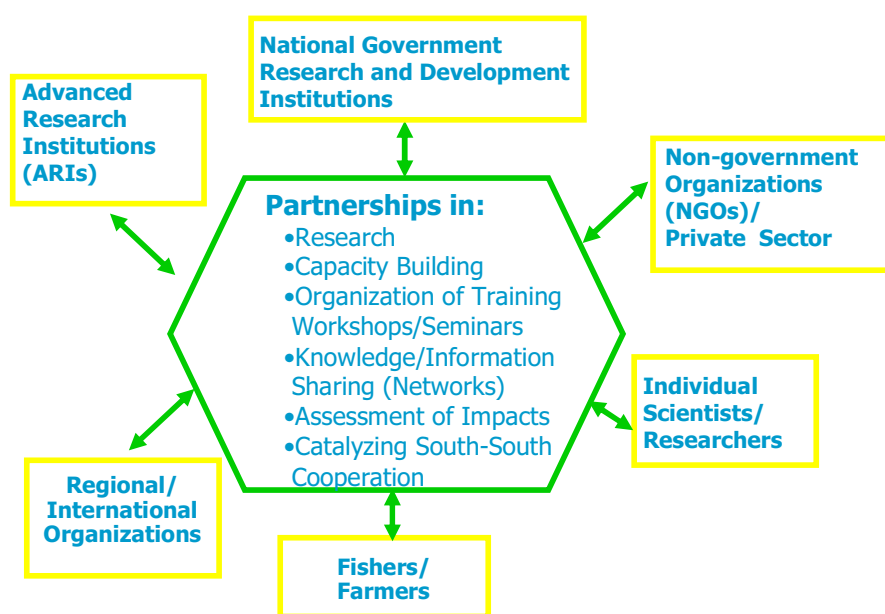


5 PARTNERSHIPS AND LINKAGES

The WorldFish Center Policy on Partnerships, approved by the BoT in 1997, defines partnership as “any formally recognized collaborative, mutually beneficial and research-related activities (training, workshops, advisory services, publications, etc), between WorldFish and NARs, government and NGOs, research centers, individual scientists, the private sector, and farmers/fishers when they are experimenters in the generation and evolution of production/management technologies”. Over the years, the Center has refined this definition to include strategic partnerships and strategic alliances which are long-term relationships to offer a broader set of skills or services to deliver impacts on poverty, hunger, either directly or through the improved efficiency and effectiveness of such cooperation. Figure 5.1 is a schematic representation of WorldFish partnerships in research and related activities with an indication of the broad areas of collaboration.

