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Global Futures Bulletin

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**TOWARDS A ROADMAP
TO ZERO DEFORESTATION:
DELIVERING ON THE 2030
FOREST GOAL**

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Global Futures Bulletin

TOWARDS A ROADMAP TO ZERO DEFORESTATION: DELIVERING ON THE 2030 FOREST GOAL¹

Executive Summary

Halting and reversing deforestation and forest degradation by 2030, referred to as the 2030 Forest Goal, has become increasingly embedded across the multilateral agenda. Over the past decade, successive international commitments, from the 2015 Sustainable Development Goals and the 2021 Glasgow Leaders' Declaration to the 2022 Kunming-Montreal Global Biodiversity Framework (KMGBF), have progressively reinforced the global forest agenda, with 2030 as a shared horizon for action. In 2023, the first Global Stocktake (GST) under the Paris Agreement further anchored this objective in the climate agenda. Two years later, at COP30 in Belém, the announcement of a Roadmap for Halting and Reversing Deforestation and Forest Degradation by 2030 (hereafter Forest Roadmap) renewed political momentum around the implementation of the Goal.

The Forest Roadmap should be understood not only as a document but also as a broader political framework, a global platform, for accelerating delivery of the 2030 Forest Goal. It can do so in two related ways: by strengthening global action and aligning existing mandates, political processes, and resources around a shared direction; and by

providing a framework that can be translated into regional and national implementation pathways adapted to different contexts. Building on the first two Bulletins in the Igarapé Institute's *Towards a Roadmap to Zero Deforestation* series², which examined the Roadmap's design and the institutional architecture needed to sustain it, this third Bulletin turns to how the existing forest-related institutional ecosystem can be activated to support the delivery of the 2030 Forest Goal through 2030.

The global forest agenda already has a dense and diverse institutional foundation. The Bulletin offers an illustrative mapping of over 65 relevant arrangements, ranging from UN bodies and intergovernmental organizations to regional and national institutions, political coalitions, financing mechanisms, scientific panels, civil society networks, and implementation initiatives. Together, they represent a selected portion of the wider institutional ecosystem engaged in forest-related action and provide complementary capacities across five broad functions: institutional anchoring and coordination; political and stakeholder engagement; monitoring and accountability; enforcement and rule of law; and finance and resource mobilization. Their contribution, however, depends on how effectively these capacities can be connected around a shared implementation trajectory.

With only four years remaining until 2030, the Bulletin explores three mutually reinforcing pathways for institutional activation:

- 1. Strengthening coordination across the UN system**, with the UN Forum on Forests and the Collaborative Partnership on Forests providing an institutional backbone, complemented by the three Rio Conventions and high-level political leadership from the UN Secretary-General. A renewed **Turning the Tide 2.0** initiative could help sustain political attention and connect these efforts around the 2030 Forest Goal.
- 2. Sustaining political leadership through a Coalition of the Willing and Doers**, able to mobilize resources, connect existing forest initiatives, and provide continuity through 2030, including across political and electoral cycles. A recurring political convening, explored through the idea of a **"Santa Marta for Forests"**, could build on and connect the many existing forest initiatives, rather than creating a new institutional structure, helping sustain political momentum across the multilateral calendar.
- 3. Translating the global Forest Roadmap into regional and national implementation pathways**, recognizing that delivery of the 2030 Forest Goal ultimately takes place at the national and local levels. Regional institutions such as the Amazon Cooperation Treaty Organization (ACTO) in South America and other regional or ecosystem-based cooperation mechanisms can help adapt the global direction to different forest regions and national circumstances, while supporting cooperation on shared and cross-border challenges.

Ultimately, the value of the Forest Roadmap will depend on its ability to mobilize actors and the broader institutional ecosystem around the delivery of the 2030 Forest Goal and to sustain that momentum through 2030.

Introduction

Halting and reversing deforestation and forest degradation is a core component of the global response to climate change. Together, fossil fuel use and land-use change, driven largely by deforestation, account for virtually all anthropogenic CO₂ emissions.³ At COP28 in Dubai, both agendas received clearer political direction through the outcome of the first GST,⁴ which called for transitioning away from fossil fuels in energy systems (paragraph 28) and enhancing efforts to halt and reverse deforestation and forest degradation by 2030 (paragraph 33). The latter forms what we refer to in this Bulletin as *the 2030 Forest Goal*.

At COP30 in Belém, two years after the conclusion of the first GST, both objectives received renewed political momentum. With support from more than 86 countries and a broad range of stakeholders,⁵ COP30 President Ambassador André Corrêa do Lago announced that the Brazilian Presidency would take forward two Roadmaps: one on halting and reversing deforestation and forest degradation (the Forest Roadmap) and another on Transitioning Away from Fossil Fuels (the TAFF Roadmap). Conceived as pathways for translating these outcomes of the first GST into implementation, both are expected to be presented by the end of Brazil's COP Presidency, at COP31.⁶

Since the beginning of 2026, the Igarapé Institute has published two Bulletins following the development of the Forest Roadmap and contributing to the broader debate around it. The first, released in February 2026, offered initial inputs and considerations for its design, drawing on Brazil's experience in preventing and controlling deforestation and on lessons from Brazilian diplomacy in developing multilateral Roadmaps. The second, released in May 2026, focused on the institutional architecture needed to sustain

the initiative beyond the COP30 Presidency, exploring how the Forest Roadmap could be embedded across multilateral processes, supported by existing institutions, and translated into regional and national implementation.

This third Bulletin picks up where the second left off, taking a closer look at the institutional ecosystem surrounding the 2030 Forest Goal and at how the Forest Roadmap, if effectively leveraged, can provide a renewed political opportunity to accelerate its delivery. Part I traces how 2030 became a shared horizon for global environmental action and how the objective of halting and reversing deforestation and forest degradation progressively took shape across the multilateral system. Part II maps an illustrative institutional ecosystem that could support its implementation and examines the complementary functions these actors can perform. Part III turns from mapping to activation, exploring three mutually reinforcing pathways for strengthening coordination, sustaining political leadership, and translating the Forest Roadmap into enhanced global action and regional and national implementation pathways through 2030 and beyond.

Part 1. The Momentum Around the 2030 Forest Goal

Over the past decade, 2030 has become a defining horizon for sustainable development and climate action. There are more than 250 government-endorsed international commitments related to nature, people, and climate that are expected to be delivered by 2030.⁷ In 2015, all United Nations Member States adopted the 2030 Agenda for Sustainable Development, establishing 17 Sustainable Development Goals (SDGs) and 169 targets to guide global action through 2030⁸. Three years later, the Intergovernmental Panel on Climate Change (IPCC) reinforced the significance of this timeframe for climate action, showing that pathways consistent with limiting warming to 1.5°C require substantial emissions reductions by 2030.⁹ In 2022, the KMGBF further consolidated 2030 as a common horizon for environmental action, establishing a 2030 Mission to halt and reverse biodiversity loss and put nature on a path to recovery, supported by 23 global targets.¹⁰

