

## Ten Years of ICLARM

### A Message from ICLARM's Director General



March 1987 marked the end of ICLARM's tenth year of research, training and information activities based in the Philippines, following the Center's incorporation there in March 1977.

We have been celebrating the event because for any research organization depending upon financial support from others and program acceptance by colleagues, ten years is ample time in which to demonstrate usefulness or lack thereof. In ICLARM's case, the past year has brought renewed commitment from donors and cooperating institutions alike, providing evidence of the Center's relevance and support for its scientific contributions. This has been most gratifying to ICLARM's Board of Trustees and staff.

Fortunately for ICLARM, the justification for an international program

of research, training and information seems even stronger now than it was ten years ago.

For half the population of the developing world, fish constitutes one-third or more of their animal protein intake; for many developing countries, it makes up more than half. Indeed rice and fish constitute probably the most common dish in the tropics. Just as important is the fact that extremely large numbers of people earn income from living aquatic resources. The result of their dependency has been increasing pressure on these resources and their environments.

It is not an exaggeration to say that a crisis of major proportions exists for the living aquatic resources sector in the tropics because these economically and environmentally important yet fragile systems are widely mismanaged or, more commonly, unmanaged. If managed to yield food and other products on a long-term sustainable basis, however, these systems could be of immense value to humankind into perpetuity.

Aquaculture, as part of these aquatic systems, offers considerable hope of increased growth in production, but the transition from hunting to scientific farming of aquatic resources is only just now beginning. Meaningful research to facilitate and accelerate the growth of aquaculture requires first a broad interdisciplinary perspective, recognizing socio-

economic as well as biotechnical constraints, and second a focus on improvement of a few commodities and farming systems of global potential.

ICLARM has been addressing these issues to the best of its capacity and, based on our experiences, providing advice to fisheries managers, aquaculturists, development and donor organizations worldwide. It is gratifying and an endorsement of ICLARM's approach that our advice is both heard and heeded.

As ICLARM begins its second decade, I would like to express my sincere thanks to all those whose support, both financial and intellectual, has helped sustain ICLARM over its first decade. The Center is the product of considerable thought and energy of a large number of people. This large group includes not only those who developed the original ICLARM concept and set it on its way, but also those many individuals in national institutions who suggested "let's do this together" or responded enthusiastically "yes, we'd like to work with you on that." It includes also the present and former staff and Trustees of the Center and the many individuals around the world who ponder our proposals and agree to provide the necessary funds for us and our many cooperators to pursue them.

Ian R. Smith



ICLARM's tenth anniversary as an international nongovernmental center for fisheries research and development coincides with my own fiftieth year

of involvement in international fisheries activities. It is with pride and satisfaction that, as a member and current chairman of its Board of Trustees, I can join in celebrating the first decade of work by this unique organization.

The ICLARM approach involves working side by side in the laboratories and universities of countries seeking assistance. It is highly cost-effective. But more to the point, cooperation is on a face-to-face, hand-to-hand basis. There is full awareness of the inhibitions, limitations and opportunities, whether tech-

nical, cultural, economic or political, which circumscribe the development process. Ivory tower isolation is negated.

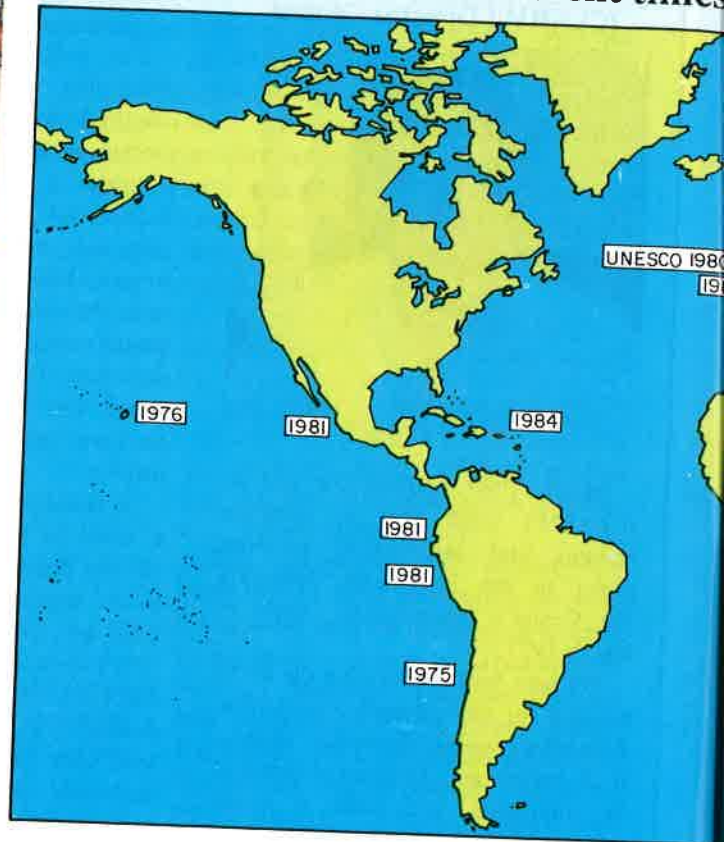
The Board is most grateful to those associated with ICLARM in its first ten years. We trust that they will concur with our belief that the need for research in fisheries management and aquaculture development is great and that ICLARM deserves continuing and increased support in the years ahead.