Figure 5.1

WorldFish Partnerships in Research and Related Activities

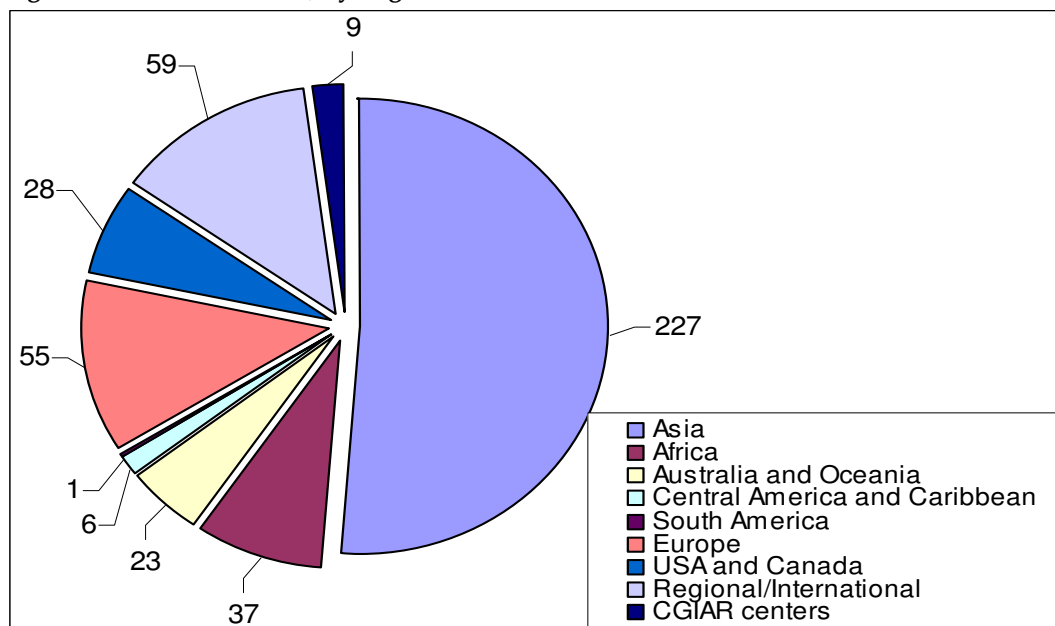


Source: WorldFish 2006

5.1 Types of and Geographical Spread of WorldFish Partners

On the basis of this broad definition, the Center historically works with several partners in both developing and developed countries (Fig. 5.2). In 1999, there were 92 partners, the number rose to 180 in 2000 and to 445 in 2005. The majority of WorldFish partners are from developing countries (69 percent), with Asia representing the region with the most partnerships (51 percent). The highest number of partners (55) is in Bangladesh, the country where the Center has two major community-based projects involving extensive work with local community organizations. The large number of partners in developing countries may be due to the fact that there are very few strong NARs in most developing countries but it could also be a reflection of the wide scope of activities covered in partnership arrangements. Formal partnerships, where the Center has entered into a signed agreement with another institution, amounted to 193 as of 31 December 2005.

Figure 5.2: Partners in 2005, by Region (source: WorldFish 2006)



5.2 Partnerships

5.2.1 Nature of Partnerships

The Panel found evidence in the documentation provided, from relevant publications and from its interaction with some WorldFish partners that in the past, they (the partners) had participated in the elaboration of the Center's strategic plans, in the identification and implementation of projects, and that the Center assisted partner countries to identify research priorities and develop national research plans. Many partners were unaware that the strategy of the Center had recently been up-dated. Many partners stated that conducting applied research, development of tools, models and methodologies, training and participation in conferences, workshops and seminars organized by the Center are priority areas of collaboration. Several partners felt the greatest impact of WorldFish work was in improving policies, increasing productivity, generation and dissemination of knowledge through publications and the strengthening of national systems. These revelations were underpinned by the results of surveys commissioned by the Center in 2004 in ESEA and SSA to better understand the perception of its partners about the Center.

The Panel noted that generally, but in particular NARs and NGOs, had a favorable opinion of the Center. The basis for WorldFish attractiveness for both NARs and NGOs was said to be its independent international nature, with freely available public goods and its quarterly publication, NAGA. Many partners regretted that NAGA was now available in print form only to institutions and not to individuals. The Center confirmed that for cost reasons, it had become necessary to charge individuals wishing to have hard copies. The Panel endorses this decision by the Center. It is also important to note that NAGA is a resource valued by many partners, but it is not the basis for partnerships generally. In terms of future broad areas of focus, NGOs laid emphasis on capacity building, government agencies on the development of policy frameworks and research institutions and universities on training and applied research. Some NGOs expressed the view that they did not receive adequate recognition for their contribution to the success

of the Center. The Panel considers these observations very telling and invites the Center to take them into account in planning its research and capacity building programs.

5.2.2 Relevance of Partnership Arrangements

The Panel observed that WorldFish programs complement those of other organizations, including bilateral programs and that WorldFish uses expertise from NGOs, national research institutions and universities in its own programs. The Panel, therefore, attempted to understand the relevance of WorldFish partnership arrangements with regards to some of the key partner-categories. In undertaking this assessment, the Panel relied on interaction with Center staff and a large number of partners as well as on documentation provided to the Panel. The Panel found examples of MoU and LoA where there was not sufficiently explicit delineation of the roles of WorldFish and its partners in the activities in which they are collaborating and considers this to be an oversight. The relevance of the relationship between the Center and its partner-categories is developed in the following sections.

General perspective

From a broad perspective, the Panel's view is that in some instances, such as in the GMR and to some extent in Bangladesh, the tenets of WorldFish-Partners relationships are strategic in as much as they support the basic science programs the partners had engaged in with WorldFish through its planning process and were not opportunistic responses to available funding. Such partnerships deliberately cut across work in several research thrusts or even programs and should be encouraged. However, in some cases, for example some projects in Bangladesh and in the South Pacific, partnerships seem to be developed on an ad hoc basis, are more the result of funding availability, or are driven by the desire to fill critical development needs when alternate suppliers were unlikely to engage. The Panel advises that in such circumstances, the Center should advocate that partners with a comparative advantage in development type activities take the lead, or in the extreme case the Center's involvement should be very minimal.

