational and by 2023 they reached a turnover of EUR 1.2 million. In addition, inter-cooperation mechanisms were established at state level to support the production, marketing and training processes; and to provide specialised advice on accounting and legal matters, ensuring a stable and compliant operating environment.

The cooperative environment created in Ceará has not only improved the production and income of the settled families, with €860,000 for the purchase of the agricultural production of its 541 members and an additional €123,000 in salaries for its 65 workers; it has also strengthened its capacity for self-management and long-term sustainability. This model not only seeks economic results, but also lays the foundations for more equitable and resilient rural development, based on the principles and values of cooperativism.





Waste pickers



Historically, waste pickers in Colombia have faced discrimination and exclusion, despite being a key group in the waste management chain. A 2009 Constitutional Court ruling marked a milestone by recognising their work, their right to participate in the public waste management system and the corresponding income. The ultimate goal is for waste pickers to improve their income through their participation in the public system.

Mundukide is collaborating with the Asociación de Recicladoras de Oficio del Suroccidente Colombiano (ARSOC), which brings together nine grassroots organisations in Popayán, Cali, Ibagué and Pasto. These organisations have 338 waste picker members (63% women) and serve a total waste picker population of 5,326 people (60% women).

Mundukide's collaboration with ARSOC and its organisations focuses on training and management assistance, thus ensuring that waste pickers can efficiently and sustainably comply with the regulations for the provision of hygiene services.

In order to participate in the hygiene service, waste picker organisations must regularise their Sorting and Collection Stations (SCS). Through these stations, the organisations, as Service Provider Companies, register the tonnes. The fee or payment for the service is then received by each waste picker based on what is registered through their organisation. This system not only formalises the work of waste pickers, but also ensures that they receive fair compensation for their work. In 2023, the 338 members of ARSOC organisations had an annual increase in tariff income of €46, which is equivalent to half a month's income.

Healthy agriculture



Agroecology, central to Mundukide's work in Colombia and Ecuador, is presented as an effective and sustainable alternative for agricultural development. This approach is adaptable and tailored to the needs of the indigenous Pastos communities in Colombia and the Intag Valley in Ecuador.

Compost is a fundamental pillar for the implementation of this model. Produced from local organic waste, compost not only enriches soil fertility, but also promotes sustainable natural resource management and reduces dependence on harmful and costly external chemical inputs. The marketing of healthy, agroecologically grown food is crucial to the economic viability of this model, due to the differential price at which agroecological products are sold.

Mundukide, together with its local partners, leads the promotion of agroecological agriculture through training and assistance activities. Training is offered in agro-ecological production techniques and direct marketing strategies, such as local fairs and community markets. This approach promotes communities' economic autonomy, strengthens the links between producers and consumers, and encourages the adoption of a healthier diet.

Mundukide and its Colombian partner, Agromindalae, assist 417 producer families (80% women as heads of production) in 7 resguardos (reservations) of the Pasto people, with a population of 56,660 people. The Toisan Corporation, an Ecuadorian partner, together with Mundukide, assists 120 producers (90% women) from a community of 15,000 people in the Intag valley. Initial results, such as increases in commercialisation, have been modest to date: €46,396 in Colombia and €12.521 in Ecuador.





Africa

We contribute to strengthening people's capacities to boost socio-economic development in countries such as Mozambique and Ethiopia.



AGRICULTURAL PRODUCTION



IRRIGATION SYSTEMS



TRAINING OF PEOPLE



TECHNICAL ASSISTANCE



SUPPLY AND MARKETING NETWORK

Main results:

- A total of **14,500 peasant farming families** have participated.
- The peasant farming families have been supported by **176 peasant farmers** with experience in specific crops and techniques, **belonging to 32 associations**, who for 7 months have supported them in the application of **5 new agricultural techniques**.
- The families, organised in 290 neighbourhood groups and in collaboration with **20 local traders**, have purchased **60 tonnes of inputs** and tools made available by the programme for a total value of €167,000.
- The families have **cultivated 4,700 ha** with the recommended techniques and have harvested 2,500 tonnes, from the sale of which they have made a **profit of € 2,155,000**.



