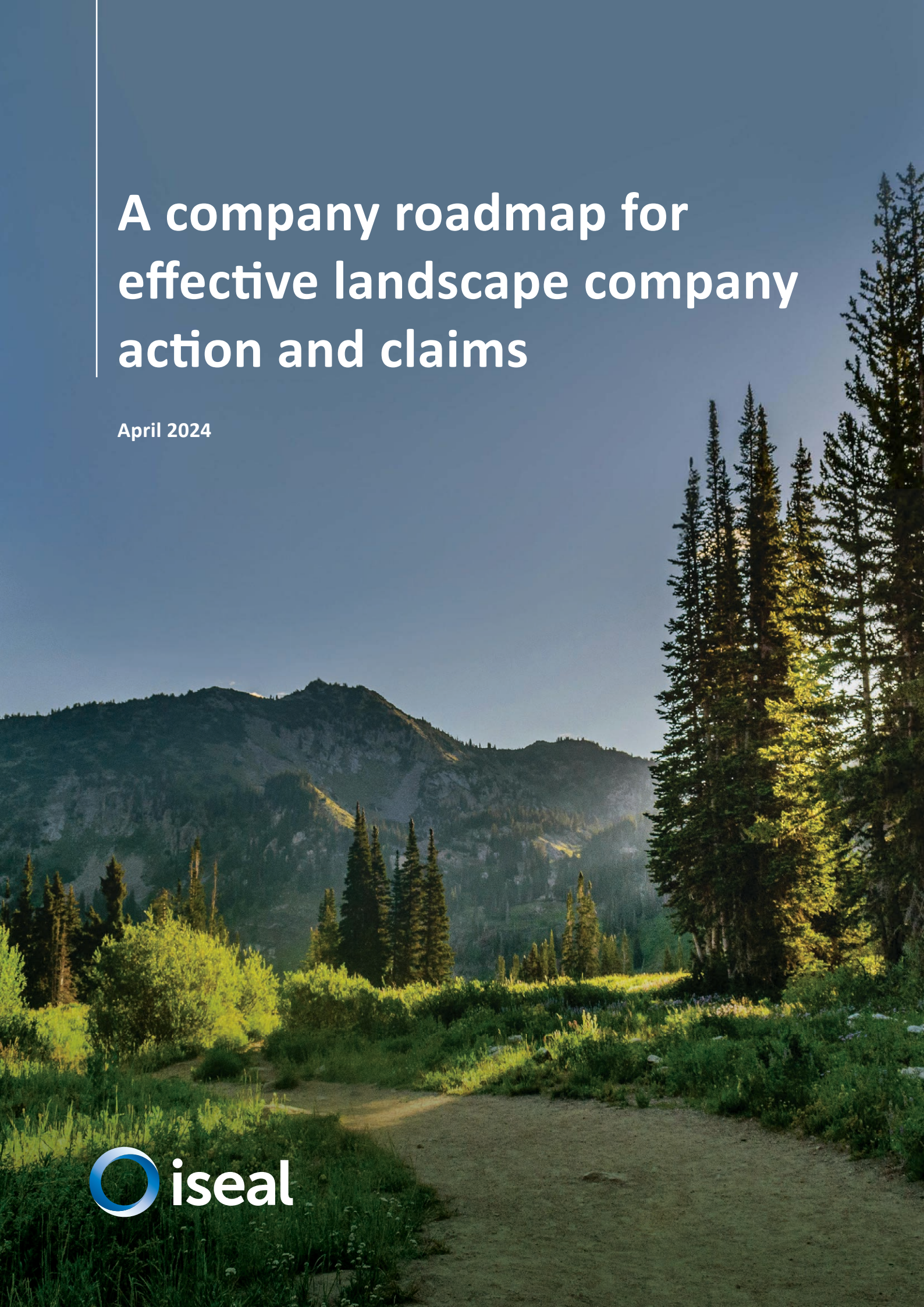
A company roadmap for effective landscape company action and claims

April 2024



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Cover image: Winding road through green forest
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Overview

Introduction

Landscape and jurisdictional approaches[1] can address critical sustainability issues holistically and at scale. For companies, landscape and jurisdictional action can complement supply-chain action to help ensure future sourcing security and create lasting impact beyond individual supply chains.

This roadmap focuses on how companies can credibly engage in or support landscape and jurisdictional efforts. It is based on a series of joint position papers from the landscape and jurisdictional practitioner community[2] that aim to provide companies and the organisations that support them with accessible and consistent guidance for effective investment and action in landscapes and jurisdictions. *For more detailed information on each of the key topic areas explored please refer to the corresponding position paper.*

The roadmap presents similar information in two different ways depending on company needs. First, there are three operational considerations for companies investing in landscape or jurisdictional initiatives:

- What constitutes a company action or investment at landscape or jurisdictional scale;
- What is a company's role in monitoring the impact of those actions or investments; and
- How a company can make credible claims about landscape-scale actions and their contribution to landscape performance outcomes.

It also supports companies to approach these operational considerations based on the stage of their investment: at the point of making a commitment; to take landscape-scale action; or to achieve performance outcomes.

The information in this document can be accessed through either the operational considerations or stage of investment pathways. Additional supporting links to relevant tools and resources are provided in each section.

Fields, Rumpin, Jawa Barat, Indonesia © Tom Fist / Pexels

1. *Landscape approaches involve multi-stakeholder collaborations that engage stakeholders within and outside a landscape to align around landscape-level goals and action. Jurisdictional approaches are a type of landscape approach operating within the administrative boundaries of sub-national or national governments, usually with engagement or leadership from government.*
2. *The series of position papers were developed between 2022-2024. A list of the organisations and initiatives supporting each individual position can be found on the position papers.*

Overview of operational considerations across commitment, action and performance stages of landscape investment

PRE-REQUISITES: **What constitutes a company landscape investment or action?**	Companies invest in tackling sustainability issues both within and beyond their supply chains. For a company investment or action to be considered as contributing to landscape or jurisdictional scale change, the following characteristics need to be in place: 1. Landscape investments and actions address critical sustainability issues in the landscape and contribute to agreed landscape goals. 2. Landscape investments and actions aim to have impacts beyond individual supply chains. READ MORE
MEASUREMENT: **What role should companies play in landscape monitoring?**	Landscape monitoring is a shared responsibility that engages companies, local governments and other stakeholders and is an integral part of any landscape investment. Companies that invest in landscape initiatives have a role in the following monitoring activities: 1. Promoting a collective monitoring framework 2. Establishing a baseline 3. Monitoring activities 4. Monitoring performance 5. Validating or verifying data 6. Sharing data 7. Substantiating claims READ MORE
CLAIMS: **What claims can companies make about their landscape investment and contribution to performance outcomes?**	Companies can make different claims depending on the stage of their landscape investment; commitment, action or performance outcomes. For these claims to be credible key information must be provided in the claim itself and additional information made available to support the claim. Landscape claims can be made as a collective entity, or by an individual acting within the collective. READ MORE

While this roadmap focuses on the operational side (pre-requisites, measurement and claims) of engaging in landscape and jurisdictional approaches, it complements the practical guide for companies on landscape scale action for forests, people and sustainable production from TFA, WWF, and Proforest which explores types of company interventions for landscape and jurisdictional initiatives in different contexts and geographies.

OPERATIONAL CONSIDERATIONS

Pre-requisites

Determining where to engage and at what scale

As laid out in ISEAL's Effective company actions in landscapes and jurisdictions guiding practices paper, companies first need to determine where and to what extent to engage. Companies can prioritise which landscapes or jurisdictions to engage in based on where they are potentially well-placed to have positive impacts. Determinants include: the existence of collective action initiatives, a company's sourcing footprint, current and future sourcing risks, and the presence of high social or environmental values and threats to these values.

What constitutes a landscape action or investment?

Two criteria for company investments or actions need to be in place for them to qualify as contributing to landscape or jurisdictional performance. These criteria establish the minimal steps to ensure the necessary relevance, scale and measurability of investments.

1. Landscape investments and actions address critical sustainability issues in the landscape and contribute to agreed landscape goals.
2. Landscape investments and actions aim to have impacts beyond individual supply chains.

Three further criteria compound the benefits of landscape investments and actions by aligning and embedding them with other processes, programmes and actors in a given landscape.

The degree to which these criteria can be fulfilled is highly dependent on the local context, but they should be prioritized where and when possible:

3. Landscape investments and actions include support to multi-stakeholder landscape coordination processes.
4. Landscape investments and actions are embedded in collective action plans, ensuring complementarity with other activities and interventions in the landscape.
5. Landscape investments and actions contribute to broader systems level change, helping to create the enabling conditions for achieving agreed landscape goals.

Read the full position paper on "What constitutes a company landscape investment or action?" for more information on each of the criteria in figure 1.

Supporting links:

- CDP's Maturity Matrix: Four criteria for the credible disclosure of a landscape initiative.
- Downstream company engagement in Landscapes: Proforest e-learning course introducing the process of engaging in Landscape/Jurisdictional initiatives.

Please note the supporting tools and resources were developed by different organisations or collaborations and are not collectively endorsed by the organisations participating in this roadmap.

Figure 1: Five criteria for landscape and jurisdictional action or investment

1. Landscape investments and actions address critical sustainability issues in the landscape and contribute to agreed landscape goals. This means:

a. Goals are defined with local multi-stakeholder input

b. Companies demonstrate how landscape investments and actions are going to contribute to the agreed landscape goals

c. Progress towards shared landscape goals is monitored and reported

2. Landscape investments and actions aim to have impacts beyond individual supply chains

A key differentiating factor of landscape investments and actions is that they seek to improve conditions in the landscape as a whole, rather than for a specific set of producers or enterprises. Landscape investments and actions complement supply chain investments by creating a more resilient environment and better conditions for the long-term well-being of local communities.

