



**Understand, act, grow with nature**



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## Annual Report 2021

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# EDITORIAL

## 2021, A year of growth and structuring

Building on the momentum of the previous two years, we experienced strong growth in 2021 despite the very unsettled sanitary context:

- Longer-term consultancy interventions, mostly in continuity with the accounting exercises from previous years (out of 33 projects carried out in 2021, 17 were the result of missions initiated in previous years).
- Deployment of new interventions in the fields of Climate and Biodiversity both at a strategic level (public policies, particularly in preparation for the COP26, repositioning of companies) and operational level (investments, field projects).
- Increasing maturity of current projects (Forest&Life since 2010, Moringa since 2013, 5 Deltas since 2014); post-covid release of the Kobaby and FoFauPopU projects.
- Expansion of the Forest&Life program, doubling the number of children taken to the forest and accelerating its deployment at a national level.

Our numbers of interventions (29 in 2020 and 33 in 2021) and countries of intervention (20 countries in 2020 and 23 in 2021) are relatively stable, as is our portfolio of partners, which continues to be our strength through its diversity and loyalty.



In addition to this consolidation, we have added two new value chains (silk and dates), and two new countries of intervention (Mozambique and Morocco), always responding to specific local needs for a systemic impact, in coherence with our global vision of development issues and our skills.

The development of our activity has resulted in a controlled growth of the team, both in the Paris headquarters and in the regional hub in Lomé, and in some of our main countries of operation in Diego (Madagascar), Bissau (Guinea Bissau), Fort Portal (Uganda) and Bogota (Colombia). In addition to the "Clairière" (Management) and "Pépinière" (Intermediate Managers) committees a third circle has been formed, made up of recruits with different profiles, completing the core team.

Based on the shared benchmarks of Ethical Leadership®, our individual and collective evolution is at the basis of our effectiveness. It is our common foundation and our primary lever for systemic change.

This growth was also made possible by a revised work organisation, most often in consortium. This has reduced our gross margin (increased use of external contributors in addition to the Kinomé team) and has enabled us to respond to more calls for tender and ultimately to improve our net profitability.

In addition to managing our growth, we have placed a great deal of importance and energy into our structuring, on several levels:

- Structuring the team and its balance: based on the observation made at the end of 2020 of an overload, we have reorganized and re-prioritized the work, as well as trained and accompanied the members of the team.
- Administrative structuring: invoicing, contract follow-up, workdays, etc.
- Structuring of deployment: the 'transformation' rate of our interventions continues to grow, we have transversalized the business prospecting, built a new communication strategy.

Overall, thanks to our strategy of well-chosen alliances, our reinforced presence in Africa (regional hub in Lomé), the control of our costs (including the 'covid' effect), and above all a team more committed than ever, 2021 was our best year from an economic point of view since the company was founded. A participation plan, implemented at the end of 2020 will allow everyone to share in these good results.

On this basis, we can smoothly continue our deployment in 2022 despite the ever-growing uncertainties in the face of increasingly unstable geopolitical and economic context.

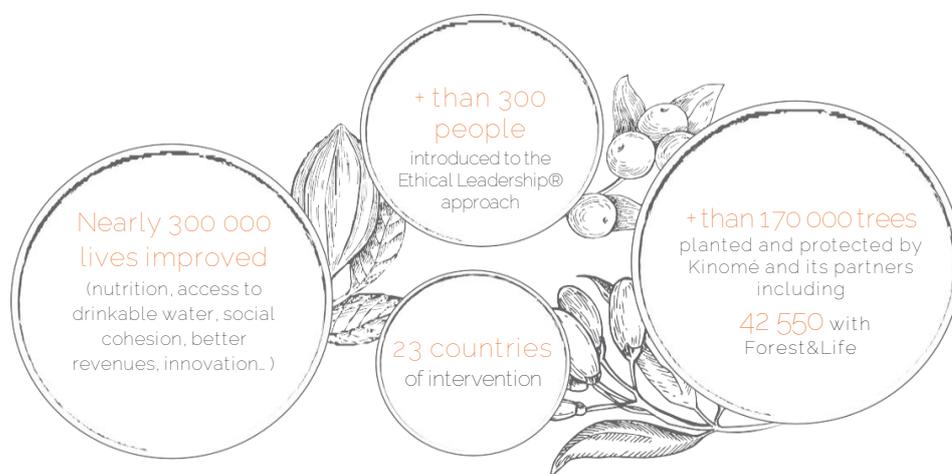


Table 1: Number of people impacted and trees planted and valorised until 2021

	Trained people (way-to-be)	Participating people (Know-How)	Lives improved (concrete situations)	« Seeds of Change » trees	Trees planted and protected with our partners	Valorised trees
2021	306	7 464	284 903	42 550	171 674	14 891 153
Total until 2020 included	1 474	90 372	1 670 900	965 378	6 190 603	48 491 622

# 1. OUR IMPACTS 2021

## Kinomé's innovative methodology

To measure the impact of its interventions and projects, Kinomé bases its work on the 7 fundamental and universal needs of human beings, as it was developed by Edel Gött in the Ethical Leadership® approach. Kinomé has built its impact measuring methodology on the export process. It shows how a person's positioning, vision and way-to-be impact the know-how of organisations, the concrete daily life of people in the field, and bring about a paradigm shift. Thus, we systematically take into account our interventions the following three levels: (i) way-to-be (ii) know-how and (iii) concrete situations.

### People Impacted

Level 1 / People introduced to the Ethical Leadership® approach (EL) and who have incorporated it into their way-to-be. It includes people who have received a specific and formal introduction to EL (306 people in 2021)

Level 2/ People engaging their know-how in our projects, applying it, developing it in or receiving new ones. Kinomé's way-to-be and its partners' encourage the use of know-hows with a global vision and a fair positioning (7,464 people in 2021)

