Findings, Summary and Conclusion

9.1 Indian Power Sector– Its Growth, Status and Challenges:

Since its Independence in 1947 India has made a significant progress in all the spheres. The enormous growth in industry, business, service or agriculture sectors have contributed a lot in the economic growth and wellbeing of the people. Electricity has played an important role in the development of all the sectors. The first demonstration of electricity in India was conducted in 1879 in Kolkata. The first hydroelectric plant was established in 1897 in Darjeeling and the first thermal power plant was also commissioned in Kolkata in 1899. The total generation of power in India in 1947 was only 1362MW.

Presently, the total generation of power has reached to around 2, 11,766 MW and out of it 40.77% is generated by the state government plants, 29.73% from the central sector plants and the rest of 29.49% is generated by the private sector.

While analyzing the fuel wise contribution, the thermal generation using coal, gas and oil as fuel is highest at 66.91 %, hydro 18.61%, nuclear 2.25%, and other renewable sources is 12.2% of the total generation.

Electricity is not only the basic need of human life but the whole socio-economic development of the country also revolves around it. Though the growth in generation
is certainly remarkable and the Government of India had also set goal to provide power under “Power for All Mission-2012”, but there is a large portion of our population who still do not have access to it. Some non-governmental agencies estimate that around 40% of households in the country do not have electricity connections. There are a number of rural and semi urban areas in the country which have not yet been electrified.

The demand for power has been outstripping the growth of availability. Substantial peak and energy shortages prevail in the country. Even the populations who have access to power also do not get sufficient power and faces shortage of electricity. Even the government data claim the shortage to be around 9%. If the demand of the un-electrified areas is added to it, the shortage figures will be alarming.

In terms of power consumption, India is far behind from the developed and many developing countries. The per capita consumption of electricity in India is just 779 Kwh which is slightly higher than 1/4th of the world average per capita consumption. The per capita consumption in Canada 17053, USA-13647, Australia – 11174 and China is 2471 Kwh.

For the years the power sector has been under the control of both central as well as state governments and could not witness the growth it needed. This is due to inadequacies in generation, transmission & distribution as well as inefficient use of electricity. Very high level of technical and commercial losses and lack of commercial approach in management of utilities has led to unsustainable financial operations. Cross-subsidies have risen to unsustainable levels. Inadequacies in distribution networks have been one of the major reasons for poor quality of supply.
All over the country the distribution was in the government hand and was plagued with high inefficiency, poor network, demand-supply deficiency, corruption, poor grievances resolution system and so on. This made electricity sector bleed due to high losses. The power sector losses at present are more than 23% and some independent agencies estimates it in some states at more than 50%. In Delhi power sector the total losses were estimated to be more than 58%. The power sector witnessed reforms through Electricity Act 2003 and almost all the electricity entities in the country have been unbundled. The losses of the distribution companies in 2010-11 were Rs. 60,000/- crores and the Thirteenth Finance Commission has projected the losses to be Rs 1, 16,000/- crores by 2014-15. The increasing losses show that the sector has not yet been fully benefitted from reforms and need further reforms so that the losses may come down. There is hue and cry everywhere whenever the electricity rates are revised. There have been instances when due to the interference from the political authorities, rational tariff revision could not happen. In the study it was found that to further improve the distribution sector some drastic measures need to be taken.

Though the governments at both centre as well as states level have taken proactive initiatives to transform the sector however few more actions are required at top priority.

The demand of power is increasing every year. The annual increase in demand varies from state to state. The central government agencies estimate it to be on an all India average at 6% per annum. The distribution companies should keep it in mind and made adequate arrangements accordingly. Various State Electricity Regulatory Commissions have framed Supply Code and Performance Standards to be implemented by the distribution agencies which give minimum standards of the
services to the consumers such as time frame in which the services are to be delivered. These regulations have provision for penalty on the distribution entities on non-delivery or inefficient delivery of services. The distribution companies should adhere to these regulations strictly to build their good image. This will also help in getting rational tariffs and the public would be receptive. Besides, the distribution companies should endeavour to improve consumer awareness. The awareness campaign should have topics on energy conservation, consumer rights as well as duties, safety provisions. This will not only help in connecting with the consumers but also make them aware which will ultimately be financially benefitted to both the consumers as well as the companies.

