

ICLARM Funding Crisis

RICHARD A. NEAL
Director General, ICLARM

An unforeseen chain of events has led to a drastic reduction in financial support for ICLARM. Unless new sources of support are identified soon, ICLARM's role in international fisheries research will be greatly altered and its very existence may be threatened.

Beginnings

In 1977 ICLARM was established in the Philippines by the Rockefeller Foundation in response to a perceived need for a fisheries research center comparable to the International Agricultural Research Centers to fill gaps in basic knowledge of fisheries management and aquacultural development. ICLARM was designed as a non-profit, research stimulating, research catalyzing institution to undertake cooperative research with developing country institutions in an interdisciplinary fashion, but with no independent laboratory facilities. It was also

designed to be cost-effective with low overhead and to make optimal use of linkages and networks among developing country institutions.

ICLARM's uniqueness stems from its non-governmental design, its independence, its flexibility, its cooperative mode of research and the absence of laboratory facilities. If there has been a flaw in ICLARM's design it was that no consortium of agencies was originally formed or has accepted responsibility for the long-term support that ICLARM requires to continue its cooperative research activities. Nor was ICLARM established with an endowment to provide sustained income.

First Seven Years

The Rockefeller Foundation has been generous with its unrestricted core support for ICLARM and has been the major contributor during the period

ICLARM'S EDUCATION AND TRAINING ACTIVITIES FOCUS ON PROSPECTIVE FISHERIES MANAGERS AND TEACHERS

TEACHING IN EXTERNAL COURSES

- AFRICA
- ASIA
- LATIN AMERICA



ACTIVE INTERNSHIP PROGRAM



- VISITORS FROM:
- BURMA
 - INDIA
 - INDONESIA
 - PAPUA NEW GUINEA
 - PHILIPPINES
 - THAILAND

ADVISORY SERVICES

- AFRICA
- CHINA
- LATIN AMERICA
- SOUTH ASIA
- SOUTHEAST ASIA



ASSISTING OTHER INSTITUTIONS



- TRAINING THROUGH:
- COOPERATIVE RESEARCH
 - JOINT FACULTY APPOINTMENTS
 - INSTITUTIONAL NETWORKS

PUBLISHING TEACHING MATERIAL

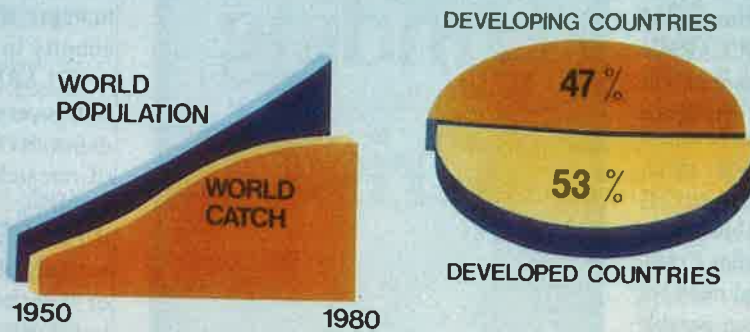
- USED IN:
- SOUTHEAST ASIA
 - LATIN AMERICA
 - U.S.A



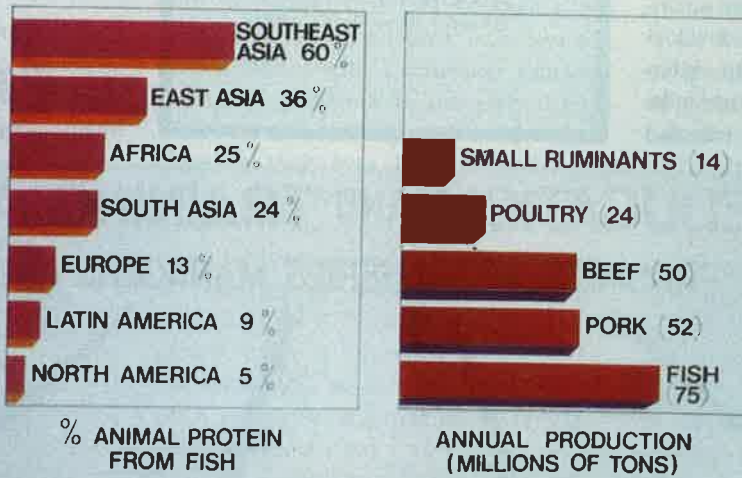
Aspects of ICLARM's educational role are portrayed in this illustration prepared for a presentation to the 1984 CGIAR meeting in Rome (see p. 6).

