

## **FOREWORD**

There are many occasions in the life of organizations that go unnoticed, unrecognized and fades into history without any record or chronicle. The erstwhile Gujarat Electricity Board, now Gujarat Urja Vikas Nigam Limited and its subsidiaries have a story to tell. The Electricity sector being the lifeline of development of the State always remains in focus. Any act by this sector has a direct bearing on the economy of the State and affects the lives of the consumers who avail of this basic facility. The erstwhile Gujarat Electricity Board has over a period of time served the consumers of Gujarat by achieving major milestones on Rural Electrification, putting Gujarat in the forefront of the Industrial map of the country and variety of consumers to cater to their needs. However, as is the case with many Electricity Boards, the Gujarat Electricity Board also suffered on account of mounting losses, reduced employee morale, poor investment in infrastructure and stagnation in the growth of the organization.

The State Government and the Management of the erstwhile Gujarat Electricity Board (GEB) recognizing the need for comprehensive reforms and reorganization undertook the major exercise of unbundling the GEB with the main aim of bringing in operational efficiency, effective financial management and consumer satisfaction.

This study attempts to trace the history of Reforms in India and restructuring of GEB in particular. Any unbundling exercise has its own significance. The process involved is complex and is required to be recorded for posterity. There are many lessons to be learnt out of the comprehensive activities done

to ensure a transformation without chaos. Right from the will to change, the environment, the involvement of the Government, the policy level issues, the employee and the Union issues, the financial restructuring and to ensure the unbundled entities perform efficiently and effectively is a challenge in itself. This study puts on record all these events in one place. The unbundling of GEB has been comprehensive, effective and painless.