The Indian Railways will become the growth engine of the nation’s vikas yatra

HON. PRIME MINISTER
SHRI NARENDRA MODI
Years of under INVESTMENT leading to:

- Overstretched **INFRASTRUCTURE** – with more than 60% of routes being more than 100% utilised.
- Inadequate carrying capacity leading to decreasing modal share in FREIGHT and huge unmet passenger demand.

Low passenger fares leading to

- **Strain on financial health** as 65% of trains run are passenger trains
- Overloading of freight tariff leading to getting out-priced in market

Lack of Customer Focus

Organisation rigidity

Growing in a ecologically responsible manner
“The challenge was to convert the vicious cycle into a virtuous cycle.”

HON. RAILWAY MINISTER
SHRI SURESH PRABHU
We needed to work on all fronts at the same time.

Strategy was to make perceptible changes in short term and structural reform in long term.
IN THE PAST 2 YEARS, WE HAVE BUILT A STRONG FOUNDATION AND HAVE SOLID PLANS AHEAD.
We accelerated capital investments

INVESTMENT ₹ CRORE

<table>
<thead>
<tr>
<th>Year</th>
<th>Investment (₹ Crore)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004-09</td>
<td>24,307</td>
</tr>
<tr>
<td>AVG 2009-14</td>
<td>45,979</td>
</tr>
<tr>
<td>2014-15</td>
<td>58,718</td>
</tr>
<tr>
<td>2015-16</td>
<td>93,795</td>
</tr>
<tr>
<td>2016-17</td>
<td>1,21,000</td>
</tr>
</tbody>
</table>
## MEDIUM TERM PLAN

<table>
<thead>
<tr>
<th>INVESTMENT</th>
<th>RS. IN CRORE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Network Decongestion (including DFC + electrification, Doubling + electrification &amp; traffic facilities)</td>
<td>1,99,320</td>
</tr>
<tr>
<td>Network Expansion (including electrification)</td>
<td>1,93,000</td>
</tr>
<tr>
<td>National Projects (North Eastern &amp; Kashmir connectivity projects)</td>
<td>39,000</td>
</tr>
<tr>
<td>Safety (Track renewal, bridge works, ROB, RUB and S&amp;T)</td>
<td>1,27,000</td>
</tr>
<tr>
<td>Information Technology / Research</td>
<td>5,000</td>
</tr>
<tr>
<td>Rolling Stock (Locomotives, coaches, wagons – production &amp; maintenance)</td>
<td>1,02,000</td>
</tr>
<tr>
<td>Passenger Amenities</td>
<td>12,500</td>
</tr>
<tr>
<td>High Speed Rail &amp; Elevated corridor</td>
<td>65,000</td>
</tr>
<tr>
<td>Station redevelopment • logistic parks</td>
<td>1,00,000</td>
</tr>
<tr>
<td>Others</td>
<td>13,200</td>
</tr>
</tbody>
</table>

**Total: 8,56,020cr**
FIVE YEAR FUND REQUIREMENT (RS. IN LAKH CRORE)

- GBS: 30%
- Internal Generation: 13%
- State JVs: 14%
- PPP: 15%
- Debt: 28%

MEDIUM TERM PLAN

- Gross Budgetary Support: 2.56
- Internal generation: 1.00
- JVs: 1.20
- PPP/Partnership: 1.30
- Debt: 2.50
- Rolling stock lease: 1.00
- Institutional financing: 1.50

Total: Rs 8.56 lakh crore
<table>
<thead>
<tr>
<th>INVESTMENT</th>
<th>MEDIUM TERM PLAN</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>JVs with State Governments</strong></td>
<td><strong>JVs with Public Sector Units (PSUs)</strong></td>
<td><strong>Off-budget debt</strong></td>
</tr>
<tr>
<td>Railway &amp; State Governments to be shareholders</td>
<td>For construction/ expansion of lines, JVs to be set up with key customers of IR</td>
<td>IR to tie up long-term fund for projects</td>
</tr>
<tr>
<td>Revenue streams from tariff and commercial exploitation of space rights</td>
<td>PSU companies to provide funds upfront for undertaking projects</td>
<td>IR PSUs to leverage free reserves/ equity for raising debt</td>
</tr>
<tr>
<td></td>
<td></td>
<td>IR to tap international low cost pension &amp; insurance funds for 20/30 year paper</td>
</tr>
</tbody>
</table>
RAIL INDIA DEVELOPMENT FUND (RIDF)

