

Strategic CSR as a Tool for Business Excellence

A case submitted to the
Tata Power Delhi Distribution Limited (TPDDL)



TATA POWER DELHI DISTRIBUTION LIMITED
A Tata Power and Delhi Government Joint Venture

Submitted By

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Acknowledgement

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We convey our thanks and express our deep sense of gratitude to all in TPDDL who were connected with this project.

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Strategic CSR as a Tool for Business Excellence

The case of Tata Power Delhi Distribution Limited

Background

Mr. Praveer Sinha, CEO and Executive Director, was in an important meeting in the forenoon of April 10, 2012 with his senior colleagues when the telephone in his office started ringing. He was surprised as his private secretary did not connect the phone whenever he was in a meeting. Guessing, who could be at the other end, he picked up the phone. It turned out to be the local Member of Legislative Assembly (MLA) who was raising the issue of non supply of power to some of the residents in Jhuggi-Jhopdi clusters (J-J clusters). Finishing the agenda of his meeting, he called other officers connected with power supply in J-J clusters as well as those involved in CSR and put forward the issue raised by the MLA. It was unanimously agreed that there is further scope for converting non paying dwellers in J-J clusters into billing net.

It, further, emerged that there were many residents in J-J clusters who did not have power connection and that only 40% of the electricity which was going to the J-J clusters was billed resulting in **Aggregate Technical and Commercial losses (AT&C)** of Rs 120 Cr (approx.). Understanding the magnitude of the problem, both financially and socially, he exhorted his team to bring 100% J-J clusters under billing net without any coercive measure such as cutting power supply or taking legal action.

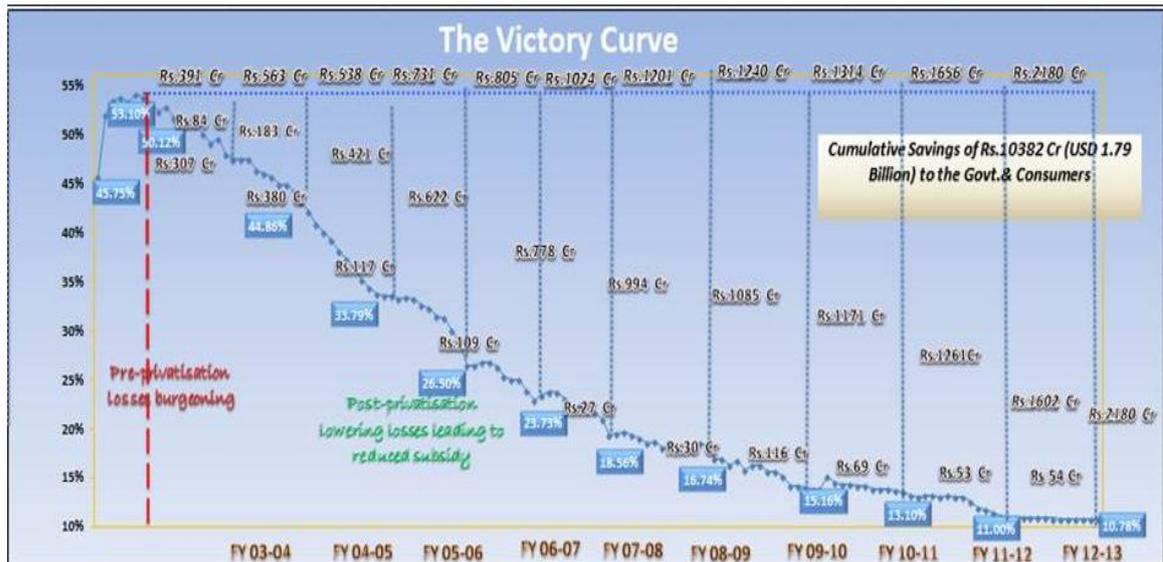
Introduction

The business of power distribution companies was to ensure uninterrupted supply of quality power, good network, continuous supply of power and prompt redressal of consumer grievances. However, the business involved

high losses in terms of AT&C. The average AT&C losses in the industry was 35%, while AT&C losses incurred by the Government owned Delhi Vidyut Board was 54.8% in 2002, amounting to approximately Rs. 307 Cr.

In 2002, Delhi Government joined hands with the Tata Power Co. Ltd. in a form of a 51:49 joint venture to form North Delhi Power Distribution Ltd (renamed as TPDDL). According to Mr. Puneet Munjal, Senior General Manager (Strategy), “the joint venture was a result of the Electricity reforms process in Delhi which was undertaken to reduce the tremendous amount of losses taking place in power distribution due to various reasons”.

To bring down the AT&C losses, TPDDL undertook a number of technological interventions that had major contribution towards the transformation of a loss making enterprise. The initiatives included replacement of approx. 7 Lacs of Electro-mechanical meters, 100% Distribution Transformer metering and energy audit, replacement of bare conductor with HVDS and LTABC in high loss making areas, installation of GSM modem based automated meter reading (AMR) system for high revenue consumers (covering 60% of company’s revenue), IT interventions – implementation of SAP-ISU, state of art billing and CRM system, Geographical Information Systems (GIS), Supervisory Control, Data Acquisition (SCADA) etc. These interventions proved successful in turning around the financial health of the company. TPDDL was able to bring down the losses from 54.10% to 19% as accounted in 2008. The progressive savings achieved known as the ‘Victory Curve’ is depicted below.