The companies should focus on maximum use of Information Technology to improve their efficiency. The Management Information System, Enterprise Resource Planning, using IT enabled technologies to improve the services to the consumers, and their own system operations.

The difference between peak load and off peak load on a single day is very huge. At the time of peak demand the companies find it very difficult to fulfill it, however, on the other hand during peak hours the demand come down and most of the companies have surplus power. The distributions companies have to buy power at exorbitant rates during peak hours while have to sale it at very cheap rates during off peak hours. Besides, the companies contract surplus power to ensure uninterrupted supply to the consumers. Sometimes surplus power is contracted keeping in view that any power generation plant may breakdown. If the contracted power is not consumed completely, the purchaser has to pay for even unused power up to some extent. All these situations put financial burden on the companies and whenever these financial implications are true up in the tariff, there is hue and cry from the
public. To come over this situation and minimize the expenses on power purchase, the distribution companies need to meticulously practice demand side management. This is the need of hour. Adopting demand side management will not only lessen the financial burden of the companies but will help in providing power to the population who do not access to it or face shortage. Besides, the regulators must give proper thought while deciding the tariff. The tariff must be rational so that the companies who provide power do not face burden as well as the people are not forced to pay for the inefficiency of the companies. The players in the power business must also keep in consideration the environmental and social issues. These issues must be addressed thoughtfully.

The power sector in India has faced worst ever crisis on 30th and 31st July 2012 when the entire nation plugged into darkness with the multiple grid failures on two consequent days. This crisis put a question mark on the efficiency, competence and prevalent practices. This incident had happened due to the non-compliance of grid standards strictly.

The transmission of power from generation plants to the distribution companies is done through the transmission network of central transmission company and state transmission companies. This transmission is done at extra high voltage which mean 220 kV and above network. The frequency of the current is 50 hertz. In case, there is balance between the availability and demand of power the frequency remains normal. If the generation is more and the consumption is low then the frequency goes high and in case the generation is less and the demand is high then the frequency goes down. In both of the situation transmission network may collapse. The July 2012 incident was caused due to the demand supply imbalance. Some of the generation plants in Northern Grid were not functioning and there was
shortage in the region. Some of states were overdrawing than the scheduled power. The power was imported from western grid to ensure sufficient supply, this led to overloading of certain transmission corridors and that corridor tripped. This sudden tripping had cascading effects and resulted in tripping of Northern, Eastern, Western and North-Western Grids. This unprecedented incident brought in light the need for strict compliance grid code.

The growth of electricity transmission sector has been remarkable but there is huge scope for its expansion. The central transmission utility has done a lot of work to integrate the entire system of the country so that the power can be wheeled to any corner of the nation.

The successive governments in various states have put lot of consideration to generation and distribution side but transmission could not gain the attention it needed. Barring one or two projects, there is no private participation in transmission sector and it is still a monopoly in the government hands. In many states the transmission network are on the verge of crumbling and cannot further take the load of increasing demand. It needs immediate intervention and sufficient funds to modernize the present system and further expansion.

The generation from the non-renewable sources of fuels is around 67% of the total generation. India has limited reserves of fossil fuels and utmost attention is required to use it judiciously. The resources are depleting with every passing day therefore, the focus must be on increase the generation through renewable sources.
9.2 Delhi, a City of Aspirations- Its Legacy, Expansion and Governance:

Delhi, the Capital of India is a historical city. It has been ruled by most powerful rulers of their time. It traces its history to epic Mahabharata when it was developed as Indraprastha the capital of Pandavas. It is believed that the city has been ruined and rebuilt seven times. The origin of word Delhi is not certainly known but most common view of the historians is that the word Delhi or Dilli, as it is called in Hindi, has been named after the Maurayan King Dhillu. Some historians think that Dilli is corruption of word Dehli which mean threshold, which symbolize the gateway to the Gangetic plains. The modern city Delhi is more than a century old when the British rulers made it capital in 1911 but witnessed enormous growth after it became the capital of Independent India. The population of the city started increasing with the settlement of the Punjabi refugees after the partition. Now the Punjabi population dominates the business here. During the last sixty years the city has developed in one of the most populous metro with sizable population from all of the states of the country. A large population from all over the country come and settles here permanently.