Fund proposed to set up with World Bank assistance

Independent of Railway Budget

Initial Railway & World Bank contributions

Sovereign wealth funds and pension funds to be tapped

Independent management

Projects capable of repaying debt to be financed including PPPs

Currently feasibility study being undertaken by World Bank
We invested into building infrastructure at a faster pace

**Broad Gauge Lines Commissioned (KMS)**

- AVG 2004-09: 1,477
- AVG 2009-14: 1,528
- 2014-15: 1,983
- 2015-16: 2,828
- 2016-17: 3,000

**Contract Awarded for Dedicated Freight Corridors (₹ Crore)**

- 2015-16: 2,600 AVG 2009-14
- 2016-17: 24,000 (2015-16)

**Electrification Completed (KMS)**

- AVG 2009-14: 1,184
- 2015-16: 1,730
- 2016-17: 2,000
We focused on connecting India

BROAD GAUGE LINES COMMISSIONED ACROSS NORTH EAST INDIA [KMS]

<table>
<thead>
<tr>
<th>Year</th>
<th>KMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>AVG 2009-14</td>
<td>110</td>
</tr>
<tr>
<td>2014-15</td>
<td>450</td>
</tr>
<tr>
<td>2015-16</td>
<td>545</td>
</tr>
</tbody>
</table>

2020

ALL CAPITAL CITIES OF NORTH EASTERN INDIAN STATES TO BE CONNECTED WITH BROAD GAUGE LINES
We enhanced safety of millions of Indians

- Number of unmanned level crossings eliminated:
  - Avg 2009-14: 1,139
  - 2015-16: 1,253

- Number of railway overbridges/underbridges constructed:
  - Avg 2009-14: 762
  - 2015-16: 1,024

0 unmanned level crossings on broad gauge in the next three years targeted.
We picked up ‘Speed’

INTRODUCED INDIA’S FASTEST TRAIN GATIMAAN EXPRESS @ 160 KMPH

Formed 'National High Speed Corporation' to undertake high speed railway construction between Mumbai & Ahmedabad

Talgo Trains - capable of running @200 kmph on existing infrastructure; Trials are underway
**MEDIUM TERM PLAN**

**INFRASTRUCTURE**

Cumulative expenditure of Rs 8.5 lakh crore on rail sector

**SCALE**

2 dedicated freight corridors to be commissioned by 2019; Improved port connectivity

Increased pace of electrification @ almost 2000 kms/year

BG lines commissioning to increase to 19 kms/day could rise to 25 kms/day in partnership with state governments
Semi-high speed trains to be operational along the golden quadrilateral

Increased average speed of freight trains to 50 kmph and mail/express trains to 80 kmph
More than 100 stations to be modernised to world-class standard

95% PUNCTUALITY in running the trains

Wifi at more than 100 stations
To develop an Empowered Indian Railways, through the use of Innovative Technologies and Digital Services which enable all stakeholders to work together in delivering a safe, high performing, and efficient transport system providing highest level of customer satisfaction.

Indian Railways has set on the journey to achieve the vision by implementing an Enterprise Resource Program coined as IR-One-ICTS (Indian Railways One Information and Communication Technology System).
We have liberalised the Freight Sector

For the **first time ever** in Indian Railways, **freight rates were reduced**
- Port congestion charges dropped
- Busy season surcharge dropped
- Dual pricing policy of iron withdrawn

**Numerous policy interventions carried out**
- Multi point loading introduced
- **Siding policy liberalised**
- Automatic freight rebate scheme in traditional empty flowdirection introduced
- **Time tabled freight services introduced**
- **Container sector opened up** for more commodities
- **Goods terminals opened up for handling containers**
- **Last mile connectivity** through Roadrailers, Roll on Roll Offs
We significantly improved the ease of doing business for freight customers

Appointed Key Customer Managers to serve as single point of contact for all major freight customers

Structured dialogue between Railways and Customers christened ‘Samvad’ started

Electronic registration of Demand and Electronic transmission of Railway Receipts started
Modal share for rail traffic: 45%

Long term contracts with customers

Reduced dependence on core sectors and capturing of new traffic

High axle load, low tare weight wagons introduced

Commissioning of at least 50 sidings/freight terminals per year for next 5 years
We have focussed on reducing costs and looking at alternative sources of revenue.

