

# A Decade of Partnerships to Strengthen Cocoa Sustainability



SWISS  
FOUNDATION  
FOR TECHNICAL  
COOPERATION

**Sustainable Cocoa Production Program  
(2010 - 2020)**

This program was mandated by the State Secretariat  
for Economic Affairs (SECO), Switzerland

## Preface



Over a decade has passed since 2010, yet the cocoa industry in Indonesia continues to encounter a range of challenging dynamics. Through a combination of innovation and collaboration with actors in the cocoa value chain, Swisscontact has strived to overcome these hurdles and established a solid foundation for sustainable cocoa farming in Indonesia.

After 8 years of implementation, SCPP has provided high-quality cocoa farming training for 165,000 farmers, increased average cocoa farm productivity by 53%, and reduced poverty by 35%. SCPP measures success beyond transferring knowledge to farmers in producing more cocoa; we support value chain actors in setting up certification mechanisms, establishing information systems for cocoa traceability, strengthening sector platforms and forums for better collaboration, and advising cocoa companies with new tools and approaches to engage and upgrade cocoa farmer performance.

Despite significant efforts, there remains more to be done by all stakeholders along the value chain if we are to ensure the success of the Indonesia cocoa sector into the future. The government, farmers, private sector as cocoa buyers, certification bodies and other organizations must innovate and foster greater synergy to become active partners in the achievement of sustainable growth of cocoa in Indonesia.

On behalf of Swisscontact and SCPP, I would like to thank SECO, along with other public donors and our private sector partners, for the trust they have shown in Swisscontact; this has allowed us to implement SCPP. Through this partnership, the Indonesian cocoa sector can contribute to the economy, support a healthy environment and facilitate further social advancements.

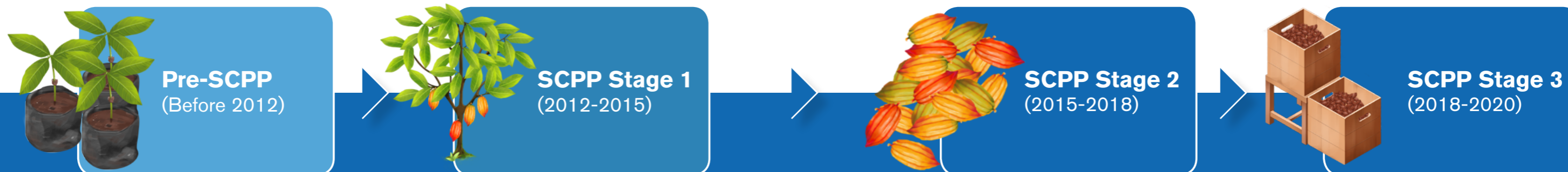
**Christina Rini**  
Program Director SCPP - SWISSCONTACT

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*Over the course of 10 years, the Sustainable Cocoa Production Program (SCPP) has grown into an initiative reaching 165,000 farmers and engaging the entire cocoa industry in Indonesia. At a time of significant upheaval in the cocoa sector in Indonesia, the legacy of SCPP spans a spectrum of areas; increasing productivity, while also reducing poverty and greenhouse gas emissions.*

## Overall Sectoral Context and SCPP



Cocoa was brought to Indonesia from the Philippines in the 16th century. Up through the mid-20th century, cocoa was produced mainly on large estates in Java and Sumatra. Due to outbreaks of *Helopeltis spp* (a fruit-sucking pest) and *Canopomorpha cramerella* (cocoa pod borer - CPB) in the 1980s, plantation operators moved to Sulawesi, which later became the center of Indonesian cocoa production.

Prior to SCPP, Swisscontact already operated a number of programs in the cocoa sector:

- LED (Local Economic Development, 2004-12) in East Nusa Tenggara Province worked on farmers' organization; Good Agricultural Practices (GAP) on pest and disease, nurseries and organic fertilizer; and linkage to cocoa-processing industries.
- SPAN (Swiss Project for Business Recovery, 2005-09) in Aceh Province supported cocoa cooperatives in attaining Fairtrade and organic certification and delivering GAP on pruning and fermentation.
- PEKA (Aceh Cocoa Development, 2010-12) established learning centers at the district level, developed farmers field schools (FFS) to more effectively impart GAP knowledge to farmers, and trained local traders in financial management and business planning.

In 2011/12 Indonesia was the third largest cocoa producer globally, after Côte d'Ivoire and Ghana, contributing 11.3% to global production (440,000 out of 3.8 million tons). During this period, global cocoa prices grew by around 20% from US\$2.80 to US\$3.40 per kg; close to the record high in 2010/11, which was US\$3.60 per kg.

