

# CGF Forest Positive Coalition of Action

Strategy for Collective Action in Production  
Landscapes: Version 1.0

November 2021



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# **Section 1:**

## **About the CGF Forest Positive Coalition of Action**

# About the CGF Forest Positive Coalition of Action



The Consumer Goods Forum (CGF) has created the Forest Positive Coalition of Action, led by 20 companies with a collective market value of around US\$2 trillion, to leverage collective action and accelerate systemic efforts to remove deforestation, forest degradation and conversion from key commodity supply chains, while supporting sustainable forest management, conservation and restoration.

In 2010, the CGF Board made a resolution to mobilise resources to help its members achieve zero-net deforestation by 2020. The strategy was rooted in remediating individual company supply chains, often through certification – ensuring that the sourcing of key commodities would not deplete tropical rainforests. While progress was made by CGF members in reaching this goal, companies realised that acting individually would not accelerate progress as much as collective action.

The Forest Positive Coalition was launched to leverage the collective action of its member companies to use their collective influence to drive and accelerate efforts to remove deforestation from not only their own commodity supply chains, but across their suppliers' entire supply base.

The Coalition believes that its collective reach will enable members to make progress on four goals:

1. Accelerate efforts to remove commodity-driven deforestation from individual supply chains.
2. Set higher expectations for traders to act across their entire supply base.
3. Drive transformational change in key commodity landscapes.
4. Define measurable outcomes on which all members agree to track and report individually and collectively.

# Members and Governance



**Co-Sponsors:** Alexandre Bompard, CEO, Carrefour, and Grant F. Reid, Chairman and CEO, Mars, Incorporated

**Co-Chairs:** Chris McGrath, Vice President and Chief of Global Impact, Sustainability, and Well-being, Mondelēz International, and Bertrand Swiderski, Sustainability Director, Carrefour



# Partnerships



- ▶ The Coalition is supported by the **Tropical Forest Alliance (TFA)** and **Proforest**, both of which provide key logistical and implementation support
- ▶ The Coalition also works with the CGF's **Human Rights Coalition – Working to End Forced Labour (HRC)** to align the Coalition's Theory of Change, Roadmaps and strategies with the CGF's **Priority Industry Principles** against forced labour



# Four Elements of New Strategy



Underpinning the actions of the Coalition is the new Theory of Change, based on the 7 Levers of Change (see Box). This reimagining of the strategy – based on extensive consultation – is also supported by a Coalition Charter and will help Coalition members drive more impactful collaborations.

**Moving from deforestation-free to forest positive businesses:** The 2020 commitment focused on deforestation, but over the last ten years companies have realised that addressing the loss of natural vegetation is complex, involving an interplay of environmental, social and economic factors all of which need to be considered. Coalition members recognise that being a forest positive business means making systemic efforts to remove deforestation, forest degradation and conversion from key commodity supply chains, while supporting sustainable forest management and restoration, to ensure the business is positively impacting the world's forests, supporting the rights of workers and local communities and improving their livelihoods.

Based on 18 months of consultations, 7 Levers of Change were identified which are needed to support the transition to forest positive. Some of these can be led by supply chain companies, while others need leadership from other stakeholders.

1. **Supply Chain Management** – from producers through traders and buyers, implement policies and practices that incent conversion free production and dis-incent production linked to conversion.
2. **Jurisdictional Wins** – intense focus on the supply side levers (1, 2 and 3) in a specific geography to create success stories to protect key places and catalyze further action.
3. **Forest Positive Policies** – for producer countries, narratives about standing forests as a resource, not an obstacle to economic development that catalyzes political will. For developed countries, trade policies supportive of protection and restoration.
4. **Reduce Dependence** – identify ways to shift demand away from materials driving forest risk to those with low forest risk – avoiding other sustainability impacts.
5. **Demand Shift** – create a desire to protect forests in consumers and then wherever it exists, convert that latent desire into product choices.
6. **Capital Markets** – for financial institutions attached to supply chains, shift capital towards conversion free production and away from conversion.
7. **Carbon Markets** – expand the scope of global carbon markets (both compliance and voluntary) and recognize forest carbon in those markets –e.g. REDD+.

# Four Elements of New Strategy



**From commitments to action:** The goal of the Coalition is to drive actionable change on the ground to deliver real, forest positive results. Coalition members commit to actions and to also regularly reviewing progress to adjust course when needed. This commitment being operationalised through the development and implementation of the **Commodity Roadmaps**, which set out the Coalition's planned actions for the coming 2-3 years and will be regularly reviewed and updated.

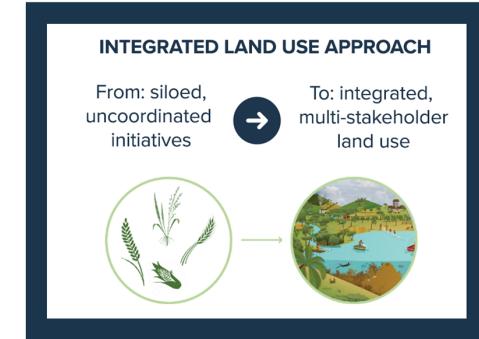
**From own supply to suppliers and landscapes:** One of the most important findings from the review of the 2010 resolution was that there is a limit to the progress that can be made by focusing only on individual supply chains. Therefore, based on a review of the different levers of change needed to move to a forest positive future, the approach of the new Coalition is based on a Theory of Change that builds on:

