FEBRUARY 2026

# Kobumi, Indonesia

## INNOVATIVE FINANCING CASE STUDIES

IMAGE CREDIT: ECONUSA

# Contents



CASE STUDY IN COLLABORATION WITH:

# Innovative Financing Case Studies

Each of the case studies in this series describes a conservation finance mechanism in action. Before diving into a case study, look for the **Key Readiness Factors** - these are conditions or resources you should ideally have in place to successfully implement that model - and the **Best Fit Contexts** suggesting where or when the model is most appropriate. Use these pointers to gauge if a mechanism aligns with your community's situation.

The intent of sharing these financing case studies is to offer an in-depth look into the essential but often unseen inner workings – the "engine room" – of community-led conservation finance mechanisms. While other resources typically highlight funding sources or the ultimate distribution of funds, this series illuminates the critical governance, administration, and management processes at the heart of conservation financing. The case studies demonstrate how robust internal structures can prevent conflict, streamline administration, and ultimately drive enduring environmental and community outcomes.

IMAGE CREDIT: ECONUSA

# Kobumi, Indonesia

MULTI-STAKEHOLDER COOPERATIVE TRADE MODEL
ECONUSA FOUNDATION WITH 9 INDIGENOUS COOPERATIVES

LOCATION

Papua, Maluku & Suluwesi, Eastern Indonesia

Kobumi (PT Ekosistim Bumi Lestari) is a community-owned socio-ecological enterprise launched in June 2022 to "leverage Indigenous livelihood, food security and local economy to sustain forest and marine ecosystems" in Eastern Indonesia. By aggregating and marketing spices, coffee, cacao, coconut, wild caught shrimp and other community products, Kobumi channels fair-trade revenue back to nine Indigenous and local cooperatives while incentivising stewardship of Indonesia's remaining intact forests and mangroves.

## Key Readiness Factors:

- **Secure Cooperative Structure** – Nine Indigenous cooperatives are formal shareholders in PT Kobumi, ensuring legal ownership and voice.
- **Basic Infrastructure & Logistics** – Two Kobumi-operated ships and regional warehouses enable direct coastal pick-up, quality control and onwards distribution.
- **Working Capital for Cash Purchases** – Kobumi buys products in cash from communities, requiring revolving liquidity before sales are realised.
- **Market-ready Commodities** – Existing community production of spices, cacao, copra and shrimp provides reliable supply volumes.
- **Technical Assistance Pipeline** – EcoNusa's EcoFund delivers grant capital and hands on support, relieving communities of complex proposal writing.

## Best Fit Contexts:

- Communities interested in a cooperative, shareholder owned- trading enterprise rather than external off-takers.
- Landscapes with high value non-timber or fisheries products but logistics bottlenecks and other 'go to market' challenges.
- Regions where deforestation threats are tied to weak local economies – fair-trade revenue can compete with extractive alternatives.

## Mechanism Overview:

Kobumi is a community-owned trade-and-logistics enterprise anchored in Indigenous cooperative governance and designed to convert standing-forest and small-scale fisheries production into reliable household income. Established in June 2022 by EcoNusa together with an initial group of 12 Indigenous and local cooperatives from Papua and Maluku, Kobumi integrates transparent, direct purchasing, value-added handling, and last-mile logistics so that community products can reach buyers efficiently and on fair terms. Its purpose and model are explicitly tied to protected rights, livelihood improvement, and ecosystem stewardship.

Functionally, Kobumi operates as an off-taker and marketing hub: a small fleet (two ships) runs coastal pick-ups, field teams pay cash at the village, and products move into warehouse hubs in major Papuan cities and onward through national distribution channels or for export. In 2024 the enterprise's trading value reached US $2 million (double the previous year), with spices being their top line, followed by wild-caught shrimp, cacao, copra and patchouli oil. Indigenous co-ops convene in annual shareholders' meetings to steer growth and expansion.

## How it works:

Kobumi uses a trade-driven, rights-aligned model. Community producers harvest or cultivate priority commodities (nutmeg/mace, cloves, kenari, coffee, cocoa; fisheries like banana prawn and tuna) under local sustainable practices. Kobumi buys directly from communities (often in cash at point-of-collection) and uses its two vessels to solve the most expensive bottleneck: getting goods from remote coastal villages to market-linked hubs. This reduces leakage to intermediaries, smooths cash flow for households, and creates a consistent supply pipeline that buyers can trust. While often perceived as an intermediary, Kobumi actually drives price increases by raising its buying rates when market prices rise, ensuring farmers and fishers secure the highest community-level value.