This was accompanied with reduction in **System Average Interruption Duration Index (SAIDI)** from 110 hours in 2002 to 8.63 hours in 2010. System interruption frequency index was drastically reduced over the same period. After achieving such an illustrious success in reduction of AT&C losses, Mr. Sinha now targeted to bring down the AT&C loss figures to a single digit by 2015 through various measures including strategic CSR.

Tata Power Delhi Distribution Limited

TPDDL had been distributing power to the residents of North and North West Delhi. The vision of the company states:

“TPDDL is committed to be the trusted and admired provider of reliable and competitive power”.

The sincerity of the company’s intention could be judged from the written policies which were in place for Corporate Social Responsibility, Affirmative Action, Climate Change, Integrated Management System, United Nations Global Compact and fighting HIV.

North West region of Delhi had a large number of J-J clusters. There were a total of 220 such clusters and most of them were illegal. People residing in these clusters were migrants, who earned their daily wages through

masonry, rickshaw pulling, domestic help etc. They could hardly earn around Rs. 2000 to 4000 monthly through their work.

Mr. Sudarshan K. Saini, head of commercial business at TPDDL, and his team had identified the reasons for such a large amount of loss which they attributed to J-J clusters. Due to low or no income base, people residing in J-J clusters were unable to pay the electricity bills. Therefore, they had taken up hooking (power theft) as a means of direct supply of power. Another reason for not coming in the billing net was that they had no ownership proof of land and therefore new connection requests were not being entertained as per rules. Further, in the absence of a proper address, bill delivery was a big concern for TPDDL. In addition, these residents had political patronage as they constituted a large vote bank.

Formation of Special Consumer Group

Universally all utilities consider J-J clusters / Slum consumers as *Abandoned Segment* and treat them with contempt. It was understood that losses could be reduced by systematic load shedding. Looking at the chronic problems of J-J clusters, Mr. S. K Saini opined that these clusters required special attention, thus, a special group was formed called 'Special Consumer Group' (SCG). They also developed an innovative business model by *Amalgamating - Affordable Connections, CSR Activities and Increasing Consumer Engagement Level*. The SCG established four key areas to work in J-J clusters, namely, Healthcare, Employability, Education and Entrepreneurship promotion.

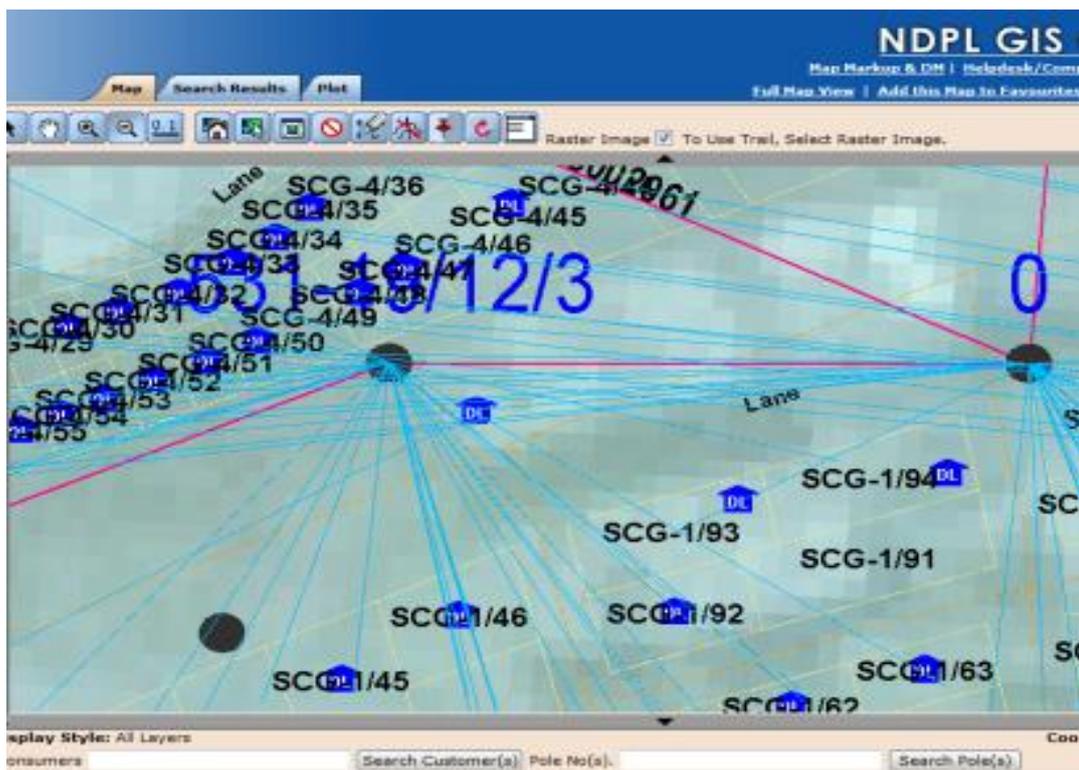
Mr. Ram Krishna Singh, who headed the SCG, identified a set of challenges faced by them. Firstly, identification of family or a resident was difficult as there was no ownership structure in these clusters. Since the addresses of J-J cluster residents were not known, providing electricity connection was not possible. To address this issue, one of the main and the biggest contribution of SCG team was identification of each and every resident in these clusters. The SCG team indexed every Jhuggi (slum) of the area.