Within this broader 2030 horizon, the formulation of a global objective for forests also evolved. The 2014 New York Declaration on Forests established an early 2030 benchmark, calling for the rate of natural forest loss to be at least halved by 2020 and for efforts to end natural forest loss by 2030.¹¹ In the following year, SDG 15.2 called for halting deforestation and restoring degraded forests by 2020.¹² In 2021, with the 2020 forest targets unmet, the Glasgow Leaders' Declaration on Forests and Land Use renewed the international horizon, bringing more than 140 governments around the objective of working collectively to halt and reverse forest loss and land degradation by 2030.¹³ Together, these developments helped build

the political and normative groundwork for the first GST under the Paris Agreement. In 2023, paragraph 33 marked a further evolution in the forest goal language, calling for enhanced efforts towards halting and reversing deforestation and forest degradation by 2030.¹⁴ The same formulation subsequently traveled beyond the climate regime. In 2024, the Pact for the Future, adopted by UN Member States, again underscored the importance of halting and reversing deforestation and forest degradation by 2030, further reinforcing the goal across the broader multilateral system.¹⁵

By COP30 in Belém, attention turned to implementation both within and beyond the climate regime. Belém elevated the forest agenda in different and complementary ways.¹⁶ The Call to Action on Integrated Fire Management and Wildfire Resilience, announced at the Belém Climate Summit, called for tackling environmental crimes as part of broader efforts to halt and reverse deforestation and forest degradation.¹⁷ The renewed Action Agenda,¹⁸ reorganized around the outcomes of the first GST, connected negotiated climate outcomes with a broader ecosystem of initiatives, coalitions, and state and non-state actors, creating opportunities for coordination beyond the formal United Nations Framework Convention on Climate Change (UNFCCC) process. Within this framework, Axis 2, "Stewarding Forests, Oceans, and Biodiversity", brought together implementation-oriented initiatives supporting the objective set out in paragraph 33 of the first GST. Finally, the COP30 Presidency announced the development of a Roadmap for Halting and Reversing Deforestation and Forest Degradation by 2030,¹⁹ intended to provide a pathway for translating the goal into implementation.

Throughout 2026, momentum towards the delivery of the Forest Goal has continued to build through consultations and engagement on the Forest Roadmap. With the Climate Policy Initiative (CPI) serving as the Roadmap's

secretariat and technical partner, the process has included bilateral consultations with countries and other stakeholders, as well as official engagements at the UN Forum on Forests (UNFF21) in May in New York and during the UNFCCC Subsidiary Bodies meeting (SB64) held in Bonn in June. In parallel, stakeholder-led efforts have complemented this process, including convenings by the Igarapé Institute, Global Optimism, and other International Climate Politics Hub (ICPH) members at UNFF21, and by ICPH, Climate Action Network International (CAN) and Tierra at SB64, that brought together governments, UN entities, and other stakeholders around the delivery of the Roadmap and the implementation of the Goal.

Despite the growing salience of forests in global governance and the renewed attention this agenda has gained since COP30, persistent challenges of institutional fragmentation and coordination continue to constrain implementation. These challenges are not new. As early as 1992, Agenda 21 called for strengthening forest-related institutions and noted that the need for institutional strengthening had been repeatedly emphasized by organizations including the Food and Agriculture Organization of the United Nations (FAO), International Tropical Timber Organization (ITTO), United Nations Environment Programme (UNEP), the World Bank, and the International Union for Conservation of Nature (IUCN).²⁰ More than three decades later, the challenge is less the absence of institutions than how to activate and connect the dense institutional ecosystem that has developed around the global forest agenda.

With only four years remaining until 2030, the Forest Roadmap provides renewed political momentum to do so. Its implementation should build on the mandates and comparative advantages of existing institutions, coalitions, financing mechanisms, and implementation initiatives, while strengthening coordination and avoiding duplication. The next section maps this ecosystem and the functions its actors can perform in support of delivery by 2030.

Part 2. The Institutional Ecosystem Supporting the 2030 Forest Goal

The global forest agenda is supported by a dense, heterogeneous, and rapidly evolving institutional ecosystem. Our illustrative mapping identifies more than 65 arrangements with mandates, activities, or capacities relevant to the delivery of the 2030 Forest Goal (see Figure 1 and Annex). These arrangements span formal, informal, and hybrid forms of inter-state and multistakeholder cooperation operating across global, regional, and national levels, reflecting broader shifts in contemporary multilateralism.²¹ The institutional ecosystem is also evolving, as processes of reform and coordination, including the UN80 Initiative, continue to reshape the wider multilateral system in which these arrangements operate (see Box *UN80 and the Future of Environmental Governance*).

The mapping provides an illustrative rather than exhaustive picture. It includes arrangements explicitly centered on forests as well as institutions and initiatives with broader mandates across climate, biodiversity, land, development, finance, trade, and other areas that shape the conditions for forest action. It also encompasses state-led, multistakeholder, and non-state arrangements, reflecting the diversity of actors involved in contemporary forest governance.

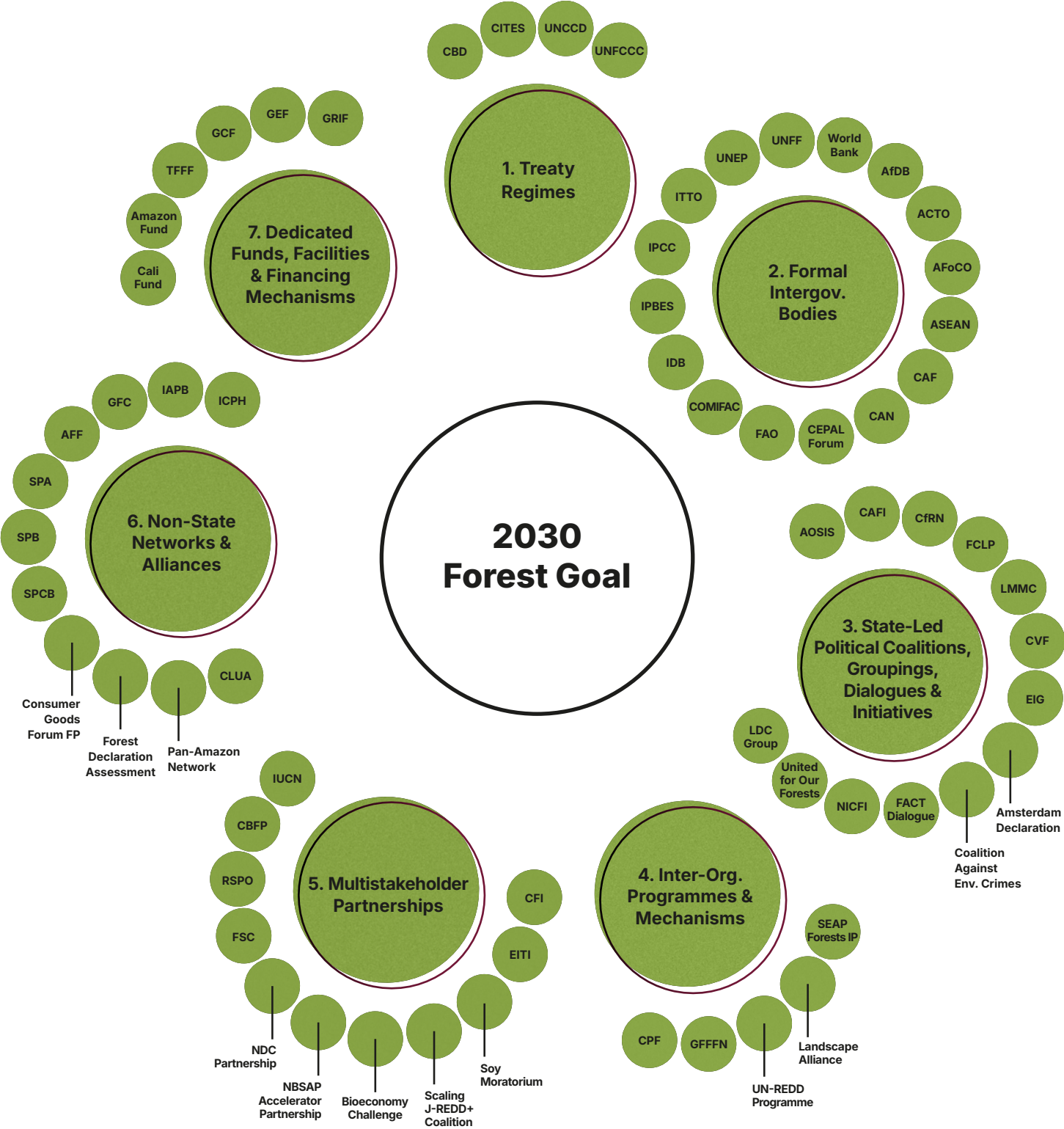
This institutional diversity brings together different sources of political legitimacy, technical expertise, operational capacity, finance, convening power, and accountability. Understanding how these capacities are distributed across the ecosystem is important for identifying where existing arrangements can complement one another and how they can be better connected and activated in support of the 2030 Forest Goal. The analysis therefore proceeds in two steps: first, by mapping the predominant institutional typologies within the ecosystem; and second, by assessing the functions these arrangements can perform in support of the delivery of the Goal.