## Deforestation Theory of Change

Together, we can create a #forestpositive future

Accelerating efforts to remove deforestation  
from commodity supply chains

Encouraging more transformational change in  
key commodity landscapes



- Working with suppliers on deforestation-free businesses
- Collaborating to support progress in production landscapes

# Four Elements of New Strategy



**Maximising collective impact through Coalition-wide Actions:** The Commodity Roadmaps will guide specific actions for each commodity, but based on inputs from stakeholders we have also developed Actions across the Coalition to make sure we maximise our collective leverage across companies and commodities. The four Coalition-wide Actions are:

- Supplier and trader engagement
- Transparency and accountability
- Production landscapes
- Government and stakeholder engagement



Further information and updates on each of these will be provided on the CGF Forest Positive Coalition [website](#) and through regular stakeholder engagement meetings.

# The Commodity Roadmaps



The Coalition is creating Roadmaps for four commodities: palm oil, soy, paper, pulp and fibre-based packaging (PPP), and beef. The Roadmaps have been developed to set out in detail what these commitments and actions are for each commodity, complementing the Coalition-wide Actions and providing commodity-specific detail. Development of each Roadmap has been undertaken by working groups of member companies and has involved active participation of all the members of the group. There has also been input from stakeholders, and ongoing discussions will continue to inform updates and revisions to the Roadmaps.

The Roadmaps are designed to be living documents which member companies will discuss, review and update regularly. This will be informed both by experience of implementation and by input from stakeholders and supply chain companies. Supporting implementation of the Roadmaps will be the CGF Sourcing Guidelines for each commodity. These were created to support implementation of the 2010 resolution, but will be updated and expanded.

Each Roadmap has been developed to reflect the specific realities and challenges of the commodity. The roadmaps build on five main elements that combine action both within and beyond supply chains. Our members will:

1. **Manage their individual supply chains**, working proactively to ensure their own supply bases meet the aligned commitments of our roadmaps.
2. **Work with our suppliers**, engaging to implement the same commitments across their entire commodity operations.
3. **Monitor production bases**, actively identifying and responding to conversion as quickly and effectively as possible.
4. **Engage in landscapes**, working collaboratively with other actors to support forest conservation and restoration with positive outcomes for local communities.
5. **Promote transparency and accountability**, committing to regular reporting against agreed on indicators.

Subsequently, each of these five elements include:

- **Commitments** all members agree to achieve
- **Actions**, both individual and collective, that member companies will implement to deliver on the commitments
- **Key performance indicators (KPIs)** on which member companies agree to report to provide transparency and demonstration of progress



## Section 2: Introduction to Engagement in Production Landscapes

# Introduction to Landscape Engagement



Central to the Coalition's Theory of Change is that transformation of commodity production to Forest Positive across the entire sectors can only be delivered by combining individual supply chains actions with collaborative actions beyond the supply chain. Addressing deforestation and building Forest Positive production requires collaboration between companies, producers, local communities, governments and civil society organisations.

To build this collaboration beyond supply chains in practice, Coalition members are committed to support actions in production landscapes. Engagement in production landscapes is embedded as Element 4 in the Coalition's Commodity Roadmaps.<sup>1</sup> A major focus of the Coalition's approach will be on building a common understanding, real-time learning, and alignment amongst members on how to accelerate progress.

In the Roadmaps, the Coalition commits to contribute to regional approaches and landscape initiatives and support the development of effective approaches to designing, implementing and monitoring regional and landscape initiatives. The Coalition will also agree on expectations for members engaging with landscape initiatives and develop KPIs to monitor progress of landscape engagements for collective and individual reporting. Please see [the Commodity Roadmaps](#) for specific commitments related to engagement in palm oil, soy, and PPP landscapes.

This work is coordinated by the Tropical Forest Alliance (TFA), which was co-founded by the CGF to provide a platform for companies, governments and civil society to work together, and Proforest.

## Landscapes and Jurisdictional Approaches

Landscape approaches involve collaboration of stakeholders within a defined natural or social geography, such as a watershed, biome, or company sourcing area. These approaches seek to reconcile competing social, economic, and environmental goals through 'integrated landscape management' – a multi-stakeholder approach that builds consensus across different sectors with or without government entities. The jurisdictional approach is a type of landscape approach focusing on sub-national or national administrative boundaries with active government involvement. Some engage multiple jurisdictions within a physiographic region. Both approaches seek to achieve sustainability at scale through an inclusive process engaging diverse stakeholders.

Source: Landscape Scale Action for Forests, People, and Sustainable Production: A Practical Guide for Companies (TFA, WWF, Proforest, 2020)

<sup>1</sup> The Palm Oil Roadmap was launched in Sept. 2020, Soy in Nov. 2020, PPP in March 2021, and Beef is being developed.

# Introduction to Landscape Engagement



## Linkages of Landscapes Engagement to Other Elements of the Coalition's Commodity Roadmaps

Engaging in landscapes contributes to the Coalition's commitment to progress the other elements in each of the Commodity-specific Roadmaps, including managing own operations and supply chains (Element 1), working with suppliers and traders (Element 2), monitoring production bases and managing high-priority origins (Element 3), as well promoting transparency and accountability (Element 5).