3. Landscape investments and actions include support to multi-stakeholder landscape coordination processes

There is a natural tendency for companies to focus investments on activities that will deliver sustainability outcomes directly, such as training of farmers, restoration or conservation activities. However, the durability and effectiveness of these activities will be limited without a coordinating process or initiative to ensure the benefits of actions are retained and enhanced beyond the lifetime of a project. Practically, this means that companies should balance their investments between those that show contribution directly to prioritised outcomes and those that strengthen the long-term durability of those investments by enhancing local capacities and governance.

5. Landscape investments and actions contribute to broader systems level change, helping to create the enabling conditions for achieving agreed landscape goals

One of the key benefits of investing or acting at a landscape scale is that it enables companies to address broader systems level change by aligning incentives, policies, and actions to drive improved sustainability performance at scale. Depending on what are identified as the critical constraints to progress in a landscape, the levers to influence enabling conditions will be different. Actions can include supporting government policy and capacity, providing specific services, or enabling innovative financing mechanisms.

4. Landscape investments and actions are embedded in collective action plans, ensuring complementarity with other activities and interventions in the landscape

Landscape investments and actions are appealing in part because of the potential for greater impact through coordinated action. Coordinated action ensures the complementarity of activities and reduces transaction costs, leveraging individual efforts to make more effective and aligned progress towards defined sustainability goals. In some cases, co-financing of specific activities, of partnerships, or of collective action plans as a whole can enhance the collective nature and impact of investments.

OPERATIONAL CONSIDERATIONS

Measurement

Why should companies invest in landscape monitoring?

A growing number of companies understand that to make measurable progress on the sustainability issues that matter, collective action is needed at a scale that goes beyond project boundaries. Companies are investing in landscape action to secure their sourcing product, meet their business sustainability goals, and reduce socio-ecological risks. Monitoring is an integral part of that investment because it provides the context for knowing whether the actions are achieving their intended impacts.

Companies can benefit from coordinated landscape monitoring in the following ways:

1. **Provides evidence to substantiate claims and communications.** Provides credible evidence of the work being done and transparency on progress achieved, which is required to substantiate action and performance claims and communications. This is particularly important for complying with emerging regulatory and reporting obligations, e.g. EU Green Claims Directive, Science-Based Targets for Nature from SBTN.

2. **Strengthens alignment.** Helps to ensure that actions and interventions across stakeholder groups in the landscape or jurisdiction are aligned and are contributing to collective landscape goals. This also helps companies to build and retain trust with local stakeholders.

3. **Improves effectiveness.** Provides insights into the effectiveness of collective action to address systemic issues like deforestation, biodiversity loss, and human rights. Knowing what is working or not enables companies, project implementers, multistakeholder platforms, and local governments to employ adaptive management at project and landscape scales.

4. **Delivers cost efficiencies.** Enables companies to share the cost of monitoring and reduce duplication in what is being monitored, reducing the burden for each individual participant.

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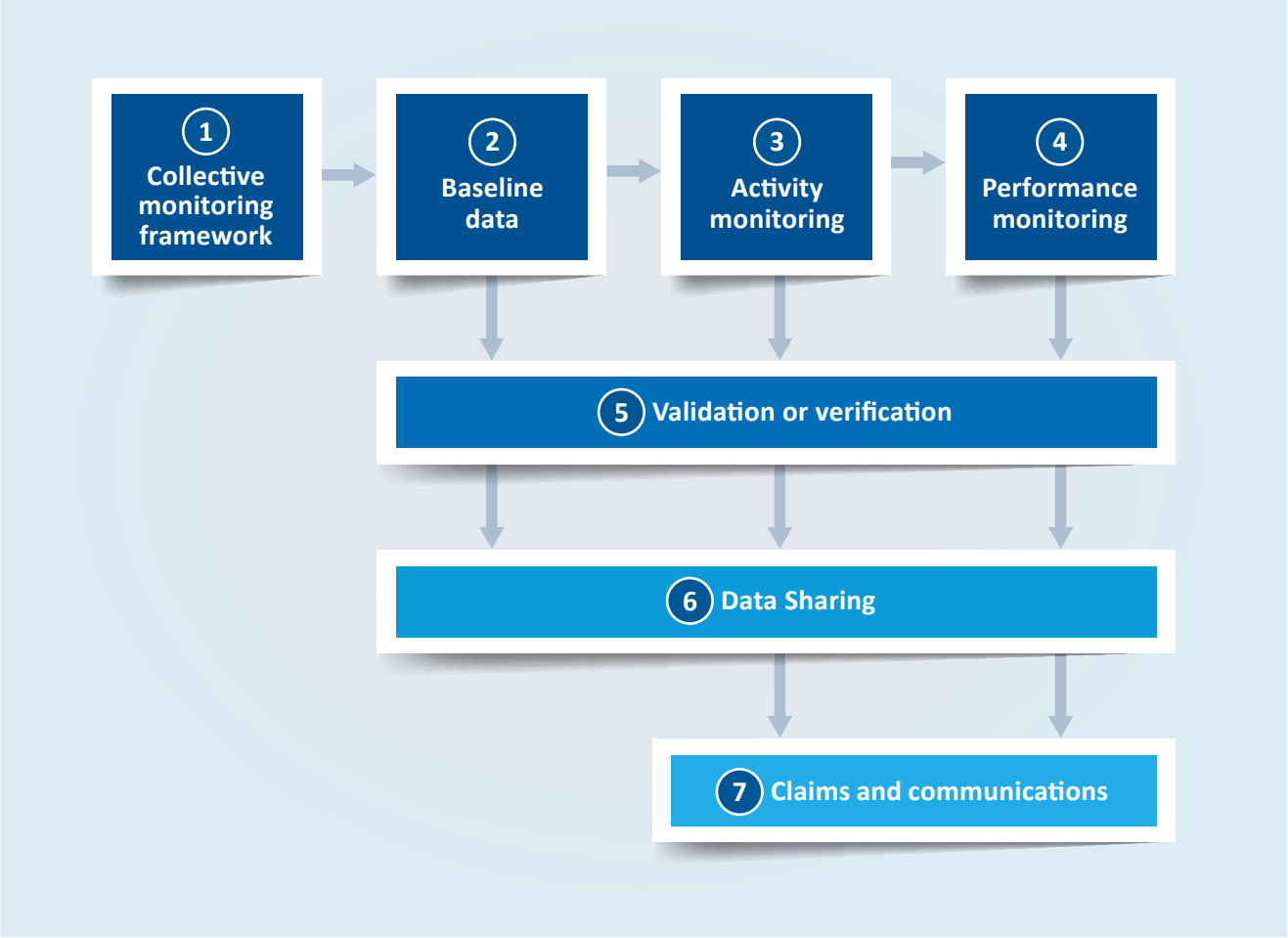
Company roles and responsibilities

The goal of all landscape monitoring systems is to have good quality, consistent, validated data about actions taken and landscape-scale performance change over time. Monitoring is a shared responsibility that engages companies, local governments and other stakeholders and is an integral part of any landscape investment. Companies that invest in landscape initiatives have the following monitoring responsibilities:

Figure 2: Relationships between landscape monitoring system elements



1. **Promoting a collective monitoring framework.** Companies support landscape-scale multistakeholder platforms to develop a collective monitoring framework that enables measurement of actions and landscape-scale performance against prioritised issues and agreed sustainability goals and targets.

2. **Establishing a baseline.** Companies support these multistakeholder platforms to establish a landscape-scale performance baseline that informs where landscape actions are needed to achieve agreed sustainability goals and provides the critical reference point against which to measure change over time.

3. **Monitoring activities.** Companies ensure the activities they invest in and the outputs of those activities are being monitored. They can do this directly or by providing support (financial or in-kind) to the monitoring organisation, e.g., implementing partner or multistakeholder platform.

4. **Monitoring performance.** Companies support coordinated monitoring and data collection (financial or in-kind) on landscape-scale performance outcomes and impacts, in line with the collective monitoring framework and consistent with baseline data that has been collected.

5. **Validating or verifying data.** Companies support data validation or verification that is sufficiently robust to engender trust in its reliability and accuracy and in the resulting claims and communication.

6. **Sharing data.** Companies share relevant, non-confidential data sets and data layers they have access to, including data they have collected from their suppliers, at least with the multistakeholder platform, aggregating and anonymising the data where necessary. Companies also share data insights with the communities from whom the data is collected.

7. **Making claims.** Companies recognise the collective monitoring framework as the authoritative source of data for claims and communications about landscape-scale performance.

Read the full position paper on "Company responsibilities for supporting credible landscape monitoring?" for more information on each responsibility.

Supporting links:

- Consumer Goods Forum's Forest Positive Coalition of Action's Landscape Reporting Framework: Provides a structure for landscape initiatives to report on activities that are implemented to reach Forest Positive outcomes at landscape level.
- LandScale Assessment Framework: Framework for landscape initiatives to monitor performance, covering elements in the four pillars of ecosystem, human well-being, governance, and production. Enables organisations to set a baseline and re-assess periodically to monitor progress.

Please note the supporting tools and resources were developed by different organisations or collaborations and are not collectively endorsed by the organisations participating in this roadmap.

OPERATIONAL CONSIDERATIONS

Claims

What do we mean by sustainability claims?

A sustainability claim is a message used to set apart or promote a product, process, service or business, whose content refers to one or more sustainability pillar – economic, environmental or social. Sustainability claims can range from general written, visual, broadcast and social media communication, to activity and impact reporting, to specific words, images and logos.

What sustainability claims can be made about a company's use of landscape and jurisdictional approaches?