2.1. Mapping the Institutional Ecosystem

For descriptive purposes, we classify arrangements according to their predominant institutional form, considering their basis of authority, actor composition, and degree of institutionalization (Table 1 and Figure 1). The seven institutional typologies identified in the mapping are summarized in Table 1. The ordering broadly moves from more formalized intergovernmental arrangements towards more flexible, hybrid, and non-state forms of cooperation, while dedicated financing mechanisms are treated separately because their defining feature is their institutional vehicle rather than their degree of formalization.

These seven categories describe what the arrangements are institutionally, rather than the functions they perform in support of the 2030 Forest Goal. Some arrangements combine characteristics of more than one typology and are therefore classified according to their predominant governance structure.

Figure 1. The Institutional Ecosystem Supporting the 2030 Forest Goal



Credits: Igarapé Institute

Table 1. Typology of the Institutional Ecosystem Supporting the 2030 Forest Goal

Typology	Description	Examples
Treaty regimes	International cooperation frameworks established through treaties, with formal intergovernmental decision-making processes, rules and institutional structures.	UNFCCC; CBD; UNCCD; CITES
Formal intergovernmental organizations, institutions and bodies	Relatively institutionalized arrangements established or governed by states, with formal mandates, standing governance structures and administrative capacity at global or regional levels.	UNFF; FAO; ACTO; World Bank
State-led political coalitions, groupings, dialogues and initiatives	More flexible arrangements through which governments coordinate political positions, priorities or collective initiatives, generally with lighter institutional structures than formal intergovernmental organizations.	FCLP; AOSIS; United for Our Forests; FACT Dialogue
Inter-organizational arrangements, programmes and mechanisms	Arrangements created, jointly operated or institutionally hosted by existing international organizations, rather than constituted primarily through direct state or multistakeholder membership.	CPF; UN-REDD; GFFFN; Landscape Alliance
Multistakeholder organizations and partnerships	Organizations and partnerships whose governance or membership formally brings together different categories of actors, including governments, international organizations, civil society, Indigenous Peoples and Local Communities, companies and philanthropic organizations.	IUCN; CBFP; NDC Partnership; LEAF Coalition
Non-state networks and alliances	Arrangements composed predominantly of non-state actors and organized through networks, alliances, coalitions or expert initiatives.	ICPH; GFC; Forest Declaration Assessment; Science Panel for the Amazon; Pan-Amazon Network for Bioeconomy
Dedicated funds, facilities and financing mechanisms	Arrangements whose predominant institutional vehicle is a fund, facility or dedicated mechanism established specifically to mobilize, manage or channel financial resources.	GCF; Amazon Fund; TFFF; Cali Fund

Treaty Regimes

International treaty regimes provide some of the most formal normative and policy frameworks relevant to the 2030 Forest Goal. The mapping includes the three Rio Conventions: the UNFCCC, the Convention on Biological Diversity (CBD), and the United Nations Convention to Combat Desertification (UNCCD), as well as the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES).

The UNFCCC has the most direct connection to the Goal, with halting and reversing deforestation and forest degradation by 2030 explicitly reflected in paragraph 33 of the first Global Stocktake, alongside established forest-related mechanisms such as Reducing Emissions from Deforestation and Forest Degradation (REDD+) and countries' Nationally Determined Contributions (NDCs).²² The CBD connects forest action with ecosystem conservation and restoration under the KMGBF,²³ while the UNCCD links forests with land restoration, sustainable land management, and land degradation neutrality.²⁴ CITES provides a more targeted international framework for regulating trade in threatened timber and other forest species.²⁵ These regimes demonstrate how forest action is embedded across climate, biodiversity, land and international wildlife trade rather than governed through a single treaty framework.

Formal Intergovernmental Organizations, Institutions and Bodies

Formal intergovernmental institutions constitute another major component of the ecosystem. While they differ in legal status, mandate and geographic scope, they share a relatively high degree of institutionalization, with established intergovernmental governance structures and standing administrative capacity.

This group includes the United Nations Forum on Forests (UNFF), a universal intergovernmental body established as a functional commission of the UN Economic

and Social Council (ECOSOC); global institutions such as the FAO, the UNEP and the ITTO; and regional institutions such as the ACTO, the Forum of the Countries of Latin America and the Caribbean on Sustainable Development (known as CEPAL Forum in Spanish and Portuguese), the Central African Forests Commission (COMIFAC), the Asian Forest Cooperation Organization (AFoCO), the Association of Southeast Asian Nations (ASEAN) and the Andean Community (CAN).

Their relationship to forests varies considerably. UNFF provides a universal intergovernmental forum dedicated specifically to forests, while ITTO has a specialized mandate focused on tropical forests and timber. FAO and UNEP address forests as part of their broader global and sectoral mandates. At the regional level, ACTO, COMIFAC and AFoCO have relatively strong forest-related mandates, whereas ASEAN and the Andean Community connect forests to broader agendas of regional cooperation.

This group also includes intergovernmental science-policy bodies such as the IPCC and the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES), whose assessments provide evidence relevant to forests, land use and ecosystem change.²⁶

Multilateral development banks, including the World Bank, Inter-American Development Bank (IDB), Development Bank of Latin America and the Caribbean (CAF) and African Development Bank (AfDB), are also part of this group. Although forests are not their primary mandate, their development and investment activities influence sectors closely linked to forest loss and protection. Recent examples of their growing engagement include the Amazonia Bonds framework, developed by the IDB and World Bank to connect capital markets with forest, biodiversity and sustainable development objectives in the Amazon.²⁷

State-led Political Coalitions, Groupings, Dialogues and Initiatives

A third group consists of state-led coalitions, political groupings and dialogues that provide relatively flexible platforms for coordination among governments. Compared with formal intergovernmental institutions, these arrangements generally have lighter institutional structures and rely more strongly on political alignment and voluntary cooperation, although their degree of institutionalization varies considerably.

