

Anual Report 2025





Iñigo Albizuri Landazabal

President of the Mundukide Foundation.

Dear friends,

Although we live in times of uncertainty, tension, and wars, we must remember that, at the same time, there are thousands of people who, through cooperation, work to build a better future.

That is the path we wish to follow. A path that does not seek to impose but to agree; that, instead of replacing the other, seeks to be a companion on the journey; that instead of taking over what belongs to others, seeks to build alongside them. Because we believe that, in the construction of more just and autonomous societies, work, organisation, and cooperation are fundamental elements.

The year 2025 has also been a year of internal changes. Josu Urrutia, after 12 years as manager of Mundukide, has moved on to new challenges. During these years his work has been key to consolidating the organisation and we want to deeply thank him for his contribution.

Today we begin a new stage with Itsaso Erretolatza at the helm. Calm and excited, based on the work carried out over the years by the management, the work team, and all those who support Mundukide.

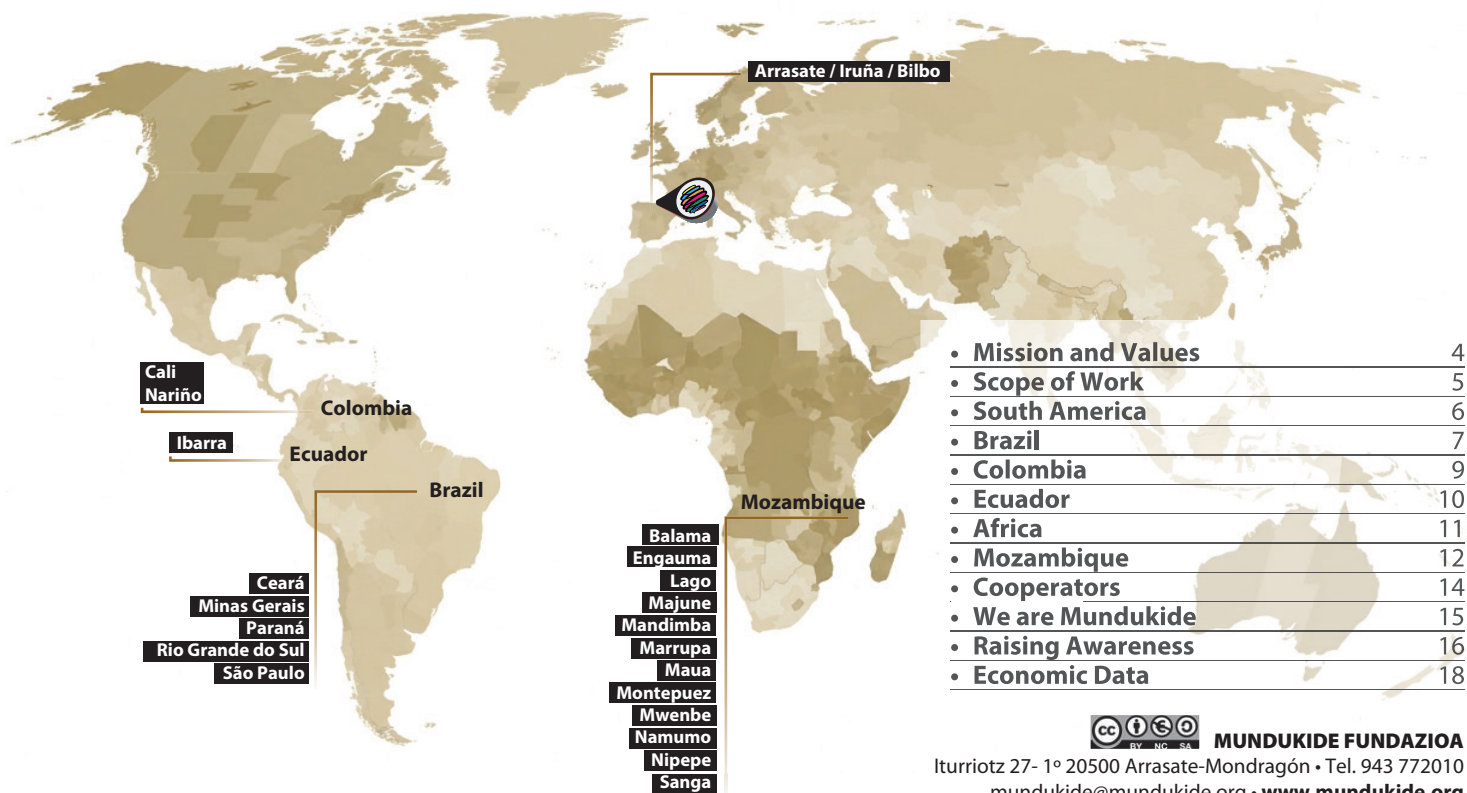
In this report, you will find not only data and analysis of the work carried out, but also information about the people, families, and communities with whom we cooperate; the *raison d'être* of our work. Which is possible thanks to the commitment of many people and organisations, such as cooperatives, institutions, and cooperators.

