



Strategic Framework 2021-2025



**BOTANIC
GARDENS**
CONSERVATION
INTERNATIONAL

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Executive Summary

BGCI's mission is to **mobilise** botanic gardens and engage partners in securing plant diversity for the well-being of people and the planet. Our **theory of change** is that by **leading, influencing, and empowering** our membership and partners, we can better conserve plant diversity, encourage people to live in an environmentally sustainable way, and provide benefits for people as well as the ecology of the planet. Specifically, BGCI's network of specialists will be **mobilised** to carry out plant conservation **prioritisation, planning, action, and monitoring**, thereby preventing plant species extinctions and promoting sustainability.

Mission

Mobilise botanic gardens and engage partners in securing plant diversity for the well-being of people and the planet.

The underlying assumption behind this mission statement is that by growing, influencing and empowering our membership and partners, we can better conserve plant diversity, encourage people to live in an environmentally sustainable way and provide benefits for people as well as the ecology of the planet.

Goal

BGCI's goal is that botanical organisations in our network will play a critical role in preventing plant species extinctions and create a more sustainable planet. Our work towards achievement of the goal can be broken down into the following work streams.

BGCI's work towards achievement of the goal can be broken down into the following work streams:

Saving plants



Inspiring and leading people



Sharing knowledge and resources



Addressing global challenges through public engagement and education



Ensuring an effective and resilient BGCI



BGCI's Programmes

Prioritising

Planning

Acting

Monitoring



GTA
Global Tree
Assessment



BGCI
Data
Tools



Green Tree
CAMPAIGN



GCC
Global Conservation
Consortia



ERA
Ecological Restoration
Alliance of Botanic Gardens



The Global
Biodiversity
Standard



IPSN
International Plant
Sentinel Network



GSCC
Global Seed
Conservation Challenge

Empowering • Mobilising • Collaborating



BGCI
Sustainability
Challenge



BGCI
Tree Conservation
Fund



BGCI
Global Botanic
Garden Fund



BGCI
Accreditation
Scheme



ABGN
African Botanic
Gardens Network



SEABG
Southeast Asia
Botanic Gardens Network



CCABG
Caribbean and Central American
Botanic Gardens Network



RSAJB
Red Sudamericana
de Jardines Botánicos



Saving plants

BGCI is the largest plant conservation network in the world, and we will coordinate, empower and mobilise our network to carry out plant conservation prioritisation, planning, action and monitoring, preventing plant species extinctions and promoting sustainability.

By 2025, BGCI will have

100%

Updated the **conservation status of 100%** of the world's tree species



Supported the protection of **100** of the world's most threatened species through BGCI's **Tree Conservation Fund**.



500

Directly delivered conservation action for **500 priority tree species**



Implemented the **Global Biodiversity Standard** to assess and mentor restoration programmes in **10 countries**

Supported at least **five national level ecological restoration projects**



Inspiring and leading people

The botanic garden community is stronger together, and greater than the sum of its parts in areas such as policy, advocacy, maintaining professional standards and cost-effectiveness, provided that it is effectively led, and its actions are co-ordinated. BGCI has a pivotal role to play in ensuring that this happens through our policy work, leadership, co-ordinating role with regional networks, membership and convening power.

By 2025, BGCI will have



Grown BGCI membership to **1000 botanical institutions**

Increased attendance at **BGCI Congresses by 50%**



Recognised **outstanding contributions** to botanic gardens and plant conservation through **awards**





Sharing knowledge and resources

Plant conservation, public engagement and botanic garden management capacity is spread unevenly and inequitably across the globe. Institutional capacity is particularly weak in many developing countries and biodiversity hotspots. BGCI plays a crucial role in sharing information, knowledge and skills between different parts of its network through its databases, training and technical support activities.

