



**BOTANIC  
GARDENS**  
CONSERVATION  
INTERNATIONAL

# STRATEGIC FRAMEWORK 2026–2030



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## Executive Summary

**Over the next five years, Botanic Gardens Conservation International (BGCI) will build on its global leadership to become the most effective and renowned plant conservation network in the world.**

Through an expanded network of botanic gardens and conservation organisations, BGCI will bring more plant species under conservation action, catalysing global efforts to secure plant diversity for the well-being of people and the planet.

The 2026–2030 Strategic Framework explicitly aligns BGCI's objectives and key performance indicators with the Global Strategy for Plant Conservation (GSPC) 2020–2030 Voluntary Complementary Actions, ensuring that BGCI actively implements the GSPC Actions to directly contribute to the Kunming–Montreal Global Biodiversity Framework (KMGBF).

Each of BGCI's five strategic objectives now aligns with relevant GSPC Actions (1–23) as these form the foundation for BGCI's work, partnerships, and monitoring of progress.

Our approach combines scientific evidence, innovation, and inclusive collaboration to deliver measurable outcomes that prevent plant extinctions, restore ecosystems, and strengthen community resilience, advancing both the GSPC and the global biodiversity goals to 2030.

## Direction of Strategic Intent

Over the next 5 years, Botanic Gardens Conservation International will further build its momentum towards becoming the most effective and renowned plant conservation network in the world, expanding and supporting our global community of botanic gardens and conservation organisations and bringing increasing numbers of plant species and habitats under conservation action.

## Theory of Change

IF BGCI can mobilise botanical organisations and expertise to help broader society to better conserve and manage plant diversity by sharing knowledge, fostering collaboration, advocating for plant conservation, and promoting the role of botanic gardens worldwide, THEN plant extinctions will be prevented, ecosystems services will be provided and people's livelihoods will be supported.

## Mission

**BGCI's mission is to 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.



# Strategic Principles



## 1. LEAD:

We will accelerate plant conservation efforts through global leadership of botanic gardens and plant conservation, catalysing local and global actions.



## 2. SUPPORT:

We will advance plant conservation efforts by providing sustainable technical and financial support.



## 3. INSPIRE:

We will support and amplify impactful education, outreach, awareness, training and advocacy programmes fostering a global culture of plant care and protection.



## 4. NETWORK:

We will facilitate and strengthen plant conservation networks to drive best practice and facilitate shared learning.



## 5. VALUE:

We will provide value for money to members, partners and funders, by leveraging our networks to deliver real plant conservation impacts.



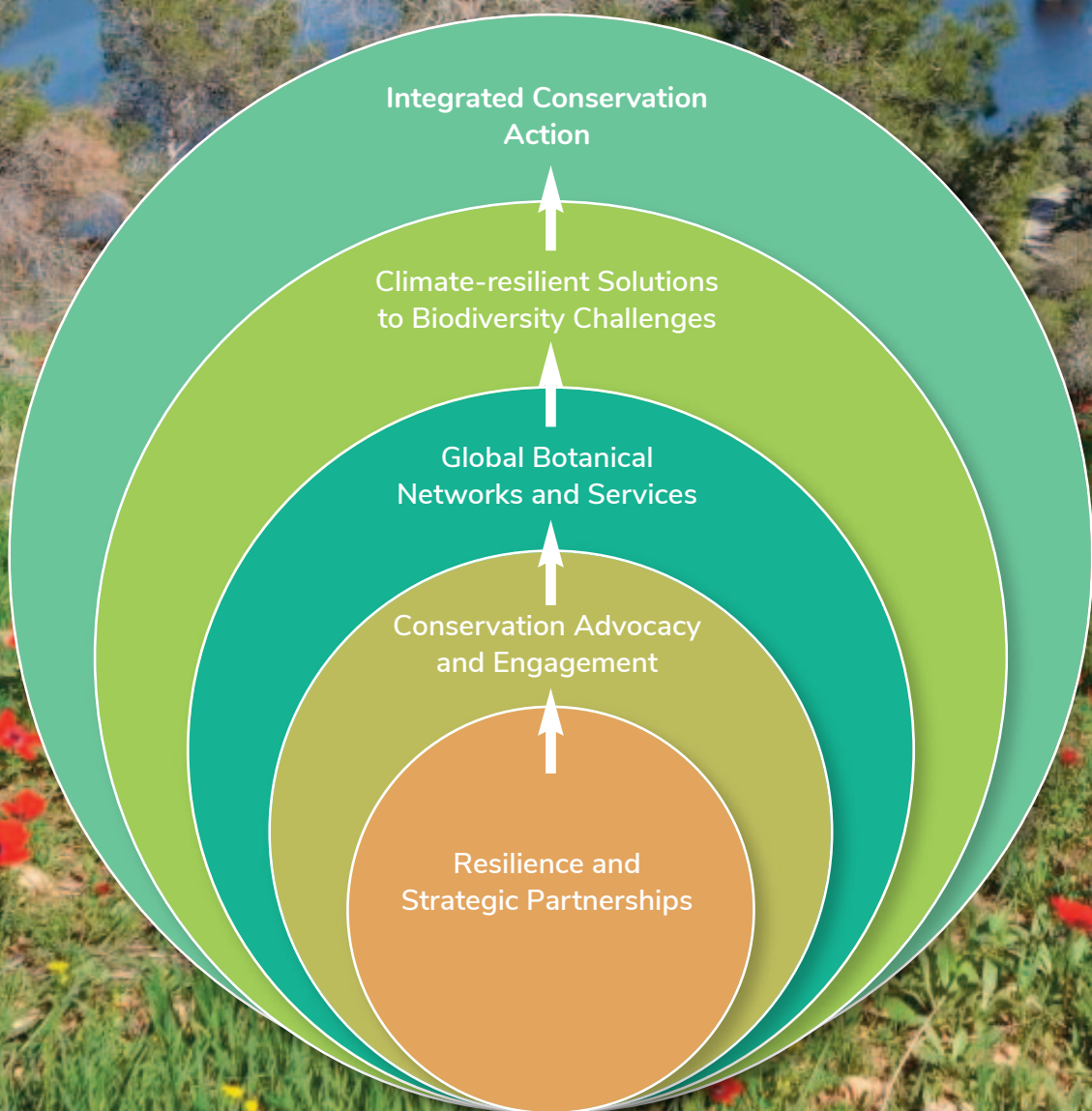
## 6. GOVERNANCE:

We will ensure robust governance of BGCI through our Board of Trustees and our International Advisory Council holding us accountable for all our actions.



# Strategic Objectives

1. Integrated Conservation Action
2. Climate-resilient Solutions to Biodiversity Challenges
3. Global Botanical Networks and Services
4. Conservation Advocacy and Engagement
5. Resilience and Strategic Partnerships





# 1 Integrated Conservation Action



## Rationale and summary

From 2026-2030, **BGCI will strengthen global plant species conservation** through coordinated *in situ* and *ex situ* action, aligned with the **Global Strategy for Plant Conservation**, including its **Voluntary Complementary Actions** and informed by data, science, and partnerships. BGCI will lead or support at least 200 species recovery plans and ensure **5,000 threatened species** are under active conservation and monitoring. The organisation will complete **2,000 Red List assessments annually**, publish an updated Global Tree List, and develop a comprehensive reassessment workflow. Through integration of tools such as **PlantSearch**, **GardenSearch**, and the **Conservation Action Tracker**, BGCI will build a global botanical information ecosystem accessible to **over 1,500 institutions**. At least **10 new Key Biodiversity Areas (KBAs)** and protected areas will be established or recognised through BGCI and partner interventions. Over **600 new propagation and restoration protocols** will be



shared via PlantSearch, and **10 cross-institutional restoration partnerships** will be initiated. BGCI will also create a **conservation horticulture certification scheme**, train **200 staff** globally in best practices, and coordinate **three regional ex situ capacity-building projects** each year. By connecting data, policy, and practice across regions, BGCI will ensure that the world's botanic gardens form a unified network driving measurable progress toward halting plant extinction by 2030.



## Outcome

By 2030 BGCI will have strengthened plant species conservation through coordinated *in situ* and *ex situ* efforts and BGCI will have contributed to the achievement of the Global Strategy for Plant Conservation Actions

## Key deliverables

- 1a. Build and mobilise broad coalitions of scientists, policymakers, communities, and institutions to advocate for policies that promote decisive action for plants.
- 1b. Ensure a robust adaptive cycle of prioritisation, planning, action and monitoring is followed for all BGCI-led species conservation and recovery initiatives.
- 1c. Expand and maintain integrated databases, including building a comprehensive, coherent set of BGCI data tools, that enable users to prioritise, catalyse and track *ex situ* and *in situ* conservation status and actions for threatened plant species, aligned with the GSPC Actions.
- 1d. Conduct coordinated global and regional conservation assessments to identify the most threatened plant species and ecosystems for urgent action.
- 1e. Support *in situ* prioritisation processes using frameworks such as the IUCN Red List, Important Plant Areas (IPAs), Key Biodiversity Areas (KBAs) and the Alliance for Zero Extinction (AZE) to direct conservation action.
- 1f. Collaboratively create a global information infrastructure that empowers botanic gardens to connect, share, and analyse their living collections, enabling informed decisions to develop and review their own performance in *ex situ* collection management and conservation.
- 1g. Initiate and accelerate conservation responses in priority areas, including for species at highest risk of extinction.
- 1h. Strengthen collaboration between botanical institutions, governments, private sector and academic institutions to co-develop and implement species recovery actions and those of the GSPC.
- 1i. Promote and scale up conservation horticulture practices and tools to implement and monitor *ex situ* conservation of priority taxa.
- 1j. Develop and host data and tools that monitor the translocation, reintroduction and recovery of threatened plant species *in situ* in all BGCI species recovery projects.
- 1k. Work with IUCN SSC, the Global Conservation Consortia and other partners to promote and scale up the use of the Conservation Action Tracker to plan and monitor recovery efforts across priority taxa globally.