Identification of a house in J-J cluster



Thus, a database of target population was created and indexed map of the area was fed into the Geographical Information system (GIS) given below. This initiative was a huge success as it provided identity to all the J & J residents.

GIS System



The second challenge was to bring about a change in attitudes of people for obtaining a meter connection, which was never considered as a priority by JJ residents on account of various reasons. One of the major reason for non-processing of new connection application in such areas was found to be absence of a valid ownership proof. To overcome this challenge, a reference

letter from the local MLA (Member of Legislative Assembly) was considered as an alternative for address proof and to facilitate in getting a metered connection. Further, to encourage and bring all unmetered consumers into the billing net, TPDDL also introduced an innovative concept of providing an accidental insurance of Rs 1 Lac to all consumers who take a metered connection. TPDDL also facilitated new connections by charging the new connection service charges at highly subsidized rates and payments were allowed to be made in instalments. Where the original price of a new meter was Rs. 4200, meters were given at Rs. 1550 only, of which Rs. 350 were the upfront charge and Rs. 50 per month were included in the electricity bill as an installments. With door to door promotion through Sanchar (promotion) Munadi vans, relaxed documentation requirements, an instant connection camp system was implemented to provide metered connection on the same day.

Connection Camp in Progress



Not only new connections, even bill payment was made attractive. All past dues on account of unmetered connection / consumption were waived off to encourage metered connection and to ensure future payments. Online Spot Billing was introduced (for the first time in the country) to support timely billing and instant delivery of the electricity bills.

Consumer (SCG 16/58) being billed on the spot



Mobile vans were made operational for payment collection. Due dates of the electricity bills were aligned with the wage dates of residents. Advocacy was done with the Government to provide subsidy for such low end consumers. Accordingly, if the consumption of electricity was less than 200 units, a subsidy of Re. 1 per unit was provided to such consumers. The company also launched Pay-N-Win scheme to give away awards to the regular consumers belonging to the J-J clusters.

The third challenge was to inculcate trust among the J-J cluster residents to enforce relationship building. Local positive minded people or opinion leaders, commanding respect and authority in these clusters, were identified who were made Pradhans or Franchisee for the company. As a result, Mr. Saini indicated that 132 youths were appointed on commission basis which provided livelihood opportunities to them.

CSR Strategy

The SCG team worked closely with the corporate social responsibility team. Both the teams worked for strategic outputs. The SCG team was mainly engaged in the planning of various social initiatives that needed to be undertaken. The CSR group headed by Mr. Dileep Kumar, simultaneously, implemented various social initiatives. These initiatives were designed in line

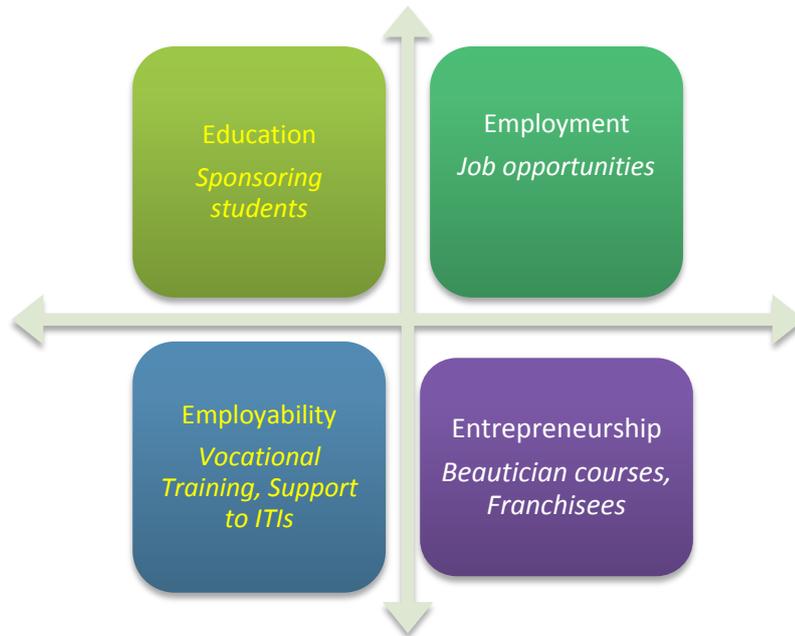
with the need analysis in the J-J clusters done by the Koreth consultancy which was providing similar support to the Delhi Government.

The CSR policy states:

“Recognize society as the key focus of our business and serving the community is at the core of our value systems and principles”.

When asked about the influencing factors for starting up these initiatives, Mr. Kumar stated, “the CSR initiatives of the company were designed on a three pronged strategy of *business linked initiatives, philanthropic initiatives and compensatory initiatives*. The decision about the initiative that would be taken up was again based on the following three factors. Firstly, the initiatives should address the Millennium Development Goals of the United Nation, secondly, the initiatives should solve the basic problems of the target community and hence they are engaged in the decision making and thirdly, the initiatives should be linked to the business as far as possible.” Further, he said that breaking and changing the mindset of using free (stolen) electricity was important.

