

# INDIAN RAILWAYS

## THREE YEAR PERFORMANCE REPORT





*Desh ko **Gati**  
bhi rail se milegi, aur  
**Pragati** bhi*

HON. PRIME MINISTER  
**SHRI NARENDRA MODI**

White Paper presented by Hon'ble MR in 2014 identified key issues with IR

"In the last 64 years while the freight loading has grown by 1344% and passenger kilometers by 1642%,  
the Route kilometers have grown by only 23%"

"161 out of total 247 Sections i.e.  
65% of the sections are  
running at 100% or above  
line capacity on High Density  
Network (HDN) routes"



## White Paper presented by Hon'ble MR in 2014 identified key issues with IR

"Normal completion period of most of the projects is 3-4 years after land acquisition. **Availability of assured funding for projects would enable completion in an efficient and time bound manner"**

"The low recovery of costs on the passenger segment and high freight rates have led to an **imbalance in the revenues from these two business segments"**



## In summary, the scale of challenge was enormous

**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**

- Passenger trains utilise two-thirds of capacity and generate only one-third of revenues
- High freight tariff leading to getting out-priced in market

**LACK OF CUSTOMER  
FOCUS**

**ORGANISATION  
RIGIDITY**

**GROWING IN A  
ECOLOGICALLY  
RESPONSIBLE MANNER**



*We needed to  
convert the  
vicious cycle into  
a virtuous cycle*

HON. MINISTER OF RAILWAYS  
**SHRI SURESH PRABHU**



A photograph of a train moving through a tunnel. The train is illuminated with a warm, yellowish-orange light, and the tunnel walls are dark. A large, semi-transparent red and orange graphic overlay is on the left side of the image. The text is overlaid on the right side of the image.

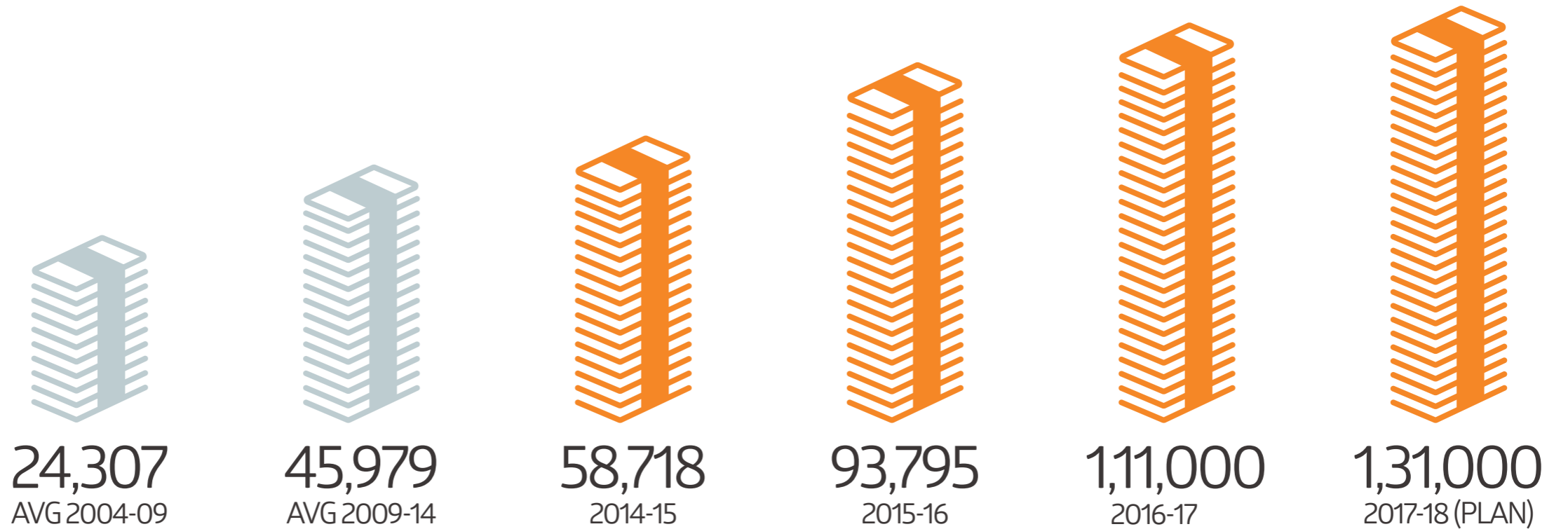
In last 3 years we  
have made  
commendable  
progress and  
initiated a slew of  
structural reforms