We also want to invite those of you reading this report to take a step further, since cooperation is done with people, with volunteers and cooperators. People who, with their experience, work, and commitment, make cooperation a reality.

Although the world presents great challenges, or perhaps because of it, there are many people committed to building a better future. That is the greatest reason for hope, and we wish to participate in that journey.

Eskerrik asko guztioi.

HOW WE WORK



MUNDUKIDE FUNDAZIOA

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2025

MISSION

Our main task is to collaborate in cooperation programmes, promote solidarity projects, working jointly with local people and entities. Sharing experiences, resources, and know-how, to foster self-managed and comprehensive development of the involved parties, activating for this purpose the solidarity of the cooperative work world, based and guided by the values and principles of Mundukide.



values

WORK

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

UNIVERSAL SOLIDARITY

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

SOCIAL TRANSFORMATION

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

WHO WE WORK WITH

4

COUNTRIES
Brazil, Ecuador,
Colombia and
Mozambique

20

COOPERATIVES

61

GROUPS AND
ASSOCIATIONS

20.000

FARMING
FAMILIES

WORK TEAM

74

13 AID WORKERS
61 LOCAL
WORKERS

80

OCCASIONAL
CONTRIBUTORS

LINES OF WORK

4

- 1 COOPERATIVE ADVICE
- 2 TRAINING OF PEOPLE
- 3 AGRICULTURAL DEVELOPMENT
- 4 TECHNICAL ASSISTANCE

ADDITIONAL BENEFITS GENERATED BY COOPERATIVES AND RURAL PEOPLE

€3.600.000



SOUTH AMERICA



BRAZIL

The Mundukide programme in Brazil aims to strengthen the socioeconomic situation of vulnerable groups. We work with the Movimento dos Trabalhadores Rurais Sem Terra (MST), collaborating in the development of the cooperatives that form part of

it. Currently, the programme is structured into three main lines of work: strengthening the production, marketing, and organisational capacities of the cooperatives in southern Brazil; creating five new cooperative agro-industries in northern Brazil, and promoting an extensive network of shops to market the cooperatives' production throughout Brazil.

COLOMBIA

In Colombia, we have two programmes underway. The first involves working with associations dedicated to the collection and sorting of waste for recycling. Specifically, we collaborate with the associations of recyclers in southwestern Colombia, aiming to improve their management through training and other types of support, as well as to increase the incomes of those professionally engaged in recycling. The second programme aims to collaborate with indigenous women farmers, in order to strengthen their family economy. To this end, we promote technologies for organic farming and local marketing channels. In this regard, support is being pro-

vided for the development of productive entrepreneurship in six indigenous territories in the department of Nariño and in the Indigenous Council of Gran Tescual.

ECUADOR

The Mundukide programme in Ecuador aims to promote sustainable socioeconomic development and strengthen associativism among rural entities on the northern border and in the Amazon. Currently, the programme is structured into two lines of work. The main one, carried out in collaboration with the Toisan corporation, has managed to strengthen 10 entrepreneurial initiatives in the Intag valley (Cotacachi), led mainly by women entrepreneurs who have significantly improved their productive, commercial, business, and organisational capacities. The joint marketing network Kutakachi has been created to increase sales and access external markets. The second line of work involves advising the association of small farmers in the Amazon, strengthening their governance and planning.