### Rationale and summary

From 2026-2030, BGCI will implement climate-resilient, nature-based solutions (NbS) that align plant conservation with ecosystem restoration and community well-being. The organisation will recruit **200 botanic gardens** under its *Climate Change Declaration of Intent* and support **10 gardens** to implement community climate interventions. Through **The Global Biodiversity Standard (TGBS)**, BGCI will conduct **over 200 site assessments**, establish **five new regional hubs**, and promote biodiversity-positive restoration with measurable climate co-benefits. The **Ecological Restoration Alliance of Botanic Gardens (ERA)** will expand to engage at least **100 members across all continents**, providing mentoring, best-practice exchange, and innovation in ecosystem restoration. At least **five new regional projects** will link plant diversity conservation to **sustainable, climate-resilient livelihoods**, advancing agroforestry and agroecology across Africa, Asia, and Latin America. The International Plant Sentinel Network (IPSN) will integrate



plant health data into restoration planning through one major collaborative project and partnerships with initiatives such as the International Climate Initiative (IKI) and TGBS. BGCI will also engage with **at least 10 cities** worldwide to promote **urban greening projects** that enhance biodiversity, food security, and climate adaptation. By combining restoration, community engagement, and scientific standards, BGCI will deliver **scalable, measurable solutions to biodiversity and climate challenges** across more than **30 countries**.