INDIAN RAILWAYS PROUDLY PRESENTS  
**THREE YEAR PERFORMANCE REPORT**

**WE ACCELERATED  
CAPITAL INVESTMENTS**

INVESTMENT ₹CRORE



Secured assured funding of Rs 1.5 Lakh Crore from LIC

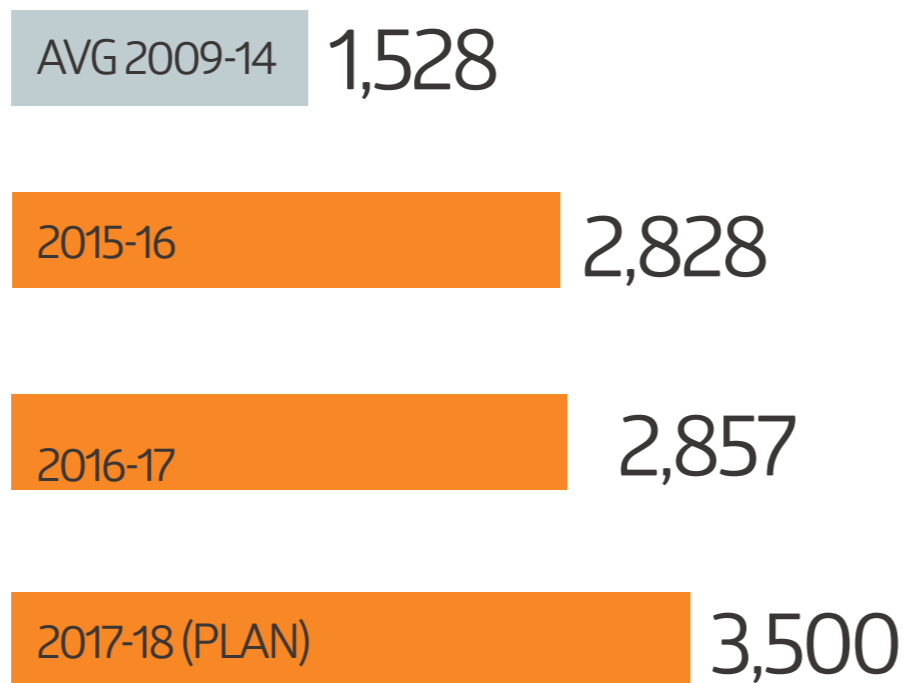




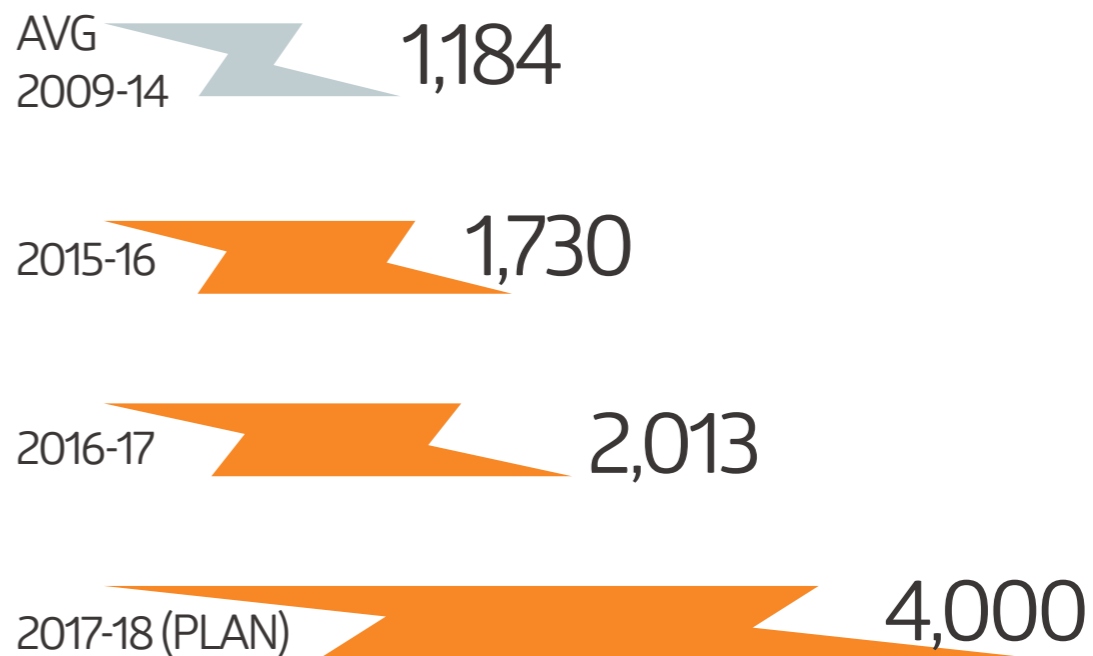
INDIAN RAILWAYS PROUDLY PRESENTS  
**THREE YEAR PERFORMANCE REPORT**

**WE HAVE ALMOST DOUBLED THE PACE OF INFRASTRUCTURE CREATION**

BROAD GAUGE LINES COMMISSIONED (KMS)



ELECTRIFICATION COMPLETED (KMS)





INDIAN RAILWAYS PROUDLY PRESENTS  
**THREE YEAR PERFORMANCE REPORT**

**WE ELIMINATED ALL MG LINES IN NORTH EAST**

BROAD GAUGE LINES COMMISSIONED ACROSS NORTH EAST INDIA (KMS)

AVG 2009-14  100

AVG 2014-16  411

2016-17  481

BY **2020**

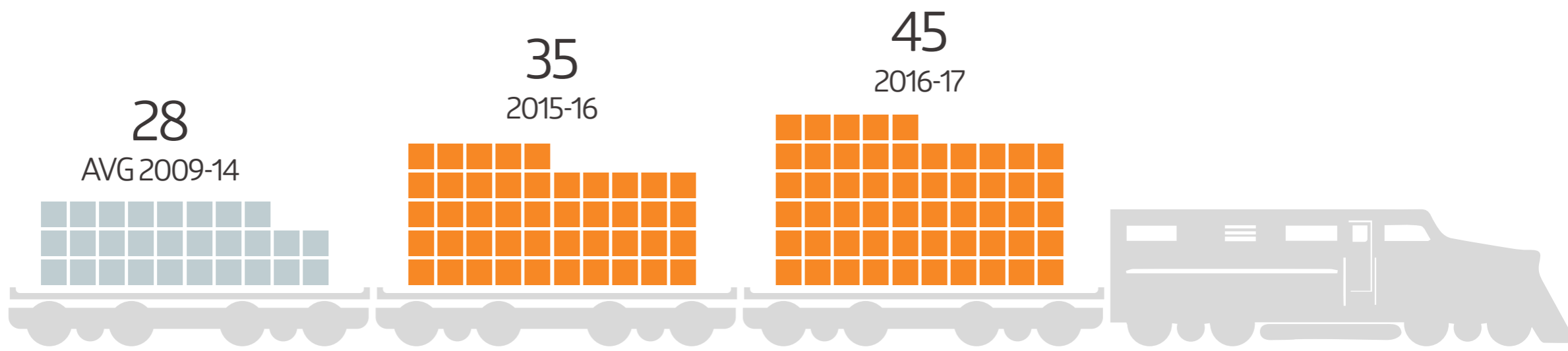
ALL CAPITAL CITIES OF NORTH EASTERN INDIAN STATES TO BE CONNECTED WITH BROAD GAUGE LINES



INDIAN RAILWAYS PROUDLY PRESENTS  
**THREE YEAR PERFORMANCE REPORT**

**WE RAMPED UP BUILDING OF NEW FREIGHT TERMINALS**

NO. OF PVT SIDINGS AND PRIVATE FREIGHT TERMINALS COMMISSIONED



MISSION '100' WAS LAUNCHED IN 2015-16 TO EXPEDITE BUILDING OF FREIGHT TERMINALS TO SUPPORT FREIGHT GROWTH

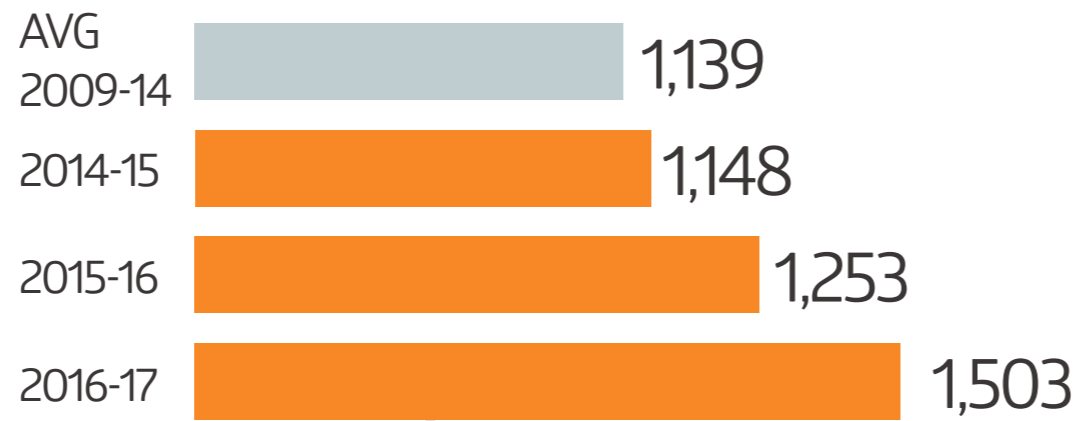
PLAN TO MODERNISE GOOD SHEDS THROUGH PPP UNDERWAY