IMPORTANCE OF FISH

DEMAND FOR FISH IS OUTSTRIPPING SUPPLY **DEVELOPING COUNTRIES CATCH HALF THE WORLD'S PRODUCTION**



FISH PROVIDE THE LARGEST SINGLE SOURCE OF ANIMAL PROTEIN



1977-84. The U.S. Agency for International Development (USAID) and the Australian Development Assistance Bureau (ADAB) have also contributed to ICLARM's core support on a regular basis, and several other donors, including the International Development Research Centre of Canada (IDRC), the German Technical Assistance Agency (GTZ) and the Food and Agriculture Organization of the United Nations among others, have supported substantial research project activities for which ICLARM has often contributed counterpart staff. On the basis of various forms of feedback from the 25 countries where ICLARM has had

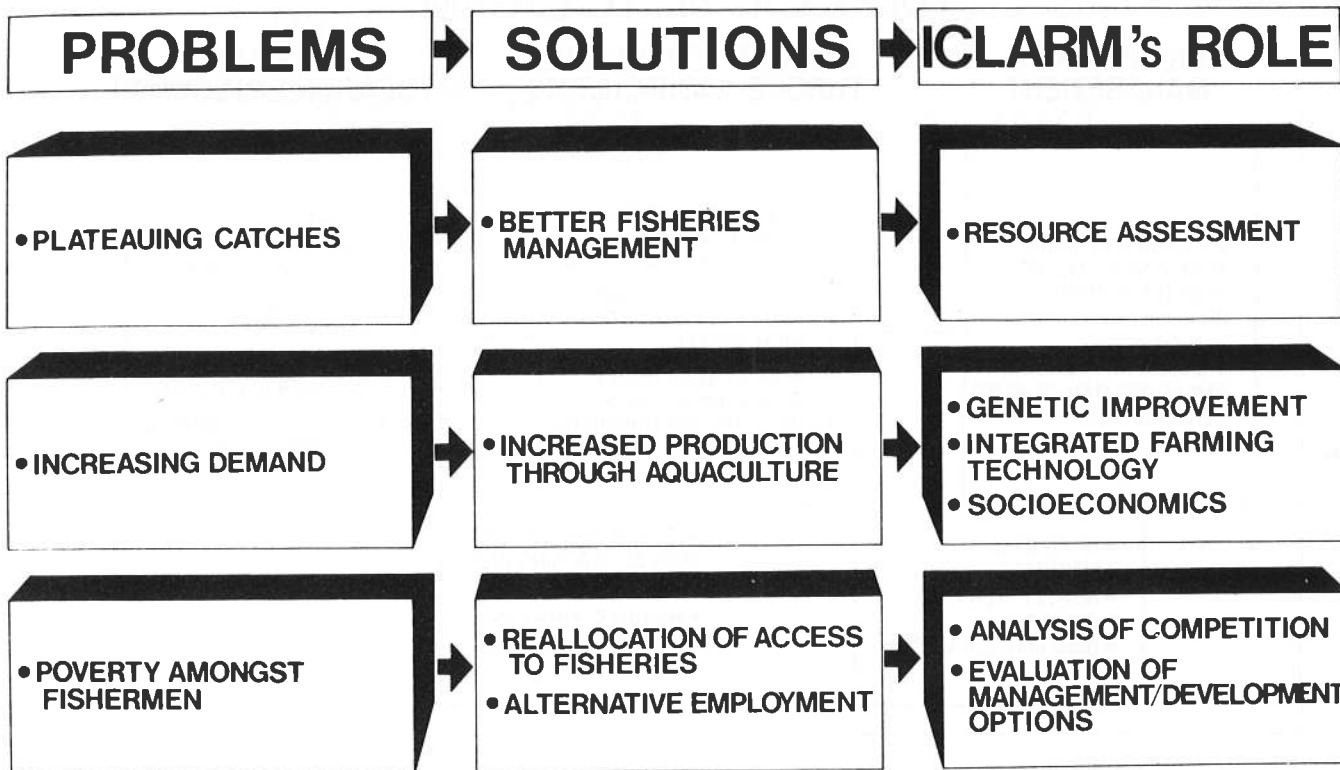
projects and from reviews by donors we believe that ICLARM's performance has been good and further, that ICLARM has demonstrated both the value of a fisheries research center of this type and the effectiveness and efficiency of its special mode of operation—collaborative research.

