CHAPTER THREE

INDIAN RAILWAYS – AN OVERVIEW

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3.1 Historical Development

The first public railway in the world was opened between Stockton and Darlington in England on September 27, 1825. After England the entire Europe was engulfed by this innovative engineering marvel with the lead taken by France in 1829, by opening Lyons Railway. Germany made the history on December 7, 1835 by opening the Nuremberg–Furth line. Holland and Italy witnessed the opening of railways in 1839 and Spain in 1848. The first railway in the United States of America was opened on a section of 15 miles of Baltimore–Ohio line in May 1830. On 15th July 1846, Budapest–Vaez line in Hungary was opened to traffic. Poland came on the scene with the operation of the Warsaw–Ragow and Skierniwise–Lowez sections of the Warsaw–Vienna Railway in 1845. Switzerland opened its first railway from Zurich to Baden on August 7, 1847.

In India it was exactly one and a half century ago in 1853 that wheels rolled on rails. On 16th April that year the first ever train, carrying 400 people in 14 carriages, covered a 21 mile distance from Bombay (now Mumbai) to Thana (now Thane) in about 75 minutes. The railway in India evolved through many stages from the ‘Early Guarantee System’ to the ‘Nationalization’ and later ‘Regrouping Stage’ after independence.

3.1.1 Old Guarantee System (1849-1868)

The construction of railways in India needed a very huge capital investment, which was not possible to raise in India alone. At this stage neither the government nor the private companies knew, what they were committed to. On the one hand, the government was anxious to invite private capital in this field, on the other hand the private companies hardly could guess the prospects of their investment. Therefore, each one of them (private companies) tried to
bargain with the government to get the best advantage. In the end, the government adopted a liberal attitude and guaranteed a 5-percent return on the capital investment, coupled with free grant of all land required for construction. By the end of the year 1859 about 5,000 km of track was sanctioned to eight companies. The Calcutta-Delhi line, prioritised in the famous ‘Railway Minutes’ of 1853 by Dalhousie, was successfully completed in 1866. The Kalyan–Lonavala line was opened in 1863, and the Thal Ghat line connecting Bombay to Igatpuri, Manmad and Bhusawal was completed in 1865. The Bombay–Bhusawal–Itarsi–Jabalpur route of Great Indian Peninsula Railway (GIPR), connecting East Indian Railway (EIR) at Naini, was completed in 1867.

3.1.2 State Construction and Ownership (1868-1882)

In 1868, the then Secretary of State, Sir Stafford Northcote, suggested that the future railway projects in India should be classified as either ‘Commercial’ or ‘Political’ and recommended a guarantee system for the commercial (profit making) lines and a direct government agency for political (loss making) lines. However in 1869, the then Viceroy, John Lawrence, while denouncing the suggestions made by the secretary of state, condemned the extravagance of the private companies and advocated the necessity for direct state construction of railways in India. Lawrence was of the view that ‘railways should breed railways’ and was of the opinion that if a railway was a commercial proposition then it was capable of making profit, and that it should be taken by the government and used for further railway expansion.

Lawrence felt that, if the railways were properly managed, the profit making was possible and if the government took it up, the profits thus derived could be used for further extension of the railway network. Thus in 1869 the
guarantee system was abandoned and the government took up the construction and ownership of the railways. The first of the old guaranteed railways to be purchased was the EIR in 1869. During this phase, along others, the Bombay–Sabarmati (Ahmedabad) route (1870) and Madras–Raichur line (1871) were completed.

3.1.3 Modified Guarantee System (1882-1925)

The necessity of large and rapid extension of railway system was urged by the Famine Commission Report of 1878, which estimated that at least 5,000 miles of railways were still needed for the protection of the country from famines. At this time, on the one hand, the pace of the railway construction by the government was slow and, on the other hand, the existing private companies were refusing to raise the requisite additional capital for constructing urgently needed new railway lines without any guarantee on their investment. The government therefore, suggested that the extension of railways might be entrusted to new companies but on the modified guarantee terms.

Thus, during this period both the government and non-government agencies were to undertake the construction of railways. Under the new guarantee system the rate of return was reduced to 3 percent from the earlier 5 percent and the right of the government to takeover was changed from 25 years or 50 years to only 25 years. This led to the formation of new generation companies, for example, the Southern Mahratta Railway in 1882, the Indian Midland Railway in 1885 and the Bengal Nagpur Railway in 1887.