With a population of more than 16.75 million people, the city is a dream destination for many people. The development of Delhi is not uniform. On one side there are narrow lanes and crumbling havelis in Mughal era old Delhi and on the other side is New Delhi established by British which has wide roads, lined trees, specious bungalows and marvelous buildings.

The city lacked planned development. More than the half of the city has been developed by the individuals in haphazard way. Though initially these localities were
unauthorized but the government agencies provided basic amenities in phased manner and now most of these colonies have been regularized.

The governance in the city is a very complex issue. The city has its elected government headed by Chief Minister and has cabinet. Delhi Assembly has 70 members. The head of the state is Lieutenant Governor. There are five municipal bodies which get financial assistance from the Union Government. New Delhi Municipal Council is one of the smallest municipalities of the country and it is the most prestigious as well as developed municipalities whose inhabitants are all the high and mighty of the country, from big industrialists to top politicians.

As Delhi also houses the establishments of Union Government, certain issues of the city are with the central government. Delhi Police, the law and order maintaining agency, is under the control of Union Government. Besides this, public order and land are also with the Union Government. Delhi houses Rastrapati Bhavan, residences and offices of union ministers and ministries, members of parliament, Foreign Embassies and missions etc. Delhi has good transportation system that includes Delhi Metro and her public and private facilities. There are hotels of all types from budget hotels of Paharganj to the Star Hotels scattered all over the city. The health and education facilities in the city are also superior to the other parts of the country.

National Capital Region includes Delhi and its surrounding areas of Uttar Pradesh, Haryana and Rajasthan spreading over 33500 square kilometers. Lakhs of people daily commute to Delhi from these neighbouring areas to work. The service and business sector are the main contributors of taxes. The power scenario of the city is optimistic and the quality of power is better to most of the other big cities.
9.3 Delhi Power Sector-Experiments and Successes:

Delhi is one of the few cities in the country where the electricity was introduced in its initial days. In 1905 a private company John Flemings & Co was granted license to supply power in the city. It started the electrical operations with the establishment of a meager 2 MW diesel fired power station. This was in the old Delhi areas where the rich and influential people that era used to live. The profile of power sector has gone through various changes during the last century. It was in the hands of private player at the time of beginning and move to the government control. DESU was the body which remained in existence for longest period since 1957 to 1997 and was under the administrative control of Municipal Corporation of Delhi. DESU was an integrated utility for generation, transmission and distribution of electricity in Delhi. This was one of the largest power utility in the country and was marred by high inefficiency, huge losses, poor infrastructure and corruption. The entity needed instant reforms. The Government of NCT of Delhi took first decision in 1997 and merged it with the newly created body Delhi Vidyut Board. The operations, responsibilities, liabilities, assets and employees of DESU were merged with DVB. DVB was an autonomous body under the state government. This transformation could not bring efficiency in the functioning in any way. This change was mere a change in nomenclature. The government was bailing it out by extending an annual grant of around Rs one thousand three hundred and it had become unsustainable to carry this system.

The AT&C losses were more than fifty eight percent. Delhi Vidyut Board had accumulated liabilities of more than Rupees 23000 crores and it was in financial mess. During FY 1995-96 to FY 1999-2000, operating losses of DESU/DVB rose
from Rs. 578 crores to Rs. 1100 crores and in the year 2000-2001 the losses were estimated more than Rupees 1300 crores.

Therefore, reforms were implemented and DVB was unbundled into six entities. The five successor companies took over its operations and the sixth was established as a holding company to hold the equity in the newly formed companies and pay the liabilities of DVB. Delhi was one of the few pioneer states where the participation of private companies was brought successfully. Prior to Delhi, the privatization of electricity was done in Orissa where the results were not very encouraging. The Delhi model of unbundling of the electricity boards has been appreciated. Barring few issues the experiments in the Delhi power sector have been successful. The restructured power sector has two generation companies, one transmission company and three distribution companies. Besides the successor companies of DVB, two more agencies distribute electricity in their respective municipal areas. These are NDMC and MES.

All the successor companies have made remarkable achievements in the respective fields of operations during the last one decade of their existence. Delhi does not generate sufficient electricity to fulfill its entire energy needs, therefore, has to dependent upon other states and central government entities.