The company carried out a range of activities for community development in the vicinity of its distribution activities. The stimulus for carrying out community development was derived from the Tata Code for CSR activities and the inner inspiration of TPDDL top management. The management was of the opinion that development of those excluded sections of society was a part of the company’s development as they were the company’s partners in progress; almost 70% of JJ consumers belonged to the under privileged sections of the society. The action plans were developed around four themes of Education, Employment, Entrepreneurship and Employability as depicted below.



The 4Es decided the scope of the activities to be undertaken. Some of the major CSR initiatives undertaken are detailed below:

I. Vocational Training and Student tutorial centers

In association with other development agencies like All India Women's Conference (AIWC) and DAV School Education Society, the company started vocational training programmes for the youth of the J-J clusters. Small batches of young boys and girls were trained in tailoring, computers' hardware and data entry skills, beauty culture and electrician courses. This facilitated them with adequate skills to work with small enterprises or work as free lancers. A total of 2839 youngsters were trained till FY 2012-13.

The CSR wing had also started tutorial centers for students of primary level to help them in their studies. This additional assistance in studies by distributing books and stationary helped in maintaining the interest of students which reduced school drop outs.



Student tutorial center



Vocational Training Center



Beauty Culture Class

II. Adult Literacy Initiative

Adult literacy classes for the women were started in 2006 in association with Dhatpatmal Virmani Education Trust. Batches of 25 adult women were run on half yearly basis. The adult literacy programme was supported by TCS which had provided the Computer Based Functional Literacy (CBFL) animated software. Making these women literate provided them with a sense of expression and empowerment. These centers benefitted 3249 women till FY 2012-13.

Residents of J-J clusters who had enrolled for programmes like adult literacy or vocational training were counseled regularly to pay the unpaid bills by elaborating on the advantages of availing paid electricity. The beneficiaries of all the programmes were asked to submit their consumer numbers through which the company could check the bill payment status. The

company also maintained record registers of the bill payments by the residents of J-J clusters after they joined any of the CSR programmes.



Adult Literacy center in J J cluster

III. Drug de-addiction

Due to lack of awareness and source of entertainment, drug and liquor addiction was found to be very common. After taking inputs from the troubled families of such drug addicted people, TPDDL initiated drug de-addiction activities in the clusters in association with Prajapati Braham Kumaris. The programme was rigorous in nature and was done in a three step process. At first, theft prone and less revenue recovery clusters were selected; the Munadi (extensive promotion) was organized in these clusters and awareness campaigns were run with the help of pamphlets and counseling by NGOs, local leaders and volunteers using audio and visual aids. Secondly, camps were conducted at the entrance of the clusters where visitors were registered and medicines were distributed free of cost. Finally, personal follow ups and third party audits were conducted regularly by TPDDL to measure the effectiveness of the programme. The core of the programme was to make the de-addiction initiative efficient. In regard to de-addiction activities, the CSR head stated that cluster residents saved a substantial amount of income which they earlier spent on drugs and alcohol. This allowed more disposable income in the hands of consumers; their families benefitted; thus, enabling them to pay the electricity bills. A total of 18806 people had benefitted through this initiative.

IV. Health Services Initiatives

An important initiative was mobile health dispensary for the residents. Under this initiative, mobile vans were run from cluster to cluster on regular basis. The mobile dispensary provided doctor consultation and medicines to the residents of J-J clusters, a total of 25023 beneficiaries till FY 2012-13. This avoided the visit to a doctor's clinic, thus saving money. In order to avoid crowding of free riders around the mobile vans, consumers had to pay a registration fee of Rs. 5. A system was developed whereby the consumers who paid the bill regularly got free consultation and medication, whereas those who were defaulters had to make payment for the medicine. This was designed to encourage the non payers to become regular payers.

Apart from this major health initiative, the CSR department also organized blood donation camps (2306 units of blood collected till FY 2012-13), provided logistic support to the Multiple Sclerosis Society of India by providing transportation to its patients to attend day care camps. Further, TPDDL supported the lives of children staying in the two child homes in Bawana and Badli. They were provided with the services of mobile health dispensary and other needs that arose from time to time.



Blood Donation Camp

Awareness creation in J-J Clusters

Apart from the CSR initiatives mentioned above, the Business Excellence group of the company, along with the CSR group, had undertaken a series of initiatives to address the burgeoning issue of inefficient use of electricity.

As a power distribution company, TPDDL had undertaken various energy conservation initiatives for addressing the seventh millennium development goal of Environmental Sustainability for which it formulated a club called '*TPDDL Energy Club*'. This club initiated *Project Conserve*, *Project NEST and Urja Mela* wherein the school students were sensitized on various energy related issues. It carried out these projects in 140 Government and 50 public schools.

Under Project Conserve, the students were distributed books and energy conservation lessons were given during morning assemblies. As a part of the programme, a regular competition was also held amongst the students for energy saving information. These learnings were taken by the children to home, where they influenced their parents, relatives and neighbours. Under Project Nest, the students who reached out to and sensitized maximum number of people were awarded as '*Energy Conservation Champions*'. Urja Mela was another major event where competitions were held on street plays, painting, debate and quiz on energy conservation and climate change. The winners of these competitions were awarded the Urja Cup.