By 2025, BGCI will have

Provided mentorship and accreditation to 500 botanical institutions



Listed at least **500 experts** in BGCI's Directory of Expertise



Provided **mentorship** and **accreditation** to **500** botanical institutions



Doubled project and grant funding including at least **£500,000** through the **Global Botanic Garden Fund**

Provided training to at least **6,500 people**



Addressing global challenges through public engagement and education

BGCI's network of botanic gardens attracts hundreds of millions of visitors each year, and many gardens engage their visitors on sustainability issues such as reducing carbon, water, energy and waste. However, changing visitor behaviour related to sustainability is not a mainstream activity in the world's botanic gardens despite the fact that gardens are ideally placed to influence attitudes and behaviours, their visitors are generally high consumers, and shifting to more sustainable practices is consistent with our values.

By 2025, BGCI will have



Engaged **300 botanic gardens** and **150 million people** for a more sustainable planet



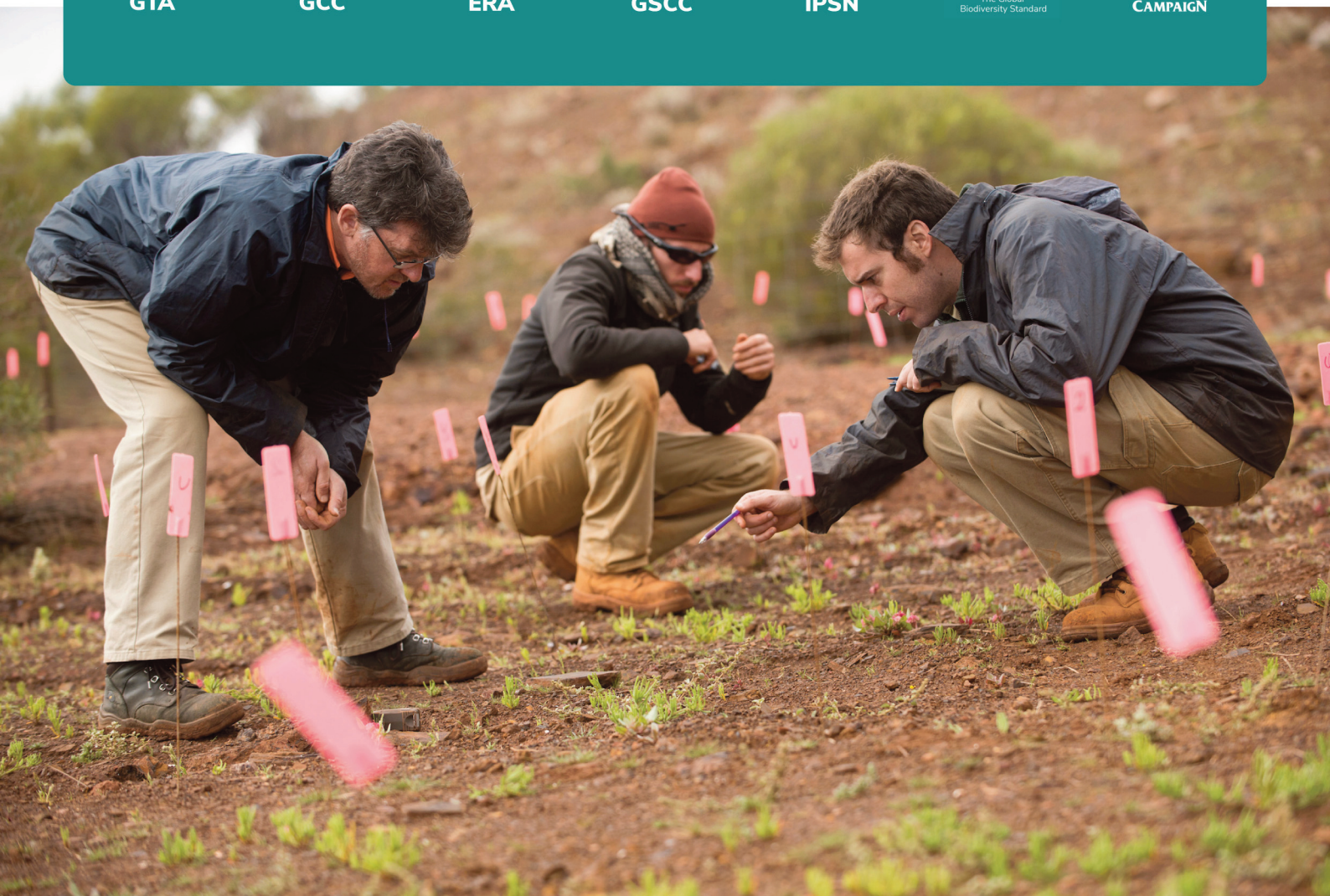
Implemented **25 public engagement campaigns** to address global challenges