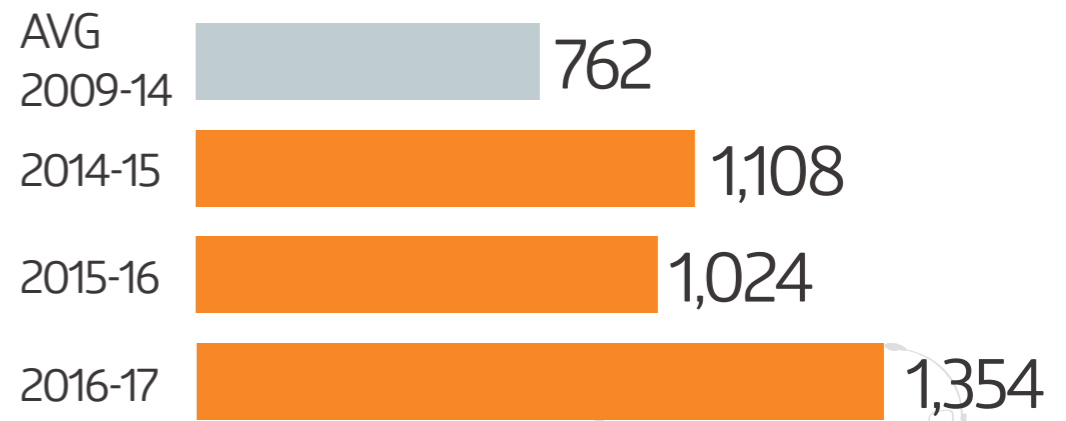
INDIAN RAILWAYS PROUDLY PRESENTS  
**THREE YEAR PERFORMANCE REPORT**

**WE ARE BUILDING SAFTEY RELATED  
INFRASTRUCTURE AT FAST PACE**

NO. OF UNMANNED LEVEL CROSSINGS ELIMINATED



NO. OF RAILWAY OVERBRIDGES/  
UNDERBRIDGES CONSTRUCTED





INDIAN RAILWAYS PROUDLY PRESENTS  
**THREE YEAR PERFORMANCE REPORT**

**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

Sanctioned ₹17,000 crore to develop **Delhi-Mumbai and Delhi-Kolkatta as integrated semi high speed corridors**. Contracts to be awarded this year





## INDIAN RAILWAYS PROUDLY PRESENTS **THREE YEAR PERFORMANCE REPORT**

# WE LEVERAGED THE PRIVATE SECTOR TO BUILD INFRASTRUCTURE



Provided **high speed Wifi at more than 130 stations.**  
Target to reach 400 by year end – Largest public wifi  
programme in the entire world



## INDIAN RAILWAYS PROUDLY PRESENTS **THREE YEAR PERFORMANCE REPORT**

**WE LEVERAGED THE PRIVATE SECTOR TO BUILD INFRASTRUCTURE**



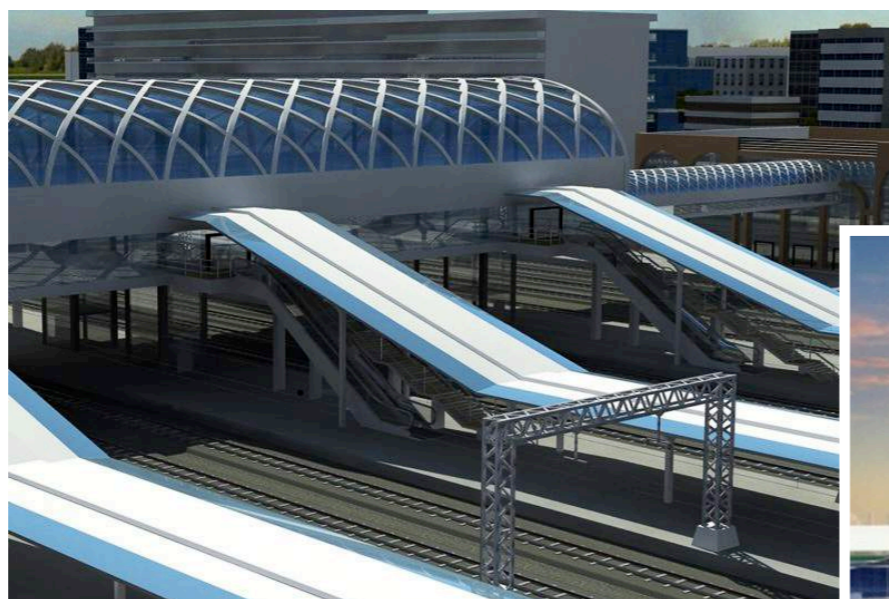
Approved 2 new loco factories in Bihar,  
one of the largest FDIs in India with combined order  
book of over ₹40,000 Crore. Factories currently under  
construction; Target to commission in next year



## INDIAN RAILWAYS PROUDLY PRESENTS **THREE YEAR PERFORMANCE REPORT**

# WE ARE MODERNISING Our STATIONS

Contracts awarded and construction commenced for **Habibganj and Gandhinagar Railway Stations**



## **25+ STATIONS**

under various stages of bidding – The entire Station Redevelopment programme would entail investments of more than ₹1,00,000 Crore