Roy I. Jackson, Chairman  
Board of Trustees

## ICLARM at different times



ABOVE. Staff let their hair down (or up) at the 10th Anniversary party in March. Upper: Information Program staff singing the tilapia song. Lower: stock assessment group acting out the story of ELEFANTIA. RIGHT. ICLARM research projects and advisory services span the globe. Year shown is first year of activities in each country.



## Ten Years of ICLARM

Visitors to ICLARM are always surprised to find that the center is just a few offices on one floor of a building with a library half as big again on another floor. We think of it as "laboratory without walls". Some of our research is done in the office because it requires computers rather than chemicals, but most is done in the facilities of institutions around the world working in cooperation with ICLARM.

"What is ICLARM?" is a common question. It is a private, independent, international, nonprofit research organization. Its major role is to carry out the more long-term kind of research that national groups in developing countries don't have time or inclination to do, but which is necessary to provide the research base for further development or progress.

ICLARM works on three fronts: **Resource management:** here we are at the forefront of development of stock assessment methodology. New methods, used in over 30 countries already, allow fisheries managers to make management decisions from previously unused data. **Small-scale fisheries:** ICLARM's thrust is primarily socioeconomic, exploring solutions to equity and tenure problems; on our advice some major donors and

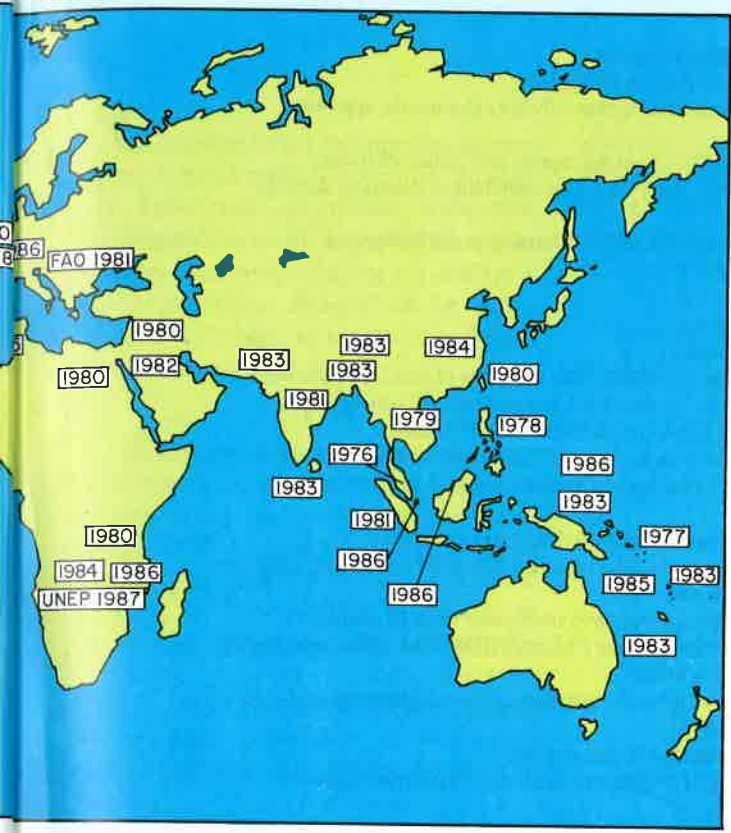
development banks are moving away from providing bigger boats as the solution to "not enough fish". **Aquaculture:** research here has been mainly on culture systems and genetics, concentrating on the main path that the sector as a whole will follow in developing countries - integrated agriculture/aquaculture farming principally with tilapia, and coastal aquaculture of bivalves. **Education, Information and Advisory Service** activities are also part of ICLARM's work. There are two major Networks with third developing.

### A Summary of Progress

Rather than explain ICLARM's progress over the past decade in depth, we prepared the map above and the series of graphs on the right for readers to see at a glance the operations of the Center. On the following page is a table of significant events in ICLARM's history.