As an awareness building activity, TPDDL associated with TERI (Tata Energy Research Institute) to celebrate the Earth Day in the schools in J-J clusters wherein knowledge creating activities like debating and story-telling on relevant energy issues were taken up by the students.

Glaring gains of the CSR initiatives

A study of impact assessment of the combined initiatives of the Special Consumer Group team and the Corporate Social Responsibility team was found to be very encouraging. As the main focus of all these initiatives was

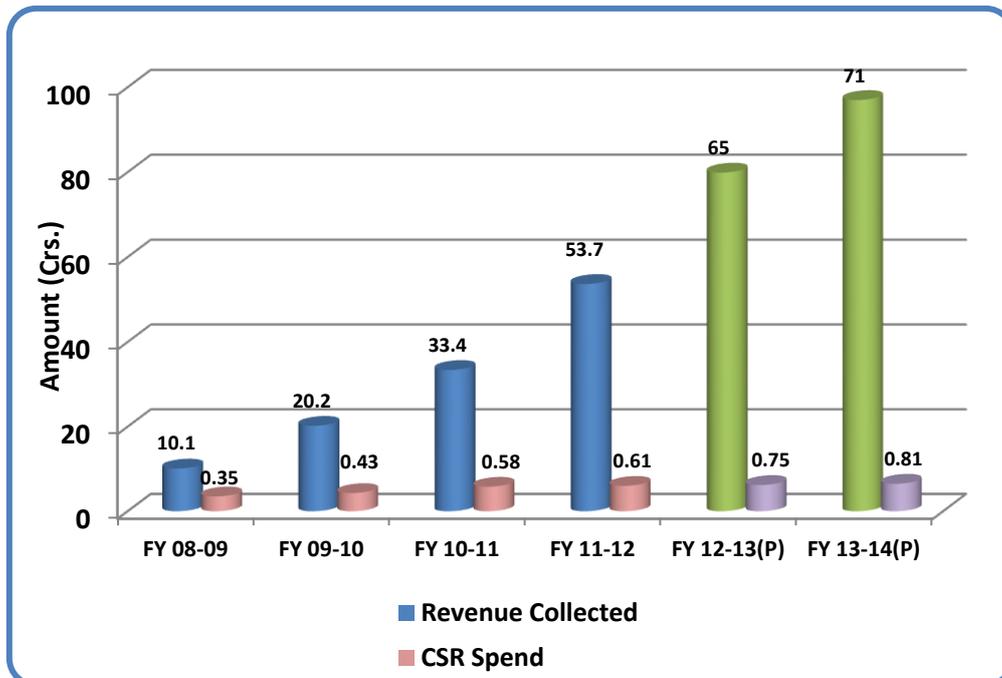
to increase the base of paying consumers, TPDDL added more than one lac billed consumers in J-J clusters between 2008 and 2012.

Table1: Additional Revenue Generation from J J clusters

Financial Year	No of Consumer in Billing Net	Overall AT&C Losses Reduction Achieved (%)	Cumulative Financial Benefit (Rs Cr)
2009-10	93000	1.6	32
2010-11	120000	2.2	96
2011-12	142000	2.6	114
2012-13	150810	3.1	135

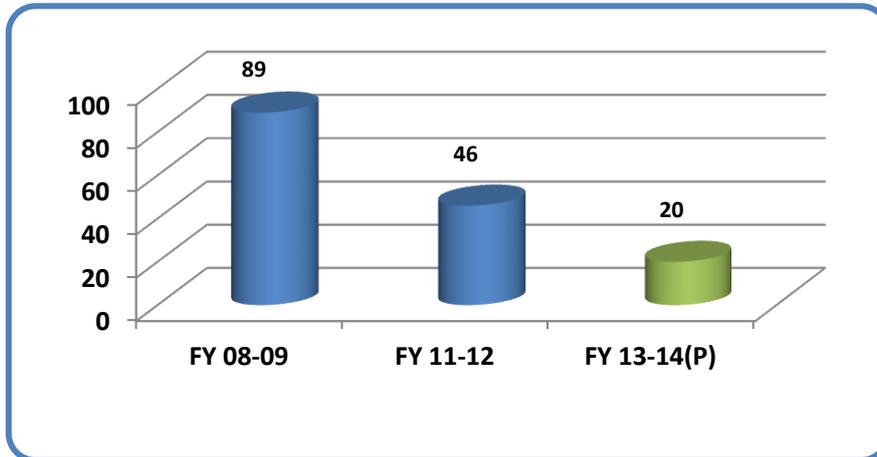
While the money spent in CSR activities of the company was only doubled in the four year period, the turnover base increased more than five times. The collection efficiency had also improved from 30% to more than 90% in last 4 years.

Table 2: Company’s CSR spend vs. Revenue Collected



Another significant achievement was the reduction in AT&C losses from these clusters which was significantly brought down to 35% in FY 2012-13 and is projected to be only 20% by 2013-14.

Table 3: AT&C losses reduction from J-J clusters



Since 2008, AT&C losses of the company declined from 19% to 11% in 2012, i.e. 8%. Out of this, approximately 4% decline is attributed to these CSR initiatives. Mr. R K Singh stated that these initiatives resulted in a revenue increase by 2.75% while there were a total of 150810 connections in the year 2012-13.

