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VISION DOCUMENT



INDIAN RAILWAYS

(2015-2025)

A Decade Of Growth & Development

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IRTS

The document sets out broad intents of milestones to be achieved/urgent measures to be taken up to rejuvenate Indian Railways over the next ten years in light of its current not so good condition.

PREFACE

NOW OR NEVER

It is a new dawn and India is embarking on a new path with tremendous hope, optimism and unprecedented goodwill of people. It is an opportunity not to be missed. It is NOW OR NEVER.

If we miss this opportunity, it will be akin to missing opportunities during Industrial Revolution, only difference being there will be no Britishers to apportion the blame this time.

With the coming of second independence for the country in general & the Indian Railway in particular this is the most auspicious time to initiate suitable reforms for putting Railways on right track.

This paper was written as a contribution to BJP's Vision document in October/November, 2013. It sets out broad contours of milestones to achieve and measures required to rejuvenate the Indian Railways over the next ten years in light of its current condition.

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INDIAN RAILWAYS

VISION DOCUMENT(2015-2025)

1. Overview

- I. Indian Railways enjoys a special place in the life of Indian people. With a network of about 64600 Kms (fourth largest in the world), and carrying annually, over a Billion Tonnes of freight and 8.42 billion passengers during FY 2013-14 (highest in the world) it offers livelihood to millions of people (1.4 million direct and many millions through forward and backward linkages). In addition, its immense contribution in economic, political and social unification and progress of this country is unparalleled. Connecting length and breadth of this country, it has been aptly called, **"Life line of India"**.
- II. Due to its important role in Indian peoples life, it was natural that after independence proper attention was paid to ensure that Railways not only remains the leading infrastructural sector of country but its immense potential is fully utilized for improving the lives of people. Although, some efforts have been made but in real sense, except during the NDA regime when serious initiatives were taken, those efforts have woefully fallen short of requirements turning Indian Railway into a **"Growth Retarder"** of country rather than being a **"Harbinger of growth"**.
- III. This deficiency comes into sharp focus when compared with railways of other countries or with international standards. Railways came in India in 1853. In China it came in 1876, i.e. 23 years later. In 1947 India had a network of about 53400 kms whereas China had only 27000 Kms in 1949 i.e. just half of what India had. By 2013 China had 1,03,144 Kms adding 71000 Kms in its network whereas India's network increased from 53400 to 64600 Kms adding just about 10000 kms which is less than 1/7th of Chinese addition.
- IV. Not only that, in all other areas also like tonnage of freight carried, number of holding of engines, wagons, coaches (except in number of passengers) China is way ahead of India.

Thus, against our maximum speed of 160 Km/h that too just one train for a very short stretch, China has 11028 Kms high speed track capable of running trains at a speed of over 300 kms. *Travelling time between New Delhi-Patna, a distance of 1000 Kms by our Rajdhani Express is 12 Hours while a Chinese train covers a distance of 1318 Kms between Beijing-Shanghai in less than five hours.* While our Heavy Haul freight trains carry a maximum load of 5000 tonnes, freight trains in China, USSR, USA, etc. carry more than 20000 tonnes. The countries like Japan, France and Russia have well developed urban transit system whereas in India we hardly have any such system matching with our requirements.

- V. Indian Railways also lags behind other developed countries (USA, Germany, France etc) in terms of route Kms per square Km or route Kms per million population served which are broad indicators of the rail connectivity in the country. Following table illustrates these points:

Indian Railways vis-à-vis others: International Comparison			
Countries	Million Traffic Units (PKM+NTKM)* per employee	Route Kms per million population	Route Kms per Square Km area
USA	15.3	747.4	23.6
China	1.6	45.5	6.4
Germany	0.7	410.9	94.9
France	2.1	466.5	54.2
Russia	2.6	598.1	4.9
India	0.9	55.2	19.3
Japan	2.2	157.5	53.0

*PKM – Passenger Kms and NTKM – Net Tonnes Kms

Thus it is obvious that, when other railways are moving towards high speed in passenger services, rail based mass rapid transport for urban areas and heavy-haul in goods, Indian Railways is still struggling to stand over its feet in these fields when compared with them.

