

Strategy 2015-2030



International Network for Bamboo and Rattan

From Research to Development

INBAR provides services and expertise for countries and development partners for environmental security and improved rural livelihoods.

Argentina, Bangladesh, Benin, Bhutan, Burundi, Cameroon, Canada, Chile, China, Colombia, Cuba, Ecuador, Eritrea, Ethiopia, Ghana, India, Indonesia, Jamaica, Kenya, Madagascar, Malawi, Malaysia, Mozambique, Myanmar, Nepal, Nigeria, Panama, Peru, Rwanda, The Philippines, Senegal, Sierra Leone, Sri Lanka, Suriname, Tanzania, Togo, Tonga, Uganda, Venezuela and Viet Nam.



Foreword



Dr. Hans Friederich
Director General, INBAR

From Research to Development - Promoting the promise of bamboo and rattan as practical and economically attractive options for sustainable development

Welcome to INBAR's Strategy 2015 – 2030.

Over the past years, the International Network for Bamboo and Rattan (INBAR) has started to evolve from research to development. Building on its past expertise in research on bamboo and rattan, INBAR is becoming a development network that supports countries to use these unique resources to improve their environmental security and the livelihoods of their rural populations.

Bamboos and rattans are vast, untapped development resources that countries can use in many ways to provide income-generating and 'ecosystem services' to their populations. Benefits include stopping land degradation and regeneration of forests and rangelands, a cheap and renewable source of local energy, renewable components for low-cost housing, the basis of new types of cottage industries for new income sources, new sources of animal fodder, and many other uses.

The INBAR Strategy 2015-2030 is designed to help countries use bamboo and rattan to contribute to solving these and a range of related issues, as they develop their national sustainable development plans. INBAR provides solutions and advice that is science-based and practical – tested and used in Asia, Africa and Latin America. The strategy builds on the organization's expertise gained in nearly 20 years of research and partnership with its 40 member countries, supporting them to put in place bamboo and rattan as core elements of their sustainable livelihood strategies.

Under this strategy INBAR is growing into a development network that facilitates and synthesizes research on bamboo and rattan, creates and shares knowledge and public goods, facilitates learning across countries and regions, and promotes best practices.

As a strategic partner and advisor to its member countries and international development partners, INBAR provides support for the development of programmes, national policies, strategies and action plans where bamboo and rattan can add value to countries' sustainable development strategies and rural development plans. INBAR offers expert advice and support to decision makers, technical support for project planning and implementation, and a platform for the sharing of practical knowledge and best practices across countries.

At the global level, INBAR provides evidence and input to the creation of standards on bamboo and rattan use and development, for example in the global forestry and agro-forestry conventions and forums.

INBAR targets 2015-2030

The primary task of INBAR for 2015-2030 is to carry the message of the promise of bamboo and rattan as practical and economically attractive options in building sustainable solutions to the challenges of future development of producers and users of these products.

Policy shaping: *Promote the inclusion of bamboo and rattan in socio-economic and environmental development policies at national, regional and international levels.*

Representation and advocacy: *Coordinate inputs on bamboo and rattan from a growing global members and partners network and represent the need of Members on the global stage.*

Knowledge sharing and learning: *Share knowledge and communicate lessons learned, provide training and raise awareness of the relevance of bamboos and rattans as plants and commodities to the relevant Sustainable Development Goals, Aichi Targets, REDD+ and other relevant global, regional or national frameworks.*

Action research and country support: *Promote adaptive research and innovation by promoting piloting best practices and provide expert support to scaling-up of best practices across the INBAR Member States.*

Bamboo and rattan are strategic resources that can contribute significantly to achieving the challenges we face today – from climate change, to landscape restoration, from sustainable and green business development, to the empowerment of less advantaged section of society. INBAR and its many and expanding network of partners, will work to help ensure that these benefits reach as many as possible, and contribute to their, and our, long term sustainability.

I'd like to invite you to join INBAR on this journey. Together, we can make all the difference.

Beijing, October 2014



1 Introduction

The International Network for Bamboo and Rattan (INBAR) was created in 1997. INBAR is the first and only international Inter-Governmental Organisation with its global Headquarters in China. It has regional offices in India, Ethiopia, Ghana and Ecuador.

INBAR is the International Commodity Body for Bamboo and Rattan of the Common Fund for Commodities, and is responsible for the specific codes for trading these materials in the Harmonised Coding System of the World Customs Organisation.

The organisation had 40 Members at the end of 2014, spread across the globe, with 12 Members in Asia-Pacific, 17 Members in Africa and 11 Members in the Americas.