At aggregation hubs (e.g. in Sorong), teams grade, dry, ferment, and quality-check products before sale. Most volume currently moves to national buyers/distributors, with targeted export shipments when quality and volumes align. Kobumi is also building out secondary processing capacity (e.g. coconut cooking oil) to capture more value.

Kobumi uses working capital to pay producers up front. It then sells the products and earns back its costs plus a margin. Alongside sales, EcoNusa's EcoFund gives small grants and hands-on help to producer groups. Kobumi staff co-design the upgrades with communities, handle the paperwork, and transfer funds. These grants pay for practical improvements (like dryers, basic processing, and traceability) without communities having to write formal proposals. Indigenous and local cooperatives own the company and set direction through shareholder meetings. As the business grows, profits are shared with the cooperative owners (e.g., dividends and profit-sharing) through decisions made at annual general meetings.

Looking ahead, Kobumi aims to expand its sourcing footprint across Papua, Maluku, and Sulawesi. This growth is intended not only to meet increasing market demand, but also to ensure that more Indigenous and local communities benefit from improved economic opportunities.

A challenge being explored is the need to secure more premium prices by targeting buyers in Europe and the United States. This requires end-to-end production processes that meet strict buyer qualifications and internationally recognised certifications (particularly food safety) to unlock higher value for communities. In response, Kobumi has begun building traceability systems to map its producer base and connect them with premium markets, while gradually improving quality standards to align with buyer expectations. At the same time, as an interim step, Kobumi is also exploring opportunities in Asian and Middle Eastern markets.

## Economic context:

Within the customary forest scheme in Indonesia, communities are encouraged to develop sustainable, forest-based economic activities by forming Social Forestry Business Groups (KUPS). These groups manage productive enterprises based on forest resources, such as non-timber forest products, environmental services, or ecotourism.

EcoNusa works to support communities in developing these sustainable enterprises even before they obtain formal recognition of their customary forests. While ensuring that these enterprises can operate effectively, EcoNusa also collaborates with communities to advocate for the legal recognition of their customary forests. This approach allows communities to begin managing and adding value to local commodities and improving their economic well-being, even while waiting—often for a long time—for the official recognition of their customary territories.

Kobumi serves as the off-taker, helping to absorb and market the products generated by the KUPS or other community enterprises. Kobumi's role ensures that community production has secure market access, strengthening the sustainability of their local economy.

IMAGE CREDIT: ECONUSA

## Timeline & Key Dates:

- **2021:** EcoNusa prepared the foundation for Kobumi by strengthening cooperatives, improving community production practices, and building fair market access, leading to its official establishment in 2022.
- **2022:** PT Kobumi incorporated; initial capitalisation by EcoNusa and co-ops.
- **2023: First coastal supply chains piloted; solar dryer introduced for higher value- white copra.**
- **2024:** Trading turnover approaches USD 2 m (Sales increased by 135.47% compared to the previous year); reach expands to 36 villages across 7 provinces, engaging 1,081 farmers and fishers as active partners.
- **2025:** Kobumi's revenue in Jan–Jun 2025 has nearly matched the full-year 2024 figure, indicating a strong increase by year-end 2025.