Some are directly focused on forests, including the Forest and Climate Leaders' Partnership (FCLP), Coalition for Rainforest Nations (CfRN), United for Our Forests Group, Central African Forest Initiative (CAFI) and Norway's International Climate and Forest Initiative (NICFI). They differ in structure and purpose, ranging from political coordination among forest countries to finance and implementation. CAFI, for example, combines high-level policy dialogue between donor and Central African partner countries with a UN Multi-Partner Trust Fund and implementation through accredited organizations.

Negotiating and political groups provide another channel for coordinating positions across multilateral environmental processes. The mapping includes the Alliance of Small Island States (AOSIS), Least Developed Countries Group (LDC Group) and Environmental Integrity Group (EIG) within the UNFCCC process, as well as the Climate Vulnerable Forum (CVF) and Group of Like-Minded Megadiverse Countries (LMMC). AOSIS and the LDC Group are included on the basis of their April 2026 submissions to the COP30 Presidency on the Forest Roadmap,²⁸ while the EIG has engaged historically on forest-related issues under the UNFCCC and the LMMC provides a mechanism for coordination among megadiverse countries within the biodiversity agenda.

Finally, more issue-specific state-led dialogues and initiatives connect forests with related policy agendas. These include the Forest, Agriculture and Commodity Trade (FACT) Dialogue, the Amsterdam Declaration Partnership and the Coalition for Multilateral Action against Crimes that Affect the Environment, spanning commodity trade, demand-side action and environmental crime. The latter, launched by Brazil in 2025, brings together governments and civil society organizations to strengthen multilateral cooperation on crimes that affect the environment, including efforts to advance an international legal framework under the United Nations Convention against Transnational Organized Crime (UNTOC).²⁹

Inter-organizational Arrangements, Programmes and Mechanisms

Another part of the ecosystem consists of arrangements created or jointly operated by existing international organizations and institutions. Unlike state-led coalitions or multistakeholder partnerships, their institutional basis lies primarily in coordination among established organizations or in programmes and mechanisms anchored within the formal multilateral system.

The Collaborative Partnership on Forests (CPF) is the clearest example. It is an informal, voluntary partnership among 16 international organizations and secretariats with substantial programmes on forests, established to strengthen cooperation and coordination across the international forest architecture.³⁰ The UN-REDD Programme similarly brings together the expertise of the FAO, the United Nations Development Programme (UNDP) and the United Nations Environment Programme (UNEP) through a joint UN partnership on forests and climate. Other examples include the Southeast Asia and the Pacific Forests Integrated Programme (SEAP Forests IP), co-led

by FAO and IUCN, and the Landscape Alliance, the shared operating arrangement of the Center for International Forestry Research (CIFOR) and World Agroforestry (ICRAF). The Global Forest Financing Facilitation Network (GFFFN) represents a somewhat different but related case: it is embedded within the International Arrangement on Forests and managed by the UNFF Secretariat rather than operating as a standalone institution.

Multistakeholder Organizations and Partnerships

Another group comprises organizations and partnerships whose governance or membership brings together different types of actors, including governments, international organizations, civil society, Indigenous Peoples and local communities, philanthropic organizations and the private sector. Their structures vary considerably, but they differ from the state-led arrangements above in that non-state actors form part of the institutional arrangement itself.

Some have broad membership structures. The International Union for Conservation of Nature (IUCN) brings together governments and civil society organizations within a common membership union, while the Extractive Industries Transparency Initiative (EITI), Forest Stewardship Council (FSC) and Roundtable on Sustainable Palm Oil (RSPO) combine different stakeholder groups, including business actors, within their governance structures. Their relevance to forests ranges from conservation and restoration to transparency, responsible forest management and more sustainable forest-related commodity production.

Others operate primarily as partnerships around shared policy or implementation agendas. The Congo Basin Forest Partnership (CBFP) supports cooperation around forests in Central Africa, while the

NDC Partnership and National Biodiversity Strategies and Action Plans (NBSAP) Accelerator Partnership provide channels for connecting forest-related priorities with national climate and biodiversity implementation. The Bioeconomy Challenge, launched at COP30, brings together governments, UN agencies, multilateral banks and non-state actors to translate the G20 High-Level Principles on Bioeconomy into practical action on metrics, finance, market development and community benefits, including in forest and restoration contexts. More specialized arrangements include the Lowering Emissions by Accelerating Forest Finance (LEAF Coalition), the Scaling Jurisdictional REDD+ (J-REDD+) Coalition, the Cocoa & Forests Initiative (CFI) and the Brazilian Soy Moratorium, which bring together public and non-state actors around forest finance, J-REDD+ and commodity-driven deforestation. CFI and the Soy Moratorium represent voluntary commodity and supply-chain arrangements,³¹ although the latter has faced sustained attempts to dilute its effectiveness after 20 years of implementation.³²

Non-State Networks and Alliances

A further group consists of networks and alliances composed primarily of non-state actors, including civil society organizations, philanthropic institutions, companies and expert communities. Unlike multistakeholder partnerships, governments are not part of their core governance structure, although these networks may engage closely with public institutions and multilateral processes.

The Global Forest Coalition (GFC) connects civil society and Indigenous Peoples' organizations around forest protection and rights, while the Climate and Land Use Alliance (CLUA) brings together philanthropic organizations working on tropical forests, climate and land use. The International Climate Politics Hub (ICPH) provides a network for coordination and

strategic exchange across climate and nature diplomacy. The Pan-Amazon Network for Bioeconomy convenes a wide range of stakeholders, including local producers, associations, Indigenous communities, financial institutions, research institutes, civil society organizations and complementary networks, to advance a locally led and sustainable bioeconomy across the Amazon. Corporate networks such as the Consumer Goods Forum's Forest Positive Coalition bring together companies working to address deforestation and conversion across major commodity supply chains.

Other non-state arrangements contribute through research, assessment or expert guidance. The Forest Declaration Assessment independently tracks progress towards global forest goals, while the International Advisory Panel on Biodiversity Credits (IAPB) develops principles and guidance for high-integrity biodiversity credit markets.³³ Regional science initiatives such as the Science Panel for the Amazon, Science Panel for the Congo Basin, and Science Panel for Borneo mobilize expert communities around evidence relevant to major forest regions.

Dedicated Funds, Facilities and Financing Mechanisms

Finally, the last typology of our illustrative ecosystem consists of arrangements whose primary institutional vehicle is a fund, facility or dedicated financing mechanism. They differ from multilateral development banks, which are broader intergovernmental institutions, in that their institutional structures are specifically organized around mobilizing, managing or channeling resources towards defined objectives more closely related to the forest agenda.

