

## The need for all round excellence within TERI

Dr R K Pachauri, April 19, 2012

This is a period when I carry out the annual appraisal of TERI colleagues. This whole exercise is also a learning experience for me, because I get acquainted with all the initiatives in hand which colleagues have endeavoured to launch.

What is particularly significant is the fact even though TERI has a common culture, there are significant differences in the way colleagues in TERI imbibe that culture and use it for planning and implementing the activities which they are responsible for. Often I am quite amazed at the innovative spirit that several colleagues display not only in defining activities that they take up but also in ensuring adequate financial support from a variety of sources. However, I do feel that all of us must develop some skills for strategizing and conceptualizing quickly what needs to be done beyond the immediate future. The other area in which I feel we have to be innovative is in looking at potential sources of financial support. It surprises me that several colleagues who should be looking at the agenda and priorities of a number of foundations across the world which might support our work actually fail to do so. It is critically important that we develop the ability to identify sources of financial support and develop relationships, which would help us.

In general, while some colleagues have been outstanding in relationship building, several shy away from this important requirement. The successful TERI researcher has to develop a well rounded personality which not only ensures his or her effectiveness within the organization but importantly in creating linkages with individuals and organizations outside as well. We are finding increasingly that bilateral support from other governments is being subjected to a large number of restrictions, which often makes it difficult for us to not only get the approval of the Department of Economic Affairs, but also in keeping them satisfied with the implementation of projects which are in hand. Also, we have to accept the reality that over a period of time bilateral assistance to India is likely to dry up, perhaps sooner rather than later. It is, therefore, important for us to diversify our sources of support and to reduce our dependence on bilateral sources of funding.

May I also say in conclusion that I find some of the work that we are doing as outstanding in content and quality. However, we are not publishing as much as we should and as much as would be justified on the basis of all that we are doing and are capable of. Publication in peer reviewed journals is a part of the attainment of researchers and a source of credibility among our peers. Colleagues should take this far more seriously than is evident right now.