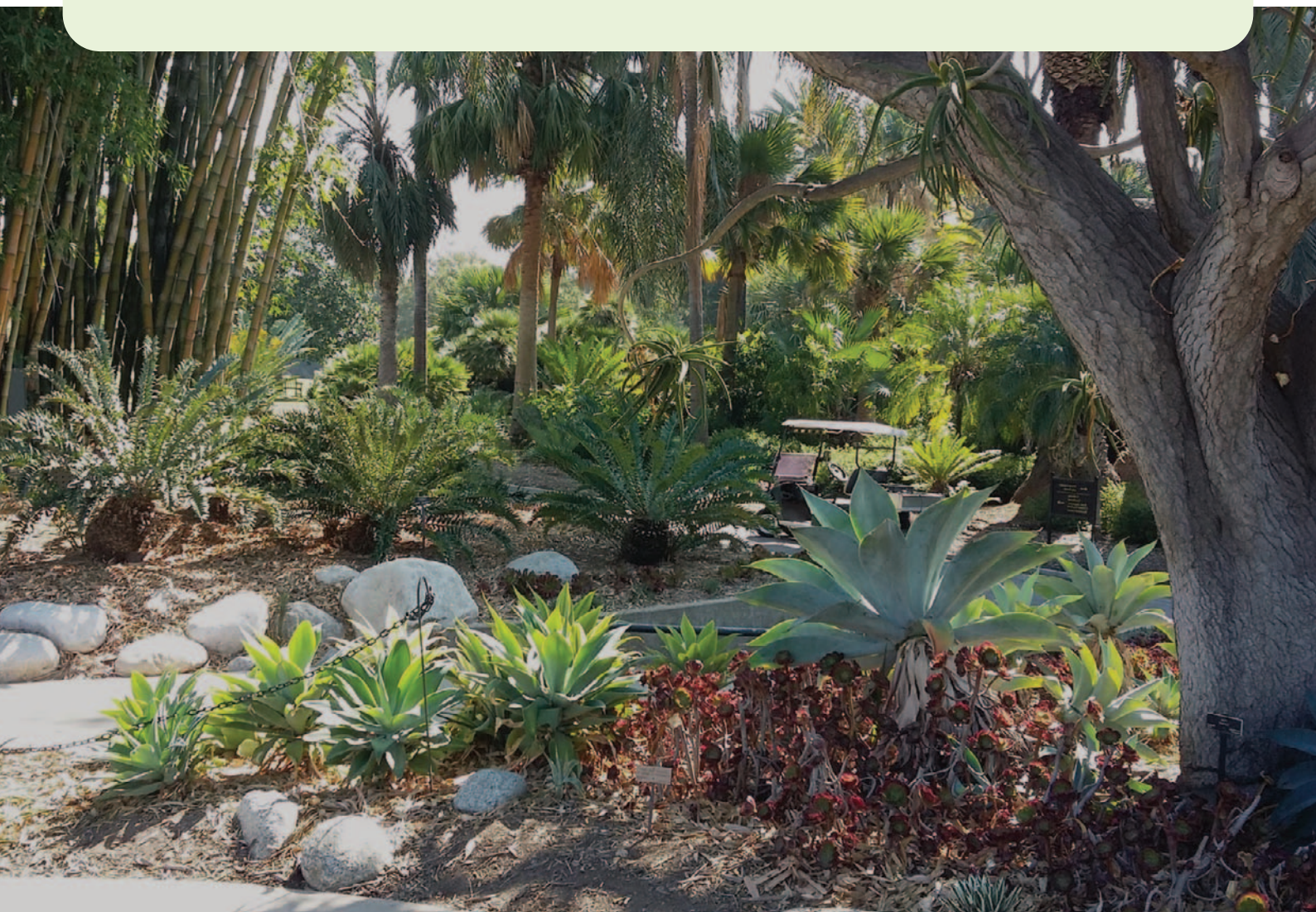


## Outcome

By 2030 BGCI will have increased collaboration with plant conservation organisations and communities to implement NbS and Natural Resource Management initiatives.

## Key deliverables

- 2a. Support large scale projects that integrate plant conservation with ecosystem restoration through promotion of best practice, adoption of standards and improved mentoring.
- 2b. Catalyse expansion of seed banks, living collections, and ecosystem restoration programmes, ensuring climate-resilient and integrated natural resource management.
- 2c. Promote urban greening and sustainability initiatives that contribute to public health, food security, and climate adaptation in line with GSPC Actions in cities worldwide.
- 2d. Implement and scale up agroecology and agroforestry approaches that enhance local livelihoods while conserving and restoring biodiversity.







### Rationale and summary

From 2026-2030, BGCi will empower the world's botanic gardens and plant conservation networks to achieve excellence through collaboration, mentorship, and professional standards. Institutional membership will expand to **1,200 organisations**, with **Patron Membership** increasing by **20%** and membership revenue by **25%**. The **BGCi Accreditation Scheme** will certify **200 institutions** for meeting international best practices in conservation management, ABS, CITES compliance, and biosecurity. The **Global Botanic Garden Fund** will distribute **USD 500,000 in small grants** to at least **200 institutions**, prioritising biodiversity hotspots. BGCi's training programme will deliver **10 new or translated training modules**, reaching **5,000 participants** globally, and establish a **global online learning platform** with **1,000 registered users**. The **GLOBE network** will grow to **750 members**, offering newsletters, webinars, and education resources to strengthen professional exchange.



The **IPSN** will add **10 new member gardens**, host four newsletters and two annual webinars, and expand collaboration with NPPOs and regional partners. Regional networks, across Africa, Asia, the Americas, and Europe, will convene **at least five national or regional gatherings** and spearhead **two new cross-regional partnerships**.