NARs and NGOs

The NARs and NGOs constitute the largest partnership-categories of WorldFish and of the partner-categories that have signed MoU/LoA, NARs constitute 74 percent. However, NGOs, particularly in Asia, make up over 60 percent of WorldFish partners. These two groups have also contributed substantially to the success of the Center. The Center has evolved a mechanism by which it is able to work together with a number of NARs to address specific issues. A good example is the International Network for Genetics in Aquaculture (INGA), which provides a forum for the exchange of information, methods, germplasm, and also for training and capacity building for its 13 developing countries and 12 developed country members. Another example is the collective work by WorldFish and nine Asian countries resulting in the production of a specified version of the general equilibrium model of fish supply and demand for analysis at the national level (see Chapter 3). These are good examples of partnership working mechanisms that should be strengthened. The outputs generated from such a network of several partners can be synthesized to produce IPGs. However, it is also important to stress that the desire to produce IPGs should be part of the overall planning process and not an "add on" phenomenon.

While NARs work mainly with the Center upstream, most of the work in transforming outputs into outcomes and impacts has been realized with NGOs. Several of the NGOs have specialized qualities that enable them to serve as appropriate linkages with WorldFish in its efforts to deliver impacts on human development. The Center was awarded the 2003 CGIAR Science Award for Outstanding Partnership for the Community-Based Fisheries Management – CBFM Project (see Chapter 4).

ARIs and Universities in developed countries.

Eighty-nine of the 445 WorldFish partners are from developed countries (55 in Europe, 28 in North America and 23 in Australia). By number and the assumed quality of their work this partner-group is potentially important in terms of the mutual benefits that could be derived from such linkages. The Panel commends WorldFish for establishing strategic partnerships with some of these ARIs as is evident in the wetlands research in the Greater Mekong Region, in the FishBase Consortium, on-going discussions on risk assessment of introduced species, and in the development of approaches for an integrated assessment of small-scale fisheries. In these and other areas such as genetics, nutrition and pond dynamics where partnerships with ARIs already exist, the Center should build on this base to further expand and strengthen partnerships with ARIs while also developing collaboration in new areas such as fish health. In doing so the Panel encourages the Center to carefully identify appropriate ARIs and establish a limited number of strategic, long term partnerships to address cutting-edge research, to enhance the quality of its staff and to add value to the Center's research agenda.

Private sector

While recognizing the potential benefits that linkages with the private sector could bring into a research organization, the only experience WorldFish has had so far, as a member of the GIFT Foundation, was not a harmonious one. This is not to say that linkages with the private sector are bad but rather that adequate care should be taken in establishing such arrangements (see Chapter 6). The Panel noted that the Board had recommended the Director-General to take appropriate steps to cease WorldFish membership of the GIFT Foundation, in a manner that seeks to maintain good relations with its partners and meet any outstanding obligations WorldFish had to the Foundation and its staff. The Panel further noted the commitment of Center Management to ensure judicious and balanced relationships with the private sector.

FAO

The Panel gathered from its interaction with several WorldFish stakeholders of that by the nature and scope of its work, FAO is often seen as both a collaborator and as a competitor to WorldFish. The underlying rationale for this is that FAO, as an inter-governmental body, deals mostly with global fishery policy, legislative and institutional frameworks, the elaboration of norms and standards through the Committee on Fisheries, and the generation of information to promote the transition to responsible fisheries. In addition, FAO traditionally undertakes a substantial amount of research related activities through the Advisory Committee on Fisheries Research and through projects executed by the organization. FAO also performs development activities through projects. Hence FAO would tend to be virtually everywhere along the Research for Development Value Chain (see Fig. 2.2 on page 30).

WorldFish on the other hand, has a number of attributes, the combination of which distinguishes it in the international fisheries arena. Some of these are its international stature as a CG Center, its independence, its impressive track record in the production of valuable databases and in the production of the GIFT, proven ability to form NARs networks both within and between countries to address common issues, as well as its ability to link with NGOs to transform outputs to outcomes and generate impacts.