An essential component of engaging at landscape level is that stakeholders, including companies, producers, communities, governments, and civil society can collaborate in mapping the production base, high-priority areas in terms of deforestation and conversion, and identifying underlying causes. This exercise will create a common understanding between the stakeholders of the issues to address and prioritise and can form the basis to develop and implement a common action plan.

Combining action plans for own supply chain and suppliers with a landscape level approach has the added value of addressing systemic issues beyond the supply chain and at scale. In particular, landscape engagement will contribute to:

- Tracing back Coalition's own supply chain origins (Element 1);
- Developing an action plan with suppliers and traders and, where relevant, refer to and address systemic issues part of the action plan, and collaborate with other stakeholders in the production landscape (Element 2);
- Aligning with other stakeholders on what the high priority origins are and how to protect, restore, and manage them (Element 3);
- Agreeing and collaborating on monitoring and response in high priority regions, including by linking supply chain level monitoring systems to landscape monitoring by government and other local stakeholders to be able to quickly and effectively identify and respond to deforestation and conversion linked to supply chains (inside concessions) and beyond supply chains (outside concessions) (Element 3);
- Transparent reporting, based on key performance indicators (KPIs), on progress against the landscape level action plan (Element 5).

# Introduction to Landscape Engagement



## Why Engage in Production Landscapes Collectively

The Coalition recognises the critical need for collective action and collaboration to support progress in production landscapes towards the forest positive vision. Such engagement also creates opportunities for the Coalition to play a leadership role in:

- **Driving Systemic Change:** Landscape engagement means going beyond a single company's supply chain and addressing the root causes of deforestation, taking into account the economic and social aspects that are intertwined with both the causes, as well as the opportunities to address deforestation and conversion of natural ecosystems, and dealing with leakage much more effectively.
- **Responding Globally to Local Needs:** Nurturing healthy, vibrant landscapes that are responsive to the needs of those who live in them means that farmers and their families can carve out sustainable livelihoods, and global supply chains can help support those livelihoods in the long-term.
- **Protecting Existing Forests:** Members of the Coalition are committed to removing deforestation from their supply chains as well as protecting remaining forests beyond. Landscape engagement means that collectively companies will be able to collaborate with local stakeholders to protect existing forests in their production base and contribute to mitigating climate change.
- **Leveraging Collective Action:** Landscape engagement will enable the Coalition to design, implement, learn, and share intelligent pathways for investing resources to achieve impact at scale, in collaboration with other stakeholders, as well as influence and bring on board a wider range of partners to accelerate progress to a forest positive future.

Landscape engagements provide an opportunity to bring together a myriad of members' global commitments

- **Sustainable Development Goals**  
These include No Poverty (1), Zero Hunger (2), Decent Work and Economic Growth (8), Responsible Consumption and Production (12), Climate Action (13), Life on Land (15), and Partnerships to Achieve the Goal (17)
- **Science-Based Targets**  
These include Value Chain GHG emissions (Scope 3)
- **Zero Deforestation Commitments**  
Companies have made various individual commitments, including sourcing from verified deforestation sourcing areas, and zero net deforestation

# Introduction to Landscape Engagement



## Current Landscapes Engagement by the Coalition and its Members

Many of the Coalition's members are already actively supporting production landscapes around the world. In early 2021, at least 13 members<sup>3</sup> have engaged in one to eight landscape initiatives each, covering commodities including palm oil, soy, PPP, beef, vanilla, coconut, cocoa, and others. Combined, these Coalition members have invested at least USD10 million per year to support landscape initiatives. As some members are already engaged and support one or more landscape initiatives, while others are just beginning to think about how to engage, a major focus of the Coalition's approach is on building a common understanding, real-time learning, and alignment amongst members on how to accelerate progress. In late 2020, the Coalition provided its first collective investment to the Siak Pelalawan Landscape Programme in Riau, Indonesia.

In 2021, the Coalition embarked on a process to develop a Portfolio of Landscape initiatives working on palm oil, PPP, soy, and beef, from which members aim to learn through action (see Landscape Approach in Section 3). The Portfolio includes initiatives participating in the Coalition's call for Expression of Interest (EoI), which were evaluated and shortlisted by members against the Principles of Collective Action (see Section 3), and others where members have engaged in. By end of 2021, all Coalition members have invested in at least one landscape producing the Coalition's focus commodities of palm oil, PPP, soy, and beef.

