



“
*The Indian
Railways will become
the growth engine
of the nation's
vikas yatra*

HON. PRIME MINISTER
SHRI NARENDRA MODI



Scale of challenge was enormous in 2014

CHALLENGES

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 ”*

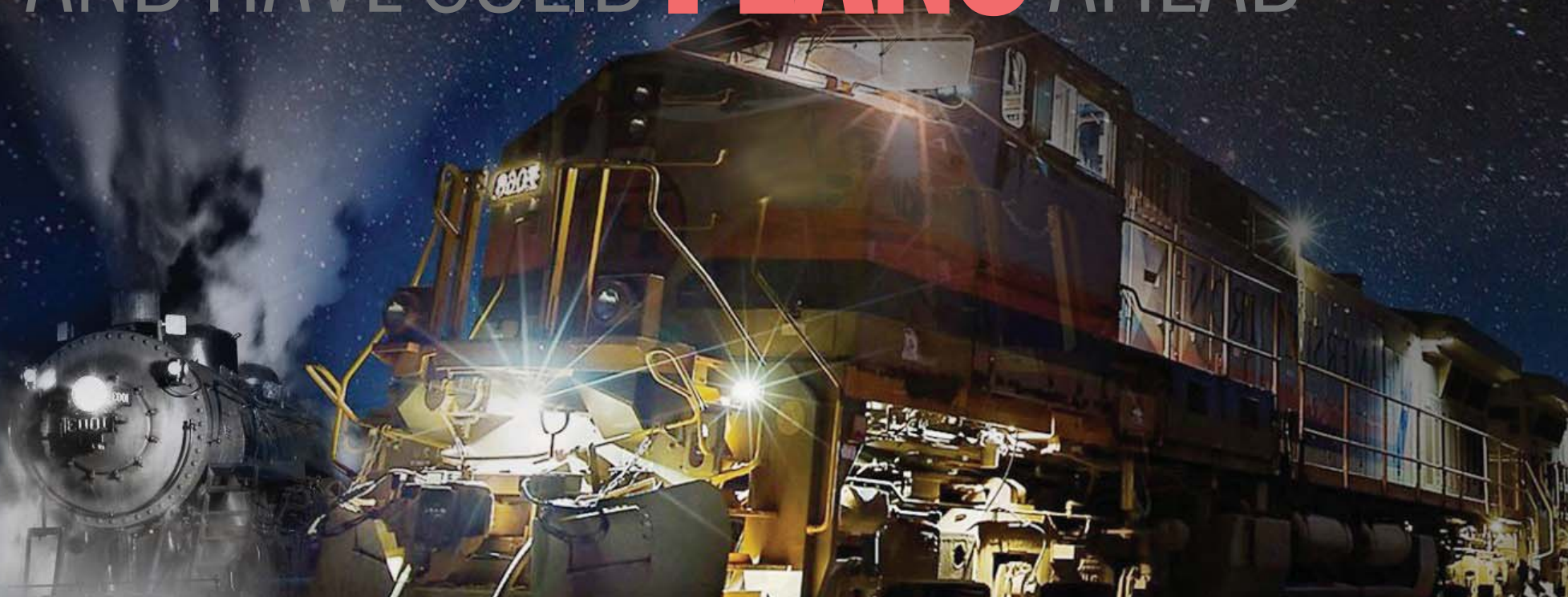
HON. RAILWAY MINISTER
SHRI SURESH PRABHU