IMAGE CREDIT: ECONUSA

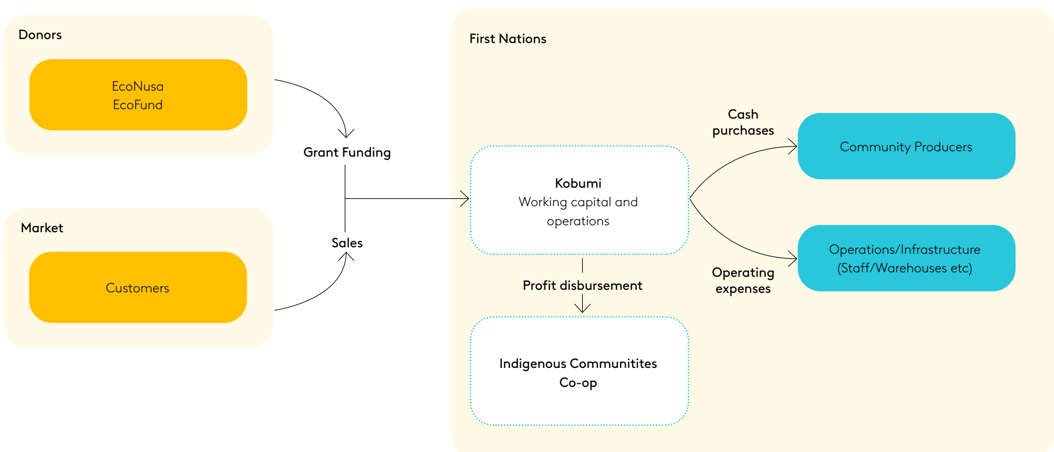
## Partners/Beneficiaries:

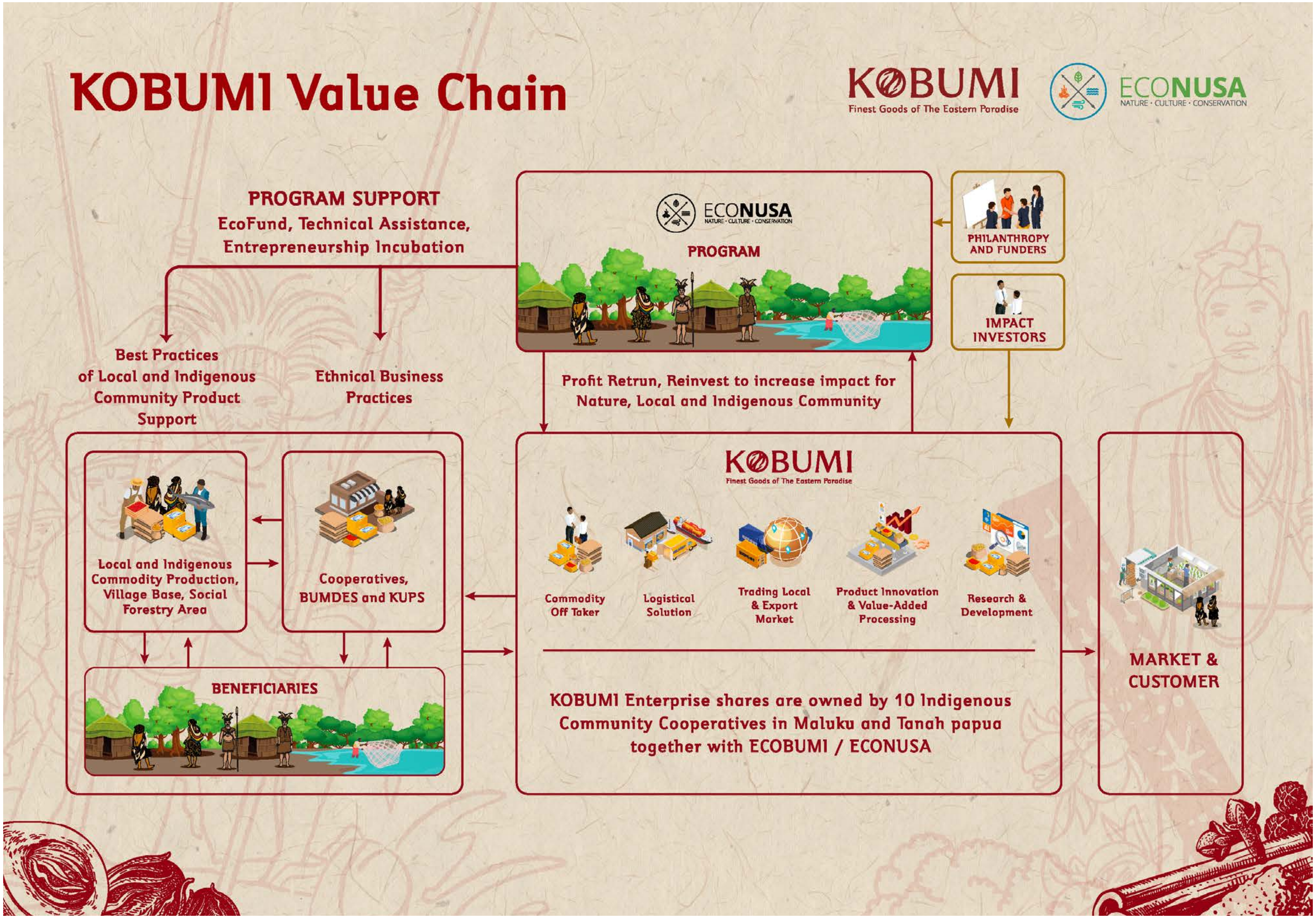
- **Indigenous Cooperatives** – nine shareholders; primary producers & dividend recipients.
- **EcoNusa Foundation** – incubator, technical back-stop, EcoFund manager.
- **PT Kobumi Management** – logistics, QC, marketing.
- **Government (Provincial & National)** – provides social forestry licences, links to FOLU-NetSink- 2030 agenda.
- **Private Buyers** – national spice and seafood distributors; export markets (such as China and Japan).
- **Donors / Impact Investors** – other bridge finance for processing facilities and fleet expansion.

