



Internet: <http://www.cgiar.org/iclarm>

The International Center for Living Aquatic Resources Management (ICLARM) is an autonomous, nongovernmental, nonprofit, international scientific and technical center which has been organized to conduct, stimulate and accelerate research on all aspects of fisheries and other living aquatic resources.

The Center was incorporated in Manila in March 1977. It became a member of the Consultative Group on International Agricultural Research (CGIAR) in May 1992.

ICLARM is an operational organization, not a granting entity. Its program of work is aimed to resolve critical, technical and socioeconomic constraints to increased production, improved resource management and equitable distribution of benefits in economically developing countries. The Center's work focuses in tropical developing countries on three resource systems - inland aquatic (mainly ponds and rice floodwaters), coastal and coral reef - in which research is carried out on their dynamics, on investigating alternative management schemes and on improving the productivity of key species. The work includes cooperative research with institutions in developing countries, and supporting activities in information and training. The programs of ICLARM are supported by a number of private foundations and governments.

Policies are set by a Board of Trustees with members drawn from the international community. The direction of ICLARM, under these policies, is the responsibility of the Director General.

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ICLARM

POLICY ON PARTNERSHIPS IN RESEARCH AND RELATED ACTIVITIES



INTERNATIONAL CENTER
FOR LIVING AQUATIC
RESOURCES MANAGEMENT

International Center for Living Aquatic Resources Management

For those who use and depend on fish and aquatic life in the developing world*



POLICY ON PARTNERSHIPS IN RESEARCH AND RELATED ACTIVITIES

Introduction

The need for strong national research systems, better utilization of scarce resources, quicker gains from strategic research and matching of complementary skills of agencies, underscores the importance of ICLARM working in partnership with national systems (government and non-government organizations), advanced scientific institutions, individual scientists, the private sector and farmers/fishers.

ICLARM recognizes that partnerships can be formed at all levels of the organization from individual scientist level, to project, program and Center level.

Through partnerships, ICLARM undertakes collaborative research as well as related activities such as workshops, training and advisory services.

This paper draws extensively on the experiences gained in the past from working in collaboration with other agencies and puts together a formal policy on strategies and modes of working in partnerships.



Definitions

Partnership: any formally recognized collaborative, mutually beneficial research and research-related activities (training, workshops, advisory services, publications, etc.) between ICLARM and National Aquatic Research Systems (NARS), government and non-government organizations, advanced scientific institutions, regional and international organizations, research centers, individual scientists and the private sector. Partnerships could be with farmers/fishers, when they are experimenters in the generation and evolution of production/management technologies.

Partners: national institutions (government and non-government), advanced scientific institutions, regional and international organizations, research centers, individual scientists and the private sector, who have complementary research and research-related programs, interested in proposed research and/or research-related activities and willing to share responsibilities and resources. Farmers/fishers, who participate in research planning and implementation for generation of technologies/management practices, are considered as partners.

National Aquatic Research Systems: a 'system comprising of country's entities responsible for organizing, coordinating or executing research and research-related activities that contribute directly to the development and management of its aquatic resources'.

Non-Government Organizations are defined as organizations outside public and private commercial sectors and are involved in applied/adaptive aquatic research, natural resource management and technology transfer on a non-profit basis.

Objective

The objective of Partnerships is to enter into productive, appropriate and mutually beneficial partnerships with other organizations/agencies, individual(s), farmers/fishers with congruent aims in order to hasten the goal of improved production, management and conservation of living aquatic resources that will alleviate poverty, enhance the well-being of present and future generations of poor people and provide food security in the developing countries.

Guiding Principles

Since ICLARM with its limited resources is not in a position to accede to all requests for collaboration and the activities ICLARM undertakes have to be within its mandate and vision, selection of partners and partnerships has to be guided by the following partnership and operating principles:

Partnership(s) should:

- have a **shared vision** of the needs being addressed and how these may be addressed;
- be on a **participatory basis**, with joint sharing of responsibilities and accountability;
- be **based on mutual respect** between the parties;
- have **complementarity of skills** between partners;
- involve **interdependence** in that neither partner would be able to complete the tasks alone;
- contribute to ICLARM's achievement of its goals** by being related to ICLARM's research and research-related activities, and strategic in nature;
- be **within priority areas of ICLARM's partner(s)** and meet the criteria set by them;
- result in ICLARM's skills and knowledge **benefitting partners'** activities which are aimed at a shared goal; and
- give due **cognizance to political, cultural and institutional sensitivities** of the participating agencies/organizations/individuals.



Operating principles

Partnership(s) should:

- result in **better use of scarce resources, quicker gains from priority research, stronger research networking and synergy gains;**

consider that the work be guided by the principles of the Center's Strategic Plan:

**sustainability,
equity,
concern for gender issues,
participation of beneficiaries, and
a system approach.**

- be **undertaken in a research, teaching, learning or information-sharing mode**, depending on which is most appropriate to the activity.

be:- **proactive,
- responsive, and
- flexible.**

be conducted in a **contractual, collaborative or collegial mode**, depending on the activity and the relative relationship of the partner;

result in **quicker access of NARS views to ICLARM, better focused research on priority areas for NARS and strengthened NARS capabilities;**

- plan, implement and monitor **ecoregional and systemwide programs** in partnership with regional NARS;
- have **joint responsibility** for preparation of reports and publication of research results.

Criteria for Selection of Partners

The selection of partners and partnerships should not only be responsive to the needs of ICLARM, but also to the needs of collaborating partners and appropriate to the activity.

The partner(s) should be compatible.

They should have relevant strengths/resources needed for undertaking the collaborative activity.

There is great variance in terms of size and strengths among NARS which widely differ with regard to: mandate and mission; scientific capacity; resources; articulation of research strategies; quality of research implementation; access to scientific information; communication facilities; and linkages between researchers and their clients. A single approach to partnerships with various national systems is not possible.