**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

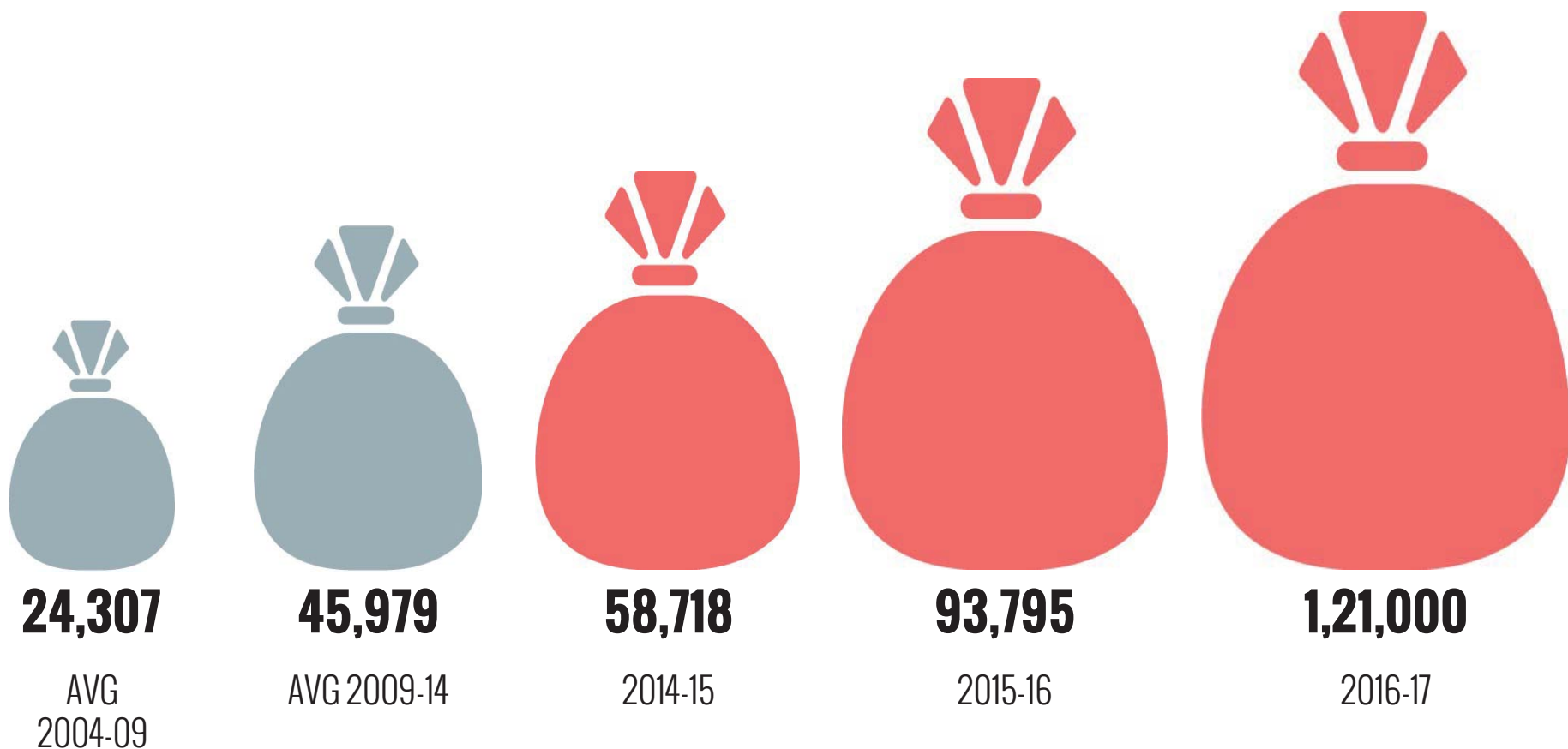




INDIAN RAILWAYS PROUDLY PRESENTS
TWO YEAR PERFORMANCE REPORT

We accelerated capital investments

INVESTMENT ₹ CRORE



MEDIUM TERM PLAN

(5 years)