Recent Turn of Events

Both the Rockefeller Foundation and the U.S. Agency for International Development have informed ICLARM that their core support will not be continued after 1984. The Rockefeller Foundation has made major shifts in its research program and is focusing available funds on

special new activities. Although Rockefeller Foundation officers are pleased with the performance of ICLARM, they expect that other agencies will pick up the costs of operating ICLARM. USAID's decision to discontinue funding is also unrelated to ICLARM's performance, which has been praised by USAID staff and reviewed most favorably by evaluation missions. USAID has decided, however, that at this time when their resources are limited, they must give priority to projects of more direct relevance to US interests. Fortunately, the Australian Development Assistance Bureau has continued its assistance and in

ICLARM AND WORLD FISHERIES



Major fisheries problems (left), some solutions (center) and areas of research towards their solution in which ICLARM has been active.

1984 has increased support for ICLARM. IDRC and GTZ are actively considering increased project support, while the Ford Foundation has indicated interest in funding parts of ICLARM's social science research.

ICLARM personnel have worked extensively with donor agencies during the last two years to find replacements for the consequent large decrease in unrestricted financial support. These efforts have borne some fruit but have more often than not been frustrated for the following reasons:

- (1) ICLARM is not yet a member of the Consultative Group on International Agricultural Research (CGIAR) Centers and is therefore not eligible for core support from some CGIAR member countries.
- (2) ICLARM has also had difficulties in obtaining core support from donors outside the CGIAR.
- (3) Donors prefer to support development and "technology transfer" rather than research.
- (4) Many organizations that do provide fisheries research project

funds expect the recipient to provide substantial counterpart funding or staff time (which can only be done with a source of unrestricted support).

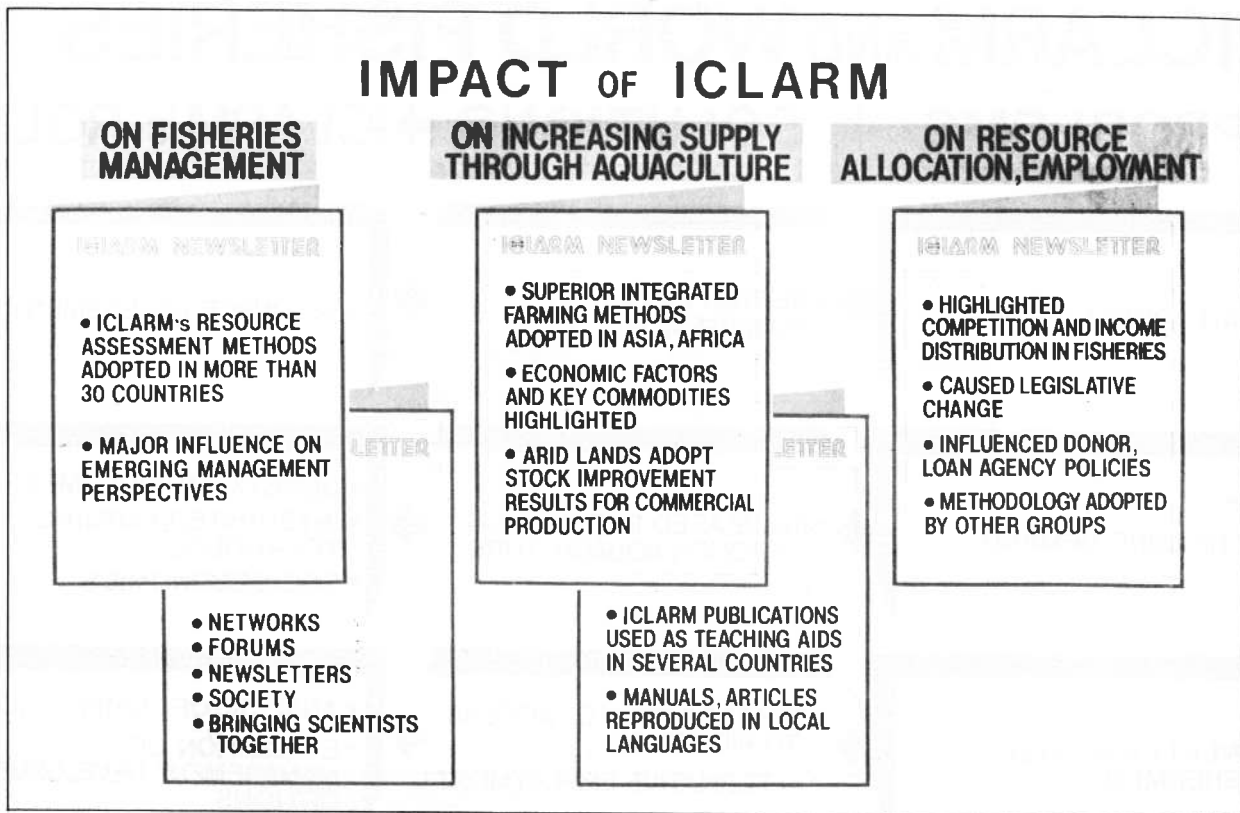
- (5) Donors have already committed available funding.
- (6) Donors have a poor understanding of fishery research needs and/or the potential contributions of this research.