When requests are received for collaboration from NARS, non-government and private sector organizations, requests should be evaluated relative to the needs, capability and resources of the requesting agency/individual to be a partner in research and research-related activities leading to improved management and conservation of living aquatic resources.

Mechanism for Establishing Partnerships

ICLARM will:

Identify and/or be open to approaches from institutions (government and non-government) and individuals who share the need for the proposed activity and who are willing to share responsibilities and resources.

Assess the relevance of the proposed activity and geographic importance to ICLARM and competence of the proposing institution(s)/individual(s) and their needs.



Through meetings and workshops, identify and agree to responsibilities of each of the partners in implementing the identified research and/or research-related activities, sharing of resources, costs and benefits.

Develop work plans and time frames for implementation of the activities.

Sign a Memorandum of Understanding (MOU) or Memorandum of Agreement (MOA) as is appropriate indicating clearly the responsibilities of each of the partners.

Strategies

The partners should be interdependent, with complementary skills; decisionmaking should be a joint responsibility.

The implementation of partnerships should be flexible and appropriate to the work being undertaken: research, education and training, workshops, publications, advisory services (by and for ICLARM) or commissioned work (by and for ICLARM).

Formal and informal networking should be considered in all forms of partnerships, as this will result in better and efficient use of scarce resources, mutual support, quicker gains from research, access to new information and methodologies and human resources development.

Selection of partner(s) and establishment of partnership(s) should be done through dialogues, meetings, workshops and MOUs/MOAs.

Proposed activities should not only be within the mandate of ICLARM but should also be within partners' priorities and should meet the criteria set by them.

Feedback on partnership activities should be sought regularly to sustain or improve the partnership arrangements. Mechanisms including surveys, dialogues and workshops should be designed to ensure that the partnership activities continue to be reflective of the arrangements and other of the objectives of the partners. Partnership activities may diverge from the original objectives as a result of subsequent planning meetings, activity reviews or impact assessments of the collaborative work. In such an event, an amendment to the relevant features of the partnership agreement should be made by mutual consent.

Post-project evaluation should be undertaken in collaboration with partners.

Progress of collaborative research-related activities should be reviewed jointly at regular intervals, to enable ICLARM and partner(s) to improve the research agenda's direction/orientation and content in the future, within the framework of partnership arrangements, and improve partner nip modalities and related interactive operating procedures.

Each partner should be responsible to the other partner(s) for sending periodic reports (at least at quarterly intervals, but preferably more frequently on the basis of need) of progress achieved in implementation of the program and constraints faced in implementation of activity if any.

Partnership arrangements should be reviewed at regular intervals to see if there are any constraints in implementation of the program and arrive at solutions.

The level and quality of:

- communication between partners should be high;
- communication within ICLARM between programs and scientists should be strengthened through regular meetings, seminars, exchange of information, ideas, plans.



ICLARM's PROGRAM PORTFOLIO

ICLARM's research covers both marine and fresh waters in important tropical ecosystems - coastal waters, coral reefs and freshwater waterbodies. The research is carried out through the following ten programs:

Program	Focus
1. Biodiversity and Genetic Resources	Conservation of aquatic life.
2. Germplasm Enhancement and Breeding	Ways of improving fish breeds.
3. Aquatic Environments	Conservation of aquatic habitats.
4. Fisheries Resources Assessment and Management	Methods to improve the way fisheries are managed.
5. Integrated Aquaculture-Agriculture Systems	Improving overall production on small farms.
6. Coastal Aquaculture and Stock Enhancement	Increasing marine harvests through fish farming and augmenting natural fish populations.
7. Policy Research and Impact Assessment	Analysis of aquatic resource issues to improve policy decisions, including investments in research.
8. Fish Health	Help prevent and manage fish disease outbreaks, especially in Africa.
9. Information and Training	Assisting both scientific and public understanding of global fisheries problems; and help in ICLARM's training activities.
10. International Partnerships and Networks	Strengthening connections and collaboration between fisheries organizations and individuals, especially in developing countries.

ICLARM ORGANIZATIONAL STATEMENT

"For those who use and depend on fish and aquatic life in the developing world"

ICLARM's VISION

Our Goal: To enhance the well-being of present and future generations of poor people in the developing world through production, management and conservation of living aquatic resources.

Our Objectives: Through international research and related activities, and in partnership with national research and other institutions, to:

- improve the biological, socioeconomic and institutional management mechanisms for sustainable use of aquatic resource systems;
- 2. devise and improve production systems that will provide increasing yet sustainable yields; and
- 3. help develop the capacity of national programs to ensure sustainable development of aquatic resources.

The Functions of ICLARM are to:

- conduct and catalyze multidisciplinary strategic research and policy analysis of an international public goods nature on all aspects of aquatic resource management, conservation and use;
- undertake research, training and information activities in partnership with others in national organizations in the developing and developed world;
- develop global knowledge bases for living aquatic resources;
- undertake global reviews and assessments of the status of aquatic resource and those who depend on them;
- publish and disseminate widely research findings;
- hold conferences, meetings and workshops to discuss current and future issues related to aquatic resources and to formulate advice for users and decisionmakers; and
- participate fully as a Center in the Consultative Group on International Agricultural Research (CGIAR) and in appropriate international intergovernmental activities.

The Guiding Principles for our Work Program are:

- sustainability;
- equity;
- gender role in development;
- participation;
- systems approach; and
- anticipatory research.

Our Values:

In our work, we are committed to:

- excellence in achievement;
- relevance to our beneficiaries' needs;
- partnerships;
- centerwide teamwork;
- communication;
- efficiency and flexibility in program delivery; and
- continual growth in our knowledge and understanding.