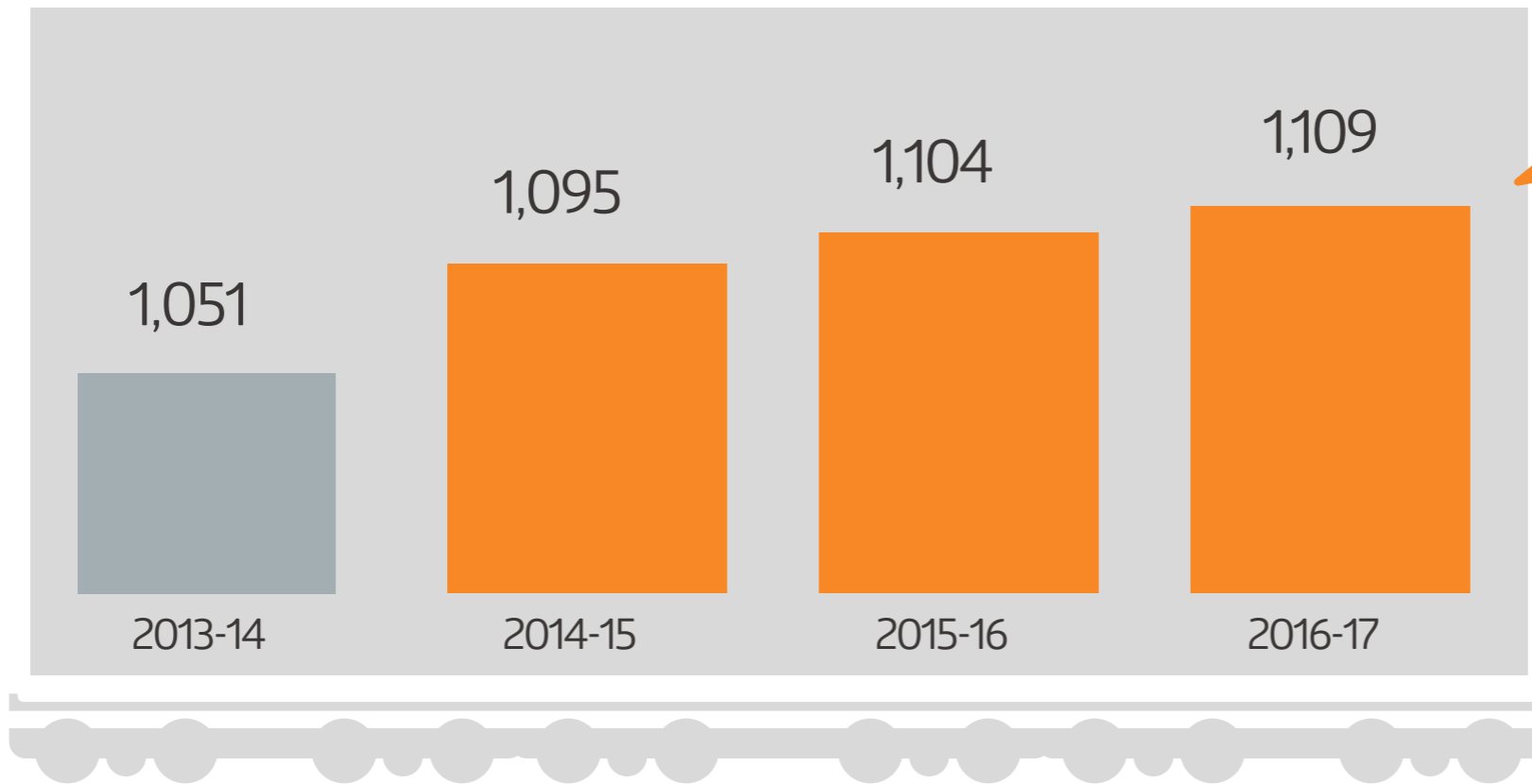




INDIAN RAILWAYS PROUDLY PRESENTS  
**THREE YEAR PERFORMANCE REPORT**

**WE HAVE CONSTANTLY IMPROVED OUR FREIGHT PERFORMANCE DESPITE COMMODITY SLOWDOWN**

TONNAGE MN TONNES



**Highest ever loading by Indian Railways**





INDIAN RAILWAYS PROUDLY PRESENTS  
**THREE YEAR PERFORMANCE REPORT**

**WE TOOK LONG TERM CALLS TO  
IMPROVE MODAL SHARE**



For the first time ever in Indian Railways,  
freight rates were reduced

Port congestion charges dropped

Dual pricing policy of iron withdrawn



INDIAN RAILWAYS PROUDLY PRESENTS  
**THREE YEAR PERFORMANCE REPORT**

# WE LIBERALISED THE FREIGHT SECTOR

## Numerous policy interventions carried out

Multi-point loading introduced

Siding policy liberalised

Automatic freight rebate scheme in traditional empty ovrdirection introduced

Time-tabled freight services introduced

Last mile connectivity through Roadrainers, Roll on Roll Offs

Goods terminals opened up for handling containers

Container sector opened up for more commodities



TR  
F  
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INDIAN RAILWAYS PROUDLY PRESENTS  
**THREE YEAR PERFORMANCE REPORT**

# WE BECAME MORE CUSTOMER FRIENDLY



Appointed **Key Customer Managers** to serve as single point of contact for all major freight customers. Introduced **Long term contracts**, which are being signed by key customers



**Structured dialogue** between Railways and Customers christened 'Samvad' started



**Electronic registration of Demand** and **Electronic transmission of Railway Receipts** started



INDIAN RAILWAYS PROUDLY PRESENTS  
**THREE YEAR PERFORMANCE REPORT**

**WE HAVE FOCUSSED ON REDUCING COSTS AND  
LOOKING AT ALTERNATIVE SOURCES OF REVENUE**

**Significant cost savings planned**

Launched Mission 41K - Save ₹41,000 Crores in 10 years through energy efficiency and procurement optimisation

**Achieved ₹10,100 crores of non-fare revenue in 2016-17, almost 80% increase in one year**

Various initiatives lined up to boost Non Fare Revenues further ≥

Train Branding – Both external and internal advertising on trains

Railway display network – Creating a new medium for advertising and information dissemination

Sole advertising rights for the entire Zonal Railway

On Board entertainment



FINANCIAL HEALTH

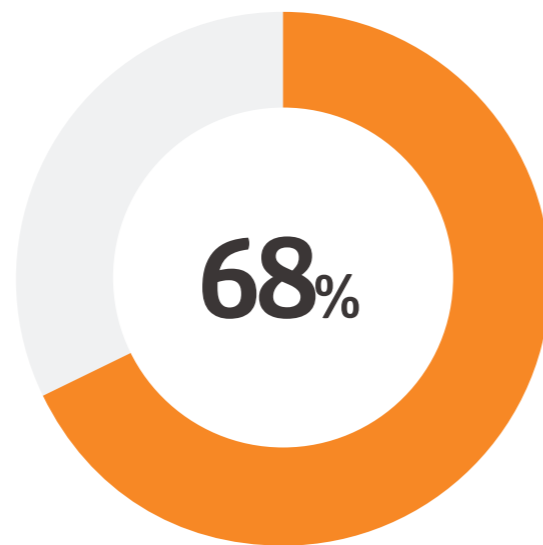


INDIAN RAILWAYS PROUDLY PRESENTS  
**THREE YEAR PERFORMANCE REPORT**

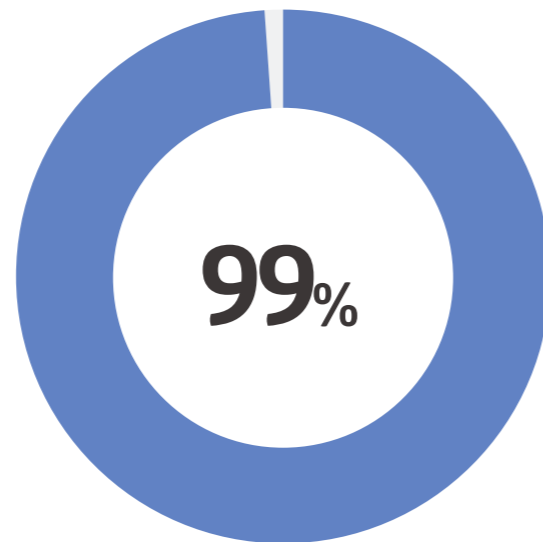
**WE IMPROVED CUSTOMER EXPERIENCE  
BY GOING DIGITAL**