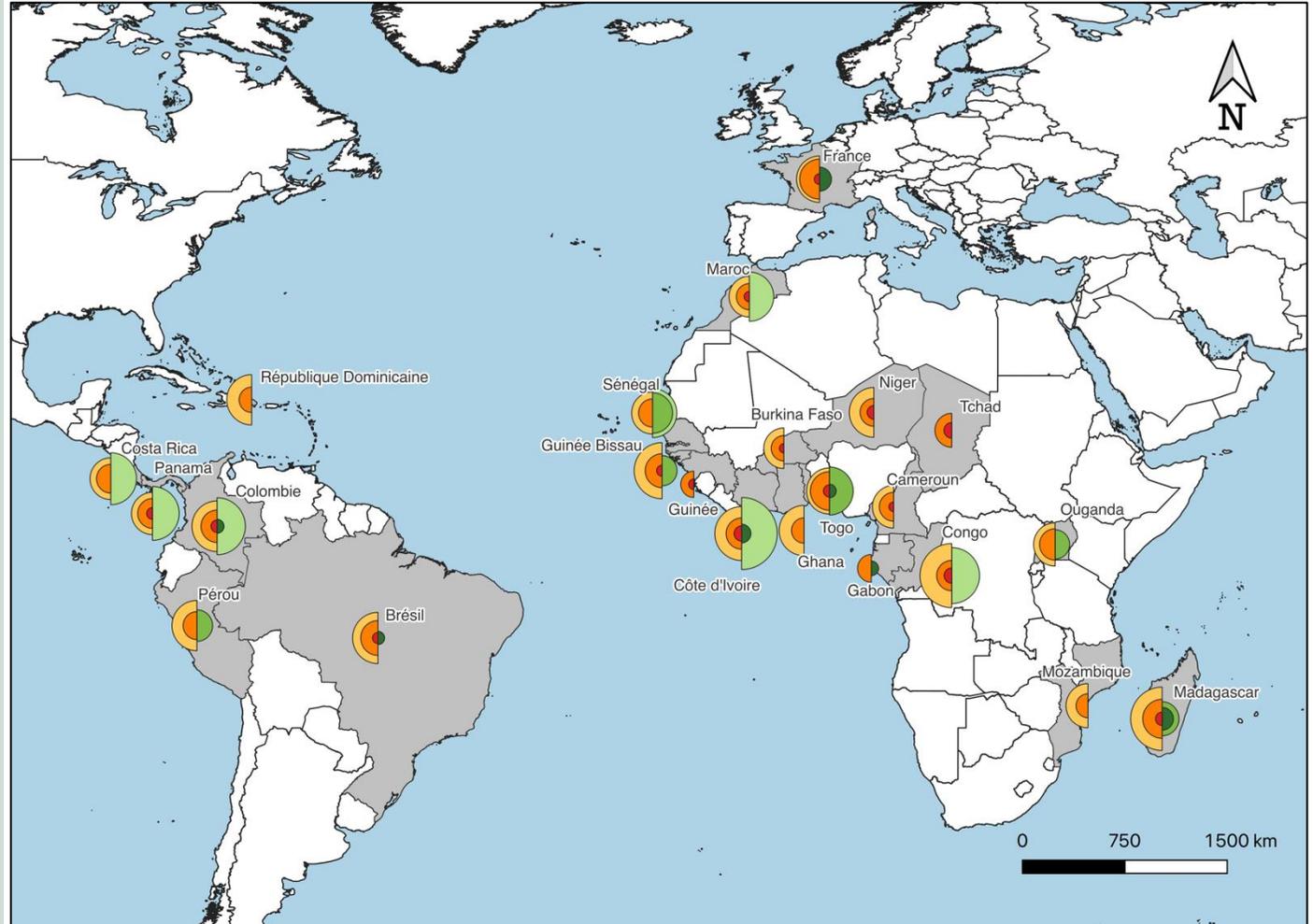
Level 3 / Improved lives: people whose living conditions have concretely improved in terms of their basic needs (284,903 people in 2021)

### Trees

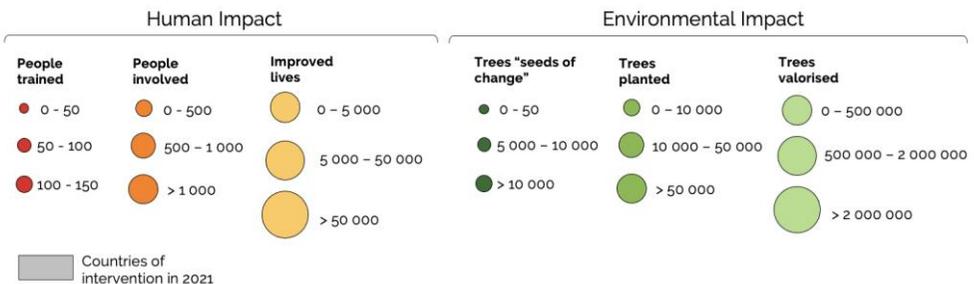
Level 1 / Trees "seeds of change" : trees planted by Kinomé and its partners impacting the way-of-being of those who plant them (environmental awareness and of their ability to be actors of change) (42,550 trees in 2021)

Level 2/ Trees planted thanks to Kinomé and its partners, improving the lives of local communities (additional income, better nutrition, access to water, climate protection, etc.) (171,674 trees in 2021)

Level 3 / Trees valorized in order to improve people's lives and the satisfaction of their basic needs. The count includes trees already standing that have acquired a greater social, economic, or environmental value thanks to the action or consulting of Kinomé and its partners (14 891 153 trees in 2021)