## Outcome

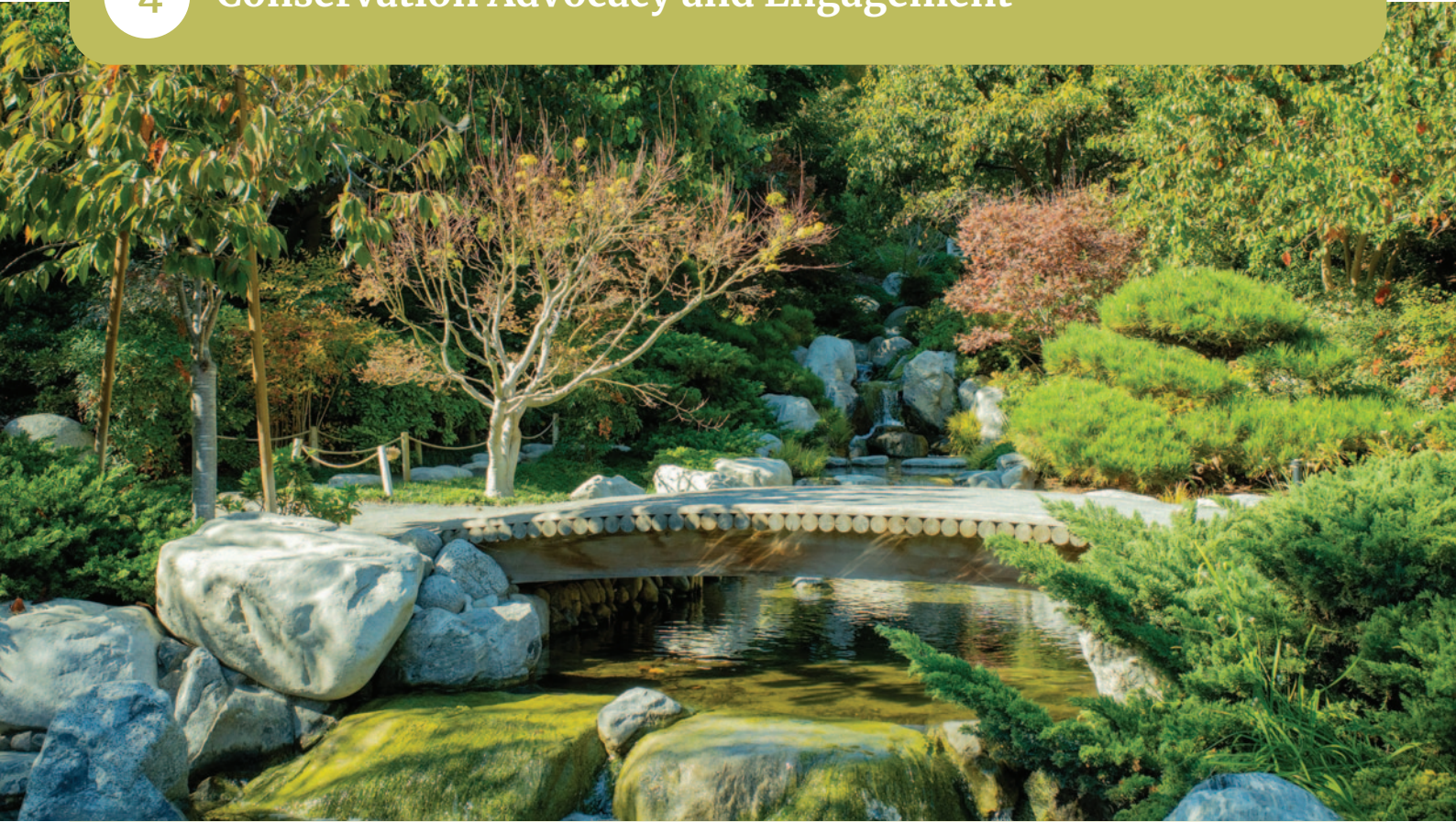
By 2030, BGCI will have empowered botanic gardens and plant conservation networks to conserve plants through membership benefits, collaboration, mentorship, training, and resources, mobilising them to implement and report on the GSPC Actions as a unifying framework for global plant conservation impact.

## Key deliverables

- 3a. Strengthen the membership model and clearly demonstrate the value proposition for members worldwide.
- 3b. Support the development, creation, and strengthening of national and regional networks dedicated to plant conservation.
- 3c. Deliver regular training courses, mentoring programmes, and technical talks to build global conservation capacity.
- 3d. Provide technical training and mentoring, through BGCI's accreditation scheme to promote professional standards and recognise excellence.
- 3e. Develop and disseminate best practice guidelines, and tailored toolkits that address regional conservation needs through promotion and implementation of the GSPC Actions.
- 3f. Ensure the development and availability of high-quality resources to support plant conservation practitioners across diverse contexts.







### Rationale and summary

From 2026-2030, BGCI will **amplify the global scale and impact of plant conservation** through effective advocacy, education, and policy influence that firmly establishes plants at the heart of the biodiversity and climate agendas. BGCI will modernise and expand its global communications reach, targeting a **50% increase in digital engagement** through an upgraded website, social media, and webinar platforms, while publishing **at least 20 policy briefs** tailored to diverse audiences. Through its **International Advisory Council (IAC)** BGCI will strengthen leadership within the botanical community, convening annual meetings and global dialogues that shape conservation priorities. The organisation will coordinate **major international congresses engaging over 1,000 participants**, alongside regional congresses that serve as the principal fora for botanical collaboration worldwide.

BGCI will act as a trusted voice in international policy processes, maintaining observer status with CBD, CITES, FAO, and UNFCCC, and contributing to the delivery of KMGBF through advocacy, technical input, and the integration of the **(GSPC) Actions** into national and

regional plans. **The Global Partnership for Plant Conservation (GPPC)** will grow by at least 20% in membership, embedding new plant-focused indicators and voluntary reporting tools across the network.