**Significant cost savings were achieved**
- In 2015-16, total savings amounted to more than **Rs 10000 Cr** in comparison to budget.
- Achieved annualised savings of ~**Rs 3000 Cr** in electricity procurement.

**Big push on enhancing Non Fare Revenues - Budget Estimates for the current year is Rs 9600 Cr, which is double of last year**

- Vinyl wrapping of ALL trains
- Train Branding - Integrating all services on board
- Railway display network - Creating a new medium for advertising and information dissemination
- Sole rights for the entire zonal Railway
- Onboard magazines for all reserved passengers
- Rail Radio through Passenger Address Systems in trains
- Commercial leasing of land - Extension of lease periods if reqd
10-20% non fare revenues

REDUCTION in fuel costs
e.g., Diesel

Controlling staff costs through rationalising recruitment

Increased share of non core commodities
e.g., White goods, FMCG, Auto
We improved customer experience by going digital

E-TICKETING SALES AS A % OF TOTAL SALES

42.4 AVG 2009-14
57.7 AVG 2015-16

NO. OF AUTOMATED TICKET VENDING MACHINES

771 AVG 2009-14
2874 AVG 2015-16

120,000 number of simultaneous internet users handling capacity. System capability improved by 3 times
Inspired from ‘Swachh Bharat’ we launched ‘Swachh Rail’

**Customer Service**

- **No. of Bio-Toilets**
  - Avg 2009-14: 1,917
  - 2015-16: 15,442

- **No. of OBHS Trains**
  - Avg 2009-14: 62
  - 2015-16: 146

- **No. of Mechanised Launderies**
  - Avg 2009-14: 5
  - 2015-16: 10

- **No. of Trains with ‘Clean My Coach’ Service**
  - 2009-14: 0
  - 2015-16: 560

1st Independent Cleanliness Ranking for Indian Rail Stations launched; to be revised every 6 months.
We improved safety standards for passengers

**No. of Accidents**

- 135 (Avg 2009-14)
- 10 (2015-16)

**No. of Casualties**

- 693 (Avg 2009-14)
- 30 (2015-16)

₹1 Lakh Crore

Size of the special railways safety fund planned to undertake safety related work
We have made passengers feel at home

RESERVED ACCOMMODATION CAPACITY [NO. OF BERTHS IN CRORE]

END OF 2014 PRESENT 37.1 44.7

Gave voice to the customer by leveraging social media in a unique way

Significantly improved coach designs to offer greater passenger comfort

Improved catering significantly. Launched E-catering to ensure more choice. Developed sophisticated base kitchens
## CUSTOMER SERVICE

### Inputs
- **23 million** passengers travelling daily
- **6500** tweets/day

### Process
- **24/7 operations** via a centrally managed cell
- Tweets classified as critical, non-critical, suggestions & others
- For every actionable tweet, a ticket is opened in the system
- Critical tweets are communicated via SMS or phone calls
- Each ticket is monitored at various stages in the system until resolution

### Output
- Through rigorous process management and drive from Minister, average response time by Rail officials has reduced to less than 30 mins
- Positive feedback captured via sentiment analysis on social media is increasing continuously through last 6 months
- Detailed analysis of complaints helps identify issue areas such as - Tweets arising out of a particular train, station, service etc

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**IR has built ‘one of its kind’ complaint redressal mechanism in the world**
Twitter and Facebook have already been integrated. Plan to develop this comprehensive system in next 6 months.