2. India's Needs

- I. India is a fast developing economy with a reasonable rate of GDP growth. GDP growth rate has direct correlation with demand for transport in a country. The general established norm for elasticity of demand of transport to GDP growth rate for a developing country like India would be in ratio of 1.25%. Therefore, even a conservative 6% growth rate would require a 7.5% growth in demand for transport. Railways ability to capture this increase in traffic would depend on capacity and quality of its infrastructure.

GDP Growth vis-à-vis growth in Railway Traffic				
Period	Average GDP growth	Potential for growth of Railway Traffic @ elasticity of transport of 1.25	Average growth in freight traffic of Railways	Average growth of originating passengers
1991-92-2001-02	5.6	7	3.9	2.4
2002-03-2008-09	7.9	9.9	7.2	4.6*

* This includes an average growth of 7% on non- suburban and 3% in sub urban segments. Growth of passenger kilometres (PKMs) has been more impressive at 9.79% in the recent period (2004 2005 2008 2009)

- II. Goldman Sachs research paper (Global Economic Paper: 99, 2003) has predicted that with a steady growth rate of GDP by 5-6%, Indian GDP will overtake that of France and Italy by 2020 and by 2025 it may overtake UK and Germany making it the fourth largest economy of the world. Simultaneously, the proportion of population living in urban areas is set to increase from 27% in 2001 to 41% by 2030 (India: Urban poverty report, 2009 GOI & UNDP). Industrial sector share as a percentage of GDP will also grow in line with increasing global integration, rising prosperity and sophistication of the Indian Industry. As per Government of India trade policy, India's share in International trade is targeted to rise from present level of 1.5% to 5% by 2020. To realize this potential, Indian Railways must grow at a minimum rate of 10% between 2015-2025.

III. Great Spurt during NDA regime (1998-2004)

It was only during the six years of NDA regime that many important, serious and effective steps were taken to take the Railways on the right path of development to meet the country's transportation needs. *Some of the notable measures were:-*

(i) Creation of Special Railway Safety Fund

Creation of non-lapsable Special Railway Safety Fund of ₹17000/- crore as a one-time grant for improving railway safety in 2001.

(ii) Reorganization of Railways

Indian Railways was reorganized with the creation of seven more zones resulting in a total of sixteen zones for better administration.

(iii) Internet Ticketing

Reserve ticketing through Internet was launched in the year 2002 which was a great hit. Today about 50% reserved tickets are sold through internet.

(iv) Unreserved Ticketing System (UTS)

Unreserved Ticketing System through computers was launched in August, 2002

(v) SamparkKranti Express

SamparkKranti Express trains providing quick connectivity between state capitals and the national capital were introduced in 2004-05.

(vi) Jansadharan Express

Country's very first fully unreserved train was introduced between New Delhi-Patna as a socio-economic measure in the year 2003.

(vii) IRCTC

IRCTC was formed in 2002 to provide customized catering and to promote rail tourism in the country.

(viii) Rail Vikas Nigam Limited(RVNL)

RVNL, a PSU, under Ministry of Railways was created in 2003.

All these remarkable initiatives were taken by NDA Government in a short span of six years, which are still serving railways well. Logically, further reforms and initiatives were

required to be taken on this firm ground provided by NDA but, regrettably, it was not done. Although, fruits of NDA efforts were richly harvested by both UPA-I and UPA-II, no attempts were, however, made for improving condition of railways further. On the contrary, railway's interests were sacrificed at the altar of political expediency by bleeding it mercilessly. Consequently, when other railways moved fast forward Indian Railways hurtled backwards leaving wide gaping holes in its trail.

As a result, in present scenario Indian Railways is not placed in a position to capture/handle the growing demand for transportation in both the segments of freight and passenger business. It suffers from many serious weaknesses.

3. Weaknesses

I. Inadequate network

Even after 66 years of independence most of North Eastern states, important places of Himachal Pradesh, Uttrakhand, Jammu & Kashmir, critical areas of international border and some large districts are still not connected with rail link. This lack of connectivity causes imbalanced regional growth and a feeling of alienation and neglect among the people living in these areas.

II. Deficient Capacity

Indian Railways is suffering from severe capacity constraint. There is a vast gap between demand and supply. Its high density trunk routes comprising of 16% of Indian Railways total route length, carry over 50% of total traffic. These routes are utilized to handle both freight and passenger traffic. Carrying heavy loads, these routes have become heavily congested. Having fully exhausted line capacity, it is virtually impossible to introduce any new train without undermining their efficiency and safety. Extremely low payload of wagons and slow speed of trains further aggravates the already worsened situation.