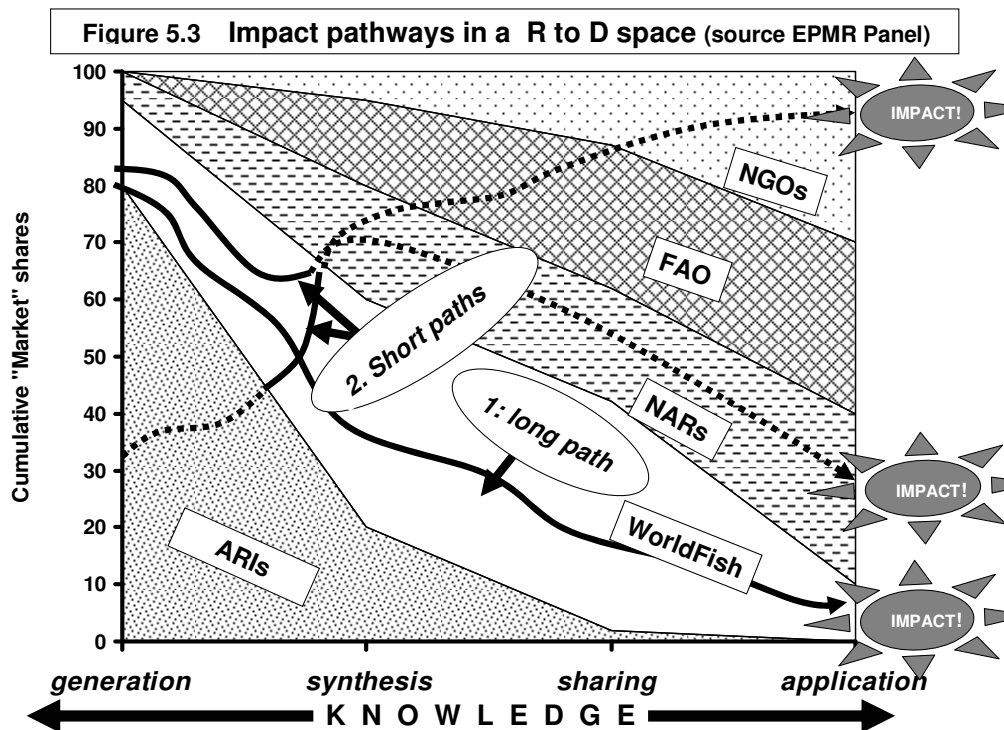
With regards its positioning on the research-to-development continuum, WorldFish as a research center would be expected to be more on the left and less on the right of the chain. The Panel noted that WorldFish in its strategy up-date has made the decision to position itself in the middle of the output component of the research for development value chain. The Center will give high emphasis to knowledge generation and synthesis through knowledge sharing, medium emphasis to priority setting and low emphasis to knowledge application. The Panel considers priority setting, with the active participation of partners, to be very important. The Panel considers that by adopting this position, WorldFish may be leaving some of its agenda setting to others.

Concerning the specific matter of positioning on the research-to-development continuum, the Panel was informed that WorldFish and the FAO Fisheries Department are considering the issue of the strategic connection between upstream work in which WorldFish should have the lead and the downstream work in which FAO should have the lead, in other words - the Research-to-Development Continuum. Both partners, using the classical Research for Development Value Chain conceived by WorldFish in the Center Strategy update, agree that it only when all the links in the chain are satisfied will donor investments deliver impacts on human development.

The Panel commends the Center for proactively engaging with FAO because the outcome of the discussions are likely to clearly define the Center's position in the Research-to-Development Continuum, ensure a more efficient use of resources and the development of more appropriate partnerships to optimize WorldFish's contribution to the development agenda. However the Panel's view is that FAO's positioning or that of other partner-categories on the chain should not be assumed to be a precise entry point. On the contrary, rather than a chain, and the Center agrees to this interpretation, there are several possible trajectories that could be followed within what the Panel sees to be "Impact Pathways in Research to Development Space", to attain the end results, as depicted in fig. 5.4.

Furthermore, it should be noted that the various partners, including WorldFish, could enter and exit from this space at any moment, and even several times, depending on their role, specific strengths, etc. The Panel encourages WorldFish to determine for the most appropriate trajectory it might wish to follow with its different partner-categories, and key partners including FAO, in its major projects.

The Panel noted with satisfaction that FAO and WorldFish are testing grounds on joint projects in Africa and the Mekong River Basin and, at global level, are collaborating with at least three major academic partners in the development of a new approach to the assessment of small-scale fisheries contributing to poverty alleviation and food security.



Comments: This figure is a very schematic representation of the relative importance (« Market » share on the Y axis, cumulative scale) of the different players of the « knowledge system » all along the research for development value chain (X axis). WorldFish is represented according to the position it proposes to adopt (see chapter 2).

A “path” is a sequence of actions going from knowledge generation to “plausible impacts”. It can be entirely realized by WorldFish when it extends its activities all along the pathway (“long path”) or be performed by several partners, WorldFish being only one of them (“short paths”). Definition of the type of paths WorldFish will implement is strongly influenced by its strategy, which in turn should be based on a comprehensive understanding of client needs and alternative suppliers of research along the pathways. Strategy should define trade-offs between its general comparative advantage and its specific competitive advantage for a given issue.

The Panel further noted that in the wake of the Indian Ocean Tsunami, WorldFish and FAO, in collaboration with five other organizations, constituted the Consortium to Restore Shattered Livelihoods of Communities in Tsunami Affected Nations (CONSRN). WorldFish, in the framework of CONSRN, has produced two policy Briefs on the Indian Ocean Tsunami: “Rebuilding boats may not equal rebuilding livelihoods”, and “Rehabilitating Livelihoods in Tsunami-Affected Coastal Communities in Asia”. The Panel commends WorldFish for its timely response to the tsunami disaster and encourages the Center to continue to work with other appropriate partners and CGIAR Centers to minimize the risks faced by the poorest communities and distressed households, laying greater emphasis on its intervention in assisting governments elaborate enabling policy frameworks.