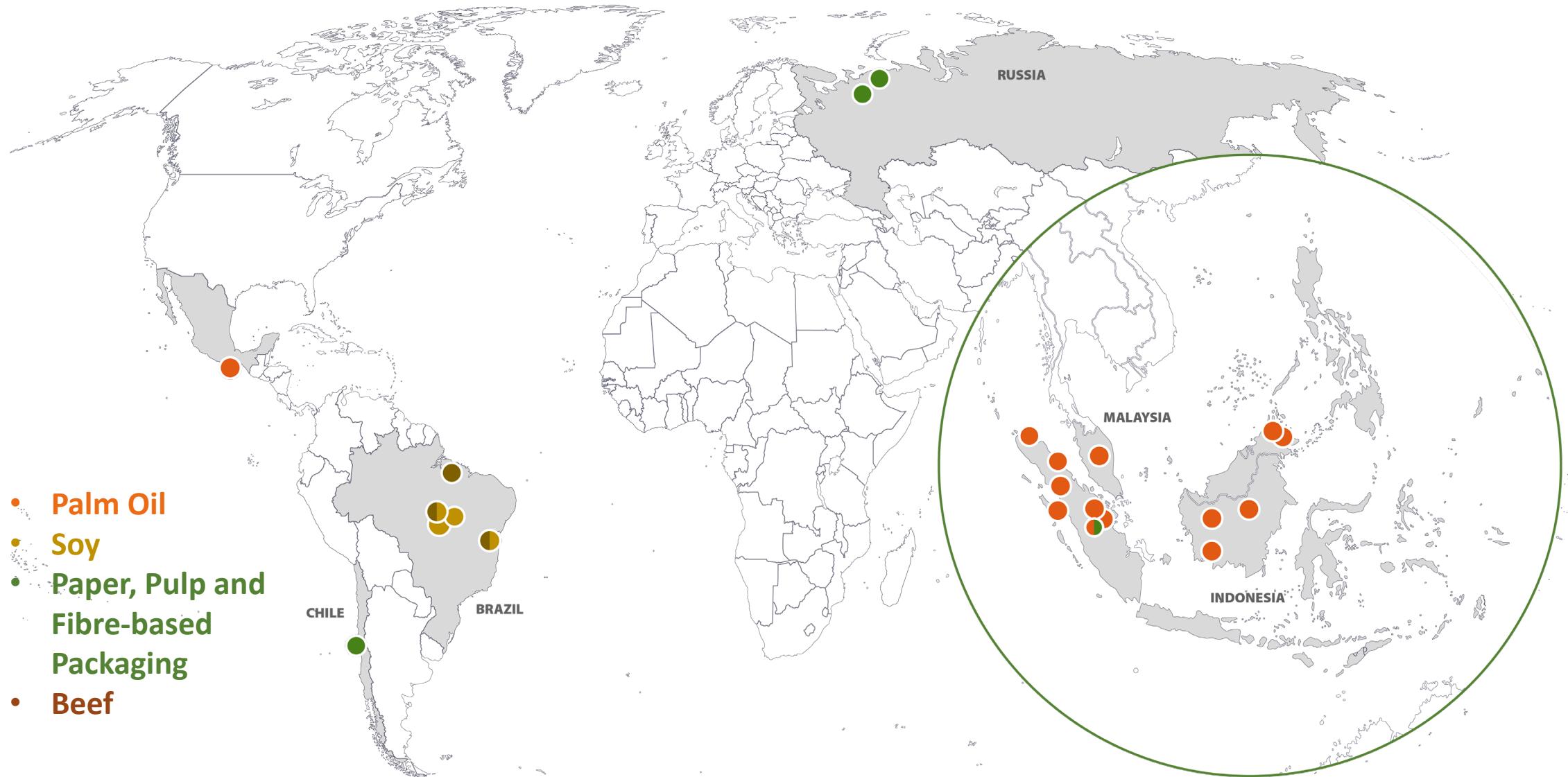
These exercises provided the Coalition with the opportunity to learn about the breadth of landscape initiatives that could help address systemic issues faced in transitioning landscapes producing palm oil, soy, beef, and PPP into forest positive, and how to make collective decisions. The Coalition will explore other methodologies as well to decide on their collective investment in the longer term, reflecting on experiences and lessons learned as well as relevant contexts of different commodities and production landscapes.

<sup>3</sup> Based on a survey on landscape engagements in Feb. 2021, for which responses from 16 Coalition members were received

<sup>4</sup> The amount is a minimum based on the range of values selected by survey respondents

# Coalition's Portfolio of Landscape Initiatives (2021)

22 initiatives in palm oil, PPP, soy, and beef; three initiatives address two commodities





## Section 3: Strategy for Collective Action in Production Landscapes

- Key Components of the Strategy
- How the Strategy was Developed
- Ambition: Transforming Production Landscapes and Links to Nature, People, and Climate Goals
- Goals: Opportunities Utilised, Systemic Issues Addressed
- Phased Approach to Deliver Landscape Ambition
- Collective Action in Landscapes
- Coalition's Commitments and Actions

# Key Components of the Landscape Strategy



## How the Landscape Strategy was Developed

In early 2021, a Coalition-wide Production Landscape Working Group (WG) was established to provide steer for the development and implementation of the strategy for collective action in production landscapes. The Landscape Strategy was developed collectively across the Coalition, with all active members participating through a series of workshops and meetings in February-August 2021 involving the Landscape WG as well as the commodity specific WGs.<sup>5</sup> The Strategy reflects the Coalition's ambition and priorities to collectively address systemic issues relating to deforestation and livelihoods at scale and use the CGF's scope and reach to leverage wider support to transform production landscapes from the ground up.

The Strategy is designed to be a living document which member companies will discuss, review and update regularly, informed and guided by increased understanding through collective action by the Coalition as well as individual members' support in landscape initiatives.

<sup>4</sup> While members of the Beef WG were involved in the development of the Landscapes Strategy, specific commitments related to beef will be elaborated after the Beef Roadmap is finalised

## PRINCIPLES OF COLLECTIVE ACTION

Parameters that define the landscape initiatives that the Coalition invests in

Inform selection



## AMBITION

Level of collective commitment to transform production landscapes into forest positive landscapes



## OPPORTUNITIES UTILISED, SYSTEMIC ISSUES ADDRESSED

through collective action in production landscapes



## COLLECTIVE ACTION IN PRODUCTION LANDSCAPES

# Ambition: Transforming Production Landscapes



Various stakeholders, including civil society organisations, development partners, companies, and local governments, have been working collaboratively on landscape and jurisdictional initiatives from various angles, including climate, biodiversity, and commodity production. Their overarching ambition is to have landscapes that implement and monitor sustainable land use policies that enable responsible commodity production, protect forests and natural ecosystems, respect human rights of local communities and workers, and strengthen their livelihoods.