BRAZIL

Development of complete production chains



In February 2025, more than 200 representatives from cooperatives integrated into the Movimento dos Trabalhadores sem Terra (MST) participated in the national-level general assembly. For five days, with agroecology and the production of healthy food as the central focus, they analysed the situation of the cooperatives and worked on strategic lines for the coming years. They agreed that the main strategic line would be the integration of organic food production chains, through which

they intend to organise agricultural production, food processing (agroindustry), and sales in their entirety, within the MST. In this context, in the second half of 2025, MST and Mundukide agreed to work together in the coming years to improve cooperatives dedicated to the production, processing, and sale of coffee, milk, rice, beans, or seeds.

As a start, in 2026, we agreed to collaborate on six cooperatives dedicated to the production of beans and seeds.

Within the framework of this project, the areas of agriculture, agroindustry, and commercialisation will be worked on, taking into account technology, management, investment, and organisation.

To assist the cooperatives on this path, a group has been formed consisting of various entities: Centro de Desenvolvimento Sustentável e Capacitação em Agroecologia (CEAGRO), Instituto de Pesquisa e Educação do Campo (IPE-Campo), Financiamento Popular para Produção de Alimentos Saludáveis (Finapop), MST general services, and Mundukide.

In this task, the Mundukide team will be able to apply the experience accumulated over the last nearly ten years of management assistance in several significant MST cooperatives: COOPAN (rice, cow's milk, and pork), COOTAP (rice, cow's milk, and vegetables), COPAVI (sugar and cane, cow's milk, and vegetables), or COCAVI (beans, soy, and eggs), among others.

BRAZIL

In the land of the landless, the fruits of the collaboration between the MST and Mundukide



The Movimento dos Trabalhadores Sem Terra (MST) is one of the most important social movements in Brazil. The MST has a history of over 40 years, and Mundukide and the MST have been collaborating for 20 of those years. The trust and friendship that exist today between the MST and Mundukide are the result of the work of all those years.

The mutual trust between the MST and Mundukide is the result of the work carried out by many cooperants over the years. The first cooperants who arrived in the Cantuquiriguaçu region paved the

way by working with the few cooperatives that were there. Subsequently, we worked with associations of cooperatives in states such as Paraná or Rio Grande do Sul. In the state of Ceará, we are collaborating (we are still at it) in the creation of several new cooperatives that the MST financed with a grant from the World Bank. And, finally, we have worked on organising a network of supermarkets for all of Brazil (Armazéns do Campo).

Often, although we see the work of the cooperants as educators or technical as-

sistants, a large part of their work consists of creating relationships within the MST: being present where we can be of help and taking advantage of the friendship and trust generated from there to promote new ideas.

The MST has just celebrated its fourteenth National Congress. It was attended by 3,500 representatives from camps, associations, and cooperatives from all over Brazil, as well as visitors from 22 international organisations. On behalf of Mundukide, four cooperants, the director, and the president of the board of trustees were present. João Pedro Stedile himself, general coordinator of the MST, mentioned Mundukide as a strategic partner before those 3,500 people.

Currently, Mundukide is part of the executive boards of the MST's productive sector. Our contributions are taken into account, and this provides us with a unique opportunity to collaborate with a very important social movement, composed of 450,000 families.

COLOMBIA

Recyclers advancing in their professionalisation



In 2025, the Association of Professional Recyclers of Southwestern Colombia (ARSOC) initiated a process of internal audits within its associated organisations, with the aim of identifying opportunities for improvement in accounting processes and the provision of public services.

The audits allowed for the analysis of financial statements, accounting supports, invoicing, and regulatory compliance in service provision, offering each organisation a clear diagnosis of its ad-

ministrative and operational situation. This diagnosis helped to identify opportunities to improve document management, information traceability, and the correct application of the regulations of the Superintendency of Public Services. The Superintendency being the Colombian government body responsible for supervising professional recyclers' organisations, ensuring compliance with regulations and the proper functioning of public service provision in favour of recyclers.

The diagnosis has served as a basis for defining the improvement plans that each organisation must implement.

In this way, the associations anticipated possible requirements and reduced risks in the face of official inspections, gaining in autonomy, transparency, and confidence in their own management.

The process was markedly educational, as during the audit, the associates were able to better understand the technical and regulatory criteria applied, turning each finding into a learning experience. This approach allowed for the strengthening of internal capacities. Continuing to promote audits with an educational focus is a commitment to stronger, prepared, and resilient organisations, capable of facing regulatory challenges with confidence and consolidating the recycling service as an increasingly professional trade.