Claims can be made about different stages of landscape or jurisdictional action and investment. It can take a while for landscape-scale performance outcomes to be realised so it can be valuable to also communicate about commitments made and actions taken. For example, robust action claims can support companies in their corporate reporting and disclosure.

Figure 3: Landscape commitment, action and performance claims

Transparency of information about the commitment, action or performance outcomes and the company's role in it is the cornerstone of effective company claims and enables stakeholder trust and collaboration.

Making commitment claims

Commitment claims are about performance targets that a company aims to achieve. Commitments can be generic, referring to a company's strategic goals or high-level pledges, or specific, referring to a sector, geography or product category. In the context of landscape and jurisdictional action, commitments should ideally focus on what the company aims to achieve in that landscape, either individually or collectively within a multistakeholder collaboration, and always in alignment with the shared landscape goals.

Effective commitment claims should include the following elements:

- The intended performance outcomes and size or scale of commitment;
- Timeframe in which the commitment will be achieved, potentially also including interim milestones;
- Whether the commitment is about the company's individual contribution to the landscape or jurisdictional initiative or about the collective.

When making a commitment claim, companies should consider the following:

- Is this a public commitment or an internal commitment (only to key partners and suppliers)?
- Are company partners, suppliers and stakeholders aware and supportive of the commitment?
- Does the commitment have a realistic timeframe?
- Is it clear what actions will be taken to make progress on the commitment and are these actions adequately resourced?
- Is there a system in place to monitor and report progress against the commitment?

Making action claims

Company landscape action claims or communications are expected to include the following core elements:

1. Description of the type of landscape action;
2. The sustainability outcome(s) prioritised by local stakeholders towards which the action is contributing;
3. Scale and duration of the action or investment, and whether it is financial or in-kind;
4. Bounded geographic area where the action is taking place;
5. Timing and duration of the action (e.g. when and over what time period the action is being implemented);
6. The name of the landscape initiative and local multi-stakeholder process in which the company is participating, where such a process exists; and
7. Partner(s) through whom the action is being implemented, if any.

The following statement is an example of an action claims that incorporates the core elements:

We are contributing $1X over 5 years to support restoration efforts in A landscape with B implementing partner. Our goal is to support C landscape initiative to achieve its vision of 1M hectares under restoration by 2040. Since March 2022, we have been investing in D and E types of activities that aim to bring 50,000 hectares under restoration by 2027.

More information on the minimum expectations and supporting information to strengthen company landscape action claims are described in position paper two "Effective company claims about landscape investments and actions". While the focus is on the information requirements for action claims, many of these points are also relevant when making commitment or performance claims.

Making performance outcome claims

A company can make different types of performance claims depending on how much ownership and responsibility they have for the outcome:

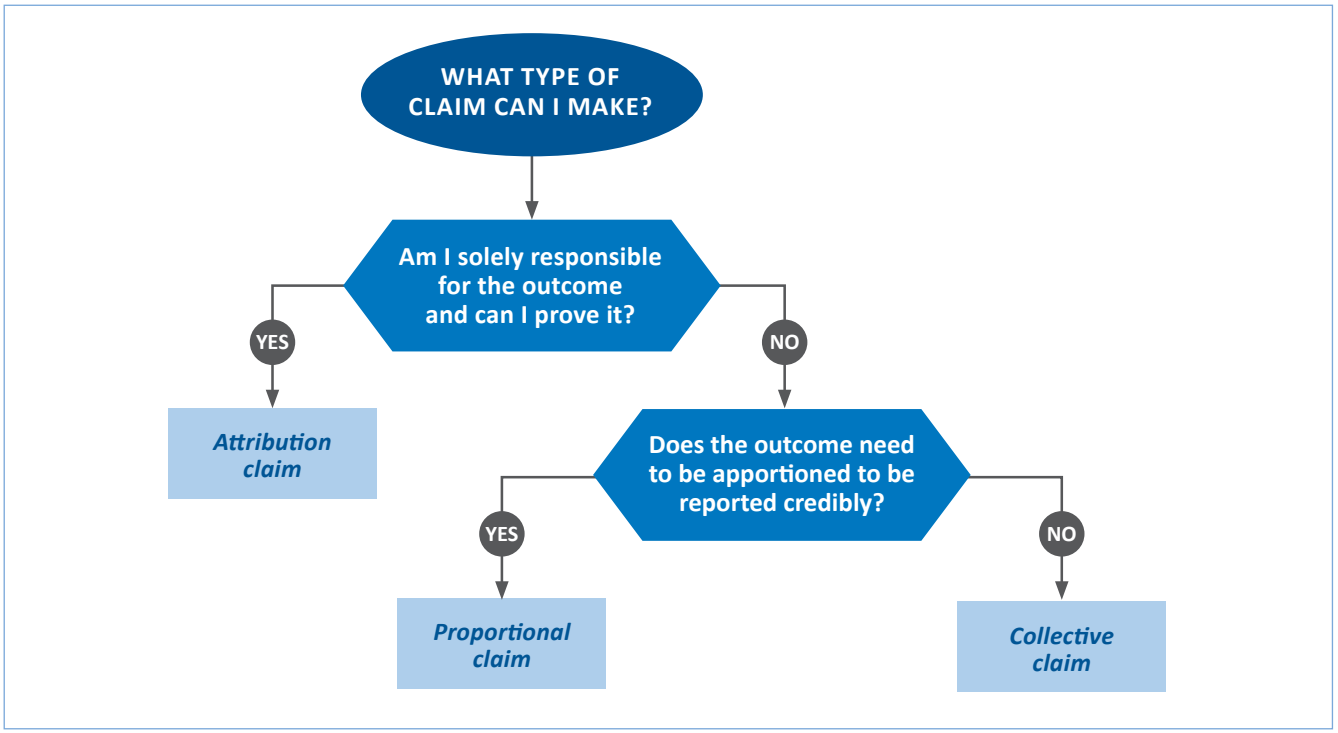
1. **Collective claim:** 'we are part of a collective effort that contributed to this landscape performance outcome'. This is the most broadly applicable type of claim because it recognises that performance outcomes at a landscape scale are a product of the collective efforts of all landscape stakeholders. The benefit of collective claims is that they enable companies to make claims about the collective landscape-scale performance outcomes. Collective claims can be used in any qualitative reporting or collective quantitative reporting (e.g., we contributed to this overall performance outcome), but do not enable stakeholders to claim individual ownership of specific outcomes.

2. **Proportional claim:** 'we are claiming this part of the landscape performance outcome'. This enables performance outcomes to be apportioned between stakeholders that contributed to the outcome and gives contributors proportional ownership of the outcomes. Proportional claims are necessary where double counting of the outcomes would not be credible, such as for quantitative reporting against individual commitments or for company reporting and disclosure of individual contribution to landscape performance outcomes. Making proportional claims should be carefully considered so as to not overstate the role of an individual organisation.

3. **Attribution claim:** 'we are responsible for this project-level outcome in line with shared landscape goals'. This means that performance outcomes resulted directly and solely from a set of defined actions or investments made by the company and enables that company to claim responsibility for specific outcomes. Making an attribution claim requires the highest degree of causality, quantitative accuracy and rigour because it results in the right of sole ownership of an outcome. As such, attribution claims are not suitable for landscape-scale outcomes. One exception is high quality jurisdictional-scale REDD+ credits, where attribution is based on accepted allocation methodologies.

How do companies make these claims?

Figure 4: Decision tree to determine which type of claim is most appropriate for the context



COLLECTIVE CLAIMS

A collective claim should include information about the specific actions that the company has taken or invested in and a general claim that the action is part of a collective effort that contributed to a specific landscape scale performance outcome.

The ability to make a collective claim depends first on the validity and quality of the performance data. Second, it depends on the ability to show that the activity did in fact contribute to the performance outcome. This can be achieved by gathering data about the enabling conditions and assumptions to ascertain whether the results chain logic remains valid.

PROPORTIONAL CLAIMS

Proportional claims are appropriate when a company seeks to make quantitative claims about its individual contribution. In some cases, apportioning outcomes may be necessary to avoid overclaiming or double counting of claims, e.g., when the area being reported by a number of companies as being under restoration is larger than the total area of the landscape. Proportional claims should also be allowed within scope 3 carbon accounting methodologies to ensure landscape actions can be counted towards company targets.

Apportioning performance outcomes between landscape stakeholders would ideally require a comprehensive understanding of the extent to which different actions or the supporting context influenced the performance outcome. A company should not determine for itself how to apportion its contribution. In the absence of perfect knowledge, the principles and basic steps outlined in position paper three "Effective company claims about contributions to landscape performance outcomes" can support effective apportioning of performance outcomes.

ATTRIBUTION CLAIMS

Considering the multistakeholder nature of landscape and jurisdictional efforts, it is highly unlikely that a company will be able to achieve the degree of causality needed to make attribution claims at a landscape scale. Attribution of outcomes requires the ability to show that an investment or action caused a specific outcome to be achieved. In a landscape context in which numerous stakeholders are influencing outcomes, it is very challenging to isolate a single action as the cause of an outcome.

Supporting links:

- Science Based Targets Beyond Value Chain Mitigation (BVCM): BVCM is a mechanism through which companies can accelerate the global net-zero transformation by going above and beyond their science based targets.
- Validate landscape initiative contribution claims: LandScale methodology for the validation of contribution claims by companies.