% OF CASHLESS TRANSACTIONS

Passenger  
Business



Freight  
Business



**1,20,000**

Number of simultaneous internet users handling capacity



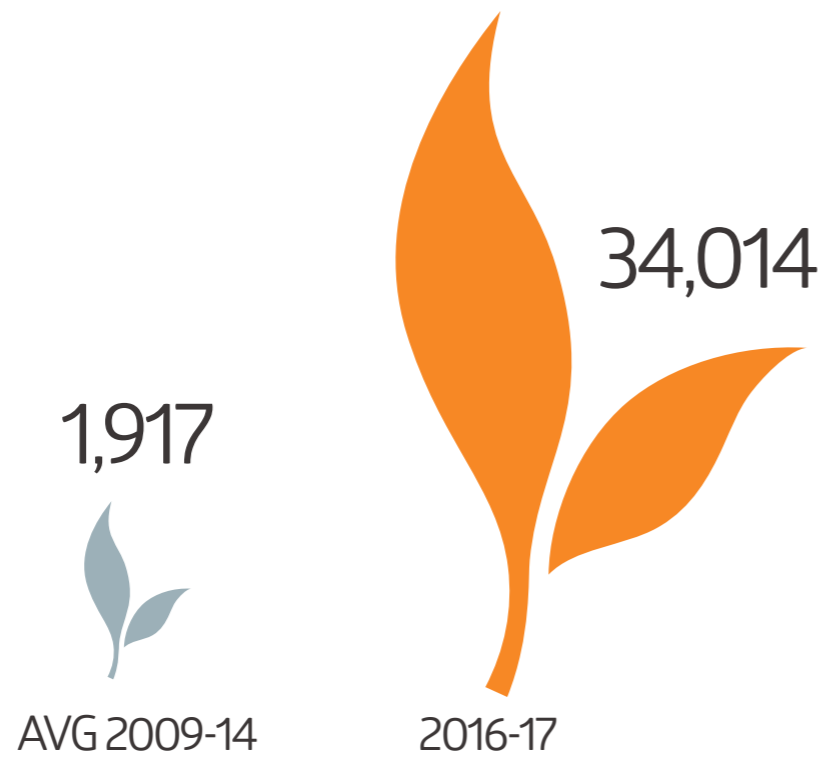
System capability improved by 3 times



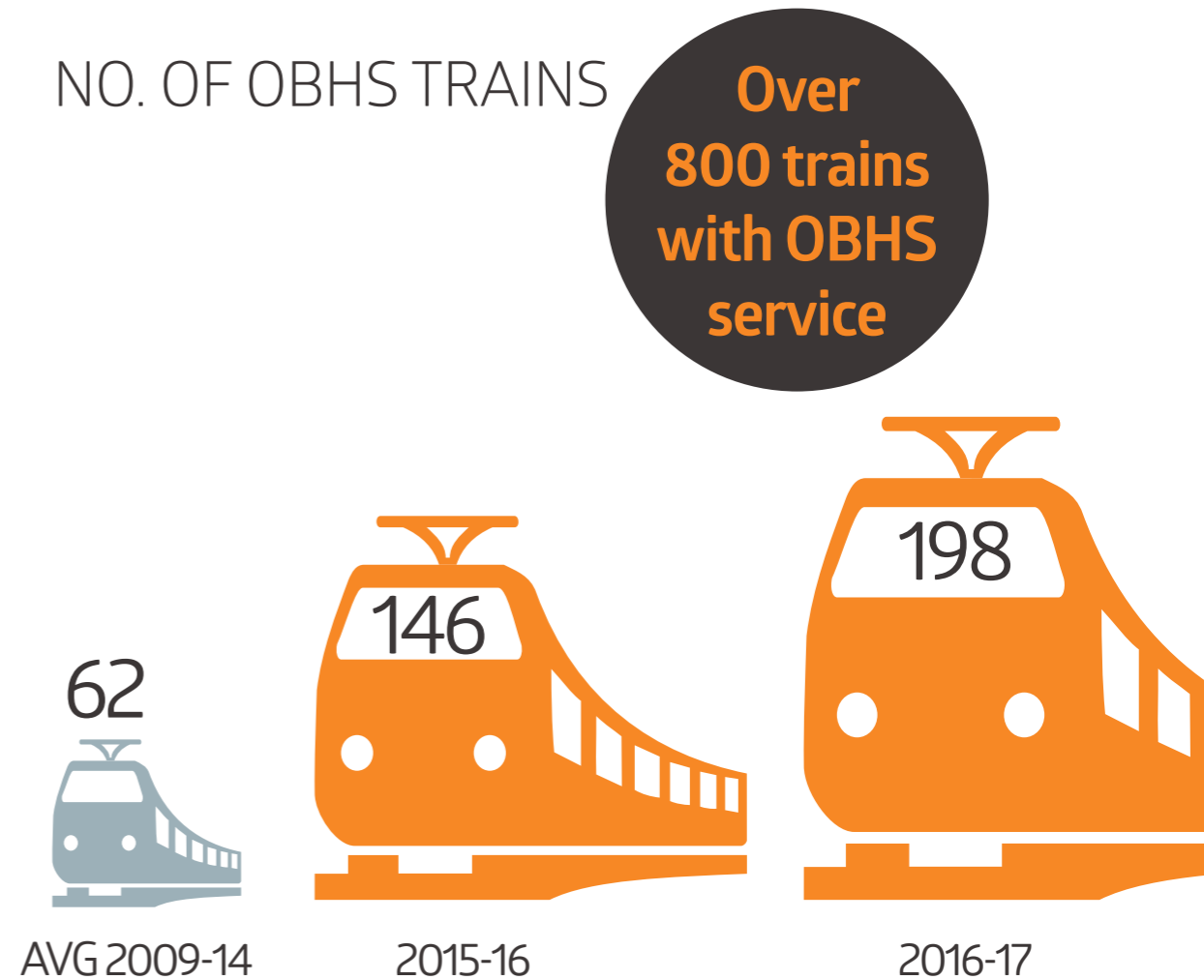
INDIAN RAILWAYS PROUDLY PRESENTS  
**THREE YEAR PERFORMANCE REPORT**

**INSPIRED FROM 'SWACHH BHARAT'  
WE LAUNCHED 'SWACHH RAIL'**

NO. OF BIO-TOILETS



NO. OF OBHS TRAINS





INDIAN RAILWAYS PROUDLY PRESENTS  
**THREE YEAR PERFORMANCE REPORT**

**INSPIRED FROM 'SWACHH BHARAT'  
WE LAUNCHED 'SWACHH RAIL'**

1<sup>st</sup> independent cleanliness ranking for railway stations launched; developing an online portal to receive continuous feedback from passengers

Revised contract structures for cleaning e.g., OBHS – leading to induction of bigger, professional players







# INDIAN RAILWAYS PROUDLY PRESENTS **THREE YEAR PERFORMANCE REPORT**

## **WE HAVE MADE PASSENGERS FEEL AT HOME**

RESERVED ACCOMMODATION CAPACITY [NO. OF BERTHS IN CRORE]

End of 2014



Present



Launched  
**all India  
helpline 182**  
to resolve  
passenger  
complaints



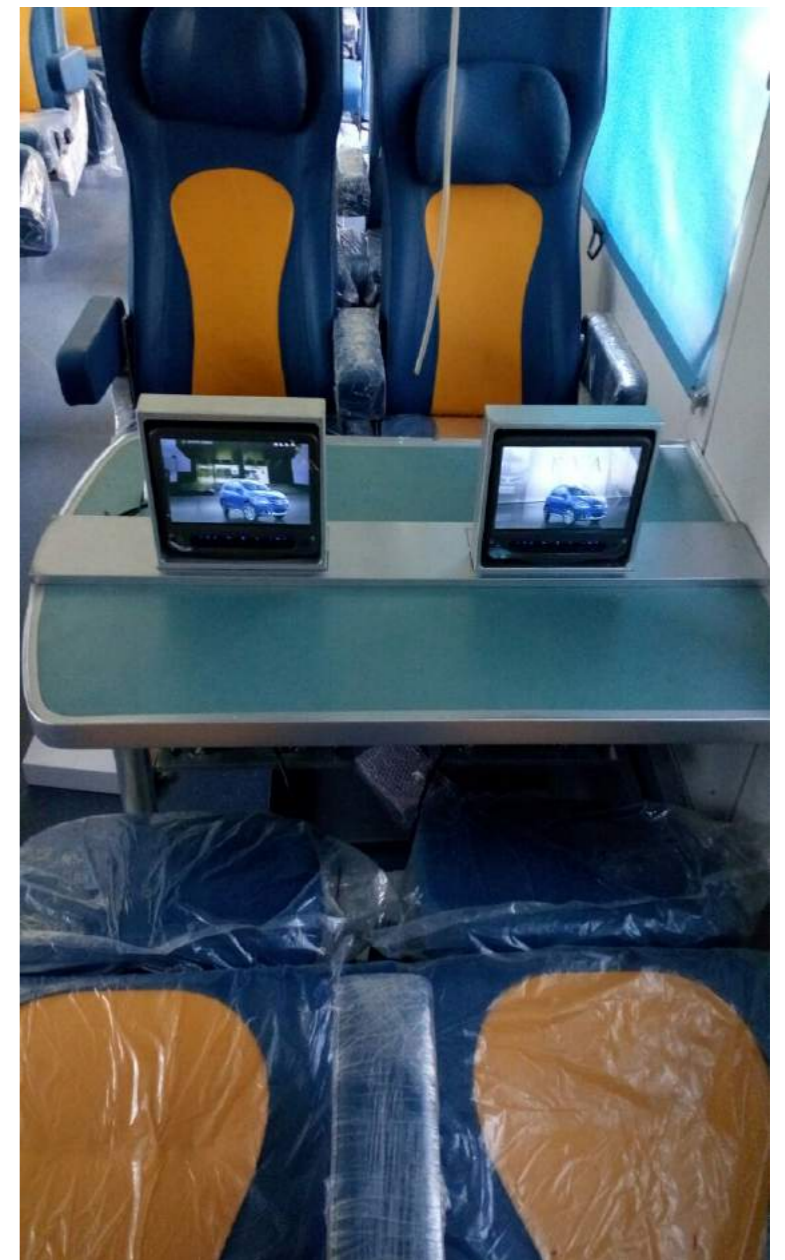
**Launched new  
catering policy**

Food to be prepared largely at sophisticated, world class base kitchens. Big push on E-Catering and Ready to Eat meals – Offers more choice to passengers



