



Understanding, acting, growing by nature



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Annual Report 2022

Campus du Jardin d'Agronomie Tropicale de Paris
45 bis avenue de la belle Gabrielle
94736 Nogent-sur-Marne Cedex
Mail : contact@kinome.fr
Tel : 01 43 94 73 45

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EDITORIAL

Based on an increasingly recognised systemic approach to the environment, with an emphasis on social impact and personal development, Kinomé has embarked on a major transformation of its working methods in 2022. To cope with our growth and the arrival of many new players in our fields, we have invested heavily in structuring our activities by strengthening our support functions and, above all, our presence on the ground through our teams and new partnerships with local players.

Our regional teams are being strengthened: in addition to the West Africa regional office (Lomé), we have opened an Indian Ocean regional office in Antananarivo (Madagascar), providing advice and technical assistance to field projects linked to conservation and entrepreneurship in promising sectors such as vanilla, peach, fruit, honey, fragrant rice and moringa.

We also strengthened our presence in Colombia and Mexico, diversifying our advisory activities from the private to the public sector. In France, we continued our partnerships with pioneering companies such as SLB (Sustainable Forestry and Biochar) and Les Prés Rient Bio, a Danone subsidiary that we are supporting in an innovative way, not only in its strategy but also in evaluating and improving its tangible impact on the daily lives of dairy farmers.

Our Forest&Life environmental education programme, once again under the patronage of the French President, Emmanuel Macron, continued to expand: it is now active in 10 of France's 13 regions and has created its first regional "cluster" in the Jura region to accelerate its roll-out.

Finally, we were invited to the "Together Against Hunger" international summit in Washington to present our approach to tackling the root causes of hunger (poverty, environmental degradation, climate change) through a global approach based on entrepreneurship and local resources, such as the moringa sector we are developing in West Africa, Madagascar and Latin America.



To maximize our impact and that of the new partners in the sector with whom we collaborate, notably investment funds, we are placing greater emphasis than ever on :

- **bottom-up assessment of local community needs,**
- **the co-construction of a theory of change** and a rigorous monitoring system for each project
- **reinforcing the human capital of project teams** to achieve set objectives and scale up.

Life-skills, and above all an awareness of the potential of every human being to act positively for themselves and for others, are proving to be more than ever a key factor in success: we have therefore extended the sharing of Ethical Leadership benchmarks, which is its foundation, to all our partners and customers, in the form of workshops at the start of each consultancy assignment, or training workshops, as for example in Diego Suarez (Madagascar) at the start of the year with the Kobaby project team (AFD funding), and around thirty of its stakeholders.



1 037 people

introduced to *Ethical Leadership* approach.



325 714 lives

improved by Kinomé and its partners in 2022.



102 111 trees

planted and protected 31 563 with children as part of Forest&Life.

The firm's structuration has been the object of investments:

- > in the organisation of the team, to better prioritise, plan and monitor the actual time spent on each activity,
- > in communication, with the arrival of a Communications Project Manager, and the redesign of the website led by her,
- > in management, with the arrival of a part (time Administrative and Financial Manager).

The combination of a fall in activity and sustained investment in structuring the company resulted in a loss in 2022. However, the outlook and the start of 2023 are encouraging.



Table: Number of people impacted and trees planted and valorised until 2022

	People trained (Life-skills)	People involved (Skills)	Improved lives (Concrete situations)	<< Seeds of change >> Trees	Trees planted and protected with our partners	Valued trees
2022	1 037	9 178	325 714	31 563	70 548	3 600 000
Total up to and including 2021	1 780	97 836	1 955 803	1 007 928	6 362 277	63 382 775





OUR IMPACTS



1. OUR IMPACTS IN 2022

Kinomé's innovative methodology

To measure its impact, Kinomé bases its approach on the 7 fundamental and universal human needs, derived from the Ethical Leadership Engineering (Edel Gött). Kinomé's counting methodology is based on the export process, which shows how a person's positioning, vision and interpersonal skills have a direct impact on the know-how of organisations and the daily lives of people in the field, ultimately leading to a paradigm shift. The impacts measured each year are incremental: they include additional people or trees resulting from a project or consultancy intervention. This explains the significant quantitative variations depending on the year in which the project starts.

People impacted

Level 1 / People introduced to Ethical Leadership (EL) and invested in their interpersonal skills. It includes people who have received a specific and formal introduction to LE **(1,037 people in 2022)**.

Level 2/ People involved in terms of their know-how, by applying it, developing it for our projects or obtaining new ones. Kinomé's know-how and that of its partners enables us to apply our know-how with a global vision and the right positioning. **(9 178 people in 2022)**

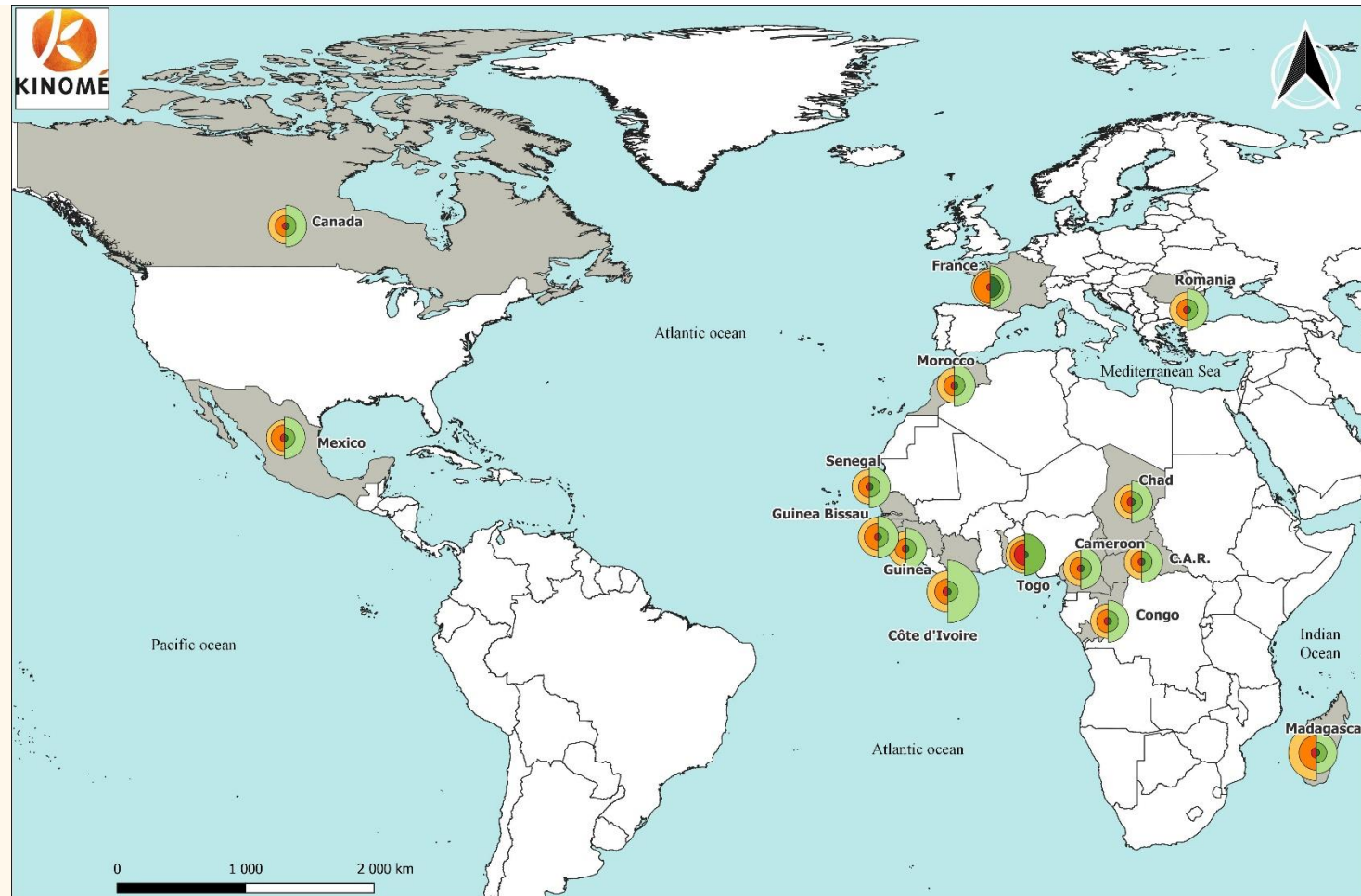
Level 3 / Improved lives: People whose living conditions are improved in concrete situations in terms of basic needs **(325 714 people in 2022)**