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STAGE OF INVESTMENT

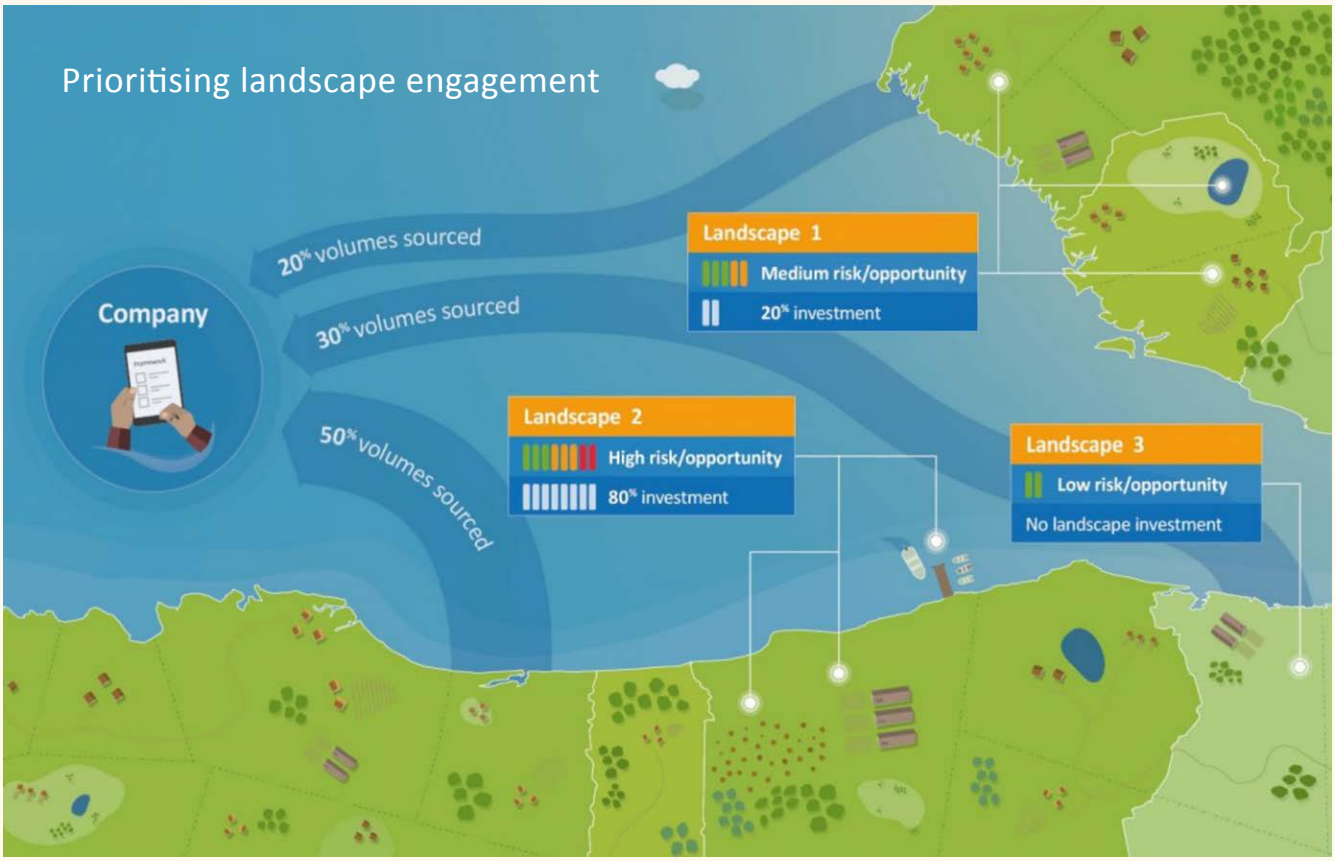
Commitment

Alongside a company's work to improve sustainability within their supply chains, it is important to invest in initiatives that take a holistic approach to improving environmental, economic and social factors for the long-term and can improve future sourcing security in the region. Making a commitment is the first stage to achieving landscape or jurisdictional scale outcomes.

This section highlights the operational considerations of pre-requisites, measurement and claims, that particularly apply when making commitments to landscape or jurisdictional scale actions and outcomes.

Pre-requisites

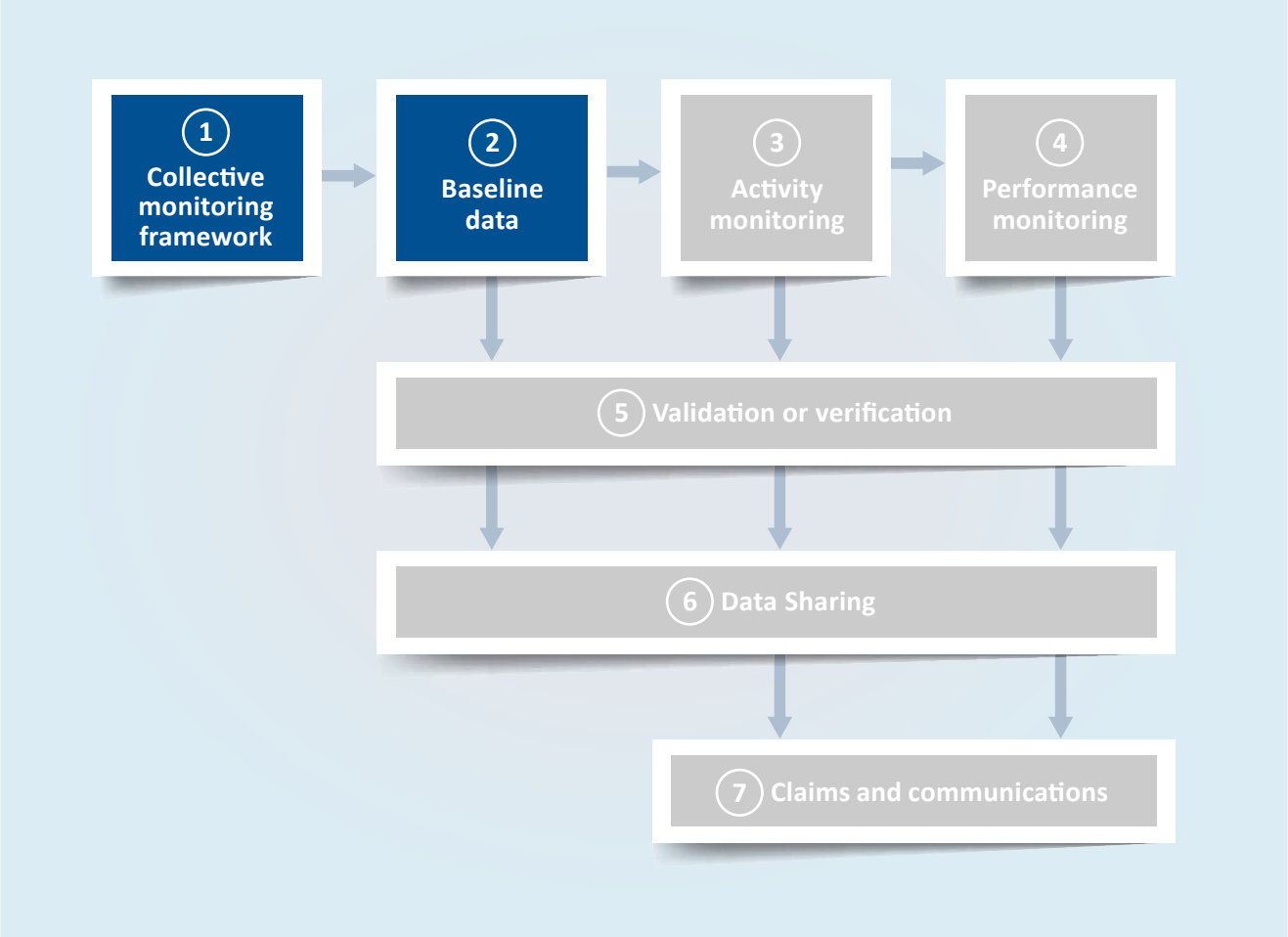
As laid out in ISEAL's Effective company actions in landscapes and jurisdiction guiding practices paper, companies first need to determine where and to what extent to engage. Companies can prioritise which landscapes or jurisdictions to engage in based on where they are potentially well-placed to have positive impacts. Determinants include: the existence of collective action initiatives, a company's sourcing footprint, current and future sourcing risks, and the presence of high social or environmental values and threats to these values.



Measurement

The goal of all landscape monitoring systems is to have good quality, consistent, validated data about actions taken and landscape-scale performance change over time. Monitoring is a shared responsibility that engages companies, local governments and other stakeholders and is an integral part of any landscape investment. Companies that invest in landscape initiatives have the following monitoring responsibilities, with some particularly relevant to the commitment stage of a company's landscape investment.

Figure 2a: Relationships between landscape monitoring system elements at commitment stage.



Promoting a collective monitoring framework

Companies support landscape-scale multistakeholder platforms to develop a collective monitoring framework that enables measurement of actions and landscape-scale performance against prioritised issues and agreed sustainability goals and targets.

Establishing a baseline

Companies support these multistakeholder platforms to establish a landscape-scale performance baseline that informs where landscape actions are needed to achieve agreed sustainability goals and provides the critical reference point against which to measure change over time.

More information about each of these aspects of landscape monitoring can be found in the position paper for "Company responsibilities for supporting credible landscape monitoring".

Claims

Commitment claims are about performance targets that a company aims to achieve. Commitments can be generic, referring to a company's strategic goals or high-level pledges, or specific, referring to a sector, geography or product category. In the context of landscape and jurisdictional action, commitments should ideally focus on what the company aims to achieve in that landscape, either individually or collectively within a multistakeholder collaboration.

Effective commitment claims should include the following elements:

- The intended performance outcomes and size or scale of commitment;
- Timeframe in which the commitment will be achieved, potentially also including interim milestones;
- Whether the commitment will be achieved individually or through collective action.