Mozambique

Mozambique is one of the ten countries with the lowest Human Development Index in the world, implying widespread extreme poverty. The programme cooperates with peasant farming families in the provinces of Niassa and Cabo Delgado, where they make up more than 80% of the population and survive on an annual budget per family of less than €300. The programme and the peasant farming families collaborate in the search for new productive-commercial opportunities that offer the families better opportunities to obtain the resources that will enable them to improve their lives. The collaboration ranges from the identification of opportunities to the sale of the harvest, including technical assistance and access to inputs and tools.

Over the years, tens of thousands of families have participated in the programme, and a whole ecosystem is gradually forming, involving peasant farming families, neighbourhood groups, associations, local traders and large agricultural buyers, which, as it consolidates, ensures the sustainability of new practices and sources of income.

Ethiopia

After the end of the war in Tigray, in 2023 the conflict reached the Amhara region, leading the government to declare a state of emergency. Another crisis, which has caused severe social and economic damage. Despite this, work has been carried out with the local partner organisation SOS Sahel, based in the city of Asella in the Oromia region. On the one hand, this work has offered a line of micro-credits for micro-enterprises for 150 women, and on the other hand, work has continued with the promotion of initiatives for the production of apple trees, avocado trees, small vegetable gardens (109 peasant farmers) and chicken breeding for 60 women, with the general goal of boosting their incomes. This last line is the one that has yielded results in the short term for the participating women, with 71,220 eggs produced and an estimated income of €13,000. In addition, in response to the serious problem of erosion, a pilot programme has been held in an area of 20 hectares at the foot of a mountain, where rainfall is channelled directly into this area, aggravating the problem of erosion. This serious problem was addressed by involving 20 local families in a community effort. Together, these families planted a total of 38,000 plants, including Acacia, Silky Oak and Eucalyptus species. These plants with their natural adaptation to the soil and their ability to strengthen the soil with their roots, help to limit and prevent further erosion.





The goal: to increase income



The programme has been working with soya since the 2018-2019 season. It started with a very small intervention and over the years, as the number of purchasing, processing and exporting companies increased, it has been introduced in new districts.

In 2022-2023, it achieved the largest participation so far, with 3,000 women peasant farmers cultivating 1,750 ha (3 times more than in 2021-2022). However, commercialisation has been very up and down. Power struggles between two of the largest exporting companies and ineffective government arbitration led to the near closure of the export market to India in the middle of the season and price decreases of up to 50% (from 30 MZN/kg to 15 MZN/kg). Faced with this situation, the programme and the peasant farming families had to deploy a major logistics plan with the aim of concentrating the remaining part of the harvest (700 tonnes) in a few places and thus attracting the few buyers who were still active. Finally, after much negotiation, the price was raised from 15 MZN/kg to 25 MZN/kg and the season was saved.

However, as this intervention is a response to a specific situation it shows one of the main characteristics of the programme, which is not conceived as a training project or as a project to promote a crop or technique. The programme is first and foremost a means to increase the income of a rural population that survives on very limited economic resources. Therefore, after promoting a certain technique or crop, the programme's impact indicator is the increase in the participants' income as a result of applying it. This objective is what sets the course of the programme.

The change: a long-term project



In northern Mozambique, 80% of the population are peasant farming families with less than €300 per year. Because it is so widespread (there are millions of families), it is a perversely stable situation. They produce little, there are few buyers, they pay little, it is not worth investing in improving techniques, they remain in poverty...

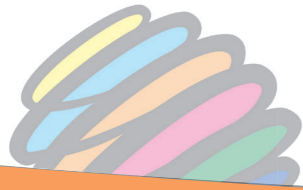
To get out of this loop, the peasant farmers, agricultural buyers, input sellers, the administration, etc., have to move as one... No one can make the required progress if the others do not follow. An illustrative example is sesame in Majune:

Majune is a rural district outside the province's main commercial hub, with about 40,000 inhabitants, more than 90% of whom are peasant farming families. In 2011, it was decided to include sesame among the programme options because even though it was totally unknown in Majune, its production was proving successful in other districts of the country.

That year, only 160 families decided to grow it and they harvested only 11 tonnes, and with a lot of effort they managed to attract a buyer at a low price. Productivity was very low (250 kg per hectare), mainly because in many fields nothing grew, due to a failure to follow minimum recommendations such as the sowing calendar. Work continued and in 2015 there were 500 participating families with 150 hectares and 45 tonnes. There were three buyers and productivity was 300 kg/ha, mainly because the vast majority followed the minimum technical guidelines. By 2017 there were around 900, with 250 hectares and 100 tonnes. With larger quantities available, more buyers were attracted to the villages and prices had risen to match those paid in the better-connected districts. Productivity went up to 400 kg/ha, because some of the farmers had mastered the technique.

