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KINOMÉ

Understanding, acting, growing by nature



ANNUAL REPORT 2023



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Editorial

As you will read in the following pages through concrete examples, two strong themes emerged from our consultancy actions in 2023:

> With the private sector, we have focused extensively on the theory of change, or in financial terms, the impact thesis of the companies we support. Each time, it involved bringing together management teams to develop a simple and common formulation of their vision, the future they wish to contribute to, their purpose, why they get up in the morning, and of their main intervention strategies, activities, indicators and targets. Our methodology, now proven in various sectors and countries, allows companies to unify their CSR or Sustainable Development Strategy with their overall strategy within a few days, significantly enhancing coherence, efficiency of resource utilization, and motivation among employees.

> With the public sector, we emphasized resilience and adaptation to climate change for regions and industries. Historically, governments have focused on mitigating climate change (reducing emissions, capturing more carbon), but they are now realizing that people's day-to-day priorities are to adapt their vital activities, particularly farming, to already perceptible climate changes such as drought and rising sea levels. Kinomé has developed specific tools to assess risks and concretely strengthen farmers' resilience to these phenomena. The projects we have helped to formulate will then work on a range of solutions: varietal choices, farming methods, access to infrastructure (e.g. irrigation), diversification of income sources, taking adaptation into account in territorial governance.

In parallel, we continued the deployment of our multi-year programs in the field, notably with an exciting innovation in the 5 Deltas Program : the first edition of the Mangal festival in West Africa. This festival allowed four cohorts of mangrove stakeholders to share their work with the public over six months across four themes : protected area management, scientific research, education and art. The festival concluded with a highlight event over a few days in November 2023 in Casamance, Senegal, celebrating 10 years of collaboration within the 5 Deltas collective, co-created by Kinomé.

Furthermore, we accelerated the development of four strategic projects, one per region (Africa, Indian Ocean, Latin America and Europe-Mediterranean), all of which aim to expand our long-term impact and generate recurring revenues. You will find a detailed description of our progress in these areas at the end of this report.

Overall, 2023 has been another year of investment and deployment for Kinomé, focusing on both the expansion and professionalization of our regional teams, and on future-oriented projects. These efforts respond to the growing demand from both private and public sectors for increased climate action on the ground, benefiting local populations and ensuring impeccable strategy and impact monitoring.



OUR IMPACTS

- Picture credit ©AADO MEDIA -

Our impact measurement methodology

Kinomé's purpose is to improve the daily lives of as many people as possible through nature in general, and trees in particular. The aim is to change the way we look at other forms of life, and hence the way we behave. This is the paradigm shift we are gradually building. Since the company was founded in 2005, we have been paying particular attention to measuring our impact, and have developed an innovative and evolving methodology that we also offer to our partners.

Our impact measurement methodology follows three logical principles:

1- Exporting: we measure the impacts based on the exportation process, whereby an individual's life skills and positioning are reflected in the quality of their implementation of hard skills, having concrete effects on their immediate surroundings (home, colleagues) and indirect surroundings (their ecosystem, their country, the world) in the short, medium, and long term.

2- Additionality: the impacts measured each year are incremental, counting the additional people or trees from a project or consultancy intervention that lasts several years. This explains significant quantitative variations depending on the project's start year.

3- Projection: This year, we decided to distinguish the impacts observed on our projects during the current year from the future impacts (projected over the coming years), which are contingent on the implementation of our recommendations and consultancy decisions. This explains why the observed impacts in 2023 are lower than in 2022, as part of these impacts are now accounted for in future impacts and will be gradually reintegrated as they are observed.



Our human impact indicators



People trained in life skills: people formally introduced to the Ethical Leadership (EL) benchmarks and invested in their life skills.



People involved in their know-how: by developing them within our projects or by receiving new ones. Kinomé's life skills and those of its partners enable a more efficient use of know-how, thanks in particular to a more global vision and the development of common ground.



Improved lives: people whose living conditions are improved in concrete situations.



Improved lives of tomorrow: estimate of the number of people whose living conditions are expected to improve in concrete situations over the next 5 years; when this improvement is observed, the corresponding figures are added back to the previous line; this enables a more accurate core estimate of impact.

Our environmental impact indicators



Seeds of change: trees planted by Kinomé and its partners that have a positive impact on the well-being of the people who plant them (awareness of the benefits of nature and their ability (potential) to change things today for themselves and for those around them).



Trees planted and protected: 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.).