When making a commitment claim, companies should consider the following:

- Is this a public commitment or an internal commitment (only to key partners and suppliers)?
- Are company partners, suppliers and stakeholders aware and supportive of the commitment?
- Does the commitment have a realistic timeframe?
- Is it clear what actions will be taken to make progress on the commitment and are these actions adequately resourced?
- Is there a system in place to monitor and report progress against the commitment?

Supporting links:

- LandScale investment claims: Methodology for the validation of investment (commitment) claims made by companies.
- Science Based Targets Network (SBTN) - Land methodology: Set land Science Based Targets.
- Sustainable Coffee Challenge Commitment Hub: Partners in the Sustainable Coffee Challenge – a multi-stakeholder coalition led by Conservation International – are stating and tracking public commitments to sustainable coffee to help track the industry's progress toward a set of collectively agreed sector-wide 2025 targets and 2050 goals around 4 key compass points: market, people, coffee, and nature.
- WWF's Forests Forward program: A signature WWF program for corporate action in support of nature, climate, and people that combines support for responsible commodity supply chains with strategic landscape funding.

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Washing and packing of bananas
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STAGE OF INVESTMENT

Action

This section highlights the operational considerations of pre-requisites, measurement and claims, that particularly apply when taking landscape or jurisdictional scale action.

Pre-requisites

Before taking action it is important to understand the pre-requisites for 'what constitutes a landscape investment or action'.

Two criteria for company investments or actions need to be in place for them to qualify as contributing to landscape or jurisdictional performance. These criteria establish the minimal steps to ensure the necessary relevance, scale and measurability of investments.

1. Landscape investments and actions address critical sustainability issues in the landscape and contribute to agreed landscape goals.

2. Landscape investments and actions aim to have impacts beyond individual supply chains.

Three further criteria compound the benefits of landscape investments and actions by aligning and embedding them with other processes, programmes and actors in a given landscape. The degree to which these criteria can be fulfilled is highly dependent on the local context, but they should be prioritized where and when possible:

3. Landscape investments and actions include support to multi-stakeholder landscape coordination processes.

4. Landscape investments and actions are embedded in collective action plans, ensuring complementarity with other activities and interventions in the landscape.

5. Landscape investments and actions contribute to broader systems level change, helping to create the enabling conditions for achieving agreed landscape goals.

More information on each of the criteria can be found in the position paper on "What constitutes a company landscape investment or action".

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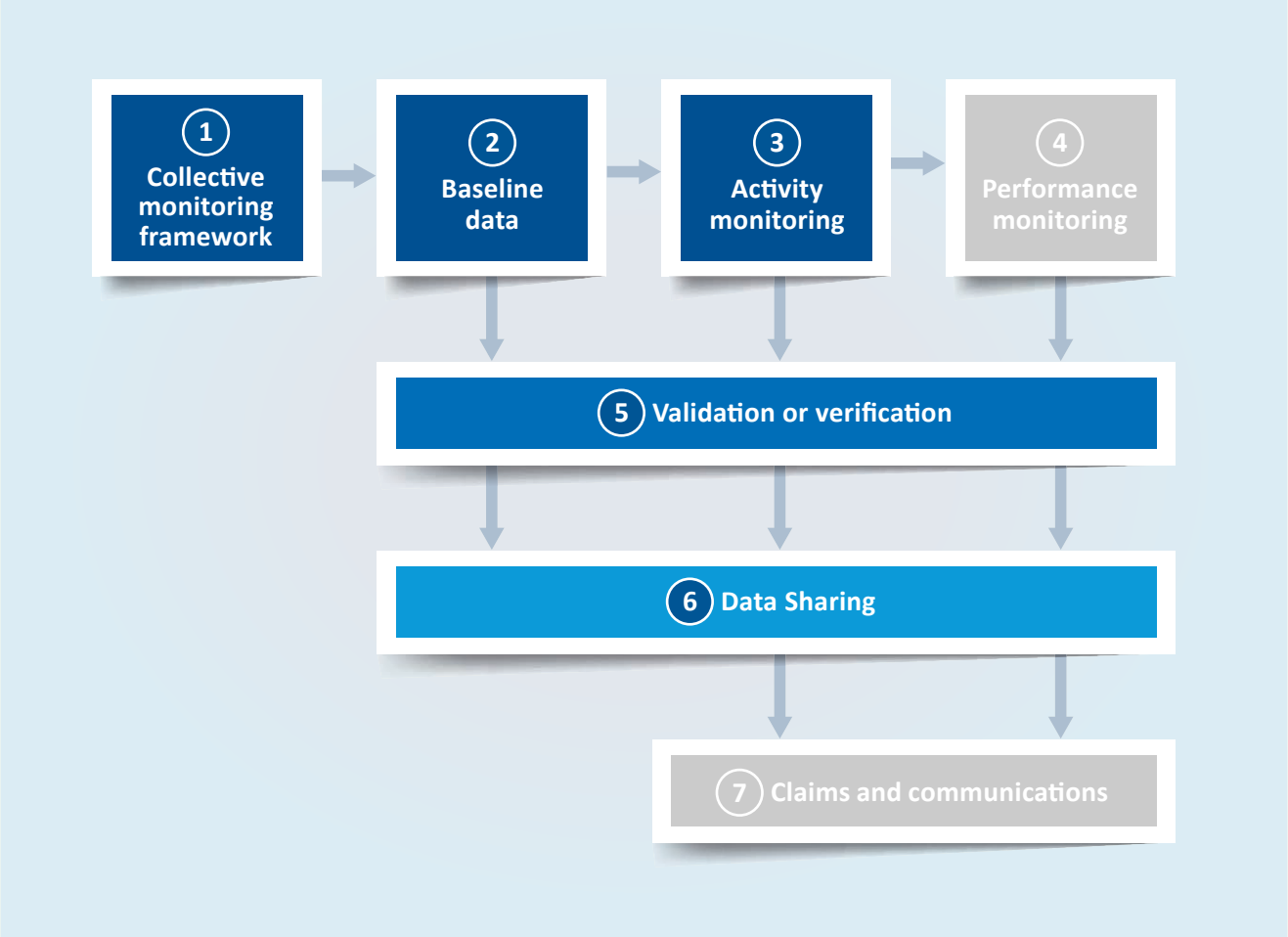
Measurement

The goal of all landscape monitoring systems is to have good quality, consistent, validated data about actions taken and landscape-scale performance change over time. Monitoring is a shared responsibility that engages companies, local governments and other stakeholders and is an integral part of any landscape investment. Companies that invest in landscape initiatives have the following monitoring responsibilities, with some particularly relevant to the action stage of a company's landscape investment:

Figure 2b: Relationships between landscape monitoring system elements at action stage.



PPromoting a collective monitoring framework

Companies support landscape-scale multistakeholder platforms to develop a collective monitoring framework that enables measurement of actions and landscape-scale performance against prioritised issues and agreed sustainability goals and targets.

Establishing a baseline

Companies support these multistakeholder platforms to establish a landscape-scale performance baseline that informs where landscape actions are needed to achieve agreed sustainability goals and provides the critical reference point against which to measure change over time.

Monitoring activities

Companies ensure the activities they invest in and the outputs of those activities are being monitored. They can do this directly or by providing support (financial or in-kind) to the monitoring organisation, e.g., implementing partner or multistakeholder platform.

Validating or verifying data

Companies support data validation or verification that is sufficiently robust to engender trust in its reliability and accuracy and in the resulting claims and communication.

Sharing data

Companies share relevant, non-confidential data sets and data layers they have access to, including data they have collected from their suppliers, at least with the multistakeholder platform, aggregating and anonymising the data where necessary. Companies also share data insights with the communities from whom the data is collected.

More information about each of these aspects of landscape monitoring can be found in the position paper for "Company responsibilities for supporting credible landscape monitoring".

Claims

Claims can be made about different stages of landscape or jurisdictional action and investment. It can take a while for landscape-scale performance outcomes to be realised so it can be valuable to also communicate about commitments made and actions taken. For example, robust action claims can support companies in their corporate reporting and disclosure.

Company landscape action claims or communications are expected to include the following core elements:

1. Description of the type of landscape action;
2. The sustainability outcome(s) prioritised by local stakeholders towards which the action is contributing;
3. Scale and duration of the action or investment, and whether it is financial or in-kind;
4. Bounded geographic area where the action is taking place;
5. Timing and duration of the action (e.g. when and over what time period the action is being implemented);
6. The name of the landscape initiative and local multi-stakeholder process in which the company is participating, where such a process exists; and
7. Partner(s) through whom the action is being implemented, if any.

The following statement is an example of an action claims that incorporates the core elements::

We are contributing $1X over 5 years to support restoration efforts in A landscape with B implementing partner. Our goal is to support C landscape initiative to achieve its vision of 1M hectares under restoration by 2040. Since March 2022, we have been investing in D and E types of activities that aim to bring 50,000 hectares under restoration by 2027.

More information on the minimum expectations and supporting information to strengthen company landscape action claims are described in the position paper "Effective company claims about landscape investments and actions".