From the supply chain perspective, and in recognizing the Coalition's unique position as global commodity buyers as well as leaders in the development, implementation, and narrative building around landscape approaches, this vision could be translated into "**All forest-risk commodities are produced in forest positive landscapes.**"



**AMBITION:** The Coalition will **transform production landscapes into forest positive landscapes** by:

- **Taking action and collaborating** with stakeholders in areas equivalent to the Coalition's combined production base-footprint (in hectares) by 2030; and
- Using their **influence to catalyze** the wider transformation

**Forest Positive** means:

- Removing deforestation, forest degradation and conversion from key commodity supply chains within and beyond the supply chains
- Supporting sustainable forest management, conservation of forests and natural ecosystems, and restoration
- Supporting the rights of workers and local communities
- Improving livelihoods

The Coalition will use its aggregated production-base footprint, a neutral proxy to reflect the level of impact, leverage, and shared responsibility that the Coalition recognizes, to articulate its landscape ambition. The production-base footprint calculation methodology across palm oil, soy, PPP, and beef is being developed together with 3Keel and with the expert support from WWF, Accountability Framework Initiative (AFI), and The Nature Conservancy. Once completed, the production-base footprint calculation and methodology will be made public.

# Ambition: Links to Nature, People, Climate Goals

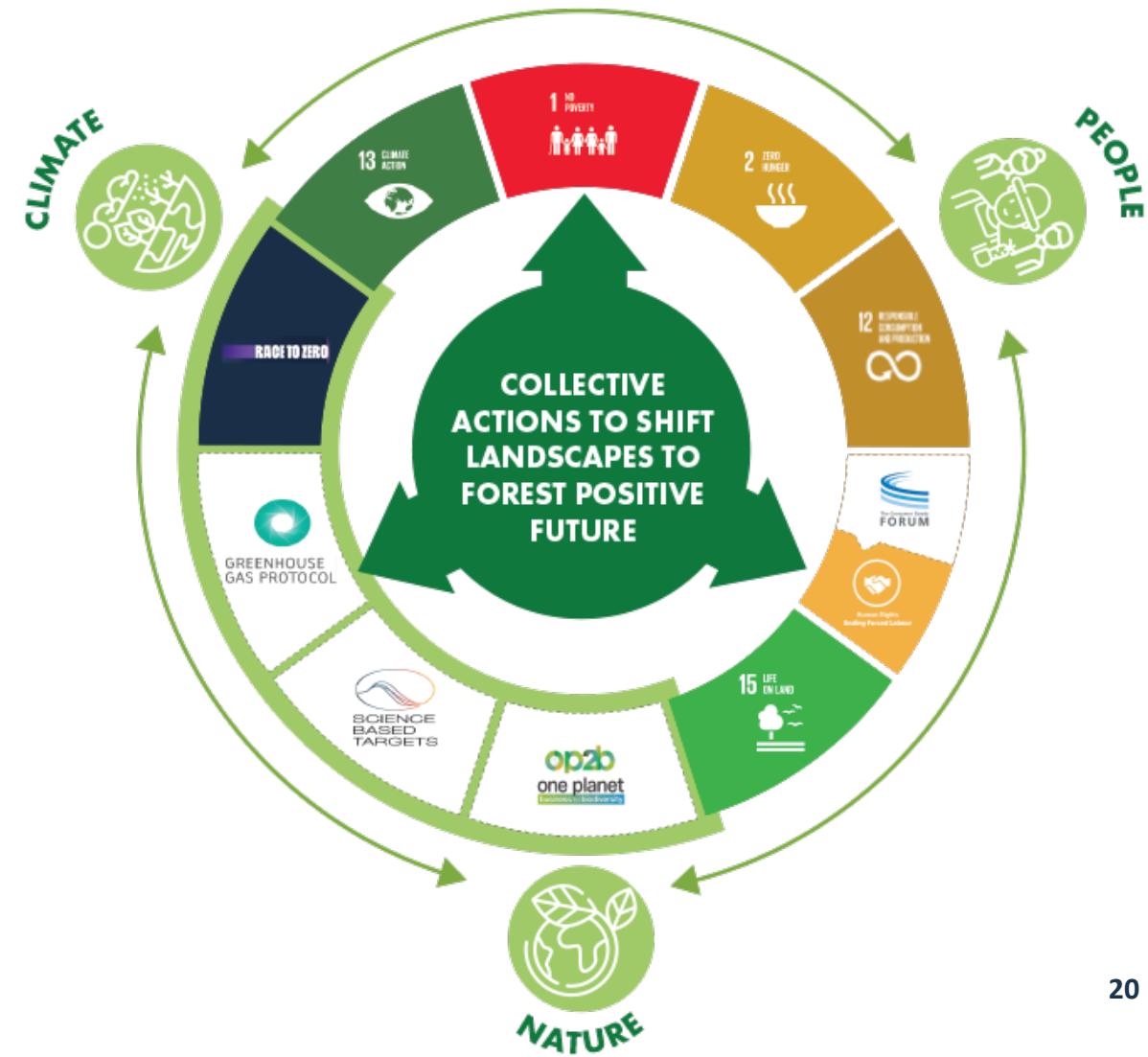


As mentioned in Section 2, landscape engagements provide an opportunity to bring together Coalition members' various global commitments. In particular, the Coalition's collective actions to transform landscapes to Forest Positive future contribute to:

**Climate:** Conserving and restoring forests and natural ecosystems would result in reduced greenhouse gas emissions. In the future, it could contribute to how companies address Scope 3 emissions

**Nature:** Conserving forests and improving sustainable land-use management would result in biodiversity protection and better ecosystem services

**People:** Inclusion of smallholders, farmers, and local communities in sustainable supply chains and improving their productivity and livelihoods would result in better attainment of various Sustainable Development Goals, including no poverty and zero hunger. Engagement at landscape level could also support improving the protection of human rights.



# Opportunities Used, Systemic Issues Addressed



**GOALS:** Engagement at landscape level allows the Coalition to address cross-commodities systemic issues and utilize opportunities:

- Affecting environmental and social impacts beyond individual companies' supply chains and at scale;
- Reducing deforestation, conserving intact forests, and avoiding leakage to enable responsible sourcing;
- Improving livelihoods for local communities at scale;
- Collaborating and innovating with other stakeholders to achieve shared vision and meaningful impacts.

Recognising the realities of different commodities and geographical contexts of their production landscapes, the following goals have been identified as key for the Coalition's focus commodities:



- Smallholder inclusion
- Reduce deforestation outside of concessions
- Engaging traders, producers
- Working with government and stakeholders
- Land governance, land tenure, respect for Indigenous People and Local Community (IP/LC) rights



- Remove deforestation, esp. in high priority areas
- Develop incentives for soy farmers to protect native vegetation beyond legal requirements.
- Protect forests and natural ecosystems while securing IP/LC land rights
- Restoration of forests and natural ecosystems



- Eliminate deforestation and degradation of HCV forests and areas
- Restoration of degraded forests and areas
- Ensure sustainable management of productive forest areas
- Addressing land use issues beyond certification through multi-stakeholder collaboration

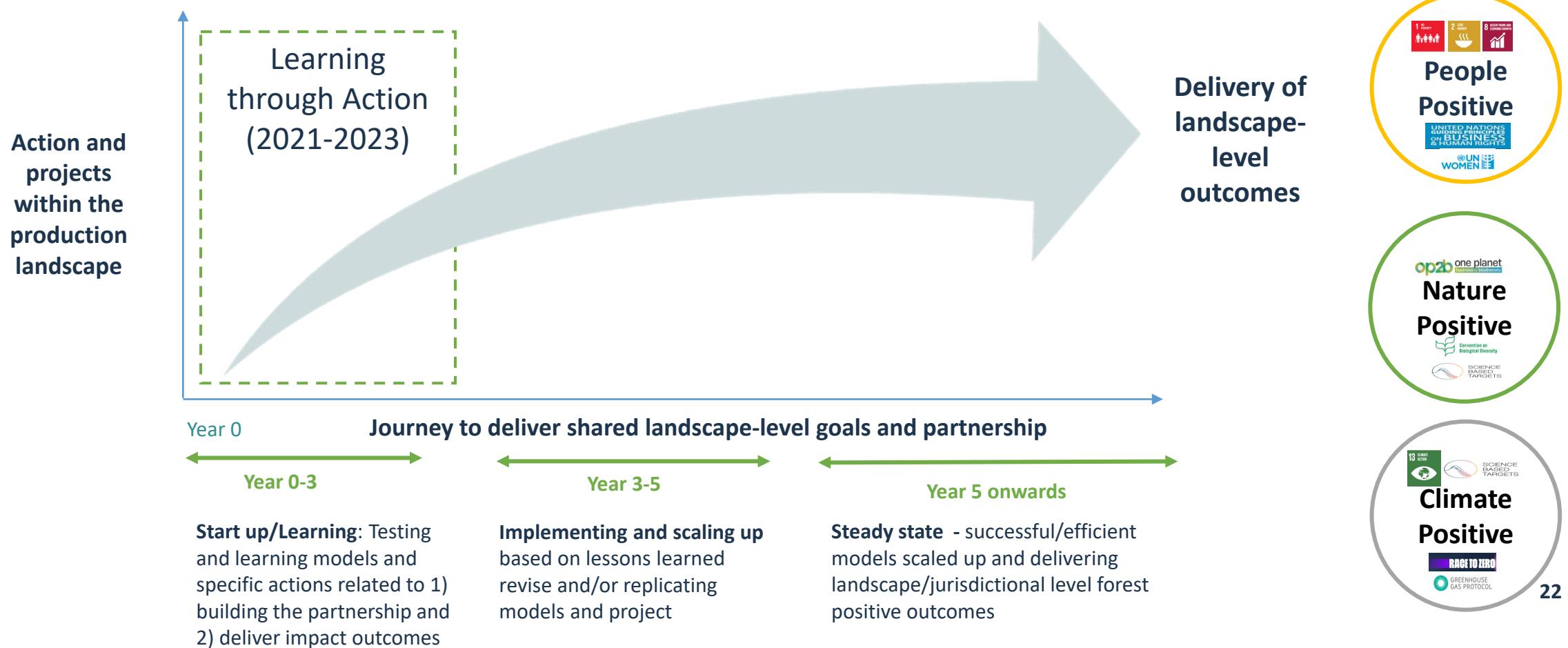


- Remove deforestation, esp. in high priority areas
- Develop incentives for beef ranchers to protect native vegetation beyond legal requirements.
- *(To be redefined further after Beef Roadmap is completed)*

# Phased Approach to Deliver Landscape Ambition



Mirroring the journey to deliver shared landscape-level goals and partnership, the Coalition is taking a phased approach to deliver landscape ambition, starting with a phase to learn through action on what is needed to deliver more impact in the longer term, and how to build linkages to wider Climate, Nature, People goals.