The important development, which took place during the later years under this phase, was the separation of Railway Budget from General Budget in 1924-25, as a result of the recommendations made by Acworth Committee in its report in August 1921, and the subsequent approval of these
recommendations by the Railway Finance Committee and Central Legislative Assembly.

3.1.4 Nationalisation and Regrouping (1925-1952)

Several committees, including the Acworth Committee, recommended the nationalisation and regrouping of railways in India. Therefore, after 1925 efforts were made to bring major railways of the country under direct state management. The first two large systems to be brought under direct state management were the EIR on 1st January 1925 and the GIPR on 30th June 1925. In 1947, when India achieved its much-cherished freedom, the railways got divided with the partition of the country. At the time of independence, prior to the integration of the princely states with the Indian Union, there were as many as 42 independent railway systems operated by the government of India and princely states. After the integration of the princely states, the different railways were regrouped into six zones in 1951-52, namely, Southern Railway (SR), Central Railway (CR), Western Railway (WR), Northern Railway (NR), North Eastern Railway (NER), and Eastern Railway (ER). In the subsequent regroupings three more zones were carved out of the existing six zones between 1955 and 1966, viz. South Eastern Railway (SER), North East Frontier Railway (NFR) and South Central Railway (SCR). With seven new zones created during 2003 and 2004, Indian Railways is today divided into sixteen zones. The seven new zones are, North Western Railway (NWR), East Central Railway (E:CR), East Coast Railway (ECR), North Central Railway (NCR), South East Central Railway (SECR), West Central Railway (WCR) and South Western Railway (SWR).
3.2 Early Apprehensions and Subsequent Success

The railways as a means of transport, with their inception, brought about revolutionary changes throughout the world. But like any other invention they had to overcome a great deal of opposition, prejudice and popular criticism. In the early stages it was difficult to convince the common people that a journey by rail was safer than the stagecoach travel. When the first trains ran in India the people called them 'Fire Carriages'. They felt that too much travel on the cars of fire is calculated to shorten the life. The people saluted the steam engines in deference, since they reasoned that an engine, which could move in either direction without any visible help, must surely be a god. They even left offerings of food and money on the footplate and placed flowers on the racks, even educated Indians had initial fears about their safety.

The railways met with the same opposition and apprehension, as they did in India, even in the more civilized and technologically exposed countries of the West. It was not till 13th January 1842, about seventeen years after the railways started in England that Queen Victoria, advised by her ministers, deemed it safe to take a journey from London to Slough by train. Even at this time her journey was looked upon with apprehension and critical disapproval. There were also many among the planners of railways as well, who apprehended railways as being premature and expensive undertakings. They felt that even if the railways could be started it would be difficult for them to get any passengers. Even Lord Dalhousie, who played a very important and decisive role in shaping the early policy of railway construction in India, was doubtful as to whether the railway could be made to pay in India.

However, contrary to all these apprehensions and negative predictions, the railways in India withstood all the prejudice and opposition and the people
took to these iron rails as smoothly as a fish slides into water. They soon felt that travel on rails was an exhilarating experience and not an unavoidable necessity. Even the primitive fourth-class carriages, with no seating arrangements, did not deter them from using them. With the passing years the railways started getting overwhelming response. This is evident from the fact that during the first 16 weeks of its existence, the EIR carried on an average 7,000 passengers a week. Just two years later when trains started running daily on Howrah–Raniganj section of EIR, it witnessed 12,000 passengers ferrying on its coaches every week. Once the GIPR laid its tracks, over the treacherous Western Ghats, connecting Deccan Plateau with the coast across the ghats, traffic grew in geometrical progression. The year 1870, witnessed railway authorities as claiming to have carried a staggering 2 million passengers every year. By 1901, EIR carried 24 million passengers every year and the figures almost doubled to 42 million in 1916-17 and tripled to 72 million in 1927. The centenary year (1953) of Indian Railways saw a mind boggling 1,247 million passengers and that too, only on the tracks designated as Class I lines, that is, excluding small branch lines.\textsuperscript{15}

3.3 Growth of Indian Railways After Independence

Today the Indian Railways boasts of carrying more than 13 million passengers daily, operating over 12,000 trains (including goods trains) with over 40,000 passenger coaches, along its network of more than 63,000 km of route, which connects over 7,000 stations. Table 3.1 shows the growth of Indian Railways between 1950-51 and 2001-02.
Table 3.1: Growth of Network and Passenger Transportation on Indian Railways, 1950 – 2002