In the study it was found that there are genuine reasons for this dependence. Delhi does not have natural resources required for generation of electricity. Due to the initiatives to curb air pollution it is not feasible to setup coal fired power plants. Even the existing coal fired power plants are being shut in phased manner. The other option of fuel for thermal power is gas. Keeping it in mind the government has established a 1500 MW power plant. There is shortage of gas in the country and
many power plants are not getting sufficient gas to generate power to its full capacity. This plant has met the same fate. The government has spent around Rs four thousand two hundred crores on it and it is generating only 230 MW which less than $\frac{1}{6}$ of its capacity. Taking lessons from this the government stopped further work on the establishment of another 750 MW power plant. The demand of power in Delhi is increasing at the rate of around 8% per annum. In June 2013 the demand of power has reached 5653 MW. The generation of power could not match the demand. At present the total installed capacity of all the power plants in Delhi is around 3000 MW but the actual generation is around 1600 MW. To fill the gap, the power is purchased from central sector undertakings, state generating companies, power trading companies, and power exchanges and through banking arrangements.

The safe and logical disposal of municipal waste is a big issue and importance concern to the authorities responsible for its management. Delhi government has established two power plants to generate power from the municipal waste. One of these plants is in South Delhi’s Okhla and the other is in East Delhi at Gazipur. Though the quantity of the power generated from the municipal waste is only around 26 MW but this is a big step. The residents in the vicinity of the Okhla Power Plant are opposing it fearing that it is emanating hazardous pollutants in air and will adversely affect the health of the people. Few more power plants are also in pipeline. The concerns of the public are serious and needs to be redressed seriously.

The availability of fuel is a big issue for the generation of power in Delhi. Bawana Power Plant of 1500 MW was established with an investment of around Rupees 4200 crores but it is not generating to its full capacity due to non-availability of gas. If
the company buy “Spot Gas” which is basically imported gas; the cost of generation would go up and it will not be financially viable for the distribution companies to purchase that power fearing that the public would definitely oppose realization of the cost in tariff. The government has suspended further work on one more plant of 750 MW fearing that it may face same fate. Besides the government owned power plants, one more gas fired plant which has been established by Tata Power is also not generation to its capacity of 100 MW and is generating only one fourth of it.

Delhi also has very limited opportunities to exploit the renewable sources. Water, Solar and Wind are the main sources to generate renewable power. Due to the geographical aspects the generation of power from water and wind is not possible for commercial use. The only option remained is solar energy. Though the government has taken few initiatives to promote generation of power from solar but it could not deliver the desired results. It is mandatory to use solar water heaters for water heating in certain categories of consumers such as hotels, motels, hostels, big canteen and restaurants, factories where hot water is required for processing. Besides, the distribution companies have taken initiatives to promote generation of solar energy by the consumers which can be bought back by the companies to further feed it into the grid.

The promotion of solar energy must be accelerated and some cohesive efforts need to be taken. The reasons for slow progress must be studied and redressed.

The distribution companies are find it difficult to run the business citing the financial restraints. It has been seen that the tariff of the power could not be rationalized. The distribution sector is facing financial crunch and finding it difficult even paying the cost of power purchased from the generation companies and wheeling charges to
the transmission companies. The regulatory assets have accumulated to the tune of Rupees twenty thousand crores. The state electricity regulator Delhi Electricity Regulatory Commission has not made any road map to realize these assets. In the absence of a bankable plan; the distribution companies are finding it difficult to arrange loans. The regulator needs to bring a plan so that the regulatory assets are not further accumulated and the already piled up are liquefied in a time bound manner.

To boost the power sector of Delhi, demand side management is need of hour. The distribution companies make arrangements for surplus power to ensure uninterrupted supply 24x7. The demand of power in a single day varies up to seventy per cent during the peak summers. On the normal days the difference between maximum and minimum demand is around thirty per cent. This type of load curves put pressure on the system and can only be rectified by an efficient load side management.

Both the central and state governments have several schemes to promote to use of solar energy in homes and businesses but same could not be accelerated. One of the major reasons for its slow progress is the high cost of installation.