5.2.3 *Networking and Consortium*

The Panel noted that WorldFish has recently taken steps to strengthen its partner interactions, in two restricted but important areas. First, by enhancing such interaction substantially through the establishment of the FishBase Consortium and the strengthening, expansion and change of emphasis of INGA making it more actively involved in the development of genetic improvement programs and in particular in multiplication and dissemination of the improved stock (see chapter 3). The FishBase Consortium, which includes WorldFish, FAO and a number of leading advanced institutions, is a good example of effective partnerships for knowledge generation, synthesis and sharing. The Panel is, however, concerned that the roles of the different partners in this Consortium have not been explicitly clarified.

5.2.4 *Strategic Alliances*

WorldFish has recognized strategic alliances with relevant organizations in India and China as being important. The Panel approves this strategy and, considering the high level of development of aquaculture and related research in these countries, suggests that these alliances should be dedicated to producing upstream knowledge of mutual interest. The Panel emphasizes the need to produce IPGs through these strategic alliances.

5.2.5 *WorldFish Expansion in SSA*

WorldFish is expanding in SSA, an area with pressing unmet needs and weak NARs, and other similar partners be it government officials or NGOs. The Panel considers that important investments envisaged for the region are justified. However, it is essential that from the outset the roles of the Center and its partners are clarified and that strategies and priorities are negotiated. The Panel also considers that the NEPAD “Fish for All” Summit for Africa, organized at Abuja, Nigeria in August 2005 has the potential for developing and expanding the nature of the Center’s partnerships, currently dominated by NARs and government officials as opposed to NGOs. The Panel confirmed the significant contributions made by NGOs as evidenced in Malawi with World Vision to the work of the Center. The Panel has, therefore, provided guidance on how the Center should capitalize on the outcome of this summit in Chapter 3.

The Panel believes that the Center’s activities have contributed to better informed scientists and managers. It has also contributed to human resources development in developing countries through partnerships and networking. The Panel is, however, concerned with the lack of clarity vis-à-vis relevance for such a large number of partners and the roles of WorldFish and its partners in some projects including the FishBase Consortium.

In view of the importance of partnerships as a vehicle for achieving the goals of the Center, the Panel recommends that WorldFish:

- *elaborate a Partnership Strategy focusing on, among others, the modus operandi for establishing strategic partnerships and alliances that would add significant value to the current research activities undertaken by the Center;*
- *explicitly define the roles and responsibilities of the Center relative to its partners in all major projects;*
- *determine its positioning on the research-to-development continuum, within the framework of an impact pathway analysis, for all major projects; and*
- *elaborate a human capacity building policy for its staff and its partners taking into account, as appropriate, the suggestions that have been provided.*

In addition, bearing in mind the significant contribution of NGOs to the work of the Center, as evidenced in Bangladesh and Malawi (see Chapter 3), the Panel suggests that the Center give due consideration to establishing linkages, networks or consortia particularly with NGOs, where appropriate, for promoting the application of research results, tools, information, etc beyond the range of publications it is providing.

5.3 Host Country Relationship

WorldFish has established good working relationship not only in Malaysia its global headquarters but also in other regional nodes where it operates, particularly at the government level. The Panel observed the nature of such collaboration in Malaysia, Egypt, Malawi and Cambodia. In all these countries, WorldFish has established linkages with government ministries, NARs, universities and other public institutions. Host country ties were also enhanced through participation in bilateral projects and joint R & D project planning and implementation. In addition, in all the countries WorldFish has helped establish highly cost-effective access to excellent facilities for research including for fish selective breeding work and in at least two countries (Egypt and Malawi) contributed in elaborating Program Briefs to increase the contribution of the sector in improving livelihoods. The Panel considers these developments vital for effective research but also in the delivery of WorldFish outputs. However, in Malaysia and Egypt some partners/researchers expressed dissatisfaction with WorldFish. The Panel was unable to determine the extent, magnitude and validity of such displeasure but the information was communicated to the Center Management.