# Collective Action in Production Landscapes



The Coalition is committed to taking action in multiple production landscapes covering all its focus commodities. To ensure action continues throughout the Learning Phase, the Coalition has agreed on minimum investment in landscape initiatives by members and developed a portfolio of landscape initiatives for members to select from. While building on existing initiatives, the Coalition is open to supporting new initiatives to implement innovations to achieve a forest positive future.

The Principles of Collective Action serve as parameters for the Coalition to decide which landscape initiatives to focus its support on. These are:

1. Landscapes produce **at least one** of the Coalition's focus commodities; landscapes that produce more than one commodity could be prioritized.
2. The Coalition will focus on landscapes **in the members' production base**. Where identified, high priority areas will be prioritized.
3. Landscape initiatives should address **systemic issues** and identify how activities can be scaled up and **contribute to shared landscape-level goals**, where they have been established by multiple stakeholders, or, where such goals don't exist yet, contribute to identifying and developing shared landscape-level goals with other stakeholders.
4. Landscape initiatives should leverage the Coalition's influence and encourage active participation of **other supply chain actors**, including suppliers, traders, producers, and support the inclusion of smallholders.
5. Landscape initiatives should demonstrate plans to **actively engage government** at the most relevant level to seek support and amplify efforts to transform the landscapes towards forest positive commodity production.
6. Landscape initiatives should **consult and empower local stakeholders**, including CSOs and local communities, from the design phase to program implementation, and should strengthen landscape-level **multistakeholder processes**, where they exist.
7. Landscape initiatives should contribute to **improving the livelihoods** of local communities and **safeguarding human rights**.
8. Landscape initiatives should seek to unlock **additional resources** from public or private sector partners.
9. Landscape initiatives should be clear how intended outcomes are expected to be **sustained** beyond the Coalition's support.
10. Landscape initiatives should have **clear targets** and key performance indicators (KPIs) to measure progress and periodically **monitor and report** progress against them

# Coalition's Commitments and Actions

This section highlights the commitments and actions of the Coalition and individual members summarised from the published commodity Roadmaps.<sup>6</sup>

Coalition-wide work on landscapes engagement is facilitated by the Tropical Forest Alliance (TFA), which was co-founded by the CGF to provide a platform for companies, governments and civil society to work together, supported by Proforest and other partners as necessary, and will be implemented with potential engagement from other organisations.

<sup>6</sup> Palm Oil Roadmap was published in Sept. 2020, Soy in Nov. 2020, and PPP in March 2021. Beef Roadmap is being developed. These, as the Landscapes Strategy, are living documents that will be updated regularly.

## Coalition Members Commitments

- Support the development of effective and credible approaches to leveraging and/or scaling up landscape initiatives, both for individual and collective interventions
- Contribute to landscape and jurisdictional initiatives relevant to own commodity supply chains in priority landscapes<sup>7</sup> through various means to transform them into forest positive and contribute to overall Climate, Nature, and People goals.

<sup>7</sup> Where they have been identified

## Coalition Actions

*Under the leadership of the Production Landscape WG and with support from TFA and Proforest*

- 2021-2023: Agree on the expectations for Coalition Members engaging with landscape initiatives, including objectives, targets, timeframe and milestones, roles of members, resources needed and mechanisms for providing resources
- 2021-2022: Using the information from other roadmap elements (e.g., Element 3 on soy on high-risk origins), identify priority origins for engagement with landscape initiatives aimed at supporting forest positive production
- 2021-2023: With support with the Commodity WGs and external support as necessary, develop and refine methodology of production-base footprint across the Coalition's focus commodities to articulate the Landscape Ambition
- 2021-2023: Identify opportunities for engagement in existing and emerging landscape and jurisdictional initiatives to include in the Coalition's Portfolio of Landscape Initiatives, to learn through active action (See example of process in 2020 and 2021 in Annex 1) of good practices and systemic issues that could be addressed by landscape engagement.
- Q3/Q4 2021: Develop KPIs for company reporting on landscape engagement at individual and collective levels, informed by existing guidance and best practice (e.g. AFi, ISEAL, CDP)
- 2021-2022: Align and collaborate with the CGF Coalition on Human Rights to integrate human rights elements into the Coalition's engagement in production landscapes
- 2021-2022: Support development of independent credible approaches and initiatives for designing, implementing and monitoring landscape initiatives (eg LandScale, IDH SourceUp/VSA, ISEAL, CDP etc.)
- 2021-2030: Report on the Coalition's progress in each phase to achieve Landscape Ambition, starting with the Learning Phase (2021-2023), and scaling up action from 2024 onwards

## Individual Actions

- 2021-2023: Discuss and agree internally on resources available to support landscape and jurisdictional initiatives building on agreed expectations for Coalition members
- 2021: Develop internal plans to engage in these landscapes, if not already underway, and begin engagement in at least one initiative
- 2021-2023: Build understanding and share learning within and beyond each commodity WG