SCPP was therefore initiated in the context of strong sectoral optimism, at a time when Indonesia's cocoa had reached its peak production level and plantation areas covered almost 1.8 million ha. However, production soon began to decline due to an increasing pattern of pest and disease infestations and ageing trees. Working in close partnership with its industry partner, SCPP launched large-scale training and a traceability platform to help farmers attain higher yields and comply with certification requirements, thus benefitting from the price premiums.

In 2014/15 Indonesia's cocoa production decreased to 325,000 tons, accounting for 9.4% of global production. Global cocoa prices started to decline, dropping below US\$2 per kg in 2017 (the lowest point in the decade), thereby exerting severe pressure on smallholders. Some farmers started diverting their investment away from cocoa cultivation, completely abandoned their plantations or converted them to other crops, such as oil palm and maize.

To enhance the resilience and adaptive capacity of cocoa farmers, SCPP expanded its operations to other aspects of smallholder cocoa production: Household financial management and access to finance; environmentally friendly and climate-smart practices, including the promotion of an agroforestry model; and nutrition practices.

With global cocoa prices stagnating at just US\$2-2.50 per kg, farmers continued to move away from the sector. The decline in Indonesia's cocoa production accelerated and the country slipped down to fifth position in the list of global cocoa producing nations (240,000 tons in 2017/18), overtaken by Nigeria and Cameroon; and then further down to sixth (200,000 tons in 2019/20), surpassed by Ecuador.

In response, SCPP shifted from being farmer-centric to a more farmer network-centric approach. SCPP worked with its partners on identifying 'influencers' in their cocoa supply chain networks (FarmNetX) and then enabled them, through transformative coaching, to disseminate innovations to their fellow farmers.



## SCPP Model: A Public-Private Partnership

SCPP is a large-scale, donor-led project that has secured the buy-in of private sector and government actors at the national, regional and district levels. Funded by SECO, the Sustainable Trade Initiative (IDH), the Embassy of the Kingdom of the Netherlands, the International Fund for Agricultural Development (IFAD) and the Millennium Challenge Account Indonesia (MCA-I), the Program works together with various private sector partners, including ADN, Armajaro, Barry Callebaut, BT Cocoa, Cargill, Ecom, Guittard, JB Cocoa, Krakakoa, Mars, Mondelez International and Nestlé. To solve challenges in the cocoa sector, cocoa companies were ready to be engaged in upgrading cocoa farmer performance through training, and by kick-starting traceability and certification programs. However, they were not yet willing to fully fund an unproven intervention.

SCPP lined up the industry and solicited pledges of co-funding; SECO had committed to an expansion of SCPP but funds were limited, so SCPP began to look for large-scale public money that could build on private sector pledges. By the end of 2020, the cumulative SCPP funding totaled almost US\$55.5 million, with around US\$12.8 million (27% of total funding) coming from the private sector. The structure of SCPP is best described as a hub-and-spoke network, with Swisscontact playing the central role as coordinator, moderator and project implementer. Swisscontact consulted with a multitude of stakeholders, ranging from government agencies at different administrative levels, research institutions, sectorial platforms, program donors, NGOs, input providers, cocoa traders and banks, to industry platforms and global chocolate manufacturers.

By being able to credibly demonstrate the technical expertise and impact of SCPP's project activities, Swisscontact was consistently able to attract and retain donor and private sector interest in sustaining their commitment to SCPP's activities.



Click or scan the QR code to learn more about the SCPP Public-Private Partnership.



### Fay Fay Choo

Asia Director for Cocoa Sourcing, Mars Inc.

*The 10 years of work gathered by SCPP and a number of key partners here has actually been quite amazing. We have stabilized the declining crop, and that's no mean feat. It has now been flat for the last 3-4 years, which is especially promising for something that was on a downwards trajectory for such a long time.*



### Manfred Borer

Chief Executive Officer, PT. Koltiva

*I am delighted with the Program's achievements over the last decade and I am proud that I was able to be a part of it from the beginning. SCPP was by far the largest cross-sector cocoa program in Indonesia and used as a role model for similar large-scale programs globally. More than 150,000 individual cocoa farmer households were prepared and empowered to participate in the cocoa industry's sustainability initiatives – many of them have adopted best practices from SCPP and are now successfully integrated in global value chains.*



### Megan Willis

Asia Pacific Sustainability Lead, Cargill Cocoa & Chocolate

*We have to thank SCPP for setting the foundation for all of our work here. Social Network Analysis has been particularly interesting to us. It's an innovative way to improve the demonstration effect, both for traditional programs that disseminate GAP and also for promoting new ideas like digital finance, which is currently not well-penetrated in our farmer network. You can use this methodology to really promote any kind of innovation in a system that involves behavior change.*



### Musdhalifah Machmud

Deputy Minister for Food and Agriculture, Coordinating Ministry for Economic Affairs Republic of Indonesia