### Caption :





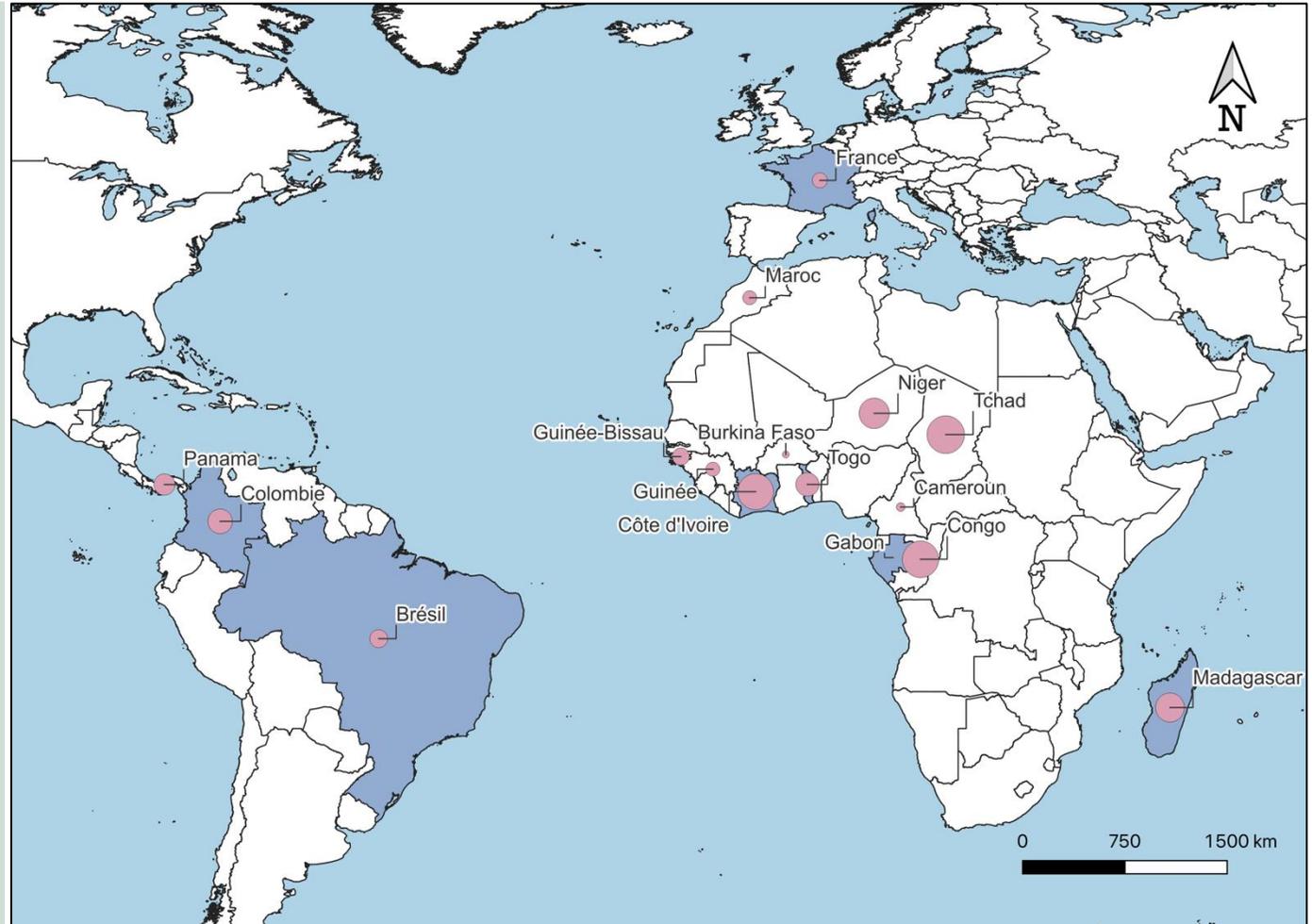
## 2. HERE AND THERE

**Kinomé accompanies human beings in becoming aware of their potential and their ability to act now for themselves and for the world.**

A human-centered approach  
Kinomé has for mission to improve the lives of human beings through nature, and in particular through the forest. Why? In order to put nature and people back at the heart of a new development model. Whatever the theme, the activity or the type of intervention, the human being is at the center.

Evolving through innovation and in the service of life!  
This involves changing the way we look at ourselves in order to evolve and thus change our relationship to nature. Since the creation of Kinomé in 2005, we have been using the Ethical Leadership® engineering for a better understanding of humans' individual and collective functioning. This approach aims at developing the common ground and global vision necessary for the systemic change we are seeking. By placing humans at the center, we can identify and respond to the real needs of local communities, and to strengthen all the stakeholders' essential know-hows. We continuously train our team in this engineering and disseminate these guidelines to our partners. Wherever we operate, all our partners (company, NGO, ministry, school, etc.) are offered introduction sessions. For those who wish to go further, we direct them to the appropriate training course offered by the consultants of the Ethical Leadership® network.

We all have the potential to reposition ourselves and change the world  
For the children and teachers of the Forest&Life program, we rely on a pedagogy developed by Living School which focuses on the children's way-to-be and potential, two pillars of the Ethical Leadership® engineering.



**Caption :**

- 0 - 50
- 50 - 100
- 100 - 150

■ Countries in the Forest&Life programme

## Forest&Life has started its large-scale deployment with 10 projects on the French national territory!

### Forest&Life in 2021-2022

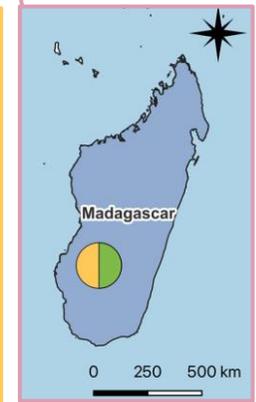
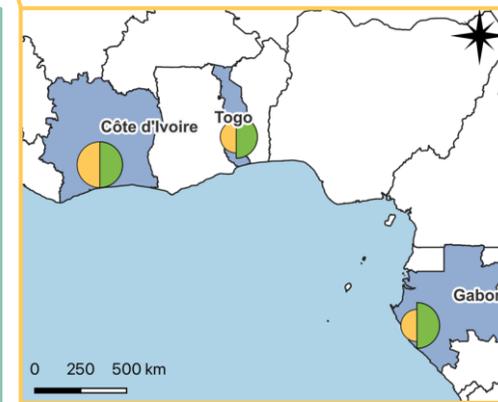
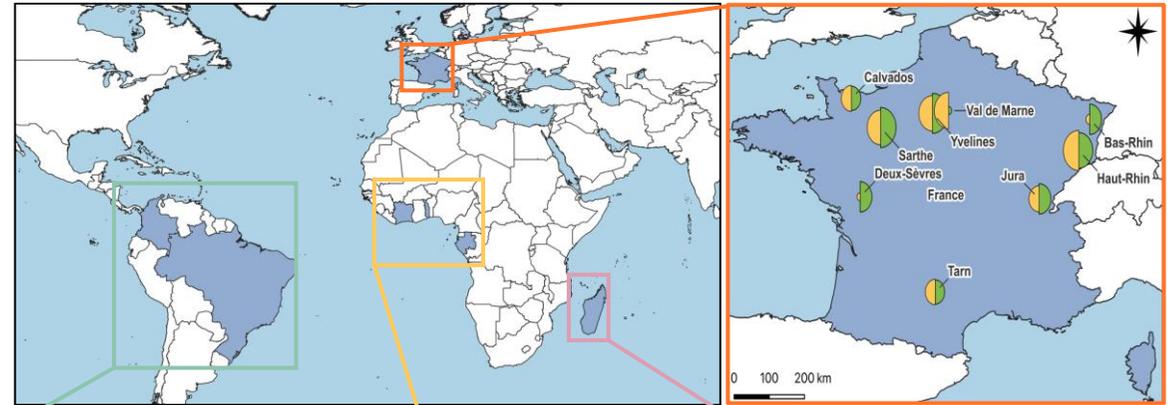
With its 10 local reforestation projects carried out in France, the number of classes participating in the Forest&Life programme has doubled in comparison to last year. This enabled nearly 1,000 students to participate in the planting of 43,550 trees in France and in 5 other countries, and to share their experience with their counterparts in the Global South.

We continued to raise the profile of Forest&Life to the French Ministries of Agriculture and Food and of National Education in order to obtain their support for the large-scale deployment of the programme in France while answering their common roadmap.

In parallel, we are consolidating and developing our partnerships. In France, with the National Forest Office (ONF) for the 7th consecutive year, the Paris City Council and its Vincennes Forest division for the 4th consecutive year, the French Agroforestry Association (AFAF) through our first pilot project carried out in the Tarn region on a farm. In the Global South, we have expanded Forest&Life's network with three new geographical areas: Madagascar, Ivory Coast and Brazil.

Finally, we were also delighted to discover the involvement of certain local administrations and cities in the territories where Forest&Life is deployed, a greater mobilisation of the sponsor companies' employees who do not hesitate to put their hands in the ground with the children, and an ever-increasing recognition of the projects by the media (TV and press). This programme would not exist without the financial support of our partners, companies, and foundations. Thanks again to Alsapan, Astris Finance, A Tree For You, Colas, Incub'ethic, Jane Goodall Institute, Juratoys, Klorane Botanical Institute, Fondation Le Marchand, SLB, as well as some generous individuals.

For the past 3 years, Forest&Life has doubled the number of children involved and is not going to stop there. We have the vision that every pupil entering secondary school is given the chance to plant trees: this is only the beginning of the adventure!