<table>
<thead>
<tr>
<th>Year</th>
<th>Route Kms*</th>
<th>No. of Stations</th>
<th>Number of Passengers Originating (in million)</th>
<th>Passengers Kms** (in million)</th>
<th>Average Rate per Passenger Km (in paisa)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1950-51</td>
<td>53,596</td>
<td>5,976</td>
<td>1,284</td>
<td>66,517</td>
<td>1.48</td>
</tr>
<tr>
<td>1960-61</td>
<td>56,247</td>
<td>6,523</td>
<td>1,594</td>
<td>77,665</td>
<td>1.71</td>
</tr>
<tr>
<td>1970-71</td>
<td>59,790</td>
<td>7,066</td>
<td>2,431</td>
<td>1,18,120</td>
<td>2.50</td>
</tr>
<tr>
<td>1980-81</td>
<td>61,240</td>
<td>7,035</td>
<td>3,631</td>
<td>2,08,588</td>
<td>3.97</td>
</tr>
<tr>
<td>1990-91</td>
<td>62,367</td>
<td>7,100</td>
<td>3,858</td>
<td>2,95,644</td>
<td>10.64</td>
</tr>
<tr>
<td>1992-93</td>
<td>62,486</td>
<td>7,043</td>
<td>3,749</td>
<td>3,00,103</td>
<td>14.37</td>
</tr>
<tr>
<td>1993-94</td>
<td>62,462</td>
<td>7,050</td>
<td>3,708</td>
<td>2,96,245</td>
<td>16.51</td>
</tr>
<tr>
<td>1994-95</td>
<td>62,660</td>
<td>7,056</td>
<td>3,915</td>
<td>3,19,365</td>
<td>17.09</td>
</tr>
<tr>
<td>1995-96</td>
<td>62,915</td>
<td>7,068</td>
<td>4,018</td>
<td>3,41,999</td>
<td>17.87</td>
</tr>
<tr>
<td>1996-97</td>
<td>62,725</td>
<td>6,984</td>
<td>4,153</td>
<td>3,57,013</td>
<td>18.53</td>
</tr>
<tr>
<td>1997-98</td>
<td>62,495</td>
<td>6,929</td>
<td>4,348</td>
<td>3,79,897</td>
<td>19.88</td>
</tr>
<tr>
<td>1998-99</td>
<td>62,809</td>
<td>6,896</td>
<td>4,411</td>
<td>4,03,884</td>
<td>21.11</td>
</tr>
<tr>
<td>1999-2000</td>
<td>62,759</td>
<td>6,867</td>
<td>4,585</td>
<td>4,30,666</td>
<td>22.19</td>
</tr>
<tr>
<td>2000-01</td>
<td>63,028</td>
<td>6,843</td>
<td>4,833</td>
<td>4,57,022</td>
<td>22.94</td>
</tr>
<tr>
<td>2001-02</td>
<td>63,140</td>
<td>6,856</td>
<td>5,093</td>
<td>4,93,488</td>
<td>22.62</td>
</tr>
</tbody>
</table>

Source: Indian Railways Annual Report and Accounts, Ministry of Railways, Government of India, New Delhi, 2001-02

*Route Kilometer is the distance between two points on a railway system, treating all lines (double, triple etc.) as a Single line.

**Passenger Kilometer is ‘a passenger transported over one kilometer’.
Data set out in Table 3.1 presents the growth of Indian Railways network and passenger transportation between 1950-2002. The figures in the table show that much of the network of Indian Railways was already in place in 1950-51. The total route kilometers on Indian Railways network increased from 53,596 km in 1950-51 to 63,140 km in 2001-02, i.e., just 9,544 km for the 50 years time. It may seem that there has been little expansion, but the facts indicate that most parts of the country had already been connected by railways before independence. Therefore, most of the efforts and resources were concentrated on track renewal, up-gradation, electrification and modernisation. The figures show negative growth in total number of route kilometers in certain years. This has been due to the efforts of the railway to close down all those uneconomic lines where alternative means of transport existed or could be developed. The number of stations on the network increased from 5,976 in 1950-51 to 6,856 in 2001-02 showing an increase of only 880 stations. However, in reality more stations were put up, the low figures are due to the abandoning of those stations, which fell on uneconomic closed down lines. The passengers carried by Indian Railways show a consistent growth throughout this period. During 1950-51 the railway carried 1,284 million passengers, which increased by about four times to 5,093 million in 2001-02, registering an overall average annual growth rate of 7.76 percent. The average distance traveled per passenger during 1950-51 was 51.80 km that increased to 96.89 km in 2001-02, which shows that the large distance travel has increased considerably. The average rate per passenger kilometer rose from 1.48 paise in 1950-51 to 22.62 paise in 2001-02, which is still considered to be the lowest rate per passenger kilometer anywhere in the world.
3.4 Comparison Between Rail and Road Passenger Transportation