Trees

Level 1 / Trees "seeds of change": Trees planted by Kinomé and its partners that will have a positive impact on the people who plant them (raising awareness of the benefits of nature and their ability to change things today). **(31 563 trees in 2022)**

Level 2/ Trees Planted thanks to Kinomé and its partners, which have a positive impact on the lives of local communities (additional income, better nutrition, access to water, climate protection, etc.). **(70 548 trees in 2022)**

Level 3 / Valued trees p to improve people's lives and meet their basic needs. The count includes existing trees that have acquired greater social, economic or environmental value as a result of the actions or advice provided by Kinomé and its partners. **(3 600 000 trees in 2022)**



Legend

 Countries of intervention in 2022  Other countries

Human impact

People trained
 ● 0 - 300
 ● 300 - 600
 ● 600 - 900

People involved
 ● 0 - 1000
 ● 1000 - 2000
 ● 2000 - 3000
 ● 3000 - 4000

Improved lives
 ● 0 - 100000
 ● 100000 - 200000
 ● 200000 - 300000

Environnemental impact

Trees Seeds of Change
 ● 0 - 10000
 ● 10000 - 20000
 ● 20000 - 30000
 ● 30000 - 40000

Planted trees
 ● 0 - 30000
 ● 30000 - 60000
 ● 60000 - 90000

Valorized trees
 ● 0 - 1200000
 ● 1200000 - 2400000
 ● 2400000 - 3600000



HERE AND ELSEWHERE



2. HERE AND ELSEWHERE

Kinomé helps people to become aware of their potential and their ability to act now for themselves and for the world.

A human-centered approach

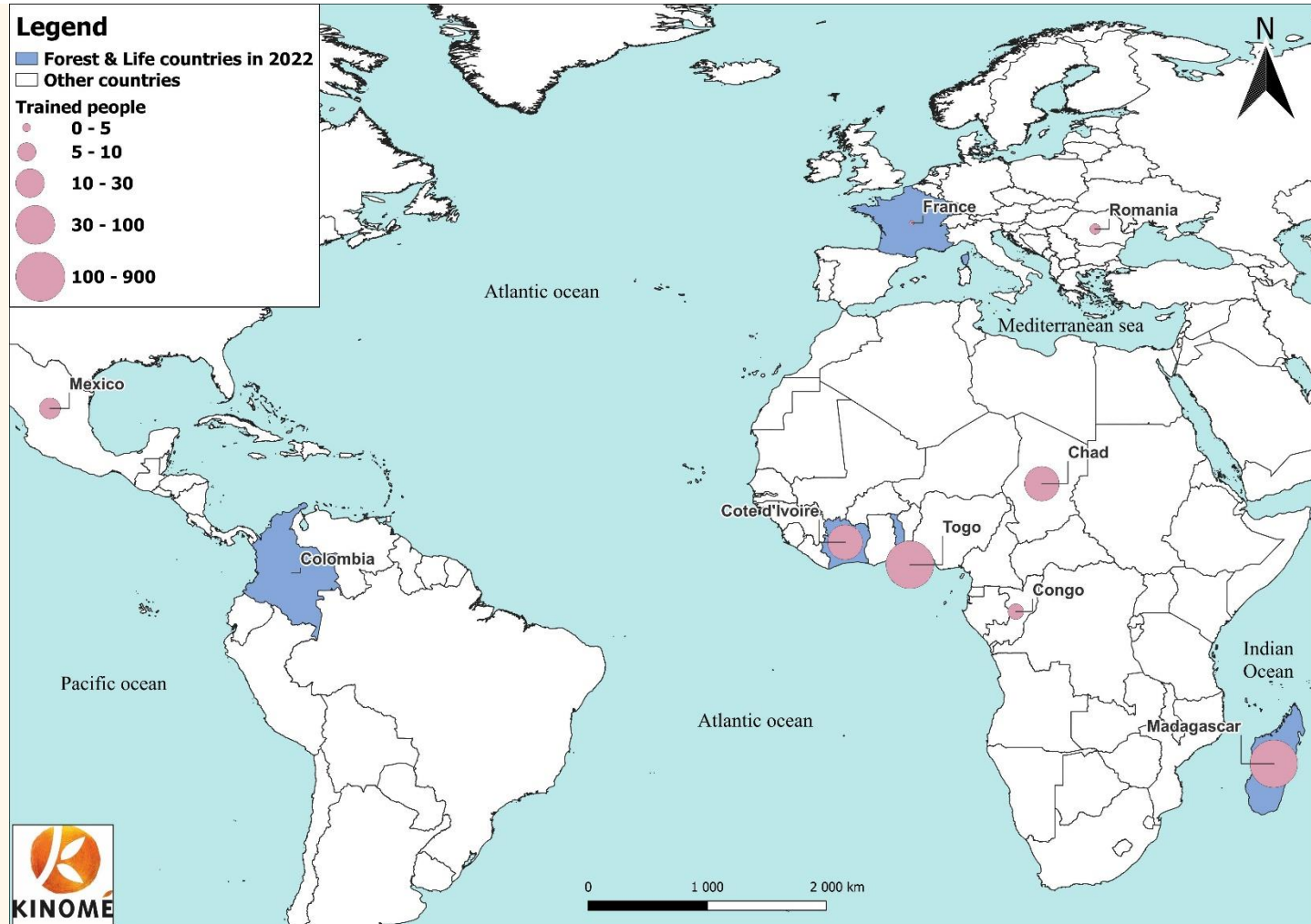
Kinomé's mission is to improve people's lives through nature, especially the forest. Why are we doing this? To put nature and people back at the heart of a new development model. Whatever the subject, whatever the activity, whatever the nature of the intervention, the human being is at the centre.