The landscape of forest-related finance is considerably broader than the mechanisms included in this mapping. Recent work by the Pan-Amazon Network for Bioeconomy, for example, identified 141 financial mechanisms relevant to the bioeconomy across the Pan-Amazon region.³⁴ Rather than attempting to catalogue the full range of financial instruments and mechanisms, the Bulletin includes a selected set of examples that illustrate the diversity of financing arrangements relevant to the 2030 Forest Goal.

This group includes established multilateral mechanisms such as the Green Climate Fund (GCF) and Global Environment Facility (GEF), whose broader climate and environmental mandates encompass forest conservation and restoration. Forest-specific mechanisms include the Amazon Fund in Brazil and the Guyana REDD+ Investment Fund (GRIF), both linked to results-based forest finance, as well as the Tropical Forest Forever Facility (TFFF), designed to provide long-term finance for tropical forest conservation.

Other mechanisms connect forests to wider environmental financing frameworks. Under the Convention on Biological Diversity, the Cali Fund provides a dedicated mechanism for sharing benefits from the use of digital sequence information on genetic resources.³⁵ The diversity of these arrangements illustrates how financing relevant to the Forest Goal is institutionalized through different global, national and thematic mechanisms.

2.2. From Institutional Ecosystem to Institutional Functions

The mapping above illustrates the breadth and diversity of the institutional ecosystem surrounding the 2030 Forest Goal. A functional reading of this landscape helps identify how different actors can contribute to its delivery and where the Forest Roadmap can add value and momentum by helping connect, align, and activate these existing capacities. The functional assessment below builds on the mandates and activities identified in the institutional mapping above and summarized in the Annex. Institutions may perform more than one function depending on their mandates, capacities and geographic reach; the functions below should therefore be understood as complementary rather than mutually exclusive.

Five broad functions emerge from the mapping: institutional anchoring and coordination; political and stakeholder engagement; monitoring and accountability; enforcement and rule of law; and finance and resource mobilization. Together, they illustrate the different capacities that will need to be connected to sustain implementation through 2030.

Institutional anchoring and coordination provide political legitimacy, continuity and connections across the different processes supporting the Forest Goal. The UNFF offers a universal intergovernmental forum and an existing framework around the Global Forest Goals, while the CPF provides a mechanism for coordinating across major international organizations working on forests. FAO adds technical and operational capacity, while the three Rio Conventions connect forest implementation with climate, biodiversity and land commitments. Their comparative advantage lies in different parts of the institutional architecture, making coordination among them as important as the role of any single institution.

Political and stakeholder engagement is essential for sustaining attention, broadening ownership and connecting implementation with different constituencies. The FCLP supports ministerial-level engagement around the 2030 Forest Goal, while the CfRN and the United for Our Forests Group provide platforms for coordination among tropical forest countries. The GFC brings civil society and Indigenous Peoples' perspectives, while the ICPH supports convening and strategic coordination across climate and nature diplomacy. The NDC Partnership, in turn, can help connect international objectives with country-level implementation support. Together, these arrangements provide complementary channels for political mobilization, coordination and implementation.

Monitoring and accountability provide the evidence required to assess progress, identify implementation gaps and inform course correction. Different actors contribute distinct forms of information and scrutiny. Intergovernmental, technical and scientific bodies such as ITTO, IUCN, the IPCC and IPBES contribute expertise, standards and assessments relevant to forest management, climate, biodiversity and ecosystem change, while independent initiatives such as the Forest Declaration Assessment provide external tracking of collective progress.

Enforcement and rule of law are essential enabling conditions for addressing illegal deforestation, land rights and land-use violations, illicit commodity flows and other environmental crimes. CITES provides an existing international framework for regulating trade in threatened forest species and supporting national enforcement efforts, while the Coalition for Multilateral Action against Crimes that Affect the Environment provides a more recent platform for strengthening international cooperation and advancing a binding legal framework on environmental crime. Many enforcement capacities lie beyond forest-specific institutions, including national authorities, customs

and criminal justice bodies. Stronger links with international frameworks against transnational organized crime will be important where environmental crimes cross borders.³⁶

Finance and resource mobilization

underpin implementation across all of these functions. The institutions mapped above play different roles within the financial architecture. The GCF and the GEF provide established multilateral channels for climate and environmental finance; the GFFN

focuses on facilitating access to forest finance; and dedicated forest finance mechanisms such as Brazil's Amazon Fund, the Guyana REDD+ Investment Fund (GRIF) and CAFI provide more targeted approaches to mobilizing and channeling resources. The World Bank adds broader financial and operational capacity. Better connecting these instruments could help improve the scale, predictability and accessibility of finance available for forest protection, restoration and sustainable forest economies.

Box 1. UN80 and the Future of Environmental Governance

The institutional landscape supporting the Forest Goal is evolving against a broader geopolitical context marked by declining trust in multilateralism, proliferating conflicts and growing pressure on international cooperation and the UN system. Launched in March 2025, the **UN80 Initiative**³⁷ is one of the processes through which the United Nations is reviewing how to improve efficiency, mandate implementation and system-wide coherence. Its Action Plan comprises 31 work packages across three workstreams.

For environmental governance, **Work Package 27 on Environment**³⁸ is particularly relevant. Co-led by UNEP and the UNFCCC Secretariat, it examines how environmental responsibilities dispersed across the UN system could be better coordinated, including across governance, science and country-level implementation. The proposals under discussion seek, among other objectives, to strengthen coordination, reduce duplication and improve coherence across the environmental architecture.

At the same time, Member States have stressed the importance of respecting existing mandates and intergovernmental processes and avoiding additional institutional layers or duplication. These concerns are particularly relevant in a context of financial pressure across the UN system, where consolidation and efficiency measures could also risk weakening specialized capacities, institutional autonomy or the resources available for implementation.

For **forests**, this process, if driven by a mission-oriented approach rather than a purely cost-saving endeavor, may provide an opportunity to strengthen coordination across institutions and mechanisms already contributing to the Forest Goal and to connect their respective mandates and capacities more effectively. The implications of UN80 are still evolving, but efforts to improve coherence across the environmental architecture could help create stronger institutional conditions for implementation through 2030.

Part 3. Pathways to Institutional Activation for the 2030 Forest Goal

The institutional mapping presented in Part II points to the conclusion that no single institution has the mandate, political reach, technical capacity, and operational presence required to deliver the 2030 Forest Goal alone. A more viable pathway is a distributed architecture that activates existing institutions around complementary functions while providing enough political coordination to keep them aligned towards a common objective (see Figure 2).

Three mutually reinforcing pathways could support this architecture: (1) strengthening coordination across the UN system; (2) sustaining political leadership through a Coalition of the Willing and Doers; and (3) translating the global Forest Roadmap into regional and national implementation pathways. Across all three, the priority is to connect existing institutions, political processes and resources in ways that accelerate delivery of the Goal through 2030.

3.1. Activating the UN System

The UN system already contains much of the institutional infrastructure needed to support delivery of the 2030 Forest Goal. The Forest Roadmap provides an immediate political opportunity to connect and activate these capacities more effectively around this shared objective.

The UNFF and CPF could together provide an institutional backbone for the 2030 Forest Goal. The UNFF could offer a regular intergovernmental forum for maintaining political attention, reviewing

progress and identifying implementation gaps through 2030, while the CPF could coordinate the contributions of its 16 member organizations across the different dimensions of forest action. Building on their existing relationship, this arrangement could connect political oversight with technical coordination and existing monitoring and reporting systems, providing greater continuity and accountability towards 2030.

