

Annual Report 2024



www.mundukide.org



Iñigo Albizuri Landazabal
President of the Mundukide

MESSAGE FROM THE PRESIDENT

Dear friends,

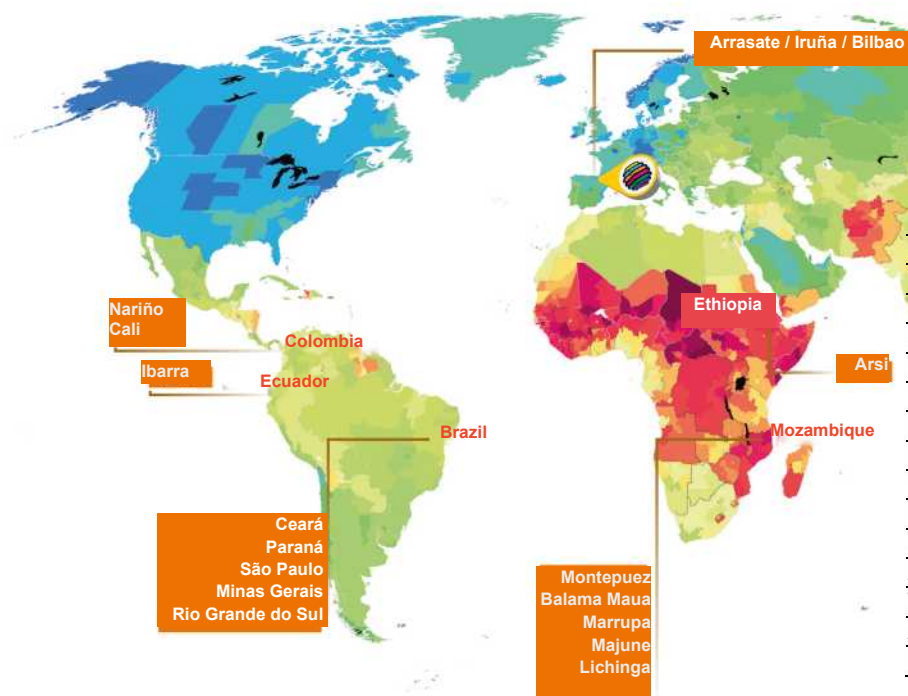
It's been more than 25 years since we started this voyage at Mundukide, convinced that opening up to the world shouldn't just be to improve our own living conditions, but also for sharing and cooperating. Out of solidarity, justice and dedication to quality of life for everybody.

Millions of people still work in very precarious conditions. Not even the greatest effort is enough when the tools, technologies, markets or support networks are not there. That is why at Mundukide we work shoulder to shoulder with people and collectives who lead their own processes of transformation. We support the creation of real, sustainable and shared opportunities. That means finding new markets, incorporating new techniques, promoting reinvestment, strengthening collective organisation and bringing value to local knowledge. We want work to not be synonymous with effort without reward, but a path to quality of life and well-being.

In 2025, we celebrated the International Day of Cooperatives. It was an opportunity to bring value to the cooperative model: democratic, resilient, centred on people and with tangible results in every territory where it is present.

You'll find examples of that in this 2024 annual report. They are stories that speak of strength, yes, but also of hope, innovation and shared futures that are possible thanks to the involvement of many people, organisations and institutions who believe, like we do, that another kind of development is possible.

Thank you to everyone for your trust, generosity and commitment. Cooperation is not just a value that defines us, it's also a strategy for building that more just world all of us are longing for.



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CIF: G20673604 / D.L.: SS 405-2016 / Publisher: Mundukide Fundazioa



2024 Annual
Report

MISSION

Our primary job is collaborating on cooperation programmes and promoting social projects, working alongside local people and entities. Experiences, resources and know-how are shared to promote integral self-managed development for the parties involved, activating the solidarity of cooperative work based in and guided by the values and principles of Mundukide.



values

WORK

We see work as a transformative action, an action of change, and a path to achieve development. At Mundukide we believe that work is a value in itself and it is above capital.