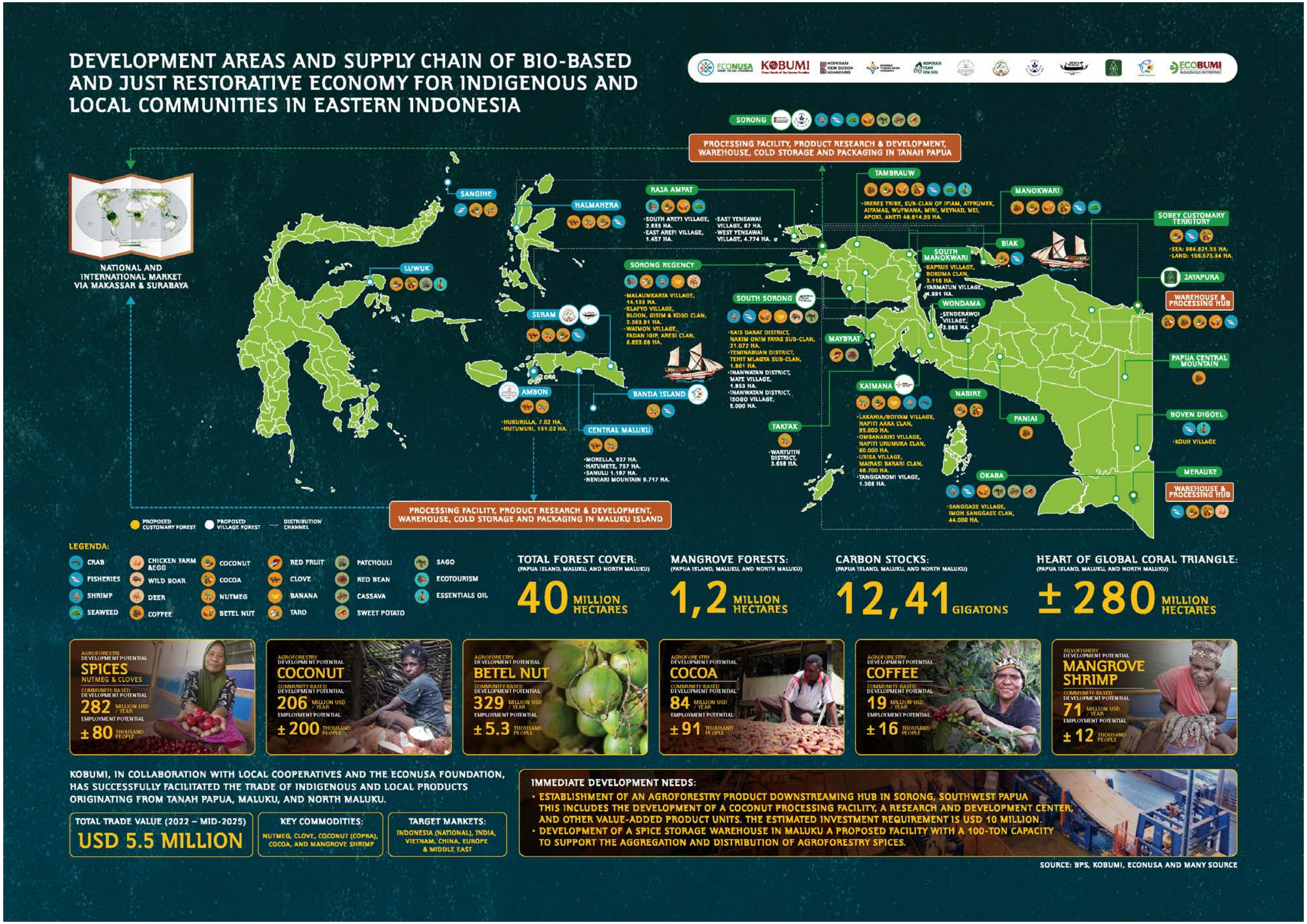
## Impacts/Outcomes:

- **Economic** – Cash payments and dividends raised aggregate community income.
- **Conservation** – Trade model tied to standing forest spices and mangrove-friendly shrimp; competitive incentive as an alternative to land-conversion.
- **Food Security & Gender** – Solar dryer and spice-grading technologies adopted by women's producer groups in Kaimana.
- **Governance** – Annual shareholder meetings and peer learning events institutionalise transparent decision-making across nine co-ops.
- **Rights** – As social forestry gains recognition, communities gain recognised authority to use and manage forest and coastal lands. cultural values into the project's framework. Traditional knowledge (e.g. use of medicinal plants, sustainable agroforestry practices) is being reaffirmed and passed to the next generation through project activities.

## Money Flow Schematic:




KOBUMI Value Chain
KOBUMI
Finest Goods of The Eastern Paradise
ECONUSA
NATURE · CULTURE · CONSERVATION
PROGRAM SUPPORT
EcoFund, Technical Assistance,
Entrepreneurship Incubation
ECONUSA
PROGRAM
PHILANTHROPY AND FUNDERS
IMPACT INVESTORS
Best Practices of Local and Indigenous Community Product Support
Ethnical Business Practices
Profit Retrun, Reinvest to increase impact for Nature, Local and Indigenous Community
Local and Indigenous Commodity Production, Village Base, Social Forestry Area
Cooperatives, BUMDES and KUPS
BENEFICIARIES
KOBUMI
Finest Goods of The Eastern Paradise
Commodity Off Taker
Logistical Solution
Trading Local & Export Market
Product Innovation & Value-Added Processing
Research & Development
KOBUMI Enterprise shares are owned by 10 Indigenous Community Cooperatives in Maluku and Tanah papua together with ECOBUMI / ECONUSA
MARKET & CUSTOMER


