


International Network for
Bamboo and Rattan

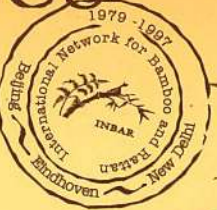
Mailing Address:
Branch Box 155, P.O. Box 9799, Beijing 110 101
Tel: +86 (10) 64956961, 64956978, 64956982
Fax: +86 (10) 64956983. E-mail: info@inbar.org.cn


ISBN 81-86247-29-7



INBAR

a
glance back
through
the times

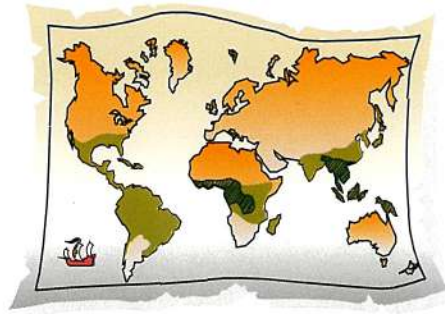




International Network
for Bamboo and Rattan
(INBAR)

a
glance back
through the times
(1979-97)

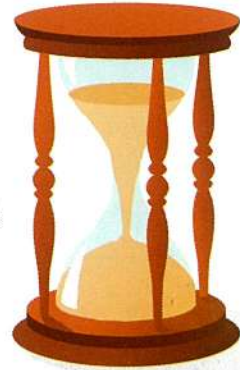






Foreword

It was 20 years ago that the International Development Research Centre (IDRC) of Canada ventured into bamboo and rattan through two international workshops. It was a tentative beginning, made more to assess these two sectors rather than with any concrete programs in mind. The results of these two workshops, however, were like a wake-up call. A whole new world had suddenly opened up: a world of two plants and more than a billion people, their lives closely interlinked in traditions that spanned centuries.



For IDRC, with its people-oriented development research approach, it was a world of choice. That choice, made two decades ago, has now culminated in the establishment of the International Network for Bamboo and Rattan (INBAR), the first international organization to be headquartered in China. The years that went into the making of INBAR have not been easy...many trials had to be passed and many crises to be weathered. Yet, at the end of it all, IDRC is proud that it planted and nurtured INBAR to its present status.

This brief history of INBAR comes out at a time when the new organization has begun functioning with a new direction from a new

locale. It is befitting that the events and the people that shaped this unique institution be remembered and recorded for posterity at this time. I hope that this account will be a token of pride for all those associated with INBAR in one way or other, and a guide to all those who are yet to come.

Maureen O'Neil
President
International Development Research Centre
Ottawa, Canada





Prologue

The history of an institution can often be a complex one to describe, particularly so when the institution concerned is one that has evolved over time. The task gets more onerous when the narration takes a people-oriented approach, as most such institutions would have benefitted from the goodwill and actions of many—a helpful



suggestion, a quiet word to speed up a process or remove a hurdle, a few good words in the right forum, all these go into their making.

Some of these benefactors would remain behind the curtains, quietly satisfied that they did make a difference and looking ahead to other areas that need their empathetic attention and considerate touch. We have tried to document here all major events and all key personalities involved, sifting through official records, scanning reports, interviewing many of the personalities involved, and consulting others. Despite such extensive consultations if there is any omission, it is unintentional.







n the afternoon of

6 November 1997, the Great Hall of the People, China's parliament building, was wearing a festive look with large red banners festooning its facade. Several top Chinese officials and prominent citizens, Ambassadors of 15 countries, and representatives of various international organizations were present inside the hall. Among the dignitaries at the podium were Li Peng, Premier of the People's Republic of China, and Qian Qichen, the Vice Premier and Minister of Foreign Affairs.



Premier Li Peng with delegates to the INBAR Establishment Agreement Signing Ceremony

At 15:30 local time, China and eight other nations (Bangladesh, Canada, Indonesia, Myanmar, Nepal, Peru, the Philippines and Tanzania) signed the Establishment Agreement, and the International Network for Bamboo and Rattan (INBAR) officially came into being as an independent international organization. INBAR, the first international organization to be headquartered in China, was making history.

"History is not events, but people..." wrote Jacob Bronowski, the noted British scientist-writer-broadcaster. The history of



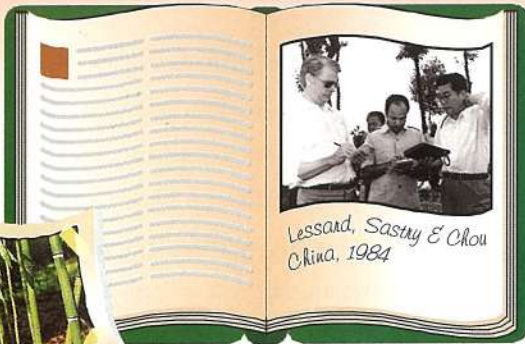
INBAR is not different. Many people appear in the course of its history of two decades. Some planted ideas, some helped those ideas to take root and grow, and some others nurtured them to fruition. This is an attempt to document these people and their acts that have made the INBAR of today—the international organization with a global mandate to develop bamboo and rattan-based solutions to benefit people and the environment.

The beginning of many good ideas has been incidental—a casual word captured by a keen ear, an otherwise meaningless observation gathered by a fertile mind, a mundane occurrence seized by a sharp intellect...and then, wondrous things happen. The casual word creates a new logic, the insignificant observation unveils a momentous truth, the everyday event shapes into something extraordinary. So was the beginning of INBAR.



he origins of INBAR

can be traced back to a workshop held in June 1979 in Singapore, under the auspices of the Regional Office of the International Development Research Centre (IDRC) of Canada. Gilles Lessard, Associate Director-Forestry of IDRC's Agriculture, Food and Nutrition Sciences Division, had piloted that first-ever international workshop on rattan. Leading rattan scientists from half a dozen countries discussed major research issues and made recommendations for IDRC to follow up. The event was small by the usual international standards, and there were no reasons at the time to think that its



outcome would have a telling impact on the course IDRC's development initiatives in Asian forestry would take in the coming decade.

The workshop, as it turned out, was an eye-opener for many as speaker after speaker had highlighted the importance of rattan to developing economies in Asia and the urgent need for funding in key research areas. There were millions of people dependent on rattan for subsistence or a livelihood, and implementing the recommendations of the workshop would help researchers and communities in the developing world find solutions to their social, economic and environmental problems.

Almost a year later, in May 1980, Lessard organized another workshop in Singapore, this time on bamboo. More than 20 forestry scientists drawn from bamboo-growing countries in Asia and elsewhere assembled to assess the research issues in the sector. Their intense deliberations resulted in setting a bamboo research agenda for IDRC's Asian programs.



during the administration of Jimmy Carter as the President of the United States, hundreds of

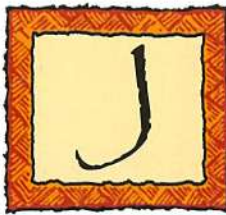
scientists and others had together prepared a massive document titled *The Global 2000 Report to the President*. The aim of this exercise was to identify the environmental trends up to 1980 and then to make projections to the year 2000. The report predicted, among other things, that the combination of more people and rising needs will place immense stresses on natural resources and systems. It also presaged the depletion of fuel sources and the destruction of forests, particularly the tropical forests, with great loss of biological species through extinction and thereby the elimination of an enormous genetic resource base.

Despite the controversies the report generated, much of its predictions were right on target and evident to anyone who wished to see. The unrelenting and unsustainable exploitation of forest resources in developing countries was pushing them to the brink. Several species were near extinction, forest productivity was low, resource regeneration was practically non-existent, conservation measures were absent and much of the tropical forest was disappearing (each year at the rate of an area equaling that of Austria). As the immense world appetite for wood and wood products (international trade worth \$100 billion a year) was a major reason for deforestation, non-timber forest products began to gain attention.

In the early 1980s, IDRC had started focusing, at least in Asia, its forestry programs on social forestry with emphasis on non-timber forest products as these socially and economically outweigh timber in their usefulness to the millions of forest-dependent people in rural areas of developing nations. Following the Singapore meetings, the first project, to establish a Rattan Information Center (RIC), was initiated in Malaysia in 1983 with a grant of about 97 000 Canadian dollars. It was sited at the Forest Institute Malaysia (later Forest Research

Institute Malaysia, FRIM), under the able stewardship of Salleh Mohd. Nor—an eminent forester who was to later play a key role in the establishment of INBAR—and with Kong How Kooi as the Project Coordinator. The project marked the first major initiative by an organization to collect and disseminate information on rattan, and paved the way for many forestry scientists in the region to establish valuable contacts.