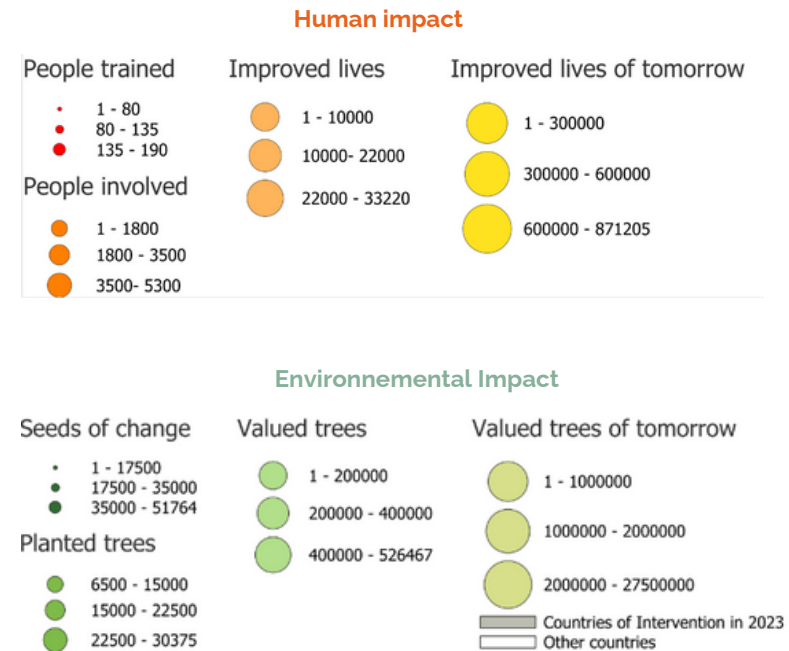
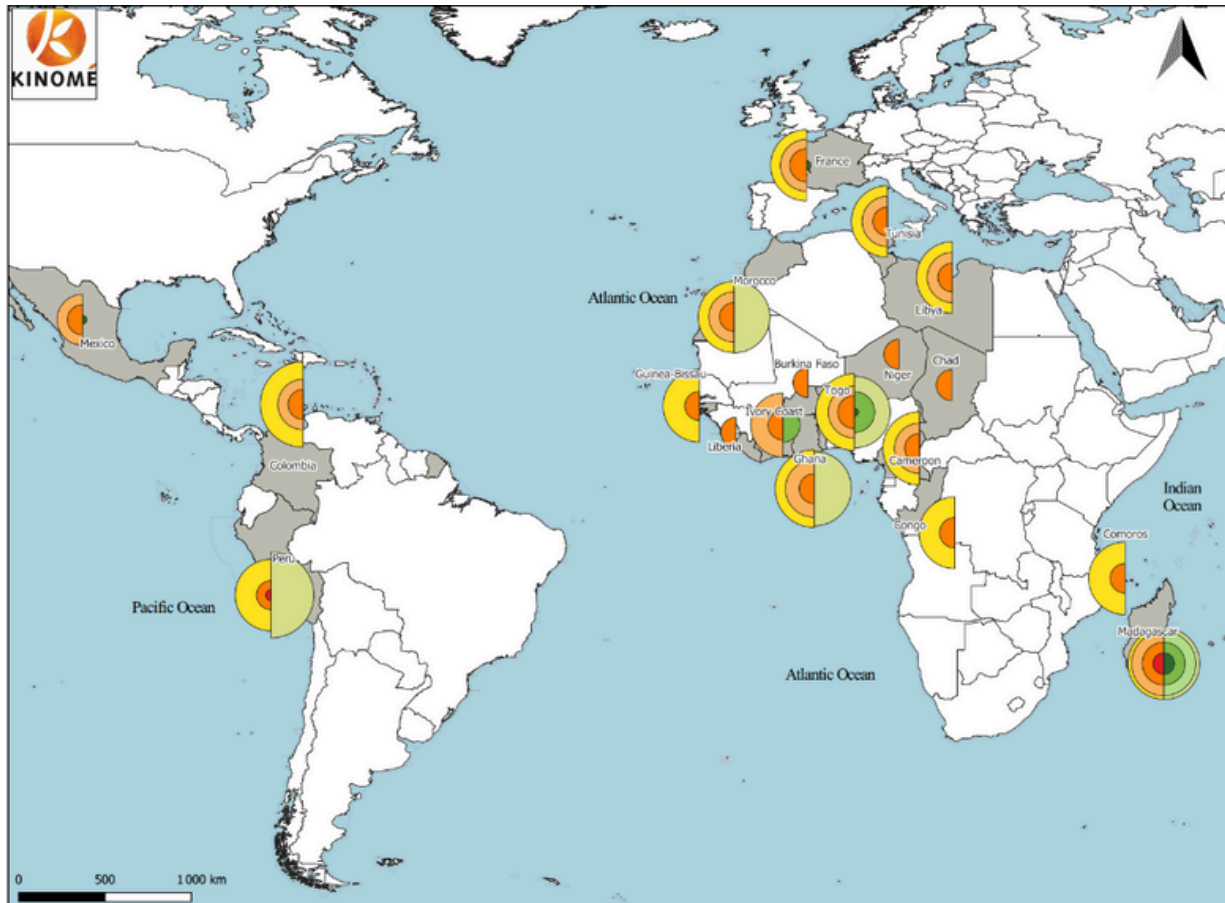


Valued trees: trees valorized to improve people's living conditions (satisfaction of basic needs). The count includes trees already standing that have acquired greater social, economic or environmental value thanks to the action or advice of Kinomé and its partners, and thus increased their life expectancy (reducing the risk of deforestation).



Values trees of tomorrow: estimate of the areas that will be enhanced as a result of Kinomé's work over the next 5 years.

Our impacts in 2023



Our people impact indicators in 2023

	People trained (life-skills)	People involved (know-how)	Improved lives (concrete situations)	Improved lives of tomorrow**
2023	209	7,915	103,624	1,305,360
Total up to and including 2022 *	2,002	107,014	2,191,517	90,000

Our tree impact indicators in 2023

	"Seeds of change" trees	Trees planted and protected	Valued trees	Valued trees of tomorrow**
2023	55,081	61,366	526,467	29,802,465
Total up to and including 2022	1.039.491	6.432.825	63.382.775	

*The number of people trained in life skills in 2022 has been corrected following a calculation error in the 2022 annual report.

**From 2022 onwards, Kinomé has decided to further refine its impacts by defining an additional level of impact "improved lives / "valued trees of tomorrow". This category accounts for impacts that are "projected" and therefore dependent on the application of Kinomé's recommendations in the case of consultancy work. In the 2022 figures, there are still 90,000 "improved lives of tomorrow" to be reintegrated once this improvement has been recorded; but for all previous years, all the improved lives have been recorded.

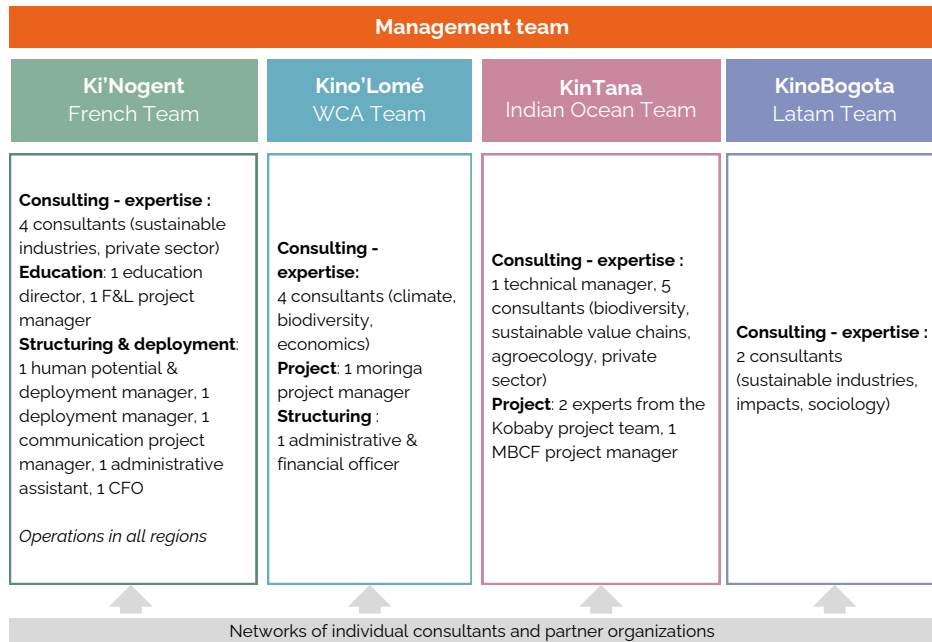


OUR TEAMS AND LIFE-SKILLS

NOTE 11 PRO

Four regional teams

In 2023, Kinomé strengthened the deployment of its regional offices. Our teams are now spread across 4 regions of the world: France, West Africa, the Indian Ocean and Latin America.