I Innovate and evolve to serve life!

This means changing the way we look at ourselves in order to evolve and reposition our relationship with nature. Since Kinomé was founded in 2005, we have been using Ethical Leadership Engineering to better understand how human beings function individually and collectively, in order to develop the common ground and global vision necessary for the systemic change we seek. We continuously train our team in this engineering and disseminate these benchmarks to our partners by offering them exchange and introductory sessions wherever we work and whatever the type of partner (company, NGO, ministry, school, etc.). For those who wish to go further, we refer them to the appropriate training courses offered by the consultants in the Ethical Leadership Network. The impacts presented in this report are the result of individual and collective development.

The experience gained since 2005 and the testimonies of our partners and the communities with whom we work allow us to verify on the ground that these impacts are sustainable and that they are gradually becoming self-demultiplying, without any intervention from Kinomé.

We all have the potential to reposition ourselves and change the world



Forest&Life is continuing its large-scale deployment by consolidating and developing its partnerships

The Forest&Life 2022-2023 season enabled **1,025 young eco-citizens in France** to learn about the environment and international solidarity, thanks to 8 projects and a series of one-off educational activities. **920 of these young people were able to take part in a planting project in their own area**, be it a forest, a town or a piece of farmland. This season, Forest&Life also involved **almost a hundred chaperones**, around **fifty participating teachers** and around **fifty forestry, agroforestry and horticultural technicians**, as well as **many other local actors**, all working alongside the children.

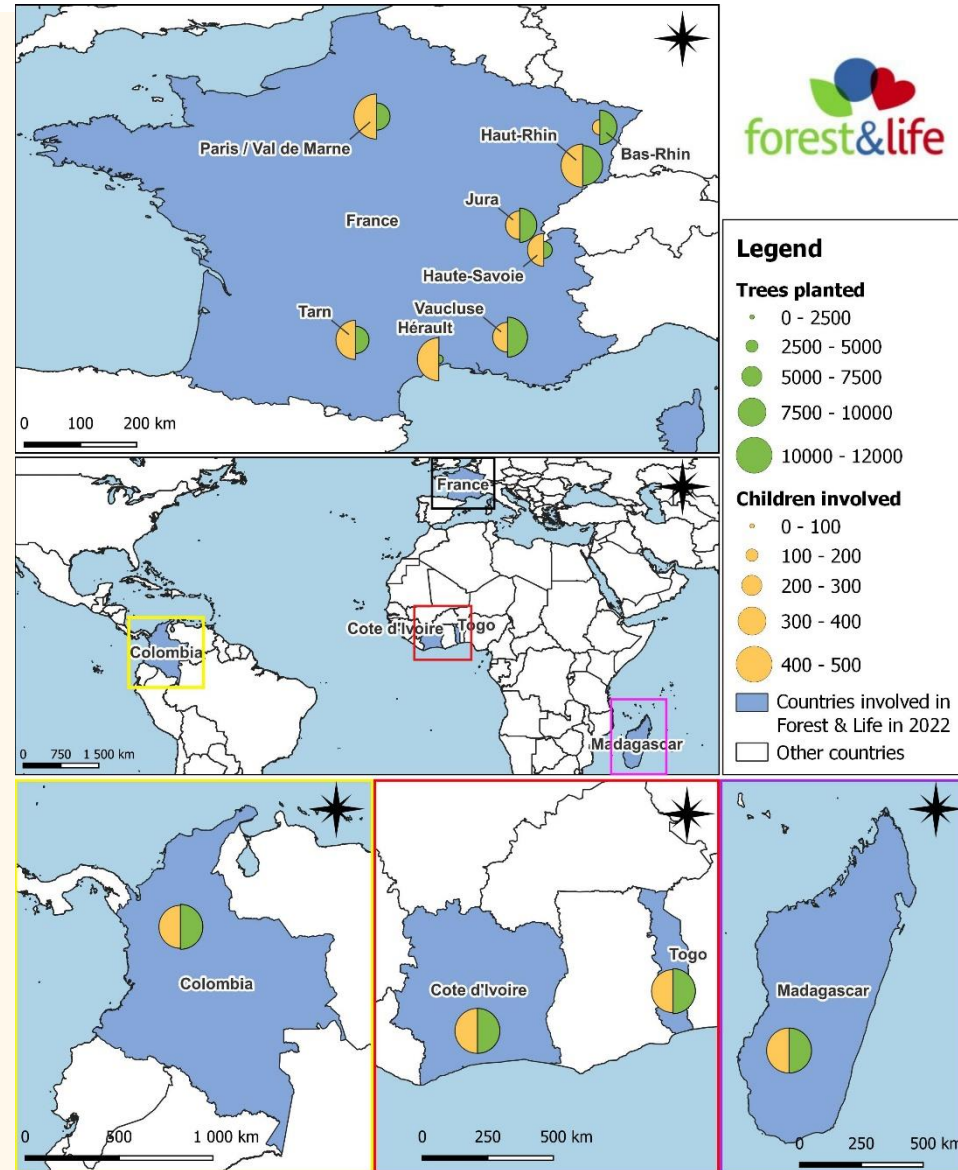
In addition, more than **1,000 young people** from **Madagascar, Colombia, Côte d'Ivoire and Togo** have benefited from Forest&Life by participating in a plantation in their country and sharing their experience with their French counterparts through **twinning exchanges**.

At the same time, Forest&Life continues to consolidate and develop its local partnerships:

- > The **introduction of agroforestry** is continuing with the involvement of **6 classes** and **staff** from the Klorane Botanical Foundation and the Pierre Fabre Group;
- > The creation of an **educational tree nursery** in partnership with the City of Paris and its Bois de Vincennes department. **Three pilot classes** are following the **"Pépinieristes du Bois de Vincennes" course**, which enables them to discover trees through the seasons and the Bois de Vincennes, while taking part in a planting project in their local area and in international solidarity;
- > A Forest&Life pilot project on **trees in the city**, launched in partnership with the City of Montpellier;
- > **One-off workshops** for school classes, in partnership with the Cité du Développement Durable, to introduce them to trees and the environment.

To enable even more children to participate in Forest&Life, we have brought together a **group of stakeholders** to co-design and support the roll-out of the programme and to develop **regional clusters**, for example in the Jura region. We have consolidated our international partnerships, notably with **Madagascar** in collaboration with **Eau de Coco and the NGO Bel Avenir**.