**Caption :**

	Children participating	Trees planted
■ Countries in the Forest&Life programme	● 0 - 50	● 0 - 500
	● 50 - 100	● 500 - 2 500
	● 100 - 500	● 2 500 - 12 000



"The international solidarity aspect is something exceptional [...] very rich, both for the children and the reforestation of our planet"  
 "We are very proud to be part of the Forest&Life network and to launch agroforestry projects"  
 Florence Galeau, Project Manager at Klorane Botanical Foundation, sponsor of the Forest&Life program, 2022

"It is a civic action. Children are more motivated to learn when they take part in such projects"  
 Headmistress and teacher in a school in the Bas-Rhin region, March 2022 (Article DNA, J-M.H)

"I would like to be elected to organise with you a very important action for our planet and for all of us. I propose that we all plant trees together to save our planet."  
 Sasha Barbillon, speech to run for class delegate with the Forest&Life project, primary school in Massillon, October 2021



# 3. CLIMATE & BIODIVERSITY FOR LOCAL DEVELOPMENT

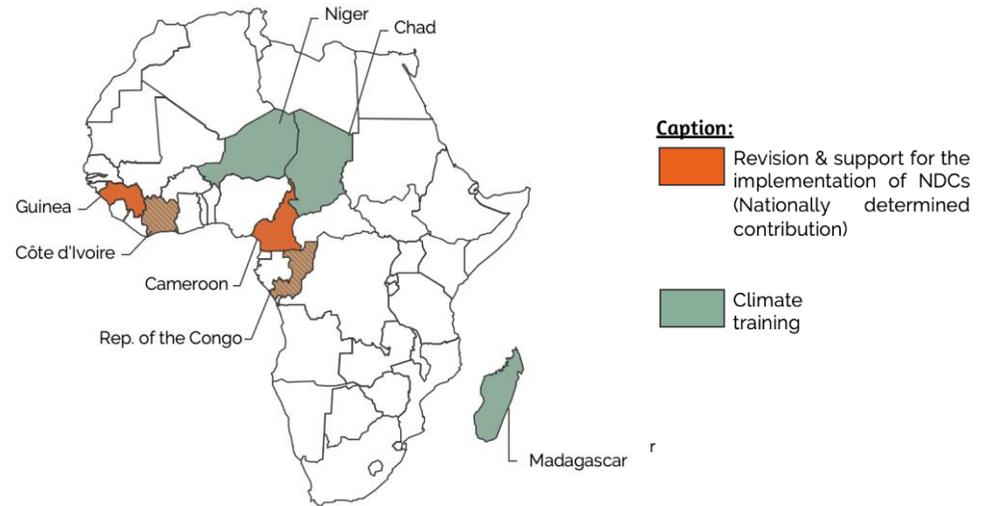
## Three inputs for a systemic change

Climate and biodiversity are two sides of the same coin. In its strategic consulting activity and projects, Kinomé responds to these issues as they can be a lever for local development. In 2021, Kinomé has maintained the momentum of the past years to drive systemic change on these issues with various activities: climate training, national climate change strategies, carbon and reforestation projects, strategic support for protected areas, sustainable value chains, land use strategies, etc.

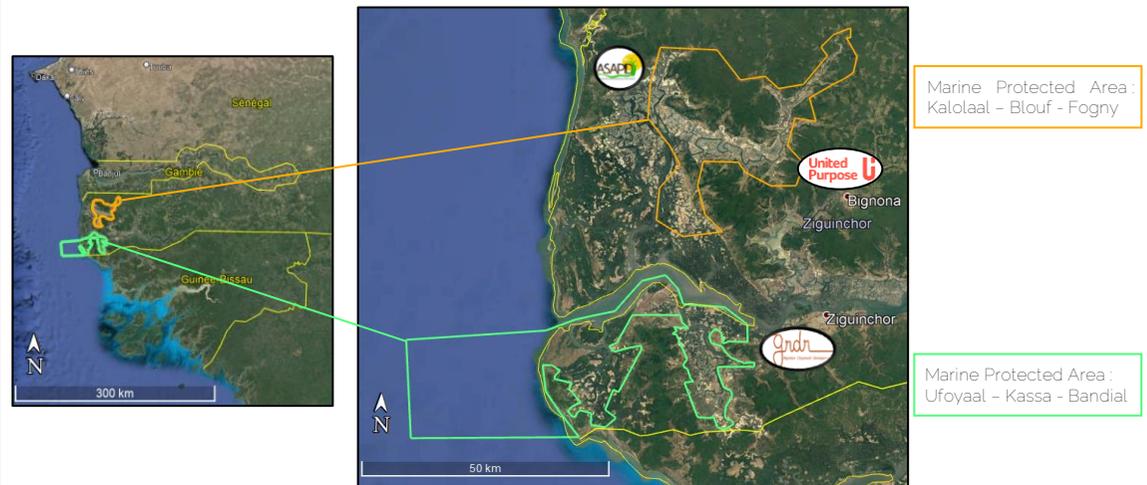
In 2021 Kinomé increased its trainings on climate change in several African countries (Chad, Niger, Congo, Ivory Coast), and on multiple issues such as vulnerability, adaptation, or access to climate finance. These training courses which use the Ethical Leadership® approach aim at accelerating high-level understanding and climate action in public policies.

Moreover, the year 2021 was marked by the COP 26, and therefore the renewal of countries' commitments under the Paris Agreement (NDC). In this respect, Kinomé intervened in several African countries (Guinea, Ivory Coast, Congo, Cameroon) for the revision, planning or framing of achievable commitments. This work has enabled to structure their climate action in terms of governance, and technical and financial strategies in every economic sector concerned.

In the field, Kinomé's climate action is characterised by a response to human local needs, with a specific focus on carbon as a co-benefit: agroforestry agricultural value-chain (cocoa or vanilla), rehabilitation of degraded land, protection of watersheds, fight against coastal erosion. Climate finance is thus a tool for scaling up and centering activities on people's needs! In 2021, Kinomé's Climangrove project moved to the next step. A pre-feasibility study was completed and allowed us to estimate a carbon potential of several hundred thousand tons of CO<sub>2</sub> (over a period of 20 years). It can be found in the KBF and UKB marine protected areas in Casamance, where the 5-Deltas collective has been working for several years now to reconcile local development with ecosystem preservation. In 2022, Kinomé will continue its feasibility studies and the setting up of the project with its partners, always with a territorial and human-centered approach.

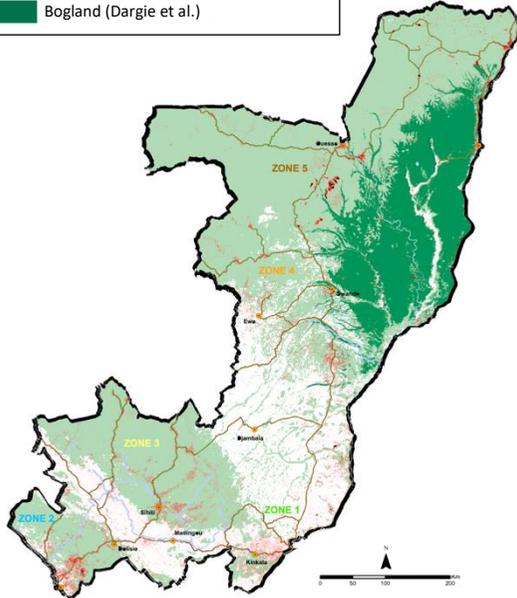
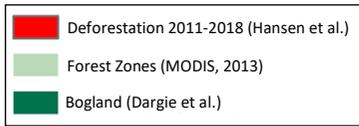