5.4 Training and capacity building

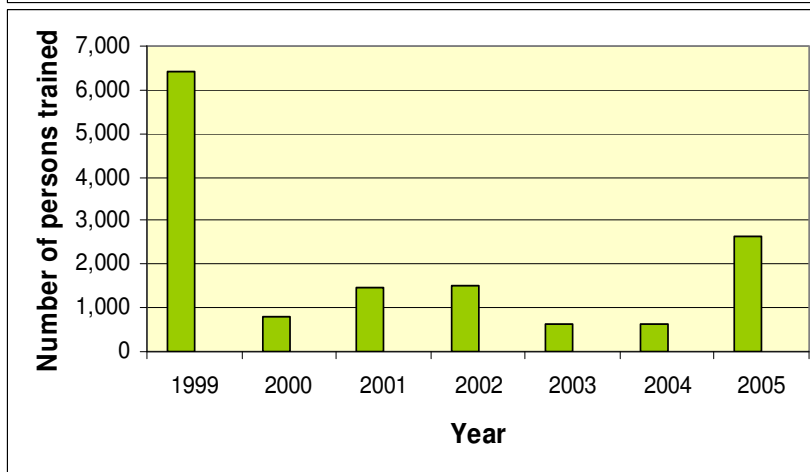
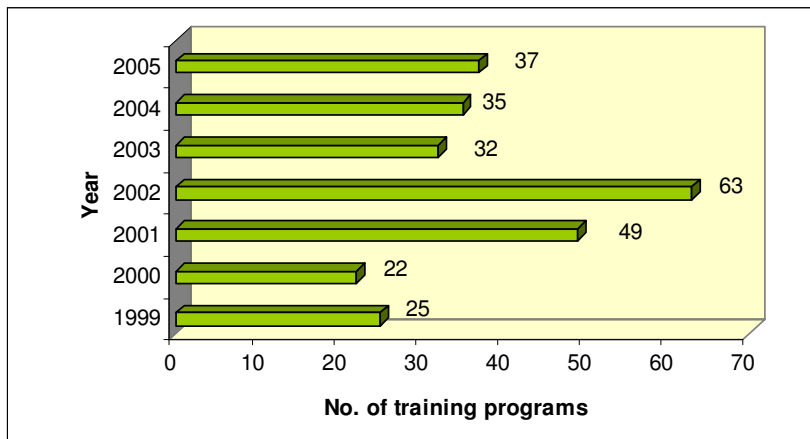
A major focus of the Center's work is to develop research and management capacity in fisheries and aquaculture. The Center conducted a number of training courses and organized workshops, seminars etc. (See fig. 5.4 and 5.5) on a wide variety of themes specific to the needs of its partners and relevant to its own mission. A total of 263 training programs were organized between 1999 and 2005. 14,177 partners/participants were trained during the review period of which 6,259 were farmers/fishers (44%), 32% were NGOs, 18% were NARs and the rest were from ARIs. The break down of the training by research program was: PRIAP (43%), BRRP (27%), CMRRP (16%) and FRRP (14%).

The Panel gathered from interviews with some WorldFish partners that some of the most important and durable results in capacity building come not from explicit programs of training and advice, but rather from informal relationships between WorldFish staff and institutions they work with in developing countries. In the Panel's opinion, this is an example of major contributions that Centers, such as WorldFish, make to human and institutional building but that are difficult to document. The Panel also noted that WorldFish facilities have been used by graduate students while staff has supervised the work of graduate students (see Chapter 4).

In the new strategic plan of the Center, the training functions are to be integrated into discipline strategies. Mindful of the resources that go into planning for training activities, and the apparent workload of discipline directors, the Panel considers that some of the pressing delivery functions would be facilitated by the joint corporate services (WorldFish-IWMI) which is soon to be operational. The Panel endorses the concept in the Strategy update to enlarge investment in the research base through, among others, the

establishment of a WorldFish Post-doctoral program and support to the WorldFish Campaign development process; as well as the development of the Abbassa facility as an African Center for Aquaculture Research and Capacity Building.

Figures 5.4 and 5.5 Number of training programs conducted and number of participants by year (source: WorldFish 2006)



The Panel considers that staff would need training to optimize the matrix management approach, and at least on analytical skills associated with impact pathways. It suggests that WorldFish undertake a critical analysis of the high priority needs/challenges for each of its partner-categories particularly NARs and NGOs so that it can better target capacity building for these partners. The Panel noted that significant increase in funds is proposed in the 2006-2008 MTP, and is likely to be the case in coming years, for the strengthening of NARs.

The Panel also suggests that the Center stimulate joint research proposals from alternate national research funds from leading institutions to conduct research on cutting-edge topics, which would draw a large critical mass of visiting scientists and post-graduate students to fisheries and aquaculture research located at the global discipline level. The Panel noted that adequate statistics on the training and capacity building activities were not maintained and that systematic evaluation of the programs or follow-up on trainees was not undertaken. The Center is invited to take corrective action.