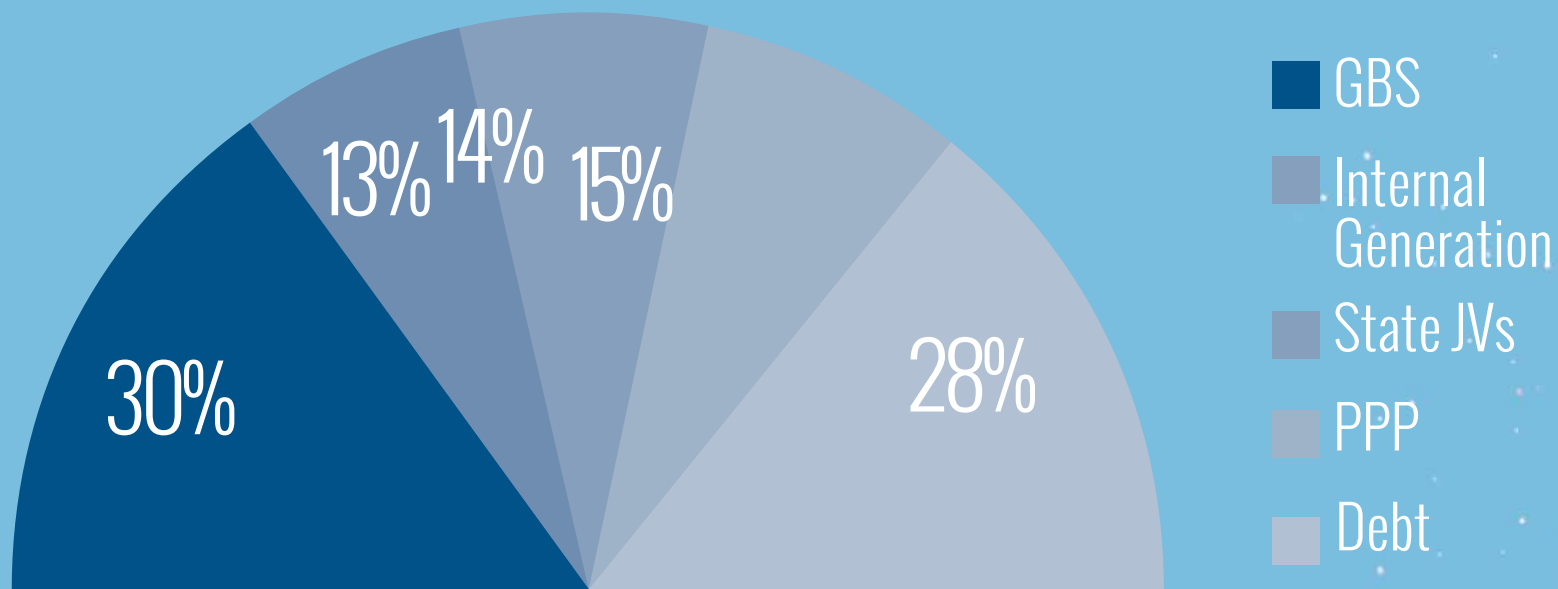
Total:8,56,020cr

	RS. IN CRORE
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

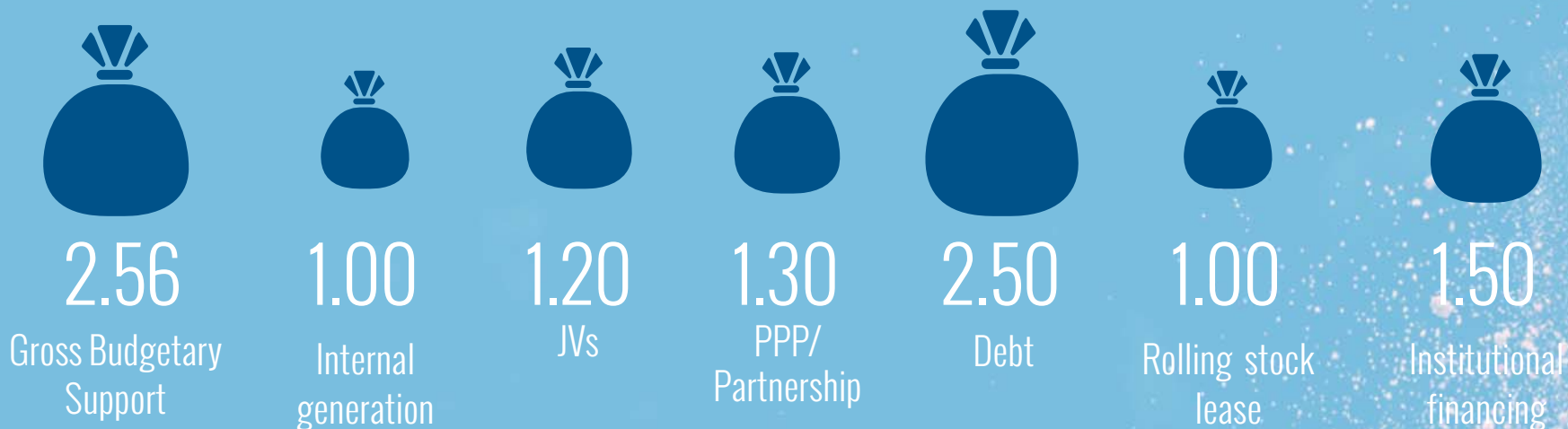
INVESTMENT

MEDIUM TERM PLAN

FIVE YEAR FUND REQUIREMENT



(RS. IN LAKH CRORE)