<table>
<thead>
<tr>
<th>Social Media</th>
<th>Integrated Customer Complaint System</th>
</tr>
</thead>
<tbody>
<tr>
<td>Twitter</td>
<td>IVRS - IR makes 3 lakh calls every day to seek feedback from customers</td>
</tr>
<tr>
<td>Facebook</td>
<td>139 - Customer complaint helpline</td>
</tr>
<tr>
<td>Instagram</td>
<td>182 - Security helpline</td>
</tr>
<tr>
<td>Youtube</td>
<td>CP Gram</td>
</tr>
</tbody>
</table>

**MEDIUM TERM PLAN**

**COMPLAINT REDRESSAL**
MEDIUM TERM PLAN

Onboard housekeeping services to be on all trains

Fully functional housekeeping department–biennial 3rd party cleanliness audits of stations institutionalised

Increased community partnership towards beautifying stations & improving customer awareness

CUSTOMER SERVICE

CLEANLINESS
IRCTC to manage **catering services** – food preparation at sophisticated base kitchens & disbursement by professionals

**Increased choice of food through e-catering, ready to eat meals and availability of local cuisines**
<table>
<thead>
<tr>
<th>MEDIUM TERM PLAN</th>
<th>CONVENIENCE</th>
</tr>
</thead>
</table>
| **CUSTOMER SERVICE** | **2,000,000 Rail display network screens**
| **Smart coaches** with world-class amenities, to be introduced e.g., Entertainment on board, Wi-Fi, vending machines, Auto doors | **installed across 2000 stations**
| | | **- New medium for adverts and information dissemination**
| | **Less than 5 min waiting for purchase of tickets enabled through higher speeds of web interface, POS terminals, ATMs** |
We have improved governance and transparency

**Average Project Approval Duration (Months)**

<table>
<thead>
<tr>
<th>Earlier</th>
<th>Now</th>
</tr>
</thead>
<tbody>
<tr>
<td>30 30 30 30 30 30 30 30 30 30 30 30 30 30 30 30 30 30 30 30 30 30 30 30 30 30 30 30</td>
<td>30 30 30 30 30 30 30</td>
</tr>
</tbody>
</table>

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**Organisation**

- Largest ever online recruitment in the world conducted by Indian Railways
- Delegation of powers to functional levels
- Key result areas defined for General Managers & DRMs
- 100% e-procurement established
ORGANISATION

Unified cadre of officers working towards a unified vision

ACCOUNTING REFORMS

Institutionalised system of performance appraisal based on objective parameters (KRAS)

Medium Term Plan

Reorganise

Revised selection processes for key posts e.g., DRMs, GMs

Accounting reforms to establish connectivity between outcomes and inputs
8-10 functional JVs with states, contributing to infrastructure growth

Fully functional independent regulator, facilitating increased private investments
We are building new structures to adapt to the changing business environment.

**SRESTHA**
New R&D organisation to be headed by a Scientist to serve the future technology needs of Railways.

**SUTRA**
World class data analytics, simulation softwares, network optimisation and decision support systems.

**RAIL INVESTMENT AND PLANNING ORGANISATION**
Develop and own the corporate medium term and long term plan, identify investment opportunities, standardise economic assessments of projects and propose optimal modes of financing.
We invested in sustainability and clean energy.

- **SOLAR POWER INSTALLED [MW]**
  - TILL 2014-15: 2
  - 2015-16: 11

- **WIND POWER INSTALLED [MW]**
  - TILL 2014-15: 11
  - 2015-16: 37

- **WATER RECYCLED (ML/DAY)**
  - AVG 2009-14: 0
  - AVG 2015-16: 14

- **NO. OF LED INSTALLED IN 2015-16**
  - 115,285

In a one of its kind initiative undertaken by the Railways since its inception!
MEDIUM TERM PLAN

ENVIRONMENT

All railway stations to be covered with LED luminaires

TRANSFORM

Rainwater harvesting facility on all roofs with more than 200 sq m space

MEDIUM TERM PLAN

ENVIRONMENT

Discharge free railways – bio-toilets in all coaches
1000 MW of solar power commissioned in next 5 years; more than 130 MW of wind energy

To convert all production units as well as at least one workshop in each zonal railway as green industrial unit
Railway land leased out for horticulture & plantation of trees – target to plant 5 crore trees this year
"We still have a long way to go. But the important thing is that we have a strong intent and the will to achieve our objectives."

HON. MINISTER OF RAILWAYS SHRI SURESH PRABHU