Supporting links:

- Global study list of initiatives: List of landscape and jurisdictional Initiatives, supported by Downstream and Midstream Companies.
- GCF-CDP Pitchbook: Connect with existing landscape initiatives in Indonesia
- PCI Pitchbook: Connect with existing landscape initiatives & priorities in Mato Grosso, Brazil.
- WWF's Nature-based Solutions Origination Platform: Take landscape-scale action by funding NbS interventions nested within multi-stakeholder landscape strategies. The platform connects corporate and public sector funders to support a full suite of interventions to secure benefits for people, nature, and climate in select priority conservation geographies
- Jurisdictional REDD+ Technical Assistance Partnership: The Jurisdictional REDD+ Technical Assistance Partnership (JTAP) is an emerging initiative to support jurisdictions and their key partners to participate in the highest integrity voluntary carbon markets, and thus catalyze tropical forest conservation and finance at scale.
- SourceUp Platform: SourceUp information can be used to find out how different sourcing areas operate (for agricultural commodities), to help decide how to realise corporate sustainability goals and connect with producer 'Compacts'.
- Consumer Goods Forum's Forest Positive Coalition of Action's Landscape Reporting Framework: Provides a structure for landscape initiatives to report on activities that are implemented to reach Forest Positive outcomes at landscape level.
- Practical guide for company action: This Guidance seeks to explain, through a business lens, what companies have done and can do in practice to advance sustainable landscape and jurisdictional initiatives in commodity-producing geographies.
- Reports from global study on company landscape-scale action: The study demonstrates how companies' landscape-scale action can help them comply with regulations and achieve their nature, climate and people goals.

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STAGE OF INVESTMENT

Performance

This section focuses on the operational considerations of pre-requisites, measurement and claims, that particularly apply for achieving landscape or jurisdictional scale performance outcomes.

Pre-requisites

Five criteria determine what constitutes a landscape investment or action and as such are also pre-requisites for achieving landscape or jurisdictional performance outcome.

Two criteria for company investments or actions need to be in place for them to qualify as contributing to landscape or jurisdictional performance. These criteria establish the minimum steps to ensure the necessary relevance, scale and measurability of investments.

1. Landscape investments and actions address critical sustainability issues in the landscape and contribute to agreed landscape goals.

2. Landscape investments and actions aim to have impacts beyond individual supply chains.

Three further criteria compound the benefits of landscape investments and actions by aligning and embedding them with other processes, programmes and actors in a given landscape. The degree to which these criteria can be fulfilled is highly dependent on the local context, but they should be prioritized where and when possible:

3. Landscape investments and actions include support to multi-stakeholder landscape coordination processes.

4. Landscape investments and actions are embedded in collective action plans, ensuring complementarity with other activities and interventions in the landscape.

5. Landscape investments and actions contribute to broader systems level change, helping to create the enabling conditions for achieving agreed landscape goals.

More information on each of the criteria can be found in the position paper on "What constitutes a company landscape investment or action".

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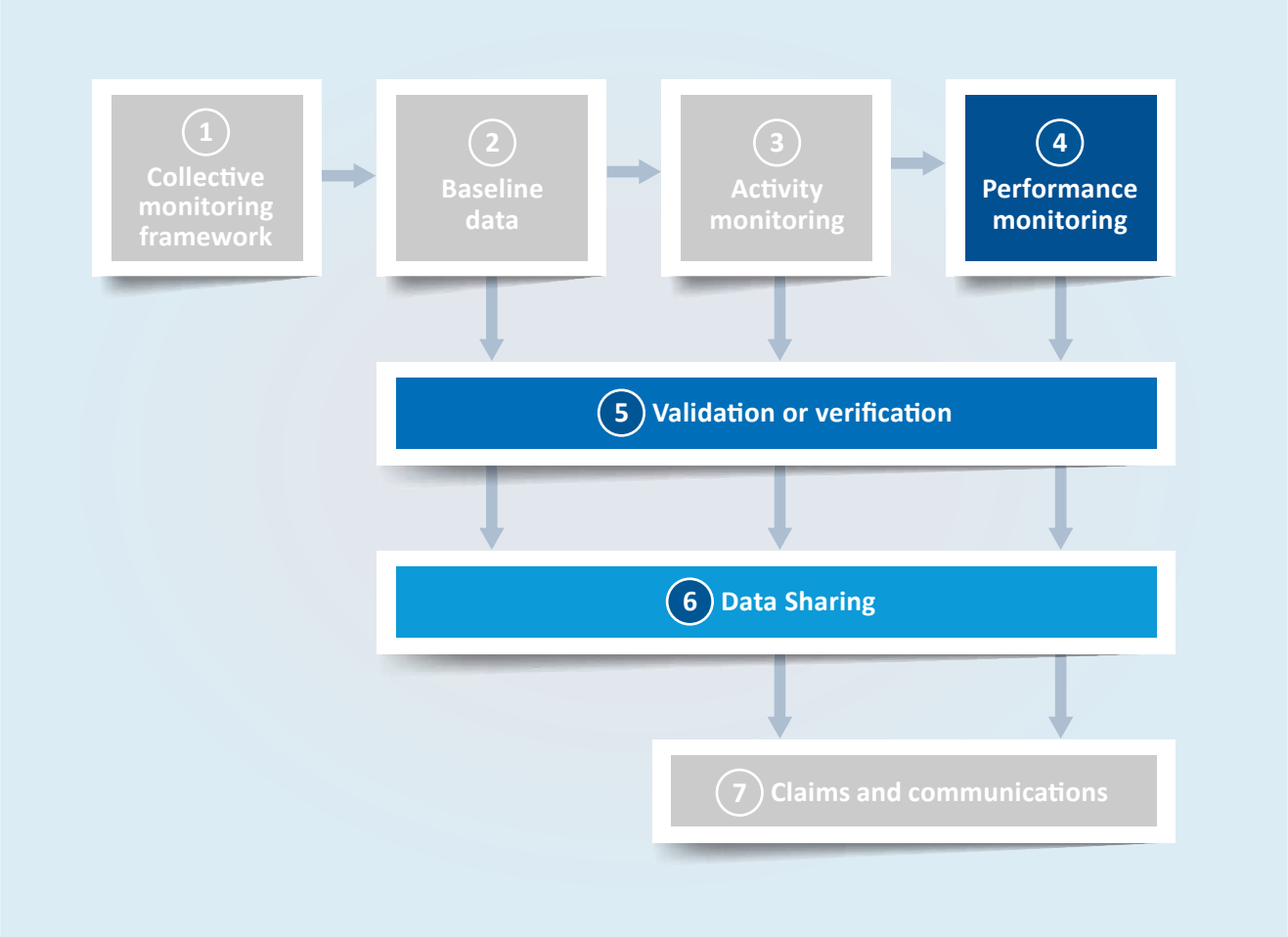
Measurement

The goal of all landscape monitoring systems is to have good quality, consistent, validated data about actions taken and landscape-scale performance change over time. Monitoring is a shared responsibility that engages companies, local governments and other stakeholders and is an integral part of any landscape investment. Companies that invest in landscape initiatives have the following monitoring responsibilities, with some particularly relevant at the performance stage of a company's landscape investment (with the remaining aspects assumed to already be in place from earlier stages):

Figure 2c: Relationships between landscape monitoring system elements at performance stage.



Monitoring performance

Companies support coordinated monitoring and data collection (financial or in-kind) on landscape-scale performance outcomes and impacts, in line with the collective monitoring framework and consistent with baseline data that has been collected.

Validating or verifying data

Companies support data validation or verification that is sufficiently robust to engender trust in its reliability and accuracy and in the resulting claims and communication.

Sharing data

Companies share relevant, non-confidential data sets and data layers they have access to, including data they have collected from their suppliers, at least with the multistakeholder platform, aggregating and anonymising the data where necessary. Companies also share data insights with the communities from whom the data is collected.

More information about each of these aspects of landscape monitoring can be found in the position paper "Company responsibilities for supporting credible landscape monitoring".

Claims

A company can make different types of performance claim depending on how much ownership and responsibility they have for the outcome:

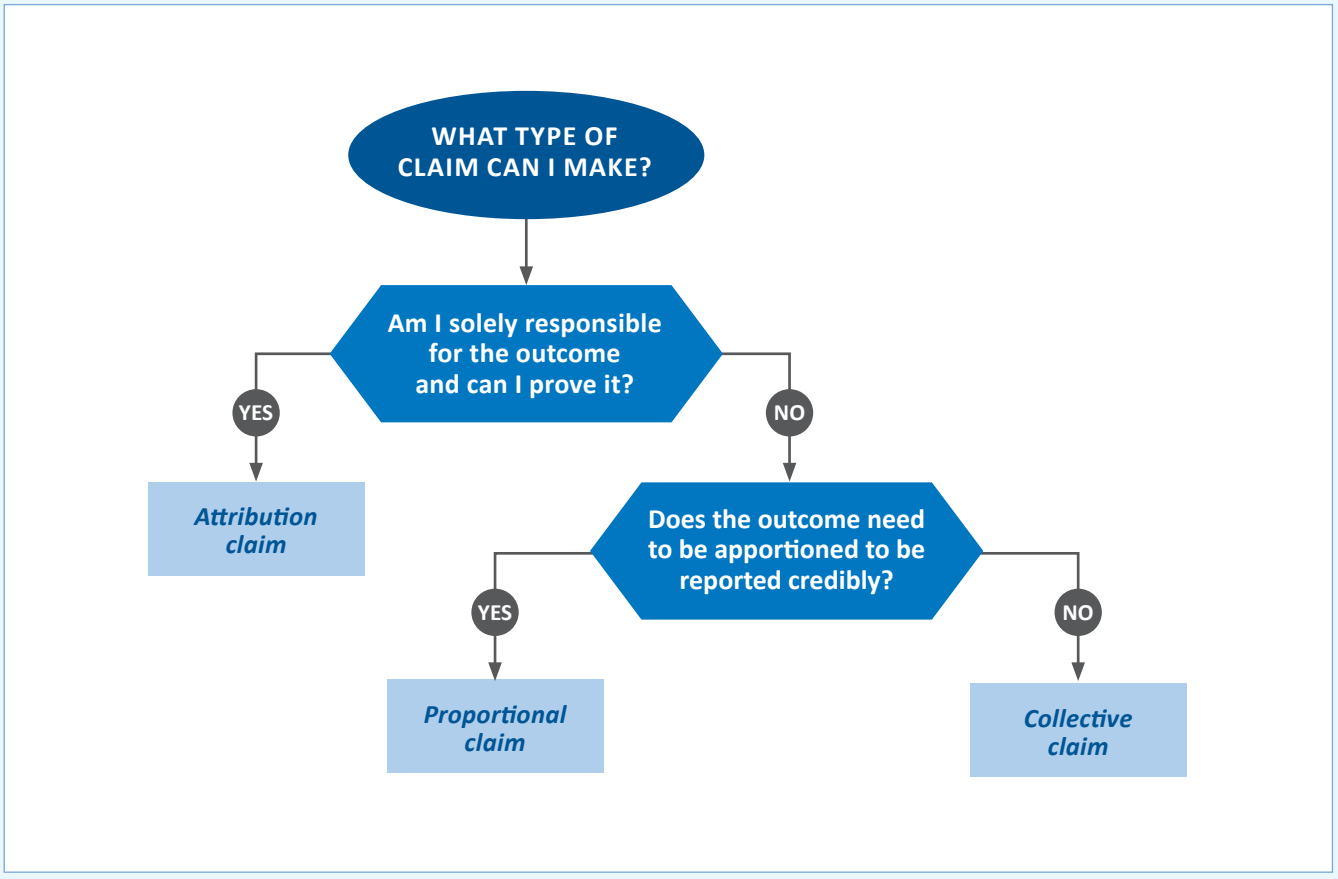
1. **Collective claim:** 'we are part of a collective effort that contributed to this landscape performance outcome'. This is the most broadly applicable type of claim because it recognises that performance outcomes at a landscape scale are a product of the collective efforts of all landscape stakeholders. The benefit of collective claims is that they enable companies to make claims about the collective landscape-scale performance outcomes. Collective claims can be used in any qualitative reporting or collective quantitative reporting (e.g., we contributed to this overall performance outcome), but do not enable stakeholders to claim individual ownership of specific outcomes.

