

June 2025

A Blueprint for Resilient Landscape Initiatives

An approach for building mature landscape initiatives

Key Points

- 1.** There is increasing interest in the development of mature landscape initiatives that provide resilient supply chains by mitigating systemic risks such as deforestation and biodiversity loss, while ensuring decent livelihoods and social safeguards in production landscapes. Many landscape initiatives exist and are starting to deliver positive outcomes but lack a framework for formalising and sustaining impact over the long term.
- 2.** The Blueprint for Resilient Landscape Initiatives is a set of components that characterise a 'mature' landscape initiative and a process to align private sector and local stakeholder-led initiatives in the landscape area.
- 3.** This multi-stakeholder approach builds trust and delivers long-term impact through landscape and jurisdictional initiatives by aligning projects and linking with government action; setting common, long-term goals; and developing a long-term funding plan.

Building on Mature Landscape Initiative foundations

For the past decade there has been an increasing focus on collaboration through landscape initiatives between private sector, government and civil society in defined geographic areas to address prioritised sustainability challenges, such as deforestation, biodiversity loss and livelihoods.

To help implementation partners and stakeholders have a common understanding of landscape initiatives and approaches, in 2024 ISEAL coordinated a process to agree a consistent set of core elements that make up a landscape initiative. These four Core Criteria for Mature Landscape Initiatives (the Core Maturity Criteria) identify the elements that characterise a ‘mature’ landscape initiative – i.e. an initiative that is resilient, attractive to investors, and well placed to deliver durable sustainability impacts in the landscape.

The [Core Criteria for Mature Landscape Initiatives](#) were developed by a group of 20 landscape practitioners including Proforest, and set out in collective position paper published in November 2024 (Figure 1).

Investment and maturity gaps

The Core Maturity Criteria provide a firm foundation for understanding the elements that make up a mature and resilient landscape or jurisdictional initiative (LJI). However, it is clear that further guidance is needed on the process to operationalise them in practice. Many LJIs have strong foundations but struggle to fully embed the initiatives locally with government processes and to develop sustainable finance strategies. With limited and short-term funding, progress is often restricted to isolated activities within the

1. Scale

The landscape initiative operates at the scale of a defined ecological, socioeconomic or administrative area, e.g. a watershed or jurisdictional boundary.

2. Multi-stakeholder governance process or platform

The landscape initiative is governed by a multi-stakeholder process or platform that has decision-making responsibility for the design, implementation and monitoring of the initiative.

3. Collective goals and actions

Stakeholders in the landscape initiative have agreed on a set of long-term landscape-scale sustainability impact goals and a collective action plan for achieving those goals.

4. Collective monitoring

The landscape initiative manages a collective monitoring and reporting framework that enables assessment and communication of progress towards the initiative’s collective sustainability impact goals.

Figure 1: The Core Criteria for Mature Landscape Initiatives

wider landscape and short-term funding horizons. Projects often lack alignment with each other and coordination with local government on key areas like action planning, monitoring and reporting, which could help leverage investment and bring greater scale (Figure 2). These investment and maturity gaps prevent LJIs from reaching mature ‘resilient landscape initiative’ status.

Many implementers of LJIs need support to progress through the investment and maturity gap to a mature, resilient and effective LJI that meets the four Core Maturity Criteria. The Blueprint for Resilient Landscape Initiatives provides a structure for stakeholders to understand the gaps and a process to collectively create a plan for addressing them. Implementing the Blueprint brings stakeholders together to co-create the aligned landscape vision necessary for trust-building and maturity progression.