Supporting African countries in their climate commitments (NDC) and climate capacity building

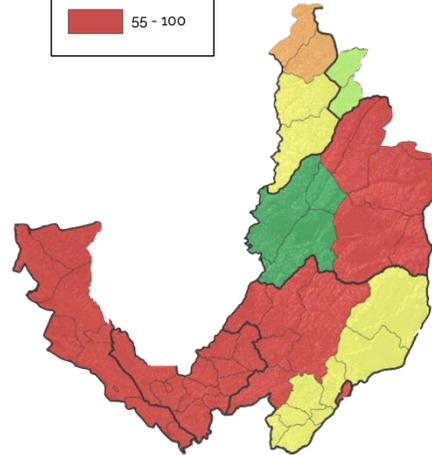
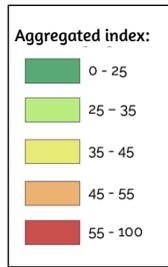


Marine Protected Areas targeted by the Climangrove project

## Case of the Republic of the Congo: an integrated approach



Map of endangered habitats in Congo (Study CAFI)



Agricultural Vulnerability in 2050, focus on the savannas

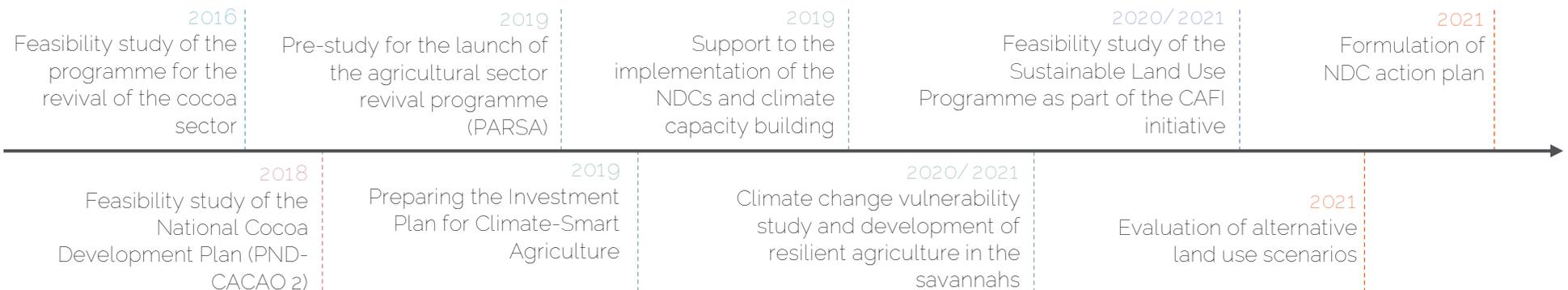
Kinomé has been present in the Republic of Congo since 2016. Starting with an 'Agriculture' entry point, Kinomé first carried out an in-depth study of the cocoa sector as part of the National Cocoa Development Programme 1 and 2, and then accompanied a project for the revival of the agricultural sector (studies sponsored by the AFD, the World Bank and in partnership with the CIRAD).

Then, in 2019, Kinomé carried out an Investment Plan for Climate-Smart Agriculture (World Bank and AAA initiative), aimed at addressing the 'triple challenge' of food security and agricultural productivity, resilience to climate change, and climate change mitigation. In 2020, within the framework of the Adapt' action programme (AFD), Kinomé continued this work by conducting a climate change vulnerability study with Baastel for the development of a resilient agriculture in the savannas. In the meantime, Kinomé accompanied the Congolese government in the implementation of its NDCs (Nationally Determined Contributions) and in building the technical capacity of the country's actors.

In 2021, Kinomé moved to a whole new scale by formulating the Sustainable Land Use Programme (PUDT) and the Associated Investment Plan (AFD), in consortium with ONFI and Salvaterra. This large-scale programme will enable Congo to meet the commitments it made to the Central African Forest Initiative (CAFI) in 2019. The PUDT will structure rural land use planning and will invest in zero deforestation agriculture, sustainable forest management, boglands preservation and respect for the rights of indigenous people.

Finally, in 2021 Kinomé carried out a prospective study for the European Forest Institute (EFI) of the various land uses at the jurisdictional level in Congo. This study evaluates the environmental and social effects of developing a conventional versus a sustainable palm industry. Its results will benefit members of the Congolese platform for sustainable palm, in particular Eco-Oil and GTC.

### Kinomé in the Republic of



# 4. SUSTAINABLE VALUE-CHAINS

## Value-chains that change the world

In 2021 Kinomé has reinforced and expanded its support to the development of sustainable value-chains (cacao, vanilla, moringa, milk, etc.)

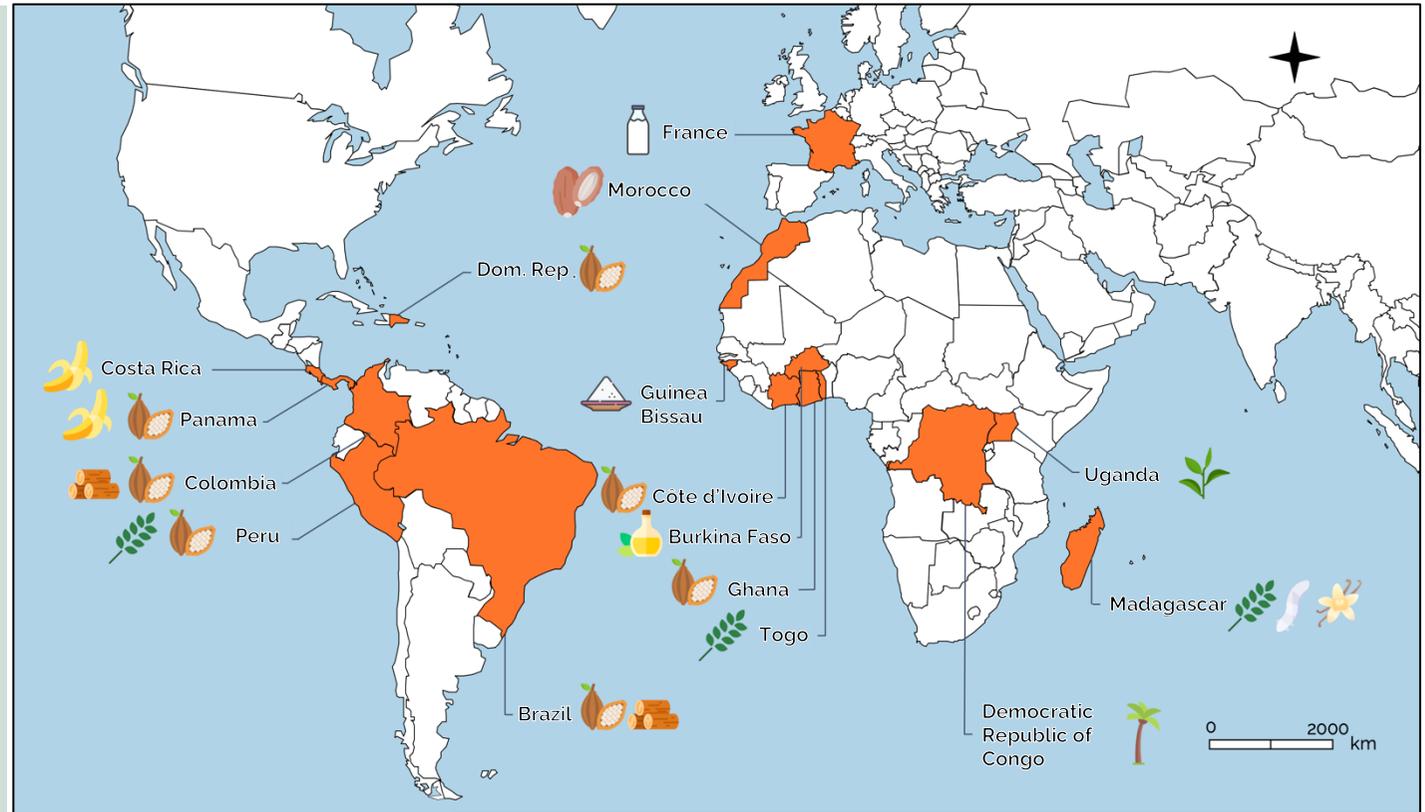
Outreach, Dissemination and Scaling-up  
 In 2021, Kinomé finalised two practical guides: (1) *a guide for sustainable cocoa agroforestry* and (2) *a manual for sustainable vanilla production*. These guides will support private sector actors for the development of sustainable cocoa and vanilla value-chains in countries involved in national emission reduction plans for agriculture and deforestation.