It was, however, becoming increasingly clear that isolated research efforts in limited areas were not enough. More coordinated research and active exchange of research results were urgently needed to arrest and reverse what appeared to be a fast-degenerating situation that could adversely affect the lives of the world's least advantaged people. A crisis of sorts was looming.



John F. Kennedy

once said: "When written in Chinese, the word crisis is composed of two characters. One represents danger and the other represents opportunity." The man who seized an opportunity from this crisis was an Indian-born citizen of Canada: Cherla B. Sastry.

With one Masters degree in Botany and another in Forestry,

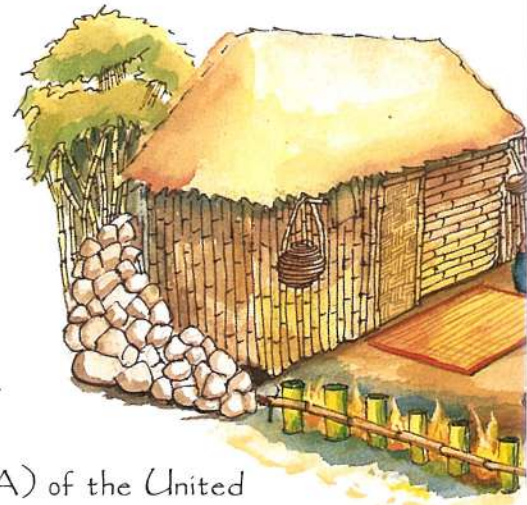


Cherla B Sastry



Sastry was a biologist as well as a professional forester—a rare combination. After obtaining Ph.D. in 1971 in Forest Products from the University of British Columbia, Canada, Sastry spent the next 12 years in research and teaching wood science and forestry in the Canadian Universities of Toronto, New Brunswick and British Columbia, and the Agricultural University of Malaysia (as a CIDA-sponsored Visiting Professor and expert). By 1983, when he joined IDRC's Regional Office in Singapore as Program Officer (Forestry), Sastry had already built up a solid reputation as a forestry scientist and academician.

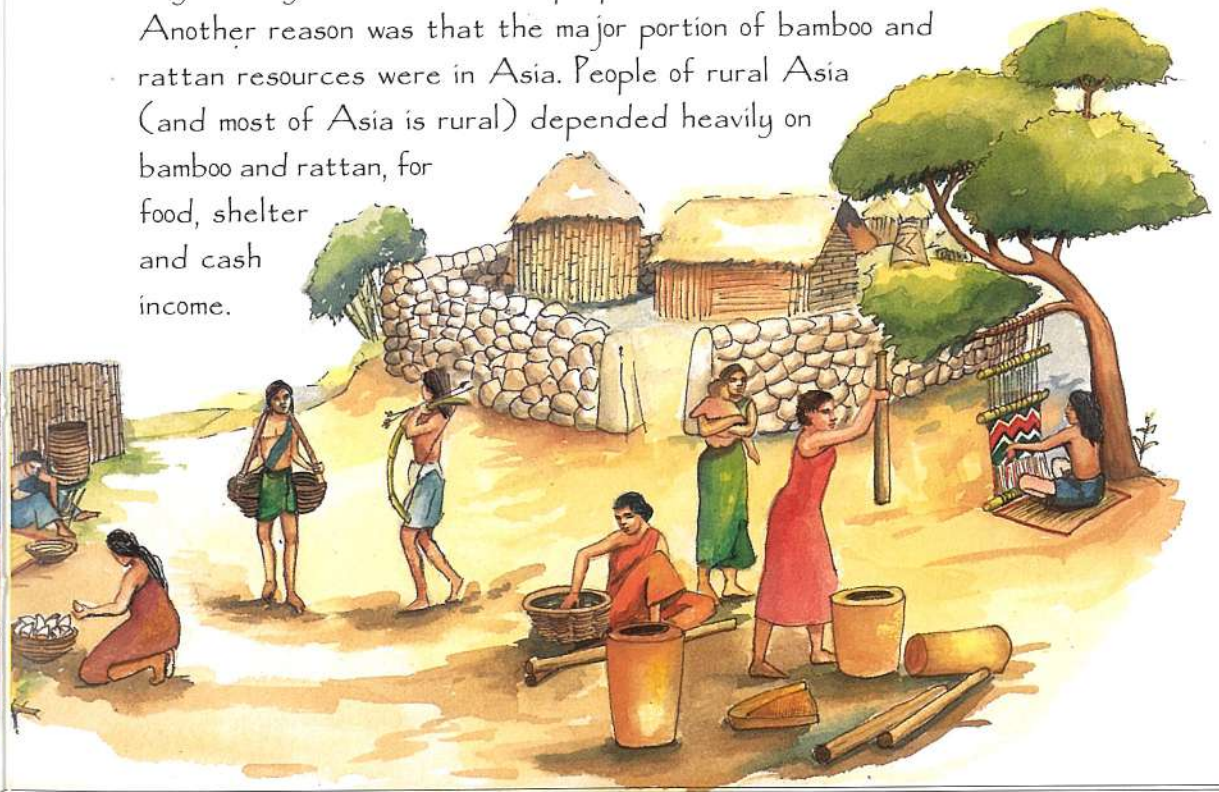
Sastry's mandate at IDRC was to conceive, develop and administer IDRC's forestry research programs in Asia and the South Pacific. Jingjai Hanchanlash, the Regional Director of IDRC in Singapore, lent his considerable political connections to Sastry to facilitate his work in Asia. One of the first actions of Sastry in IDRC was to organize, jointly with the Special Program for Developing Countries of the International Union of Forestry Research Organizations (IUFRO), a gathering of Asian and international forestry experts to identify the 10 most important multi-purpose tree species for priority research. Major international donor agencies—such as the World Bank, Food and Agriculture Organization (FAO), United Nations Development Programme (UNDP) and United States Agency for International Development (USAID) and Overseas Development Assistance (ODA) of the United



Kingdom—and several national program leaders also participated in this meeting held in Kandy, Sri Lanka, in 1984.

The experts identified 10 multi-purpose tree species as socio-economically important enough to the developing regions in Asia to warrant donor assistance, including that of IDRC. Bamboo and rattan, although not "tree" species and still considered as "minor forest products", received considerable support for inclusion in the list.

The major focus of IDRC's Forestry Program in the Asian sector was to be on bamboo and rattan for many years to come. One reason for this was the valuable socio-economic benefits that could flow from the sustainable utilization of these two plants, which have close links to the day-to-day lives of millions of people in Asia since historical times. Another reason was that the major portion of bamboo and rattan resources were in Asia. People of rural Asia (and most of Asia is rural) depended heavily on bamboo and rattan, for food, shelter and cash income.



Realizing the importance of bamboo and rattan to the Asian region, Sastry took a special interest in the research activities on these two plant species. Being born and brought up in the region, he was aware of the traditional links that the Asian people had with these two plants. His keen sense of perception made him see the immense potential of bamboo and rattan as tools to combat the socio-economic deprivation prevalent in most Asian countries. A man of strong convictions, Sastry was now set on making the development of bamboo and rattan sectors the rallying point of IDRC's Forestry Program in the region.

Looking back at that time, Sastry says: "My routine approach should have been to liaison with the research institutions, solicit research proposals, assess them and recommend them for funding. But I felt that the situation called for a different handling as the funds deployed and the research efforts put in had to get extra mileage if the whole program was to be a success. Two and two had to make five. I recognized networking to be the means that would achieve such a booster effect."

As a person resourceful in developing linkages and meticulous in nurturing them, Sastry knew the value of networking. He recognized that it would be persons, rather than institutions per se, who could strengthen the bamboo and rattan networking programs. He began cultivating promising scientists and decision-makers, and encouraged them to communicate with each other by organizing meetings, workshops, seminars and exchange programs. A newsletter started at this time facilitated such communication and set the backdrop for the development of an informal network. Within two years, the networking activities had expanded to such an extent that Sastry had to hire a

Network Coordinator to manage the informal Bamboo and Rattan Research Network.

The person he chose was Gajaraj Dhanarajan, Deputy Director (Sciences), Off-campus Academic Programs of the University Sains Malaysia. Dhanarajan, a mild-mannered academician known for the



G. Dhanarajan



depth of his knowledge in entomology, took over as the Network Coordinator in 1984. He knew the Asian region very well and had an extensive network of friends among fellow scientists, academicians and other people in key positions.