On behalf of the children, a big thank you to all our partners for their support and the commitment of their local teams!



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BOTANICAL
FOUNDATION



GREEN
MISSION
Pierre Fabre



Louez plus vert!



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“ ... Volunteers from the Klorane Botanical Foundation and the Pierre Fabre Group made their working day even more meaningful on Monday and Tuesday by taking part in this action and discovering Forest&life..»
Florence GALEAU, Project Manager Klorane Botanical Foundation



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“ I take care of myself, with others, and I do it for the planet.»
A schoolboy from Vaucluse, happy to present the eco-citizen gesture he discovered during the Forest&Life plantation.

“ Our pupils were very happy to produce these letters and other documents. The whole project is really interesting and meaningful for us teachers.
Teacher in a participating school in Haute-Savoie, February 2023





CLIMATE AND BIODIVERSITY

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3. CLIMATE & BIODIVERSITY FOR LOCAL DEVELOPMENT

Three approaches to the same systemic change

Kinomé implements an integrated approach that links climate and biodiversity issues with the needs of the local population, making them a lever for local development. In 2023, we continued to coordinate natural resource management projects, reforestation and the strengthening of protected areas (Kobaby, PGFM), and strengthened our advisory work, particularly in the following areas

> We scaled up our **climate capacity building activities for institutional actors**, improving the skills of decision-makers involved in climate action. In Madagascar and Chad, Kinomé developed a dozen training modules combining theory and practice on climate, climate change, vulnerability, adaptation to climate change and climate finance,

> Following the revision of four countries' Nationally Determined Contributions (NDCs) for 2020 and 2021 (commitments made as part of the Paris Agreement), this year we supported the governments of the Republic of Congo and the Central African Republic in **developing climate action plans for the effective and concrete implementation of the revised NDCs**. This year, we **also supported local authorities** (Côte d'Ivoire), which are key actors in the implementation of adaptation measures.,

> This year has also allowed us to develop strong expertise in **carbon finance**, particularly in mangrove forests. Convinced that carbon finance is a lever for scaling up activities that improve people's daily lives, the climate and biodiversity, we worked with AFD and Wetlands International Africa to apply carbon finance to mangrove restoration in Senegal.

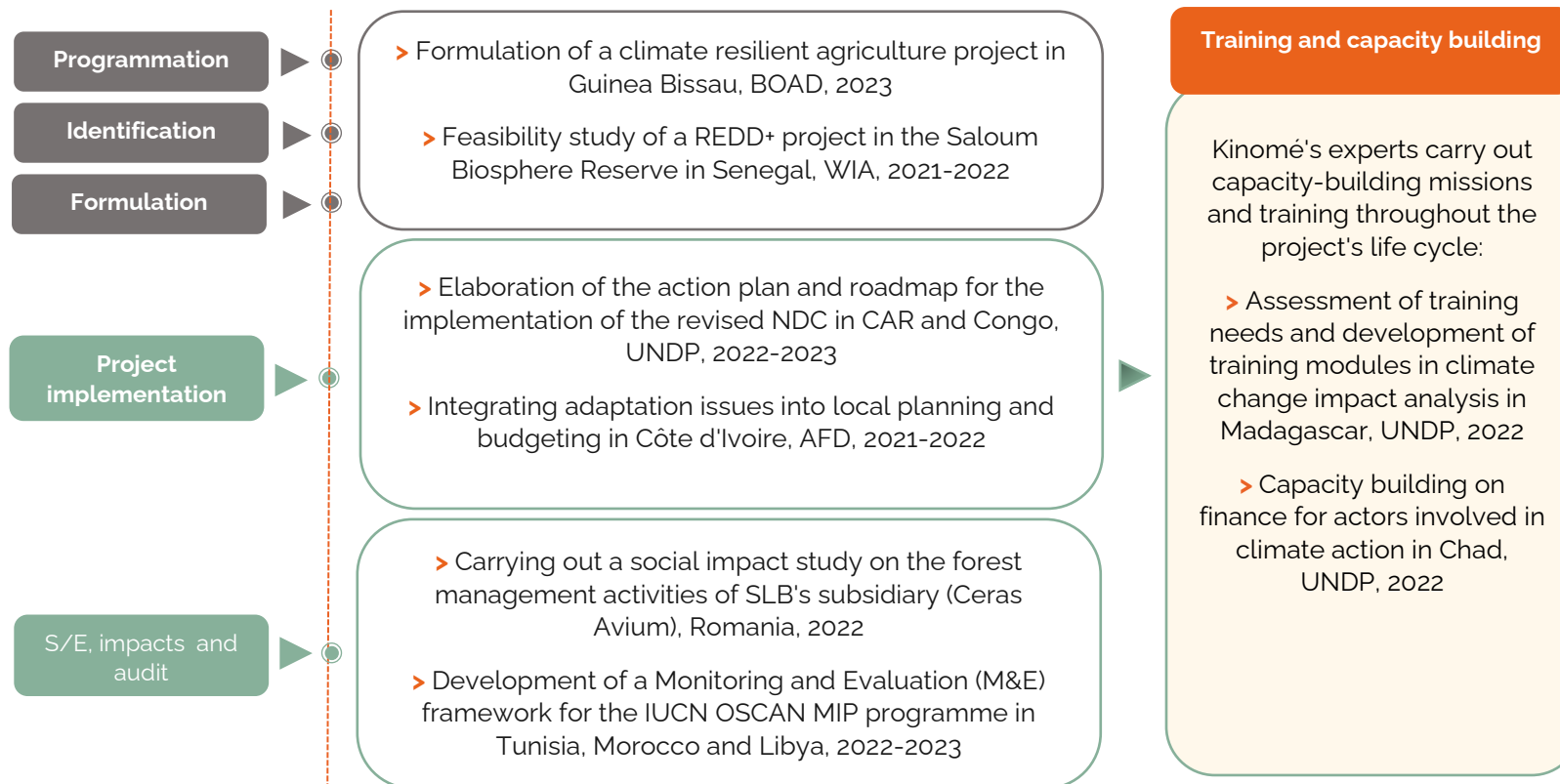
> After supporting a PhD on **human-wildlife conflict** (2018-2021) in Uganda, this year we brought our expertise to Madagascar, where we helped the NGO Wildlife Conservation Society improve the sustainable management of wild species in line with the well-being of local people around the Makira Natural Park.



“ Kinomé's work is particularly appreciated for its inclusive, evolutionary, and cross-sectoral approach [...] Kinomé enhances the value of national experts and promotes networking and increased mobility of expertise across the continent and its international influence. »

Sadia Demarquez Ouar
Coordinator Central Africa Adapt' Action - AFD

Consulting expertise across the project chain



Development project management expertise

Kinomé is also involved throughout the entire life cycle of a project:

- > As project manager :
Mangrove Forest Management Project from Senegal to Benin, European Union, 2021-Ongoing.
Project to develop a sustainable Moringa supply chain in Togo, Kinomé, 2013-Ongoing.
- > As a technical assistant :
Technical assistance for the Protected Areas management project in the Diana region, Madagascar, 2022-2024.