At the same time, the **three Rio Conventions** provide complementary pathways for embedding the Forest Goal across climate, biodiversity and land agendas.³⁹ The UNFCCC can maintain the Roadmap's connection to the Global Stocktake and NDC implementation; the CBD can connect it to ecosystem conservation and restoration under the KMGBF; and the UNCCD can reinforce links with land restoration, sustainable land management and land degradation neutrality. Stronger coordination among these processes could reduce duplication and help countries pursue integrated implementation.

A system-wide political layer could reinforce these institutional efforts. The **UN Secretary-General** is particularly well positioned to convene governments and UN entities across institutional boundaries and sustain political attention beyond individual COP cycles. Previous Secretaries-General have used this convening role to elevate forests on the international agenda, including through Ban Ki-moon's launch of the UN-REDD Programme in 2008 and the 2014 Climate Summit,⁴⁰ and António Guterres's high-level support for the launch of the UN Decade on Ecosystem Restoration in 2021.⁴¹ With the selection of the next Secretary-General underway in 2026, the leadership transition provides a timely opportunity to build on this precedent, elevate forests as a system-wide strategic priority and strengthen the integration of climate and nature across the UN system.

One way to translate this opportunity into action would be a renewed **Turning the Tide 2.0 initiative**, building on the Secretary-General's 2019 call to "turn the tide on deforestation".⁴² It could provide a renewed political framework through 2030. Its role would be to keep the Forest Goal visible at the highest political level, connect relevant parts of the UN system and convene governments and implementation partners around a shared sequence of milestones and priorities. Its added value would lie in sustained political attention and system-wide coordination, building on existing mandates and institutions.

3.2. A Coalition of the Willing and Doers

With only four years remaining until 2030, the 'day after' of the Forest Roadmap and the continuous effort to implement the Forest Goal will require sustained political leadership and a critical mass of actors able to mobilize resources, maintain momentum, and demonstrate delivery. A **Coalition of the Willing and Doers** could help provide this political layer, bringing together forest countries, countries with demand-side and financing leverage, specialized multilateral institutions, civil society, Indigenous Peoples and Local Communities (IPLCs), scientists and other implementation partners.

The Coalition could help align existing political initiatives and constituencies around a focused implementation agenda, including actors already engaged through landmark forest-related initiatives such as the Forest Roadmap, the FCLP, the United for Our Forests Group, the TFFF and other state and non-state forest-related financing mechanisms. It could build on the growing body of experience around the policies and conditions required to reduce and sustain low deforestation rates, including stronger forest governance and enforcement; deforestation-free supply chains; sustainable forest and bioeconomy alternatives; and recognition and support for the stewardship role of IPLCs.

Finance would be a central component of this agenda. The Coalition could help strengthen the alignment of climate, nature and forest finance and connect countries with existing and emerging instruments, including the TFFF, as well as complementary public and private sources. For forest countries, it could also provide a political platform to demonstrate progress, strengthen the case for greater international finance and investment, and support the policy and institutional capacities needed to translate global commitments into national implementation.

The Coalition could also help sustain political attention through a shared trajectory towards 2030. Key moments across the UNFF, the three Rio Conventions, the World Forestry Congress, the UN General Assembly High-Level Week, Climate Weeks, and other relevant processes could serve as opportunities to assess progress, mobilize finance, broaden political support and reinforce implementation. Linking these moments more deliberately could help ensure that political momentum accumulates across the multilateral calendar around the world rather than dissipating between individual meetings.

Political durability across national electoral cycles will also be important. As governments and national priorities change, sustaining progress towards 2030 will require political ownership of the Forest Goal that extends beyond individual administrations. This is particularly visible in the Amazon, where Peru and Colombia have already gone through presidential elections in 2026, while Brazil will vote in October. A Coalition of the Willing and Doers could help provide greater continuity by distributing leadership across forest-rich countries in Latin America, Central Africa, Southeast Asia and other regions, alongside countries able to mobilize finance and demand-side action. A recurring political convening could further reinforce this continuity across electoral cycles, as explored in the "Santa Marta for Forests" box below.

Box 2. A “Santa Marta for Forests”?

The process that has emerged around the sister Roadmap on transitioning away from fossil fuels provides a useful reference for sustaining political engagement beyond the Roadmap document itself and the UNFCCC process towards a larger “decarbonization” or “defossilization” goal. In 2026, Colombia and the Netherlands convened the first Conference on Transitioning Away from Fossil Fuels in Santa Marta, creating a dedicated political space around implementation. The process established three intersessional workstreams, a coordination group and a Science Panel for the Global Energy Transition to carry the work forward.⁴³ It is also designed to continue beyond a single conference: **Tuvalu and Ireland will take the process forward in 2027**, with the second conference scheduled to take place in Tuvalu and a pre-meeting in Ireland. Colombia, the Netherlands, Tuvalu, and Ireland are also working together through the coordination group to sustain continuity between conferences and connect the process with other initiatives.⁴⁴

The forest context is different. While the fossil-fuel transition still faces important gaps in dedicated international coordination, the forest agenda already has a dense institutional ecosystem, as shown above. A **“Santa Marta for Forests”** would therefore serve primarily as a political convening and alignment mechanism, bringing together the Coalition of the Willing and Doers after COP31 to assess implementation, mobilize finance and partnerships, and connect the institutions and initiatives already working towards the 2030 Forest Goal. Positioned within the broader multilateral calendar, it could help sustain the momentum generated by the Forest Roadmap and maintain political attention through 2030.

3.3. Regional Arms for Implementation

Delivery of the 2030 Forest Goal will ultimately take place at the national and local levels, but many of the dynamics shaping forest loss have an important regional dimension. Countries within the same forest regions often share ecological systems, economic pressures and patterns of land use, while some drivers of deforestation and forest degradation operate across national borders. Regional cooperation can therefore help address challenges that individual countries cannot tackle alone and facilitate coordination and learning across countries facing similar pressures.⁴⁵

At the same time, forest regions are far from homogeneous. Governance capacities, institutional arrangements and policy priorities vary considerably both across and within regions. Regional approaches therefore need to build on existing institutions and shared challenges while remaining flexible enough to reflect different national circumstances.⁴⁶