West and Central Africa (WCA) : The team, based in Lomé (Togo) since 2021, currently includes: 4 experts in climate, biodiversity, supply chains, and economics working on consultancy missions, 2 people responsible for the activities of the moringa development project in Togo, an administrative and financial officer, and a person responsible for managing the AOC team (a total of 8 people). This year, Kinomé has carried out 15 consultancy and project missions in 12 countries across West and Central Africa.



Indian Ocean : After 15 years of intervention in Madagascar, Kinomé opened an Indian Ocean office in Antananarivo (Madagascar) in the fall of 2022. In 2023, Kinomé strengthened and structured its team, which now consists of 8 people working on consultancy and project activities. This year, the Indian Ocean team continued the implementation of the Protected Areas Management Project (Kobaby) in northern Madagascar and conducted 15 consultancy missions in Madagascar and the Comoros.



Latin America (Latam) : The Latin America team currently consists of 2 people based in Bogota (Colombia) and Playa del Carmen (Mexico). It is supported by several external consultants. The year 2023 was marked by the deployment of Kinomé's activities in Latin America with institutional and private actors. This year, Kinomé has undertaken interventions in Peru, Colombia, and Mexico.



France (headquarters) : Kinomé's main office is located at the Jardin d'Agronomie Tropicale de Paris, in Nogent-sur-Marne (France). It brings together 12 people working on consulting, deployment and structuring activities in all our regions of intervention. Part of the team specifically deploys Kinomé's activities in the **Europe & Mediterranean Basin region**.



Consultant networks : Kinomé also relies on **its network of international experts**. Among them, more than a dozen consultants across the 4 geographies work regularly with Kinomé (under framework agreements), bringing their expertise to bear on Kinomé's projects.

Helping people realize their potential and their ability to take action now for themselves and for the world

Ethical Leadership for innovation in the service of life!

Kinomé aims to improve the lives of human beings through nature in general and trees in particular, to change the way we look at ourselves, others and living things, and ultimately our behavior. Kinomé seeks to create a systemic impact through a new mode of human and economic development.

For 18 years, Kinomé has been developing and applying expertise in human evolution and economic development, based on the **engineering of Ethical Leadership**. Accessible to all, *Ethical Leadership* helps us to better understand how people work, and to work on our life-skills to make our know-how more effective. This enables us to develop the global vision, the quality of relationships and the common ground necessary for the systemic change we seek.

The team and interpersonal skills

Kinomé trains its teams in *Ethical Leadership* engineering, which enables individual and collective growth to act on the world on a large scale. Through the training programs offered by the consultants of the *Ethical Leadership* network and long-term work, **the entire Kinomé team develops new soft skills**. This work allows us to more easily identify the real needs of our stakeholders and to bring together the different private, public, and associative actors to provide global and sustainable development solutions. In 2023, two team members were certified after completing the 3-year "Incubating an Ethical Project" program.

Beyond our teams, we share these principles with our partners by offering sharing sessions wherever we operate, regardless of the type of stakeholder (company, NGO, ministry, school, etc.).



KinoSchool : our training and human support offer

Environmental and social crises are driving us to profoundly transform our societies. Enabling everyone to contribute to this change is the key to our collective success. Kinomé is **committed to helping development professionals and students realize their potential, develop their soft skills, and carry out high-quality, transformative projects with a significant positive impact**. To this end, Kinomé has established the KinoSchool, a training and human support program based on the principles of *Ethical Leadership*.

In 2023, Kinomé **trained the team and partners of the Kobaby project** (Coordination Team, DREDD, Protected Area managers, economic operators benefiting from project facilitation, local authorities, etc.) **in Ethical Leadership engineering**. We supported them in efficiently managing the project by applying new tools for self-management, group dynamics, and multi-stakeholder projects. This training took place nearly two years after the first edition and resulted in **a better project experience** and concrete application of the principles within the project.



"Before, I always said it was the project's fault when things didn't work out, but now I know how to question myself and look at the changes I can make at my level!"

Local head of a conservation NGO
Madagascar



"Before the 1st training session, we used to get on each other's nerves without understanding each other. Now, we listen to each other more. There's a growing sense of responsibility on everyone's part, building on everyone's 'pride' (their value, their potential)."