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SUSTAINABLE VALUE CHAINS



4. SUSTAINABLE VALUE CHAINS

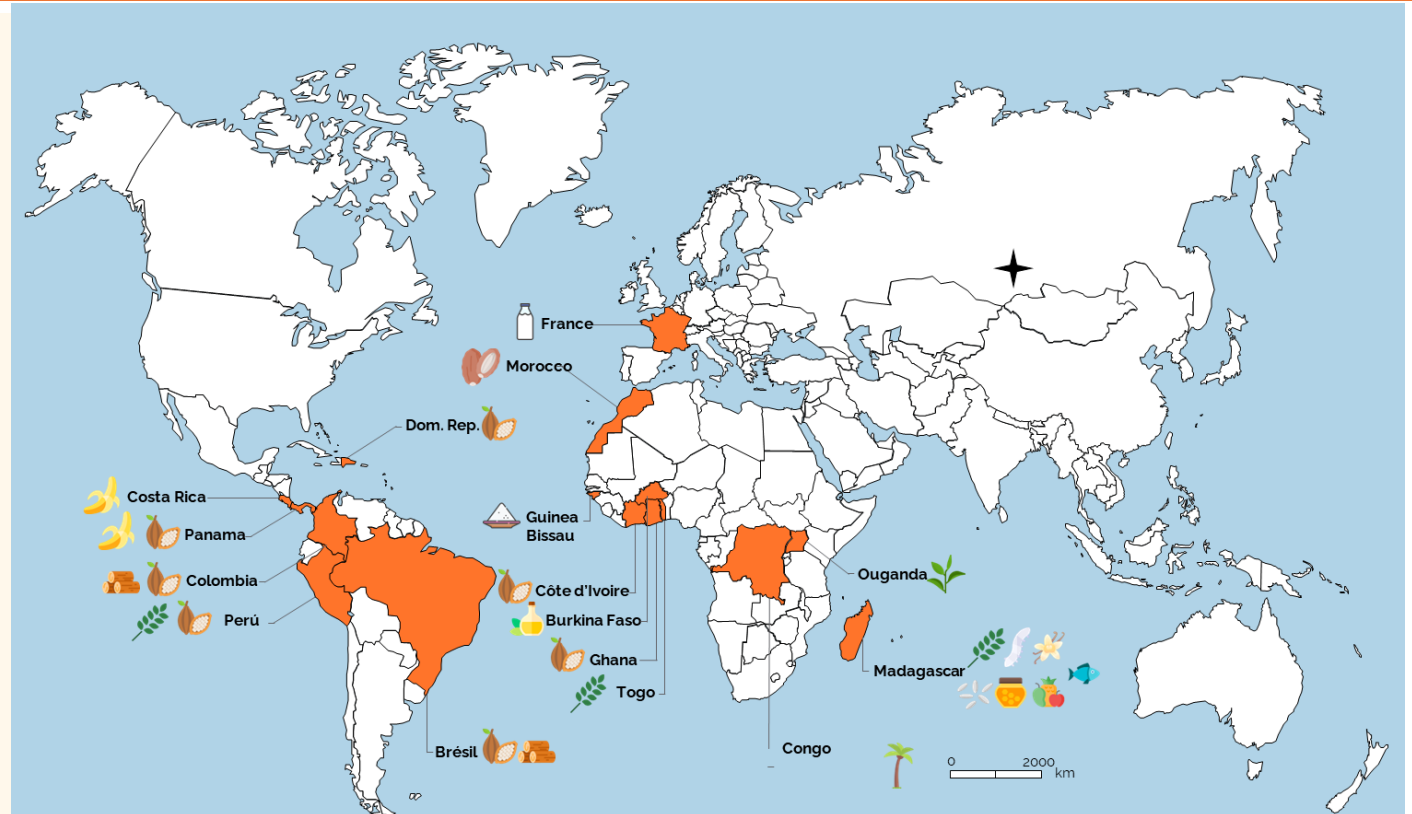
Value chains that change the world

2022 was a year to celebrate the **completion of the two key programmes** mentioned in our last Annual Report: the **Sustainable Cocoa Guide**, the result of a knowledge exchange programme between six cocoa producing countries, and the **Sustainable Vanilla Guide**, also produced for stakeholders in the Sava region of Madagascar. The vanilla guide was officially launched in Antananarivo in January 2022, while the cocoa exchange programme culminated in an international workshop in **Abidjan** in December 2022 (more on this in the following pages).

This year, we stepped up our involvement in the organic sector, with two initiatives in particular:

- Support for the Madagascar **Organic Trade Union (SYMABIO)**, with the assistance of **COLEACP**, to study the feasibility of a **National Organic Observatory**, one of the tools foreseen in the **National Organic Development Strategy**;
- Supporting companies belonging to the **Syndicat des entreprises BIO (SYNABIO)** in France in the development of a guide to **biodiversity conservation in the international organic sector**, beyond the obligations set out in the organic specifications.

At Kinomé, the value chain approach is always linked to the territorial dimension, an approach that is useful everywhere: as part of the **management of classified forests in Côte d'Ivoire**, Kinomé has contributed to the development of the **management plan for the Scio classified forest in Côte d'Ivoire**, to the **Sustainable Land Use Programme (PUDT)**, which aims to help establish deforestation-free agriculture in **Congo**, and to the **Organic Farming Areas (TVAB) in Madagascar**.



Légende :

	Cacao		Vanilla		Moringa		Milk
	Sustainable Palm		Sahelian Oils		Tea		Salt from Mangrove
	Wood		Date		Banana		Silk
	Rice		Honey		Fruits		Fish



Launch of the Madagascar / Indian Ocean office.



After **more than 10 years of work in Madagascar, consulting for the public and private sectors, supporting protected areas, sustainable industries and project assessments**, Kinomé has opened its Indian Ocean regional office in Antananarivo in autumn 2022.

Like all of our regional offices, the Antananarivo office aims to develop our KinoSchool training and coaching offer for young entrepreneurs, project teams and companies, based on **ethical leadership benchmarks and tools**.

The opening of this office will also allow us to be closer to our Malagasy partners and local teams involved in **long-term technical assistance**. This will facilitate the development of long-term, structuring projects. For example, support for the creation of organic farming areas (TVAB), another tool in the Malagasy government's organic strategy, is part of the new regional office's action plan. In addition to our technical expertise, this support will focus on the human dimension, as the territorial approach means working together as a team.

Forest&Life. The partnership with Eau de Coco (Bel Avenir programme) is continuing, with the prospect of geographical development (Saphirs school, in addition to the Tuléar area) and thematic development (work on the impact of Moringa on the health of schoolchildren, extension of the environmental education aspect with the Mangily botanical garden as the main tool).