DEVELOPMENT AREAS AND SUPPLY CHAIN OF BIO-BASED AND JUST RESTORATIVE ECONOMY FOR INDIGENOUS AND LOCAL COMMUNITIES IN EASTERN INDONESIA
ECONUSA
KOBUMI
ECOBUMI
SORONG
PROCESSING FACILITY, PRODUCT RESEARCH & DEVELOPMENT, WAREHOUSE, COLD STORAGE AND PACKAGING IN TANAH PAPUA
NATIONAL AND INTERNATIONAL MARKET VIA MAKASSAR & SURABAYA
SANGIHE
HALMAHERA
LUWUK
SERAM
AMBON
·HUKURILLA, 7.02 HA.
·HUTUMURI, 151.02 HA.
BANDA ISLAND
CENTRAL MALUKU
·MORELLA, 927 HA.
·HATUMETE, 757 HA.
·SANULU 1.197 HA.
·NENIARI MOUNTAIN 9.717 HA.
RAJA AMPAT
·SOUTH AREFI VILLAGE, 2.833 HA.
·EAST AREFI VILLAGE, 1.457 HA.
·EAST YENSAWAI VILLAGE, 97 HA.
·WEST YENSAWAI VILLAGE, 4.774 HA.
SORONG REGENCY
·MALAUMKARTA VILLAGE, 14.133 HA.
·KLAFYO VILLAGE, BLOON, GISIM & KOSO CLAN, 2.363.91 HA.
·WAIMON VILLAGE, FADAN IGIP, ARESI CLAN, 6.853.68 HA.
SOUTH SORONG
·KAIS DARAT DISTRICT, NAKIM ONIM FAYAS SUB-CLAN, 21.072 HA.
·TEMINABUAN DISTRICT, TEHIT MLAGYA SUB-CLAN, 1.861 HA.
·INANWATAN DISTRICT, MATE VILLAGE, 1.953 HA.
·INANWATAN DISTRICT, ISOGO VILLAGE, 5.000 HA.
FAKFAK
·WARTUTIN DISTRICT, 3.658 HA.
TAMBRAUW
·IRERES TRIBE, SUB-CLAN OF IFIAM, ATFRUMEK, AIFAMAS, WUFMANA, MIRI, MEYNAD, MEI, APOKI, ANETI 48.814.99 HA.
MANOKWARI
SOUTH MANOKWARI
·KAPRUS VILLAGE, BOKOMA CLAN, 3.116 HA.
·YARMATUN VILLAGE, 4.991 HA.
BIAK
WONDAMA
·SENDERAWOI VILLAGE, 3.963 HA.
MAYBRAT
KAIMANA
·LAKAHIA/BOIYAM VILLAGE, NAPITI AARA CLAN, 95.000 HA.
·OMBANARIKI VILLAGE, NAPITI URUMUKA CLAN, 60.000 HA.
·URISA VILLAGE, MAIRASI BARARI CLAN, 48.700 HA.
·TANGGAROMI VILAGE, 1.506 HA.
NABIRE
PANIAI
OKABA
·SANGGASE VILLAGE, IMOH SANGGASE CLAN, 44.000 HA.
SOBEY CUSTOMARY TERRITORY
·SEA: 984.821.55 HA.
·LAND: 156.575.34 HA.
JAYAPURA
WAREHOUSE & PROCESSING HUB
PAPUA CENTRAL MOUNTAIN
BOVEN DIGOEL
·KOUH VILLAGE
MERAUKE
WAREHOUSE & PROCESSING HUB
PROCESSING FACILITY, PRODUCT RESEARCH & DEVELOPMENT, WAREHOUSE, COLD STORAGE AND PACKAGING IN MALUKU ISLAND
PROPOSED CUSTOMARY FOREST
PROPOSED VILLAGE FOREST
DISTRIBUTION CHANNEL
LEGENDA:
CRAB
FISHERIES
SHRIMP
SEAWEED
CHICKEN FARM &EGG
WILD BOAR
DEER
COFFEE
COCONUT
COCOA
NUTMEG
BETEL NUT
RED FRUIT
CLOVE
BANANA
TARO
PATCHOULI
RED BEAN
CASSAVA
SWEET POTATO
SAGO
ECOTOURISM
ESSENTIALS OIL
TOTAL FOREST COVER:
(PAPUA ISLAND, MALUKU, AND NORTH MALUKU)
40 MILLION HECTARES
MANGROVE FORESTS:
(PAPUA ISLAND, MALUKU, AND NORTH MALUKU)
1,2 MILLION HECTARES
CARBON STOCKS:
(PAPUA ISLAND, MALUKU, AND NORTH MALUKU)
12,41 GIGATONS
HEART OF GLOBAL CORAL TRIANGLE:
(PAPUA ISLAND, MALUKU, AND NORTH MALUKU)
± 280 MILLION HECTARES
AGROFORESTRI DEVELOPMENT POTENTIAL
SPICES
NUTMEG & CLOVES
COMMUNITY-BASED DEVELOPMENT POTENTIAL
282 MILLION USD / YEAR
EMPLOYMENT POTENTIAL
± 80 THOUSAND PEOPLE
AGROFORESTRY DEVELOPMENT POTENTIAL
COCONUT
COMMUNITY-BASED DEVELOPMENT POTENTIAL
206 MILLION USD / YEAR
EMPLOYMENT POTENTIAL
± 200 THOUSAND PEOPLE
AGROFORESTRY DEVELOPMENT POTENTIAL
BETEL NUT
COMMUNITY-BASED DEVELOPMENT POTENTIAL
329 MILLION USD / YEAR
EMPLOYMENT POTENTIAL
± 5.3 THOUSAND PEOPLE
AGROFORESTRY DEVELOPMENT POTENTIAL
COCOA
COMMUNITY-BASED DEVELOPMENT POTENTIAL
84 MILLION USD / YEAR
EMPLOYMENT POTENTIAL
± 91 THOUSAND PEOPLE
AGROFORESTRY DEVELOPMENT POTENTIAL
COFFEE
COMMUNITY-BASED DEVELOPMENT POTENTIAL
19 MILLION USD / YEAR
EMPLOYMENT POTENTIAL
± 16 THOUSAND PEOPLE
SILVOFISHERY DEVELOPMENT POTENTIAL
MANGROVE SHRIMP
COMMUNITY-BASED DEVELOPMENT POTENTIAL
71 MILLION USD / YEAR
EMPLOYMENT POTENTIAL
± 12 THOUSAND PEOPLE
KOBUMI, IN COLLABORATION WITH LOCAL COOPERATIVES AND THE ECONUSA FOUNDATION, HAS SUCCESSFULLY FACILITATED THE TRADE OF INDIGENOUS AND LOCAL PRODUCTS ORIGINATING FROM TANAH PAPUA, MALUKU, AND NORTH MALUKU.
TOTAL TRADE VALUE (2022 – MID-2025)
USD 5.5 MILLION
KEY COMMODITIES:
NUTMEG, CLOVE, COCONUT (COPRA), COCOA, AND MANGROVE SHRIMP
TARGET MARKETS:
INDONESIA (NATIONAL), INDIA, VIETNAM, CHINA, EUROPE & MIDDLE EAST
IMMEDIATE DEVELOPMENT NEEDS:
· ESTABLISHMENT OF AN AGROFORESTRY PRODUCT DOWNSTREAMING HUB IN SORONG, SOUTHWEST PAPUA THIS INCLUDES THE DEVELOPMENT OF A COCONUT PROCESSING FACILITY, A RESEARCH AND DEVELOPMENT CENTER, AND OTHER VALUE-ADDED PRODUCT UNITS. THE ESTIMATED INVESTMENT REQUIREMENT IS USD 10 MILLION.
· DEVELOPMENT OF A SPICE STORAGE WAREHOUSE IN MALUKU A PROPOSED FACILITY WITH A 100-TON CAPACITY TO SUPPORT THE AGGREGATION AND DISTRIBUTION OF AGROFORESTRY SPICES.
SOURCE: BPS, KOBUMI, ECONUSA AND MANY SOURCE