5.5 WorldFish interaction with other CGIAR Centers

WorldFish has progressively established a niche for itself within the CGIAR system and is an active and potentially important player on the basis of its interaction with other Future Harvest Centers, its involvement in the Water and Food Challenge Program, its participation in the System-wide Initiative on Water Management, and comprehensive assessment of water in agriculture, as well as in the System-wide program on Collective Action and Property Rights (CAPRI). The Panel suggests that WorldFish continue to keep a watching brief. The Center has also housed a number of CG services including the CGIAR Chief Information Officer whose location was decided by competitive bids among Centers. The officer expressed full satisfaction with the quality of the facilities and the collegial working relationship. WorldFish is leading the development of collective action by a number of CGIAR Centers (ICRAF, IFPRI, CIFOR, IPGRI) and other partners aimed at: developing a cross-sectoral framework for livelihoods rehabilitation; implementing local rehabilitation options; and strengthening policy capacity in the Indian Ocean Tsunami affected countries. WorldFish is participating in a collective action initiative led by IWMI to undertake biophysical impact assessment of tsunami-affected areas.

In order to assess the qualitative dimension of the interactions between WorldFish and the other Centers, the Panel solicited the views of the DGs of seven Centers (IWMI, IFPRI, IITA, IRRI, CIFOR and IPGRI) through interviews either in person or by telephone on WorldFish work with their centers. The responses were generally supportive; many felt that if WorldFish were not in the CGIAR family, there would be strong arguments for its creation. The view was also expressed that WorldFish has integrated very well, intelligently and effectively because as a small center, intensive involvement in too many System-wide activities could be detrimental to the overall growth and efficiency of the Center. The views expressed are expanded below.

5.5.1 WorldFish – IWMI Relationship

IWMI is an active partner in WorldFish activities in the Greater Mekong Region and both are members of System-wide Initiative on Water Management and the Comprehensive Assessment of Water in Agriculture, under the overall management of IWMI. The two Centers together with IRRI, CIAT and IFPRI are also partners in the Water and Food Challenge Program. The Boards of WorldFish and IWMI plan to hold their March 2006 Meetings in Penang, Malaysia and the September 2006 Meetings in Colombo, Sri Lanka. The Panel was informed that the discussions at the meetings will also focus on functional alignment at the programmatic level. The Center has entered into a Strategic Alliance with IWMI to share Corporate Services as the Centers explore quick wins related to financial services and IT/knowledge management and develop long-term vision corporate service integration. The Panel commends WorldFish and IWMI for their proactive action and voluntary engagement in this process and hopes that it will result in improving synergy between the programs of the two Centers. The entire process seems to be in line with the program and structural alignment, which the CGIAR is advocating of Centers.

5.5.2 WorldFish – IRRI Relationship

The International Rice Research Institute houses the FishBase Consortium and other WorldFish projects in the Philippines. The two Centers also collaborate in a rice – fish culture technology project which is presently very small but interaction in this area is

likely to increase over the next five years as IRRI's Rice Diversification Program intensifies.

5.5.3 *WorldFish – IFPRI Relationship*

Among the most influential publications produced by the WorldFish and its partners in recent times was the report "Fish to 2020: Supply and Demand in Global Markets", which integrates fish into the International Food Policy Research Institute's global food model (IMPACT). A collaborative effort with IFPRI, the report is a culmination of several years of work. Fish to 2020 draws upon global economic models and highlights WorldFish core competence in the fisheries sector and fisheries policy and IFPRI competence in modeling and policy. The Panel did not find evidence that WorldFish has a program in place to capture and crystallize the main results of the study. The Panel has recommended (Chapter 3) that WorldFish strengthen its PESS Discipline. This in the opinion of the Panel will permit the Center to better address, in collaboration with IFPRI, follow-up issues in the report.

5.5.4 *WorldFish – IPGRI Relationship*

WorldFish has been involved in the Inter-Center Working Group on Genetic Resources. The recommendations of the SC-commissioned Joint Study on Animal and Plant Genetic Resources (March 2005), call for stronger engagement of the CGIAR in fish genetics and for strengthened collaboration between WorldFish and IPGRI. This will permit inter-governmental bodies to have up-dated scientific information, if and when so desired in the context of adopting protocols. Both centers could further interact in the area of invasive species. While IPGRI has not got expertise in fisheries, WorldFish would benefit greatly from IPGRI's experience in plants.

5.5.5 *WorldFish – CIFOR Relationship*

Both Centers were involved in the Challenge Program proposal on coastal zones as well as the proposal to the ADB focusing on reconstruction after the Tsunami. However there is potential for programmatic interaction in the area of conceptual frameworks/research methodology particularly as related to institutional issues associated with common property resources.