Table 4: SCG consumer growth

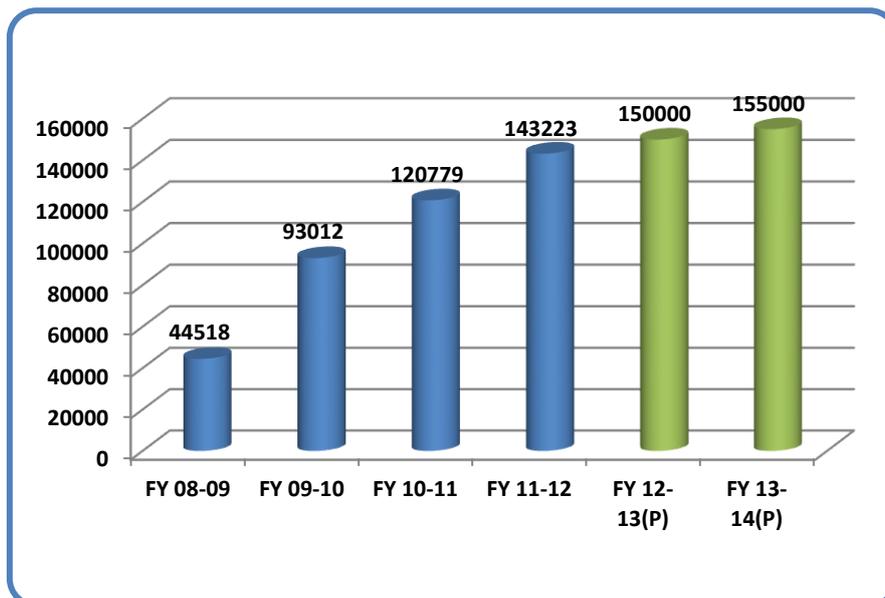
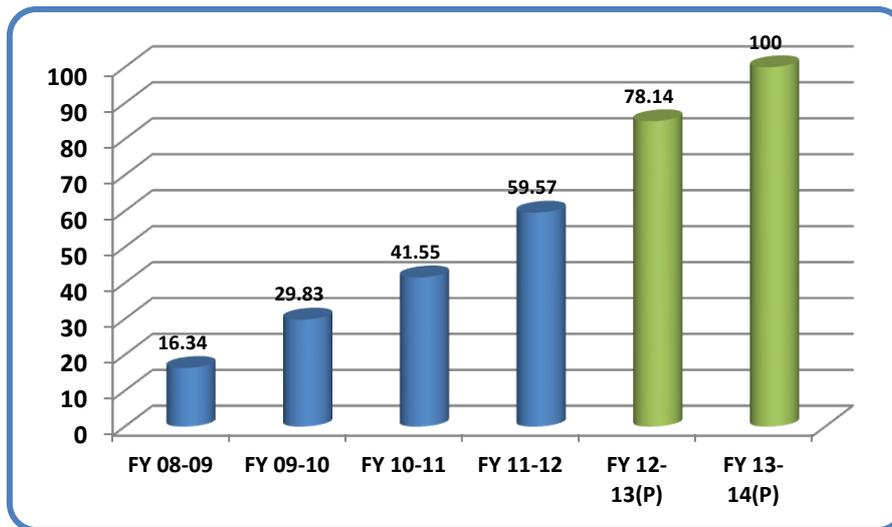


Table 5: SCG Demand Billed (in Crores.)



Not only power theft had reduced significantly, input energy in these areas had also declined by half. TPDDL recorded energy saving of 7 Lakh units in the financial year 2009-10 and 6.9 lakh in the financial year 2010-11 from these clusters, which Mr. Kumar pointed out, is very much a result of the sensitization lessons to the students. Through various projects, not only school students were sensitized but they also spread the sensitization word around to their neighbours and friends. Carbon emissions saved particularly in these clusters was 152,000 tons. *The company claimed that energy consumption was reduced by 160 MU's. The size of spot bill was 1/3rd normal bill which led to the saving 142,000 papers in 2 Years which corresponded to saving 207 tons of CO2 Emission.*

These figures substantiate the achievements of TPDDL in the J-J clusters. Along with them, the mindset change brought about by drug de-addiction and adult literacy initiatives was also substantial.

Foreign dignitaries like Mr. Gordon Brown, the ex UK Prime Minister and Mr. Timothy Roemer, US ambassador visited these clusters. Mr. Gordon Brown also sent a letter of appreciation to Mr. Ratan Tata for these initiatives and offered help.

From Horse's Mouth

Vibha (from Bhalaswa Dairy): "since I hail from a backward village I never got a chance to go to school. One day I learned about literacy centre being held in my neighbourhood by TPDDL and I decided to enrol in the program. Today, I am well versed with alphabets, words, and numbers and can read electricity bills, newspaper, bus number and I felt a sense of empowerment".

Rubiya (from Sultanpuri): "my father is an alcoholic. While growing up I have witnessed domestic violence and was unable to focus on my studies. After joining TPDDL tutorial centre, I feel assured of a bright future".