## Community Readiness Questions:

- Do we have - or can we create - a legally recognised multi-stakeholder cooperative with equitable shareholding?
- Is basic transport & warehousing infrastructure in place (boats, cold storage,drying facilities)?
- Can we guarantee consistent product quality and volume to buyers?
- Are there clear agreements on how net margins will be distributed or reinvested?
- Is there a pipeline for technical assistance and small-grant capital to scale production?

## Key Risks to Consider:

| Risk | Mitigation |
|---|---|
| Market price volatility | Diversify product mix |
| Working capital gaps as volumes grow | Seek blended finance (philanthropy as well as impact investors) |
| Logistics disruptions (weather, fuel costs) | Maintain own vessels |
| Governance drift between co-operatives | Annual consolidation meetings; ongoing facilitation via EcoNusa |

IMAGE CREDIT: ECONUSA

## Checklist

- ○ **Purpose and Scope** – Define target commodities, conservation co-benefits, and cost structure.
- ○ **Governance Instruments** – Write shareholder charter spelling out voting, dividend, and reinvestment rules.
- ○ **Start-up Financing** – Identify seed capital, philanthropic grants and concessional loans for fleet and facility capacity.
- ○ **Capacity Building** – Upskill producers on relevant commercial skills, e.g. quality and hygiene control, bookkeeping requirements.
- ○ **MRV and Adaptive Management** – Track tonnes traded, producer income, and linked environmental health.




KOBUMI, DOBERAI, AND MYRISTICA, 3 KOBUMI OWNED AND OPERATED SHIPS TO TRANSPORT COMMODITIES FROM INDIGENOUS AND LOCAL COMMUNITIES IN EASTERN INDONESIA
IMAGE CREDIT: ECONUSA

# Further reading

- Kobumi | Finest Goods of The Eastern Indonesia
- EcoNusa | Nature, Culture, & Conservation

IMAGE CREDIT: ECONUSA

COAST FUNDS

POLLINATION | Foundation

KOBUMI
Finest Goods of The Eastern Paradise

ECONUSA
NATURE • CULTURE • CONSERVATION



www.pollinationfoundation.org