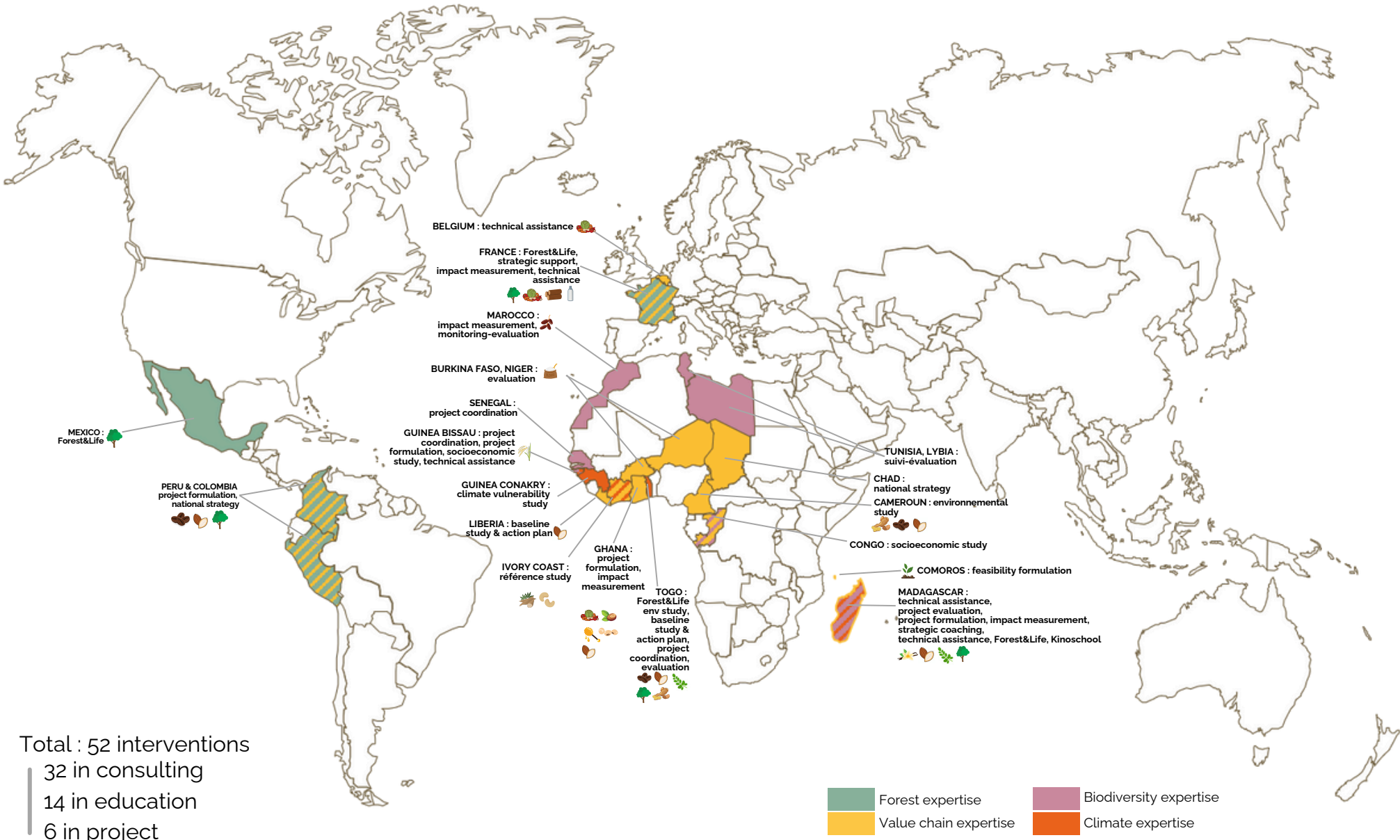
DREED staff (Direction Régionale de l'Environnement et du Développement Durable)
Madagascar



OUR INTERVENTIONS

- Picture credit ©Pauline Lançon - Deduram Project

Some 50 operations in West and Central Africa, the Indian Ocean, LATAM and Europe



Total : 52 interventions
 32 in consulting
 14 in education
 6 in project

1000 km

1- Strengthening organizations' impact strategies and mobilizing human potential for successful implementation

We are convinced that an organization's ability to innovate and create positive and sustainable value depends on its ability to meet the real needs of its stakeholders. Therefore, it is crucial to define an impact strategy based on this understanding. For 18 years, we have also observed that the success of an organization or project depends on the quality of human relationships maintained with the various involved actors. The importance of human support is often underestimated in favor of strengthening technical and financial skills. While these are necessary, they are often insufficient to guarantee long-term results. We invite you to explore these issues through concrete examples.

The 7 Fundamental and Universal Human Needs (Ethical Principles)



Source : Ingénierie du Leadership Ethique @Edel Gött

The identification of the 7 Fundamental and Universal Needs of various stakeholders is at the core of our methodology. Through working on our soft skills, we have developed the ability to **uncover the true needs of different actors**: local communities, workers, partners, business leaders, funders, etc.

Understanding the true needs of stakeholders



Initial situation
of a project,
an organization

Continuous progress
(including and going beyond
compliance and certifications)

New situation
of a project,
an organisation

Regularly measure the impacts generated

Once these recommendations are integrated and adopted, we conduct regular monitoring to measure progress against the improvement plan, adjust activities, and maintain a **continuous evolution dynamic**.

Although expressed differently, **the 7 Fundamental and Universal Needs (FNU) are common to all human beings**, regardless of time, space, culture, religion, etc. They thus allow us to create common ground among stakeholders, incorporating the strategic and operational issues of projects and organizations.

Identify common ground between stakeholders

Co-create a progress plan

Starting from a baseline situation, we co-construct with the teams and partners a progress plan that includes our **strategic and operational recommendations** to enhance impacts. This takes the form of a logical framework that details the technical, financial, and human resources mobilized to implement the theory of change as well as the means of evaluating the expected results (Monitoring, Reporting, and Verification : MRV).

Source : Evolution loop, Kinomé

11.a - Helping communities to professionalize for sustainable and certified products that improve living conditions



Country : Madagascar
Client : Sahanala

By bringing its expertise in co-constructing impact strategies and implementing impact measurement systems, Kinomé helps social enterprises like Sahanala to prioritize community needs and sustainability goals.

Sahanala is a social enterprise created by Fanamby, a Malagasy conservation NGO managing four protected areas. Its activity involves **empowering local communities to professionalize** by organizing themselves into federations (vanilla, fishing, nuts and spices, tourism) strong enough to sell quality, standard-compliant, certified, high-value products directly on the markets (mainly international). **This approach aims to improve community living conditions while contributing to biodiversity conservation efforts in the concerned regions.** The company specially focuses on sustainable agriculture and fishing sectors to enhance the living standards of farmers and communities across 13 regions.

In 2023, the leaders of Sahanala sought Kinomé's expertise in **co-constructing a business strategy with a positive human impact**, as well as developing an impact measurement system.

Specifically, Kinomé, with the involvement of the company's management teams and representatives of the federations, worked on:

1- Co-construction a purpose and theory of change:

"Sahanala and its partners empower Malagasy farmers to sustainably improve their living conditions by fairly valuing their products and knowledge, and engaging them in local development and environmental actions".

2- Developing and measuring impact indicators such as :

Average income, % of producers above Living Wage, % trained in management, % trained in best practices, profit-sharing (for the valorization of products and their knowledge), amount of rebates, number of infrastructures built, % of members affiliated to a mutual insurance company, and hectares reforested per year for local environmental development.