III. Deteriorating passenger services

Indian Railways is the world leader in volume of passengers it carries. *In 2013-14, it carried over 8.42 billion passengers, highest in the world, making it predominantly a passenger oriented railway.* But, regrettably, it is the quality of passenger services which has suffered the maximum neglect during the last many years, the decline being the steepest during the last decade. Dirty stinking stations, poor punctuality of trains, crowded, dirty passenger coaches/trains with broken/missing fittings infested with cockroaches /rats, unpotable drinking water, unhygienic and unhealthy catering services, lack of any on-board entertainment facility, long queue at booking counters, severe shortage of accommodation in trains, shortage of coaches to clear heavy waiting list and highly inadequate and unreliable passenger information system are some of the features which have become synonymous with Indian Railways. These conditions reflect a general apathy and lack of serious effort and planning to improve the situation.

IV. Poor Safety

Safety record of Indian Railways has always been under scanner due to lack of modernization, poor maintenance of rolling stock, signaling equipment's and track etc. Majority of the accidents are attributed to the cause of human error (43%) which reflects poorly on staff training and motivation. A large number of level crossings manned and unmanned is another major factor impacting adversely the safety record of railways.

V. Inadequate manufacturing Capacity

Indian Railways has not been able to create a strong base for manufacturing of various machinery and equipments required by them. Railway is still importing rail wheels, locos, coaches and other high cost electronic equipments from various foreign countries spending scarce freight exchange. This weakness seriously undermines the expansion plan of Indian Railways.

VI. Technological obsolescence

Despite success in some areas like computerized ticketing, Indian Railways have generally not been able to keep pace with technological advancement made by other leading railways. There has been very little investment in R&D. As a consequence, there are repeated failures of assets like tracks, Locomotives and signaling equipments reflecting poorly on asset reliability of railways, adversely affecting its efficiency and image. Slow speed of both freight and passenger trains, poor passenger services and amenities leading to customer dissatisfaction and poor safety record are other consequences of technological obsolescence.

VII. Old and unsuitable administrative structure

Railway's administrative structure is more than 100 years old. It suffers from extreme centralization of decision making power at top. It discourages initiative, innovative thinking and positive decision making. All its codes, manuals, rules and regulations were devised and developed before independence. No major initiatives have been taken to reform and streamline the system to suit the railways present day needs.

VIII. Departmentalism

This is the most serious malaise affecting railways smooth and cohesive working as most of the times different departments pull in different directions even at the cost of railway's interests.

4. Causes

Although the poor state of affairs of Railways is attributable to many reasons like paucity of resources, inefficient use of human resources, etc, it is important to highlight here the *triple factors of 1) poor leadership (including administrative)/lack of vision 2) want of clear policy & 3) absence of proper planning which have led to this unenviable situation of Indian Railways.*

While unimaginative leadership lacked the vision to realise the full potential of railway in country's overall progress, lack of this realization resulted in non-recognition of railway as the priority /core sector giving it a short shrift. Similarly, our planners failed in providing for necessary infrastructure for transportation miserably failing in anticipating the demand. This is the most glaring failure which has impacted the Railways progress in every field with deficiencies. Further, the Railways have been allowed to suffer as a victim of ideological hangover of 60's which held railway as its prisoner, totally shackled and tightly closing all the inlets of any fresh air.

As a result, the situation today is that Indian Railways is neither being patronized as a government owned department like Air India where large amount of money is being pumped despite incurring heavy losses and also not being considered as vital for Indian economy and for masses as it deserves, nor it is being treated at par with any one of the core sector industries or even as a priority sector entitled for preferential soft lending.

5. Beginning of a New Dawn – Need for major reforms

The above situation cannot be allowed to slide further as railway's good health is of vital importance for the overall well-being of the Indian Nation, particularly at this juncture, when India is launching a blitzkrieg of growth & development, any laxity at this stage shall pull the wheels of overall progress of this country backwards. In this new era of hope and optimism, there is a need for taking bold and audacious steps, innovative measures with out-of-the-box thinking and solutions.

To this end, this vision document sets out to identify and define the milestones for growth and development of railways and to lay down a clear path taking railways to a position befitting the status of this great country.