Dhanarajan and Sastry organized the second international bamboo workshop in Hangzhou, China, in 1985, in collaboration with the Ministry of Forestry of China, the Chinese Academy of Forestry, the Nanjing University of Forestry and IUFRO. This was the first Network

activity that had the collaboration of an international organization. The workshop was a resounding success, and a measure of what networking



second workshop
Hangzhou, China 1985

could achieve. The first workshop in Singapore had the participation of 22 scientists who presented 19 papers for discussion. In the second workshop, about 80 scientists from different parts of the world

participated and about 50 papers were presented. The linkages established in Hangzhou and the goodwill earned were to profoundly help the Network at a later stage in its evolution.

The third workshop at Cochin in India, organized in 1988 in collaboration with the Kerala Forest Research Institute, was attended



third workshop
at Cochin, 1988

by about 95 scientists and forestry experts who presented 72 papers. One of the participants

was Ramanuja Rao, a young botanist from the University of Delhi, recipient of the prestigious Young Scientist Award from the Prime Minister of India. He and his botanist-wife Usha Rao jointly presented a paper on the *in vitro* flowering of bamboo, detailing the first-ever successful attempt at making bamboo tissue culture possible. Following the workshop, Ramanuja Rao was hired as Consultant to the Network project on bamboo tissue culture in the Philippines. He was later to play an important role in the activities of INBAR.

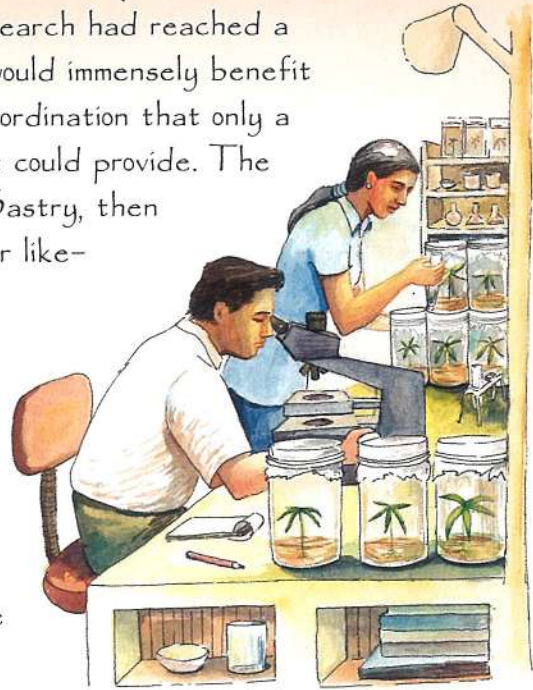
The topic of an international center for bamboo research first came up at the Cochin workshop. Many of the participants felt that



Ramanuja Rao



the scope and pace of bamboo research had reached a stage wherein national programs would immensely benefit from the support, guidance and coordination that only a formal and international focal point could provide. The idea found home in the minds of Sastry, then Senior Program Officer, and other like-minded bamboo enthusiasts and national program leaders like Salleh Mohd. Nor. However, experiences of Consultative Group for International Agricultural Research (CGIAR) centers, and IDRC's own International Centre for Research in Agroforestry (ICRAF) and International Network for the Improvement of Bananas and Plantains (INIBAP), cautioned them that the time was not appropriate to put the idea into practice.



A. N. Rao

In 1987, Dhanarajan left, to pursue full-time his academic career. Around this time, Prof. A.N. Rao, then Chairman of the Botany Department of the National University of Singapore, began his long association with the Network. He volunteered a great deal of time and expertise to function as a de facto advisor and coordinator of the Network. This informal association strengthened considerably after Prof. Rao joined the International Plant Genetic Resources Institute (IPGRI) in 1994.

Prof. Rao was instrumental in shaping IPGRI's collaboration with the Network, following a grant from the Japanese government to the Institute for genetic conservation activities.

By this time, Sastry had initiated several bamboo and rattan research projects in Asia and elsewhere, expanding the reach and depth of the Network (for, even at that time there was a nascent interest in expanding the Network beyond the Asia, where it was taking healthy roots). Many scientists who came into contact with the Network during this phase through national programs have maintained their close relationship with INBAR to this day: Fu Maoyi, who implemented a project in China on intensive cultivation of bamboo; Toga Silitonga, who was involved in an Indonesian project on improving the production of local rattan species; Achmad Sulthoni, who carried out bamboo preservation research in Indonesia; Bernard Kigomo of Kenya who piloted a project on the introduction and propagation of bamboo species; Wan Razali of Malaysia who was involved in a project aimed at evaluating the performance of local bamboos; P.B.L. Srivastava, who was involved in a project formulated to gather quantitative, qualitative, technical and economic data on rattan in Papua New Guinea; K. Vivekanandan, who led a Sri Lankan project on the development of nursery methods for bamboo and rattan propagation; Alfinetta Zamora of the Philippines who carried out a project to develop bamboo tissue culture methods; Songkram Thammincha and Boonchoob Boontawe who implemented a Thai project to increase the production of bamboos; K.M. Bhat, who was the coordinator for a rattan project in India; R. Gnanaharan, who coordinated a bamboo research project at the Kerala Forest Research Institute, India; P.M. Ganapathy, who led an Indian project on the development of bamboo mat board...the names are many.



Promoting the utilization

of bamboo through the development of new products was one of the objectives of the Network. In 1988, a bamboo mat board project was initiated at the Indian Plywood Industries Research Institute (IPIRI). In five years, the project successfully developed an improved technology for the manufacture of bamboo mat boards, and commenced the transfer of the technology to other Asian countries. The team leader of this successful project was P. M. Ganapathy, then Director of IPIRI (Indian Plywood Industries Research and Training Institute— IPIRTI—since 1992).

Ganapathy later functioned as the Regional Forestry Coordinator of several IDRC projects in South Asia, and assisted the Network's early initiatives in Africa. He was also one of the members of the study team that recommended the establishment of INBAR.



development of Bamboo Mat Board Project

P. M. Ganapathy



In 1989, Ramanuja Rao took over the responsibilities of Network Coordinator. As the position did not involve a formal full-time appointment, he continued to work as a Research Scientist at the University of Delhi, while spending a considerable amount of time to assist Sastry in the ever-increasing Network activities. The Network was steadily gaining recognition and, more importantly, participation of

scientists and development practitioners from governmental and non-governmental organizations. At the threshold of the 1990s, it was coordinating research work of over 60 scientists involving 50 studies on bamboo and rattan in 10 countries. Besides funding research projects, it also functioned as a promoter for exchange of ideas and experiences, a launching pad for development research initiatives, and a catalyst for generating bamboo and rattan-based solutions for sustainable development.

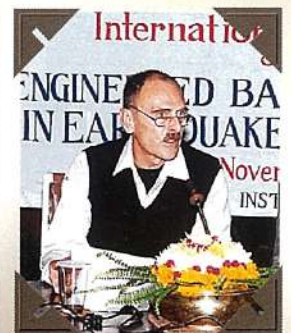
The Network had become noted for several major accomplishments in bamboo and rattan technologies in Asia and Kenya (Africa). Achievements ranged from enhancement of production capacities to development of improved products and value-adding processes to training, education, and successful transfer of appropriate technologies and germplasm. A decade of active promotion of bamboo and rattan research stimulated numerous scientists, launched several integrated research studies, generated extensive research data, elevated the status of bamboo and rattan to new heights, and opened up new avenues for socio-economic development interventions.



The idea of an international center for bamboo research found fertile ground at the third International Bamboo Research Workshop at Cochin. There have also been some suggestions at other international forums for a research

center for rattan. Sastry recognized that such centers would be a logical extension of activities that the Network had been carrying out for a decade. An international organization dedicated to promoting bamboo and rattan research and the sustainable use of these two resources would serve the socio-economic needs of the developing nations. Dhanarajan, with whom Sastry discussed the idea, suggested that the center be set up as an independent, international organization.