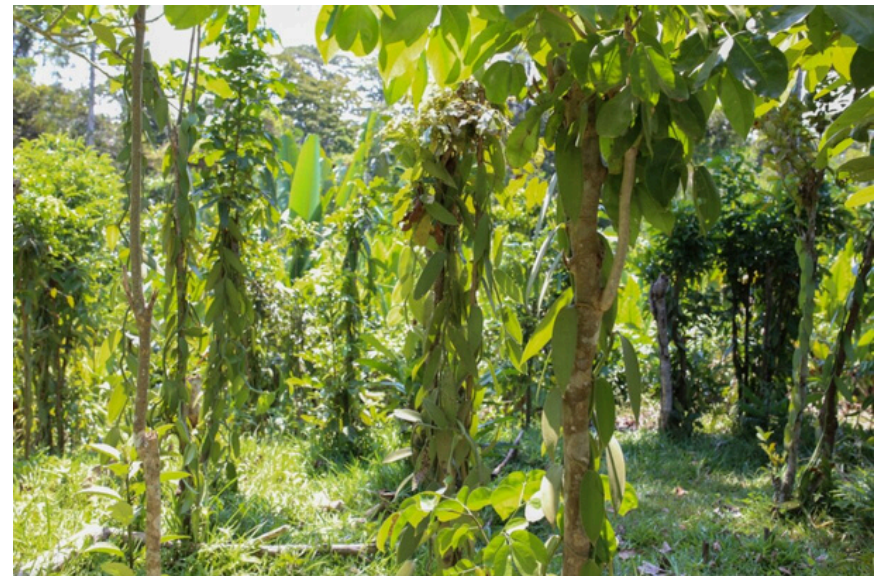
15 000 farmers

Who can sell their produce smoothly, be fairly remunerated, access environmental and profit-sharing premiums, access services (health, cyclone relief, credit, etc.) and make a significant contribution to biodiversity conservation efforts.



I subscribe to this purpose, and the reason I joined Sahanala was to improve the living conditions of farmers. I get up in the morning to take action and contribute to a better life for our member farmers.

Testimonies from some members of the Management Committee at the end of the workshops on Sahanala's purpose



1.b - Restoring dignity to dairy farmers by revising their working and remuneration conditions more fairly



Country : France
Client : Les Prés Rient Bio

Like farmers in the Global South, French dairy farmers are experiencing a deep crisis due to low sales prices, rising production costs, and international competition. This situation leads to financial insecurity and particularly challenging working conditions for farmers, threatening the sustainability of their farms. In this context of insecurity, Kinomé's role is to support companies in revising their impact strategies.

In 2023, Kinomé continued its support for the company Les Prés Rient Bio (Danone Group), to **help implement the progress plan proposed in 2022 to improve impacts on their 50 dairy farmers**. This progress plan was co-constructed by Les Prés Rient Bio's supply chain team and partner Norman farmers following a baseline study on the **evaluation of the 7 Fundamental and Universal Needs** of farmers conducted by Kinomé.

This resulted in the implementation of concrete actions aimed at ensuring the sustainability of the farming profession, such as proposing land diagnostics for farm takeovers with the Terre de Lien association, setting up support systems for the installation of young farmers, and interventions in schools to promote the farming profession to younger generations.

The implementation of the progress plan also improved partnership relations with the dairy through the organization of a fair trade awareness day with the Commerce Equitable France network in November 2023.

In 2023, Kinomé extended the social study to all dairy farmers in the Normandy region by integrating the **Reine Mathilde technical program**. The Reine Mathilde program is a multi-partner program in Normandy **aimed at developing the organic milk sector**. It is funded by various public and private partners (Danone Ecosystem, the Normandy region) and brings together the ecosystem of technical partners active in the Normandy region (including Institut de l'élevage (IDELE), Chamber of Agriculture, Agronat, BIO en Normandie, Littoral Normand, etc.).

Following individual and collective interviews conducted in 2023 with around twenty conventional and organic farmers, Kinomé facilitated a working group with the program's technical partners to implement actions addressing the priority issues of Norman farmers: **positively promoting the farming profession and renewing generations**.



In 2024, Kinomé will coordinate the implementation of actions to meet these needs, carried out by the partners involved in the Reine Mathilde program. This will include the organization of 8 "Bouts de champs" (BDC) events on the social theme "**workshops for a better living as a farmer**", as well as organizing school visits to farms.



Fair trade is universal! Thank you for your warm welcome and enriching discussions.
Julie Maisonhaute
Deputy Managing Director of Commerce Equitable France

1.c - Strengthening the governance of small producers' organizations to de-risk agricultural value chains



Countries : Peru, Colombia

Partners : IDH, ECOTIERRA

In the current context of climate change, biodiversity erosion, and the volatility of international markets, **producer organizations play a key role in safeguarding small-scale farming and transitioning family farms to regenerative agriculture.** To expand and ensure this transition, they need funding. However, due to the high level of risk this represents, financial institutions and private investors are reluctant to support these organizations.

To address these challenges, Kinomé and its partners ECOTIERRA and IDH are initiating the Collective Governance Facility (CGF), a dedicated team whose role is to support producer organizations in their governance and management in order to:

- > reduce risks to agricultural value chains: better-managed producer organizations with a solid social base are more resilient to shocks and external changes.
- > facilitate access to financing: funders are more likely to invest in well-governed and managed producer organizations, making them less risky.

In 2023, Kinomé and its partners conducted a feasibility and project design study to :

1- Understand the specific human and governance challenges:

Consultation with over 11 producer organizations in the coffee and cocoa sectors, 150 producers in Peru and Colombia, and 25 value chain experts at local and international levels.

2- Define the technical content of the CGF:

Develop a value proposition that includes a working methodology and tools to be used, while adopting a human-centered approach, characteristic of Kinomé.

3- Assess financial viability of the CGF:

Define an economic model.

Key benefits for every stakeholder	
 Buyers	<ul style="list-style-type: none"> > Increased and more secure product volume and quality > Improved traceability and compliance with standards (e.g. EUDR)
 Financial investors	<ul style="list-style-type: none"> > Secured return on investment > Easier exit strategies > New investment opportunities
 Development aid institutions	<ul style="list-style-type: none"> > Sustainability of positive impacts > New perspectives for scaling up projects



- Picture credit ©AADO MEDIA -



At IDH, we see that investors are looking for ways to access financing for farmers (...). Long-term capacity building to support stability and strengthen cooperative governance is essential to reduce investment risk and create new investment opportunities. This requires a trusted partner and a tailor-made design for different cooperatives and regions.

Annabel Bol



- Picture credit ©AADO MEDIA -

2- Climate change mitigation and adaptation plans: supporting stakeholders in these urgent and systemic challenges

Climate change is one of the major threats facing future generations. It has a negative impact on mankind through the disruption of production systems, biogeochemical cycles, ecosystem services and so on.

There are two approaches to tackling climate change: (i) **mitigation**, the aim of which is to reduce greenhouse gas emissions, and (ii) **adaptation**, the aim of which is to reduce the impact of adverse effects, or, where appropriate, to take advantage of them.