Opportunities

Unlike in the past, *this vision document treats abundance of passengers as a great opportunity and devise plans to utilize it as a means of resource creation rather than as a*

liability and a cause of loss of revenue. However; in this paper only macro level reforms/measures are indicated, the micro level details needs to be worked out separately. There are two aspects of development in railways.

a) Development of Physical Infrastructure

Creation and maintenance of world class infrastructure like buildings, platforms, terminals, trains, tracks, workshops, bridges, etc.

b) Passenger Services

Repackaging, improving and launching of new high quality passenger services either at par or even better than other railways. These include ticketing, punctuality, catering, introduction of new trains, cleanliness and sanitation of stations and trains, passenger amenities at station like waiting halls, seating arrangements, drinking water, passenger information system, passenger luggage handling, safety, etc.

These two aspects are inseparable as body and soul. If the physical infrastructure can be likened as body, the services are just the soul. Just like body cannot survive without soul, the soul also cannot exist without body. Thus, there is a need to establish a balance and harmony and all the developments will be aimed at achieving this.

6. VISION (2015-2025)

I. Vanguard of Economic development

The railways will be made to play the role of vanguard of economic development in India. It has potential to provide stimulus for growth to all the sectors of economy, primary, secondary and tertiary.

Thus moving agricultural products like food grains, fruits and vegetables It will help farmers to market their products effectively for a better return, simultaneously, making up the shortage of these products in the regions where required. Nominated stations in

different parts of country will have sufficient storage facility thereby creating a Cold Chain so as to eliminate/minimize the colossal loss of fresh fruits and vegetables that the country suffers for want of proper storage and transportation.

Next, manufacturing will get a major boost by setting up of exclusive industrial zones along trunk routes making them hubs of manufacturing and other allied activities. Further, expansion, strengthening and creation of new railway activities will generate large number of employment opportunities both directly and through various backward and forward linkages.

Large scale expansion of railway network and other activities of capacity creation will generate demand for various materials like cement, steel, machinery, etc. which are likely to invigorate the manufacturing sector further.

II. Recognition of Railway as Core Sector

The railways have not been given its due importance recognizing its role as a key infrastructure in progress of country. So much so it does not even have been given the status of a core sector industry at par with Steel, Electricity, Coal, Petroleum, etc. In other infrastructure sectors, Government of India invests money regardless of their profitability but when it comes to railway different yardsticks are adopted. Even in most of the advance countries of the world railways are wholly owned, funded and run by the State. Railway is an important infrastructure sector of India with vast potential of growth which can further provide stimulus to overall industrial growth of country by way of increased demand for material and machinery and providing employment opportunities to millions. Keeping this aspect in view Indian Railways will be accorded the status of a priority core sector industry.

III. Customer Centric Development

Over 23 million passengers travel daily by Indian Railways. In addition, there are freight operators, lease holders and a horde of people availing railway services in various capacities as customers. It is natural that in all the activities of railways, the entire focus

must be on customer. During the next ten years, Customer's need, his comfort and satisfaction shall be the primary objective of railways. A freight operator will get wagon on demand and his goods delivered at destination in time without damage. Similarly, passenger will get accommodation on demand eliminating waiting list and long queues by issuing tickets within minutes. Stations will be developed world Class with all the passenger friendly features with emphasis on facilities for differently able, Senior Citizens, women and children with provision of clean railway stations, trains, waiting rooms and quality and hygienic catering services.

III. **Bigger Role for Private sector**

Private sector will be allowed to play a much bigger, more active and participatory role in development of railways. Relationship of mai-bap will be converted into a relationship of equal partnership creating their stake in growth and development of railways where their contribution has been very little, so far. In a situation where Railways are suffering severely for want of capital and for modern technology, contribution from private sector will become vital. Areas identified for their participation are:

a) Building & Running of new High Speed Rail Corridors for running Bullet trains

It involves laying down of tracks, signaling, control, station building, procurement of rolling stock, train operation and maintenance of all these assets. Considerable freedom will be given to impart competitiveness and efficiency. Railways role will be limited to facilitator for land acquisition and as a regulatory authority.

b) Manufacturing of machinery and equipments for railways

c) Development & maintenance of railway stations/terminalson self-generating revenue basis from commercial use of land. This includes:

- i. Development of existing stations into modern world class stations with all the modern passenger amenities. This will be done by allowing commercial use of land in circulating areas, yards, etcon Public Private Partnership (PPP) model.