INDIAN RAILWAYS PROUDLY PRESENTS  
**THREE YEAR PERFORMANCE REPORT**

**WE LAUNCHED NEW TRAIN PRODUCTS**



Launched new trains products to meet targeted customer needs – **Tejas, Humsafar, Mahamana and Antyodaya** trains



# INDIAN RAILWAYS PROUDLY PRESENTS **THREE YEAR PERFORMANCE REPORT**

**WE HAVE BEAUTIFIED STATIONS AND ADDED  
WORLD CLASS PASSENGER AMENITIES**





INDIAN RAILWAYS PROUDLY PRESENTS  
**THREE YEAR PERFORMANCE REPORT**

**IR HAS BUILT 'ONE OF ITS KIND' COMPLAINT REDRESSAL MECHANISM IN THE WORLD**

**INPUTS**



**23  
MILLION**

passengers  
travelling



**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**

Average response time of less than 30 mins





INDIAN RAILWAYS PROUDLY PRESENTS  
**THREE YEAR PERFORMANCE REPORT**

**WE UNDERTOOK MAJOR STRUCTURAL REFORMS**



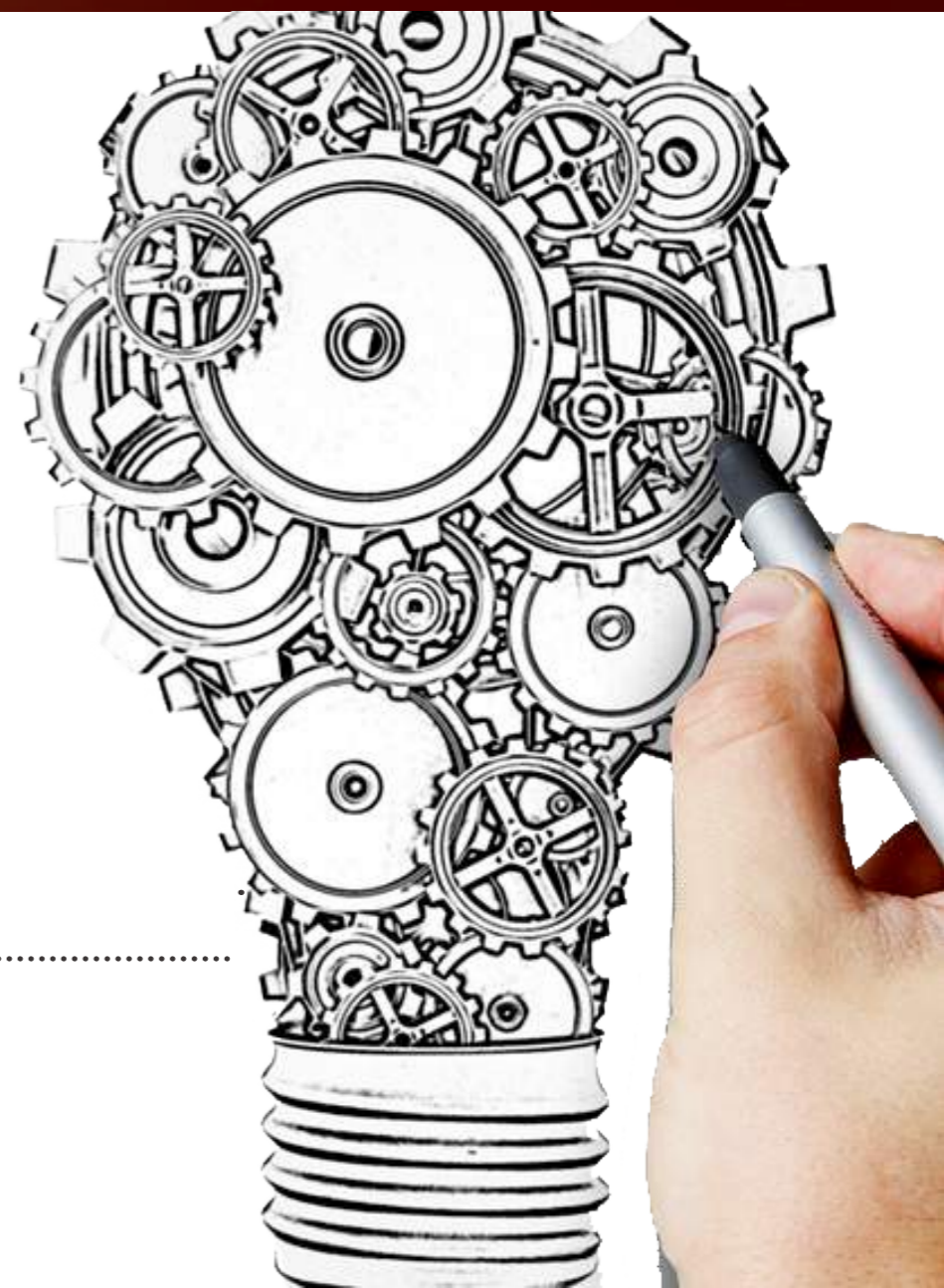
Setting up an independent regulator, Rail Development Authority approved. One of the biggest reforms in Rail Sector



Created distinct Rolling Stock and Traction Departments – Led to capture of massive synergies and improved operational efficiency



Piloted merger of Rail Budget and Finance Budget





# INDIAN RAILWAYS PROUDLY PRESENTS THREE YEAR PERFORMANCE REPORT

## WE HAVE IMPROVED GOVERNANCE AND TRANSPARENCY

AVERAGE PROJECT APPROVAL DURATION (MONTHS)



**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. Complete digitisation of supply chain catering to annual procurement of **more than ₹ 25,000 Cr**

OUTREACH



# INDIAN RAILWAYS PROUDLY PRESENTS **THREE YEAR PERFORMANCE REPORT**

## WE REACHED OUT TO STAKEHOLDERS THROUGH NUMEROUS ROUNDTABLES



MINISTRY OF RAILWAYS, GOVERNMENT OF INDIA  
**GLOBAL TECHNOLOGY CONFERENCE**  
3<sup>rd</sup> & 4<sup>th</sup> May 2017 | Manekshaw Center, New Delhi

CHIEF GUEST  
**Shri Suresh P. Prabhu**  
Hon'ble Minister for Railways, Government of India

Guest of Honor  
**Shri Manoj Sinha**      **Shri Rajen Gohain**  
Hon'ble Minister of State for Railways      Hon'ble Minister of State for Railways

