



सदस्य वित  
एवं  
पदेन सचिव, भारत सरकार  
रेल मंत्रालय  
रेल भवन, नई दिल्ली-110001  
MEMBER FINANCE  
&  
EX-OFFICIO SECRETARY  
GOVERNMENT OF INDIA  
MINISTRY OF RAILWAYS  
RAIL BHAWAN, NEW DELHI-110001

Dated: 1<sup>st</sup> January 2021

Dear Colleagues,

Continuing from my last communication, perhaps these wise words are most apt for todays' scenario "*The pessimist complains about the wind; the optimist expects it to change; the realist adjusts the sails.*" For few, 2020 will remain a wasted year, while for others it will be remembered as most challenging and productive year, a year of learning new skills and adapting to changes all around us.

As we move into 2021, we must reflect on the year that has just passed. This unprecedented lockdown adversely impacted Indian Railway, stopping its operations perhaps for the first time. Not only Accounts department rose to meet the challenges, the efforts to develop our IT solutions in past bore fruits. No proposal or payments were delayed on this account. It is a matter of pride for me and let me take the opportunity to congratulate all of you for this feat.

In the last financial year Ministry of Railways was not able to provide for Pension payouts for the first time. The challenges due to regulated passenger train operation continue to impact our revenue position adversely in current year.

Our continued thrust on creating capacities has resulted in seeking additional Extra Budgetary resources. The repayment liabilities of these charges will be about Rs 50,000 cr in FY24. To meet our committed liabilities and expenditure, revenues need to increase substantially.

Indian Railway has prepared "National Rail Plan" which has been accorded in-Principle approval by Ministry and is under circulation. We all should comprehend and understand the larger vision of NRP. The idea is to add capacities ahead of demand so as to garner modal share of 45% in freight from present 27~28%. We are planning to develop capacities by 2030, keeping in mind growing demand upto 2050. As a subset of larger vision, we have prioritised Projects for completion upto 2024 under 'Vision 2024'. Our aim is to load 2024 million tonnes by 2024 as against present 1200 plus million tonnes.

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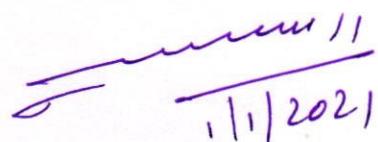
Indian Railway has shown resilience in past and I am sure we will be able to meet the challenges that lie ahead of us in future. Railways require market orientation and market discipline in general. Many of you have done commendable job as part of Business Development Units this year and were able to attract additional traffic. It is equally important to look at cost control. It's time to move out from traditional approach like exchequer control, deferring expenditure and austerity measures. We should have technological innovating solutions to control cost. Let us identify the areas where structural changes can bring cost efficiencies. This is equally important in our project planning and executions. Improper planning and project delays have costed IR heavily with many projects becoming burden on our finances. Focused approach by all including project executives is required.

Asset Monetization will be the driving force to meet our Capex plans in immediate future. Monetisation of standalone Railway systems, properties, corporations etc are under consideration with InvIT, REIT, PPPetc as possible models. I sincerely urge all Finance officers to actively engage with others and lead this effort.

*"Better three hours too soon, than one minute too late."* should be our Mantra. While the team at Board has ensured timely SG & SAG promotions, I wish this is replicated across cadres and Zonal Railways.

Let us resolve to identity one area where systemic improvements can lead to betterment of Organization and ensure its implementation in the coming year. I commit myself to help you in every way possible for its execution and implementation across IR.

I humbly acknowledge your wishes on my elevation and thank each one of you for same. Your blessings and continued support will be my biggest strength moving forward. On behalf of my family and myself, I take this opportunity to wish you and your family a very happy, prosperous and satisfying new year.

  
1/1/2021

(NARESH SALECHA)  
Member Finance &  
Ex-Officio Secretary to  
Government of India