*On behalf of the government, we support this collaboration for the synergy and collaboration of all parties: the government, private sector and farmers are expected to develop an even better cocoa plantation sector, in order to improve people's welfare and the national economy.*



### Wahyu Wibowo

Executive Director at Cocoa Sustainability Partnership (CSP)

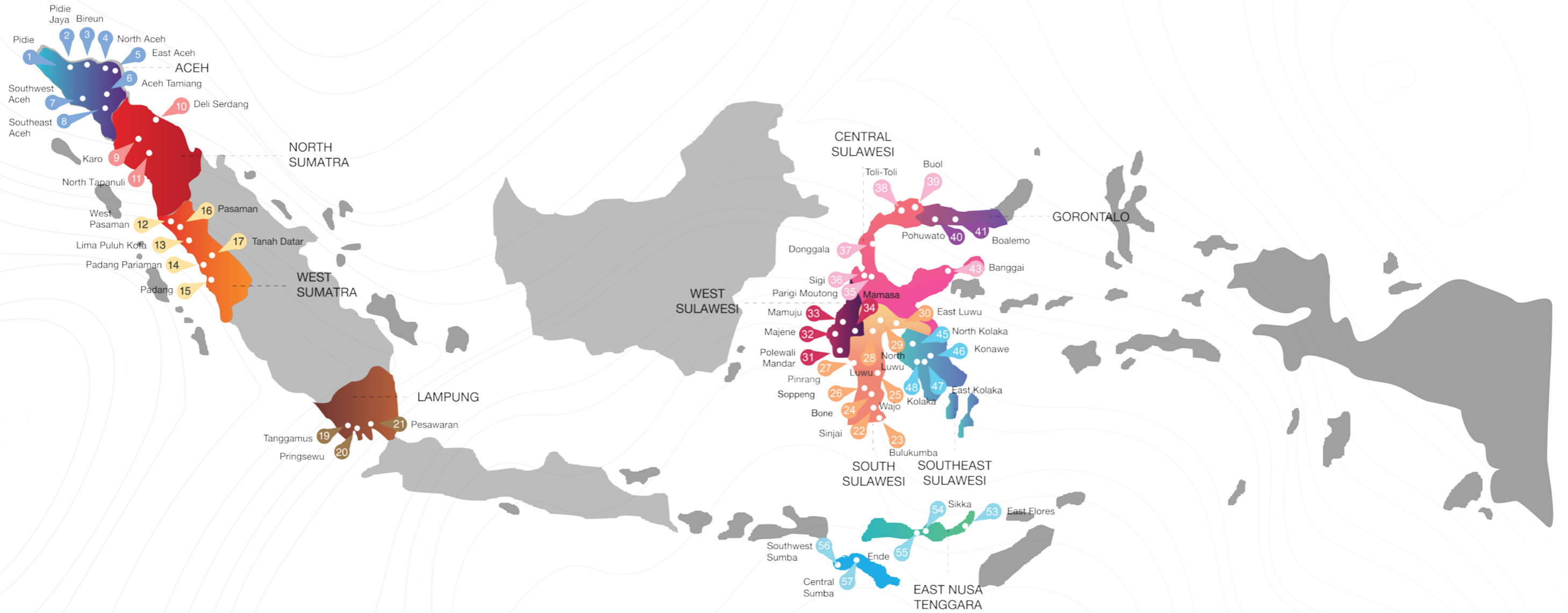
*Since the establishment of CSP, SCPP played a most significant role as a committed partner and contributor to the sustainability of the cocoa sector in Indonesia. Through its initiative, Swisscontact assisted CSP in the achievement of the 2020 Roadmap for Indonesian Sustainable Cocoa. On behalf of cocoa farmers, we are thankful to SCPP, particularly for its assistance in increasing farmers' welfare through the improvement of cocoa production.*