By 2023, there were more than 2,000 producers with around 450 tonnes, attracting large buyers and good prices. It has taken 14 years of work, but at this time, sesame is grown by 25% of all families and is by far the main source of agricultural income in the district.





Aid workers



Mundukide's development workers are one of the cornerstones of our development programmes.

Their contribution is essential when it comes to creating relationships of trust between the community and Mundukide. Relationships that are indispensable for effective long-term cooperation. And this would be impossible to achieve through emails or sporadic visits.

Inserting the development worker in the local context is fundamental to enable Mundukide to better understand the needs, capacities, obstacles and opportunities and from there to be able to contribute with relevant and viable proposals.

At the same time, the presence and daily participation of the development worker also contributes significant value to the community, since the confluence of experiences, knowledge, skills and even different visions is one of the key elements in a process of change. The development worker is the key to effective co-operation between communities with very different life experiences. It is in the combination of our very different capacities that we seek the key to change.



Brazil



Julio Martínez Arja
(Minas Gerais)



Natxo de Vicente
(Rio Grande do Sul)



Itziar Aranburu Agirre
(Ceará)



Xabier Etxebarria Unzurrunzaga
(Ceará)

Colombia



Asier Elorza Ugarte
(Nariño y Cauca)



Iker Cabrejas De la Torre
(Nariño)

Ecuador



Yon Arruti Chasco
(Ibarra)

Mozambique



Elena Ramos de la Cruz
(Niassa)



Javier Mendoza Cuartero
(Niassa)



Lidia Moreno Jorge
(Niassa)



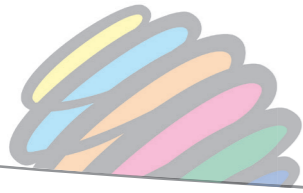
Maria Olivera Martín
(Cabo Delgado)

Ethiopia



Fabrizio Graglia
(Oromia)





Raising awareness



MUNDUKIDE AWARD
"Kosmopolita" won the Mundukide Award at the 17th edition of the Huhezine film festival. This short film, directed by Unax Alcubilla, deals with the transformation of IES Ibarrekolanda, a secondary school that in 2007 was in a critical situation due to the loss of students and its imminent disappearance. The introduction of an advertising graphic design course and, a couple of years later, the addition of the baccalaureate in visual and performing arts marked a turning point.



CHARITY CONCERT
Agus Barandiaran's trikitixa (Basque accordion), together with excellent collaborations by groups from Debagoiena such as Lagun Artean, Lore Gazteak, Txikitxu Arrostaiz and Jaiki Dantza Taldea, TTakun and the trikitixa group from Arrasate, filled the Monteron amphitheatre in Arrasate. More than 800 people danced to the sound of the trikitixa in a festival whose aim was to reinforce the commitment of the residents of Debagoiena to the cooperation programme in Mozambique, in which Harreman and Mundukide have been collaborating for more than twenty years.



EXCHANGE IN ECUADOR
For the fourth consecutive year, 10 young people between the ages of 23 and 29 visited Ecuador thanks to the LABORAL Kutxa initiative and the collaboration of Mundukide. The aim of the trip was to learn about two realities in Ecuador, the Andean and the Amazonian realities, from the perspective of the inhabitants who are seeking alternatives to the threats posed by mining activities. Out of 1,400 applications, and after a selection process, 10 young participants were finally chosen.



VIII. MUNDUKIDE CHARITY RACE
The 8th edition of 'Mundukideko Lasterketa Solidarioa' took place on 22 October at the Urkulu reservoir in Aretxabaleta, with the participation of 304 people in various sports. 43 teams from multiple cooperatives took part in the x3 race, while 99 people enjoyed the walking circuit. In addition, 75 young people competed in various youth categories. As for the organisation, Mundukide was supported by the cooperatives Fagor Electrónica, Krean and Athlon, as well as various collaborators, including LABORAL Kutxa, Arteaga, Orbea, Columbus, Gastroteka 19.90, Eroski, WCloc, Arrasate Athletiko Taldea, Aretxabaletako Udala, Ausolan, Konfekoop, UDA and Paellagileak.