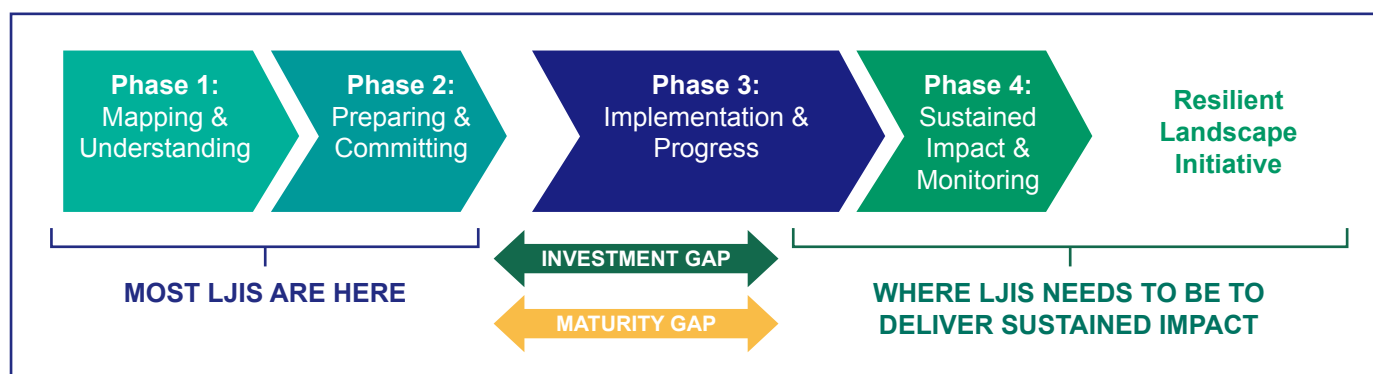


Figure 2. The Landscape and Jurisdictional Initiative maturity process

The Landscape Blueprint Approach

The Landscape Blueprint is an approach that helps implementers and stakeholders in LJIs to assess activities and initiatives within the landscape, identify gaps and overlaps, align isolated projects and move towards a common, long-term vision, with agreed goals and a funding plan for delivery (Figure 3). It has been developed through a practical process of iterative pilot tests in Indonesia and Brazil (see below) through which the approach has evolved and developed.

The Landscape Blueprint Approach is made up of two elements:

1. A set of key components based on the Core Maturity Criteria, which identify the characteristics of a mature, resilient landscape initiative. In addition, the Blueprint includes a focus on developing a long-term funding strategy.
2. A process to assess the current state of the LJI against the Core Maturity Criteria to understand the areas which may cause investment or maturity gaps. This helps LJIs to structure a process for stakeholders to collectively review the assessment, identify opportunities for alignment and address the gaps identified.

Assessment against the Core Maturity Criteria

The Core Maturity Criteria (shown in Figure 1) set out four key components that a mature, resilient LJI should fulfil: scale; multi-stakeholder governance process or platform; collective goals and actions; and collective monitoring.

The Landscape Blueprint approach builds on these four criteria. In each landscape, the Core Maturity Criteria can be adapted to the local context and used as an assessment framework. This allows landscape implementers and other stakeholders to assess the existing LJI and other projects operating within the landscape. The resulting analysis identifies where there are gaps that can hinder the maturity progression; and where alignment and collective action are needed.

In addition, the Blueprint approach highlights the need for a clear funding strategy to overcome the investment gap encountered by many LJIs. This builds on the Core Maturity Criteria which recognise the need for the collective goals and actions to be accompanied by a finance or funding strategy. It aims to focus attention on a long-term action plan with clear goals for the landscape over 5–10 years, which drives partners to commit to delivering the goals and crucially to financing action over the longer term. This is an important departure from current practices, where companies and other funders may only commit

