

CHAPTER I : INTRODUCTION

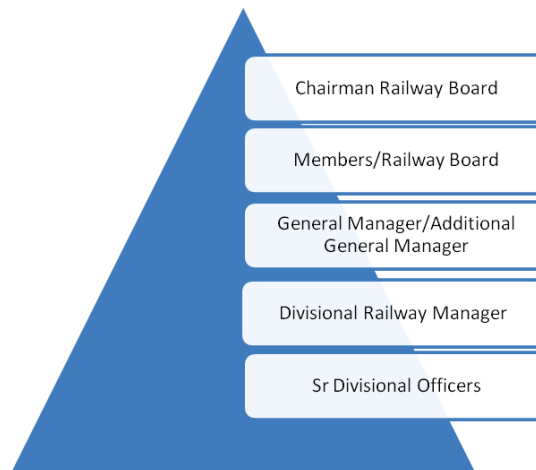
Passenger services of the Indian Railways are available on both suburban and non-suburban sections. While the non-suburban train services cover long distance trains, the suburban train services are meant for short distances, normally up to 150 Km. to facilitate rapid movement of passengers within the cities, suburbs and extended suburbs.

The suburban train services operate with “Electrical Multiple Units” (EMU) rakes which run in formation of 6, 9, 12 and 15 coaches. These services are provided in seven Zonal Railways¹ and spread over 1763 Km. providing services to the major cities, i.e. Mumbai (WR & CR), Kolkata (ER, SER and MR), Chennai (SR) and Secunderabad SCR).

The suburban passengers comprise an average 72.86 *per cent* of the total 3054 crore passengers carried during the five year period from 2010-11 to 2014-15 by the Indian Railways which are handled by 578 suburban stations. However, the earnings from suburban train services during the same period were ₹ 10567 crore, constituting 14.11 *per cent* of the total passenger earnings (₹ 74868 crore) in the seven Zonal Railways.

Suburban train services thus assume a major role in public transportation system of major cities of these Zonal Railways.

1.1 Organizational Structure



At Zonal and Divisional Level:

- At Zonal level, General Manager is overall in-charge of the organisation, responsible for planning and administration. He is assisted by Chief Electrical Engineer, Chief Operation Manager, Principal Chief Engineer, Chief Commercial Manager and other Principal Heads of Departments.

¹ CR, ER, SER, SCR, SR, WR and Metro Railway (MR), Kolkata

- At Divisional level, Divisional Railway Manager is overall in-charge of the Division and responsible for smooth operation of the suburban train services. He is assisted by Sr. Divisional Electrical Engineer/ Rolling Stock, Sr. Divisional Operation Manager, Sr. Divisional Engineer, Sr. Divisional Commercial Manager and Branch officers of other departments, viz. Safety, Security etc.
- There are no dedicated organisational arrangements for the Suburban Train Services in these zonal railways except Metro Railway, Kolkata. The same common organisational structure operates the services for both the suburban and non-suburban services without any separate fund allocation in the Budget.

1.2 Audit Objectives

The objectives of the review were to assess:

- I. The operational efficiency in providing adequate suburban train services;
- II. The adequacy of security and amenities provided to passengers availing suburban train services; and
- III. The efficiency in improvement of overall financial performance of the suburban train services.

1.3 Scope of Audit, Methodology and Sample Selection

The review covers issues related to performance of suburban train services and passenger amenities provided to suburban passengers during 2010-15. The review *inter-alia* covers the issues relating to implementation of the recommendations of Standing Committee on Railways in addition to action taken by the IR in respect of issues highlighted in the previous Audit Report. The extent of implementation of announcements made by successive Ministers for Railways in their Railway Budgets was also examined.

The Audit methodology includes examination of records at Zonal headquarters office, in Divisional Offices, Electrical Multiple Units Workshops, Electrical Multiple Units car sheds and stations. For macro analysis, data were collected for a period of five years 2010 to 2015 and for micro analysis; data was collected for the period 2012-15.

In the present review, a sample of 9 workshops, 153 suburban stations including 81 Adarsh Stations and 14 stabling points were test checked. Joint Inspections were undertaken with Railway Authorities at 70 suburban stations and 35 trains.

The Performance Audit commenced with an Entry Conference (October 2015) in Railway Board. The draft report was issued to the Railway Board on 22nd January 2016. The Exit Conference was held in Railway Board on 12th April 2016.

1.4 Sources of Audit Criteria

The sources of audit criteria are:

- Provisions prescribed under Codes and Manuals of the Electrical, Civil Engineering, Mechanical, Operating, Commercial, Security and Safety Departments.
- Guidelines/instructions issued by Railway Board/Zonal Railways regarding provision of Passenger Amenities at Suburban stations and in suburban trains. Instructions/circulars issued from time to time by Railway Board for assessment, utilization and maintenance of Electric Multiple Unit coaches.

1.5 Acknowledgement

The co-operation extended by the Zonal Railways and also by the Railway Board in conducting this review is acknowledged.