The idea found positive reception among national programs (Network members) and international donor agencies. Encouraged by this, Sastry approached IDRC headquarters with a request to set up a mechanism that would assess the strategic research needs of bamboo and rattan, and work out the structure, modalities and specific objectives of an international organization for bamboo and rattan. During 1989-90, a Review of Research Needs for Bamboo and Rattan to the Year 2000 was jointly commissioned by several international donors—IDRC, the International Fund for Agricultural Development (IFAD), Rockefeller Foundation, the Overseas Development Administration of the United Kingdom (UK-ODA), the International Fund for Agricultural Research (IFAR) and the International Board for Plant Genetic Resources (IBPGR). The study was carried out by Trevor Williams of IFAR and assisted by a team comprising: J. Dransfield, Royal Botanic Gardens at Kew, UK; P.M. Ganapathy, IPIRTI; Walter Liese, Institut für Holzbiologie, Germany; Salleh Mohd. Nor, FRIM; and Sastry. The team was assisted by Soejatmi Dransfield,



Trevor Williams



Ramanuja Rao, N. Manokaran of FRIM, Brian Belcher of IDRC, and James Jarvie of IFAR.

Williams visited major bamboo/rattan growing countries in Asia and held detailed consultations with key members of the research community. The Review outlined a framework for consolidating existing research and provided a new research direction based on an in-depth needs assessment in the region. It also recommended adoption of necessary steps to formalize the Network by taking the initiative to set up an independent, autonomous institution either within or outside the CGIAR system (Appendix 1). The recommendations of the Review were endorsed by a group of CGIAR donors during a meeting in The Hague in 1991, and by national programs at a meeting convened in conjunction with the IVth International Bamboo Workshop in 1991 at Chiang Mai, Thailand (the Workshop further bolstered the claim of the Network for a formal set-up: 228 participants from 27 countries took part in the Workshop). The study, published under the title *Research Needs for Bamboo and Rattan to the Year 2000*, came to be known as the "Green Book" and was much consulted among bamboo and rattan scientists and managers of national programs.

Subsequently, a proposal was made to IDRC for the creation of the International Network for Bamboo and Rattan (INBAR) as a formal research network with its own secretariat and staff. IDRC approved the proposal and decided to extend all necessary administrative and financial management support. It also agreed to provide the major part of the funds required to establish and operate INBAR for two years.

An INBAR Orientation Meeting was held in New Delhi, India, in March 1993. The participants to the Meeting included national program

scientists involved in bamboo and rattan research, potential donors to the program—including IFAD, IDRC, the Canadian International Development Agency (CIDA) and the Food and Agriculture Organization's Forestry Research Support Programme for Asia and the Pacific (FAO/FORSPA)—and collaborating institutions such as the IUFRO and the Natural Resources Institute of the United Kingdom (NRI-UK).



INBAR was formed in

1993, through grants from IDRC, and commenced operation from the South Asian Regional Office of IDRC in New Delhi. The formalized Network soon attracted talents from different areas. Paul Eastman, a Canadian international management consultant, assisted in working out an effective research methodology for INBAR. Paul Stinson, a former IDRC Program Officer who had extensive experience in pharmaceuticals marketing, took over as the Manager of INBAR and facilitated its day-to-day administration. The principal author of the "Green Book", Trevor Williams, who had left IFAR by then to work as an independent consultant, lent his vast experience and practical acumen to ensure that INBAR takes roots.



Salleh Mohd. Nor.

At the time when INBAR was in the crucible, Salleh Mohd. Nor was the Director

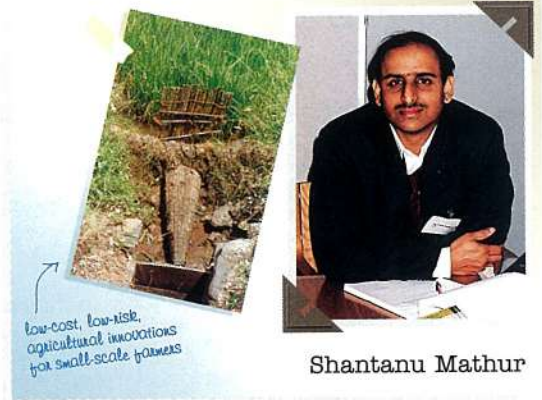
General of FRIM (which housed the Rattan Information Center that IDRC and FRIM set up in 1982 to act as the documentation and clearing house for rattan information worldwide). He later became the President of the International Union of Forestry Research Organizations (IUFRO), the first person from a developing nation to head that oldest non-governmental forestry organization. Following the formation of INBAR, he became more actively involved in Network activities, as a member of the Research Advisory Group and as the Chairman of the INBAR Working Group on Information, Training and Technology Transfer.

IFAD, which had co-sponsored the study that led to the formation of INBAR, stepped in as a donor in 1994 by providing grants, mainly for the Socio-economics and Policy Program.

The person who was instrumental in setting up this program was Shantanu Mathur of the Technical Advisory Division of IFAD. As a development economist driven by a passion for low-cost, low-risk agricultural innovations for small-scale farmers, Mathur

recognized the usefulness of INBAR programs in furthering IFAD's mission to improve the quality of life of small-scale resource producers and users. He has since then taken an active interest in linking INBAR to development agencies and projects throughout Asia.

INBAR's mandate was designed to address two principal issues. One was the crucial role that non-timber forest products, especially



Shantanu Mathur

bamboo and rattan, play in the socio-economic well-being of the predominantly rural population of developing countries. The other was the potential of bamboo and rattan for conserving tropical forests and curtailing the rapid decline of forest genetic resources by offering alternative solutions to wood-based products and for ecological rehabilitation.

INBAR took an innovative, holistic approach to research by focusing on all parts of the bamboo and rattan sectors from production to utilization, and by linking the natural and physical sciences to socio-economics in order to maximize the relevance and impact of its work. Brian Belcher, a former Research Officer with IDRC, joined INBAR in 1994 as the Principal Economist to pilot this activity. In addition, INBAR actively promoted the utilization of its research results through information, training and technology transfer activities.

Ramanuja Rao, who had moved to the South Indian city of Bangalore in 1993 as the General Manager of a biotech venture in the private sector, continued his activities from Bangalore as a Resource Person and Editor of the Network Newsletter. In 1994, he launched a refurbished INBAR Newsletter to disseminate information on INBAR activities and to provide network members a forum for exchange of ideas. Assisted by Arun Kumar, a former editor and consultant to some UN projects, he also initiated the production of a series of high-quality publications.

The increasing prominence of INBAR helped expand its network of scientists. Several scientists engaged in bamboo and rattan research became associated with INBAR during this time. A key

figure among them was Jules A. Janssen of the Eindhoven Technical University, known for his pioneering work on bamboo engineering. Janssen later became the focal point of INBAR in Europe, a position from which he continues to further the reach and vision of INBAR.



↑ TEST ON TRUSS,
three span 8 meters



Jules A. Janssen

At the end of 1994, Paul Stinson laid down office as Manager of INBAR, and Ramanuja Rao returned to Delhi to take over as the Principal Scientist of INBAR. Rao's dynamism and versatility contributed to the success of several activities such as the Networkshops. With a capacity to efficiently handle diverse tasks, Rao became the key person for several program activities of INBAR, including many of its publications that received international acclaim. In 1995, Madhav Karki from the Institute of Forestry, Pokhara, Nepal joined as a Senior Research Fellow in charge of Training and Technology Transfer.

In a short period, INBAR had become the pre-eminent voice among all interested sectors articulating development and environment solutions using bamboo and rattan. Internal and independent evaluations of INBAR endorsed the view that INBAR's successes have laid the foundations for even greater achievements through an expansion of the network: geographically, by extending the network's range of activities to Africa and Latin America; and topically, by deepening and broadening the network's commitment to strategic, development-led research on bamboo and rattan.



Although INBAR had

become a successful network, there were several impediments to realizing its full potential. One was its status as a time-specific project, while much of bamboo and rattan research required long-term commitments. Its apparent impermanence also created difficulties in establishing confidence among national program partners, who preferred longer-term and more stable relationships. Another problem was its legal status as an IDRC project that hampered efforts to secure funds from other donor agencies.

The movement for INBAR's establishment as an independent institution with a global mandate was endorsed by the Research Advisory Group of INBAR in 1994, and by a subsequent Strategy Group meeting in March 1995. The latter meeting had recommended the constitution of a Task Force to "take all necessary action to formalize the establishment of an autonomous, international, scientific, philanthropic organization to replace the existing network" (Appendix 2). The 1995 International Bamboo Congress held in Bali, Indonesia, also recommended the establishment of an international center for bamboo research. Following these developments, the core funding agencies of INBAR—IDRC and IFAD—affirmed their support for the Network as a secretariat of IDRC, pending achieving the status of an independent international organization.