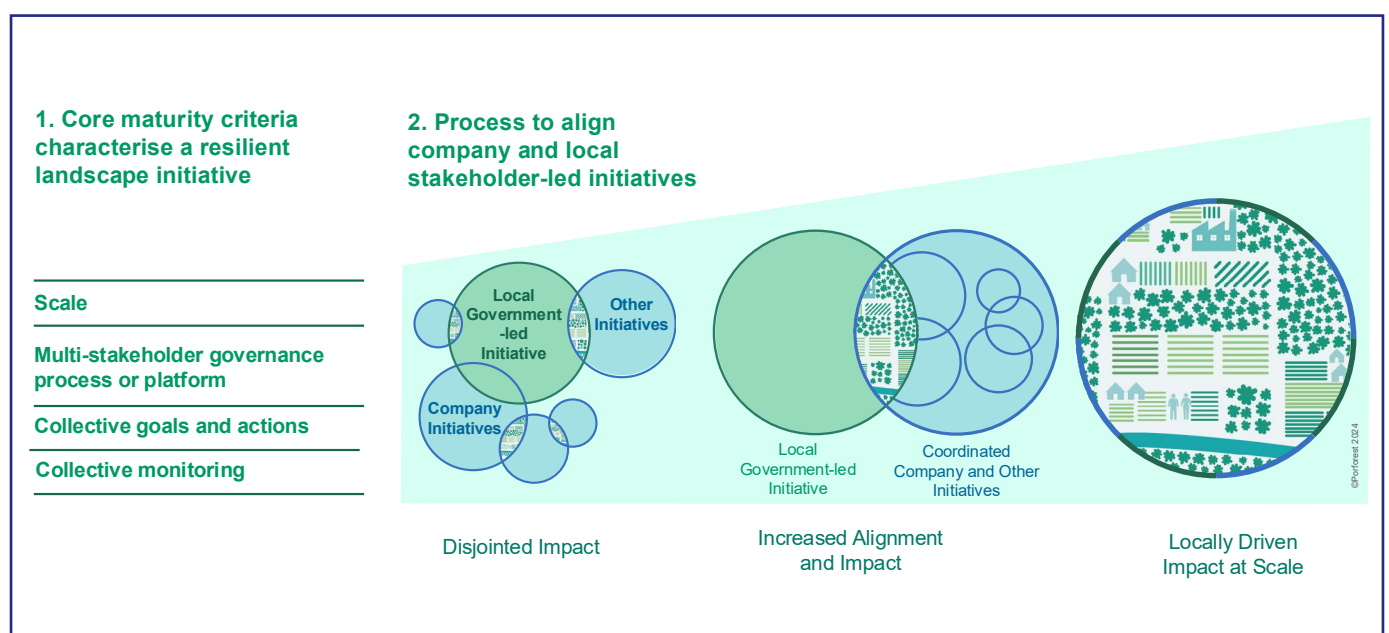


Figure 3: Components of the Landscape Blueprint Approach

to funding one-year workplans. An essential part of the Blueprint process is therefore to develop a funding plan from the outset, and to consider funding needs for landscape goals at each stage of the process.

It is important to emphasise that the Blueprint approach should complement existing local actions by providing a locally adapted structure for understanding progress against key maturity components; it is not a replacement for more localised frameworks.

Multi-stakeholder alignment process

Stakeholder alignment is an essential part of the Landscape Blueprint process, as different actors have different roles, and these play out over a long period of time. To nurture mature and investment-ready LJIs, the process for alignment among stakeholders needs to be agreed and structured at the start, to reach the scale and efficiency needed for landscape-level impact.

Individual projects in a landscape offer an entry point for stakeholder engagement and an opportunity to achieve early results at a smaller scale. Alignment and coordination of projects through a regional multi-stakeholder platform enables prioritisation, efficiency gains, monitoring of impact at scale and can help avoid unintended negative impacts. Sharing data and information, and mapping the actions taken by different parties enables better coordination of projects within a landscape.

The Landscape Blueprint process offers a framework for convening landscape stakeholders, including local government, through a mix of bilateral meetings, workshops and focus groups to collectively review the gap assessment of the landscape against the Core Maturity Criteria. Building on this, stakeholders collectively identify opportunities for alignment of projects and interventions, and co-create a long-term plan and financial strategy for aligning action and addressing the gaps.

Piloting the Landscape Blueprint approach

The concept of a Landscape Blueprint was developed and tested through a series of five pilots with the Consumer Goods Forum's Forest Positive Coalition. Each pilot was adapted to the local conditions and demonstrated how different LJIs have focused on different challenges in the maturity process. These pilots were conducted before the Core Maturity Criteria were finalised and thus an interim 'Blueprint Framework' was developed for testing, which was already well aligned with the final Core Maturity Criteria. Since they have been finalised, the Landscape Blueprint approach now utilises the Core Maturity Criteria.

Typically, the blueprint alignment and planning process developed through the pilots follows the flow shown in Figure 4.

In each landscape, the status of the multi-stakeholder forums and other collaborative actions was assessed against key components of the Blueprint Framework: multi-stakeholder forum and governance, action plan, monitoring & reporting, and funding strategy. Actions and targets of different organisations in the landscape (for example, multi-stakeholder initiatives, government agencies and private sector funded projects) were mapped to understand their potential alignment and contribution towards a shared vision for the landscape. Mechanisms to support this collaboration, including action plans and monitoring and reporting platforms, were also reviewed.