In the August Presence of  
**Shri A.K. Mital**  
Chairman - Railway Board





GOING FORWARD, WE  
HAVE BUILT  
STRONG PLANS  
TO KEEP UP THE  
MOMENTUM





# INDIAN RAILWAYS PROUDLY PRESENTS **THREE YEAR PERFORMANCE REPORT**

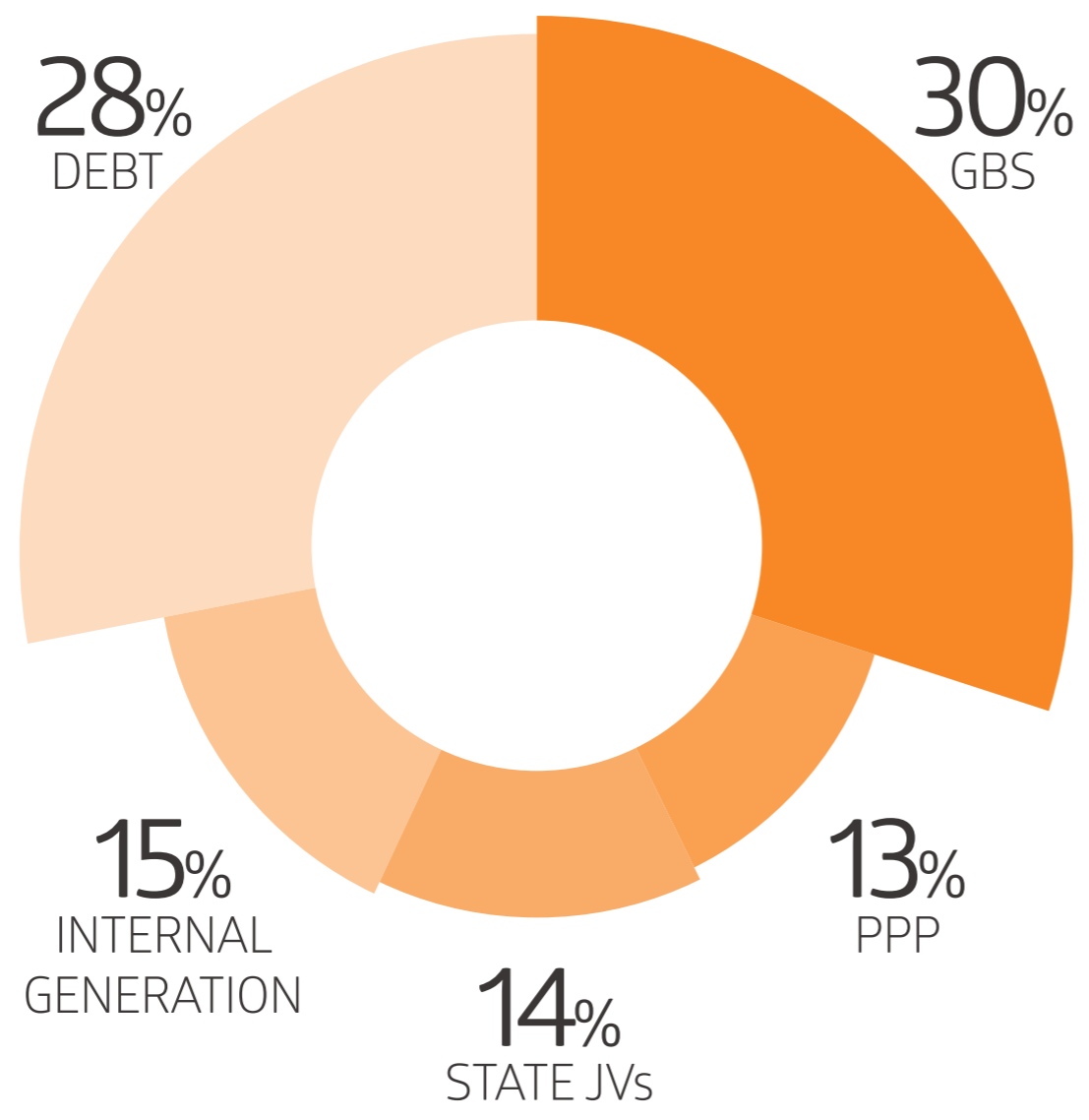
## **MEDIUM TERM INVESTMENT PLAN**

(5 YEARS) **Total: ₹8,56,020 Cr**

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

# MEDIUM TERM PLAN

# FIVE YEAR FUND REQUIREMENT



- 2.56 GROSS BUDGETARY SUPPORT
- 1.00 INTERNAL GENERATION
- 1.20 JVS
- 1.30 PPP/PARTNERSHIP
- 2.50 DEBT
- 1.00 ROLLING STOCK LEASE
- 1.50 INSTITUTIONAL FINANCING

(₹ LAKH CRORE)

## MEDIUM TERM PLAN

### JVs WITH STATE GOVERNMENTS

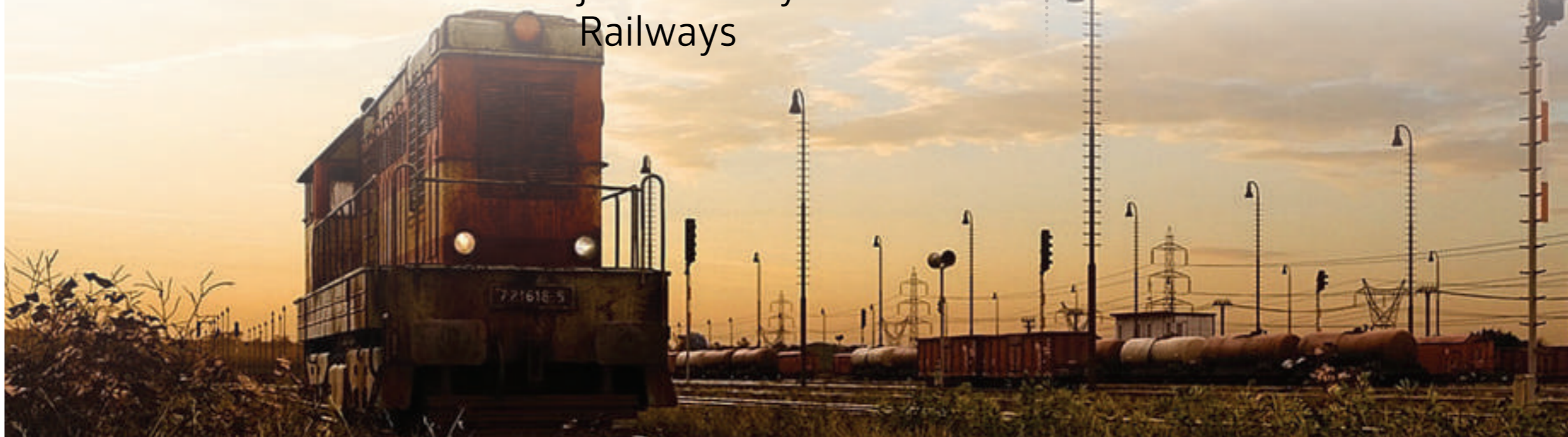
- Railway & State Governments to be shareholders
- Revenue streams from tariff and commercial exploitation of space rights

### RIDF

- Fund proposed to finance Rail Infrastructure; independent of Railway Budget
- Will tap international sovereign wealth funds and provide for entire Rail sector in India, not just Ministry of Railways

### OFF-BUDGET DEBT

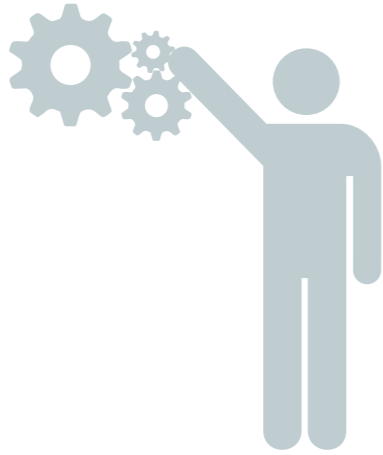
- IR to tie up long-term fund for projects
- IR PSUs to leverage free reserves/ equity for raising debt