China has loomed large in the Network activities almost from the very beginning. One of its early bamboo projects was in China, and the

country also housed the first Bamboo Information Center. Chinese forestry scientists, particularly from the Chinese Academy of Forestry, had played a major role in the Network's exchange programs. At the Strategy Group meeting held in Malaysia, Chen Tongai, President of the Chinese Academy of Forestry and representative of the Government of China, reiterated his country's backing for INBAR by generously offering to host the headquarters for the new international organization.

The move also received the unanimous endorsement of a special session convened by INBAR at the XXth IUFRO World Congress in August 1995.



Walter Liese

Salleh Mohd. Nor and Walter Liese, a renowned wood biologist and a pioneer in studies on the anatomy of bamboo culm (he had earlier been a member of the study team that recommended the creation of INBAR and

was instrumental in getting IDRC interested in bamboo), used their considerable standing among international agencies to gather support for the new INBAR.

The momentum created by these strategic actions resulted in a Task Force being formed in late 1995 by Keith Bezanson, then President of IDRC, to establish INBAR as an independent international organization. The Task Force comprised:



Keith Bezanson

1995
Task Force
to establish
INBAR
as an independent
international
organization

W.R. Spence (IDRC) as Chairperson; Salleh Mohd. Nor as Co-chairperson; S.N. Saigal (Director, Technical Advisory Division, IFAD);

M.S. Swaminathan (Director, M.S. Swaminathan Research

Foundation, India); Chen Tongai and Sastry. Swaminathan, an agricultural scientist of world renown and former Director General of the International Rice Research Institute, had earlier been part of a two-member team that carried out an independent evaluation of INBAR activities and suggested future directions the organization

should take (the other member was Dene Cuthbertson, an agricultural and horticultural scientist from Australia). This evaluation team was instrumental in INBAR making food, livelihood and ecological securities as the keystones of its programs.



M. S. Swaminathan



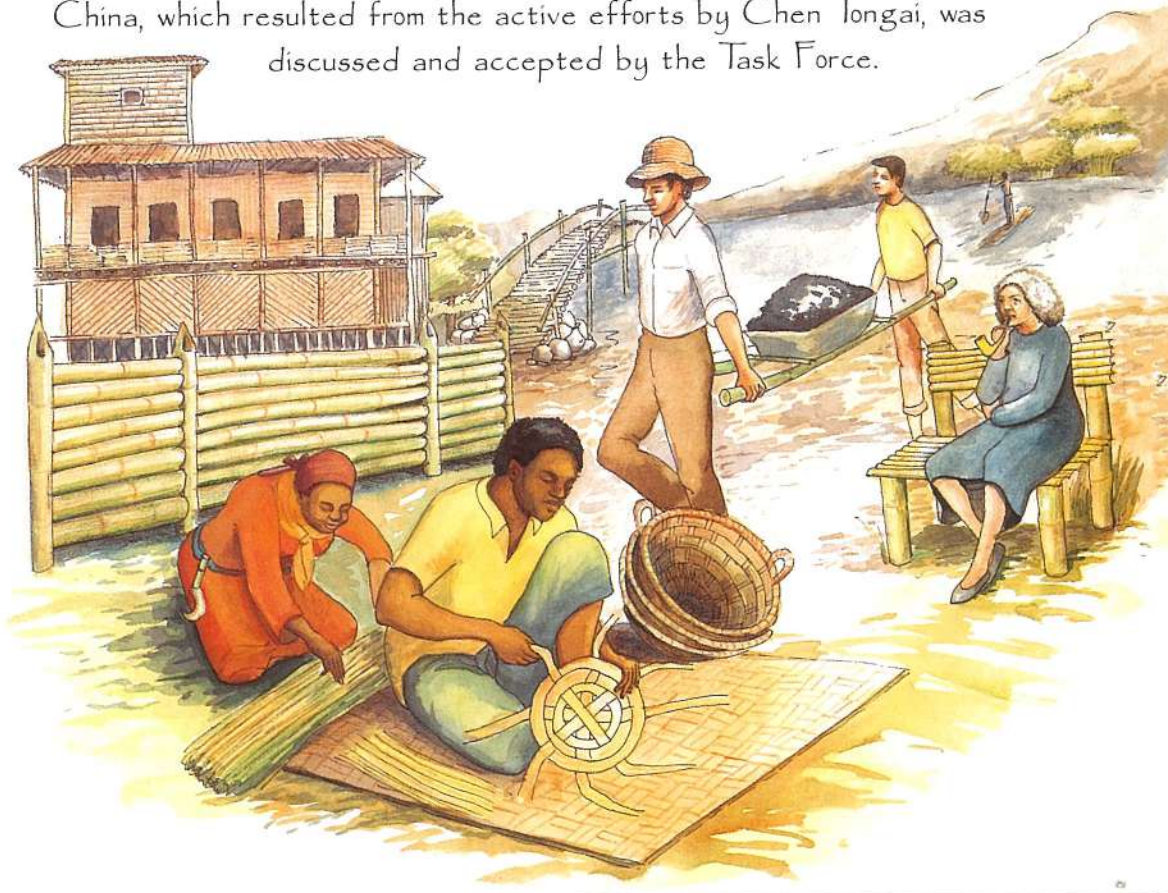
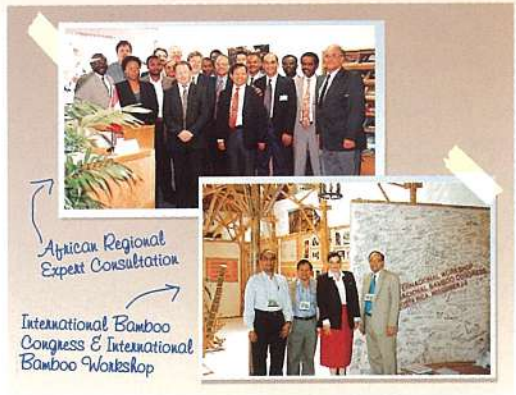
Task Force

W. R. Spence,
Salleh Mohd. Nor,
S. N. Saigal,
M. S. Swaminathan,
Chen Tongai,
Cherla Sastry

The Task Force

recommended that INBAR continue operations as a decentralized network even after becoming an independent international organization, and that it spread its activities to Africa and Latin America on a global mandate. It also recommended that IDRC continue as the executing agency during the transitional phase before INBAR becomes formally established as an independent entity. With the acceptance of the Task Force recommendations, the task of finding a permanent home for INBAR headquarters began (Appendix 3).

The 1991 Study 'Green Book' had recommended that the selection of a location for INBAR headquarters be governed by three considerations: (1) that there should be easy access to countries with research experience; (2) that there should be ease of operation; and (3) that there should not be any vested national interest in play. The offer from the Government of China, which resulted from the active efforts by Chen Tongai, was discussed and accepted by the Task Force.



Towards the end of January 1997, the State Council—China's cabinet presided over by the Prime Minister—formally approved the establishment of INBAR in China. The cabinet decision was announced by Song Jian, the State Commissioner for Science and Technology, welcoming INBAR to be the first international organization to be headquartered in China. Madam Jiang Zehui, who succeeded Chen Tongai as the President of the Chinese Academy of Forestry, played a pivotal role in helping INBAR establish the political links and harness the support necessary. A Multi-Ministry Committee was soon formed to



Madam Jiang Zehui

facilitate the political and administrative process of establishing INBAR in China. Expression of funding commitments by the host country and the donors followed the announcement. With the official visit of Keith Bezanson, leading a high-level delegation to Beijing to formally initiate negotiations, the stage was set for opening a new chapter in the life of INBAR.

An Interim Advisory Board was constituted in May 1997 to oversee the transition of INBAR into an independent entity. The Board comprised: Keith Bezanson, Jiang Zehui, Fawzi



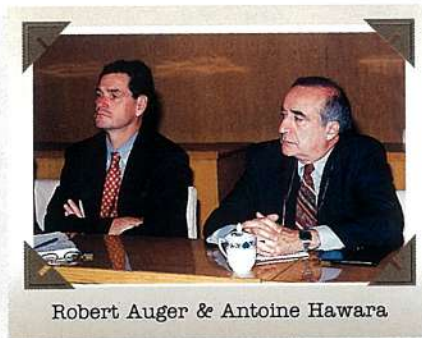
Interim Advisory Board

Al-Sultan (President of IFAD), M.S. Swaminathan, David Hopper (former President of IDRC and Vice President of the World Bank), Salleh Mohd. Nor and Sastry. At its first meeting held in Beijing, the Board appointed Sastry as the Interim Director General to facilitate INBAR's transition and strengthen the base for the new organization.