2. **Proportional claim:** 'we are claiming this part of the landscape performance outcome'. This enables performance outcomes to be apportioned between stakeholders that contributed to the outcome and gives contributors proportional ownership of the outcomes. Proportional claims are necessary where double counting of the outcomes would not be credible, such as for quantitative reporting against individual commitments or for company reporting and disclosure of individual contribution to landscape performance outcomes. Making proportional claims should be carefully considered so as to not overstate the role of an individual organisation.

3. **Attribution claim:** 'we are responsible for this project-level outcome in line with shared landscape goals'. This means that performance outcomes resulted directly and solely from a set of defined actions or investments made by the company and enables that company to claim responsibility for specific outcomes. Making an attribution claim requires the highest degree of causality, quantitative accuracy and rigour because it results in the right of sole ownership of an outcome. As such, attribution claims are not suitable for landscape-scale outcomes. One exception is high quality jurisdictional-scale REDD+ credits, where attribution is based on accepted allocation methodologies.

How do companies make these claims?

Figure 4a: Decision tree to determine which type of claim is most appropriate for the context.



COLLECTIVE CLAIMS

A collective claim should include information about the specific actions that the company has taken or invested in and a general claim that the action is part of a collective effort that contributed to a specific landscape scale performance outcome.

The ability to make a collective claim depends first on the validity and quality of the performance data. Second, it depends on the ability to show that the activity did in fact contribute to the performance outcome. This can be achieved by gathering data about the enabling conditions and assumptions to ascertain whether the results chain logic remains valid.

PROPORTIONAL CLAIMS

Proportional claims are appropriate when a company seeks to make quantitative claims about its individual contribution. In some cases, apportioning outcomes may be necessary to avoid overclaiming or double counting of claims, e.g., the area being reported by a number of companies as being under restoration is larger than the total area of the landscape. Proportional claims should also be allowed within scope 3 carbon accounting methodologies to ensure landscape actions can be counted towards company targets.

Apportioning performance outcomes between landscape stakeholders would ideally require a comprehensive understanding of the extent to which different actions or the supporting context influenced the performance outcome. A company should not determine for itself how to apportion its contribution. In the absence of perfect knowledge, the principles and basic steps outlined in the position paper "Effective company claims about contributions to landscape performance outcomes" can support effective apportioning of performance outcomes.

ATTRIBUTION CLAIMS

Considering the multistakeholder nature of landscape and jurisdictional efforts, it is highly unlikely that a company will be able to achieve the degree of causality needed to make attribution claims at a landscape scale. Attribution of outcomes requires the ability to show that an investment or action caused a specific outcome to be achieved. In a landscape context in which numerous stakeholders are influencing outcomes, it is very challenging to isolate a single action as the cause of an outcome.

Supporting links:

- WWF's Nature-based Solutions Origination Platform: Deliver landscape-scale impact by funding NbS interventions nested within multi-stakeholder landscape strategies. The platform connects corporate and public sector funders to support a full suite of interventions to secure benefits for people, nature, and climate in select priority conservation geographies. Metrics tailored to each landscape support funders in making credible impact claims tied to their funding.
- LandScale Framework: LandScale enables organisations to conduct validated baseline assessments and reassessments, that help to understand the change in monitored indicators over time and the impact achieved.

Please note the supporting tools and resources were developed by different organisations or collaborations and are not collectively endorsed by the organisations participating in this roadmap.

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Participating organisations and initiatives

More information about each of the participating organisations and initiatives, and their role in supporting landscape and jurisdictional approaches can be found in the annex.

Annex

About the participating organisations and initiatives

ORGANISATION OR INITIATIVE	DESCRIPTION OF THE PARTICIPATING ORGANISATION AND THEIR ROLE IN SUPPORTING LANDSCAPE AND JURISDICTIONAL APPROACHES
Better Cotton	Visit https://bettercotton.org/ to find out more.
CDP	CDP is a global non-profit that runs the world's environmental disclosure system for companies, cities, states and regions. Founded in 2000 and working with more than 700 financial institutions with over $142 trillion in assets, CDP pioneered using capital markets and corporate procurement to motivate companies to disclose their environmental impacts, and to reduce greenhouse gas emissions, safeguard water resources and protect forests. Over 24,000 organizations disclosed data through CDP in 2023, with more than 23,000 companies – including listed companies worth two thirds global market capitalization - and over 1,100 cities, states and regions. CDP is TCFD aligned, founding member of the Science Based Targets initiative, We Mean Business Coalition, The Investor Agenda and the Net Zero Asset Managers initiative.
Conservation International	Conservation International (CI) works in more than 30 countries to protect nature for the benefit of humanity. Achieving this ambition requires close collaboration with communities, governments, private sector, and other key stakeholders to develop integrated landscape and jurisdictional initiatives linking sustainable production with conservation and restoration of natural areas. Our role often includes facilitation and early-stage development of multistakeholder platforms, supporting science-based decision making, and capacity building. Field staff and partners work closely with CI market and policy experts to identify incentives necessary to transition landscapes from "business-as-usual" to more sustainable development pathways. This includes both terrestrial and marine environments and involves aligning multiple public and private sector revenue streams to support projects and initiatives at varying stages of development.
Earthworm	Earthworm are an impact-driven global non-profit working on the ground to create scalable solutions for nature and people to thrive. With farmers, local communities, governments, and businesses, we co-create regenerative agriculture practices and protect and conserve forests, promoting the well-being of people and economic prosperity. We generate replicable cases of change in landscapes and sourcing regions. We work with over 50 companies and 20 partners to regenerate the supply chains, the soils, and the communities in 6 countries.
EcoAgriculture Partners	EcoAgriculture Partners (EcoAg), with two decades of global leadership in integrated landscape management and finance, provides specialized action-based research, and advisory and training services. It supports numerous organizations in finance, payment for ecosystem services, and learning strategies, providing comprehensive open-access publications and tools. EcoAg is renowned for orchestrating collaborative efforts with diverse stakeholders—governments, businesses, financiers, academia, civil society, and local communities—to create resilient, sustainable landscapes. Past initiatives include the Landscapes for People, Food and Nature (LPFN), the Landscape Measures Initiative, and regional dialogues. Currently, EcoAg is at the forefront of the 1000 Landscapes for One Billion People initiative, co-convened with the Rainforest Alliance, uniting over 30 organization to address global sustainability via collective integrated landscape management expertise across territories.
EDF	One of the world's leading international nonprofit organizations, Environmental Defense Fund creates game-changing solutions for business and the planet. To help scale forest conservation, EDF is catalyzing forest finance through jurisdictional approaches. Key initiatives include: • Supporting the LEAF Coalition to accelerate the public and private finance needed to enable tropical forest governments to move more rapidly toward ending deforestation. • Collaborating on the Tropical Forest Credit Integrity guide, designed to assist decision-makers in companies to differentiate among tropical forest carbon credits by impact, quality and scale. • Advancing the Jurisdictional REDD+ Technical Assistance Partnership, an emerging initiative to support jurisdictions and their key partners to participate in the highest integrity voluntary carbon market and thus catalyze tropical forest conservation and finance at scale