INBAR's mission is to improve the well-being of producers and users of bamboo and rattan while maintaining a sustainable bamboo and rattan resource and it does so through developing "partnerships for green and inclusive development".

The INBAR network is widely recognised as the premier source of expertise on bamboo and rattan. It is a field-based institution with active work programmes in many of its Member countries. During the past years, INBAR has worked on technical innovations that help people make better use of bamboo and rattan. INBAR has helped to assist in new policies and institutional arrangements for bamboo and rattan utilisation. Generally, INBAR has helped to increase the contribution of bamboos and rattans to sustainable growth and poverty reduction.



Review of INBAR's achievements

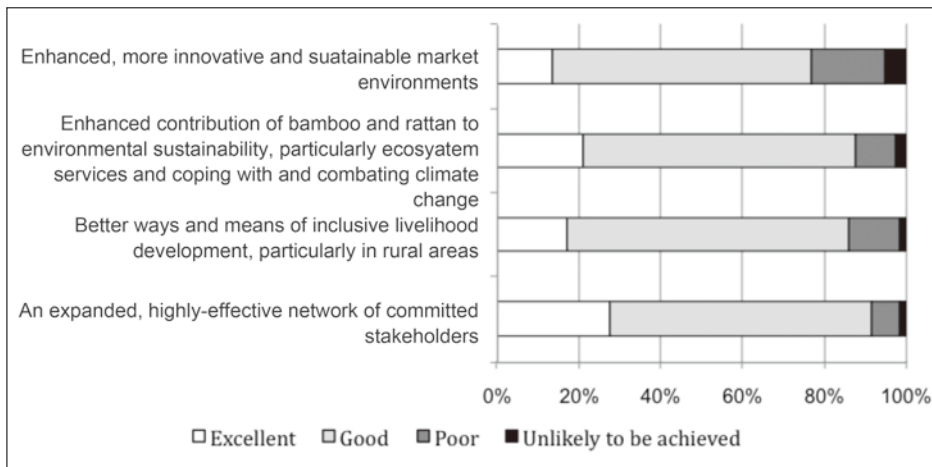
During an extensive consultation process in 2013, the achievements and impacts of INBAR were reviewed. The activities were carried out from May until October 2013 and included literature, a Headquarters staff workshop; two regional workshops in Africa and in Latin America and the Caribbean with in total 39 participants; two consultations with trainees with 30 participants; 19 in-depth interviews with key informants; an on-line survey with 275 respondents; analysis of 36 written questionnaires and extensive discussions with the secretariat staff and 5 Board members.

Among the participants to the survey, 38% were from Asia and the Pacific, 29% from Latin America and the Caribbean, 26% from Africa, 4% from Northern America, and 3% from Europe. Among respondents to the on-line survey, 27% were involved in the research sector, 27% were from international and national agencies (other than research), 24% came from the private sector and 15% represented Non Governmental Organizations. The rest were free-lance consultants, producers, media personnel, craftspeople or others.

2.1 Achieving the INBAR Goals

The progress made by INBAR towards the achievement of its four strategic goals is seen as good to excellent, suggesting INBAR has made visible impact. The achievements toward goal 4 "enhanced, more innovative and sustainable market environments" are lagging slightly behind the achievements of the other goals.

Figure 1: Progress towards achievements of INBAR's strategic goals



Source: Online survey results. Answer to the question 17: « How would you rate the progress towards achievements of INBAR's strategic goals? »

More than 85% of the respondents consider the current goals valid and essential to sustainable development for the next 5 to 10 years. However, they also suggest paying even more attention to the social aspects already included in the goals. Most respondents agreed that the slogan “in partnership for inclusive and green development” should remain as the strap line for INBAR during the next 15 years.