Advocacy will extend to emerging global challenges through the **Illegal Plant Trade Coalition (IPTC)**, whose membership and outreach will increase by **10%**, distributing **20 new awareness materials** and **200 campaign resources**. BGCI will also develop **five new policy training resources** and host **at least 10 international webinars and workshops** to build the advocacy capacity of its members. Education and public engagement will be strengthened through innovative behaviour change projects reaching **500 participants globally**, and the IPSN will deliver, three awareness materials, and two international policy events on plant biosecurity.

By 2030, BGCI's advocacy and communication efforts will reach a global audience of millions, mobilising botanic gardens and conservation institutions in more than 100 countries to act as **champions for plant conservation**, influence environmental policy, and implement evidence-based solutions for climate change resilience and biodiversity recovery.



## Outcome

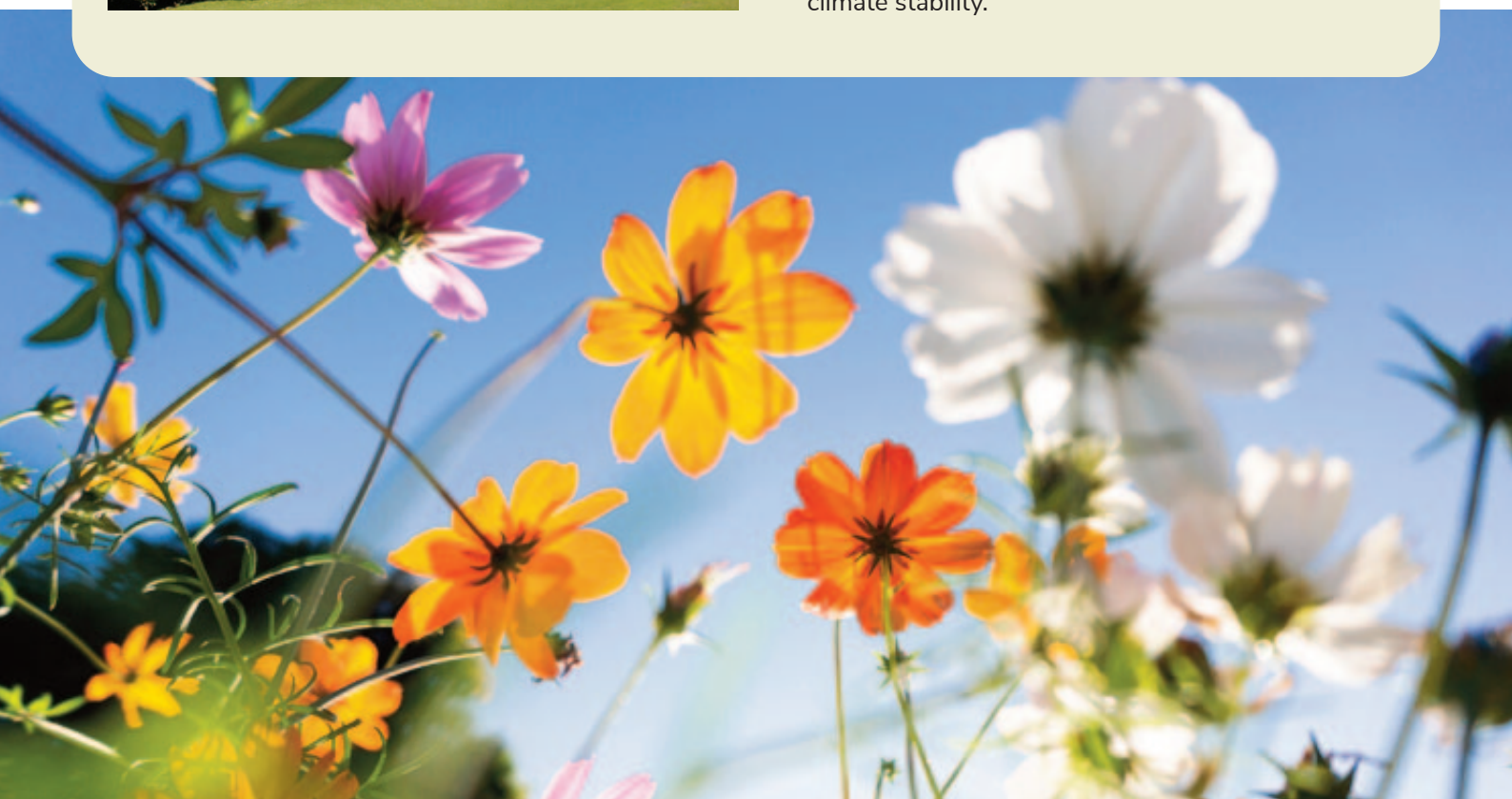
By 2030, through the implementation of the GSPC Actions, BGCI will have increased the scale and impact of plant conservation action by advancing effective communication, policy influence, and education that drive measurable progress for plants worldwide.