David Hopper

Negotiations soon began with the Government of China on a headquarters agreement and text for an international treaty. The negotiations and the subsequent legal and



Robert Auger & Antoine Hawara

administrative arrangements were greatly served by the acumen of Robert Auger, then Secretary and General Counsel of IDRC, and Antoine Hawara, then Treasurer and later Director of Internal Audit of IDRC. Another member to join INBAR at this crucial juncture was the young Jason Holley, fresh from

the Princeton University. He had earlier been with IDRC's Medicinal and Aromatic Plants Network, and had been serving INBAR part time. With his excellent communication skills, Holley assisted greatly from behind the scenes in the preparation of various background documents required for the task.

The Ambassadors' Meeting held in March 1997 familiarized representatives of 25 countries with INBAR and its activities, and invited them to become INBAR members. The Multilateral Negotiation

Meeting on INBAR Agreement, which was held in June 1997 in Beijing, was attended by participants/observers from 13 countries (China, Canada, Myanmar, Malaysia, Nepal, Pakistan, Peru, the Philippines, Tanzania, Thailand, Vietnam, Republic of Korea and Italy), and



June 1997, Beijing
The Multilateral Negotiation Meeting
on INBAR Agreement

representatives of INBAR, IDRC and four Ministries of the Government of China. The Meeting examined and adopted the Draft INBAR Agreement with some modifications (Appendix 4). The Board of Governors of IDRC subsequently endorsed the approved Agreement. After another round of consultations with the various parties involved, the Signing Ceremony was fixed for the first week of November 1997. In October 1997, Sastry formally reported this decision and related matters to the Board of Governors of IDRC (Appendix 5).



n Thursday,

6 November 1997, the new INBAR was officially born with the signing of the INBAR Establishment Agreement by Wang Zhibao, China's Vice Minister of Forestry (who was later elected Chair of the INBAR Council), on behalf of the Government of China. Eight other countries signed the Establishment Treaty on the inauguration day.



The Chinese Premier Li Peng, Vice Premier and Minister of Foreign Affairs Qian Qichen, and Minister

of Forestry Chen Yaobang were in attendance to witness this historic event.

The inauguration ceremony of INBAR on the following day was held at the Convention Center of Beijing's Friendship Palace Hotel, to the attendance

of 300 people representing the Chinese government, member countries and other nations, international organizations, INBAR, IDRC and the Chinese scientific community. At a colorful ceremony,



unveiling the plaque containing the inscription of INBAR in Chinese by President Jiang Zemin



Groundbreaking Ceremony

Cherla Sastry, the founding and first Director General of INBAR

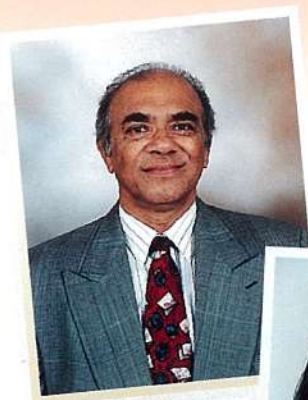


Bu He, Vice Chairman of the Standing Committee of the National People's Congress of the PRC, and Wan Guoquan, Vice Chairman of the Central Committee of the Political Committee of the PRC, unveiled the plaque containing the inscription of INBAR in Chinese by President Jiang Zemin. Vice Premier of the State Council Jiang Chunyun, Vice Minister of Forestry Wang Zhibao, Vice Chairperson of the State Science and Technology Commission Zhu Lilan, and several other dignitaries attended the ceremony. On 8th, the official Groundbreaking Ceremony for the permanent headquarters of INBAR took place near the Asian Games Village, in the Chaoyang District of Beijing. The Mayor of Beijing Jia Qinglin, Wang Shibao and the President of the Chinese Academy of Forestry Prof. Jiang Zehui were at hand to celebrate the event.

Following the ceremonies, INBAR Council—consisting of representatives of the signatory countries—held its first meeting, and the host country and INBAR donors formally announced the first Board of Trustees. The Board consisted of: Gordon Smith (an economist and the Chair of Board of Governors of IDRC) as the Chair; Jiang Zehui as the Co-Chair; and Keith Bezanson, Seewant Bhoojedhur (a resource management specialist and former Executive Director of the African Development Bank), Ana Cecilia Chaves (Executive Director of FUNBAMBU, Costa Rica, and the former Director of the Costa Rican National Bamboo Project), David Hopper, Salleh Mohd. Nor, M.S. Swaminathan, Abdel Majid Slama (an agronomist and the



Gordon Smith



Director of IFAD's Technical Advisory Division), and Sastry as members. Ramanuja Rao was appointed Secretary to the Board and Antoine Hawara as the Treasurer.



top:
Seewant Bhojraj
centre:
Ana Cecilia Chaves
bottom:
Abdel Majid Slama

It was unforgettable three days for all those who were closely associated with INBAR. In 17 years, the chain of events that started off with a workshop had culminated in triumph and glory as an international entity with a global mandate. It was particularly memorable to Sastry, who had stood at the helm of the Network for 14 of those 17 years. Fittingly enough, he has been appointed the first and

founding Director General of INBAR.

At the Signing Ceremony, the Government of the Netherlands, through its Department of Technical Cooperation (DGIS), extended donor support for INBAR. The DGIS support considerably strengthens INBAR programs on Utilization and Engineering Applications, Information Dissemination and Technology Transfer, and Network Development.





1997

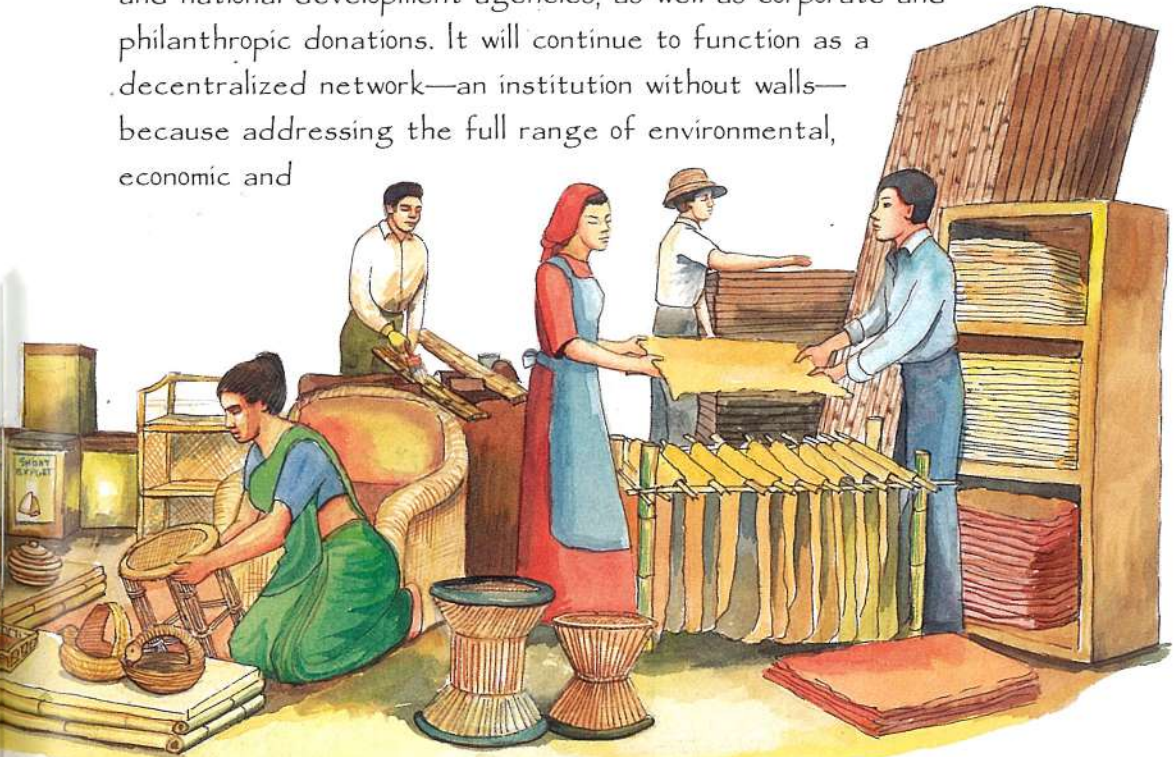
Dutch/DGIS support -
discussing grant
Jules, Sastry, Kees Soels,
J. van Doorn

(photo taken by Rama)

With its global mandate, INBAR has initiated actions aimed at establishing national and regional nodes. INBAR-Nepal and

INBAR-Europe are already active, and efforts are under way to set up African and Latin American nodes.