2.2 Reviewing INBAR’s means of delivery

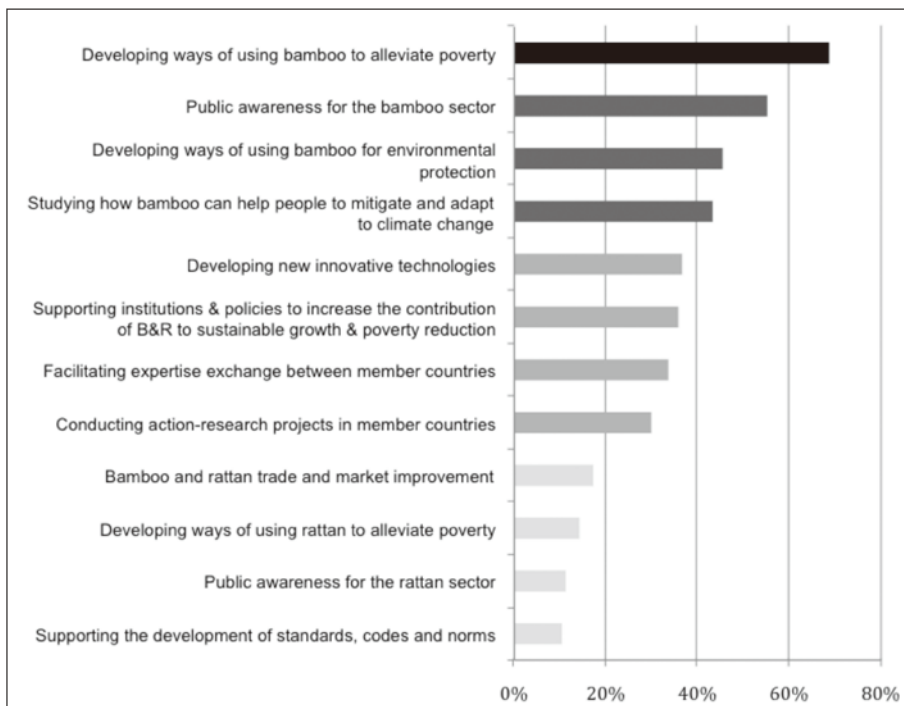
INBAR has gained recognition as the only international inter-governmental organization exclusively devoted to bamboo and rattan. All participants agree that it has an important role to play. The consultation generally suggests that INBAR has credibility and has achieved respectable results. INBAR member countries value the capacity to establish and develop South-to-South partnerships involving new development players as catalysts of change.

According to the respondents, INBAR has been most successful in developing ways of using bamboo to alleviate poverty and to contribute to accelerate local development where projects are implemented. Other very successful outcomes are awareness raising, the utilization of bamboo for environmental protection, and the studies on how bamboo can help people to mitigate and adapt to climate change.



Nevertheless, respondents highlighted the following challenges:

- The status of INBAR is clear for all partners. By some, INBAR is regarded as “the United Nations of bamboo”. Others consider INBAR a Civil Society Organization. Many recognize INBAR as an International Commodity Body (ICB) but do not know what that actually means.
- INBAR’s work with rattan is rarely mentioned.
- INBAR has not played a strong role in support and development of policies, standards and norms
- INBAR has not done enough on trade and market improvement



Basis: Online survey results. Answer to the question 15: “From your point of view, of INBAR’s achievements, which have had the most successful outcomes?”



The 2015 - 2030 Strategy

The current INBAR Strategy, developed in 2006, will expire in 2014. It is time to develop a new strategy which will transform the organisation into an international development organisation with a secure financial basis through diverse funding sources.

The world has changed substantially since INBAR was established. We have a better understanding of the ways that nature supports the economic and social welfare of all people, as modern societies understand the functions that healthy ecosystems play in maintaining a liveable environment for human beings. There are also more international agreements on socio-economic and environmental issues. The world has become a highly engaged and digitally connected global network of multi-stakeholders and an environmentally more aware business community.

INBAR is still the only international Inter-Governmental Organisation based in Beijing, China, but Beijing has developed beyond recognition during the past 17 years. China has established itself as the second largest economy in the world, and its capital is a thriving metropolis. The strong support from China to INBAR, in political, administrative and financial terms has been critical for the survival of the organisation, and will be very important for the coming years.

Within INBAR, the past 17 years have served to understand, describe and demonstrate the ways of producing, transforming and commercialising bamboo and rattan products as ecologically sustainable and economically attractive alternatives for construction materials, floors, panelling, furniture and textiles to name a few of the many uses of these versatile natural resources. INBAR also developed from a small group of key bamboo producing countries into a global network of 40 Member States.

This context offers new opportunities for INBAR to highlight to the wider world the potential for bamboo and rattan to contribute to a number of global goals. Indeed, as is increasingly evident from current uses of the resources, and underscored by INBAR's own research, bamboo and rattan can be highly relevant to a number of challenges currently highlighted in international conversations on sustainability, poverty alleviation, climate change, urban development, and conservation of ecosystems.