Though Delhi does not generate sufficient power within its territorial limits, however, Delhi is one of the few states to have surplus power. This abundant availability has resulted in high consumption. The per capita consumption of electricity in Delhi is more than double the national average. The per capita consumption in Delhi is 1651.26 Kwh while the national average is 778.71 Kwh. There are only three smaller states and Union Territories where the per capita consumption is higher than Delhi.
The consumption in Delhi is almost triple of the consumption of the bigger states such as Uttar Pradesh, Bihar and Madhya Pradesh.

The transmission sector of Delhi is also under financial pressures. Though the state transmission company viz. Delhi Transco Limited has performed excellently on all front but it is facing financial difficulties because of the non-payment of the wheeling charges by the distribution companies mainly Reliance owned BSES Yamuna Power Limited and BSES Rajdhani Power Limited. This financial crunch is adversely affecting the operation and maintenance as well as the expansion plans. The company claims that its transmission losses are one of the lowest in the country and the system availability is one of the highest among the state transmission utilities.

Delhi Transco Limited is also managing State Load Despatch Centre which is an apex body to coordinate the intrastate operations of the power system. SLDC needs to be free from the government control so that it can take effective decisions without any favour and impose grid discipline strictly.

The conservation of energy is need of hour not only in the national interest but for the benefit of the consumers themselves. The present efforts of the government are not sufficient enough to promote energy.

The distribution of electricity is mostly in the hands of private companies. Distribution sector is direct link of the power sector with public so the public grievances are also mostly related to the distribution companies. The Government of NCT of Delhi has established Public Grievances Cell for the complaints of public related to the electricity. The cell is headed by a retired judge of Delhi High Court and a senior retired officer of the rank of Chief Engineer has been appointed as Member. The cell does not have punitive powers so cannot force its decisions. The Government must
strengthen redressal system to ensure relief to the public and instill faith. Besides, public grievances cell must be given some punitive powers so that it can force its decisions.

9.4 Public Relations- a Profession and its Universe:

Communication is most important function of life. It is not limited to the humans but all the creatures communicate. It is the base for our existence. It is a process of exchanging information, emotions, feelings etc. and is important part of Public Relations. Public Relations and Communication Management is a vital management function which needs to be undertaken with utmost efficiency and professionalism. It is essential to improve the image of an organization or an individual. Public relations is a sustained effort to establish and maintain mutual understanding and to reduce tension between organization and its relevant public. Communication is an essential element of public relations.

Public Relations is as old as human civilization. Though the term public relations was not in use but it had existed in one form or other since the time immemorial. The basic elements of influence and persuasion have been in use since the primitive period. In ancient time the kings and rulers used to hire people to assess the public sentiments as well as to inform and make efforts to improve the image of the monarchy. Some ancient tablets of around 4000 years old found in Iraq are the example public relations. The term Public Relations was first time used by American President Thomas Jefferson in 1807 while drafting his address for the Congress. But the practice of public relations was in practice since the time immemorial.
The public relations in the modern form, dates back to the twentieth century. Some thinkers consider Ivy Lee while some others consider Edward Bernays as the father of the modern Public Relations. Ivy Lee gave the theory “Public be informed” which means that the public must be told about the truth at first hand. Edward Bernays refined the press release of Ivy Lee and contributed a lot to further the profession of public relations.

In India, Public Relations has been in practice from the ancient time. There has been a tradition of monitoring the public opinion by the ruling class. The Public Relations in the present form was started in India by Indian Railways to attract tourists in India. Various facilities were offered to those who used the services of railways which include travelling cinema, open air fairs and festivals etc.

During the First World War the Government of India established Central Publicity Bureau which was the first organized Public Relations and Communication set up. Later this organization was named as Central Bureau of Information and presently it is known as Press Information Bureau. Since its inception the bureau has worked as a link between the government and media. It has been the approach of the government that Public Relations is necessary in order to communicate for development and to create a bridge between the public and the government. Communication is an integral part of public relations. The effective communication is required to disseminate information, educate, entertain and persuade the public.