The pilots focused on different aspects of landscape initiative maturity. In Indonesia, the pilots focused on understanding the level of alignment between company-funded initiatives and government policy, and on the maturity of district level multi-stakeholder forums. In Western Mato Grosso, Brazil, the pilot focused on how to set collective goals for 2030 at the level of a landscape initiative, and how to identify

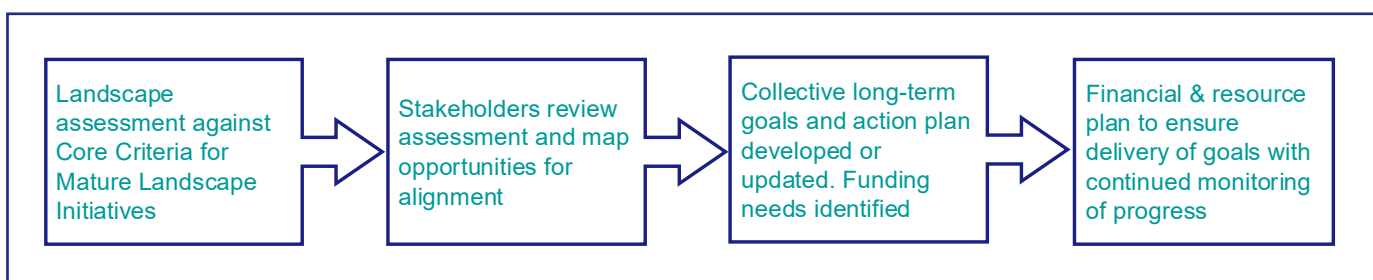


Figure 4: The Landscape Blueprint pilot flow

the related funding needs at each stage of the process. In the Juruena Valley region, through the Sustainable Production of Calves Programme, the focus was on understanding the LJI's strengths and gaps via an assessment against the Blueprint elements, and on initiating the process of building a common 2030 vision for the region with local stakeholders, which started the development of a long-term financial and resource plan for the landscape.

Mapping and aligning action: the Blueprint in Indonesia

In each of the three Districts for the Indonesia pilots (Siak, Aceh Tamiang, and Sintang, Figure 5) private sector funded initiatives exist, implemented by Rainforest Alliance, IDH, FKL, Earthworm Foundation, Daemeter, WWF Indonesia and others, as well as local, multi-stakeholder forums with strong links to local government.

Proforest collaborated with Lingkar Temu Kabupaten Lestari (LTKL – the Sustainable District Platform) to facilitate discussions with stakeholders in each district using the Blueprint Framework components to understand areas for improvement, as well as existing best practice which could be shared as models. The generic components of the Blueprint Framework were adapted to the local context (Figure 6) which was then used to review progress and identify key areas for attention.

In Siak where multiple implementers of company-funded initiatives are operating, Daemeter, Earthworm, Proforest and WRI mapped implementation of activities at village level to better align action and avoid duplication of efforts. They identified the need to encourage supply chain partners, especially suppliers and company-funded initiatives, to participate in multi-stakeholder forums and consider multi-year funding commitments.