Despite the constant growth in the number of passengers carried by Indian Railways over the years, as is evident from Table 3.1, there has been a growing criticism of the role and functioning of railway in India. The point of concern is that, in spite of the considerable growth over the last more than 50 years, the railway has steadily lost its market-share to the road sector and this trend is still accelerating. Table 3.2 shows the rail and road share in passenger transportation from 1950-51 to 1996-97. The percentage share of rail and road in passenger transportation is also shown in Graph 3.1.

Table 3.2: Percentage Share of Rail and Road in Passenger Transportation in India, 1950-51 to 1996-97.

<table>
<thead>
<tr>
<th>Year</th>
<th>Rail</th>
<th>Road</th>
</tr>
</thead>
<tbody>
<tr>
<td>1950-51</td>
<td>68.4</td>
<td>31.6</td>
</tr>
<tr>
<td>1960-61</td>
<td>49.0</td>
<td>51.0</td>
</tr>
<tr>
<td>1970-71</td>
<td>36.0</td>
<td>64.0</td>
</tr>
<tr>
<td>1980-81</td>
<td>37.8</td>
<td>62.2</td>
</tr>
<tr>
<td>1986-87</td>
<td>22.4</td>
<td>77.6</td>
</tr>
<tr>
<td>1995-96</td>
<td>20.0</td>
<td>80.0</td>
</tr>
<tr>
<td>1996-97</td>
<td>20.0</td>
<td>80.0</td>
</tr>
</tbody>
</table>


Although it can be observed from Table 3.1 that the passenger traffic on Indian Railways increased by about four times from 1950-51 to 2001-02, Table 3.2 shows that its market share, in total rail-road passenger transportation, has declined from 68.4 percent in 1950-51 to just 20.0 percent in 1996-97. These figures are striking and seem to imply that the railway has simply been unable
to provide what the country needs and the customer wants. Add to this a popular perception of the railway as being unresponsive and uncaring to the competition from the road transport. Moreover, there is considerable evidence that the Indian road transport system is carrying an increasing proportion of long distance and high-density traffic, which properly should have gone by the railway.\textsuperscript{16}

This is despite the fact that the road network in India is also not up to any reasonable standard and the quality of roads is inadequate to meet the needs of efficient and fast moving transportation over long distances. The national highways, which are the prime arterial routes, span only about 57,737 km throughout the country, making up only 1.92 percent of the 3 million km of the total road network in the country and cater to about 45 percent of the total passenger transport by road.\textsuperscript{17} If the railway keeps on neglecting the competition from the road transport, the matters are likely to become worse as the ongoing efforts to improve the quality of roads bear fruit.

However, it is not surprising that the railway did not exhibit the entrepreneurship necessary to deal with the competition as the organisation is characterised by rigid organisational structure and inflexibility in rules and regulations. The Indian Railways was till recently operated under the century old regulatory conditions, which were framed when railways had a monopoly in transportation. The Indian Railways' Act of 1890, which governed the railway for a century, was modified only in 1989. It was widely accepted that the railway had to operate in a commercial environment even before the independence and the first such recognition is evident from the Acworth Committee recommendations of 1921, which recognised it as an independent
administration, though remaining an integral part of the government machinery and subject to control, on broad questions of policy and finance.\textsuperscript{18}

However, this autonomy granted to Indian Railways to fulfill its commercial responsibilities, has gradually been taken away from it. This has rendered Indian Railways' management less capable today than it was in the past, to deal with the increasing challenges from the road sector.

The situation that Indian Railways faces today however is not unique to it. According to the World Bank Review 1998, railway crisis arise because railways, the world over, have not been encouraged to respond in time to changes in the economies they serve and the external environment in which they operate. As a result they continue to offer services, which do not meet the needs of the rail users.