In the present era effective Public Relations and Communication Management is essential for corporate image building and perception management. The media plays an important role in both image and perception management. Therefore, media management is essential part of the profession. In the earlier period Public
Relations was considered to be limited to the media management only. But in the changing scenario the demand of the profession are increasing with every passing day and the environment analysis and crisis management are seen one of the foremost functions of Public Relations. The scope of the functions associated with the public relations also includes the event management. In the present competitive days every developing or developed organization organizes various events. The success of these events casts effects on the growth of the organization. The role of public relations is very important since the conceptual to the execution period of the event. Internal communication has also been an essential part of the public relations.

Keeping in view its importance, all the public or private, small or big, organizations have their public relations team which endeavour to make rapport with the public and improve the image of the organization. The profession has now fully groomed and still has lots of opportunities for further growth and expansion. A number of public relations agencies have also come up.

9.5 Changing Face of Public Relations in Delhi Power Sector- Need, Importance, Practices and Challenges:

The power sector of Delhi finds its root to the British Raj when a two megawatt power generation unit was installed in Lahori Gate in the old Delhi. It was in 1907 and the company was, M/s John Flaming, a private one. Since then the journey has been upward. The management of the power sector has changed hands during this over a century period. The power sector developed and expended most during period of DESU spread between 1957 to 1997. DESU was the sole utility for
generation, transmission and distribution of power and was one of the largest power sector entities in the country. But alongside, the sector deteriorated too during this period. High technical and commercial losses, theft, poor and crumbling network coupled with high corruption and inefficiency brought it on the verge of collapse and was surviving on the annual support of around Rupees 1300 crores provided by the government. It was not possible for the government to provide such a huge support continuously therefore drastic measures were taken to improve it. DESU was merged with a newly created Delhi Vidyut Board along with its operations, liabilities, assets and employees. But this step could not yield any positive result. This change was only the change in nomenclatures. Therefore, the Government of National Capital Territory of Delhi brought in further reforms and ultimately the operations of Delhi Vidyut Board were unbundled into five newly formed companies in 2002.

The organized set up of Public Relations in Delhi power sector finds roots to 1980 when a full time public relations officer was appointed in erstwhile DESU. Prior to that, the public relations activities were being handled by the officers of the Administration Department along with their own duties. With the appointment of a full time Public Relations Officer, the public relations activities took organized shape. In the present study it was found that role and responsibilities of the Public Relations Department remained limited to publication of advertisements and issuing press releases only. There was shortage of professional staff and there was only one professional for around nineteen years. Rather, no efforts were made to strengthen the workforce or functioning. The respondents interviewed in this study revealed that there was a huge scope for expansion of the public relations. Both DESU and DVB were directly connected with the public. The distribution alone was divided into thirty districts. These districts were directly handling the public dealings. There were long
queues of the aggrieved consumers and very limited platforms for their resolutions. The public relations department could have been expended to reach and connect with the maximum people. Had the successive managements of DESU and DVB strengthened public relations; it could have resulted in overall efficiency of the organization. To satisfy its consumers is not only the duty of the organization but it is essential also for their own existence and survival. The aggregated technical and commercial losses in Delhi Vidyut Board were more than 58% and majority of it was due to the high theft or unmetered supply. All of the respondents were of the view that the theft could not have happened without the connivance of the related employees.

Moreover, the potential of the public relations was also not utilized in internal communications. There was not any activity initiated by Public Relations Department aimed to connect with the internal public. There was an in-house magazine “Bijili” published prior to 1980 where office orders and circulars were published along with the photographs of the internal activities and functions organized. Later the publication of this magazine was stopped and reasons for the same could not be ascertained in this study due to non availability of the record of that period. Besides, the researcher could not locate any respondent of that period who was familiar with the publication and other activities of the public relations department prior to 1980. Later during the period of DVB a new magazine was started under the name of “Vidyut Vani”. This magazine was started by Hindi Department but later around in the year 1999 the responsibility of its publication was assigned to the public relations department. Like Bijli, Vidyut Vani also carried important office orders, circulars, articles and poems authored by the employees. Besides, it used to carry photographs of a few events on the inside covers. The printing quality of the
magazine was also not good. But the present and the former employees who were interviewed in this study were of the view that the officer orders and other policy decisions were useful and the employees were benefited by this.