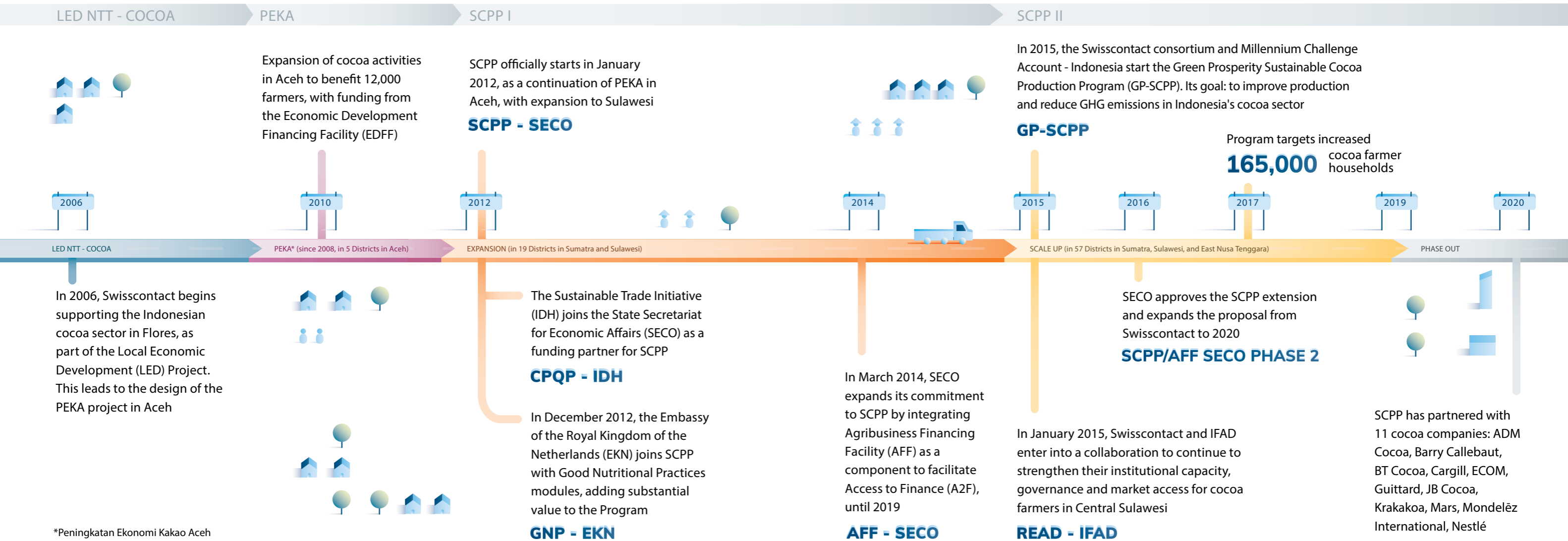
Click or scan the QR code to watch the partners testimonials.

# Project Location

**10** Provinces  
**57** Districts



# From Small Seeds to Big Results



\*Peningkatan Ekonomi Kakao Aceh

## Public Funding Partners:



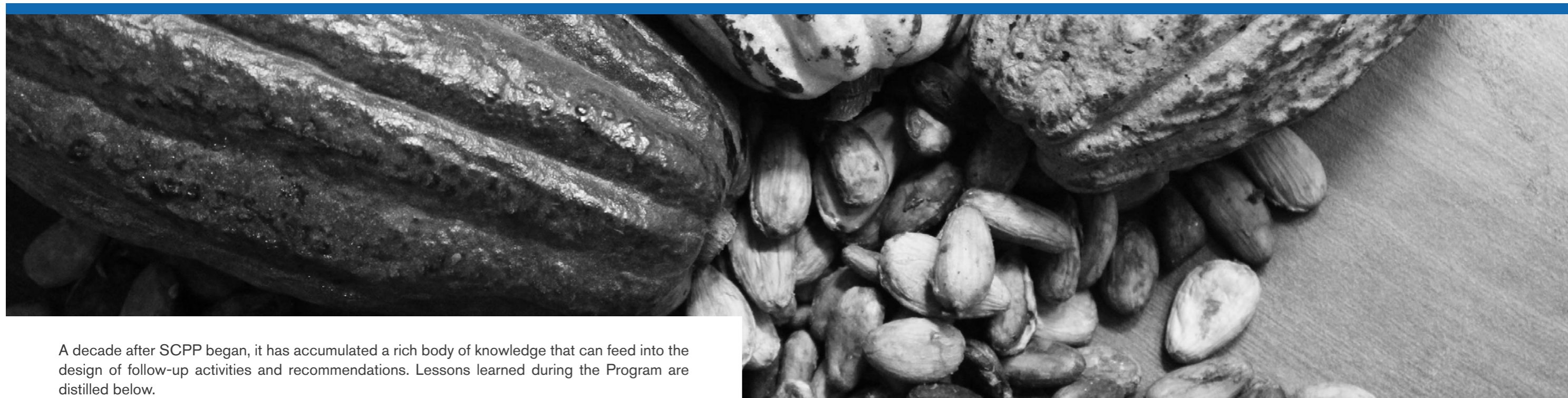
## Implementing Partners & Sector Platforms



## Private Funding Partners



## Lessons Learned



A decade after SCPP began, it has accumulated a rich body of knowledge that can feed into the design of follow-up activities and recommendations. Lessons learned during the Program are distilled below.



### **Sustainability efforts in the cocoa sector in Indonesia can be a benchmark for other commodity sectors.**

We have learned that sustainability efforts differ across sectors and companies in Indonesia. Several companies still do not have a strategy in place to upgrade smallholder suppliers' performance or effectively implement a traceability system. The learning from SCPP and the cocoa sector in Indonesia can serve as a benchmark for other sectors to emulate.