Total: Rs 8.56 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

JVs with Public Sector Units (PSUs)

For construction/ expansion of lines, JVs to be set up with key customers of IR

PSU companies to provide funds upfront for undertaking projects

Off-budget debt

IR to tie up long-term fund for projects

IR PSUs to leverage free reserves/ equity for raising debt

IR to tap international low cost pension & insurance funds for 20/30 year paper



MEDIUM TERM PLAN

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

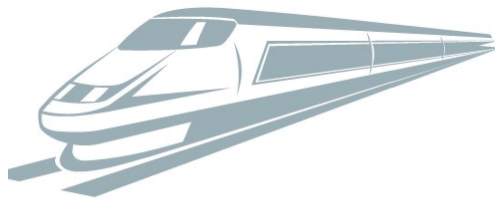
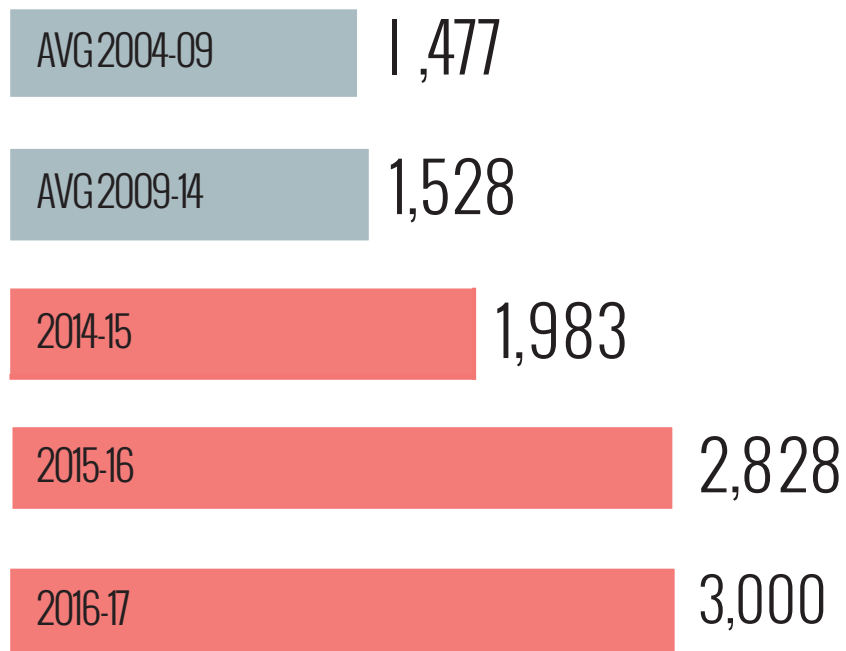
INFRASTRUCTURE



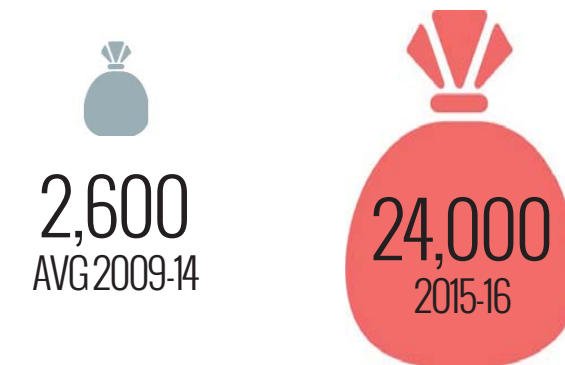
INDIAN RAILWAYS PROUDLY PRESENTS
TWO YEAR PERFORMANCE REPORT

**We invested into building infrastructure
at a faster pace**

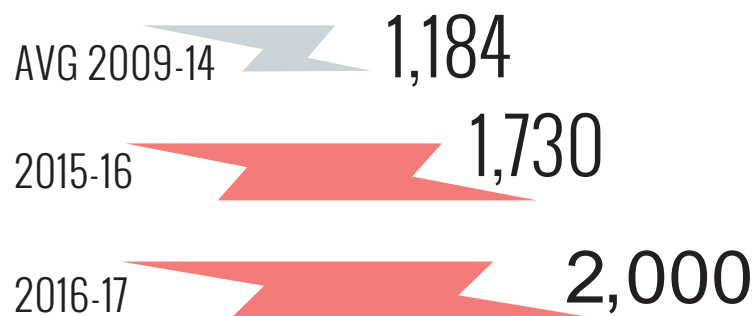
BROAD GAUGE LINES COMMISSIONED (KMS)