INBAR of today is an autonomous, international, not-for-profit research and development organization, financed through international and national development agencies, as well as corporate and philanthropic donations. It will continue to function as a decentralized network—an institution without walls—because addressing the full range of environmental, economic and



entrepreneurial issues in the bamboo and rattan sectors requires active participation by a range of individuals and organizations spread across the world.

INBAR's development into an international organization represents a 'first' in the development community especially in relation to non-timber forest products. Although it operates at a level similar to that of the CG centers, the Network is truly a "center without walls" and its activities concentrate on development research with emphasis on ecological, food and livelihood securities. INBAR dedicates considerable effort to technology transfer activities, including training, formulation of technology packages and pilot demonstrations. It has a strong focus on identifying appropriate development options, and analysing the sociological and economic impacts of new policies and technologies. Strong linkages are also being built into rural development projects of IFAD, the World Bank and other agencies.

The mission of the new INBAR is to develop, provide and promote appropriate technologies and other bamboo and rattan solutions to benefit people and the environment. INBAR aims to enhance the quality of life of poor and disadvantaged people in developing countries and to make favorable impacts on forests and degraded environments. Its operational framework in the foreseeable future will remain focused on economic self-reliance, poverty alleviation and sustainable development.



Appendix



Excerpts from Research Needs for Bamboo and Rattan to the Year 2000

The proposal

The Study Team, having assessed past efforts and identified strategic research gaps, recommends the formation of an International Network for Bamboo and Rattan (referred to for the purposes of this report as INBAR). INBAR would extend existing research activities, broaden their scope and act as a focus to draw together funding into a coordinated global network.

The following principles should be adopted to guide the formation and operations of the network:



It should be cost effective, with the maximum amount of available funding supporting research rather than management;

It should support the development of expertise and organizations and promote international collaboration;



It should facilitate and monitor multi-disciplinary research;

It should be open to all institutions subscribing to the objectives of the network.

It should link with other international organizations, whose particular expertise can be utilized to further the program objectives.

The mandate of INBAR should be to initiate and develop targeted research on bamboo and rattan production and utilization through information collection and dissemination, facilitating contacts between scientists and institutions, facilitating availability of germplasm, training and funding of strategic research and development, and the provision of advisory services.

INBAR will interpret the mandate as action in organizing problem-oriented research, where groups of partner institutions conduct centrally coordinated programs. It will be supported by national activities to which new research results will be made available for adaptation and implementation. The Study Team recognizes the decision of the Consultative Group on International Agricultural Research (CGIAR) to expand its support into this area and that an international center may be established which is expected to devote a substantial part of its resources to decentralized research networking on forestry. INBAR will function in the same mode as a commodity-specific network.

Whether or not INBAR eventually becomes a candidate for CGIAR support, or as a program element of an international center, the Study Team concludes that:



There will be a need for an interim period of support in which the current informal bamboo and rattan network is transferred to a more integrated operation. This will necessitate continued donor commitment and the gradual transfer of nationally-determined projects to more coordinated problem-oriented research and new areas of research involving priority setting and cooperative research between institutions. This will necessitate flexibility of approach and will require multi-donor funding.

An organizational structure for INBAR agreeable to donors and national partners should be worked out; and

Priority setting and a shared research agenda must be agreed.

Structure of INBAR

INBAR is to be regarded as a decentralized network operated by a small coordinating center and responsible to a council or board comprising members serving in their personal capacities. In the first instance regional activities will be organized by the headquarters, but after about 5 years there will be the need for outposted regional staff.

The Study Team has carefully considered a number of existing networking arrangements, both those with multiple source funding and those with single donor funding. Three options are proposed:



Establish INBAR as a network under the auspices of the proposed CGIAR entity on forestry research:

Establish INBAR and choose an independent location for the headquarters: or

Establish INBAR and request a strong national institute to host it and ensure its independence.

In all cases, INBAR should be able to work in an independent, autonomous, scientific way, through negotiations appropriate to the three options, i.e. a stand alone not-for-profit organization, or as a program of an umbrella organization. Donors should consider the degree of internationality in relation to existing national needs in order not to have negative impacts on national programs.



Appendix

Excerpts from the Report of INBAR's
Ad-hoc Strategy Group Meeting

7-8 March 1995, Gentings Highlands, Malaysia

Globalization

INBAR's strengths and its major target group of beneficiaries are in Asia. Its primary geographical focus will therefore continue to be Asia. Nevertheless, it was widely acknowledged that INBAR needs to take cognizance of the potential contributions and requirements of the national programs of Africa and Latin America in the INBAR network. Immediate needs relate to transfer of technology and germplasm exchange.

Since INBAR is currently in the process of consolidation of its Asia program, it was agreed that such cooperation with Africa and Latin America be developed on a case by case basis. IFAD was requested to consider this expanded mode of INBAR operations in its second phase of support. To further cooperation and interaction with

these regions, the need to have regional consultations to better understand strategies for regional research and development needs was expressed...

Institutionalization of INBAR

There was much discussion on the need for establishing an international institution to act as a focal and rallying point for bamboo and rattan research in order to more effectively address and service national program needs. It was unanimously agreed to work towards the establishment of such an institution.

The group also noted the generous offer of China to host the new INBAR, including provision, by the host country, of premises and other facilities, staff housing, and land for demonstration plots. Guangzhou in South China was suggested as a possible location. INBAR will still need to operate in the networking mode with nodes elsewhere to address issues related matters and relevant research, as well as the needs of Africa and Latin America.

Next Step for Globalization and Institutionalization

It was unanimously recommended that a Task Force be established to take all necessary action to formalize the establishment of an autonomous, international, scientific, philanthropic organization to replace the existing network. The President of IDRC, Dr Keith Bezanson, will be asked to convene the Task Force since the interim operations will continue under the IDRC legal umbrella...

Whereas there are several options for legal status, it was felt that the best route might be a commitment followed by a charter/treaty signed by at least three countries coupled with a Headquarters Agreement providing suitable privileges and immunities. Whatever the Headquarters Agreement, the new organization will continue to work in a networking mode.



Appendix



Excerpts from the Report of the INBAR Task Force

21-22 September 1995, Guangzhou, China

After reviewing the progress of the existing INBAR program, the Task Force recognizes that INBAR has developed a unique basis for addressing the research and extension needs of countries, and has moved strongly to respond to development requirements. The Task Force expressed its satisfaction with the impact of the current program, specifically on poor households, and remarked on the need to maintain momentum and to expand the scope of INBAR to realize the great potential which clearly exists in the bamboo and rattan sectors.

The present program is meeting many of the requirements of national researchers in Asia. However, in a rapidly changing world, it is recognized that the functions of INBAR must rapidly evolve. The program of work needs to fully incorporate the principles of environmental sustainability of Agenda 21 of UNCED of June, 1992; employment generation of the Copenhagen UN Social Summit Declaration of March, 1995, and the Platform for Action of the Beijing

UN Fourth World Conference for Women of September, 1995. The following program areas need to emerge from the current five program thrusts of INBAR:



Biodiversity assessment and conservation, germplasm evaluation, enhancement, and utilization;

Sustainable production systems for both local and industry use, including adequate emphasis on wasteland development;

Post-harvest technology with a strong emphasis on market research and development and extension;

Economic empowerment of women including reduction in the workload and addition of economic value to work;

Social contract between industry and the resource poor;

Socio-economics and policy research;

Training, technology blending and capacity building;

Integrated international bamboo and rattan information service; and

Servicing the needs of developing countries through strong coordination and networking.

While each of these elements are at least partially addressed within the existing program areas of INBAR, the expanded functions clearly require an integrated research, development and extension

organization (covering Asia, Africa and Latin America) involved in generating, transferring and using technology on bamboo and rattan for promoting equitable and sustainable development world-wide through innovative partnerships with private and public enterprises and organizations, NGOs, government agencies, and international organizations and donor agencies.

The discussion highlighted several constraints which would hinder the delivery of such an expanded program unless the current structure is strengthened and is transformed into a recognized international organization. The current phase of INBAR has in fact been intended as a transition phase toward an independent international institution and the Task Force fully endorsed the need and the opportunity to now move rapidly towards this goal.