### **The innovation to provide a one-stop service to smallholder producers should come from large companies; the Certificate Holder (CH) cannot bear the cost or risk, and they are lacking capacity to do this.**

Given the limitations of local bean traders as the CH, sector innovation (including full-service packages to farmers) will need to come from large companies committed to cocoa with in-house farmer outreach programs. Consistent with our sustainability and exit strategy, this will manifest itself in several ways; the Program has shown large companies, in cocoa and in other commodities, how to better segment farmers according to who is most receptive to innovations and new ideas. Although this approach is still in its preliminary stages, we have developed respective models for targeting farmers in different networks.



### **Testing new approaches still requires external or donor support to avoid risk of failure or reluctance for testing.**

Although companies are interested in trialing new approaches, they have also expressed their resource limitations and a reluctance to invest in testing new interventions.



### **Private sector corporations are open to new and innovative ways of improving their supply chains.**

Advising them with ideas and solutions is important to gain traction. As a result of unsustainable practices, commodity companies are facing similarly pressing issues related to declining supply. Therefore, presenting them with innovative tools and approaches to remove supply chain constraints is needed.



### **Integrating commercially viable cases and more inclusive business models into company operations is necessary.**

Following the pilot stage, it is important to present the business case of the proposed solutions. After piloting or testing stages, companies may need to integrate this into current operations, which often entails changing the way they work. This usually requires further advice on how to scale innovation and integration into the company business process.



### **Crop diversification to strengthen farmer resilience**

Smallholder producers are vulnerable to changes in global commodity prices and harvest failure due to climatic risks. Such volatility is preventing them from investing more resources into their farm and, in a worst-case scenario, leads them to convert their cocoa plantation into other cash crops. In the long term, this threatens the sustainability of commodity sourcing. Therefore, a polyculture model could be introduced as a risk diversification strategy for farmers. Scan the QR code to learn more on SCPP efforts in introducing a polyculture model for plantation commodities.



Click or scan the QR code to learn more about Crop Diversification



## Farmer Field School



Click or scan the QR code to download SCPP training modules.

In order to bridge the knowledge gap and disseminate information on good farming practices for increased productivity on cocoa farms, Swisscontact and partners developed a comprehensive GAP training module that was used by trainers and agriculture extension workers. The module encouraged farmers to more frequently harvest, prune and sanitize cocoa trees, as well as employing better organic and inorganic fertilizing practices. Training syllabi were further complemented by advice on nursery management, top grafting techniques, post-harvest processing, fermentation and quality control. Beyond the GAP module, other modules were added to the training materials, such as Good Environmental Practice (GEP), Good Financial Practice (GFP), Good Social Practice (GSP) and Good Nutrition Practice (GNP).

To convey the above-mentioned skills, knowledge and techniques to farmers at the village level, SCPP established the Farmer Field Schools (FFS) training system. Besides training, SCPP supported high-performing farmers in the establishment of cocoa nurseries, clonal gardens and demo plots; providing building material; provision of starter fertilizer packages; and occasionally with the first batch seed and budwood.

## Nutrition & Gender Inclusion



### Nutrition Practices

Inadequate knowledge and resource allocation of nutritional foods within cocoa farmers' homes may lead to malnutrition in family members. This causes lower labor output, due to decreased physical productivity. SCPP integrated the GNP module into its FFS activities, and supported households and communities to establish nutrition demonstration plots and fishponds. The Program expected the households to grow their own nutritious food for their own supply and then to sell their surplus on to local and regional markets. The Program had 65,687 farmers on GNP and supported the establishment of 2,348,000 sqm of vegetable gardens and 5,287 sqm of fishponds.

### Engaging Women in SCPP

A common misconception is that farming is a predominantly male activity; the same stereotype applies to cocoa. In reality, cocoa is a family business in which men and women share the responsibilities of managing a farm. SCPP recognizes the importance of women's role in cocoa farming, and has therefore strived to integrate women into all activities. SCPP ensured women have equal access to knowledge in cocoa farming practices, nutrition and financial practices. Women farmers are encouraged to take prominent roles – such as the group head, treasurer or secretary – in farmer group organizations. The Program raised awareness on gender equality issues for farmer family members, as part of the GSP module. Cumulatively, the average representation of women in training programs was 16.4% of participants by the end of 2020.



## Smallholders Farm Certification

Cocoa farm certification mechanisms are the main way to encourage self-sustaining and mutually beneficial relationships between cocoa companies and farmers, and to promote sustainable farm practices. They ensure that the farmers receive support in terms of capacity building in applying good and environmentally sustainable farming practices. Farmers who comply with the certification standards benefit from higher production, better working environments, easier access to markets and premium payments for their certified beans.

SCPP collaborated with cocoa companies and certification bodies such as UTZ and Rainforest Alliance (RA) to initiate certification processes and scale up the reach of certification programs within the Program area. This included the modification of training modules such as GAP, GEP and GSP, developed by SCPP to directly address the requirements of sustainability certification. By the end of 2020, a total of 91,741 farmers had been certified over the duration of SCPP.

