

## INDEX

		Page No.
<b>1</b>	<b>CONCEPTUAL FRAMEWORK OF REFORM</b>	<b>3</b>
1.1	Introduction: What Is Reform?	3
1.2	Rationale Of Reforms:	3
1.3	History Of Power Sector In India	4
1.4	The First Phase Of Reforms	9
1.5	The Second Phase – Initiatives From States	10
1.6	Independent Regulation	10
1.7	New Role For The Centre – Beginning Of The Third Phase	11
1.8	The Electricity Act 2003 – A Step In Right Direction	14
1.9	Impact Of Existing Framework	16
1.10	Policy Initiatives	17
1.11	Provisions Related To Generation	17
1.12	Provisions Related To T & D	18
1.13	Distribution Licensing	21
1.14	Regulatory	21
1.15	The Provision For Pricing Of Electricity	22
	<b>Chapter II:</b>	<b>25</b>
	Status Of Power Reforms In Various States	
2.1	Regulatory Framework	25
2.2	Restructuring/ Unbundling Of State Electricity Board	27

## INDEX

	Page No.
<b>Chapter III:</b>	<b>32</b>
Reforms In Gujarat – A Pioneer In Electricity Reforms	
3.1 The Restructuring Of Gujarat Electricity Board.	35
3.2 The Reasons For Unbundling	38
3.3 Asian Development Bank - Intervention	42
3.4 The Process Of Unbundling	44
3.5 Strategies For Reformatations	58
3.6 Inter-Se Agreements	60
<b>Chapter - IV</b>	<b>63</b>
The Human Face Of Reforms:	
4.1 Identification Of ‘Reform Champions’	70
4.2 Training Of Trainers	70
4.3 The ‘5 S’ Strategy:	71
4.4 Internal Newsletter	71
4.5 Padkar Saptah	72
4.6 Option Process	72
4.7 Role Of Unions / Associations	75
4.8 Amicable Settlement Of The Option Process	78
4.9 Other Hr Related Activities	83
4.10 Training And Development	84
4.11 Distribution Reform Upgrades And Management	90
4.12 National Training Policy Guidelines- Mop.	91
4.13 Highlights Of Policy Evolved	91

## INDEX

	Page No.
<b>Chapter V</b>	<b>94</b>
Financial Restructuring Plan (FRP)	
5.1 Objectives and its significance	94
5.2 Efficiency Improvement Plan by Erstwhile GEB	96
5.3 Power Purchase Cost	99
5.4 Reduction in General Purchase Costs	99
5.5 T&D Loss reduction trajectory	100
5.6 Generation efficiency improvement	103
5.7 Reduction in Fuel Costs	104
5.8 Reduction in Interest Costs	105
5.9 Significant issues and way-forward	105
5.10 Allocation of long-term liabilities outstanding as on the date of unbundling	107
5.11 Opening Balance Sheet and Key Ratios	109
5.12 Sales Forecasts	112
5.13 Subsidy mechanism, differential bulk supply tariff	120
<b>Chapter VI</b>	<b>138</b>
Fruits of Reform	
6.1 Improved Financial Management	140
6.2 Power Purchase Costs	141
6.3 Fuel Costs	143
6.4 Debt of Interest Cost	143
6.5 Rural Electrification	149
6.6 Benefits of Jyoti Gram Yojana (JGY)	150

## INDEX

		Page No.
6.7	Load Management & Energy Audit	153
6.8	IT Initiatives	153
6.9	Results of the Reforms Process	156
6.10	“eUrja” – End to End IT Solution : The future beckons	159
6.11	APDRP Incentive	172
6.12	Looking forward	172
7.0	Bibliography	175
8.0	Abbreviations	177
9.0	Annexures	182