ECUADOR

Cooperation and Agriculture, the Future of Andean Women



In 2025, Mundukide Ecuador initiated a collaboration with the Central Committee of Women of the National Union of Indigenous and Peasant Organisations of Cotacachi (CCMU of UN-ORCAC), a Kichwa indigenous organisation dedicated to the defence of women's rights and community strengthening. The CCMU was created in 1996 to highlight the decisive role of women within the indigenous organisation UNORCAC, in a

context marked by a predominantly male chauvinist view, despite the fact that it was they who supported a large part of the community and productive activities. And since obtaining its legal status in 2008, it has strengthened its autonomy and management capacity. Its recognition has grown both locally and internationally, with its Andean chakra being declared as SIPAM by the FAO in 2023.

Mundukide and CCMU found common ground in the work that has been done in the Kutakachi network, specifically in supporting the commercial production group of chicha de jora (traditional drink made from germinated maize).

The CCMU brings together 29 women's organisations, in addition to the ancestral health group and the Pachamama fair, spaces that integrate agroecological production, ancestral knowledge, savings systems and community marketing. Despite this solid foundation, there is still much to be done and with this purpose, during 2025 a pilot plan was started that combines on the one hand sustainable agricultural production, through the development of bio-inputs in four communities, involving about 60 women; and on the other hand, organisational strengthening, aimed at revitalising the community structure of the CCMU. The process is enriched by experiences from Mundukide Colombia with women from the Pastos people and the agroecological work developed together with Toisán in the Intag valley.

AFRICA



MOZAMBIQUE

Mundukide has been collaborating with farming families in northern Mozambique for over twenty years.

It is one of the countries with the lowest human development index. Poverty is deep and widespread. Most people live off the land, all work is done by hand, and yields are very low. In the provinces of Niassa and Cabo Delgado where the programme operates, the annual value of the harvest is barely around 300 euros.

The aim of the programme is for families to increase the profit they gain from their work and thus improve their income, living conditions, and autonomy. To this end, new markets, buyers, products,

and techniques are sought; the necessary inputs and technical assistance are made available to families, and they are put in contact with buyers.

The programme supports the entire production and sale process for various market-crop-technique options. Each family decides at all times what to grow and in which field, what technique to use, how much to invest, and when and to whom to sell the harvest.

And the programme adapts to their decisions; investing more in the options that many families decide are most beneficial to them, abandoning those that have generated little interest, and constantly seeking new options. The programme seeks and offers new opportunities, but the decision, the work, and the benefit belong to the families.

Finally, it should be noted that the programme is fully integrated into the local society: the entire work team lives in the rural environment, alongside the farming families, 90% of the team is Mozambican, and all work is carried out in collaboration with farming associations, buyers, suppliers, transporters, and local public institutions. In this way, by staying alongside the farming families, with a long-term commitment, offering them suitable options and adhering to their decisions, more than 30,000 families have participated in the programme over these years. These families, taking advantage of the opportunities generated by the programme, currently obtain additional income of about 6 million euros annually.

MOZAMBIQUE

The success of the programme is based on observation



To truly contribute to changing the severe poverty situation in northern Mozambique, it is essential first to achieve a detailed understanding of the context, its challenges, and opportunities.

To this end, the programme has been structured based on constant observation, analysis, learning, and data-driven decision-making. For example, each year, information is collected from families who express interest in each of the options

offered by the programme before the campaign begins; data on the amount of agricultural inputs the families are acquiring once it has started; during the campaign, the instructors record which families they are working with and take georeferenced photos of the fields; before the harvest, all assisted fields are measured with GPS; during the sale of the harvest, data is collected on which buyers are purchasing, where, what quantities, and at what prices; and at

the end of the campaign, these are compared with the data held by the ministry of commerce and its local delegations.

The high volume of data collected each year (e.g. +20,000 GPS measurements in the last campaign), the long historical series available, and the diversity of sources help achieve greater reliability and accuracy of the information. And this continuous observation of what is happening in the field and what the participating families are or are not doing is essential to ensure that the programme is truly at the service of the farming population (and not the intuition of a cooperator or the eloquence of a local leader).

At the end of each campaign, the teams meet and analyse all the data, evaluate the campaign, and define the way forward: which crops to reinforce, which to reconsider, how to improve the methodology, or what new opportunities to explore. Thus, the programme evolves progressively, relying on the continuous observation of its reality.