Gold Standard	Gold Standard's work in Landscapes advocates collective action to address the global climate, biodiversity, and equality crises, moving beyond piecemeal efforts. By leveraging inter-governmental agreements and corporate pledges, Gold Standard supports companies in taking ambitious action towards 2030 & 2050 climate and sustainability targets. Despite growing interest from the private sector (corporates and finance), landscape initiatives encounter barriers to private investment. Gold Standard works to overcome these barriers by harmonizing claims, establishing proof of concept, and piloting financial incentive models. Through partnerships like Laudes Foundation in Madhya Pradesh and efforts in South Africa and the Mediterranean, Gold Standard fosters collaborative corporate investment, promoting sustainability for businesses, nature, and communities.
IDH	IDH seeks to transform markets through collaborative innovation, convening and investment in inclusive and sustainable solutions that enable businesses to create value for people and planet. To achieve this, IDH brings together coalitions of committed stakeholders from across global value chains towards joint visions and program agendas for sustainable trade. IDH's landscape approach involves working at the national, global and field level through the production, protection and inclusion approach (PPI approach). The PPI Landscapes approach aims to broker local agreements to help businesses achieve farmer-positive and forest-positive impacts. To link landscape coalitions with markets and help bring them to scale, IDH have created a SourceUp platform for companies and stakeholders in producing regions to work together on sustainable agri-commodity sourcing.
Kaleka	Founded in 2014, Kaleka is an Indonesian, non-profit organization carrying out collaborative applied research to find and test the solutions together with farmers. We facilitate jurisdictions to upscale the effective solutions and achieve impact at scale. Kaleka is supporting Seruyan District, one of three pilot jurisdictions to achieve the RSPO jurisdictional certification. We replicate the approach in Kotawaringin Barat, Ketapang, and Sukamara districts. Over the past eight years, Kaleka has been supporting more than 4,300 smallholder farmers to achieve RSPO certification, map 5,400 farmers, and train 7,700 farmers to adopt sustainable practices. We serve as a secretariat of Kolibri Alliance, consisting of eight indigenous grassroot organisations in eight provinces to drive changes towards climate resilience in the agricultural sector.
LandScale	LandScale, a collaborative initiative co-led by Rainforest Alliance and Conservation International, is dedicated to driving improvements at scale by making reliable information about landscape initiative maturity and sustainability widely available. Through LandScale's platform, landscape initiatives are enabled to create profiles, validate their landscape initiative maturity, conduct a validated baseline assessment, and potentially validate contribution claims by companies.
LTKL	Lingkar Temu Kabupaten Lestari (LTKL) is an association of district governments under APKASI formed and managed by district governments to ensure sustainable land use management through collective action. Since its establishment in July 2017, LTKL currently has 9 member districts in 6 provinces across Indonesia and works alongside 27 multi-stakeholder partner networks. The district members contribute to achieving sustainable land-use management in their jurisdictional areas based on five main pillars: policy and regulatory framework; planning; multi-stakeholder governance; innovation and sustainable business; and monitoring, reporting, and communication. LTKL aims to achieve equilibrium in the economic model of districts by reducing the negative impact of existing large-scale industries and promoting new alternative commodities to thrive and have a significant positive impact through a regenerative supply chain.
PCI	The PCI Strategy is a jurisdictional approach to sustainable rural development, which brings together public, private and third sector actors around long-term goals in its three axes: Produce, Conserve and Include. It was created from the society of Mato Grosso, and presented at COP21 in Paris, in December 2015. Its goals are to increase agricultural production by improving livestock productivity and expanding grain areas over open areas. Eliminate illegal deforestation, implement the Forest Code, create financial compensation mechanisms for legal deforestation, support family farming and traditional and indigenous populations in accessing credit, technical assistance, land and environmental regularization. The PCI goals contribute directly to the Brazilian NDC in the Paris Agreement and to the United Nations Sustainable Development Goals.

Proforest	At Proforest our vision is to help people produce and source agricultural and forest commodities responsibly. We support companies to have positive social and environmental outcomes for people, nature and climate in the places where commodities are produced. To drive real change, we believe that companies and stakeholders need to take action both within and beyond their supply chains. We support this in three ways: • Within Supply Chains: Responsible Production and Sourcing: working directly with suppliers throughout the supply chain. • Global / Industry Collaboration and Engagement: building capacity and facilitate multistakeholder platforms and collaborations. • Beyond Supply Chains: Landscape Initiatives: working at landscape-level to bring stakeholders together to collectively address systemic issues at scale in the places where commodities are grown.
RSPO	RSPO is a global, non-profit organisation with voluntary members worldwide from every link of the palm oil supply chain. We are focused on bringing together stakeholders - growers, processors / traders, consumer goods manufacturers, retailers, financial institutions, social and environmental NGOs - to develop and implement global standards for sustainable palm oil. The RSPO Jurisdictional Approach (JA) was identified in 2018 by the RSPO Theory of Change as one of the key strategies to make sustainable palm oil the norm. It entails upscaling the focus on mills and supply base of the conventional certification approach to government administrative areas of the jurisdictional approach. The RSPO JA requires government units to take the leadership role in facilitating the multi-stakeholders process and to provide enabling conditions for jurisdictional certification.
TFA	The Tropical Forest Alliance is a multi-stakeholder partnership platform initiated to support the implementation of private sector commitments to remove deforestation from palm oil, beef, soy, cocoa and pulp and paper supply chains. Hosted by the World Economic Forum, our 170+ alliance partners include companies, government entities, civil society, Indigenous Peoples, local communities and international organizations. With our partners, TFA works to mobilize collective action to advance the world's transition to deforestation-free commodity production. TFA hosts and manages the Jurisdictional Action Network of 2,400+ proponents of landscape and jurisdictional approaches to achieve sustainability at scale and the JA Resource Hub. Visit www.tropicalforestalliance.org.
WWF	WWF works in more than 100 countries using science-based approaches to address environmental challenges and meet both human and ecological needs. Landscape and jurisdictional approaches form a core pillar of WWF's strategy to conserve the world's most ecologically important regions, blending place-based and market-based tactics tailored to each landscape context. Companies can support this work through multiple entry points including the Forests Forward program, the Nature-based Solutions Origination Platform, and the Trillion Trees program. WWF combines in-country strategy and intervention design with global reach to public and private funders to raise and deploy blended finance that powers durable impacts at landscape scale.

Supporting links:

Please note the supporting resources were developed by different organisations or collaborations and are not collectively endorsed by the organisations participating in this roadmap.

SUPPORTING LINKS BY SECTION		
Operational considerations	**Pre-requisites**	
	CDP's Maturity Matrix	Four criteria for the credible disclosure of a landscape initiative.
	Downstream company engagement in Landscapes	Proforest e-learning course introducing the process of engaging in Landscape/Jurisdictional initiatives.
	Measurement	
	Consumer Goods Forum's Forest Positive Coalition of Action's Landscape Reporting Framework	Provides a structure for landscape initiatives to report on activities that are implemented to reach Forest Positive outcomes at landscape level.
	LandScale Assessment Framework	Framework for landscape initiatives to monitor performance, covering elements in the four pillars of ecosystem, human well-being, governance, and production. Enables organisations to set a baseline and re-assess periodically to monitor progress.
	Claims	
	Science Based Targets Beyond Value Chain Mitigation (BVCM)	BVCM is a mechanism through which companies can accelerate the global net-zero transformation by going above and beyond their science based targets.
	Validate landscape initiative contribution claims	LandScale methodology for the validation of contribution claims by companies.
Stage of investment	**Commitment**	
	LandScale investment claims	Methodology for the validation of investment (commitment) claims made by companies.
	Science Based Targets Network (SBTN) - Land methodology	Set land Science Based Targets.
	Sustainable Coffee Challenge Commitment Hub	Partners in the Sustainable Coffee Challenge – a multi-stakeholder coalition led by Conservation International – are stating and tracking public commitments to sustainable coffee to help track the industry's progress toward a set of collectively agreed sector-wide 2025 targets and 2050 goals around 4 key compass points: market, people, coffee, and nature.
	WWF's Forests Forward program	A signature WWF program for corporate action in support of nature, climate, and people that combines support for responsible commodity supply chains with strategic landscape funding.

Action	
Global study list of initiatives	List of landscape and jurisdictional Initiatives, supported by Downstream and Midstream Companies.
GCF-CDP Pitchbook	Connect with existing landscape initiatives in Indonesia.
PCI Pitchbook	Connect with existing landscape initiatives & priorities in Mato Grosso, Brazil.
WWF's Nature-based Solutions Origination Platform	Take landscape-scale action by funding NbS interventions nested within multi-stakeholder landscape strategies. The platform connects corporate and public sector funders to support a full suite of interventions to secure benefits for people, nature, and climate in select priority conservation geographies.
Jurisdictional REDD+ Technical Assistance Partnership	The Jurisdictional REDD+ Technical Assistance Partnership (JTAP) is an emerging initiative to support jurisdictions and their key partners to participate in the highest integrity voluntary carbon markets, and thus catalyze tropical forest conservation and finance at scale.
SourceUp Platform	SourceUp information can be used to find out how different sourcing areas operate (for agricultural commodities), to help decide how to realise corporate sustainability goals and connect with producer 'Compacts'.
Consumer Goods Forum's Forest Positive Coalition of Action's Landscape Reporting Framework	Provides a structure for landscape initiatives to report on activities that are implemented to reach Forest Positive outcomes at landscape level.
Practical guide for company action	This Guidance seeks to explain, through a business lens, what companies have done and can do in practice to advance sustainable landscape and jurisdictional initiatives in commodity-producing geographies.
Reports from global study on company landscape-scale action	The study demonstrates how companies' landscape-scale action can help them comply with regulations and achieve their nature, climate and people goals.
Performance	
WWF's Nature-based Solutions Origination Platform	Deliver landscape-scale impact by funding NbS interventions nested within multi-stakeholder landscape strategies. The platform connects corporate and public sector funders to support a full suite of interventions to secure benefits for people, nature, and climate in select priority conservation geographies. Metrics tailored to each landscape support funders in making credible impact claims tied to their funding.
LandScale Framework	LandScale enables organisations to conduct validated baseline assessments and reassessments, that help to understand the change in monitored indicators over time and the impact achieved.

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