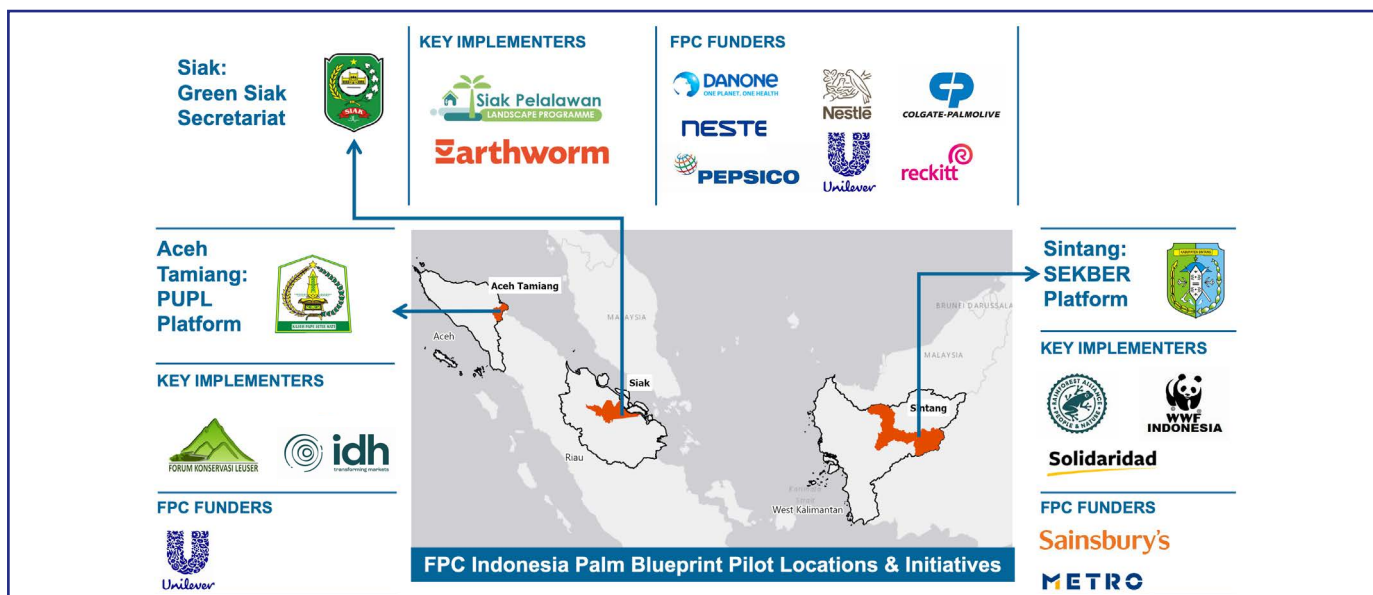


Figure 5: The three Landscape Blueprint pilots in Indonesia

Multi-stakeholder Forum & Governance	Action plan	Monitoring & reporting	Funding & Strategy
Leadership: Achieve collective goals by adjusting approach to meet immediate and evolving needs, while actively countering system dynamics that resist change and revert to the status quo	District level sustainability commitments and progress	Data Collection, Management, and Monitoring	Funding sources and mechanisms
Collaborative Practice: Specific ways of stakeholders working together and implementing strategies	Private sector funded landscape initiative targets and progress	Reporting and Validation	Funding gap to deliver goals and targets
Backbone Engagement: The core team serves as the pillar of the multi-stakeholder process	Roadmap: Action plans, at district and initiative level, to meet targets	Data sharing and integrated jurisdictional platforms	
Measuring, Learning, and Evaluation: Using data to understand challenges and opportunities, monitor progress, improve practices and outcomes, and support learning			
Governance Institution: The structural system for the work of multiple stakeholders			

Key Delivering Progressing Not Started **Bold text** denotes components which are key for private sector

Figure 6: Example of shared strengths and areas for attention

Long-term commitment and financing: the Blueprint in Brazil

The Landscape Blueprint in Brazil focused on two landscapes in Mato Grosso: Juruena Valley with the support of IDH through the Sustainable Production of Calves Programme, and Western Mato Grosso with the Produce, Conserve, Include (PCI) Compact. These regions have a specific focus on cattle and soy production (Figure 7).

The Western Mato Grosso landscape initiative is a Proof of Concept of the [Sustainable Landscapes Partnership](#), as well as PCI strategy implementation. Implementers, including IPAM, Produzindo Certo, PCI Institute and Proforest,

have been working on elements including long-term goals, a baseline, governance structure and funding mechanism. The Landscape Blueprint pilot was therefore coordinated with the development of the PCI long-term plan for Western Mato Grosso, which is itself closely connected with local governance.

A preliminary assessment of the status of the landscape initiative against the Blueprint components revealed areas where the process could help the Consortium to clarify and develop into a mature landscape initiative. A key output of the pilot Blueprint process here was the development of 2030 targets and projection of funding needs to reach these (Figure 8).