Certification not only helps farmers to access global markets; it can also improve their income, through participation in price premium schemes. The premium is provided by the end buyer in traceable supply chains as an incentive to the certificate holder, while certification costs are also covered for the farmers who participate. They, in turn, agree to produce cocoa according to a Code of Conduct that includes guidelines for social, environmental and agronomic best practices. During the SCPP period, supply chain partners paid a total of IDR13.7 billion (US\$944,828) in certification premiums to farmers.



## Agribusiness Financing Facility

Indonesian farmers are largely excluded from formal financial services. In response to this situation, SCPP and SECO co-designed the Agribusiness Financing Facility (AFF). The objective of AFF is to increase access to finance for cocoa farmers and strengthen financial institutions' function within the Indonesian cocoa market. With better access to finance, it is expected that farmers can purchase better agri-inputs that are required for applying GAP.

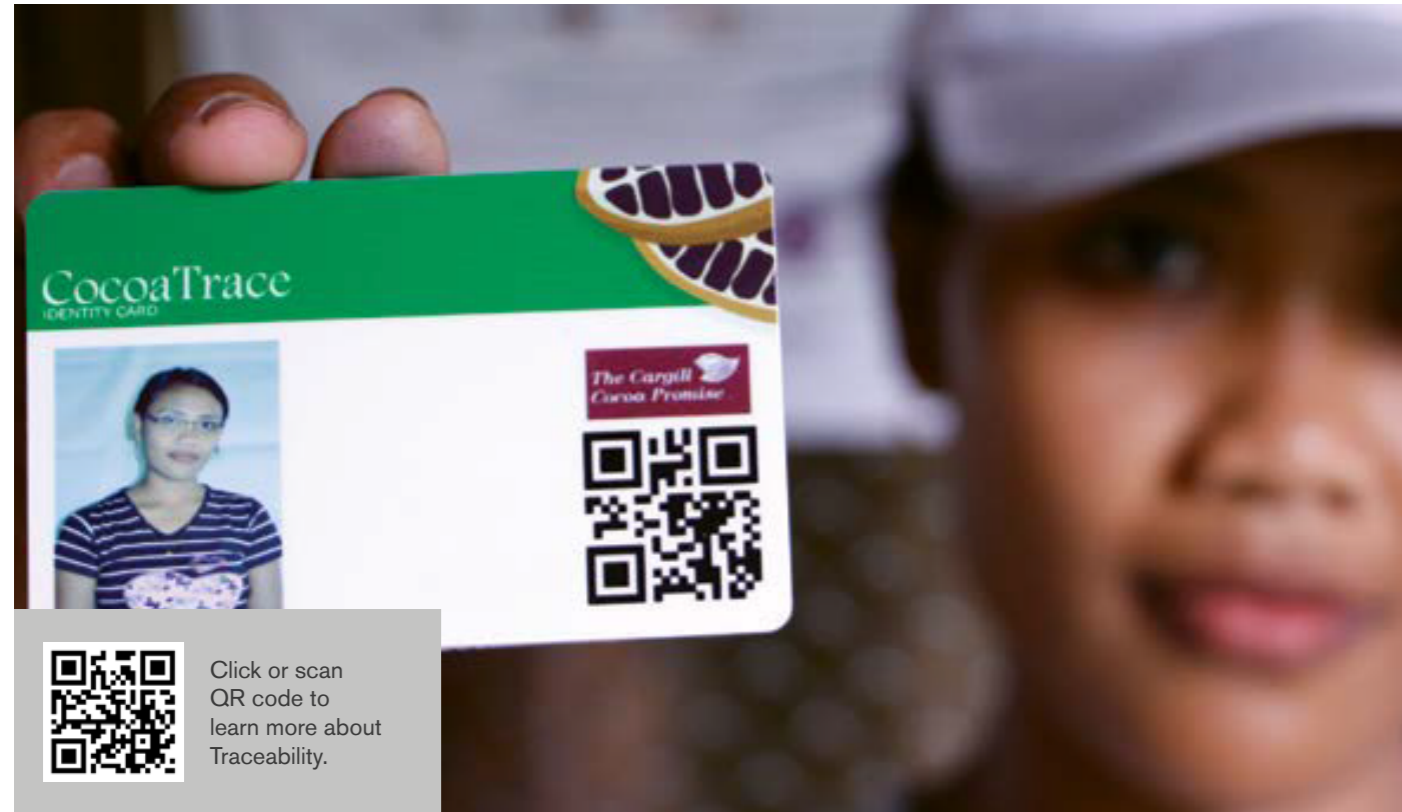
The AFF approach includes financial literacy training for cocoa farmers, introducing them to financial planning, record keeping and the promotion of savings. This knowledge transfer is packaged as the Good Financial Practice (GFP) module. By the end of the Program, 91,626 farmers had received training on GFP. On the financing service side, AFF trained financial institutions about the cocoa sector, so that financial service providers could better understand the cocoa sector and could therefore develop suitable financing products for cocoa farmers.