Gizarte Eraldaketarako
Hezkuntza Interkooperatiboa

EDUCATION FOR THE SOCIAL TRANSFORMATION

In 2023, we proceeded to evaluate the work carried out since 2017 and decided to extend our educational processes by seeking new methodologies to improve our understanding of this complex world and the place and responsibilities we have in it, as Europeans and as part of the rich world. An example of this has been the implementation of an optional subject in collaboration with the Higher Polytechnic College of Mondragon University. The aim of the course has been to analyse, methodically, and without prejudice, the state of the world (economy, inequalities between women and men, food, CO2 emissions, migration, violence, health or education) using mainly statistical data from official bodies and data analysis techniques.



COMMITMENT TO SUSTAINABILITY

Our commitment to the environment is included as a cross-cutting theme in our work in all other areas.

CARBON FOOTPRINT

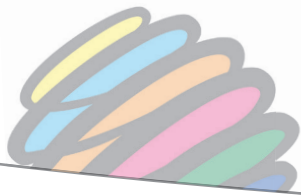
We have once again measured the Greenhouse Gas emissions of our activity in the different programmes, for scopes 1, 2 and 3. This allows us to know the environmental impact in relation to our activity and the economic-social impact of each programme.

ENERGY OPTIMISATION

At the Arrasate headquarters, measures have been implemented to reduce energy consumption and we continue to expand our commitment to public transport and the use of sustainable transport such as bicycles. We also continue to facilitate teleworking and virtual group work in order to reduce costs and emissions.

CARBON OFFSETTING

With climate change, the importance of voluntary carbon offsetting actions is growing. This is why we wanted to carry out an initial analysis to find out the economic, environmental and social impact they could have on Mundukide's programmes.

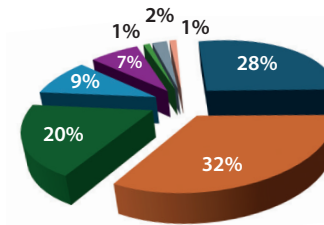


Economic figures

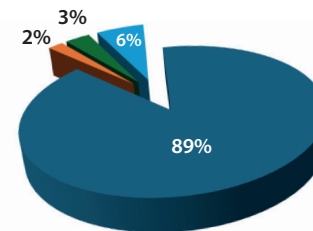


INCOME	2.907.283 €	100 %
COOPERATIVES	953.920 €	33 %
GRANTS FROM PUBLIC INSTITUTIONS	1.563.126 €	54 %
NGDOs	57.105 €	2 %
INDIVIDUALS	94.376 €	3 %
OTHER INCOME	238.756 €	8 %
EXPENSES	-2.907.283 €	100 %
INTERCOOPERATION EXPENSES	-2.581.695 €	89 %
MOZAMBIQUE INTERCOOPERATION	-714.138 €	24 %
BRAZIL INTERCOOPERATION	-816.810 €	32 %
COLOMBIA INTERCOOPERATION	-499.582 €	20 %
ECUADOR INTERCOOPERATION	-232.899 €	9 %
ETHIOPIA INTERCOOPERATION	-180.540 €	7 %
EDUCATION FOR SOCIAL TRANSFORMATION	-23.867 €	1 %
ENVIRONMENTAL SUSTAINABILITY	-55.039 €	2 %
GENERAL INTERCOOPERATION	-25.530 €	1 %
COMMITTED PROGRAMMES	-33.291 €	1 %
GENERAL EXPENSES	-325.588 €	11 %
FUND RAISING	-55.671 €	2 %
RAISING AWARENESS AND COMMUNICATION	-92.201 €	3 %
MANAGEMENT	-177.717 €	6 %
RESULT	0 €	

DESTINATION OF THE INTERNATIONAL COOPERATION



- MOZAMBIQUE INTERCOOPERATION
- BRAZIL INTERCOOPERATION
- COLOMBIA INTERCOOPERATION
- ECUADOR INTERCOOPERATION
- ETHIOPIA INTERCOOPERATION
- EDUCATION FOR SOCIAL TRANSFORMATION
- ENVIRONMENTAL SUSTAINABILITY
- GENERAL INTERCOOPERATION



EXPENSES BY AREA

- INTERNATIONAL COOPERATION
- RAISING AWARENESS AND COMMUNICATION
- FUND RAISING
- MANAGEMENT

The accounts have been audited by LKS Auditores, and their audit report is available on the website together with the full annual accounts.

<https://mundukide.org/es/quienes-somos/transparencia/>