UNIVERSAL SOLIDARITY

Solidarity with other solidarity economy experiences and everyone who works for social democracy, sharing the goals of peace, justice and development forms the basis for the work people who participate in Mundukide do.

SOCIAL TRANSFORMATION

At Mundukide we seek the transformation towards people and societies that are more just and self-managed 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.

WHO WE WORK WITH

5	COUNTRIES Brazil, Ecuador, Colombia, Ethiopia and Mozambique	18	COOPERATIVES	105	GROUPS AND ASSOCIATIONS	15,000	FARMING FAMILIES
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WORK TEAM

58

12
46

AID WORKERS
LOCAL WORKERS

79

OCCASIONAL
COLLABORATORS

LINES OF WORK

4

1 COOPERATIVE CONSULTANCY
2 TRAINING PEOPLE
3 AGRICULTURAL DEVELOPMENT
4 TECHNICAL ASSISTANCE

ADDITIONAL BENEFITS CREATED BY COOPERATIVES AND CAMPESINOS

€2,500,000



BRAZIL • COLOMBIA • ECUADOR

Brazil

The goal of the Mundukide programme in Brazil is to strengthen the socioeconomic situation of vulnerable collectives. We work with the Movimento dos Trabalhadores Rurais Sem Terra (MST) and collaborate on developing the cooperatives that belong to it. Currently, the programme is structured into three main lines of work: strengthening production capacities, commercialisation and organising cooperatives in southern Brazil, creating five new agro-industrial cooperatives in northern Brazil and promoting an extensive network of shops that sell items produced by the cooperatives throughout Brazil.

Colombia

We have two programmes under way in Colombia. The first one consists of working

with associations that collect and sort waste so it can be recycled. Specifically, we collaborate with associations of recyclers in southeastern Colombia to improve their management through training and other kinds of aid, and to increase the incomes of people working in recycling professionally.

The goal of the second programme is to collaborate with indigenous women farmers to strengthen their family economies. To do that, we promote technologies for ecological agriculture and local avenues for commercialisation. Along those lines, support is given to developing productive entrepreneurship in 6 indigenous territories in the Nariño department and the Gran Tescual indigenous region.

Ecuador

The goal of the Mundukide programme in

Ecuador is to drive sustainable socioeconomic development and strengthen associationism among rural entities on the northern border and in Amazonia. The programme is currently structured into two lines of work. The main one, which is being done in collaboration with the Toisan corporation, works on strengthening 10 entrepreneurial initiatives in the Intag valley (Cotacachi), mainly led by female entrepreneurs who are developing their production, commercial, business and organisational capacities. The Kutakachi group commercial network has been created to increase sales and access foreign markets. The second line of work consists of giving guidance to small farmers in Amazonia to strengthen their governability and planning.

NEW SALES CHANNELS FOR MST COOPERATIVES



In Brazil, 40 million boys and girls eat at school every day. Local governments are responsible for buying food. The MST cooperatives won a few contracts with small and medium cities, but they had difficulty accessing tenders in large cities like São Paulo. In 2011 MST created ECI, 'Escritório de Comercialização Institucional' (institutional commercialisation desk) to support their cooperatives in those large tenders, but seeing that the initiative wasn't prospering they asked Mundukide for support in 2017. A member of Mundukide was on the ECI

team for five years (2017-2021) and they made progress on several fronts in regards to managing the entire process. More cooperatives were attracted to the movement and a more complete product line was developed. They visited local governments to tell them about what they do and they prepared themselves to deal with bureaucratic issues. They did production planning with the cooperatives, who won contracts. Logistics for food distribution were improved. Membership in the cooperatives was formalised and product traceability was organised, etc.

And the results were excellent. During the three years prior to 2017 the ECI had had average sales around one million euros a year (almost all by a single cooperative). However, in the three following years to 2021 the average volume of sales grew to 15 million euros annually (with 13 cooperatives and around 30 different products, including organic rice, milk, cheese and beans).