1. Saving plants



RATIONALE

BGCI is the largest plant conservation network in the world, and we will **coordinate, empower and mobilise** our network to carry out plant conservation **prioritisation, planning, action and monitoring**, preventing plant species extinctions and promoting sustainability.



Study into the effects of seed bank soil composition in restoration at the Sinosteel iron ore mine, Western Australia. (Barney Wilczak)

Summary

By 2023, the Global Tree Assessment will provide **up-to-date conservation assessments for all of the world's tree species**. From 2021, BGCI's Global Tree Conservation Portal and Tracker, will provide **current information on conservation status and action for all Critically Endangered tree species**, enabling us to identify gaps and priorities for conservation action to ensure that no tree species becomes extinct.

In order to prevent extinctions, **BGCI will launch a Tree Conservation Fund** and will **scale up its tree species conservation programme to deliver targeted conservation for at least 500 priority tree species**. We will also **co-ordinate conservation action for all of the world's critically endangered tree species** (equivalent in numbers to all of the world's threatened mammal species or double the number of threatened bird species).

For challenging plant species, **BGCI's Global Conservation Consortia** will lead and coordinate integrated conservation action for 10 priority taxonomic groups and, at the landscape level, botanical data and expertise will be used to support **ecological restoration and forest landscape restoration for improved biodiversity outcomes**.

BGCI will scale up its work on the **sustainable use of socio-economically important species**, and will work with its member institutions to ensure that **ex situ collections are genetically diverse**. Finally, all of BGCI's plant conservation programmes will be subject to **best practice monitoring and evaluation**.



Abies ziyuanensis hand pollination. (Ding Tao, Guangxi Institute of Botany)

OUTCOMES

By 2025, plant species extinctions are significantly reduced, and all tree species extinctions are avoided, by catalyzing conservation action through the provision of information and expertise, coordinating strong conservation practitioner networks, building conservation capacity, and delivering longer-term projects with sustainable and measurable impact.



Nursery for breeding seedling orchard establishment (Eyob Getahun)

ACTIVITIES WITH IMPACT

In **Saving plants**, BGCI will:

1. Publish up to date conservation assessments for all of the world's tree species through the Global Tree Assessment, and BGCI's ThreatSearch database will include all published conservation assessments for plants to prioritise and catalyse plant conservation action globally.
2. Provide up-to-date information on current conservation status and species recovery action for all Critically Endangered tree species and identify gaps and priorities for conservation action to ensure that no tree species becomes extinct.
3. Launch a Tree Conservation Fund, which will aim to mobilize funding and support to partners in at least 10 biodiverse countries for the protection of 100 of the world's most threatened tree species.
4. Scale up its tree species conservation programme to
 - a. deliver targeted conservation for at least 500 priority tree species
 - b. deliver five national-level projects; and
 - c. catalyse and coordinate tree conservation action for all critically endangered tree species globally.
5. Establish the Global Biodiversity Standard, the world's only international certification that recognises and promotes the protection, restoration, and enhancement of biodiversity.
6. Establish Global Conservation Consortia to lead and coordinate integrated conservation action for 10 priority taxonomic groups
 - a. By 2025, 50% of all threatened GCC species will be under active in situ conservation and 75% will be in genetically representative ex situ collections of wild origin.
7. Support the Ecological Restoration Alliance of Botanic Gardens in providing data, plant material, expertise and mentorship to restoration programmes in at least 10 countries through the Global Biodiversity Standard and other initiatives.
8. Quantify, co-ordinate and promote the role of botanic gardens in conserving socio-economically important species, reducing the threat of over-exploitation to plants, and sustainable management of plants for improved livelihoods in support of the Sustainable Development Goals.
9. Ensure that threatened plants are better protected in genetically diverse and duplicated seed bank and living plant collections.
10. Deploy the International Plant Sentinel Network to help ensure that the threat to plants from pests and diseases is reduced.
11. Ensure that all of BGCI's plant conservation programmes adhere to best practice, and impact can be monitored.