In order to encourage the implementation of agroforestry practices, Kinomé impuled the exchange of good practices between southern countries. As part of the Cocoa & Forest Knowledge Exchange Programme, 50 organisations coming from 6 African and Latin American countries were trained via webinars in economically viable and climate change resilient agroforestry practices for the cocoa sector. Kinomé also held a series of webinars on the vanilla value-chain. It gathered main actors of the private sector, researchers and coming from the public sector to discuss the conditions for implementing sustainable vanilla in Madagascar, and to ensure that they adhere to the recommendations in the guide.

Popularisation tools have been developed to ensure the scaling up of these practices: a comic book on sustainable vanilla production, and 6 videos on cocoa agroforestry broadcast on the [World Bank website](#).

Kinomé will continue this work in 2022 by developing an agroforestry simulator that will allow investors to evaluate the cost of their investment and the social and environmental benefits (carbon sequestration), depending on the techniques chosen.

Internationally and in France  
 Kinomé also supports the development of sustainable value-chains in France. It accompanies the company Les PrésRientBio (LPRB) in the transformation and improvement of the environmental and social impacts of the dairy sector in Normandy.

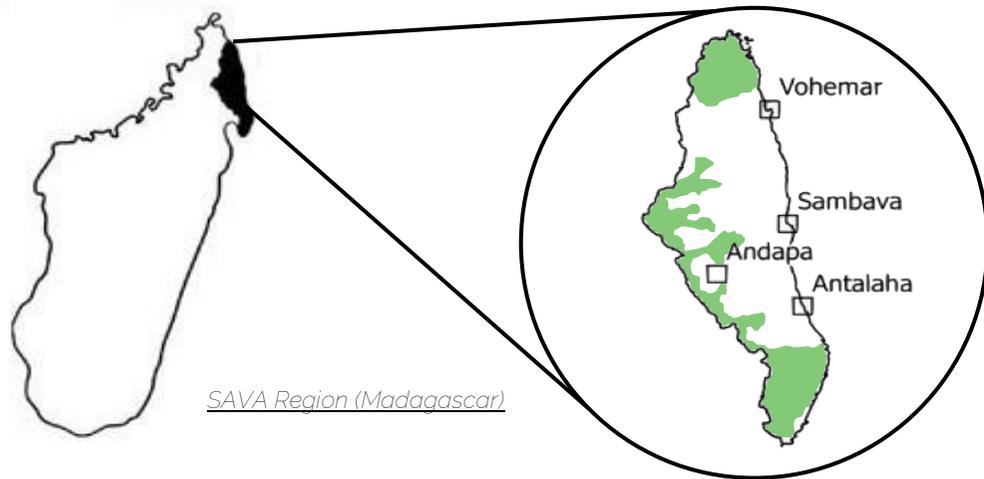


**Caption:**

Cocoa	Vanilla	Moringa	Milk
Sustainable Palm	Sahel Oils	Tea	Mangrove salt
Timber	Date	Banana	Silk

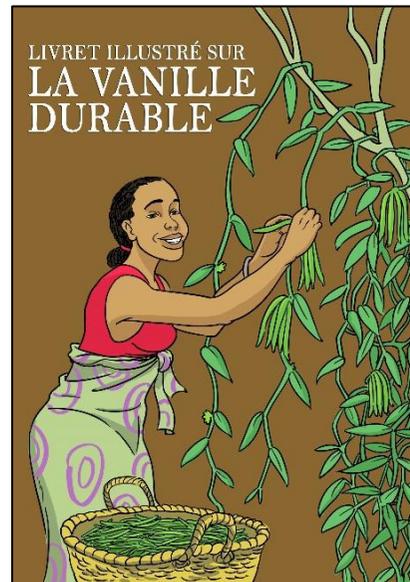
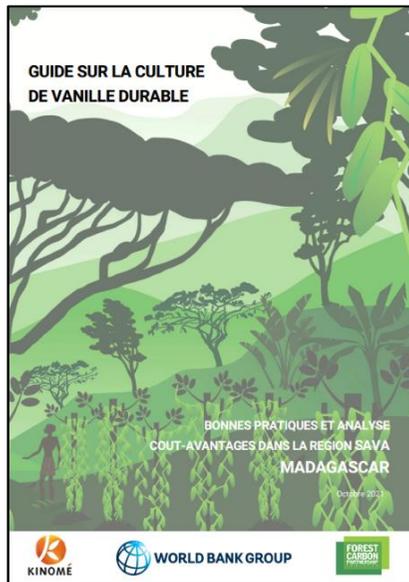


## Focus on sustainable vanilla



*SAVA Region (Madagascar)*

Protected Areas



*Illustrated covers of the guide and manual on sustainable vanilla production*

Towards a sustainable vanilla value-chain in Madagascar: supporting a change of practice for environmental and crops preservation

80% of vanilla world production comes from Madagascar. As one of the world's poorest countries, it is today an essential means of subsistence for tens of thousands of farmers. The increase in production volumes, fueled by speculation and price volatility, happens however to the detriment of the environment of the Big Island. Vanilla is either planted on lands where a major thinning of natural forest has taken place or after a cycle of slash-and-burn and rice cultivation. These two unsustainable production methods threaten the island's natural resources and sustainable quality vanilla production.

Initiating and accelerating the transition of the vanilla sector towards greater sustainability is therefore a social and environmental necessity. Technical solutions exist: growing vanilla in agroforestry takes advantage of the forest cover to provide the necessary shade for the plants, while guaranteeing soil fertility and more biodiversity. Respecting good agricultural practices also allows farmers to keep their vanilla trees productive in the long term and more resilient to diseases, and even eligible for organic certification.