## Key deliverables

- 4a. Redesign and modernise digital communication tools, including website, social media, and webinar platforms, to strengthen outreach and engagement.



- 4b. Develop and share educational materials, policy briefs, and guidelines tailored to diverse global audiences.
- 4c. Facilitate botanic gardens to implement the GSPC Actions such as in organisational activities, National Biodiversity Strategies and Action Plans (NBSAPs) and other national action plans.
- 4d. Grow and use the influence of BGCI's International Advisory Council as the global leadership forum for the botanical community.
- 4e. Influence global and national agendas by ensuring plant conservation actions are prioritised in biodiversity and sustainability policies.
- 4f. Increase BGCI's presence and representation at international conferences and advocacy forums to amplify the voice of botanic gardens.
- 4g. Build a communication framework that ensures internal alignment and maximises external influence.
- 4h. Engage governments, NGOs, indigenous communities, businesses, and academia to co-develop and implement effective conservation strategies using the GSPC Actions.
- 4i. Launch global campaigns that highlight the role of plants in ecosystem health, food security, and climate stability.







### Rationale and summary

From 2026-2030, **BGCI will be a financially strong, operationally resilient, and inclusive organisation**, underpinned by ethical governance and a collaborative culture. Over the next 5 years, it will secure **at least £25 million in project and programme funding** from diverse sources. Grant funding disbursed to partners will **double from 2025 levels**, reaching **>£3 million annually**, while strategic and corporate partnerships will expand by **30%**, engaging sustainability-aligned companies and frameworks such as the Taskforce on Nature-related Financial Disclosures (TNFD). BGCI will maintain the **highest sustainability and ethical standards**, implementing an ethical funding policy, reducing organisational **CO<sub>2</sub> emissions below 2020 levels**, and ensuring all staff follow sustainable travel and procurement practices. A comprehensive **Data Strategy** will ensure that BGCI's databases and digital tools are secure, interoperable, and efficiently managed, achieving **full data-protection compliance** and improved internal audit scores by 2030. Modernised systems including CRM, IT, and finance automation will streamline operations and improve transparency across the organisation.

People will be central to BGCI's resilience. A new **learning and development framework** will strengthen staff skills in fundraising, project delivery, monitoring, and communications. The organisation will conduct **annual staff surveys**, maintain a **Staff Forum**, embed its values in HR processes, and introduce a fair pay structure that rewards performance and supports career growth. Income from BGCI's training activities will cover **100% of annual platform costs**, contributing directly to organisational capacity. Innovation and excellence will be recognised through the **Marsh Awards** and other showcases celebrating leadership in plant conservation. BGCI will also mark its **40th anniversary in 2027** as a milestone of growth and renewal. By 2030, BGCI will have built a **robust, adaptable, and ethically grounded organisation** capable of sustaining its global network, diversifying resources, and delivering greater conservation impact.

### Outcome

By 2030 a resilient and adaptable BGCI and network has been built, underpinned by robust operational foundations and our organisational culture.



## Key deliverables

- 5a. Expand new grant opportunities and fundraising efforts to diversify and scale financial support for conservation.
- 5b. Build a positive, safe, and inclusive working environment where all colleagues feel engaged and empowered to contribute.
- 5c. Engage with corporate partners aligned with sustainability and biodiversity goals, including initiatives such as the TNFD.
- 5d. Build internal staff skills in income generation, people management, recruitment, project delivery, monitoring, budgeting, and reporting.
- 5e. Support innovative and collaborative research and pilot projects to advance new and scalable conservation methods.
- 5f. Recognise and reward innovative practices in plant conservation through awards, showcases, and other platforms.