Millenium seedbank, Royal Botanic Gardens, Kew. UK.
(Barney Wilczak)



Planting *Quercus brandegeei* seedlings in Mexico.
(The Morton Arboretum)

2. Inspiring and leading people



RATIONALE

The botanic garden community is stronger together, and greater than the sum of its parts in areas such as policy, advocacy, maintaining professional standards and cost-effectiveness, provided that it is effectively led, and its actions are co-ordinated. BGCI has a pivotal role to play in ensuring that this happens through our policy work, leadership, co-ordinating role with regional networks, membership and convening power.



Pressing plants during a botanic expedition, Costa Rica (Lucy Kleiner)

Summary

We will continue to support the development, promotion and monitoring of the **Global Strategy for Plant Conservation** as part of the emerging Global Biodiversity Framework, and we will launch a **new monitoring tool** – a **Global Tree Conservation Portal and Tracker**, detailing the status of tree conservation in every country in the world.

To ensure that botanic garden data and expertise is used for maximum impact, BGCI will develop **formal partnerships with plant conservation, ecological restoration, crop and forestry organizations**, and we will work collaboratively on providing evidence to support policy related to global challenges such as biodiversity loss, climate change and sustainability.

Within our own sector, **we will strengthen BGCI's International Advisory Council through formal links with, and representation of, all major regional botanic garden networks**. Development of BGCI's regional offices and programmes will be a major feature of the next five years, ensuring that **regional priorities are addressed and that services are provided in the relevant languages and cultural contexts**.

Finally, BGCI will **grow its membership, enhance the convening power of its congresses and recognize outstanding contributions** to plant conservation, environmental sustainability and public engagement through a BGCI medal and awards conferred on inspirational individuals.



Harvest of Cuckoo flower, UK (Barney Wilczak)

OUTCOMES

By 2025, BGCI will have connected people from >1,000 botanical institutions on six continents, supporting their efforts to prevent plant extinctions and to create a more sustainable Planet, and BGCI will be recognized as the leading advocate for botanic gardens and plant species conservation worldwide.



Lithocarpus formosanus in Taiwan (BGCI)



ACTIVITIES WITH IMPACT

On-site training on the reintroduction of *Magnolia patungensis* with Weibang Sun

In **Inspiring and leading people**, BGCI will:

1. Work with the botanical community and the Global Partnership for Plant Conservation to develop and adopt a new Global Strategy for Plant Conservation 2021-2030.
2. Work with the CBD Secretariat, FAO, IUCN and other partners to develop and promote a Global Tree Conservation Portal and Tracker.
3. Develop formal partnerships with plant conservation, ecological restoration, crop and forestry organizations to contribute botanical data and expertise for better biodiversity outcomes.
4. Advocate and support botanic garden policy and inputs related to global challenges such as biodiversity loss, climate change and sustainability.
5. Improve the representativeness and diversity of BGCI's International Advisory Council by developing and maintaining formal links with all regional botanic garden networks around the world.
6. Provide direct leadership support through its regional offices to at least seven regional and national networks of botanic gardens to promote plant conservation and environmental sustainability, maintain professional standards, co-ordinate activities and build global capacity.
7. Grow our membership to 1,000 botanical organizations, including botanic gardens, arboreta, universities, forestry departments, museums, zoos and conservation NGOs.
8. Increase attendance at BGCI congresses by at least 50% through greater relevance, more flexible attendance options, improved accessibility, and bursary opportunities.
9. Recognize outstanding contributions to plant conservation, environmental sustainability and public engagement through a BGCI medal and awards conferred on inspirational individuals.

3. Sharing knowledge and resources



RATIONALE

Plant conservation, public engagement and botanic garden management capacity is spread unevenly and inequitably across the globe. Institutional capacity is particularly weak in many developing countries and biodiversity hotspots. BGCi plays a crucial role in sharing information, knowledge and skills between different parts of its network through its databases, training and technical support activities.