The transformation of this crucial sector for Madagascar is part of their national strategy to create organic farming territories (2020), and whose first pilots should be launched in the coming years.

Funded by the World Bank's Forest Carbon Fund, Kinomé has developed in 2021 a guide on sustainable vanilla in Madagascar for stakeholders in the sector. The guide details the agricultural practices to be favored and includes a cost-benefit analysis of the sector's transition. It is accompanied by several posters and illustrated booklets that allow for an easy dissemination of information amongst vanilla producers in rural areas.

## The 7 Fundamental and Universal Needs approach applied to the milk sector in France

Measuring the company's social impact within its ecosystem

From a politically engaged brand working in quasi-autarchy with 50 dairy farmers in Normandy, like a Gallic village, to an enterprise that transforms its parent company and the agri-food industry as a whole: this is what Kinomé proposed to the company LesPrèsRientBio (LPRB) in 2018.

A first study on the vanilla and fruit sectors led to a more in-depth work on LPRB's raison d'être. Kinomé then accompanied the company to formulate its sustainable development strategy around 3 pillars and to identify monitoring indicators for measuring not only the results and effects of its strategy, but also its impacts, i.e., sustainable changes in the daily life of its stakeholders (which is very rarely measured by the industrialists).

Using the 7 Fundamental and Universal Human Needs® approach, and following the first three years of strategic and operational support, in 2021, Kinomé focused on studying LPRB's impacts on the lives of dairy farmers.

As part of the systemic change process that we are pursuing, Kinomé proposed a progress plan co-constructed with the LPRB team, validated, and enriched by the farmers and their producer organisation (PO). This progress plan is based on the 4 following pillars :

- Create a 'personal balance' support programme
- Strengthen inclusion and co-construction with farmers
- Strengthen the capacity of farms to adapt and mitigate climate change
- Take part in the education of the younger generation

Kinomé's study conducted on 33 LPRB partner dairy farmers will be extended in 2022 to the rest of the sector, including non-LPRB organic farmers and conventional farmers. In addition, Kinomé became a partner in the REINEMATHILDE technical programme, co-financed by the Region and the Danone Ecosystem Fund, in order to deploy the study in Normandy.

This is a first in France in the dairy sector and this approach has been very well received by farmers: 'We are rarely asked if we are doing well' - 'It feels good!'

In total: 33 farmers met

during 3 collective workshops and approx. 15 individual interviews



*"At first the idea was to work on the exotic fruits sector, but very quickly we stopped focusing on the value-chains to talk about the human-chain and our relationship with Danone"*  
Christophe Audouin, CEO of LPRB



1 strategy with 3 impacts

In 5 years, we will become an enterprise  
... contributing to change French people's consumption habits  
... responding to farmers' fundamental and universal needs  
... transform Danone and its clients

LPRB's strategy takes into account the Fundamental and Universal Human Needs



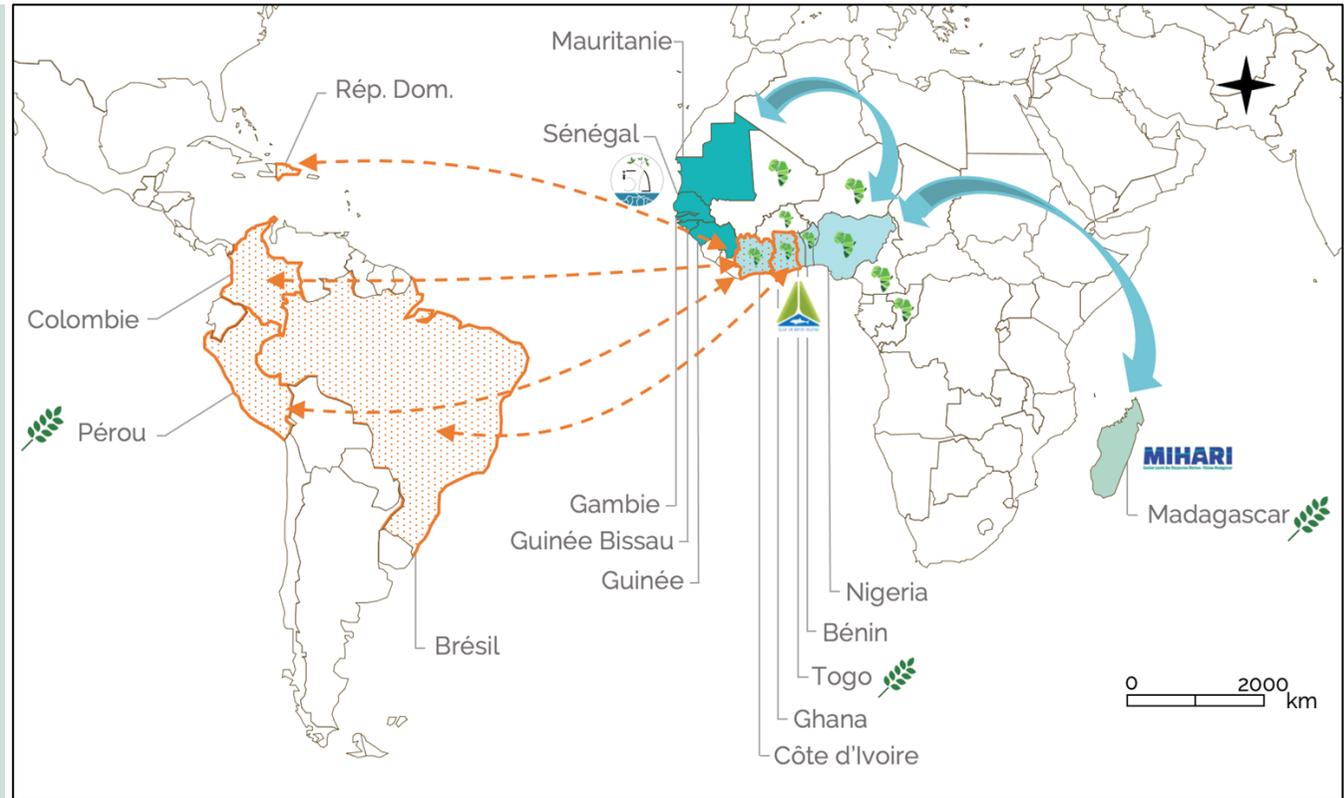
*LPRB Impact Workshop / Kinomé, Jardin d'Agronomie Tropical (October 2019)*

# 5. BRINGING TOGETHER

In 2021, Kinomé pursued South-South exchanges to multiply its impact

In 2021, Kinomé continued South-South knowledge exchanges, convinced of the necessity of a collective approach to respond to the challenges of forests, climate, biodiversity and human development:

- Kinomé and its partner Alisos have continued, with the support of the World Bank, to build a knowledge exchange programme on cocoa agroforestry with members of the cocoa sector from six African and Latin American producer countries (Ivory Coast, Ghana, Brazil, Peru, Colombia, and the Dominican Republic). As field visits were not possible due to the Covid-19 pandemic, meetings were organised via videoconference. They laid the foundations for the creation of a global community of shared knowledge and practices on sustainable cocoa and have led to the development of an [online platform](#) to continue information exchanges
- Within the 5 deltas Collective, Kinomé continued to facilitate exchanges between organisations working for the preservation of mangroves in West Africa. Kinomé is coordinating the Mangrove Forest Management from Senegal to Benin project. It promotes knowledge exchanges and the involvement of all stakeholders in West African coastal countries in the implementation of an integrated management strategy of mangrove territories.
- Kinomé continued the deployment of the Moringa Collective in Togo, Madagascar, and Peru.
- The ICON (Innovative Cooperative for Optimal Nutrition) project, bringing together 21 social entrepreneurs in West Africa, carried on, although activities were slowed down in 2021 due to the sanitary crisis.