**Activities:** Nearly 60 research projects have been carried out or are still in progress, with another 40 education, training and advisory activities. The rate of initiation of new activities has been accelerating over the whole decade (shown by upward curve of the activities graph). Research and advisory services have been done in 37 countries. The map shows how these have spread around the world over time.

# Activities have begun in different countries



**Output:** The most visible outputs from research organizations like ICLARM are their publications. The Center's contributions to the literature total over 360 and their rate of production is increasing. Without effective distribution their impact would be small. ICLARM has distributed or sold close to 200,000 items of its own technical series and newsletters alone.

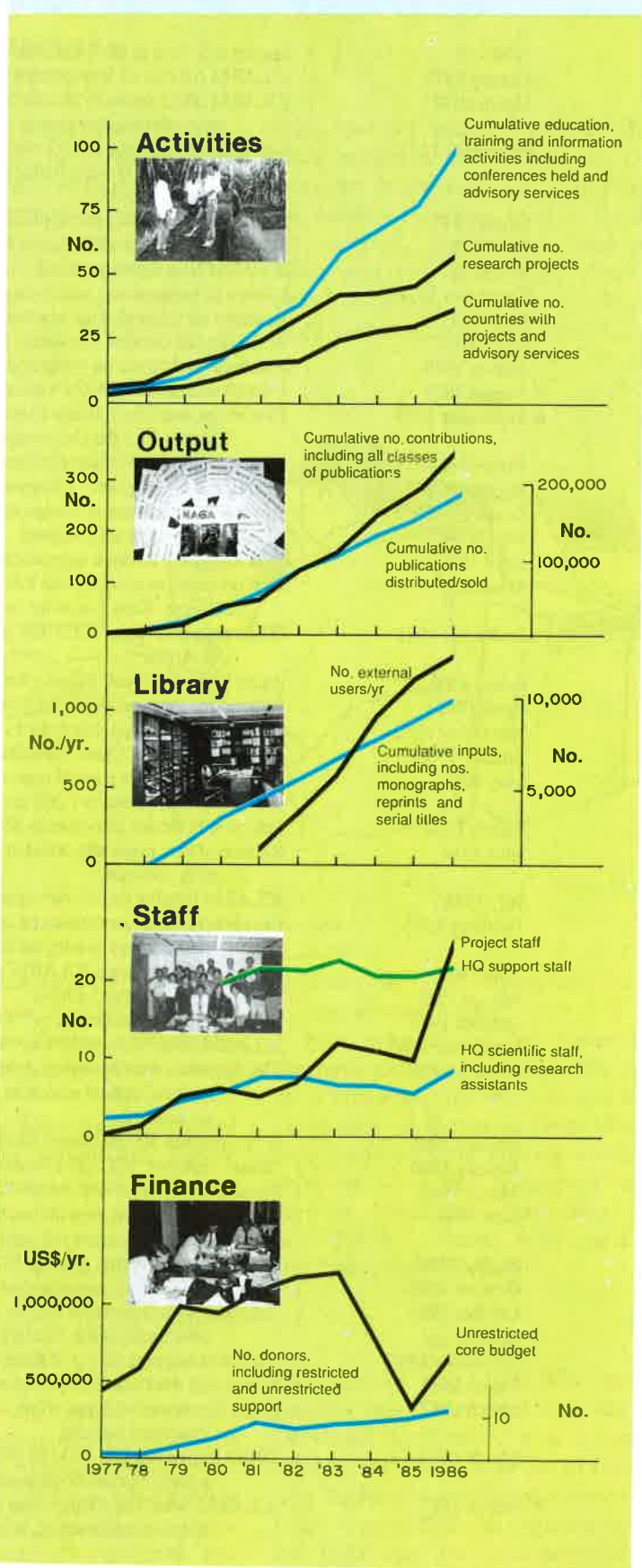
**Library:** ICLARM's library is the Center's backbone. Its collections have grown steadily to over 10,000 items, while external usership has rocketed.

**Staff:** The headquarters staff at ICLARM is small and, unlike almost every other feature of the Center, is not increasing. Scientific staff have varied between 6 and 9 since 1980, while support staff have averaged 22. Only project staff have increased, meaning increasing workloads on headquarters staff.

**Finance:** The other feature that we have been unable to mould to fit the general trend is funding. The number of donors providing support has increased each year. However, most of them support projects only, which allow only a small percentage (or nothing) for running the headquarters. Core supporters are fewer and fickle as the graph shows. ICLARM came within weeks of financial collapse in 1985. A Support Group, headed by UNDP, has since been formed to avert such distracting events.