Nouvelles du projet Kobaby. Kinomé was able to train the Kobaby project team and stakeholders in **ethical leadership** to strengthen the quality of the human experience and the community dimension of this important project for the Diana region. On the ground, sustainable commodity chain projects funded by an "intervention facility" (which selects and supports aggregators) continue to be implemented in the beekeeping (two projects), fruit, sustainable fishing and fragrant rice sectors.

In addition to the Kobaby project, Kinomé has launched two new long-term technical assistance programmes funded by the Programme for Integrated Growth Poles and Corridors (PIC2). They involve two moringa production companies: MoringaWave and Mam'Agri.



Kinomé extends its innovative approach to the 7 basic and universal human needs

The method was developed by Kinomé based on the global approach and tools of *Ethical Leadership* (source: Edel Gött).

Ethical Leadership is a new form of leadership that takes into account the real needs of people and ensures coherence through the choices and decisions that are made with a short, medium, long and very long term vision. We bring a new way of looking at people, focusing on getting to know them better, finding out their real needs, gathering their feelings about the impact of their work on their daily lives, a way of reconnecting them with the value of what they get up for in the morning.

On a human level, the Kinomé investigators have worked on their interpersonal skills to develop a positive approach that mobilises the potential of their interlocutors, and have developed the mediation skills that are essential to bring out real needs.

Kinomé has been developing this approach **for 6 years in 14 countries** (Brazil, Colombia, Costa Rica, Panama, Guatemala, Ecuador, Mexico, Dominican Republic, Peru, Morocco, Guinea, Madagascar, Romania and France), working in **the agricultural, agroforestry and forestry sectors** and with all stakeholders in **these sectors** (farmers, workers, companies, etc.).

Why are these needs fundamental? We can't live without satisfying them, they go beyond all existing references (certifications and other international standards) and they must be taken into account without hierarchy.

Why are these needs universal? They are the same wherever we are on the planet, whatever our sector, age, religion, gender, etc., and they are expressed differently depending on the individual.

This approach is an **evolutionary dynamic** and feeds into existing certifications and labels (e.g. B-Corp, Fair For Life, AB, Sustainable Organic Enterprise, etc.).



©Edel GÖTT



Case studies

Les Prés Rient Bio (LPRB), organic subsidiary of DANONE, France

During 2021, the **LPRB in France** asked Kinomé to assess and understand its impact on their dairy farmers. Our team met with **33 LPRB farmers (out of a total of 49) in Haute and Basse Normandie**, as well as other stakeholders in the sector, to hear their views on their needs. We discussed the issues together and came up with a comprehensive response to the challenges facing the sector: difficult working conditions and the declining attractiveness of the profession, inflation, insecurity of dairy farms in terms of market prices, lack of generational renewal, etc.

In 2022, Kinomé joined the **Reine Mathilde multi-partner technical programme**, which aims to create a favourable ecosystem for the development of the organic sector *in in Normandy*. The programme is evolving to include new priorities such as climate change. The aim is also to include a social component and to propose a general progress plan for the sector to meet the needs of farmers. To this end, 10 organic and conventional farmers from Lower Normandy were met in the form of group workshops and individual interviews. The study was very well received by the farmers:

« It's rare that people are genuinely interested in our welfare rather than that of our cows! » témoignent-ils.

An action plan, drawn up in collaboration with dairy industry players and farmers, will be implemented and **tested on pilot farms in 2023-2024**, again with the aim of **improving the satisfaction of farmers' basic needs** through short and long-term levers, thus ensuring generational renewal.

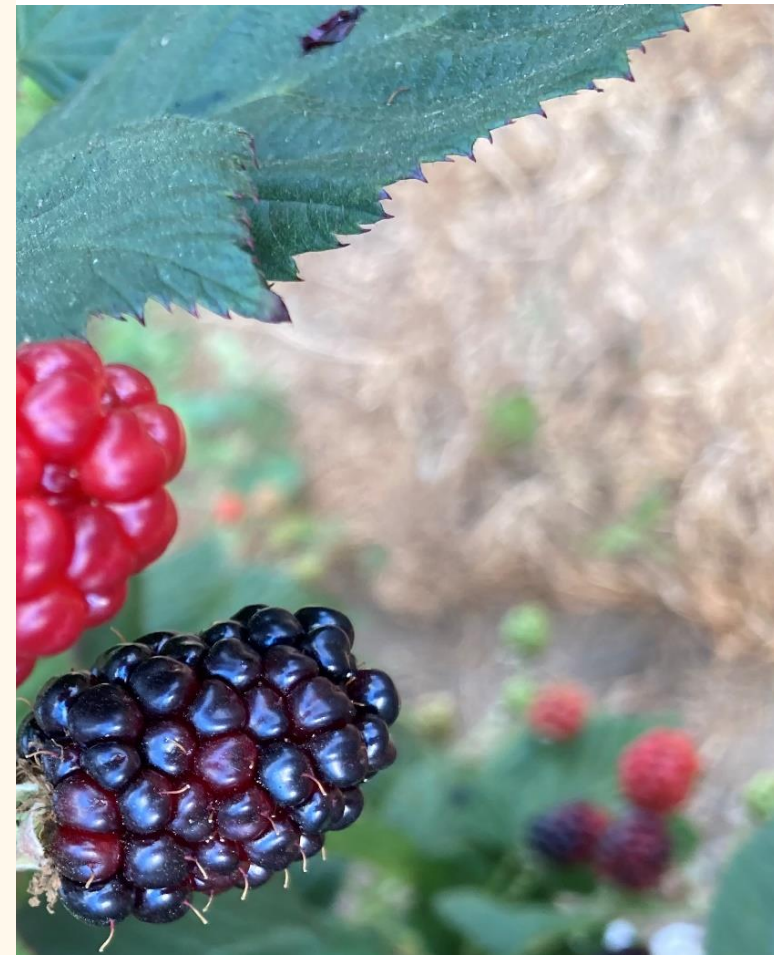
Grupo Paisano, Mexico

In 2022, Kinomé applied the 7 BFU approach for the first time in Mexico. We worked with **Grupo Paisano**, a company that works with small fruit farmers (lemons, organic blackberries). After carrying out a field study involving 120 people (producers, employees, local communities), we formulated **concrete recommendations to improve the company's social and environmental impact**, taking into account commercial issues. Following our work, the company hired a person dedicated to monitoring environmental and social indicators. We also made strategic proposals for **scaling up** the model. **Creating sustainable strategies based on local realities** is also what the 7 BFUs are all about.

SLB Company, Roumanie

The **SLB group in Romania** asked Kinomé to improve the social impact of its activities in a sector that creates few jobs (forestry). On the basis of the 7 BFUs, we carried out a social impact assessment and drew up a progress plan that enabled the client to improve its impact and enhance the value of its way of working, while taking a pioneering stance that could serve as an example to other players in the industry.

In terms of impact, 4 people have been trained, including the CEO, in the application of this engineering approach, thereby helping to sustain more than **40 jobs in the communities concerned**.