CONTRACT AWARDED FOR DEDICATED FREIGHT CORRIDORS (₹ CRORE)



ELECTRIFICATION COMPLETED (KMS)

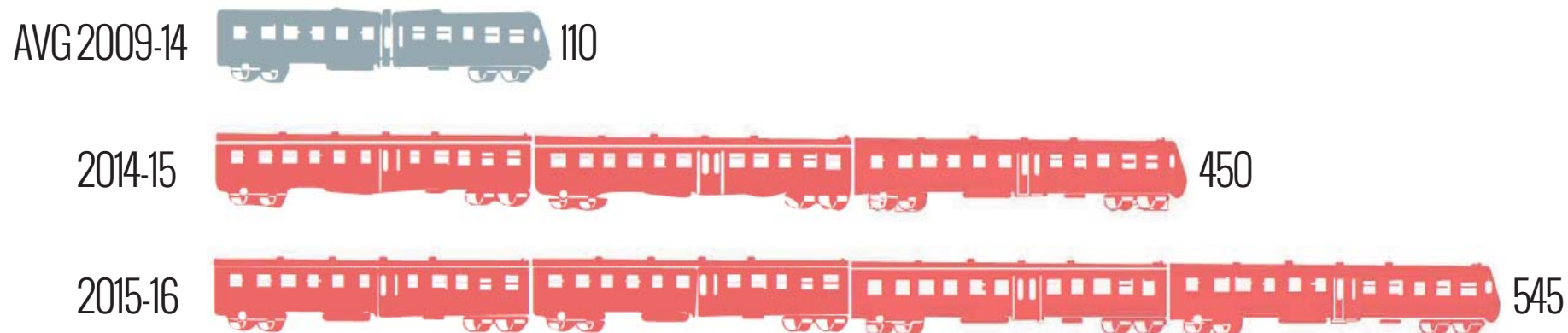




INDIAN RAILWAYS PROUDLY PRESENTS
TWO YEAR PERFORMANCE REPORT

We focused on connecting India

BROAD GAUGE LINES COMMISSIONED ACROSS NORTH EAST INDIA [KMS]



2020

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



INDIAN RAILWAYS PROUDLY PRESENTS TWO YEAR PERFORMANCE REPORT

We enhanced safety of millions of Indians

NUMBER OF UNMANNED
LEVEL CROSSINGS ELIMINATED



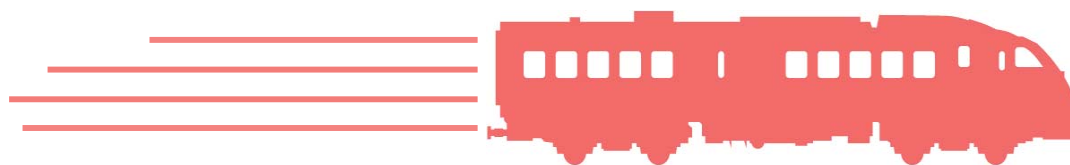
NUMBER OF RAILWAY OVERBRIDGES/
UNDERBRIDGES CONSTRUCTED



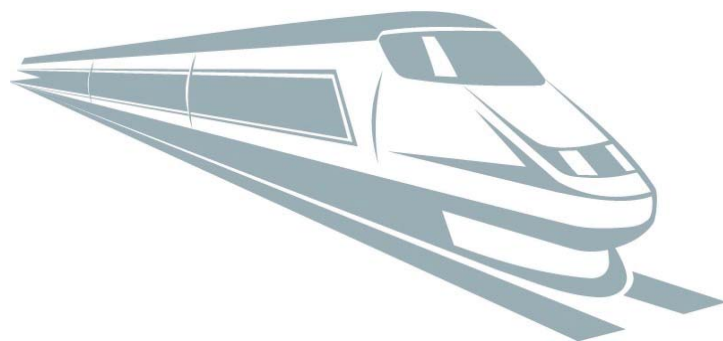


INDIAN RAILWAYS PROUDLY PRESENTS
TWO YEAR PERFORMANCE REPORT

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



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



INFRASTRUCTURE

MEDIUM TERM PLAN

S C A L E



Cumulative expenditure of Rs 8.5 lakh crore on rail sector



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

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)