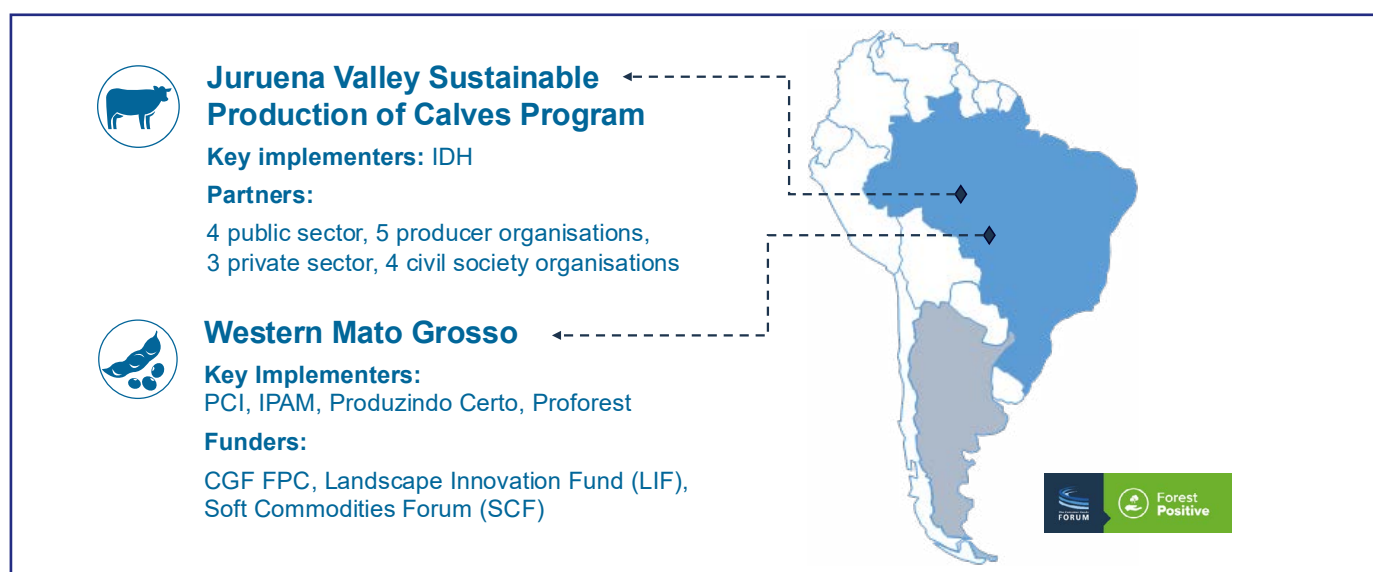
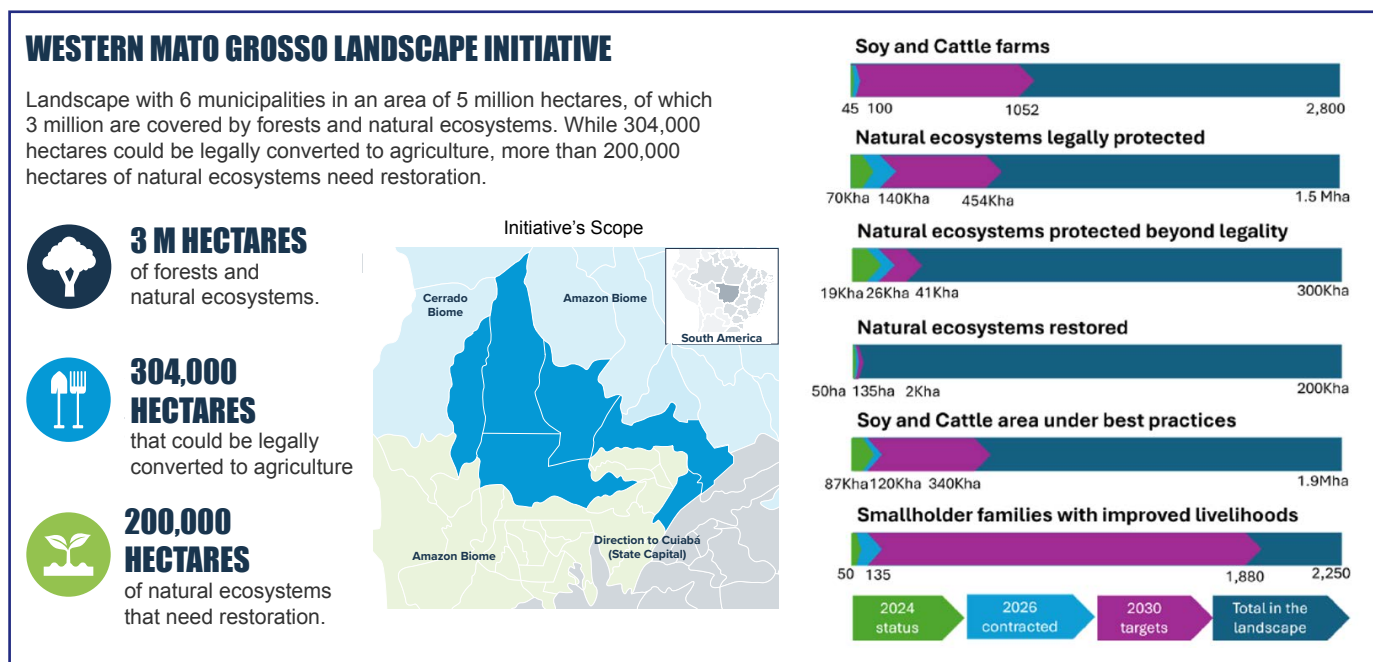