# INFRASTRUCTURE

## MEDIUM TERM PLAN

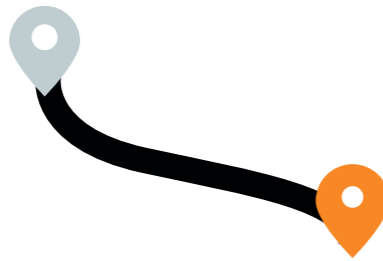
# SCALE



BG lines commissioning to increase to 19 kms/day could rise to 25 kms/day in partnership with state governments



**2 dedicated freight corridors** to be commissioned by 2019; 3 NEW DFCs in pipeline



**Increased pace of electrification** @ almost 4000 kms/ year. Target to electrify 11,000 Kms in next 3 years



## MEDIUM TERM PLAN

# SPEED

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





Over 100 stations to be modernised to world-class standard

Include rural India in the digital revolution by providing Rail wire Sathi at 7000 stations – Internet enabled Kiosks which serve as single window for government schemes and departments

LONG TERM PLAN REVIVAL

**45%** Modal share for rail traffic

Reduced dependence on core sectors and capturing of new traffic

High axle load, low tare weight wagons introduced



MEDIUM TERM PLAN

DIVERSIFY

**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

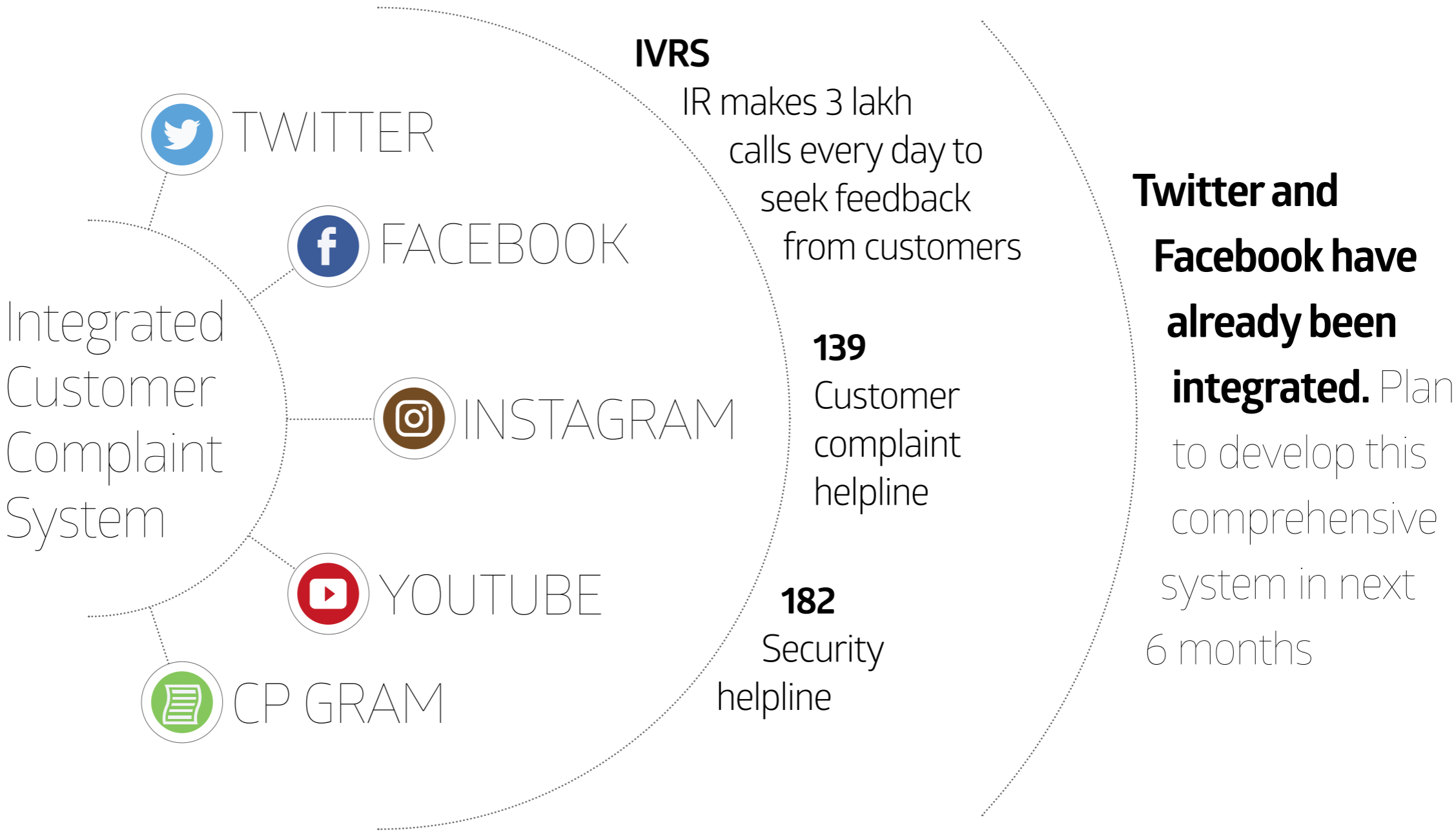




## MEDIUM TERM PLAN

# COMPLAINT REDRESSAL

### PLAN TO INTEGRATE FEEDBACK FROM ALL CUSTOMER CHANNELS



## MEDIUM TERM PLAN CONVENIENCE



**Ambitious plan for refurbishment of 40,000+ coaches** with world-class amenities, to be introduced e.g., Entertainment on board, Wi-Fi, vending machines, Auto doors



**2,00,000 rail display network screens 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

LONG TERM PLAN

# ERP-LEVERAGING IT

IR-ONE-ICTS VISION STATEMENT



**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)

# STRUCTURAL

## MEDIUM TERM PLAN REORGANISE



Unified cadre of officers working towards a unified vision



Accounting reforms to establish connectivity between outcomes and inputs



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

Revised selection processes for key posts eg. DRMs, GMs



MEDIUM TERM PLAN

## PARTNERSHIPS

**8-10 functional JVs** with states, contributing to infrastructure growth



# STRUCTURAL

## MEDIUM TERM PLAN

# NEW STRUCTURE



### **SRESTHA**

New R&D organisation to serve the future technology needs of Railways

### **SUTRA**

World class data analytics, simulation softwares, network optimisation & decision support systems

### **RAIL INVESTMENT & PLANNING ORGANISATION**

Develop and own the corporate medium term and long term plans, identify investment opportunities, standardise economic assessments of projects and propose optimal modes of financing

## MEDIUM TERM PLAN

# TRANSFORM



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

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





WE ARE MARCHING FORWARD  
WITH FULL STEAM TO ACHIEVE OUR

**VISION**  
**2022**

*75 Years of Independence*

*Reserved accommodation on  
trains available on demand*

*Time tabled freight trains*

*37% Modal Share in Freight*

*20% revenues from Non Fare Sources*

*90% route Kms electrified*

*Decongested network due to  
commissioning of more than 16000  
Kms of additional double lines*

*Punctuality @ 95%*

*Speed of freight trains @50kmph &  
Mail/Express trains @ 80 kmph*

*Semi-high speed trains along the  
golden quadrilateral*

*Zero direct discharge  
of human waste*

*100+ redeveloped modern stations*

**VISION  
2022**

*75 Years of Independence*



*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**