INDIAN RAILWAYS PROUDLY PRESENTS TWO YEAR PERFORMANCE REPORT

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 flow direction introduced
- ✓ **Time tabled freight services introduced**
- ✓ **Container sector opened up** for more commodities
- ✓ **Goods terminals opened up for handling containers**
- ✓ **Last mile connectivity** through Roadrainers, Roll on Roll Offs



INDIAN RAILWAYS PROUDLY PRESENTS TWO YEAR PERFORMANCE REPORT

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

T H G I E R F

MEDIUM TERM PLAN

R E V I V A L



45%

Modal share for rail traffic

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



INDIAN RAILWAYS PROUDLY PRESENTS
TWO YEAR PERFORMANCE REPORT

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

- ✓ Vinly 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

FINANCIAL HEALTH

MEDIUM TERM PLAN

D I V E R S I F Y



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



INDIAN RAILWAYS PROUDLY PRESENTS TWO YEAR PERFORMANCE REPORT

We improved customer experience by going digital



E-TICKETING SALES AS A % OF TOTAL SALES



42.4
AVG
2009-14

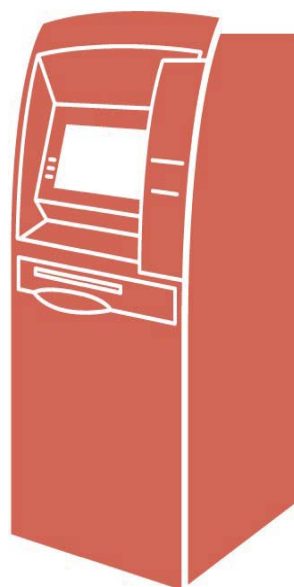


57.7
2015-16

NO. OF AUTOMATED
TICKET
VENDING MACHINES



771
AVG 2009-14



2874
2015-16



120,000

number of simultaneous internet users handling capacity. System capability improved by 3 times



INDIAN RAILWAYS PROUDLY PRESENTS TWO YEAR PERFORMANCE REPORT

Inspired from 'Swachh Bharat' we launched 'Swachh Rail'

NO. OF BIO-TOILETS



1,917

AVG 2009-14



15,442

2015-16

NO. OF OBHS TRAINS



62

AVG 2009-14



146

2015-16

NO. OF MECHANISED



5

AVG 2009-14



10

2015-16

NO. OF TRAINS WITH 'CLEAN MY COACH' SERVICE

0

2009-14



560

2015-16



1ST INDEPENDENT CLEANLINESS RANKING FOR INDIAN RAIL STATIONS LAUNCHED; TO BE REVISED EVERY 6 MONTHS



INDIAN RAILWAYS PROUDLY PRESENTS TWO YEAR PERFORMANCE REPORT

We improved safety standards for passengers

NO. OF ACCIDENTS



135

AVG 2009-14



10

7

2015-16

NO. OF CASUALTIES



693

AVG 2009-14



30

9

2015-16



₹ 1 LAKH

CRORE

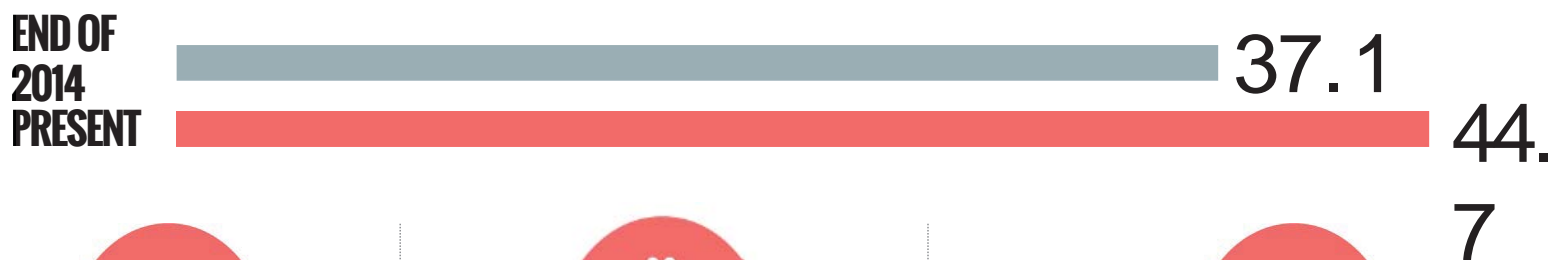
size of the special
railways safety fund
planned to undertake safety
related work