These characteristics, however, developed in Indian Railways under the impact of certain forces such as:

a) The Indian Railways after Independence remained burdened with some perceived roles, such as social service obligation without any subsidy from the government to meet these costs;

b) Although there is an autonomous decision & policy making body in the form of Railway Board, it is most often being influenced by irresponsible political involvements;

c) The production oriented management culture and their attitude of paternalism, patronage and populism has led to the distancing of railway service providers from rail users;

d) The unresponsive management and staff, who do not view themselves as either being answerable to the users of railway services or even
perceiving a confluence of interests in expanding and improving the quality of these services; and

e) The uncritical attitudes of the average rail users who view the quality of railway services neither as their right nor as their responsibility and take what is given uncritically.

3.5 Strengths of Indian Railways

Unlike the networks elsewhere in the world there are certain unique features of Indian Railways, which if encouraged could bring about renaissance of railway in India. These helpful features are:

3.5.1 Internal

a) The most important feature of the Indian Railways in the total transport system in the country is that, it has not yet been marginalised and still carries about 20 percent of the total passenger traffic in the country. The figures could be much higher if only the long distance travel is considered, for which the railway is the preferred mode of travel in the country.

b) The Indian Railways serves a subcontinent with dispersed spots and with its vast network integrates them much better than any other mode of transport. It connects every big and small place in the country and links all the major entry points to hinterlands.

c) It has a network of more than 63,000 route kilometers, spread all over the country, connecting about 7,000 stations. It carries about 13 million people daily on about 40,000 passenger coaches.

3.5.2 External

The external factors, which favor the rail transport in India, are:
a) The inadequate and poor quality of roads, which does not meet the needs of efficient and fast moving transportation particularly on long distances. The high density of transport on these arterial routes (highways) has led to an increased congestion on them, which in turn increases the demand for the railway on long distances; 

b) The scheduled domestic air transport is much expensive in India and reaches out to only about 100 odd airports in the country. In a country as vast as India the existence of 100 airports is no comparison to 7,000 railway stations on Indian Railways. The airfares are also much expensive and are unaffordable for most of the population; and 

c) The almost non-existence of inland water transport also favors the rail transport in India.

3.6 Railways and Sustainable Mobility

The other benefit of rail transport is that it promotes sustainable mobility. The idea of 'Sustainable Mobility' as an integral part of the greater process of sustainable development has caught attention all over the world. Society wants that a transport network should be economical, pollution free, comfortable, of low noise level, safe and environmental friendly, which is the essence of the growing concept of Sustainable Mobility. The concept requires a transport mode to be able to cater to the increasing number of people who want to travel at a reasonable cost and at the same time should have minimum impact on the environment. Considering all these requirements the advantages of railway as an eco-friendly and sustainable mode of travel are obvious.

3.6.1 Environmental Performance

Environment is surroundings. As railways are built to move passengers and goods, these effect the surroundings and line-side activities. In an era
when Euro II and CNG have become norms to reduce air pollution and environmental impacts through vehicular traffic, the railways provide a welcome respite. Pollution caused by transport is mainly related to the exhausts of engines burning fossil fuels. But railways are increasingly reliant on electricity, which is environmentally cleaner than direct fuel combustion. Table 3.3 shows a comparison of pollutant emission by different modes of transport.

**Table 3.3: Comparison of Pollutant Emissions by Different Modes of Transport**

<table>
<thead>
<tr>
<th>Pollutant (in gms/passenger km)</th>
<th>Rail</th>
<th>Road</th>
<th>Air</th>
</tr>
</thead>
<tbody>
<tr>
<td>CO₂</td>
<td>5.2</td>
<td>27-46</td>
<td>41-53</td>
</tr>
<tr>
<td>NO</td>
<td>0.3</td>
<td>0.26-1</td>
<td>0.47</td>
</tr>
<tr>
<td>SO</td>
<td>0.018</td>
<td>0.016-0.041</td>
<td>0.2</td>
</tr>
<tr>
<td>CO</td>
<td>—</td>
<td>0.914-0.93</td>
<td>—</td>
</tr>
</tbody>
</table>