Nevertheless, a lot more can still be done, because local governments allot 850 million euros a year to purchasing food for schools. It's an enormous opportunity for the economic viability for small rural producers.

For that reason, the Mundukide team in Brazil keeps collaborating with the MTS cooperatives on promoting new ECIs like the one in São Paulo in other states in the country.

STRENGTHENING COOPERATIVES



Since 2017, Mundukide has cooperated with the 'Movimento dos Trabalhadores Rurais Sem Terra', landless workers' movement or MST, of Brazil.

For 40 years the MST has been occupying and legalising unused land belonging to large landowners, and they have been creating opportunities so that Brazilian families in need can live on the land from agriculture. The cooperation between the MST and Mundukide occurs in the process of starting, organising and developing agricultural production.

One example of that work is the collaboration between the COCAVI cooperative and Mundukide.

In 1997, a few families who belonged to the MST occupied some unused land. After a long struggle, in 2004 they obtained ownership of the 13,000 hectare plot for 550 families. Some of those families created the COCAVI cooperative in 2009. In 2017, they approached Mundukide to collaborate in order to improve the management of the cooperative and promote the socioeconomic development of their members.

Since then, the management of the cooperative and the Mundukide members have worked together. They do diagnostics of the cooperative, and find new market opportunities, implement improvements in administrative and accounting management. They obtained subsidies from the Brazilian government to build two

new agroindustries, and bank loans to develop the businesses and opened new sales channels, etc. The outcome of that work was that from 2019 to 2023 the cooperative's sales and the value of the purchases of the campesino families nearly doubled, guaranteeing income for the cooperative equivalent to the minimum wage of Brazil for 250 families at the time.

But there is more. With their economic base improved, they have been able to train a group of young veterinarians to also improve the production of the member families and suppliers, in addition to another group of agricultural scientists, made up mostly of children of the families from the settlement, that is currently working on improving the production of milk, soya, eggs and other products. Those have been significant achievements that give strength to the members of COCAVI and Mundukide to carry out the pending work.

LEARNING FROM EACH OTHER



Due to the steep hike in chemical fertiliser prices around the world in 2019 farming families in the Nariño region of Colombia, the Agromindalae association (Colombia) and Mundukide started a collaboration to improve the profitability of their agricultural production.

The work was centred around lowering the cost of chemical fertilisers and developing sustainable agroecological alternatives, starting with producing compost.

Since then, work has been done with the static pile technique where excrement and waste can be composted without needing

to be turned. In large part they are using excrement from commercial hen farms and the work is organised communally.

In addition to making compost, they are promoting agroecological techniques for pest control, creating new avenues of commercialisation.

Over these four years, promoting composting seems to be what has produced the best results, because it is the activity that has drawn the most participants. In 2014, more than 250 families have worked in 24 groups and they have produced 215 tons of compost.

According to their statements, not only have chemical fertiliser costs been reduced, there have also been improvements in the soil and crops.

Since 2020 Mundukide has also worked with various campesino organisations in the Intag region of Ecuador, who they gave the opportunity to learn about the work done in Nariño to, in light of the good results obtained in the Colombian region.

Thus, in 2024 a group from Intag was in Nariño to learn about their compost production technique. Afterwards, members of the Agromindalae association visited the Intag valley in Ecuador to help them put what they had seen in Colombia into action. Both groups were happy with the exchange, so it seems like a new line of work can be started in the next few years.

OUR MODEL OF COOPERATION



Cooperation for development can be done in many ways.

Some projects provide things. People in need are classified and they are given various things: food for you, clothing for you, and nothing for you because you don't meet my criteria. That kind of cooperation, even with the discourse of rights, does not promote autonomy.

Other projects aspire to transform people's ideas. They try to change the way they think because they think their ideas are wrong because they are too traditional, they are mentally colonised, or they haven't received a liberating education.

However, when the one in power dictates what the one in need should think not only does it not promote emancipation, it promotes dependency and also often rage.