Training in threatened tree identification and patrol protocols in Indonesia. (Edy Nordiansyah, FFI)

Summary

BGCI's accreditation scheme is a mentoring tool as much as a certification, and we will continue to develop this tool, particularly in support of small botanic gardens. We also recognize that there is high demand for botanic garden leadership and management support in many parts of the world, and **BGCI will significantly scale up its provision of formal technical support, training, advisory, and consultancy services.**

BGCI's Directory of Expertise is a new tool that will be launched in 2021 to facilitate the deployment of botanical expertise where it is needed the most, and we will continue to grow our vocational training programme with **a strong new emphasis on online training.**

Over the next few years, **BGCI's PlantSearch and GardenSearch databases will be developed into significantly enhanced, second generation tools**, with many new features – including, for the first time, a plant material exchange platform that will help ensure adherence to ABS, biosafety and CITES regulations. Provision of services through our regional offices will help to ensure that they are tailored to regional needs and delivered in the appropriate languages. **BGCI's regional offices will serve as hubs** for addressing the most urgent challenges in the regions they serve, including **environmental sustainability, climate change and supporting botanic gardens in natural hazard, pandemic and conflict situations.**

Finally, **BGCI will significantly scale up the funding it provides** to its member gardens and partners to support their work.



Ya'axché rangers recording tree data in the Maya Mountain North Forest Reserve, Belize. (Ya'axché Conservation Trust)

OUTCOMES

By 2025, plant conservation, public engagement and botanic garden management capacity increased through access to BGCI services, with a strong focus on small organisations in biodiverse regions of the world.



Tissue culture demonstration for *Magnolia*

ACTIVITIES WITH IMPACT



Planting threatened Mangrove species in Tielugang Nature



A Nepalese woman holds Kher (*Sengalia catchu*) seedlings to be planted at a community forest project near Ruchang. (tentree)

In **Sharing knowledge and resources**, BGCI will:

1. Promote and recognize the highest professional standards in botanical organizations through the BGCI Botanic Garden Accreditation Scheme.
2. Significantly strengthen its botanic garden leadership and management support services in at least five regions through formal technical support, training, advisory, and consultancy services.
3. Develop and launch its Directory of Expertise to promote our communities' expertise in addressing global challenges.
4. Provide vocational training and support to at least 6,500 individuals in public engagement, policy, botanic garden design & management, seed conservation, tree conservation, ecological restoration, plant health, conservation horticulture, exceptional species conservation and conservation prioritisation.
5. Support botanic gardens in at least five regions directly through BGCI's regional offices, providing resources and tools in appropriate languages and focused on specific regional needs.
6. Launch its second generation GardenSearch and PlantSearch databases.
7. Provide information on plant collections, gardens and conservation prioritisation in accessible formats to a wide range of policymakers, funders and practitioners monitoring progress against biodiversity and sustainable development targets.
8. Deploy BGCI's regional offices as hubs for addressing the most urgent challenges in the regions they serve, including environmental sustainability, climate change adaptation and supporting botanic gardens in natural hazard, pandemic and conflict situations.
9. Double the project and grant funding we disburse to partner organisations compared to 2020 levels
 - a. BGCI's Global Botanic Garden Fund will distribute at least \$500,000 in grant funding to at least 200 institutions, prioritizing small organizations in biodiversity hotspots.



Salt Arid Coastal Zone Restoration, Australia (Barney Wilczak)

4. Addressing global challenges through public engagement and education



RATIONALE

BGCI's network of botanic gardens attracts hundreds of millions of visitors each year, and many gardens engage their visitors on sustainability issues such as reducing carbon, water, energy and waste. However, changing visitor behaviour related to sustainability is not a mainstream activity in the world's botanic gardens despite the fact that gardens are ideally placed to influence attitudes and behaviours, their visitors are generally high consumers, and shifting to more sustainable practices is consistent with our values.