5. COLLECTIVES

Strengthening collective approaches to sectors and regions

Cocoa

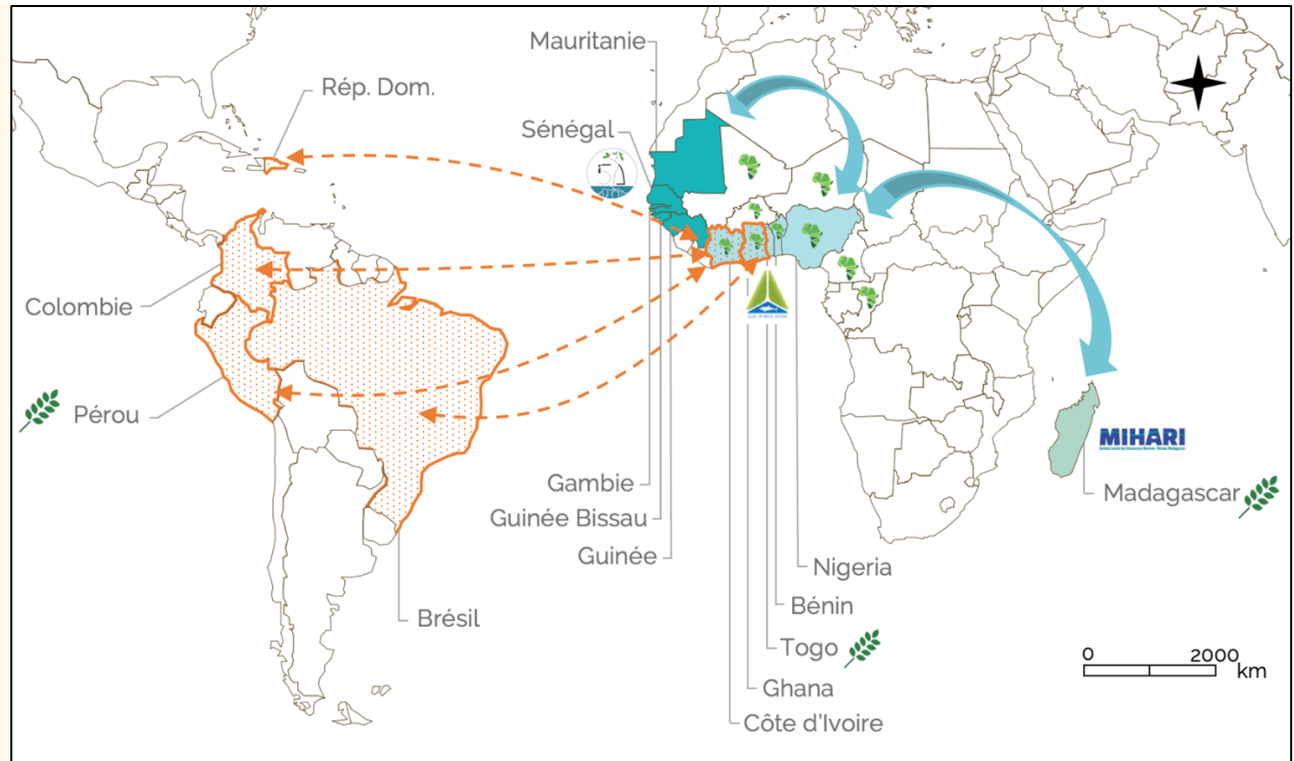
In November 2022, Kinomé hosted **the World Bank's SSKE project feedback workshop** in Abidjan, Côte d'Ivoire, to launch the **sustainable cocoa guide** and **agroforestry simulator**. The event brought together cocoa producers from six countries in **Latin America, the Caribbean, and West Africa** to highlight the economic, social, and environmental benefits of different agroforestry models. It was an opportunity for participants to visit innovative agroforestry sites in Azaguié (Mr. Nkoh's farm) and Adzopé (in the PRM project of our partner Nitidae) and to talk to cocoa farmers about the challenges of implementing agroforestry. The event reinforced the idea of building **a strong, committed community** to promote the adoption of agroforestry practices in the participating countries. The case studies and recommendations contained in the guide will undoubtedly support decision-making in **local initiatives to improve the sustainability of cocoa production**.

Moringa Collective

As part of the roll-out of **the Moringa actors collective**, an organization has been set up in the various intervention regions, with a steering committee of partners in Togo and a committee in Madagascar. A scientific committee also meets every month to monitor the impact of the Moringa program and prepare future publications.

5Deltas Collective

Kinomé continued to lead exchanges between the organisations of the **Collectif 5Deltas**, which works to preserve mangroves in **West Africa**.



Légende:

- | | | | |
|---|---|---|--|
|  | Pays membres du programme d'échange sur l'agroforesterie cacaoyère (SSKE) |  | Réseau Mihari MIHARI |
|  | Echanges Sud-Sud cacao |  | Echanges outils de gestion des mangroves |
|  | Membres du Collectif 5 deltas  |  | Membres du Collectif Moringa |
|  | Membres du Collectif des deltas du Golfe du Bénin  |  | Membres d'ICON |

5 Deltas Collective (C5D), Mangrove Forest Management Project (PGFM)



As part of the European Union's (EU) PAPBio programme, the project entitled **"Management of mangrove forests from Senegal to Benin"** has continued with the Collectif 5 Deltas (C5D), which plays the role of lead partner in **the Paysages Prioritaires de Conservation des Rivières du Sud** (Priority Landscapes for the Conservation of Southern Rivers), comprising **Casamance (Senegal), Guinea Bissau and the Republic of Guinea**.