5.5.6 *WorldFish – IITA Relationship*

IITA, as an eco-regional Center for Tropical Africa is a natural link through which a specialized Center such as WorldFish can intervene in rural communities. Both Centers' interaction in Cameroon on market access research in rural areas resulted in the production of a market-driven rural development model. IITA in 2006 will be working on a Pan-African Post Harvest program with the African Union. IITA expects WorldFish to play an active role.

5.6 *Involvement of WorldFish in Challenge Programs (CPs)*

The Center is coordinating Theme 3 "Aquaculture, Ecosystems and Fishes" within the Challenge Program on Water and Food as well as: "Improving fisheries management in tropical reservoirs" and "Community-based fish culture in irrigation systems and seasonal floodplains", while being directly involved in two other projects. The first of these is "Managing water and land resources for sustainable livelihoods at the interface between fresh and saline water environments", led by IRRI, and the second, "Enhancing diverse wetland benefits in the upper Nile and Volta basins through integrated

catchments management” is shepherded by IRRI. Activities undertaken in six of WorldFish’s projects in Asia and Africa respond to the goals of the Challenge Program.

5.7 System-wide Initiative on Water Management

This program is under the overall management of IWMI. WorldFish is responsible for the project, “Increasing water productivity by managing the land-water interface: effective water control for solving conflicts among agriculture-fisheries-aquaculture in coastal zones”. In the framework of the project “Improved Livelihoods through Appropriate Inland Aquaculture Technologies and Fisheries Management”, WorldFish has conducted work on a variety of subjects including fish-in-watersheds, fish-in-floodplains, fish-in-river deltas, and on different aspects of aquaculture in Bangladesh, Cameroon, Egypt, Greater Mekong Region, Malawi and Mozambique in the contexts relevant to the CP.

5.8 System-wide Program on Collective Action on Property Rights (CAPRI)

WorldFish is fairly active in CAPRI. Using its own resources, it has executed over ten activities in the context of the program. In 1999 the Center hosted a workshop on “Devolution of Fishing Rights in Fisheries Co-management”.

The Panel’s assessment is that while it is too early to judge the utility and impact of the CPs in relation to WorldFish, it is clear that the Centers, by acting collectively, have attracted stronger support from a range of partners, than they could have individually. The CP has put water and indirectly fisheries and aquaculture at a higher level in some Centers. It has also influenced the way WorldFish and other Centers work with partners. The activities in the projects conducted by WorldFish are contributing to enhance research and development efforts in water management and would lead to the development of some IPGs, when scaled-out in terms of methodologies and approaches. The Panel encourages WorldFish to continue to participate actively in CP and suggests that WorldFish should synthesize available information and the results of its work and identify gaps to better target the end-users of the component parts.

5.9 Collaboration within the Intersection between Fisheries and Other Sectors

In many of the areas where WorldFish operates, the farmer/fisher communities are dependent not only on fish but a variety of other resources: water, forests, and land, for their livelihoods. The activities of the communities not only go beyond the realms of fisheries and aquaculture but the people most often have to develop livelihood-coping mechanisms. Furthermore, many of the countries where the Center is active have established or emerging HIV/AIDS epidemics, or their population may be exposed to natural disasters. While WorldFish does not have competence in crop or livestock farming, in forestry, irrigation or public health, the Center by engaging other competent partners of the CG or CSO could make a difference. WorldFish involvement in providing assistance to communities affected by the Indian Ocean Tsunami (See above and Chapter 3), in the framework of CONSRN, is a good example. In Malawi, WorldFish has partnered with World Vision (Malawi) to assist HIV/AIDS affected households to develop the potential of aquaculture as a farming technology that does not require sustained arduous labor and can provide income and nutrition to help people cope with and mitigate the social and economic effects of the spread of HIV/AIDS. There are therefore instances when WorldFish could play an important role in the intersection

between fisheries and aquaculture domain and other sectors. The Panel considers that WorldFish involvement in such situations is not only desirable but necessary. The Panel cautions however that the Center needs to create the appropriate balance so as not to be detracted from its primary mission and also must engage other competent partners in all such initiatives.

5.10 Conclusion

The Panel believes that effective partnerships are essential for WorldFish to fulfill its Mission. It also considers that from a practical point of view the Research for Development paradigm provides a prospective vision of trajectories for WorldFish and its partners to position themselves in the research-to-development continuum. The Panel is of the opinion that in real life, situations are not that linear and therefore in Chapter 8 under *The Way Forward*, provides elements to enrich this paradigm to ensure that WorldFish positions itself appropriately in the international fisheries and aquaculture landscape.