The level of Public Relations Officer was upgraded and it was re-designated as Chief Public Relations Officer in 1998. During the study it was revealed that this upgradation was reward for the efficient handling in crisis management. A fire incident happed in a cinema hall in Delhi. This incident is called Uphaar Tragedy. Uphaar was the name of the cinema hall where this accident happened. Around sixty eight people lost their lives in this accident. The cause of fire was attributed to a transformer which was leaking and caught fire and led to this disaster. Though there were lapses on the part of several agencies including Delhi Police who issued license for increase the seats, fire department which gave clearance ignoring safety provisions, NDMC for failing to regular inspection and obviously DVB for not fixing the leakage of oil from the transformer which resulted in this disaster. The media was after the top brass of DVB. In the preliminary investigation the lapse of other departments were not highlighted so the entire blame was being attributed to DVB. The Chairman of DVB took the command in his hands and reached on the spot. The Public Relations Officer also accompanied the Chairman and remained by his side and assisted manage the crisis. The casualties were because the entrapped people could not come out because the exit was compromised due to adding additional seats. The media was handled efficiently and the efforts of Public Relations Officers were recognized by the Chairman. As the Public Relations Officer was on the same post for the last eighteen years and there were no further avenues for promotions. The Chairman took notice of it and with the approval of Board the post was upgraded as Chief Public Relations Officer.
In 1999 the management of DVB took some positive steps to strengthen the Public Relations Department. Two posts each of Public Relations Officers and Assistant Public Relations Officers were created raising the total strength of professionals to five. But this expansion remained on papers only. Out of the two posts of Public Relations Officer, one post was filled up on deputation in 1999 and the number of professionals reached to two. The Chief Public Relations Officer retired in 2000 reducing the number once again to one. In 2001 two posts of Assistant Public Relations Officers were filled up and the number of professionals reached to three. Just a few days before the historical unbundling of DVB the Public Relations Officer was repatriated to his parent department and the number was reduced to two. From the above discussion is clear that the profession of public relations was not lucrative in DESU and DVB. The conditions in other wings were not similar and the officers got elevations frequently. In the same period of around twenty years the officers in other wings got at least three to four promotions.

The power sector was reorganized in 2002 and the entire scenario was completely changed. The private sector holds majority stake in distribution. Both of these private entities are one of the largest corporate of India. The overall functioning was revamped with professional attitude. The same approach was adopted by these companies in management of Public Relations and Communication affairs of the companies.

The government kept generation and transmission under its control. As the focus of management was limited to specific functions so both generation and transmission were also given complete makeover and run like a corporate entity. These government entities were also run with profit orientation and professionalism was brought into all aspects of the companies. The public relations was also
strengthened. Post unbundling, the role, responsibilities, importance and character of the profession in the sector has completely changed. In the present study Delhi Transco Limited was taken as a sample organization out of all the five entities which took over the operations of DVB. As the transfer scheme formulated to implement the smooth succession, Delhi Transco Limited was considered the main company. The role of Delhi Transco is intermediary and it comes between generation and distribution. The financial assistance to the distribution companies was given through Delhi Transco in the form of reduced bulk tariff.

Delhi Power Company Limited, created as a holding company at the time of unbundling of DVB, hold 49% stake in the distribution companies on behalf of the government. It has been history in the post reform power scenario that a senior officer of Indian Administrative Services of the rank of Secretary or Principal Secretary to the Government of NCT of Delhi holds the posts CMD Delhi Transco Limited and Delhi Power Company Limited and Chairman of Indraprastha Power Generation Company Limited and Pragati Power Corporation Limited. The same officer also holds the post of Secretary or Principal Secretary in the Department of Power and represents the government in the private controlled distribution companies. The pension Trust created to take care of the post-retirement benefits of employees, pensioners and family pensioners of erstwhile DVB; is also headed by the same officer. In view of above it was considered that Delhi Transco Limited enjoys central position in the affairs of Delhi power sector and could be the right sample for this study. It has also been found that the government also comes in defensive mode to protect the distribution companies. Therefore, the roles and responsibilities of the public relations professionals in Delhi Transco may be representative of the sector. The public relations affairs of Delhi Transco are similar
to that of a corporate and as of the government. The company practices all the public relations tools to reach out to the public. Delhi Transco has also undertaken public relations activities on behalf of Department of Power, Delhi Electricity Regulatory Commission, Public Grievances Cell and Energy Efficiency and Renewable Energy Management Centre.