Another path is to create opportunities so people can do new things they haven't done before, or they can do things differently. Not just one, but many opportunities are created. Not everything is handed to people, nor are they attracted with other incentives. Every person or group must decide what choice to make (or none of them), and they will have to make significant contributions as a result. Consequently, whatever they achieve it will be theirs, entirely, without owing anything to anybody. It is the result of their decisions and work.

The project, for its part, must assume that it is not omniscient, it is at the service of others, who are the ones who set the priorities. It will strengthen the alternatives that draw the highest participation, and eliminate the ones that don't, and it will always be guided by creating new opportunities.

After trying many ways of working over the years, we have arrived at the conclusion that the most effective way of promoting autonomy and development for people, groups and peoples is to provide new opportunities. And that is what we try to do.

MOZAMBIQUE



Mundukide has been collaborating with rural farming families in Mozambique for more than 20 years.

It's among the countries with the lowest rates of human development. The poverty is deep and widespread. The majority of people live off the land, all the work is done by hand, and crop yields are extremely low. In the Niassa and Cabo Delgado provinces where the programme is working the annual crop value is barely 300 euros.

The goal of the programme is to have families increase the benefit they gain from their work, and thus improve their income, living conditions and autonomy. To do that, new markets, products and techniques are sought, the families are given technical assistance and inputs, and contacts are made with buyers.

The programme is present through the entire production and

sales process, with several market-crop-technique choices. At all times, every family decides what to grow and where, what technique to use, how much to invest, and when and to whom to sell their crop.

And the program is adapted to their decisions. More is invested in the options a lot of families decide is best for them, and the ones that have generated little interest are abandoned, and new options are constantly sought. The programme looks for and provides new opportunities, but the decisions, work and benefits belong to the families.

Lastly, it should be noted that the programme is entirely integrated into the local society. The whole team lives in rural areas alongside the farming families, 90 % of the team is from Mozambique, and all the work is done in collaboration with farming associations, purchasers, suppliers, haulers and local public institutions. Thus, staying close to the farming families, with long term commitment, providing suitable options and sticking to their decisions more than 30,000 families have participated in the programme over the years. Taking advantage of the opportunities created by the programme, the families are currently earning additional income around 6 million euros a year.

STRATEGY FOR STRUCTURAL CHANGE



Poverty in rural Mozambique is not just widespread and deep; it is also perversely stable. Due to the lack of better tools and the low prices, farming families don't increase production. The small size and dispersion of the crops increases logistics costs for purchasers and lowers the prices. Shops don't sell better tools, because very

few families have the means to buy them, etc. All parties —farmers, purchasers, suppliers and the government— are trapped in a situation with small quantities, low productivity and low profits.

What strategies does the programme have to change the situation?

In the first place, we work with the farming families through the entire process, including what the market demand, techniques to make work easier, selling the crop, etc. And, we don't just work with farmers, but also with agricultural purchasers, agents who sell materials and the government.

Improvements are sought in all areas, including production, sales, organisation, because if one part falls behind it can drag down the whole process of transformation. The changes should be beneficial for all the parties from the start, because neither farming families nor sellers have the

capacity to sustain their investments for many years without seeing a profit.

Lastly, the priority is put on many people making some progress rather than a few making a lot of progress. Because, if the group is small, when the outside help comes to an end there is a high risk that it is absorbed by the context and it returns to where it started.

In that way we have achieved, for example, that in the Majune district (8,000 families), sesame went from being an unknown product to almost half the population growing it, and that productivity has gone from 250 kilos per hectare in the early years to the current 450 kilos. And, currently, sesame has become the second source of income for the district, only behind salaries of civil servants.

HOW IS COOPERATION STARTED?



In 2022, we decided to analyse the possibility of extending the programme to the Maua district, because it had a few advantages. It was close to districts where we were already working, the socioeconomic situation, geography and climate were similar, they spoke the same language and it had a big enough

population, with 88,000 inhabitants.