INDIAN RAILWAYS PROUDLY PRESENTS TWO YEAR PERFORMANCE REPORT

We have made passengers feel at home

RESERVED ACCOMMODATION CAPACITY [NO. OF BERTHS IN CRORE]



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



INDIAN RAILWAYS PROUDLY PRESENTS TWO YEAR PERFORMANCE REPORT

IR has built 'one of its kind' complaint redressal mechanism in the world

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

MEDIUM TERM PLAN

COMPLAINT REDRESSAL

Plan to integrate feedback from all customer channels



Twitter



Facebook



Instagram



Youtube



CP Gram

IVRS-IR makes 3 lakh calls every day to seek feedback from customers

139-Customer complaint helpline

182-Security helpline



Integrated Customer Complaint System

Twitter and Facebook have already been integrated. Plan to develop this comprehensive system in next 6 months



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



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

CUSTOMER SERVICE

MEDIUM TERM PLAN

C O N V E N I E N C E



Smart 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



INDIAN RAILWAYS PROUDLY PRESENTS TWO 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

ORGANISATION

MEDIUM TERM PLAN

R E O R G A N I S E



Unified cadre of officers working towards a unified vision



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



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

ORGANISATION

MEDIUM & LONG TERM PLAN

NEW STRUCTURES

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

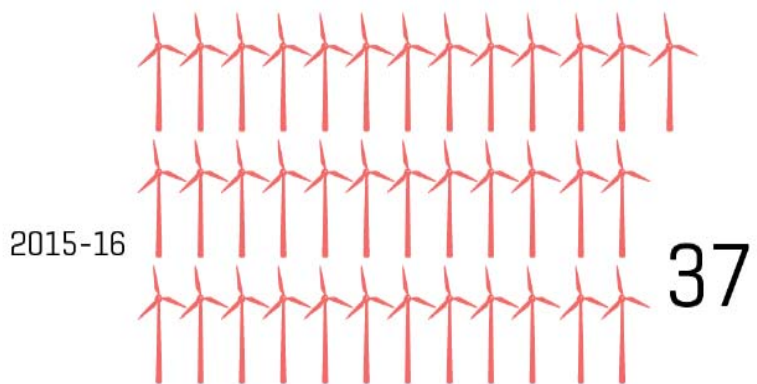
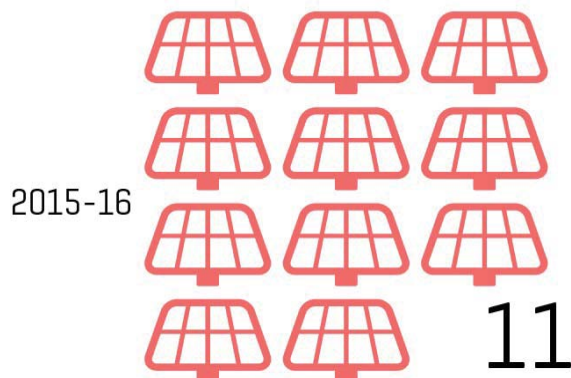
Develop and own the corporate medium term and long term plan, identify investment opportunities, standardise economic assessments of projects and propose optimal modes of financing



INDIAN RAILWAYS PROUDLY PRESENTS
TWO YEAR PERFORMANCE REPORT

We invested in sustainability and clean energy

SOLAR POWER INSTALLED [MW] WIND POWER INSTALLED [MW]



WATER RECYCLED (ML/DAY)

AVG 2009-14



AVG 2015-16



115285

NO. OF LED INSTALLED IN 2015-16
IN A ONE OF ITS KIND INITIATIVE UNDERTAKEN BY THE
RAILWAYS SINCE ITS INCEPTION!



All railway stations to be covered with **LED luminaires**



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



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**