Figure 7: The two Landscape Blueprint pilots in Brazil



2024 status → 2026 contracted → 2030 targets → Total in the landscape

Figure 8: Example of 2030 targets for the Western Mato Grosso landscape initiative and progress towards them.

The Sustainable Production of Calves Programme was launched by IDH in 2019 in the Juruena Valley region, where the first PCI Compact was established. The Calves Programme aims to support cattle breeding farmers with technical assistance, guidance on socio-environmental issues and with individual calf traceability via ear tagging, thus enabling a deforestation-free beef value chain. As a mechanism to scale up the programme, IDH has developed a digital tool to provide technical assistance, credit and carbon analysis. The initiative is part of the Consumer Goods Forum Forest Positive Coalition (CGF FPC) Landscape Portfolio and is connected to the PCI Strategy.

As part of the Landscape Blueprint pilot in 2024, IDH carried out a self-assessment of the Calves Programme, to help align with local stakeholders on the Programme's strengths, gaps and opportunities and to initiate discussions with stakeholders on the 2030 vision for the Juruena landscape. These steps enabled the Landscape Blueprint to be tested in a region where elements such as governance, monitoring and projects were already being implemented with a Landscape approach. IDH is working towards a collaborative long-term funding strategy for the region, with actions mapped out for stakeholders and implementers aligned with the Blueprint Framework.

Looking ahead

Companies, philanthropists and donors are increasingly looking to LJIs to mitigate risks of deforestation and nature loss, and to support resilient livelihoods at scale. New commitments to action at scale are readily made at high profile events like the UNFCCC Conference of the Parties (CoP), the CBD CoP and Climate Weeks, and there are at least 90 LJIs in palm, soy, cattle, cocoa and pulp/paper producing landscapes that have the potential to help deliver these commitments. LJIs now need support to demonstrate their readiness and capacity to absorb such finance.

Meanwhile, mature LJIs need to move beyond their current major funding sources – philanthropic and corporate social responsibility – and offer realistic opportunities and returns to blended

and commercial finance. By emphasising the development of a long-term funding strategy, the Landscape Blueprint process helps LJIs to move towards this goal.

Building on the collective vision of the Core Criteria for Mature Landscape Initiatives, SourceUp and Landscale are developing modules for initiatives to transparently communicate their maturity progress. Using these modules LJIs can streamline the presentation of data, communicate information on needs and action on the ground to better communicate impact, and present it to wider audiences in local government, companies and civil society partners. The Landscape Blueprint provides a process that is fully aligned with SourceUp and Landscale to help LJIs make progress towards the Core Maturity Criteria, which can then be reported on these platforms.

Next steps

The Landscape Blueprint approach has been developed through practical pilots and an iterative process. While the outline of the process is clear, further consolidation is needed on the steps of the assessment and the multi-stakeholder alignment process. In parallel, Proforest is developing a suite of guidance materials that will support LJIs through the Blueprint process, from setting up an LJI to implementation and monitoring. This process continues, with the aim of sharing capacity building resources for LJIs following further testing in late 2025.

The CGF FPC will build on the Blueprint pilots to move its entire portfolio of landscape initiatives towards maturity through the Blueprint process. Proforest continues to work with LJIs in the FPC Portfolio and beyond to promote uptake of the Blueprint approach, build capacity for LJIs to address maturity gaps, and support multi-stakeholder processes to establish long-term plans and aligned targets for resilient production landscapes.

For further information on on-going work please contact us via info@proforest.net.