MOZAMBIQUE

Development model based on local leadership



In any initiative that aspires to generate social change, local people must occupy a prominent place. For the programme, this is true not only in relation to its interaction with the rural population or local authorities, but also in relation to its internal functioning.

To increase the presence of local staff in the programme team, two key elements have been identified: the systematisation of processes and the internal training system. The standardisation of processes and

methodologies has allowed the programme to incorporate young people with basic education (primary or secondary) into complex roles such as digital map creation, relations with agricultural buyers and public administration, channelling social conflicts and others. Standardisation makes the accumulated knowledge of the programme accessible to all.

On the other hand, a training system has been created, through which each year the more experienced teams welcome

new candidates for several months, who accompany supervisors and secretaries in their daily activities, participating in the resolution of real problems and acquiring knowledge and experience directly. In the last three years alone, more than 30 people have participated in this practical training, with some of them subsequently joining the programme team.

The result of this strategy is a more efficient and scalable organisational model. Where previously one cooperator was needed to work with 300 or 400 families, today one cooperator in collaboration with three local teams manages to work with 6,000 families. This structure not only improves operational efficiency but also reinforces the sustainability of the programme by reducing external dependency and consolidating local capacities; in addition to being in itself a statement of principles on the essential local protagonism in any process of social change.

COOPERATORS AND LOCAL PROFESSIONALS

Mundukide believes in cooperation through joint construction: not in aid imposed from outside, but in shared work between those who arrive with experience and those who have spent their whole lives knowing the land. This conviction is evident in the 74 people on its team: 13 cooperators from the Basque Country and 61 local professionals in Mozambique, Brazil, Colombia, and Ecuador.

The cooperators are trained in agriculture, management, or community development. Their greatest value is not technical: it is their willingness to learn before teaching and to build trust with patience. In Brazil, this alliance with the Movimento dos Trabalhadores Sem Terra has been ongoing for twenty years. At the last MST Congress, their general coordinator introduced Mundukide as a strategic partner before 3,500 people. That is not improvised.

If the cooperators are the bridge, the 61 local professionals are the foundations. They know the name of every family, understand why a cooperative prospers in one village and fails in the next, and have spent years weaving legitimacy with their communities. In Mozambique, 90% of the team is Mozambican. Each year they train new candidates in practice, and in the last three years, more than 30 people have gone through this process. Where once a cooperator reached 400 families, today they reach 6,000 with the support of local teams.

What differentiates this model is not the sum of profiles, but how they relate: in a complementary, non-hierarchical way. Together they decide, analyse, and define the direction. The 3.6 million in profits generated by the cooperatives themselves is the best proof. It is not assistance. It is cooperation.

Mozambique



Elena Ramos de la Cruz
(Niassa)



Anna Sanz Prieto
(Niassa)



Lidia Moreno Jorge
(Niassa)



Maria Olivera Martin
(Cabo Delgado)



Verónica Romero Rodríguez
(Niassa)

Brazil



Julio Martínez Arijá
(Minas Gerais)



Natxo de Vicente
(Rio Grande do Sul)



Itziar Aranburu Agirre
(Ceará)



Andrea Antón González
(Ceará)



Asier Elorza Ugarte
(Santa Catarina)

Colombia



Iker Cabrejas De la Torre
(Nariño)



José Luis Lejardi Bernal
(Cali)



Yon Arruti Chasco
(Ibarra)

Ecuador

61 local workers



WE ARE MUNDUKIDE

Cooperatives
and partner
companies



Partner
organisations



Public
Institutions

Mundukide is a member or
belongs to the following
coordinators/platforms at
the end of 2025:



Red por la
Sostenibilidad Ambiental
en la Lucha contra la Pobreza



REGIONAL CENTRE OF EXPERTISE
ON EDUCATION FOR
SUSTAINABLE DEVELOPMENT



AWARENESS



XIX Huhezinema

In this 19th Edition of Huhezinema, held between the 21st and 23rd of January, MU and Mundukide organised a film forum around the film "Thank You for the

Rain" by Julia Dahr. A documentary film in which a farmer from Kenya explains firsthand what life is like for his family and how climate change affects them. Our aim is to generate reflection among young filmmakers about our place among the world population, the consequences of our actions or inactions on other peoples and individuals, in areas such as wealth, power, sovereignty, or climate change, and to evaluate how we contribute to facilitating or hindering human rights for all.