## Sector Platform Strengthening

Improving coordination and cooperation between major stakeholders in the cocoa value chain is crucial for the sustainable development of the sector. SCPP has been exposed to various networking and sector platforms to help improve strategic alignment and develop common approaches among cocoa sector actors. Through these forums, SCPP provides expert knowledge to – and influences – the private sector and government.

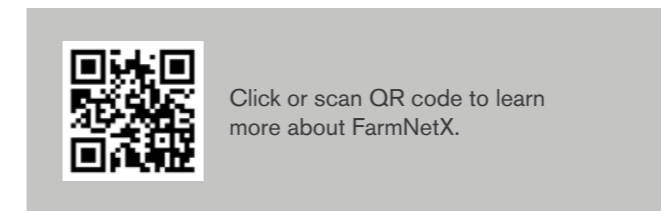
The Program actively participated in sector platforms, both at the national and international level. SCPP was a member of Indonesia Cocoa Sustainability Partnership (CSP) and the Partnership for Indonesia Sustainable Agriculture (PISAgro). In collaboration with CSP, SCPP has provided insights for national government on cocoa programs in Indonesia, supporting the establishment of several regional cocoa forums in Sumatra and Sulawesi. At the global level, SCPP participated in events and forums organized by the International Cocoa Organization (ICCO) and the World Cocoa Foundation (WCF).



## Innovation: Enhancing Traceability

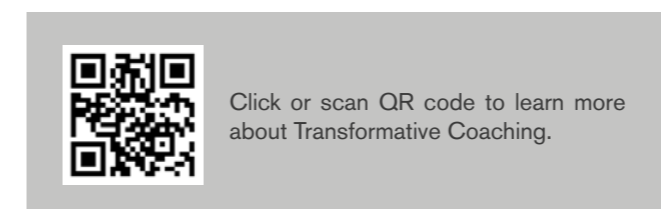
Greater transparency in sustainable, traceable supply chains requires daily data recording in remote areas, along with data management, monitoring and timely reporting. SCPP recognized the need for this foundation early in the Program, and that attempts on the part of private sector partners and service providers to address these issues had been woefully inadequate, both in terms of systems and attention.

In response to this unmet need, SCPP developed the sustainable cocoa database platform CocoaTrace, which was initially meant to manage the Program's own data collection and reporting needs. However, it soon became apparent that the Program's private sector partners would benefit from and were willing to pay for this service. Therefore, CocoaTrace's further development and management was taken on by a start-up company, PT Koltiva. To date, more than 90,000 cocoa farmers are tracked on CocoaTrace, along with their certification program, their beans and method of production. PT Koltiva has also begun providing similar services to support sustainable supply chains in other commodity sectors such as seaweed, palm oil and spices.



## Innovation: FarmNetX

Farmers group networks are a legacy of the SCPP FFS activity. As commodity suppliers took on the role of training providers to farmers, they were looking for cost-efficient tools to help them with knowledge transfer. In response, Swisscontact subsequently designed Farmer Network Analytics (or FarmNetX); a decision tool for improving smallholder-based sustainable supply chains. Using social network theory and the existing data collected for private and voluntary sustainability standards, FarmNetX helps sustainability managers to improve their smallholder network performance through 1) facilitating the best network structures for diffusing knowledge and innovations to farmers; 2) identifying priority farmers for engagement (i.e., the most innovative/influential farmers); and 3) data-driven strategies to transform traceable networks into trusted innovation networks.



## Innovation: Transformative Coaching

In response to demand for an effective coaching method by commodity sourcing companies that could upgrade smallholders' performance, Swisscontact designed Transformative Coaching. By combining the Goals-Reality-Options-Will (GROW), which is the leading method in performance coaching, with the participatory tools of Gender Action Learning System (GALS), this coaching method provided a holistic solution to upgrading sustainable commodity supply chains. It also mainstreams gender equality in the delivery of coaching services and in family farm decision making.