BGCI staff prompting BGCI's Food Waste Challenge at RHS Wisley. (BGCI)

Summary

Together with Phipps Conservatory and other leading botanic gardens, BGCI will launch and lead the **Sustainability Challenge**, which will be used to engage **300 botanic gardens**, **150 million visitors** and **150 organisations** in actions supporting **transformational change to a more sustainable planet**.

In addition, an **Education Consortium** will be set up representing key education contacts from botanic gardens, new partnerships with other sectors will be developed and **25 new campaigns will be launched promoting botanic gardens** as essential places in which to address global environmental challenges through public engagement.

OUTCOMES

By 2025, at least 300 BGCI member institutions and 150 million botanic garden visitors will be contributing actions for transformational change to a more sustainable planet



Herbs workshop in progress. (Ieva Baškevičiūtė)



A tree nursery (Sociedade Chauá, Worcester Tree Initiative)

ACTIVITIES WITH IMPACT

In Addressing global challenges through public engagement and education, BGCI will:

1. Engage 300 botanic gardens, 150 million visitors and 150 organisations through BGCI and Phipps Conservatory's Sustainability Challenge platform in actions supporting transformational change to a more sustainable planet.
2. Establish an Education Consortium of botanic garden education leaders, develop 10 new partnerships with other sectors and launch 25 new campaigns promoting botanic gardens as essential places in which to address global environmental challenges through public engagement.
3. Demonstrate the impact of over 50 public engagement programmes addressing global environmental challenges through rigorous and standardised impact evaluation and monitoring practices.



Seed collecting, UK (Barney Wilczak)

5. An effective and resilient BGCI



RATIONALE

BGCI's institutional risk register itemizes financial, governance, operational and reputational risks to the organization that are actively managed in order to minimize any vulnerabilities. In order to ensure a robust and resilient organization, improvement is required in some areas of BGCI's business, including communications, fundraising, sustainability, and more.



Pretoria National Botanical Garden (Paul Smith)

Summary

BGCI will **strengthen its Regional Offices** in at least five regions, and establish new BGCI regional offices/support mechanisms in at least two additional regions.

In addition, we will establish a staff structure that enables BGCI to achieve its five-year objectives, including a **Fundraising and Communications team**, which will coordinate and lead efforts to increase BGCI's press coverage 10-fold and BGCI's social media following **5-fold** to increase BGCI's brand recognition and support in fundraising. **Fundraising will be diversified** to include consultancy services, corporate sponsorship and funding from other sources will be **significantly scaled up**.

BGCI's sustainability practices will be enhanced by **reducing our CO₂ emissions** from air travel by at least 50% by 2025 compared to the 2018/19 baseline, and **offsetting** all flights at **£50/ton** by 2021. BGCI will also shift its **investments to ethical portfolios**.

OUTCOMES

By 2025, at least 300 BGCI member institutions and 150 million botanic garden visitors will be contributing actions for transformational change to a more sustainable planet



Xishuangbanna Tropical Botanical Garden, Chinese Academy of Science



Desert Botanical Garden

ACTIVITIES WITH IMPACT

In maintaining **an effective and resilient organization**, BGCI will:

1. Strengthen BGCI Regional Offices in at least five regions, and establish new BGCI regional offices/support mechanisms in at least two additional regions.
2. Increase our press coverage in order to increase BGCI's brand recognition and support in fundraising.
3. Deploy its International Advisory Council, Board and Global Ambassadors to introduce the organization to at least 25 new donors.
4. Generate up to £500,000 in income through technical support, training, advisory, and consultancy services, at least doubling consultancy income compared to the 2020 baseline by 2022.
5. Diversify BGCI's funding sources by scaling up corporate sponsorship to at least £200K per annum.
6. Raise at least £20 million in project funding from trusts, foundations, government, corporate and individual sponsors.
7. Reduce our CO₂ emissions from air travel by 50% by 2025.
8. Shift our investments to ethical portfolios excluding fossil fuel extraction; manufacture of environmentally hazardous products or chemicals; third world debt; the manufacture of tobacco; and pollution by 2025.

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Xishuangbanna Tropical Botanic Gardens,
China (Barney Wilczak)