X Mundukide Solidarity Race

In October, the tenth edition of the MLS was held with the participation of 432 athletes and 30 cooperatives. Among the 56 teams participating in the race, Fagor Electrónica prevailed in the women's category, Orbea in the men's, and Athlon Koop in the mixed category. Likewise, 220 people participated in the walk and 44 in the youth race.

The organising team wanted to especially recognise the participation over the last 10 years in organising the race of the cooperatives Fagor Ederlan, Copreci, Fagor Electrónica, and Athlon. The MLS not only serves to reinforce the community values of Mundukide but is also a good action to promote inter-cooperative cooperation and social cohesion.



A look at the world

Throughout the academic year, Mundukide collaborated with the Business and Engineering faculties of MU. In Business, 120 first-year students worked over three sessions on global issues. In Engineering, 35 second-year students participated in an optional subject where they worked on topics such as the economy, migration, or health based on global data and statistics.

Media



Throughout the year, 62 articles have been published in 12 media outlets and 12 interviews have been conducted on radio and television, to highlight the injustice of poverty and the value of cooperation in our society.

Additionally, we have distributed a newsletter with news that has been received monthly by 1,800 people and 41 entities.

To receive the newsletter, you can subscribe at www.mundukide.org.

TALKS

In order to raise awareness about the reality of the programmes, the world, and cooperation, we have organised various talks at BBF, Campus de As Fabrik, at Laboral Kutxa in Bilbao, at the ONGD Harreman, the Goienagusi Association, in different degrees at Mondragon Unibertsitatea, at the Faculty of Agronomy at UPNA in Pamplona, Huhezinema in Aretxabaleta, and at the Agronomists Training Centre in Villavista, Madrid.

TOPICS COVERED:

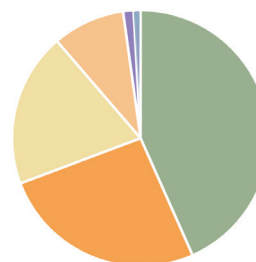
- World situation, Sustainable Development Goals (SDGs) and personal responsibility.
- Creating opportunities for agricultural development and overcoming poverty in northern Mozambique.
- Africa-Europe: the „nor-nori-nork“ of climate change.
- Foundations of Mundukide’s development cooperation.
- Reflections with young filmmakers.

To organise a talk, you can contact us on the phone, **613406924**.

ECONOMIC DATA

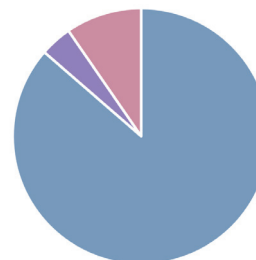


INCOME	2.527.093 €	% 100
COLLABORATING COOPERATIVES	1.065.536 €	42 %
COLLABORATING MEMBERS	99.658 €	4 %
COLLABORATING NGDOs	52.106 €	2 %
PUBLIC ORGANISATIONS' SUBSIDIES	914.588 €	36 %
OTHER SUBSIDIES	32.346 €	1 %
OTHER INCOME	329.001 €	13 %
PREVIOUS YEARS' INCOME	33.858 €	2 %
EXPENSES	-2.527.093 €	% 100
COOPERATION PROGRAMMES	-2.183.331 €	88 %
• MOZAMBIQUE	-946.659 €	37 %
• BRAZIL	-565.441 €	22 %
• COLOMBIA	-424.671 €	17 %
• ECUADOR	-198.746 €	8 %
• ENVIRONMENTAL SUSTAINABILITY	-28.924 €	1 %
• GENERAL	-18.890 €	0 %
AWARENESS AND COMMUNICATION	-101.387 €	9 %
MANAGEMENT EXPENSES	-242.375 €	3 %
RESULT	0 €	



INTERCOOPERATION

- MOZAMBIQUE
- BRAZIL
- COLOMBIA
- ECUADOR
- ENVIRONMENT
- OTHERS



EXPENSES

- COOPERATION PROGRAMMES
- AWARENESS AND COMMUNICATION
- MANAGEMENT

The accounts have been audited by LKS Auditors, whose audit report is available on the website alongside the complete annual accounts.

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