# Achievements

**1,659 Master Trainers**  
trained on GAP, post-harvest handling, and certification facilitation. The master trainers comprise 714 Program and private sector staff and 945 government extension officers.  
**121% of the target**

**242 Professional demonstration farms**  
were established and supported throughout program areas.

**104,578 m<sup>2</sup> Nurseries (sqm)**  
for seedlings were supported in establishment and maintenance.

**110,282 Cocoa farmers trained on GEP**  
(Good Environmental Practices) since Program inception, with 20% cumulative women's participation.  
**110% of the target**

**6,612 Cocoa Producer Groups (CPG)**  
have been established and supported during Program period.  
**137% from the target**

**165,301 Cocoa farmers trained on GAP**  
(Good Agricultural Practices), post-harvest handling, professional farm management, nursery management, and certification since Program inception. This training has 16% cumulative women's participation.  
**100% of the target**

**647 kg/ha/year Farm productivity**  
Average farmers' yield throughout the Program period, a **53%** increase in annual productivity from 422 kg/ha in 2013 to 647 kg/ha in 2020.

**91,626 Cocoa farmers trained on GFP**  
(Good Financial Practices) since 2014, with 20% cumulative women's participation.  
**92% of the target**

**65,687 Cocoa farmers trained on GNP**  
(Good Nutritional Practice) since 2013, with 68% cumulative women's participation.  
**100% of the target**

**24% GHG reduction**  
reduction of Greenhouse Gas (GHG) emissions on cocoa farms.  
**80% of the target**

**210,349 ha of cocoa farms**  
managed by supported cocoa farmers. This is close to the size of St. Gallen Canton of Switzerland.

**IDR 442.6 billion**  
net attributable income increased since 2016.  
**IDR 13.7 billion**  
premium fee distributed to assist farmers managing sustainable farms in Sulawesi and Sumatra.

**In poverty reduction 94.2%**  
of the 165,301 farmers trained are now living above the UN Extreme Poverty Line of \$1.25/day PPP, and 50.4% are living above \$2.50/day PPP.

**91,741 Cocoa farmers**  
have been certified by third party on sustainable standards, since the Program started.

## Farmer Success Story



**Salman**  
Bireun, Aceh Province

Salman (36) is a young cocoa farmer from Bireun, Aceh Province. After graduating from university, he returned home to start cultivating cocoa. He attributes all the valuable skills he has learned to the training he received in 2010 from PEKA and continued by SCPP, which helped him triple his annual production from 500kg to 1,500kg per hectare.

In 2012, after participating in the FFS, Salman regenerated unproductive trees by adopting the techniques of side-grafting using superior clones. The next year he stumbled across two cacao trees producing different-colored pods and the new clones were named after the area of Kubang Itam (KI) near his village in Aceh province: KI01 produced bulbous red pods and big beans; and KI02 grew long, green pods with big beans.

His farm size has also expanded, from two to six hectares. Together with the other cocoa farmers, Salman founded Cocoa Cooperative Bireun (Kopbun) in 2015, to market cocoa beans from local farmers and provide quality training to hundreds of farmers and students. "SCPP has brightened our future. I hope the cooperative will soon be able to directly export the cocoa beans to other countries from Aceh", added Salman confidently.



**Masrul & Haslinda**  
East Luwu, South Sulawesi

For the first time in 30 years, Pak Masrul (50) has improved the way he maintains his cocoa farm in East Luwu, South Sulawesi. In September 2019, he and his wife, Ibu Haslinda, participated in a GALS workshop, where they could visualize their dreams, create a plan and then put it into practice. Their new set of common goals has not only changed the way they care for their two-hectare cocoa farm, but also improved equality between women and men by sharing household tasks and roles. Haslinda reduced expenses on clothing and accessories and, lending a hand in pod sleeving on the farm, achieved a regular monthly saving of IDR 500,000.

Practicing polyculture to generate additional income, they plant durian, pineapple and patchouli. They also raise goats. "I can make plans and set activities and gain support from my wife and child to achieve our dreams" said Masrul, who also shares his knowledge to 40 other farmers in the village in his spare time.

## Outlook Beyond SCPP

Plantation commodities and the landscapes in which they are embedded are critical for economic, social, and environmental development in Indonesia. Unfortunately, Indonesia's commodity value chains are still constrained by low competitiveness and adverse market conditions. In the last five years, productivity has stagnated or declined for Indonesia's primary plantation crops.

Smallholder farmers' pathway to improve farm yield and profitability is also not easy. They lack access to high-quality inputs and information on best practices for production, harvesting and post-harvest handling. All these indicate the absence, weakness or inefficiency of the supporting functions surrounding these commodity supply chains. Commodity companies, on the other hand, are facing difficulties in upgrading the performance of their smallholder-based supply chains.

It remains a daunting task to increase innovation adoption amongst smallholder farmers. Building on key lessons, models, tools and approaches developed in SCPP, Swisscontact continues working together with leading companies in cocoa and other plantation sectors, such as coffee, rubber, coconut and palm oil, to tackle sustainability challenges. Swisscontact provides technical advisory services to help commodity companies develop more competitive, inclusive, green and resilient supply chains. We assist commodity firms to develop and pilot new farmer engagement, supporting models that are fully integrated into their commercial supply chains and profitable for all parties.



*We create opportunities*

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