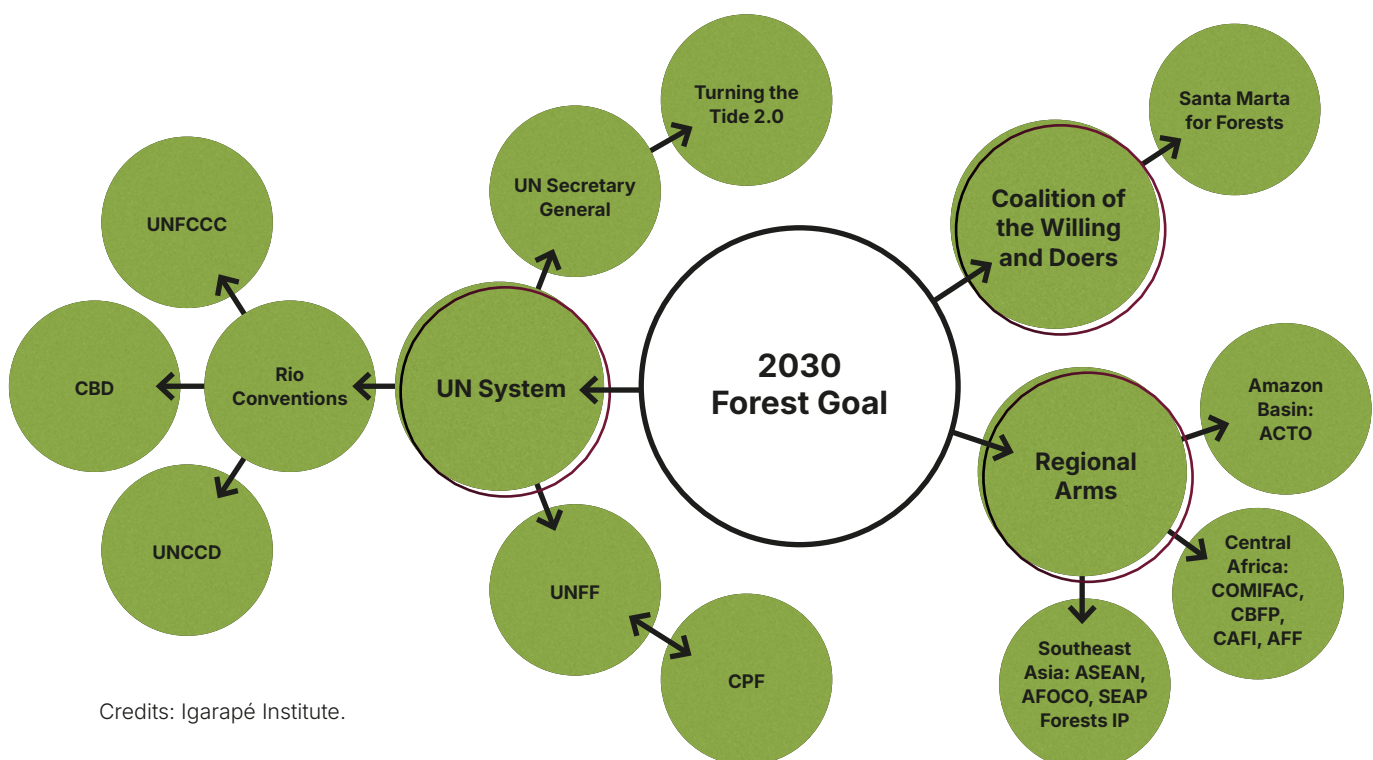
This is where the Forest Roadmap could add value as a global framework that can be adapted and translated into regional pathways. Rather than prescribing a single model, it could provide a common direction around the 2030 Forest Goal while allowing regions to identify priorities, institutions and forms of cooperation that respond to their particular contexts.

In **South America**, the ACTO provides an existing intergovernmental structure for coordination among the eight Amazon countries. Its regional mandate, political legitimacy and growing technical capacity could support the alignment of national priorities, exchange of policy experience and coordination around cross-border challenges. Commitments made since the Belém and Bogotá Summits (in 2023 and 2025),⁴⁷ together with mechanisms such as the Amazon Network of Forest Authorities (RAFO),⁴⁸ provide a basis for organizing these efforts around a more coherent regional pathway to 2030. The Amazon could therefore serve as an early example of how the Forest Roadmap can be translated into a shared regional implementation framework while remaining grounded in national strategies and institutions.

In **Central Africa**, institutions such as the COMIFAC, the CBFP, the CAFI and the African Forest Forum (AFF) could play complementary roles in supporting regional implementation. In **Southeast Asia**, ASEAN, the AFoCO and regional programmes such as the SEAP Forests IP provide comparable platforms for cooperation, technical support and coordination across countries.

Localization should reflect the institutional realities of each forest region rather than follow a single model. While South America, Central Africa and Southeast Asia already have relatively well-developed regional arrangements, important gaps remain in other forest regions, including temperate and boreal forests, where equivalent mechanisms may be less established. The Forest Roadmap could therefore encourage regional implementation pathways that build on existing institutions where they are available and identify appropriate coordination arrangements where gaps persist.

Figure 2. Proposed pathways to institutional activation for the 2030 Forest Goal



Credits: Igarapé Institute.

Conclusion

The 2030 Forest Goal is the product of more than a decade of increasingly convergent international commitments on forests, climate, biodiversity and sustainable development. The Forest Roadmap now provides an opportunity to translate this political convergence into a more coordinated implementation effort at a moment when the window to deliver by 2030 is rapidly narrowing.

The institutional foundations for this effort already exist. The global forest agenda is supported by a broad ecosystem of intergovernmental bodies, UN entities, regional organizations, coalitions, financing mechanisms and implementation initiatives with complementary mandates and capacities. The pathways explored in this Bulletin point towards a distributed architecture for delivery: stronger coordination across the UN system; sustained political leadership through a Coalition of the Willing and Doers; and regional implementation arrangements capable of connecting the global goal with national and territorial realities. Finance, monitoring, accountability and stakeholder engagement will need to support each of these layers.

The next four years will therefore depend on the capacity to connect and activate this institutional ecosystem around delivery of the 2030 Forest Goal. In this context, the Forest Roadmap can serve as a political lever in two related ways: first, by providing a renewed opportunity to enhance global action and accelerate delivery of the Goal, aligning existing mandates, political processes and resources around a shared direction; and second, by providing a framework that can be translated into regional and national implementation pathways adapted to different contexts. Sustaining the momentum generated in Belém beyond COP31 and the UNFCCC will be essential to seizing these opportunities and translating the Goal into measurable progress on the ground by 2030.

Annex. The Institutional Ecosystem Supporting the 2030 Forest Goal

Arrangement	Typology	Function(s)
African Development Bank (AfDB)	Formal intergovernmental organizations, institutions and bodies	Finance and resource mobilization
African Forest Forum (AFF)	Non-state networks and alliances	Political and stakeholder engagement
Alliance of Small Island States (AOSIS)	State-led political coalitions, groupings, dialogues and initiatives	Political and stakeholder engagement
Amazon Cooperation Treaty Organization (ACTO)	Formal intergovernmental organizations, institutions and bodies	Institutional anchoring and coordination
Amazon Fund	Dedicated funds, facilities and financing mechanisms	Finance and resource mobilization
Amsterdam Declaration Partnership	State-led political coalitions, groupings, dialogues and initiatives	Political and stakeholder engagement
Andean Community (CAN)	Formal intergovernmental organizations, institutions and bodies	Institutional anchoring and coordination
Asian Forest Cooperation Organization (AFoCO)	Formal intergovernmental organizations, institutions and bodies	Institutional anchoring and coordination
Association of Southeast Asian Nations (ASEAN)	Formal intergovernmental organizations, institutions and bodies	Institutional anchoring and coordination
Bioeconomy Challenge	Multistakeholder organizations and partnerships	Finance and resource mobilization; Political and stakeholder engagement
Cali Fund	Dedicated funds, facilities and financing mechanisms	Finance and resource mobilization
Central African Forest Initiative (CAFI)	State-led political coalitions, groupings, dialogues and initiatives	Finance and resource mobilization; Political and stakeholder engagement
Central African Forests Commission (COMIFAC)	Formal intergovernmental organizations, institutions and bodies	Institutional anchoring and coordination
Climate and Land Use Alliance (CLUA)	Non-state networks and alliances	Finance and resource mobilization; Political and stakeholder engagement
Climate Vulnerable Forum (CVF)	State-led political coalitions, groupings, dialogues and initiatives	Political and stakeholder engagement
Coalition for Multilateral Action against Crimes that Affect the Environment	State-led political coalitions, groupings, dialogues and initiatives	Enforcement and rule of law; Political and stakeholder engagement