In early 2023, with government approval, we started travelling to the district. After visiting farming families, merchants and government civil servants, we know what crops they grew, the techniques they used, and what the total size of the crop had been and what prices had been paid in the last few years. Obviously, on those visits we didn't just ask questions, we also shared the work that had been done and the results achieved recently in the Marrupa, Balama and Majune districts. And in July, during the crop sale, we sent a colleague to observe and collect precise data.

The main conclusion was that, even though Maua was very similar to Marrupa, because of technical deficiencies their productivity for some crops was only half. Consequently, initially, the programme could contribute to achieving notable improvements in the situation of the

inhabitants of Maua.

The decision was made, and after looking for a few houses for the team members to stay and buying two motorcycles and a few tools, we started work in October. The mutual knowledge gained during the previous months made it much easier to start the activities. And, in July 2023 the first crop obtained with the support of the programme was sold. Participation was high (700 families) and satisfactory. We still haven't compiled the results for this year as results of the programme. The primary goal was to create relationships, so we will use the data for this year as an initial measurement. That means we will compare the crops obtained in coming years with the ones from 2024 to know the impact the programme is really having on production and incomes for the farming families.

| AID WORKERS: A KEY BRIDGE FOR COOPERATION FOR DEVELOPMENT

As Mundukide is a non-governmental organisation for development, we collaborate with collectives that are especially in need. And a fundamental element of our work is the aid workers.

They live in situ and work directly with the societies in need, which lets us understand the situation and needs of the place better. Furthermore, they explain our capacities and limitations and act as intermediaries.

The main contribution of the aid workers is to promote innovation and exchanging experiences through collaboration and living together. Because to promote processes of change, new visions, knowledge and techniques are indispensable.

Being an aid worker isn't easy. Leaving family and friends behind to become part of something completely different tends to be a considerable challenge. In places where need abounds life is not usually easy or enjoyable. Nevertheless, their contribution is fundamental and that is why we want to give them recognition and gratitude.

Colombia



Asier Elorza Ugarte
(Nariño)

Iker Cabrejas De la Torre
(Nariño)

Jose Luis Lejardi Bernaola
(Cali)

Brazil



Julio Martinez Arija
(Minas Gerais)

Natxo de Vicente
(Rio Grande do Sul)

Itziar Aranburu Agirre
(Ceará)

Andrea Antón González
(Ceará)

Mozambique



Elena Ramos de la Cruz
(Niassa)

Anna Sanz Prieto
(Niassa)

Lidia Moreno Jorge
(Niassa)

Maria Olivera Martin
(Cabo Delgado)

Xabi Garabiota Imatz
(Niassa)

Ethiopia



Fabrizio Graglia
(Oromia)

Ecuador



Yon Arruti Chasco
(Ibarra)



WE ARE MUNDUKIDE



At the end of 2024 Mundukide was a member of the following coordinators/platforms.



AWARENESS RAISING



HUHEZINEMA

The 18th edition of the Mundukide Huhezinema award was not awarded to anyone because, despite the excellent cinematographic quality, the entries did not deal with the required theme. The Mundukide award intends to recognise works that invite us to think about our place in today's world. As Europeans,

what role do we play among the 8 billion people on the planet? What are we doing or not doing in regards to wealth, power, the economy, culture sovereignty or environmental impact? What consequences do our actions and inaction entail for the rest of the countries in the world? How do we help or hinder development and human rights for everybody?

The Mundukide award is an invitation to look beyond borders, ask ourselves serious questions and tell stories that move us to build a more just, equitable and sustainable world for everyone.

Next year we'll keep working alongside audiovisual creators in search of new opportunities to promote a global vision of the world.



IX Mundukide Charity Run

287 participants stepped out in favour of solidarity at the IX Mundukide Charity Run, held last 20 October. 46 groups participated in the x3 run, and 121 runners did the itinerant circuit. In addition, 28 young people participated in the youth category. Insofar as the organisation, we had support from the Fagor Electrónica, Ikerlan and Athlon cooperatives. The collaborating entities of the event were LABORAL Kutxa, Arteaga Landetxea, Orbea, Columbus, Gastroteka 19.90, WCloc, Eroski, Arrasate Atletiko Taldea, the City of Aretxabaleta, Konfekoop and Ausolan. Thanks to all the entities and people the MLS charity initiative was organised.