Within the framework of global climate action coordinated through the United Nations Framework Convention on Climate Change (UNFCCC), the States Parties have each expressed their adaptation and mitigation objectives and targets through their **Nationally Determined Contributions (NDCs)**. Achieving these objectives is hampered, especially in developing countries, by difficulties in :

- 1- Translating NDCs into relevant and achievable national, local, territorial or sectoral action plans.
- 2- Mobilizing the funding needed to implement them.



Institutional selection workshop for the SCALA program, Abidjan (Côte d'Ivoire)



Training agricultural technicians in climate change adaptation, Blitta (Togo)

Kinomé is convinced that climate action cannot succeed unless **climate strategies decided at national/territorial level are translated into concrete local action.**

For more than 10 years, Kinomé has been supporting international institutions, governments, decentralized local authorities, NGOs, businesses and farmers/breeders in :

- 1- Reviewing NDCs and co-constructing adaptation/mitigation strategies and plans.
- 2- Mobilize climate finance by setting up innovative projects.
- 3- Strengthen stakeholders' capacities in vulnerability assessment, adaptation planning and and mobilizing climate finance.

2.a- Building farmers' capacity to adapt to climate change



Country : Togo (Blitta and Kara municipalities),
Cameroun (Foumban municipality)
Client : Yvelines Coopération Internationale et Développement

As part of the French decentralized cooperation program "Clé en main", Kinomé has contributed to **capacity building on the theme of vulnerability to climate change in three priority agricultural sectors** in three communes:



Coffee for the commune of Foumban (Cameroon)



Cocoa and coffee for the commune of Blitta (Togo)



Ginger for the commune of Kara (Togo).

Based on climatic, agronomic, socio-economic data, and discussions with stakeholders, Kinomé conducted three vulnerability studies for each municipality, which identified:

- > the sources of vulnerability in the sectors.
- > the adaptation needs and levers likely to optimize the profitability of the sectors while making them more resilient to climate change.

Kinomé led **three training programs** based on stakeholders' capacity-building needs. These programs provided trainings for technicians and farmers on several topics, including levers for industry resilience, wildfire management strategies, water stress management, agroforestry best practices, setting up orchard/plot monitoring tools and drafting agricultural specifications.



- Picture credit ©Pauline Lançon - Deduram Project



- Picture credit ©AADO MEDIA -

2.b- Identifying sectors with major climatic, economic and social challenges



Country : Ivory Coast
Client : Food and Agriculture Organization (FAO)

Kinomé supported the "Scaling up Climate Ambition on Land Use and Agriculture through Nationally Determined Contributions and National Adaptation Plans" (SCALA) program set up by the UNDP (United Development Programme) and the FAO. The program goal is to help targeted countries translate the priorities in agriculture and land use, stated in their Nationally Determined Contributions (NDCs) and/or their National Adaptation Plans (NAPs) into actions.

In this context, Kinomé **carried out a baseline study to leverage priority agricultural value chains to reduce climate risk and increase farmers' incomes diversification**, considering Ivory Coast' National Determined Contributions (NDC), National Adaptation Plan (NAP) and other institutional documents. The methodological approach consisted of three phases:

- Step 1** Pre-selection of three value chains (Cashew nut, Cassava and Rice) based on a review of national programming, considering:
 - (1) National priorities
 - (2) SCALA program priorities
- Step 2** Definition of prioritization criteria based on a multidimensional assessment incorporating social criteria (including gender), economic criteria (including private sector involvement), and climatic criteria.
- Step 3** An in-depth examination matrix based on the prioritization criteria of the pre-selected value chains.

Following Step 3, a selection workshop for the SCALA program's agricultural value chain was held in Abidjan (Côte d'Ivoire) with institutional stakeholders from the three value chains. The two value chains selected for the program are:



Cashew



Cassava

In 2024, Kinomé will also be supporting the SCALA program in Ethiopia, Cote d'Ivoire and Cambodia to integrate the private sector into country-scale adaptation actions.



On behalf of the Kozah Prefectural Department of Agriculture, Livestock and Rural Development, we'd like to sincerely thank you (Kinomé). We are very happy to take part in this training, which has also opened our eyes to a number of dimensions.

Representative of the Prefectural Director of Agriculture, Livestock and Rural Development,
Kozah, Togo



KINOMÉ & COLLECTIVES

- Picture credit ©Pauline Lançon - Deduram Project

Highlighting the Mangal Festival: the success of a multi-stakeholder collaboration for mangrove conservation

The Mangal Festival spanned six months and included four unique exchange programs among diverse stakeholders from Guinea-Bissau, the Republic of Guinea, and Senegal, all united by a common goal: to raise awareness in local communities and mobilize widespread support for sustainable mangrove ecosystem conservation. This initiative was led by the 5 Deltas Collective, a group of 15 field actors, including Kinomé, which has been a member for 10 years. It is part of the PAPBio program funded by the European Union (EU).

Mangrove ecosystems, though **vital for the environmental, economic, and social stability of coastal regions, are under significant threat**. They protect against coastal erosion, tropical storms, and tsunamis; they are a crucial reserve for fish resources (75% of commercial fish species in tropical and subtropical regions); and they are highly efficient at carbon storage (sequestering about 3 to 4 times more carbon per hectare than terrestrial tropical forests). Despite their importance, anthropogenic and climatic pressures on these vital ecosystems have increased in recent years due to agricultural expansion, urbanization, illegal deforestation, and climate change.

It is urgent to take action. Establishing favorable conditions for **broad-based consultation** among the various stakeholders is necessary. The Mangal Festival was initiated in this context, aiming to create connections between the three fundamental pillars of **People, Art, and Science** to foster greater awareness of biodiversity conservation issues and to inspire stronger, concrete commitments to mangrove ecosystems. A multitude of stakeholders were involved, including scientists, natural resource managers, NGOs, local communities, and policymakers.

These six months culminated in a **three-day final event in Toubacouta (Senegal)** in November, bringing together over 300 participants. The event showcased the outcomes of this series of activities and exchanges through scientific presentations, artistic performances, film screenings, and a lively village fair with 38 exhibitors showcasing and selling mangrove-related products.

The festival is a concrete success of multi-stakeholder cooperation for environmental preservation and sustainable development. This promising initiative paves the way for a new range of actions and collaborations in the coming years!

Watch the video [here](#) to relive the highlights of the Mangal Festival.