Wife of Mr Karan Singh (an alcoholic): "my husband was an alcoholic and big portion of family income was spent on buying liquor. One day, I saw a drug de-addiction camp being organized by TPDDL in our area. I went with my husband and TPDDL doctors counseled him to leave this habit. Since then, he has been regularly taking medicines distributed by TPDDL and have also cut down on drinking".

Hari Shankar (Wazirpur): "after completing my matriculation in 2002, I was doing odd jobs like plumbing and electrician to earn a livelihood. Then, I learnt about the Retail Chain course offered by TPDDL's vocational training centre and I enrolled myself in their 70 Days course learning English speaking, etiquettes and basic

TPDDL bagged many awards for their initiatives in the J-J clusters. The company received awards for Meritorious Performance in Distribution by the Government of India, the Asian Power Utility of the year award by Asia Power, Advocacy Excellence Award etc. TPDDL was the only power distributing company which had been conferred the Edison Electric Institute (USA) for GIS implementation and Policy advocacy. Recently, TPDDL was awarded Business Serious Adoption award, Jury award within the Tata

group of companies. In 2012, TPDDL was conferred the Tata Innovista Award and the prestigious All India Management Association (AIMA) breakthrough innovation award.

TPDDL was found to be an admirable illustration of a corporate being a responsible citizen. The company exemplified how business can be done in a manner that creates values for its stakeholders ranging from employees to shareholders to consumers to local communities. Although the company outperformed in the assessment process of Tata Business Excellence Model by attaining a score of 594, there still existed a set of challenges and hence, an array of opportunities.

When asked about the future plans of the CSR division, following are some of the CSR Activities targeted for 2017-18:

The team aims to increase the number of Adult Literacy Centre to 215 by 2017-18 from 75 in 2012-13 and the cumulative beneficiaries to be more than 58000. The ALCs shall give due focus on women development and empowerment w.r.t health and hygiene of women at home and in/around JJ Cluster. They also plan development of Self Help Groups to facilitate some small scale businesses to be managed by women residents of these clusters.

They also aim at increasing the number of vocational training beneficiaries to 18000 and more and making these centres as a centre of excellence. Increasing the number of medical and drug de-addiction beneficiaries to more than 90000 and 48000 is also a part of their plan.

While ruminating over the past accolades and future targets, the thought to bring down energy consumption further and to further improve the quality of lives of the J-J cluster consumers was moving across in the mind of Mr. Sinha like a cinema screen. He was wondering how TPDDL could create an inclusive growth model in J-J clusters.

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Life insurance provided by NDPL covered by a national newspaper

As on date, beneficiaries have been given the cheques of Rs. One lakh due to infirmly of their spouse.