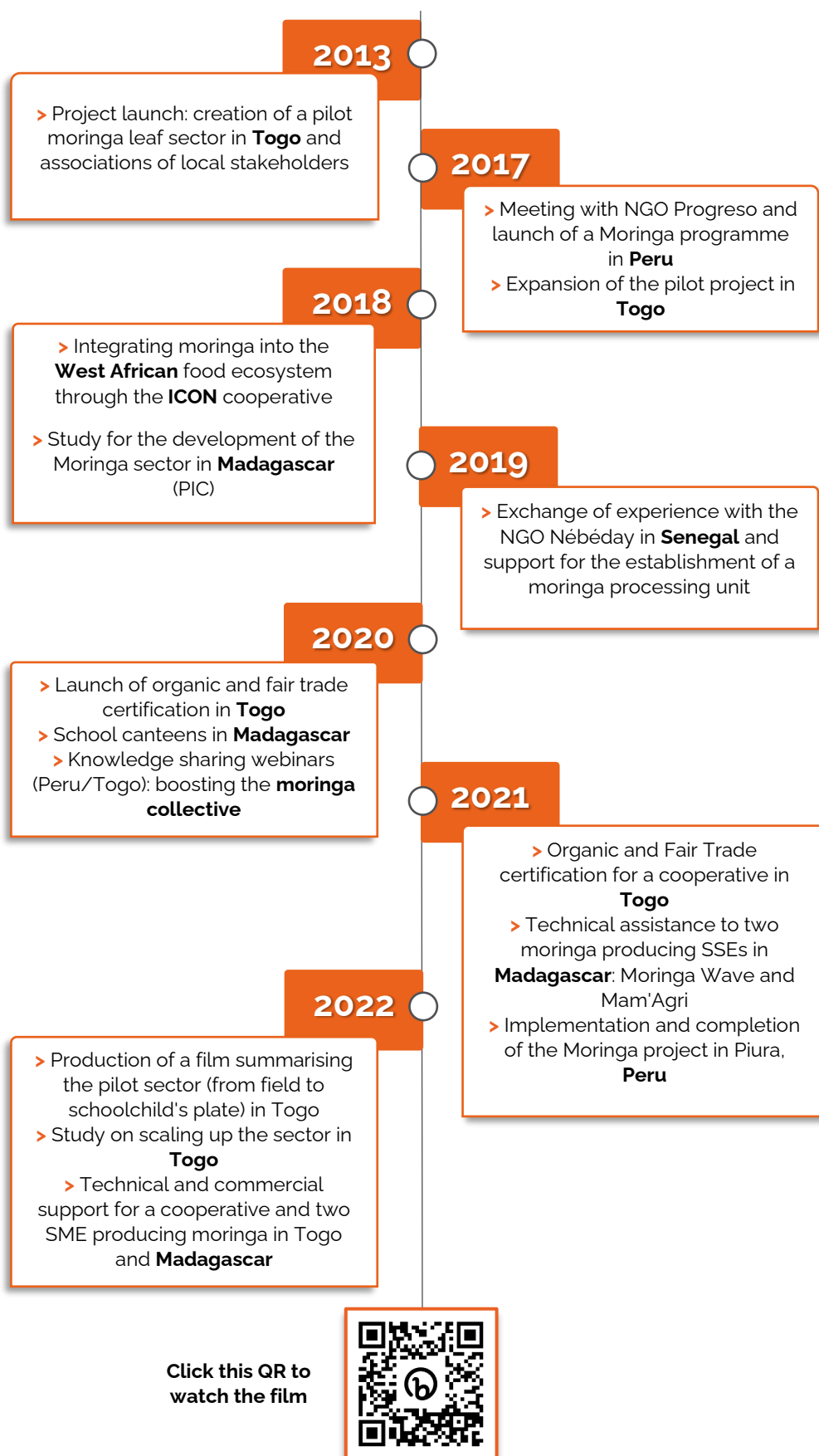
One of the activities is to promote **scientific, technical, educational and cultural exchanges** at the level of transboundary landscapes. The aim of this activity is to establish and operate a framework for **leadership, exchange and learning** to raise awareness and generate support among stakeholders and the public for the cause of **mangrove conservation and sustainable management** as a means to build resilience in the face of climate change and to preserve and maintain natural capital for present and future generations.

With this in mind, we have decided to create a festival for the Rivières du Sud landscape called the **"Mangal Festival"**. **The main objective of this festival is to highlight the triptych Man-Art-Science**. As a development and conservation operator, our convictions and observations have converged on the importance of re-establishing the link between these 3 fundamental pillars in order to promote greater awareness of the issues involved in preserving biodiversity and to generate a stronger, more concrete commitment. Our vision is to be able to invite people to **"experience the mangrove"** to understand it better, but also to experience it through other social, emotional, creative and sensory approaches.

All these activities are made possible by the strength and contribution of **the collective approach**. **This multi-player, horizontal structure highlights the complementary expertise of each C5D member**, giving them autonomy and a space for free expression, both professionally and creatively.

In 2022, the C5D therefore focused its efforts on the creation and structuring of this festival, inviting each member to mobilise their own network, strengthen our tools, bring our partners together and find solutions, so that in just a few months, **4 programmes of activities (education, conservation, science, art and culture) have been created and will be launched in 2023**. A communication and impact strategy has been developed and almost a **dozen partners** have joined us. Our reach allows us to carry out complex collaborative and participatory work, and to share our experience and know-how with other structures that might be inspired to **grow together**.

Moringa collective



6. TEAM AND ECONOMIC RESULTS

Our team in France and around the world



In 2022, Kinomé continued to develop its regional offices. **The West Africa regional office**, opened in Lomé (Togo) in 2021, has strengthened our activities in West Africa and now has 6 people working on consultancy and projects. In 2022, **the Indian Ocean regional office** will open in Antananarivo (Madagascar). We also strengthened our presence and activities in Latin America with one person in Colombia (Bogota) and one in Mexico (Playa del Carmel).

The expansion of the team and the creation of regional offices have been accompanied by a major effort to structure and organise the organisation. In 2022, we will welcome a communications project manager and a part-time administrative and financial manager at Kinomé's headquarters.







With the help of an external consultant and a review and synthesis of the last 15 years, we have designed and implemented a **new communications strategy**, which has led to the creation of a communications department. The aim is **to raise our profile** and **improve our brand image**. Our project manager has overseen major projects such as the **redesign of our new website** and more day-to-day management of our social networks, making our corporate communications more effective. This strategic decision is an opportunity for the company to strengthen its position in the market and improve its engagement with customers and partners.

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Economic results 2022

After 3 years of strong sales growth, sales will slow down in 2022 (-20%), although they will still be higher than in 2020. This is due to :

- > The absence of certain Council calls for proposals related to the particularly active COP26 climate conference in Glasgow. However, we continued our work on updating NDCs (Nationally Determined Contributions) by including a new country, the Central African Republic, and broke new ground by integrating these NDCs into local (rather than just national) planning in the Republic of Côte d'Ivoire.
- > The difficulties experienced by one of our main private sector partners, which delayed our involvement alongside them; however, we have established a first successful partnership with this company's parent company in the fruit sector.

At the same time, we have continued to invest in **strengthening our team**, particularly in training and **structuring Kinomé's support functions**. We have also significantly **increased our presence in the field through our regional offices**.

All in all, this has resulted in a **net loss for the year, which is largely covered by the company's cash position and is therefore not a threat to it**. On the contrary, although the short-term international economic situation makes it difficult to give a precise outlook for 2023, we are generally **optimistic about the future**. From the outset, Kinomé has made strategic choices (a systemic, bottom-up, people-centred approach with a strong environmental and social impact) that have been validated by the field, our partners and our customers. At a time when growing awareness is attracting significant resources to climate and biodiversity issues, the ability to identify the right projects, make them 'bankable', measure and optimise their impact, and help them cope with the growing threat of climate change is becoming a key factor. Kinomé has the track record, the toolbox and the unique network to meet this challenge.



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KINOMÉ

Campus du Jardin d'Agronomie Tropicale
45 bis avenue de la belle Gabrielle
94736 NOGENT SUR MARNE Cedex
Mail : contact@kinome.fr