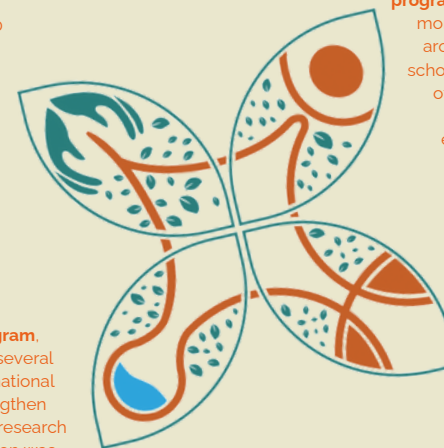
4 exchange programs over 6 months

A program for **protected area managers** brought together 30 mangrove forest managers on a 12-day journey covering over 2000 km. This included visits to protected areas in Guinea-Bissau and Senegal, promoting the exchange of knowledge and experiences.

A **scientific program** brought together several national and international scientists to strengthen synergies between research centers. A hackathon was launched with 7 universities in 3 countries, challenging students to come up with multidisciplinary pilot projects for management and conservation of protected areas.

An **educational and pedagogical program** raised awareness among more than 250 students and around 30 teachers from 8 schools about the importance of preserving mangrove ecosystems through educational field trips.

More than 30 artists from the **artistic and cultural program** raised public awareness and highlighted the importance of mangroves through creative performances, including drawings, photo exhibitions, theater, and digital illustrations.





FOREST&LIFE

Picture credit ©Christophe Fouquin -

Forest&Life season 2023-2024: the educational program continues its expansion with its partners, enhancing its offerings with new tools and educational activities

Forest&Life 2023-2024 engaged nearly 550 young eco-citizens in France, raising their environmental awareness and, for some, introducing them to international solidarity through six projects and several ad-hoc educational activities. Of these, 424 young people participated in a Forest&Life planting in their local area, whether in forests, urban settings, or agroforestry.

This season, Forest&Life also involved 26 teachers in France, along with nearly a hundred partners and other local actors (accompanying parents, ONF forest technicians, DEVE from the Paris City Hall, AFAF, Arbres et Paysages Tarnais, agroforestry project leaders, local authorities, academies, local media, etc.), all working alongside the children. Additionally, **460 young people from Madagascar, Mexico, and Togo were engaged through Forest&Life**, participating in a planting in their countries and sharing their experiences with their French counterparts during exchanges organized as part of a twinning program.

At the same time, Forest&Life continues to consolidate and expand its partnerships and offerings:

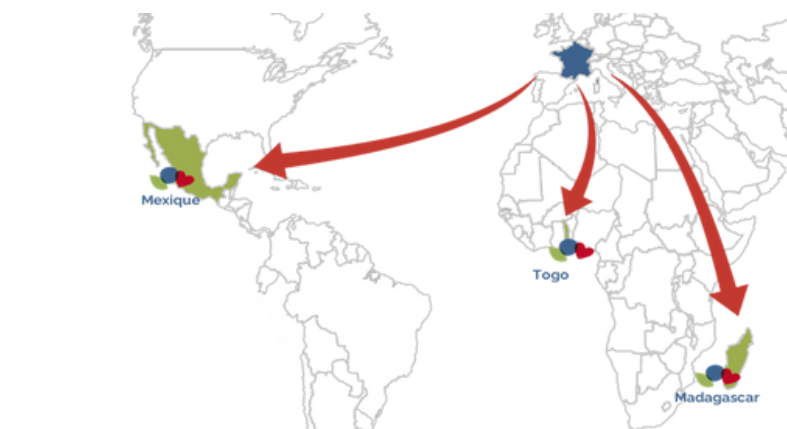
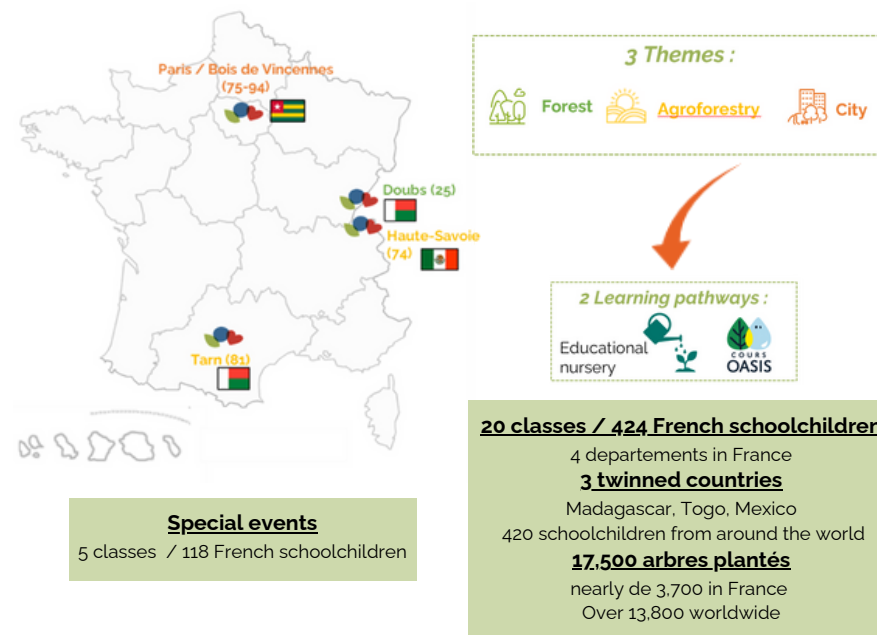
> the **educational tree nursery program**, in partnership with the Paris City Council (DEVE), continues to grow, with three new classes learning about trees throughout the seasons and the Bois de Vincennes, participating in a planting action in their local area and in international solidarity;

> A new initiative on **the theme of trees in the city**, in partnership with the Paris City Hall of the 12th arrondissement, includes a pilot project for a new Cour Oasis program. This program offers several activities to help schoolchildren engage with the greening project of their schoolyard;

> **the partnership with the Cité du Développement Durable and the City of Vincennes** was renewed this year, enabling us to offer new one-off workshops to classes to help them discover nature and, particularly trees;

> **a new Padlet tool** was created to provide teachers with updated and enriched teaching resources;

> In 2024, to further accelerate the expansion of the program, which aims to cover an entire age group per year, **Forest&Life will become an independent association from Kinomé.**





“ Thank you to everyone who took part in Forest&Life 2024 !
 More great moments of learning and sharing in the field
 Florence GALEAU, Klorane Botanical Foundation employee, February 2024



En octobre, nous y avons ramassé des glands : ce sont les graines d'un arbre qui s'appelle le chêne. Puis en classe nous les avons plantés dans des pots. Ils ont germé et des riges sont sorties. Nous avons maintenant des pousses de chênes. Elles deviendront bientôt des arbres.