For more details on ICLARM's activities, please contact The Director, Information Program, ICLARM, MC P.O. Box 1501, Makati, Metro Manila, Philippines.

# ICLARM at a glance



## Some Highlights of ICLARM's Development

- 1975 - 76 : Startup activities in the South Pacific based in Hawaii
- January 1977 : ICLARM Articles of Incorporation registered in the Philippines
- March 1977 : ICLARM office opens in Manila; international Program Advisory Committee approves research program thrusts
- November 1977 : First major conference - fish behavior and its use in the capture and culture of fishes - held at the famous Bellagio center, Italy. Two later conferences were held there, in 1980 and 1985.
- January 1978 : First major project begins: applied research on integrated farming in the Philippines
- July 1978 : Research on small-scale fisheries begins
- July 1978 : ICLARM Newsletter launched
- September 1978 : Library of international standards established
- July 1979 : Research on tropical stock assessment begins
- July 1979 : New Director General appointed: Dr. Ziad Shehadeh, with departure of first DG, John Marr
- August 1979 : Regional conference on integrated farming systems held; proceedings still benchmark
- August 1979 : USAID becomes ICLARM's second core donor, with Rockefeller Foundation
- September 1979 : First major multidisciplinary fisheries research project - of San Miguel Bay, Philippines - begins with the University of the Philippines. Becomes a model study in the region
- November 1979 : First technical publication appears
- January 1980 : First ELEFAN program - Electronic Length-Frequency Analysis - announced
- January 1980 : Australian Development Assistance Bureau (ADAB) becomes ICLARM's third core supporter
- March 1980 : ICLARM buys its first computer - 48K RAM
- April 1980 : First internship in stock assessment begins. Interns have since come from 10 countries
- May 1980 : First cooperative activity with FAO: lectures given at FAO/DANIDA stock assessment training course, Kenya; activity continuing to date
- December 1981 : GTZ funds first major ICLARM project : Thailand coastal aquaculture; other projects follow in Africa
- January 1982 : Asian Fisheries Social Science Research Network commences
- April 1982 : Network of Tropical Fisheries Scientists (NTFS) and its newsletter "Fishbyte" begin
- November 1982 : Dr. Richard Neal appointed third DG
- January 1983 : International Giant Clam Mariculture Project starts up; includes six countries
- May 1983 : ICLARM convenes a small meeting which leads to launching of the Asian Fisheries Society - now with nearly 1,000 members
- March 1984 : Selective Fisheries Information Service for tropical researchers starts
- June 1984 : Release of first tropically oriented textbook on fish population dynamics, integrating text with software
- July 1984 : ICLARM funding crisis - Newsletter headline. The crisis deepens in 1985 (see finance graph)
- February 1985 : First international conference on length-frequency analysis and the ELEFAN programs: methodology is adopted in more than 30 countries
- June 1985 : Dr. Ian Smith becomes ICLARM's fourth DG
- August 1985 : HQ moved to cheaper building
- October 1985 : South Pacific Office begins in Townsville, Australia, staffed by John Munro
- November 1985 : ICLARM literally saved by early arrival of ADAB core grant and new funding by Norway
- January 1986 : The Association of Southeast Asian Nations (ASEAN), ICLARM and USAID cooperate in a regional coastal resources management project; ICLARM coordinates activities in the six countries
- January 1986 : NTFS reaches 500 members; attracts funding from NORAD in addition to FAO and DANIDA
- January 1986 : "Naga" replaces "ICLARM Newsletter"
- March 1986 : Number of agencies with which ICLARM has had linkages reaches 100
- June 1986 : Instituto del Mar del Peru invites ICLARM to help organize major workshop on their marine resources following joint major advances in analysis of anchoveta fishery
- August 1986 : UNDP announces first grant to ICLARM
- October 1986 : ICLARM signs first memorandum of understanding with an African nation - Malawi
- October 1986 : Solomon Islands provides land to ICLARM for a Coastal Aquaculture Center, now under construction near Honiara
- November 1986 : ICLARM Support Group of donors formed, led by UNDP
- March 1987 : France and the Federal Republic of Germany pledge first core support to ICLARM
- March 1987 : Asian Development Bank offers first technical assistance grant to ICLARM - for integrated farming
- March 1987 : UNEP designates ICLARM as INFOTERRA Special Sectoral Source for information on living aquatic resources management
- March 1987 : ICLARM, with Thai Department of Fisheries, holds its biggest international symposium, on tilapia in aquaculture, attended by 258 people from 40 countries