The most serious of these is probably the last; for some poorly understood reasons donor agencies seem to believe that fisheries and aquaculture can progress in developing countries without the strong base of research support that has been necessary for increasing production of other commodities or for managing other renewable resources. These "hopes" of donors and developing countries have been widely demonstrated to be "false hopes". A large number of aquaculture and fisheries development projects around the world have failed and yet more are destined to fail, wasting scarce development funds and resources and in some cases increasing the indebtedness

of the supposed beneficiaries. Research supporting the development of aquaculture and fisheries is clearly essential.

Present Status

Being international, independent and non-governmental has considerable advantages for ICLARM's highly flexible approach to conducting collaborative scientific research, but has become a disadvantage from a funding standpoint. As was noted earlier most donor organizations are unwilling to accept responsibility for long-term support of ICLARM; in particular 'core' support for ICLARM's permanent headquarters and professional staff as opposed to specific project funding. Technical representatives of donor institutions are consistently complimentary regarding ICLARM's work and performance, yet ICLARM has been unable to persuade many of them that an investment in ICLARM's research will produce substantial long-term benefits in support of fisheries and aquacultural development. Many donors seem



ICLARM's impact in the major problem areas of world fisheries (see illustration p. 5) is summarized in this poster presentation prepared for the 1984 CGIAR meeting in Rome.

to prefer bilateral rather than multi-lateral approaches so that their support is more clearly identifiable to the recipient nations.

ICLARM is now being forced to maintain its staff through support received for execution of development projects and through advisory work. These activities are not the role ICLARM was designed to carry out and can only be viewed as a "stop-gap" measure. Only through new sources of core support will ICLARM be able to resume its cooperative research role as originally planned.

ICLARM was a new concept in fisheries research in tropical developing countries which has been tested and has proven to be scientifically viable and economically efficient. The machinery for this research is in place and is running smoothly. Nevertheless, sufficient support from donor organizations has not been identified to permit the continued operation of ICLARM beyond mid-1985. Membership of the CGIAR is a possible solution to ICLARM's fund-

ing problems but that would take at least two years and approval of membership must first be obtained. In the short-run ICLARM is desperately in need of financial assistance to ensure its survival and invites the assistance of interested donors. Numerous individuals and institutions throughout the developing world have come to rely on ICLARM as a center of excellence in fisheries research. Our task remains to find new donors who recognize this and are concerned enough to ensure the survival of ICLARM and its services to the developing world.

Fund-Raising Action

During the two-year period since the Rockefeller Foundation announced its intention to cut ICLARM support a fund-raising activity has been underway that has gradually increased in intensity. Because of discouraging results during the first year ICLARM's Board decided to take additional action during the second. Dr. James Storer has taken a leave of absence from his U.S. State

Department post to assist with ICLARM fund-raising and the Rockefeller Foundation has agreed to assist with this activity. In addition, arrangements were made for a special ICLARM presentation to members of the Consultative Group on International Agricultural Research (CGIAR) at their mid-year meeting in Rome, May 1984. This presentation helped focus attention on ICLARM's activities and mode of operation and the response of donors was encouraging.

An additional special meeting of donors and "friends" of ICLARM will be held in Manila in September 1984 to consider ICLARM's future role in international tropical fisheries research, its relationship to other institutions and potential sources of support. This meeting will mark the climax of a two-year funding drive.

Progress so far has been moderately encouraging but it remains to be seen whether sufficient funds can be attracted to bridge the gap between the cutoff of Rockefeller and AID support and the hoped-for membership in the CGIAR. •