The review came up with the following recommendations for the future:

- With regard to the areas INBAR should focus its work on in the next 5-10 years, the respondents still consider knowledge and information to be the number one priority. Other priorities comprise strategic work at global, regional and national levels, including policies and normative activities, and on-site demonstrations.
- Key stakeholders interviewed highlight the need for INBAR to include the full value chain in its work. Respondents stressed that as a commodity organization, INBAR has provided solutions for the use of bamboo and rattan, but future work on increased livelihood improvement and environmental sustainability necessitates working in a broader socio-economic and environmental context
- Respondents stressed the need to build alliances with new partners who have expertise in environmental and social areas. INBAR was also advised to team up with consumer organisations to more confidently interact with consumers. A number of key informants recommend considering ways to involve the private sector more actively in the work of INBAR, both from a programmatic point of view and in an attempt to diversify sources of income.
- Respondents pointed out that INBAR headquarters needs to concentrate on coordination, sector analysis and data maintenance, and enhancing collaboration between member countries, and building-up the network at regional level is considered as a key priority. This can be done through building partnerships with regional organisations and institutions, and developing regional programmatic interventions.





- The INBAR Regional Offices were considered to be the main driver to significantly enhance local impacts, obtain financing, strengthen the networks and also to transfer and adapt technologies from other countries to the local context. Most respondents believe that the Regional Offices should play the key role in future project implementation, organization of regional and national events and the development of local partnerships. Respondents not only consider it necessary to strengthen the role of the existing regional offices but also to create additional local teams in South East Asia and French-speaking Africa..
- The results of the consultation stress a need for better defined services and support for INBAR member countries. Members feel that INBAR should represent them on the international scene, and advocate for them all. More benefits are expected from cooperation between INBAR Member countries and one of INBAR's suggested roles is to help develop bamboo industry in Member countries and to facilitate technology transfer especially from China, but also from other relevant countries.
- The significant support provided by China to INBAR as Host Country, as well as the model of development for the bamboo sector is widely acknowledged. However, stakeholders have diverse and sometimes contradicting opinions toward INBAR's host country. Many countries wish to benefit from the experience of China as the world leader in bamboo production and processing industry, and diversification of funding was seen as a key task for the coming years.



Basis: Online survey results. Answer to the question 15: *"From your point of view, of INBAR's achievements, which have had the most successful outcomes?"*



Guiding principles for 2015 - 2030



One of the main outcomes of the 2012 United Nations Conference on Sustainable Development (Rio+20) was the decision to launch the intergovernmental process on Sustainable Development Goals (SDGs) to follow up on the current Millennium Development Goals. These new Goals are being established to form the over-arching framework of the international development agenda beyond 2015.

While the SDGs are still under discussion, it is already clear that bamboo and rattan could play a significant role in attaining several of the probable focus areas, notably:

SDG1: End poverty in all its forms everywhere.

SDG7: Ensure access to affordable, sustainable, and reliable modern energy services for all, including the aim to double the share of renewable energy by 2030.

SDG11: Build inclusive, safe and sustainable cities and human settlements, including access to adequate and affordable housing.

SDG12: Promote sustainable consumption and production patterns, which includes sustainable management and efficient use of natural resources by 2030.

SDG13: Promote actions at all levels to address climate change.

SDG15: Protect and restore terrestrial ecosystems and halt all biodiversity loss, especially the call for restoration of 15% of all degraded ecosystems by 2030. SDG 15 also aims to increase forest cover and calls for integration of natural resources into planning and development processes.

INBAR will use these Sustainable Development Goals as its guiding principles during the next 15 years in the implementation of a comprehensive programme of work that incorporates bamboo and rattan as plants as well as commodities.



The mission of INBAR is to enhance the well-being of the producers and users of bamboo and rattan within the context of a sustainable bamboo and rattan resource base. INBAR will continue to promote and support sustainable and green growth. This links directly to SDG1.

As plants, bamboo and rattan provide a wide range of ecosystem goods and services. They have a contribution to make towards the Aichi Targets agreed in 2010 at the 10th Conference of Parties of the Convention on Biological Diversity. Bamboo also has relevance for climate change mitigation and both bamboo and rattan can help with adaptation to the effects of climate change. This directly links to SDG7, SDG13 and SDG15.

As commodities, bamboos and rattans can be processed and traded, and they contribute directly to economic development and trade of producers and users, including the current and future INBAR Member States. INBAR is the International Commodity Body for Bamboo and Rattan of the Common Fund for Commodities, and is responsible for the specific codes for trading these materials in the Harmonised Coding System of the World Customs Organisation. Together with ISO and others, INBAR is also responsible for helping develop certification and quality standards for bamboo and rattan products. This will have direct impact on SDG11 and SDG12.



INBAR's Vision



The main task of INBAR during the 2015 - 2030 period will be to carry the message of the promise of bamboo and rattan as practical and economically attractive options in the building of sustainable solutions to the challenges of future development of producers and users of bamboo and rattan.