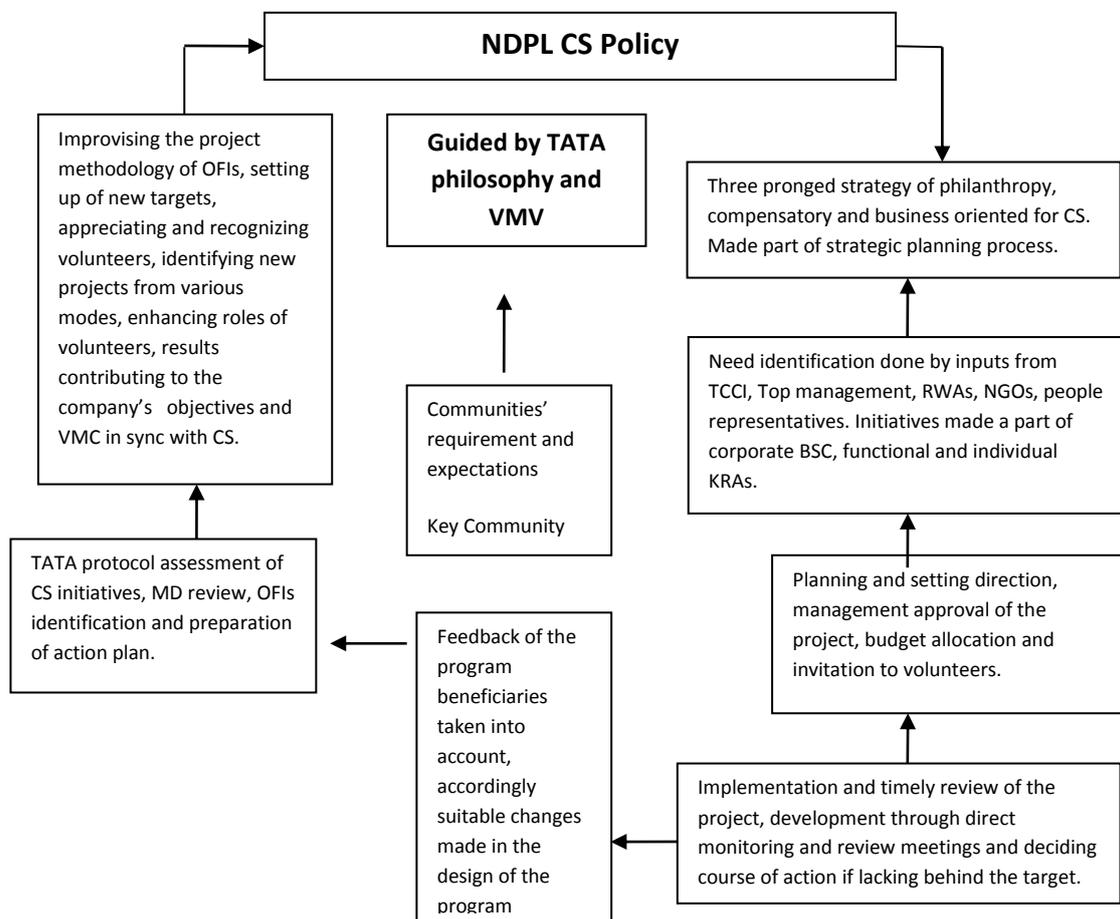
Vision statement of TPDDL

“TPDDL is committed to be the trusted and admired provider of reliable and competitive power”

TPDDL Corporate Social Responsibility Policy

“Recognize society as the key focus of our business and serving the community is at the core of our value systems and principles”.

TPDDL Corporate Sustainability Policy



Other responsible initiatives undertaken by TPDDL

Consumer focus

Since it is a duty of an electricity provider and a distributor company to promote energy saving techniques to be able to manage electricity distribution effectively, the company has a Demand Side Management group (DSM) which looks into the ways of doing it. This group has an energy conservation drive and also launched the Bachat Lamp Yojna in association with BEE, the compact fluorescent lamp or lights (CFL) provider and Ministry of Power as an energy saving initiative. Under the scheme, the company gave CFL's to all houses at a subsidized rate of Rs. 15, with the purpose to reduce electricity load with the provision of energy efficient CFLs.

Environmental responsibility

The company is ISO 14001 certified and ensures the usage of efficient and ecological friendly material through-out its operations. Use of fuel efficient vehicles for various purposes, dry type transformer, use of blade servers and star rated appliances and transformers are the examples. Other responsible initiatives can be seen in the daily operations like spot billing, e- billing, green buildings, green grids, waste paper recycling, water harvesting etc.

Employee Safety and Responsibility

The company is mindful of the fact that its employees including suppliers and contractors are its most treasured assets and does not leave any stone unturned in taking due care of them. The management has taken the following initiatives towards their employees.

Training and Development

The company has in place strong training modules for its employees to enrich the quality and productivity. An amount of 0.4 million has been spent till date on the training and development activities. There is a separate department called Center for Power Efficiency in Distribution especially

formulated to facilitate training. The center is accredited by the Ministry of Power and partially funded by the world renowned agency, USAID.

Employee Engagement

All CSR programmes of the company are planned and coordinated by the employees. The employees volunteer on regular basis for these activities as they feel a sense of ownership and a sense of responsibility for the not so privileged community around them. These activities work towards rejuvenating them from their daily work schedule.

There is an online portal 'SEVA' which was launched to simplify the process of volunteer participation and communication in company's CSR activities. As an encouragement, employee engagement parameter has been added in the annual appraisal of employees.

United Nations Global Compact

The company is an active member of United Nations Global Compact network which requires it to abide by the ten principles of Human Rights, Labor, Environment and Corruption. A communication on Progress on the ten principles is done on yearly basis reflecting the commitment to the four causes.

Social Accountability

TPDDL is the first power distribution company to be certified for SA 8000 for social accountability. It has in place child remediation policy to discourage child labor and a policy for expectant mothers along with the routine best practices of salary payments in compliance with minimum wages act, standard attendance system and regulated working hours for its employees. The company also follows occupational health and safety standards (OHSAS 18001) and undertakes workforce communication in various forms to ensure hazard mitigation. Seekh (learning) sessions are held and SurakshaPuraskar (Safety awards) are given at group and individual level.

Culture of Ethics

The senior leadership has inculcated an ethical culture with the illustration of six values of integrity, understanding, excellence, unity, responsibility and agility across the organization. By enabling a robust whistle blower policy supported by a team of ethics officers and counselors, the organization aims to build a transparent system where ethical conduct is publicized and rewarded while unethical conduct is properly communicated and appropriately handled. Ethics and safety week, Women's day celebration, Driving Suraksha (safety) and Idea Abhiyan (drive) are a few initiatives taken.

www.tatapower-ddl.com

कार्य अनेक संकल्प एक

बाल गृह के लिए चिकित्सा एवं लैजिस्टिकल सहायता

मल्टी रिकलेरोसिस रोगियों को सहायता

नशा मुक्ति शिविर

आर्थिक रूप से कमजोर वर्ग की महिलाओं व युवा वर्ग के लिए व्यावसायिक प्रशिक्षण

कार्यस्थल पर एचआइवी/एडस जागरूकता

सामाजिक जागरूकता अभियान

मौखिक डिस्पेसरी

प्रीड साक्षरता

रक्तदान शिविर

एनर्जी क्लब के लिए ऊर्जा संरक्षण कार्यक्रम

आर्थिक रूप से कमजोर वर्ग बच्चों को शैक्षिक सहायता

TATA POWER-DDL

टाटा पावर दिल्ली डिस्ट्रिब्यूशन लिमिटेड
(टाटा पावर एवं दिल्ली सरकार का संयुक्त उपक्रम)

पॉवर टू द पीपल...