# BGCI Strategic Framework 2026–2030: Mapping of Key Deliverables to GSPC 2020–2030 Actions (1–23)

## 1 Integrated Conservation Action

Key Deliverable	Contributing GSPC Action(s)	Notes on Contribution
1a. Build and mobilise broad coalitions	14, 20, 21, 22, 23	Coalitions mainstream plant priorities, build capacity, and ensure inclusive participation and knowledge.
1b. Robust adaptive cycle for species recovery	1, 2, 3a–3b, 4a–4c, 6a–6b	End-to-end recovery aligns directly to Action 4 sub-actions; site selection/prioritisation uses 1 and 3; IAS management under Action 6.
1c. Expand and integrate BGCI databases/tools	14, 20, 21	Data platforms are explicitly in Action 21 and enable mainstreaming/training.
1d. Coordinated global/regional conservation assessments	4a	Direct fit: assess and regularly update conservation status.
1e. Support in situ prioritisation (IUCN RL, STAR, IPA, KBA, AZE)	1, 3a–3b, 4a–4c, 6a–6b	Uses spatial/priority area frameworks; feeds threat/risk and recovery planning.
1f. Global information infrastructure for living collections	21, 4f, 20	Connects collections and data sharing (Action 21); ex situ cooperation per 4f.
1g. Initiate conservation responses in priority areas	4b–4c, 2, 3a–3b	Moves from plans to action in priority sites and ecosystems.
1h. Strengthen collaboration across sectors for recovery/GSPC	20, 14, 4a–4f	Partnerships to co-develop/implement species recovery and Actions.
1i. Promote conservation horticulture practices/tools	4f, 2, 20	Conservation horticulture underpins ex situ and restoration pipelines.
1j. Data and tools to monitor translocations/reintroductions	4b–4c, 4f, 2, 21	Tracking reintroductions/recovery aligns to Action 4 and uses Action 21 systems.
1k. Scale use of Conservation Action Tracker (with IUCN SSC/GCC)	21, 14, 4b–4c	Conservation Action Tracker is a plant information/monitoring tool that mainstreams recovery planning.



## 2 Climate-resilient Solutions to Biodiversity Challenges

Key Deliverable	Contributing GSPC Action(s)	Notes on Contribution
2a. Support large-scale restoration using best practice/standards/mentoring	2, 11, 3a–3b	Restoration standards and mentoring are core to Action 2 and ecosystem function.
2b. Expand seed banks, living collections, restoration programmes	4d–4f, 2	Ex situ capacity (seed banks/living collections) and restoration feed directly into Actions 4 and 2.
2c. Promote urban greening and sustainability initiatives	12, 11, 8a–8b	Urban plant diversity and NBS/EBAs for climate adaptation.
2d. Implement/scale agroecology and agroforestry for livelihoods and biodiversity	9, 10, 11, 15	Sustainable production landscapes benefiting people and biodiversity.

## 3 Global Botanical Networks and Services

Key Deliverable	Contributing GSPC Action(s)	Notes on Contribution
3a. Strengthen membership model and value proposition	20, 21, 19	Member services build capacity and resources; comms/infosystems build engagement.
3b. Develop/strengthen national and regional networks	14, 20, 21	Networking and coordination are central to capacity and mainstreaming.
3c. Training courses, mentoring, technical talks	20	Direct capacity development.
3d. Accreditation scheme for standards (ABS, CITES, biosecurity)	13, 15, 20	Professional standards and ABS/CITES compliance.
3e. Best-practice guidelines and tailored toolkits (by region)	14, 20	Guidance/toolkits are explicit mainstreaming tools.
3f. Ensure high-quality resources for practitioners	20, 21	Resource hubs and learning platforms.



## 4

## Conservation Advocacy and Engagement

Key Deliverable	Contributing GSPC Action(s)	Notes on Contribution
4a. Modernise website/social/webinar platforms	21	Digital reach for awareness and info dissemination.
4b. Educational materials, policy briefs, guidelines	21, 14	Education and policy guidance leading to awareness and mainstreaming.
4c. Facilitate gardens to implement GSPC in org/NBSAPs	14, 20	Embedding Actions in strategies and national plans.
4d. Grow/use the International Advisory Council	20, 21	Leadership forum strengthens capacity and voice.
4e. Influence global/national agendas to prioritise plant actions	14	Policy mainstreaming of plant conservation.
4f. Increase BGCI presence at conferences/forums	20, 21	Advocacy, convening and knowledge exchange.
4g. Internal comms framework for alignment/influence	14, 21	Strategic comms to maximise influence.
4h. Engage governments, NGOs, IPLCs, business, academia	14, 20, 22, 23	Multi-stakeholder co-design incl. FPIC and equity.
4i. Launch global campaigns on plants' role	21	Public campaigns and mobilisation.

## 5

## Resilience and Strategic Partnerships

Key Deliverable	Contributing GSPC Action(s)	Notes on Contribution
5a. Expand grants/fundraising for conservation	19	Directly aligns with financial resources for plant conservation.
5b. Positive, safe, inclusive working environment	23	Equity and inclusion in delivery.
5c. Engage corporate partners (e.g., TNFD)	14, 15, 19	Mainstreaming nature in business and mobilising resources.
5d. Build internal staff skills	20	Organisational capacity.
5e. Support innovative research/pilots	2, 4, 14, 20	Innovation to scale conservation solutions.
5f. Recognise and reward innovative plant conservation	20, 21	Showcasing leadership to spread best practice.





In Memory of  
**KIRTIDA MEKANI 1959-2026**  
BGCI Board Member and Conservation Champion for Trees

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