INBAR will

- Promote the consideration and inclusion of bamboo and rattan in socio-economic and environmental development policies at national, regional and international levels.
- Coordinate inputs on bamboo and rattan from a growing global network of members and partners and represent the need of Members on the global stage.
- Share knowledge and communicate lessons learned, provide training and raise awareness of the relevance of bamboos and rattans as plants and commodities to the relevant Sustainable Development Goals, Aichi Targets, REDD+ and other relevant global, regional or national frameworks.
- Promote adaptive research and on-the-ground innovation by promoting pilot best-practice case studies and support up-scaling of best practices across the INBAR Member States.

Strategic goals and objectives

Goal	Objectives	Indicators
<p>GOAL 1: Promoting bamboo and rattan in socio-economic and environmental development policies at national, regional and international levels</p>	<p>Bamboo and rattan included in relevant global policies and legal frameworks to support highlighted SDGs</p> <p>Bamboo and rattan included in relevant national policies and regulatory frameworks to support highlighted SDGs</p> <p>Improve international trade regulations for bamboo and rattan</p>	<p>References to bamboo and rattan in relevant global policies and frameworks</p> <p>National statistics and accounts include bamboo and rattan</p> <p>National building codes recognise bamboo and rattan</p> <p>ISO Technical Committee on bamboo and rattan established</p> <p>Bamboo and rattan recognised in EU Timber Regulations and US Lacey Act</p> <p>More relevant standards & certification schemes, including HS Codes</p> <p>Improved trade statistics</p>
<p>GOAL 2: Coordinating inputs on bamboo and rattan from a growing global network of Members and partners and representing the needs of Members on the global stage</p>	<p>Expanded INBAR membership & strengthened governance help to achieve Goal</p> <p>Platforms established to promote bamboos and rattans as plants, commodities and as solutions to highlighted SDGs</p> <p>Decentralised and effective Secretariat supports objectives 2.1 and 2.2</p>	<p>Members' interests well represented in international discussions</p> <p>Increased number of INBAR Members</p> <p>Effectiveness of INBAR Council</p> <p>Well respected and globally recognised Trustees</p> <p>INBAR expert communities established and supported</p> <p>Relationships strengthened with the private sector</p> <p>Number of strategic partnerships established</p> <p>World Bamboo and Rattan Summit takes place every two years</p> <p>Effectiveness of Regional Offices in supporting bamboo and rattan promotion in Member States</p>
<p>GOAL 3: Sharing knowledge and communicating lessons learned, providing training and raising awareness of the relevance of bamboos and rattans as plants and commodities</p>	<p>INBAR knowledge sharing capacity strengthened</p> <p>Capacity building and training opportunities provided support objectives 2.1 and 2.2</p> <p>Awareness raised about the values and benefits of bamboo and rattan as plant, commodities and solutions to highlighted SDGs</p>	<p>Global inventory of bamboo and rattan published</p> <p>Respected, peer-reviewed publications to support goal 4</p> <p>Number of training events and trainees</p> <p>Regional training centres established</p> <p>Digital library established</p> <p>Media reports</p> <p>Stories on the internet</p> <p>Educational materials published</p> <p>Public events organised</p>
<p>GOAL 4: Fostering adaptive research and on-the-ground innovation by promoting pilot best-practice case studies and supporting up-scaling of best practices across the INBAR Member States</p>	<p>Innovation and best practice case studies promoted to support objective 2.2</p> <p>Up-scaling of best practices facilitated</p> <p>Relevant programmes developed with INBAR Member States and other partners to support objective 2.2</p>	<p>Cases documented and publicized</p> <p>Best practice pilot sites established</p> <p>Cases documented and published</p> <p>Number of INBAR best practices included in the national action plans or programmes related to bamboo and rattan</p> <p>Number of programmes implemented</p>

The International Network for Bamboo and Rattan (INBAR) is an intergovernmental organisation established in 1997. INBAR is dedicated to improving the social, economic, and environmental benefits of bamboo and rattan.

INBAR plays a unique role in finding and demonstrating innovative ways of using bamboo and rattan to protect environments and biodiversity, alleviate poverty, and facilitates fairer pro-poor trade. INBAR connects a global network of partners from the government, private, and not-for-profit sectors in over 50 countries to define and implement a global agenda for sustainable development through bamboo and rattan.

INBAR's member countries

■ Secretariat offices



© International Network for Bamboo and Rattan (INBAR)
P. O. Box 100102-86
Beijing 100102, P. R. China

Tel: 00 86 10 64706161
Fax: 00 86 10 64702166
Email: info@inbar.int
<http://www.inbar.int>
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www.inbar.int



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