- ii. Construction, maintenance and operation of new passenger terminals and major stations by private sector with all the modern world class passenger facilities on PPP model.
- d) **Development & maintenance of freight terminals**
- e) **Running of superfast passenger/premium trains in existing system with high quality passenger amenities/services.**
- f) **Bringing latest technology both from indigenous sources and by tie-ups with foreign entities.**

It is a historically proven fact that competition improves quality, increases efficiency and reduces cost, consequently it optimizes customer satisfaction by providing alternatives, better environment and improved quality of service as has happened in case of mobile telephony, banking, consumer goods, aviation and food chains, etc. *It is expected that on similar lines entry of private sector in Railway will offer alternatives to customers at reduced cost with better efficiency. It will also help Railway in concentrating only on strategic and socially desirable objectives.*

IV. Resource Mobilization

Railway has been suffering from severe resource crunch, first, because of not being allowed to recover full cost, and secondly, due to inadequate funding by Government. The already worse situation gets further worsened by forcing Railway to bear the high cost of social responsibility. This has been the single most factor undermining the growth of Railways that needs to be tackled immediately and effectively. In the obtaining national situation of general shortage of resources, only bold and innovative measures can shore up the Railway coffers. **Wider participation of private sector, more attractive and liberal mode of PPP, direct public funding of projects on guaranteed returns basis, issuing of specific bonds, partial funding of concerned projects by state governments., raising resources from commercialization of Railway land and funding of National projects by Central government are some of the measures which are likely to provide enough resources to Railways for meeting its expansion and other needs.**

V. Safety

Safety of railway passenger and property will command the highest priority. The main focus being to make railway operations free of accidents of all types i.e. derailment, collision, fires etc. It will be achieved by adopting sophisticated and appropriate technologies in all areas of tracks, its maintenance, signaling, rolling stock etc. Similarly, staff will be suitably trained and sensitized to make themselves fully conversant and familiar in handling this technology. There are around 13530 unmanned Level crossing causing 60% of casualties. It will be ensured that all the unmanned level crossing will be either manned or protected by way of adopting advanced technology and by providing Foot Over Bridge (FOB)/ Road Under Bridge (RUB) etc.in association with concerned state government for funding.

VI. Network expansion

Through planned expansion of network, various remote areas, so far un-connected, will be connected by railways as a unifying force to unite different parts of the country as a vehicle of national integration. By connecting remotest areas, people living in there, will be brought into mainstream of national life and economic activity. By connecting border areas, our national defence will be strengthened as it will make movement of man and material possible in all weather conditions. It is proposed to add 20000 kilometers routes during this period of which major portion will be strategically important and socially desirable lines regardless of their economic viability.

The emphasis will be specifically to connect the remote places of North Eastern states, Uttarakhand, Himachal Pradesh, Jammu and Kashmir and critical border areas not connected with rail link so far.

VII. Capacity Creation

During the last 65 years of Independence, India has laid barely 200 kilometers tracks a year. This extremely poor performance has made Indian Railways a laggard holding back throttles of national development. To make up the lost opportunities a minimum of 2000 Km of new

lines per year will be laid which makes 20000 km in 10 years. Further, major portion of indian railway network is still single line (45, 232 kms out of 64000 Kms) and non-electrified (only 20, 275 Kms). Pace of doubling and electrification shall be accelerated. Association of private sector in these fields will be sought.

Our trunk routes carrying maximum load of both freight and passengers are fully saturated .As both of these are moved on the same lines, there is an urgent need to have separate corridors for freight and passenger services. **To this end, all the trunk routes and other important lines connecting Delhi-Howrah, Delhi-Mumbai, Delhi Chennai, Delhi-Hyderabad, Howrah-Chennai, Howrah-Mumbai, Chennai-Mumbai, Mumbai-Ahemdabad consisting of over 12000 km will be quadrupled for providing separate double lines corridors each for freight and passenger services converting them into high speed corridors.**

Further, increasing the speed of passenger trains from a maximum of 110/130 to 150/300 KMP in the segregated routes and freight train from a maximum speed of 60/72 to 100/160 KMPH will greatly enhance the railways capacity. Also, the gap between maximum and average speeds of both passenger and freight train will be minimized which is very high at present, seriously impacting the efficiency of Railways. Running of heavy haul trains of carrying capacity of over 10000 tonnes, high capacity coaches and advanced signaling will be other measures taken to enhance capacity of Indian Railways. Further, total Railway network excluding hilly areas will be converted into Broad gauge.