Arrangement	Typology	Function(s)
Coalition for Rainforest Nations (CfRN)	State-led political coalitions, groupings, dialogues and initiatives	Political and stakeholder engagement
Cocoa & Forests Initiative (CFI)	Multistakeholder organizations and partnerships	Political and stakeholder engagement; Monitoring and accountability
Collaborative Partnership on Forests (CPF)	Inter-organizational arrangements, programmes and mechanisms	Institutional anchoring and coordination
Congo Basin Forest Partnership (CBFP)	Multistakeholder organizations and partnerships	Institutional anchoring and coordination; Political and stakeholder engagement
Consumer Goods Forum's Forest Positive Coalition	Non-state networks and alliances	Political and stakeholder engagement; Monitoring and accountability
Convention on Biological Diversity (CBD)	Treaty regimes	Institutional anchoring and coordination
Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)	Treaty regimes	Enforcement and rule of law
Development Bank of Latin America and the Caribbean (CAF)	Formal intergovernmental organizations, institutions and bodies	Finance and resource mobilization
Environmental Integrity Group (EIG)	State-led political coalitions, groupings, dialogues and initiatives	Political and stakeholder engagement
Extractive Industries Transparency Initiative (EITI)	Multistakeholder organizations and partnerships	Monitoring and accountability
Food and Agriculture Organization of the United Nations (FAO)	Formal intergovernmental organizations, institutions and bodies	Institutional anchoring and coordination
Forest, Agriculture and Commodity Trade (FACT) Dialogue	State-led political coalitions, groupings, dialogues and initiatives	Political and stakeholder engagement
Forest and Climate Leaders' Partnership (FCLP)	State-led political coalitions, groupings, dialogues and initiatives	Political and stakeholder engagement
Forest Declaration Assessment	Non-state networks and alliances	Monitoring and accountability
Forest Stewardship Council (FSC)	Multistakeholder organizations and partnerships	Monitoring and accountability
Forum of the Countries of Latin America and the Caribbean on Sustainable Development	Formal intergovernmental organizations, institutions and bodies	Political and stakeholder engagement

Arrangement	Typology	Function(s)
Global Environment Facility (GEF)	Dedicated funds, facilities and financing mechanisms	Finance and resource mobilization
Global Forest Coalition (GFC)	Non-state networks and alliances	Political and stakeholder engagement
Global Forest Financing Facilitation Network (GFFFN)	Inter-organizational arrangements, programmes and mechanisms	Finance and resource mobilization
Green Climate Fund (GCF)	Dedicated funds, facilities and financing mechanisms	Finance and resource mobilization
Group of Like-Minded Megadiverse Countries (LMMC)	State-led political coalitions, groupings, dialogues and initiatives	Political and stakeholder engagement
Guyana REDD+ Investment Fund (GRIF)	Dedicated funds, facilities and financing mechanisms	Finance and resource mobilization
Inter-American Development Bank (IDB)	Formal intergovernmental organizations, institutions and bodies	Finance and resource mobilization
Intergovernmental Panel on Climate Change (IPCC)	Formal intergovernmental organizations, institutions and bodies	Monitoring and accountability
Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES)	Formal intergovernmental organizations, institutions and bodies	Monitoring and accountability
International Advisory Panel on Biodiversity Credits (IAPB)	Non-state networks and alliances	Finance and resource mobilization; Monitoring and accountability
International Climate Politics Hub (ICPH)	Non-state networks and alliances	Political and stakeholder engagement
International Tropical Timber Organization (ITTO)	Formal intergovernmental organizations, institutions and bodies	Monitoring and accountability
International Union for Conservation of Nature (IUCN)	Multistakeholder organizations and partnerships	Monitoring and accountability
Landscape Alliance (CIFOR-ICRAF)	Inter-organizational arrangements, programmes and mechanisms	Monitoring and accountability
LEAF Coalition	Multistakeholder organizations and partnerships	Finance and resource mobilization
Least Developed Countries Group (LDC Group)	State-led political coalitions, groupings, dialogues and initiatives	Political and stakeholder engagement
NBSAP Accelerator Partnership	Multistakeholder organizations and partnerships	Political and stakeholder engagement; Finance and resource mobilization

Arrangement	Typology	Function(s)
NDC Partnership	Multistakeholder organizations and partnerships	Political and stakeholder engagement; Finance and resource mobilization
Norway's International Climate and Forest Initiative (NICFI)	State-led political coalitions, groupings, dialogues and initiatives	Finance and resource mobilization
Pan-Amazon Network for Bioeconomy	Non-state networks and alliances	Political and stakeholder engagement; Finance and resource mobilization
Roundtable on Sustainable Palm Oil (RSPO)	Multistakeholder organizations and partnerships	Monitoring and accountability
Scaling J-REDD+ Coalition	Multistakeholder organizations and partnerships	Finance and resource mobilization
Science Panel for Borneo (SPB)	Non-state networks and alliances	Monitoring and accountability
Science Panel for the Amazon (SPA)	Non-state networks and alliances	Monitoring and accountability
Science Panel for the Congo Basin (SPCB)	Non-state networks and alliances	Monitoring and accountability
Southeast Asia and the Pacific Forests Integrated Programme (SEAP Forests IP)	Inter-organizational arrangements, programmes and mechanisms	Institutional anchoring and coordination; Political and stakeholder engagement
Soy Moratorium	Multistakeholder organizations and partnerships	Monitoring and accountability
Tropical Forest Forever Facility (TFFF)	Dedicated funds, facilities and financing mechanisms	Finance and resource mobilization
UN-REDD Programme	Inter-organizational arrangements, programmes and mechanisms	Institutional anchoring and coordination; Political and stakeholder engagement
United for Our Forests Group	State-led political coalitions, groupings, dialogues and initiatives	Political and stakeholder engagement
United Nations Convention to Combat Desertification (UNCCD)	Treaty regimes	Institutional anchoring and coordination
United Nations Environment Programme (UNEP)	Formal intergovernmental organizations, institutions and bodies	Institutional anchoring and coordination
United Nations Forum on Forests (UNFF)	Formal intergovernmental organizations, institutions and bodies	Institutional anchoring and coordination; Monitoring and accountability
United Nations Framework Convention on Climate Change (UNFCCC)	Treaty regimes	Institutional anchoring and coordination; Monitoring and accountability
World Bank	Formal intergovernmental organizations, institutions and bodies	Finance and resource mobilization

Endnotes

1. This Bulletin was written by Aline Lara, Raisa Pina, Laura Trajber Waisbich, and Giovanna Kuele. The authors would also like to thank the members of the International Climate Politics Hub (ICPH) Forest Goal Taskforce for their exchanges and contributions to the ideas explored in this Bulletin.
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