**Caption:**

- Countries involved in the exchange program on cocoa agroforestry
- South-South exchanges on cocoa
- Members of the 5-deltas Collective
- Members of the Benin Gulf deltas Collective
- Mihari Network **MIHARI**
- Exchanges of management practices on Mangrove
- Members of the Moringa Collective
- Members of ICON

# Expanding the 5 Deltas collective action



Coordinated and animated by Kinomé since 2014, the 5Δ Collective is a voluntary grouping of field actors working collectively for the preservation and valorisation of mangrove areas.

In 2021, great strides were made by the Mangrove Forest Management from Senegal to Benin Project. The project is carried out by the IUCN in association with Wetlands International and the 5Δ Collective and for which Kinomé ensures the technical coordination of activities in Senegal, Guinea Bissau, and Guinea. After a year of set-up, we launched our first funding campaign. It has enabled us to finance 7 development projects, 4 in Casamance, 2 in Guinea Bissau and 1 in the Republic of Guinea. These projects, led by NGOs, local associations and universities, support community organisations and associations in the development of sustainable practices and economic sectors, valuing the natural resources provided by mangrove ecosystems, such as salt, honey, rice, fisheries resources and improved stoves. They also accompany two community-based protected areas in the strengthening of management practices and promote research by producing new scientific data on mangrove ecosystems. In order to deploy this collaborative and regional approach, the collective also promoted the creation of a sub-regional consultation, exchange and cooperation committee bringing together mangrove stakeholders in the Rivière du Sud landscape (Casamance - Guinea Bissau - Guinea).

Finally, Kinomé accelerated the deployment and scaling up of the collective's impacts, with the conduct of a pre-feasibility study for the Climangrove project, which has strong social impacts and is based on climate finance.

## Moringa Collective



**2013**  
Launch of the "moringa leaf" sustainable value chain pilot project in Togo

**2017**  
Encounter with the Progreso NGO and launch of a moringa programme in Peru  
Scaling up the pilot project in Togo

**2018**  
Incorporation of moringa in the food ecosystem in West Africa via ICON cooperative  
Study for the deployment of a moringa value-chain Madagascar (PIC) in

**2019**  
2019 - Sharing experience with the NGO Nébéday and supporting the creation of a moringa transformation unit in Senegal

**2020**  
2020 - Launch of an organic and fairtrade certification process in Togo  
Solidarity-based canteen in Madagascar  
Knowledge-exchange webinars (Peru/Togo) to launch the Moringa Collective

**2021**  
A cooperative in Togo is certified organic and fairtrade  
Technical support for two social enterprises producing moringa in Madagascar: Moringa Wave and Mam'Agri  
Implementation and closure of the moringa project in Piura

## 6. SUMMARY OF INTERVENTIONS IN 2021

In 2021, 33 projects were realized in our 4 fields of interventions:



**Forest**

5 projects



**Biodiversity**

3 projects



**Climate**

8 projects



**Sustainable value-chains**

17 projects

We measure the impact of each of our interventions, as well as those of our clients and partners, with a specific methodology we have developed on the basis of the Ethical Leadership® engineering and the 7 *fundamental and universal human needs*®: to be healthy, to live in balance and well-being, to be safe, to be respected, to be able to access knowledge, to feel included and not excluded, to realise oneself and to be able to carry out quality projects. Although these can be expressed differently across contexts, they can be found in all territories, times and cultures, and are therefore universal. In all its projects Kinomé proposes concrete solutions to answer these needs and for all stakeholders. Thanks to "impact progress plans" the solutions are then regularly re-assessed and improved. Kinomé's approach thus includes and exceeds the framework of certification processes as well as of the Sustainable Development Goals (SDGs). This is how progressively Kinomé impulses paradigm shifts that are necessary to face the challenges of our time.

In 2021, our 33 projects have allowed us to concretely meet the following needs:



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### This year's innovation: the Project Experience Weather Station



Based on the principle that the impact of a project or an institution is directly linked to the experience of those who take part in it, Kinomé created in 2021 an innovative tool for the development sector: a 'weather station'. The tool monitors over time the human conditions of the project and the quality of life of its participants, in order to improve the latter, take a step back and enable in real-time the smooth running of a project.

The weather station is intended to be accessible, universal, easy to use. It is addressed to a wide variety of actors (institutions, multi-stakeholder projects, companies, etc.) and includes a series of accessible and differentiated questions that can be answered by every stakeholder involved in a project or structure. The weather station is built in such ways as to synthesise the results in one click, and to have a real-time view of the parties' experiences. Through this support Kinomé carries on its work of the past 16 years: putting humans at the heart of development interventions.

## 7. TEAM AND ECONOMIC RESULTS

Kinomé has continued to expand its team in the Paris headquarters and internationally! We are now more than twenty people, most of whom are agricultural engineers, agriculturalists, environmentalists, generalists or economists. The year 2021 was marked by the opening of our regional office in Lomé. A regional hub and barycentre of our fields of intervention, where a team of four people led by our Director of International Operations facilitates the deployment of our activities and partnerships in West Africa. We also have representatives in Guinea Bissau, Colombia and Madagascar, where we plan to open a branch in 2022. In the head office, the team has also expanded, enabling us to strengthen our human resources in the areas of consultancy (4 consultants recruited), climate (a new climate project manager), environmental education (recruitment of a Forest&life project manager) and in the structuring of the company (administration, communication).



*Team seminars – September 2021*

### Economic results in 2021

In a context that remained difficult, Kinomé continued to build on the momentum of 2019 and 2020 to achieve another good year in terms of not only social and environmental impacts, but also in economic terms.

Our turnover increased by 47% to reach €1,812K. This was made possible thanks to an even stronger strategy of alliances. It allowed us to respond in consortium to calls for tenders that we would not have been able to answer on our own, as we did not have all the skills or the time needed to carry out the interventions. This required a major reorganisation of our work, such as redefining the roles of each partner involved in collective projects. In particular, differentiating between the role of accompanying the strategy with financial partners on the one hand, and the role of coordinating the team operating on the project on the other. Project officers and Kinomé's administrative unit have greatly improved the management of all our projects and consultancy interventions.

Our operating result remained stable. This can be explained by an increased use of subcontractors as a result of the above-mentioned reorganisation, a resumption of travels, the increasing number of workshops in our interventions but carried out at cost price, and a significant investment in the structuring of Kinomé's support functions.

The company's net result improved thanks to controlled fixed costs and a favourable Euro-USD exchange rate.

A profit-sharing agreement has been implemented that will allow these good results to be shared with the team that made them possible!





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