VIII. Technological Up gradation

Use of modern and appropriate technology is the key of efficiency and cost reduction. This period will witness railway embarking on a path of major technological upgradation by way of employing the most modern and appropriate technologies in all the areas of its activities including train operation, track maintenance, signaling, manufacturing, passenger information system, ticketing, cleaning, catering etc. Preference will be given to develop indigenous technology by associating R & D of private sector, other departments of govt.

like defence, space, etc and our technical education institutions like IIT and strengthening railways in house R&D by enhanced funding.

IX. **Creating strong base of manufacturing**

At present, railway is importing a large number of equipments & machinery like locos, wheels, coaches and most of the electronic items etc. The import of these equipments not only discourages the growth of indigenous industry, it also costs precious foreign exchange undermining country's self-reliance. During this period, the railways will create a strong and broad framework for manufacturing of equipments not only with a view to achieving self-sufficiency but also for exporting it to other countries. **However, procurement of these equipments will be diversified. Private enterprise will be encouraged to play a major role by developing, manufacturing and supplying these equipments to railways.**

X. **Rationalization of Tariff**

At present Indian Railways has the highest rate of freight charges with the lowest rate of passenger fares. In 2012-13, Indian Railways suffered a loss of ₹24,600 crores on account of passenger train operation. Railways, perforce, has to keep freight charges high to offset loss in passenger operations and for raising necessary resources. This forced rate of high freight charges creates a cascading effect on commodity prices in country. By rationalizing both these tariffs, a balance will be achieved where freight charges would cease to cause injury to industry.

XI. **Administrative Structuring**

Railways administrative structures will be reorganized with a view to providing the more effective, decisive and visionary leadership to railways. There will be a substantial devolution of decision making powers enabling Zonal and divisional authorities to take major decisions in matters of revenue generation, expenditure and other related matters accompanied with equal responsibility and accountability which is completely lacking at present. The menace of departmentalism will be eliminated by

restructuring the organization setup where appointment to strategic post will be made through selection on the basis of merit and suitability. Old, archaic and irrelevant rules and regulations will be reviewed and simplified. The vast human resources in Railways will be utilized more efficiently by rationalizing deployment and by training them in the task of multi skilling.

XII. Promotion of Rail Tourism

India is a big country with people practicing all religions with large number of places related with faith and pilgrimage. These places are situated all over the country. Then there are equal number of places with natural scenic beauty consisting of sea beaches, hill stations, desert forts and places at high altitude capped with snow round the year. Our extensive Railway network will be utilized to promote both foreign and domestic tourism to these places to earn foreign exchange and encourage local handicrafts, etc. Affordable accommodation will be built/provided at railway stations to facilitate passengers.

7. ADVANTAGE RAIL

Road transport is posing a stiff challenge to railways both in freight and passenger segments and aviation sector is competing with railways for premium class passenger business. However India's national highway network comprising of only 21% of country's total road network carries over 40% of traffic and is already under strain. In present scenario finding land to build more road and enough resources to meet the ever rising India's cost of fuel is going to be extremely difficult without seriously impacting the overall health of economy and ecology. As far as aviation sector is concerned in India's context it has its limitations on account of its reach, connectivity and its viability as the most popular mode of mass transportation for the large populace of this country.

In this scenario, Indian Railways with its inherent advantages shall remain the preferred mode of transport for most of the people. Although many countries like china have both larger network and population than India but it is Indian Railway which carries more passengers than Chinese rail. Increasing concern over global warming, greenhouse gas emission, congestion and accidents on roads makes Railways a far better alternative to road transport in India.

CONCLUSION

In aforesaid paragraphs, a broad road map for development of Railways for the next ten years has been outlined. These broad outlines shall be worked into minutest detail during actual implementation, particularly defining the objectives to be achieved during different time period along with indication of necessary provision of resources, with suitable policy guidelines and modification, wherever required.

It is expected that after a travel time of ten years on the path of development Indian Railways will emerge as one of the most vibrant Railways taking its rightful place alongside the best in the world.

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