The principal constraints involved in the present status relate to lack of recognition of INBAR as a legal entity, uncertainty of continuity in the future, and limited funding mechanisms. The demands for an expanded program recognized by the Task Force clearly require a more robust organizational base.

In developing a suitably expanded program and an appropriate institutional base, the Task Force agreed that four principles should guide the future processes:



Incorporate from the outset considerations of livelihood security of the poor, through new income-generating activities;

Incorporate in the research and development agenda, programs which can help to strengthen ecological security;

Internalize gender considerations in technology development and dissemination; and

Include the fostering of meaningful social contracts between the corporate sector and the resource-poor, including marketing.

The Task Force stated the view that INBAR'S mode of operation should continue to be through decentralized networking. The new institution envisaged will require a core center which services a number of radiating centers, each distinctive but coordinated.

It was agreed that the mechanism to put in place a new INBAR should involve a new way of institution building. The basis provided by over 10 years of program and network development, together with offers of support from China, enable planning on an incremental funding basis and building the new institution in a cost-effective way.

Recommendations

Whilst the transformation of the current INBAR network is taking place, the Task Force draws to the attention of IDRC, IFAD and others, the need to support the ongoing activities.

In this respect, the current INBAR is asked to work with the CAF to initiate activities in the near future, based in Guangzhou, as

appropriate to the existing and evolving program. In addition, opportunity should be taken to organize more formal INBAR offices in other places to promote the expanding program.

The Task Force unanimously concluded that since IDRC had been the initiator and supporter of international bamboo and rattan research, IDRC should be invited to act as executing agency for the new INBAR. If this is agreed, the following actions will be required:



Consultation with a number of potential co-sponsors or advocates to agree on the institutionalization and to mobilize, in association with IDRC, some start-up funds to launch the process.

The Task Force suggested that advocates could include IFAD, UNIFEM, UNIDO, suitable representation from the corporate sector, major producing countries, and others including IUFRO and ITTO.

Since the Task Force unanimously welcomes the offer of China to host the international institution, it is recommended that the President of IDRC accepts this and invites China to be a member of this group of advocates and possibly invite China to host a meeting of that group.

Consultation with China as to the most suitable means of providing the new INBAR with a legal personality appropriate to its international mandate and functions.

The Task Force expresses the hope that the first steps to legalization could be completed in approximately six to nine months.

Examination of other legal requirements. In addition to a legal entity in China, there will be the need to take other legal actions such as agreements for regional offices or centers and individual country agreements. In the event that consultations with China result in following the international treaty mode, the Task Force suggests that Canada, India and Malaysia, in addition to China, would be suitable countries for initial negotiations.

Preparation of a medium-term plan covering a five year period, in the context of a strategic plan for the next two decades. This should be prepared in consultation with stakeholders in Asia, Africa and Latin America and include synergies with other international centers.

Establishment of a consortium of donors. Donors should be invited in association with IDRC and IFAD, to meet the essential budget implications of the medium-term plan, recognizing that funding should be non-competitive with those provided to existing international centers.



Appendix



Excerpts from the Report of the Multilateral Negotiating Meeting on the INBAR Agreement

20-21 June 1997, Beijing, China

Several participants and observers made general statements, reviewing the situation of bamboo and rattan in their countries and the current positions of their governments regarding the INBAR Agreement, and generally expressing interest and support for INBAR. Dr. Randy Spence conveyed a message of strong continuing support for INBAR from IDRC's new President, Madame Maureen O'Neil. Several questions were answered by Dr. Cherla Sastry, particularly regarding the commercial situation and prospects of bamboo and rattan, and specifics of consumption and trade.

The proposed Draft INBAR Agreement was then introduced by Prof. Huang Huikang of the Ministry of Foreign Affairs, China, who reviewed the drafting process to date, the basic principles and the main elements.

Following this introduction the Draft Agreement was reviewed by representatives, clause by clause. Many useful recommendations were made and, following discussion, approved by consensus by the participants...The Adopted Agreement, incorporating approved changes, will be submitted by all participants to their respective governments for their review and consideration.

Participants then discussed the date and venue for the INBAR Signing Ceremony and Launching Meeting, and a tentative date of October 27 in Beijing was adopted, with the date to be finalized by the Host Government and the INBAR Secretariat. The Host Country expressed the hope that representatives attending the Signing Ceremony and Launching Meeting would be at a high level, as consistent with the practices of each country.

The Rapporteur provided a short Report of the Meeting, which was approved by participants. Madame Jiang Zehui then expressed her hope that all countries which have sent participants and observers to this meeting would become founding members of INBAR. She also invited other bamboo and rattan producing countries, and other supporting countries, to become founding members—including Japan, Indonesia, India, Sri Lanka, Bangladesh, the Netherlands, Brazil, Mexico, Costa Rica, Kenya, Ghana and South Africa.



Appendix



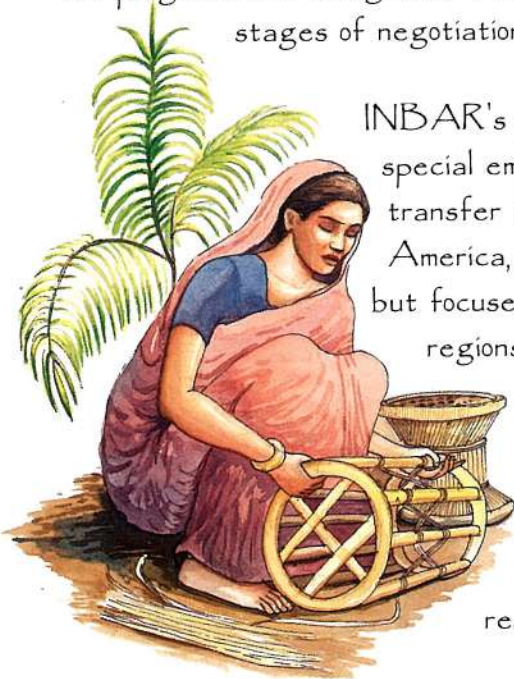
Excerpts from INBAR's Report to IDRC's Board of Governors October 1997

An IDRC-convened Task Force of eminent scientists noted in late 1995 that "INBAR has developed a unique basis for addressing the research and extension needs of countries, and has moved strongly to respond to development requirements. The Task Force expresses its satisfaction with the impact of the current program, specifically on poor households, and remarks on the need to maintain momentum and to expand the scope of INBAR to realize the great potential which clearly exists in the bamboo and rattan sectors."

An external evaluation of INBAR's first three years was led by the internationally acclaimed scientist Dr. M. S. Swaminathan in May 1996. Its findings were positive, noting that INBAR "has been largely successful in meeting its stated objectives, principally through the diligent work of the talented and well-qualified staff at the Secretariat in New Delhi, and through the efforts of the network participants."

On November 6, 1997, INBAR will be established through intergovernmental treaty as an independent international organization, the first ever to be headquartered in China. Extensive preparations are underway for a series of events at the time of the launch, including an Inauguration Ceremony likely with Premier Li Peng presiding. President Jiang Zemin is also expected to host a Banquet in honor of the occasion.

The novel treaty which resulted from two years of negotiations between IDRC and China outlines three principal bodies: a Council of representatives of sovereign powers party to the treaty; a Board of Trustees comprised of experts and development specialists serving in their individual capacities; and a lean Secretariat of professionals based in Beijing... The Board and the Secretariat are the principal operating bodies and have been empowered by the treaty to determine the programs and budgets. A headquarters agreement is in the final stages of negotiation with the Government of China...



INBAR's program will be expanded globally, with special emphasis on South-South technology transfer from Asia to Africa and Latin America, and on development of a needs-based but focused research agenda in the latter two regions. In all regions, INBAR is dedicated to capacity building of national programs and working with them as partners. INBAR will continue to function as a network, with an emphasis on development-oriented research undertaken by national research

programs. INBAR will continue to cooperate with partners in the North, including most notably collaborators in Canada and the Netherlands. In particular INBAR will maintain its close association with IDRC.

INBAR's challenges in the upcoming years will be to continue to provide high quality research and innovations, while working in regions with a wide range of research capacities; to ensure that the benefits of its work remain focused on the poorest of the poor and marginalized groups; and to stay abreast and apace with the fast-growing bamboo and rattan markets, providing a forum for all stakeholders for ensuring the sector's equitable and sustainable development.