Presentation of activities carried out in class around the project, in particular acorn sowing.

Classroom production of plastic art based on the tree through the seasons project

“ This program is really very rich:
 it brings us an enormous amount in terms of pedagogy.
 Teacher from a participating school
 Haute-Savoie, March 2024



New Padlet tool for sharing teaching resources

Class report on their planting campaign

“ We were happy, proud and joyful to have played a part in preserving our natural environment.
 Schoolchildren from a participating class in the Doubs region, sharing their feelings with their Madagascan classmates following their planting action, April 2024





**2023 ECONOMIC RESULTS AND
PERSPECTIVES FOR 2024**

- Picture credit ©AADO MEDIA -

Economic results

Kinomé's **sales are expected to grow by 27% in 2023**, excluding our Forest&Life environmental education program, which will become independent in the form of an association.

The breakdown of sales by region remains fairly stable, with Africa accounting for a significant half of business, followed by Madagascar (20%) and Europe-Mediterranean and Latin America (each just over 10%).

We **continued to invest in our regional teams** (recruitments for our Antananarivo, Lomé and Bogota offices) **and in corporate support functions** (finance, communications, IT). We have also **invested heavily in 4 strategic pilot projects (see below) which will enable us to make our impact even more systemic and ultimately strengthen our business model.**

To finance these investments, Kinomé **launched a fundraising campaign in the last quarter of 2023, which was successfully concluded in early 2024. The company made a loss in fiscal 2023**, at a level comparable to the previous year. Profitability should improve in 2024.



Four new regional pilot projects for 2024

In 2024, Kinomé will focus on developing and implementing four strategic projects that create positive impacts, which will be deployed within each of the four regional teams.



Climate finance: a key lever for transitioning sectors to agroforestry

- West and Central Africa, Latin America -

Camille Navarette - Consultant and LATAM project manager
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Transitioning to diversified agricultural systems that are resilient to climate change is a major challenge, exacerbated by increasingly stringent regulations (e.g., EU regulations). The investments needed to achieve these changes are substantial, while sources of funding are limited. Investors are hesitant to engage in the agricultural sector and with small producers due to the associated risks. Therefore, climate finance could become a crucial lever to help farmers make these transformations while improving their living conditions. [Terraformation](#), with its extensive experience in the carbon market, and Kinomé, with its deep expertise in social agroforestry across various geographies and cultures, are joining forces to effectively tackle these challenges. Our partnership facilitates the sustainable transition of sectors, helping companies comply with new standards, enabling stakeholders to adopt agroforestry practices, and improving farmers' quality of life. The supported projects will produce high-quality carbon credits (insetting and offsetting), benefiting the climate, biodiversity, and rural communities. The first projects will be launched in 2024.



De-risking producer organizations by strengthening governance and human operations

- West and Central Africa, Latin America -

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In response to critical challenges such as climate change and the collapse of bio-diversity, Kinomé, in synergy with [ECOTIERRA](#) and [IDH](#), launched the Collective Governance Facility (CGF) in late 2023. Comparable to a technical assistance facility but focused on human aspects, this initiative aims to strengthen the governance and management of producer organizations (POs), minimizing risks in agricultural value chains and improving access to financing. Following a conclusive feasibility study in 2023 involving 11 producer organizations, the CGF will define targeted support for POs in the coffee, cocoa, vanilla and livestock sectors in 2024. This support will include :

- developing strategies and defining the purpose of the organizations, thereby enhancing member commitment and loyalty;
- providing management training for PO leaders, along with ongoing coaching;
- adopting democratic decision-making methods, promoting social inclusion, particularly for women, young people and minorities;
- training for producers in regenerative agriculture, market dynamics, and certifications;
- creating communication channels between POs, buyers and investors, through enhanced traceability and MRV systems.

In this way, CGF is committed to turning challenges into opportunities for POs, ensuring their sustainability and prosperity.

Watch an explanatory video about the CGF [here](#) (credit: AADO MEDIA).



Conserving biodiversity and enhancing people's resilience through the creation of formal employment - Indian Ocean -

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At COP 28, Kinomé and [Miarakap](#), in partnership with WWF Madagascar, announced the launch of the Mitsiry Biodiversity and Climate Fund (MBCF). The MBCF will leverage blended finance to support the creation of formal jobs by small and medium-sized enterprises in the southwest Indian Ocean region. The creation of formal jobs is an effective means to reduce poverty, vulnerability to climate change effects, and environmental degradation. Four types of enterprises are targeted: those that sustainably utilize natural resources (cocoa, essential oils, honey, etc.); those that mobilize nature-based solutions (seaweed farming, insect farming, etc.); those that provide solutions to reduce emissions or sequester carbon (solar energy, reforestation); and those that create development conditions through social entrepreneurship (microcredit, access to water, etc.). Drawing on nearly twenty years of experience in social and environmental impact, Kinomé will help develop a rigorous theory of change for each enterprise in the fund. Most of the pipeline enterprises have already been identified in Madagascar (50 enterprises). The identification of additional enterprises has begun in neighboring countries: Comoros, Mozambique, and Tanzania.



Proof of social and environmental impact of your value chains, turnkey - Europe and Mediterranean -

Quentin Grill - Privé sector consultant
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The essence of regenerative agriculture lies in the multiplication of life on cultivated lands. At Kinomé, we advocate for a potential that goes well beyond, towards improving the living conditions and well-being of the men and women who cultivate them. That's why Kinomé, an expert in the social impact of agricultural value chains, and Genesis, with cutting-edge expertise in soil quality measurement, have partnered to develop a comprehensive and realistic measurement solution for value chains, using indicators reported on a common platform. In a context of increasingly stringent regulations for agricultural environmental reporting (e.g., CSRD), the objective of this solution is to provide private sector actors with tangible proof of the positive social and environmental impact of their value chains. In 2023, we structured our offering in close collaboration with our common client, the SLB Group. In 2024, we aim for a large-scale deployment of our offering in the private sector to irrefutably demonstrate the positive impact of regenerative agriculture projects. Through this offering, we aspire to catalyze a transition towards more sustainable and ethical agricultural practices, primarily meeting the needs of local communities.



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