**Source:** Japan Railways and Transport Review, December 1998.

Table 3.3 reveals that railway produces the least of all oxides, which are harmful to the environment. It produces 5.2 grams of carbon dioxide (CO₂), 0.3 grams of nitrogen oxide (NO), 0.018 grams of sulphur oxide (SO) per passenger kilometer as against the 27-46 grams of CO₂, 0.26-1 gram of NO, 0.016-0.041 gram of SO and 0.914-0.93 grams of carbon monoxide (CO) per passenger kilometer by Road transport and 41-53 grams of CO₂, 0.47 grams of NO, 0.2 grams of SO by air transport. The proportion of each pollutant by railway is significantly less than that of road or air transport.
3.6.2 Greater Energy Efficiency

The conservation of energy assumes much more importance in developing countries like India where transport sector consumes about 40 percent of total petroleum products. The rail transport, which is heavily dependent on electricity, and is more energy efficient, assumes much significance. According to the Indian Roads and Transport Development Association, the share of oil consumption by various modes of transport in India is 10 percent by the railway, 77 percent by road transport and 12 percent by air transport. Even the use of diesel on rail is about six times more efficient than diesel on road. The National Transport Policy Committee (May, 1980), state that the railway has been and is likely to remain the backbone of the country’s transport infrastructure in the foreseeable future, more so, in view of the emerging energy situations.

3.6.3 Sustainable Land Utilisation

The railway utilises less land than is utilised by the road transport or airports. A single rail track can carry as much traffic an hour as 16 lanes of an express highway and most of the single rail tracks can be doubled without acquiring more land. Whereas four/six laning of expressways would entail massive land acquisition, which is a prohibitively costly and a litigious proposition. It has been estimated that some 500 km of the French TGV – high-speed train system, could fit into the area occupied by a single large airport.

3.7 Challenges Before Indian Railways

The Indian Railways today has reached a position where it has lost its monopolistic nature and is facing an ever-increasing competition from the road sector. The situation demands the railway to rediscover itself and to restructure
in a manner, which make it more able to face the competition. Though it has developed the capacity to perform the functions related to manufacture, maintenance, administration and operation, without much support from outside, the same kind of enthusiasm is required to improve its organisational and managerial environment. The production-driven attitude has to be changed with the consumer oriented and customer friendly attitude.

The improvement in the railway’s efficiency and productivity lies in the organisation distancing itself from the government and realising that it is not in the railway business but in the business of transportation. The Indian Railways must abandon its inward looking attitude and focus on the marketplace and the consumer. It must function as a market-driven enterprise focused on its core competencies. As a part of its long-term strategy towards organisational reforms and restructuring, it will have to make serious attempts to induct professionalism and divest its peripheral areas of operation connected to its core business of transportation.

One such area where the Indian Railways can bet upon is to promote tourism on its tracks. It will help Indian Railways to generate additional revenues with a little additional cost on improving the existing facilities. The additional revenues thus generated, on the one hand, will help it to meet some of its modernisation costs, for which there is a crying need, and on the other hand will help to compensate for some of the social obligation costs.

No doubt recently there has been a shift in the Indian Railways’ policy to respond to this highly dynamic and demanding rail-based tourism market, the potential of which has remained unexplored for years. The tourism potential of Indian Railways and the initiatives it has taken to respond to this highly
dynamic and growing market are discussed in detail in the forthcoming chapters.

In brief the railway in India has been a legacy of Britishers, constructed with the intention of transporting raw materials from the hinterlands to the seaports for their easy export to Britain. However, over the years it assumed much more importance in the lives of the people of the country. Although initially hesitant, the people took to the railway much easily than was thought by its developers.

The development of the railway in the country passed through many crucial stages but survived all the ups and downs. After the independence the railway was given the autonomy to operate as a commercial entity, but it assumed rather a social role, as the people of the country needed it to be so. However, the development of other transport means, particularly the road transport, has given it a neck-tight competition.

The railway needs to reform and restructure to survive. But the railway over the years due to its monopolistic nature, in the absence of any efficient alternate means of transport, ignored the customer focus and became more driven by the production-oriented attitude. Now due to the challenges posed by increased competition and increasingly conscious customers, the Indian Railways has started rethinking and is introspecting into its system.

It has, no doubt, many advantages over road transport, which it can capitalise on to meet these challenges. It must shed its inward looking attitudes and approaches and become more customer oriented, particularly to meet the demands of the highly growing, demanding, and dynamic tourism market, were the tourist as customer wants to be pampered.
References


2. Sahni, J N [1953]: *Indian Railways: One Hundred Years 1853-1953*, Ministry of Railways (Railway Board), New Delhi, p. 6.