The internal communication is also managed in a systematic way in the power sector of Delhi. All the successor companies manage it efficiently and now it is not limited to publication of in-house magazines but also covers other aspects. Delhi Transco started publication of in house magazine in 2003. Since July 2003 to June 2008 it published “Transco News” which was replaced in 2008 by “Spandan”. There has never been a break in its publication. Both contents and printing quality wise the magazine meets contemporary trends. The company maintains communication with employees through various means which include website, employee portal and other means. The public relations department organizes meetings and also takes part in meetings related to various functions of the company. In the study it was revealed that the participation of the public relations professionals in meetings is limited only to the areas where they have to handle some activity. The number and frequency of participation need to be increased so as to make them appraise the overall situation. The email and SMS are also used to disseminate information among the intended group of employees. Besides, some other communications intended to be brought into the knowledge of the employees are also uploaded on the official website of the company.

The distribution companies are responsible to supply electricity to the end users so Delhi Transco Limited does not have direct public dealings related to the consumers of electricity. Therefore the communication and public relation with the general public
is established through the media. To make the cordial relations the public relations professionals of the company regularly visit the media houses informally and have discussions on various issues. This strategy help in maintaining a comfort level and develop understanding. Besides the beat journalists, other journalists also visit public relations department of informal chat or as a friendly gesture. The public relations department issues press releases on regular basis to appraise the developments taking in the company or the reaction of the company on the related matters. A press communication giving the detailed power position of the day is a regular and daily feature which is issued on all the working days. The public relations officers maintain uninterrupted channel of communication and are available to the media round the clock. All the respondents from the media category agreed that the desired information is provided by the public relations officers of Delhi Transco as per their requirements and they never faced any problems in meeting the deadlines because of the non supply or delay supply of the information. The public relations officers also work from their homes after the normal working hours and on holidays and extend support to media by providing timely inputs. The public relations professionals used the modern technology to reach to the media and also maintaining their social networking pages.

Though, the respondents admitted that the infrastructure needs to be strengthened to further the competence of the professionals and maximum utilization of their potential. In the study it was found that there have been very little efforts to enhance the brand value of the company. The expenses were negligible on both corporate brand building and corporate social responsibility. If the company wants to raise its brand value it would have to make sincere efforts to get the recognition.
The participation in events, exhibitions, fairs and conferences etc was not sufficient. The company participated in a limited activities and events organized by the same organizers every year. New avenues were not explored very much.

The career potentials for the public relations professionals are also not encouraging. There are very limited promotion opportunities for the public relations professionals. The respondents were in favour that the promotional avenues must be drawn parallel to those in other Human Resources Departments, Finance and Technical Departments. It was found that the media and event management functions of the company are very good and are managed in a professional way.

**9.6 Suggestions:**

The ultimate goal of public relations is to make rapport with the public and create good image. It helps in finding and fixing the problems in organisations. The profession is very challenging and the outcome of the efforts cannot always be assessed promptly.

In the present study; it was found that the functions and activities of the public relations and communication management have expended to a great extent since the reorganisation of the power sector was done. But there are certain areas where more focus is required. These areas mainly include corporate brand building, corporate social responsibility, accountability and direct dialogue with the public. There is huge scope for further growth of public relations in Delhi Power Sector.
9.7 Scope for Further Studies:

The present study paves the scope for further study in Public Relations and Communication Management in power sector. This study is limited to the power sector of Delhi; hence, further studies can be conducted on the power sectors of other states, central sector and even in Delhi distribution sector will be of immense importance.

9.8 Conclusion:

The power sector has huge potential for further growth and development. This is one of the few sectors that affect the growth of the other sectors. Electricity is the basic need of human life. Without further improving the power sector, we cannot develop other sectors such as agriculture, industries, businesses or service sectors. Keeping in view the importance of the sector and huge potential concealed in it, it is the need of time that it is managed efficiently. The public relations and communication management is an integral part of the management, therefore, it needs to be given due importance and recognition. Public Relations and Communication Management is not only the life blood an organization but also help in image building and reputation management. It is also essential for crisis management, internal communication, media relations and event management. The study of public relations and communication management in Delhi power sector revealed that this core management function is being conducted in professional way. However, there are certain areas where further concentration is required.