Mondragon Unibertsitatea

Mondragon Unibertsitatea – A gaze on the world

During the academic year, Mundukide collaborated with the business and engineering schools of Mondragon Unibertsitatea.

At the business school 120 first-year students worked on issues related with the global world in three sessions. And at the engineering school 25 second-year students participated in an elective course where, using global data and statistics, they tackled subjects like the economy, migration and health, among others.



The Media

Over the year 71 articles were published in 22 media outlets, and 20 interviews were done on radio and television stations to bring attention to the injustice of poverty and the value of cooperation in our society.

In addition, we published a bulletin with news that was received by 1687 people and 37 entities every month.

To receive the bulletin, you can subscribe at

www.mundukide.org.

TALKS

We organised several talks and conferences during the year to inform people about the global situation and cooperation at Arizmendi Ikastola in Arrasate, the Sagrado Corazón school in Bermeo, at Harreman NGDO in Arrasate, at the Goienagusi association in Arrasate, the agricultural sciences department at UPNA in Iruñea, in various degree programmes at Mondragon Unibertsitatea, Olazar association in Eskoriatza and at the Casa de Cultura in Oñati.

Issues covered:

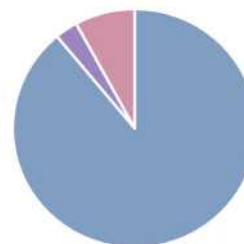
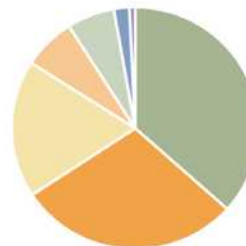
- WORLD SITUATION, SUSTAINABLE DEVELOPMENT GOALS AND PERSONAL RESPONSIBILITY
- OPPORTUNITIES FOR AGRICULTURAL DEVELOPMENT TO OVERCOME POVERTY IN NORTHERN MOZAMBIQUE
- AFRICA-EUROPE: NOR-NORI-NORK OF CLIMATE CHANGE
- HOW DOES YOUR HELP AFFECT THE MOZAMBIQUE PROGRAMME?
- BASES FOR COLLABORATION BETWEEN THE MST OF BRAZIL AND MUNDUKIDE

You can contact us at **613406924** to organise a talk.

ECONOMIC DATA



INCOME	€3,006,976	100 %
COLLABORATING COOPERATIVES	€1,057,727	35 %
MEMBER COLLABORATORS	€102,923	3 %
COLLABORATING NGDOs	€56,939	2 %
SUBSIDIES FROM PUBLIC BODIES	€1,125,230	37 %
OTHER SUBSIDIES	€36,151	0 %
OTHER INCOME	€284,329	9 %
INCOME PREVIOUS YEARS	€343,677	11 %
EXPENSES	€-3,006,976	100 %
COOPERATION PROGRAMMES	€-2,693,287	89 %
• MOZAMBIQUE	€-980,296	33 %
• BRAZIL	€-778,462	26 %
• COLOMBIA	€-491,225	16 %
• ECUADOR	€-181,994	6 %
• ETHIOPIA	€-166,712	6 %
ENVIRONMENTAL SUSTAINABILITY	€-54,314	2 %
GENERAL	€-20,340	1 %
RAISING AWARENESS AND COMMUNICATION	€-90,930	3 %
ADMINISTRATIVE COSTS	€-239,702	8 %
RESULT	€0	



PROGRAMMES

■ MOZAMBIQUE

■ BRAZIL

■ COLOMBIA

■ ECUADOR

■ ETHIOPIA

■ THE ENVIRONMENT

■ OTHER

AREAS

■ COOPERATION

■ PROGRAMMES

■ AWARENESS RAISING AND

■ COMMUNICATION

■ MANAGEMENT

The accounts have been audited by LKS Auditores, whose audit report is available on the website along with the complete annual accounts.

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