## Contact the Coalition

**Learn more about our  
commitment to build a  
forest positive future.**



[www.tcgfforestpositive.com](http://www.tcgfforestpositive.com)



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[@CGF\\_Sus](https://twitter.com/CGF_Sus)



[CGF Social and Environmental  
Sustainability](#)



# Annexes



# Annex 1: Identifying Promising Initiatives



While discussions on the Coalition's collective ambition in production landscapes and how to implement them were ongoing, the Coalition is keen to start taking action to help transform production landscapes to forest positive by addressing systemic issues and utilising enabling opportunities. In the last quarter of 2020, through review by the Palm Oil WG and through a joint decision-making process, the Coalition made its first collective investment in a production landscape, namely in the Siak Pelalawan Landscape Programme (SPLP).

In the second quarter of 2021, the Coalition embarked on a process to develop a Portfolio of Landscape Initiatives, with the aim of identifying promising initiatives working on palm oil, PPP, soy, and beef for members to select from to invest in 2021. While the Coalition invited existing initiatives in end 2020, this time it held an open call for Expression of Interest (EoI) from landscape initiatives around the world working on the Coalition's focus commodities.

Dozens of EoIs were submitted, and they were evaluated against the Coalition's Principles of Collective Action in Production Landscapes (see p. 22). Four to six initiatives per commodity were shortlisted and were then evaluated in depth by the respective Commodity WG, and the top three to four were invited to present to the Coalition in webinars. Using the information from EoIs and the recorded webinars, members of the Coalition then inform which of the initiatives they would invest in for 2021.

These exercises provided the Coalition with the opportunity to learn about the breadth of landscape initiatives that could help address systemic issues faced in transitioning landscapes producing palm oil, soy, beef, and PPP into forest positive, and how to make collective decisions. The Coalition will explore other methodologies as well to decide on their collective investment in the longer term in 2022 and beyond, reflecting on experiences and lessons learned as well as relevant contexts of different commodities and production landscapes.

# Annex 2: Resources on Landscapes



The [Jurisdictional Approaches Resource Hub](#), managed by TFA, provides various resources to help companies explore and take action in landscapes and jurisdictions to achieve sustainability at scale. TFA also produces a quarterly newsletter to highlight developments around these approaches; to register, please go [here](#). Below are selected publications, click on the titles to go to the online resources.

## Concept/Thinking:

- [Theory of Change: How Jurisdictional Approaches Work](#) (ISEAL, WWF, TFA, Proforest, July 2021)
- [A “Commodity First” Approach to Identifying Landscapes for Private Sector Engagement](#) (TFA, April 2019)

## Guidance for Companies

- [Landscape Scale Action for Forests, People and Sustainable Production: A Practical Guide for Companies](#) (TFA, WWF, Proforest, Sept. 2020)
- [Making Credible Jurisdictional Claims: ISEAL Good Practice Guide](#) (ISEAL, Oct. 2020)
- [Engaging with Landscape Initiatives: A Practical Guide for Supply Chain Companies](#) (Proforest, Oct. 2020)

## Case Studies

- [Sustainable Territories Platform: Building a Shared Public-Private Vision for the Low Emission Development in the Amazon](#) (TFA, Sept. 2021)
- [Jurisdictional Approach To Sustainability: Lessons Learnt From Private Sector Action In Aceh Tamiang, Indonesia](#) (TFA, July 2021)
- [Private Sector Action in Sabah, Malaysia: Lessons Learnt from Jurisdictional Engagement](#) (TFA, July 2021)
- [Siak Pelalawan Landscape Programme: How Companies Elaborate and Engage](#) (Proforest, July 2020)
- [Authority of Second-Tier Governments to Reduce Deforestation in 30 Tropical Countries](#) (Busch, J., and Amarjargal, O., Jan. 2020)

# Annex 2: Resources on Landscapes



## Company Resources

- [CGF Forest Positive Coalition of Action](#)
- [Palm Oil Forest Footprint: Aceh Province Analysis](#) (Nestlé, Nov. 2020)
- [Walmart Sustainability Hub: Scaling Regional Forest Conservation through Place-based Approaches](#)

## Frameworks and Platforms

- [LandScale Assessment Framework: Version 0.2](#) (LandScale, Oct. 2020)
- [SourceUp: A New Supply Chain Sustainability Solution by IDH and Partners](#)
- [Green Jurisdictions Database](#) (EII)
- [RSPO Jurisdictional Approach Piloting Framework](#) (RSPO, July 2021)

## Country/Region-specific Resources

- [Mapping Commitment of Subnational Governments to Sustainable Land Use in Southeast Asia](#) (TFA and Lingkar Temu Kabupaten Lestari, Dec. 2020)
- [The Jurisdictional Approach in Indonesia: Incentives, Actions, and Facilitating Connections](#) (Seymour, F., et al., Nov. 2020)
- [Lessons for Jurisdictional Approaches from Municipal-Level Initiatives to Halt Deforestation in the Brazilian Amazon](#) (Brandao, F., et al., Aug. 2020)
- [Produce, Conserve, Include Pitchbook: An Overview of Initiatives that Support Corporate Engagement in Mato Grosso, Brazil](#) (Produce, Conserve, Include Institute, May 2019)