GOVERNMENT OF INDIA/भारत सरकार
MINISTRY OF RAILWAYS/रेल मंत्रालय
RAILWAY BOARD/रेलवे बोर्ड

No. 2019/E&R/8(1)/5 **New Delhi, dated: 26.04.2019**

All General Managers
(Open line & PUs)

GM/NF Rly.(Cons.)

GM/CORE/Allahabad

DG/RDSO/Lucknow

DG/NAIR/Vadodara

CAO/DMW/Patiala

Sub: Proceedings of Meeting of CRB & Board Members with all GMs & DRMs through Video Conference (VC) on 16.04.2019

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CRB and Board Members took a meeting of all GMs (Open line & PUs), GM/NF(Cons.), GM/CORE, DG/RDSO & DG/NAIR through VC on 16.04,2019 to discuss the proposed targets for FY 2019-20. All DRMs and CMDs of KRCL, RITES, IRCON and RVNL also participated in the Conference.

Proceedings of the Meeting are enclosed for kind perusal and necessary action please.

DA/-Annexure-I (12 pages)

(Jeetendra Singh)
Executive Director
Efficiency & Research
Railway Board

Copy to:

All DRMs

CMD/KRCL, CMD/RVNL, CMD/RITES & CMD/IRCON
MD/CRIS

Copy to : OSD/CRB – for kind information of CRB

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Annexure-I

Proceedings of Meeting of CRB and Board Members with GMs & DRMs taken through Video Conference on 16.04.2019

S.N.		Action By
1.	**Address by CRB**	
1.1	CRB complimented all GMs & DRMs for excellent performance in FY 2018-19 in various areas like safety, loading, infrastructure, locomotive & coach production etc. This momentum of good work needs to be maintained.	All GMs
1.2	There is a need to bring a quantum jump in the performance of Railways in various areas like loading, infrastructure creation and asset reliability. Proposed targets for FY 2019-20 have already been circulated to all zones. GMs may further analyze and suggest enhanced targets. All zones/divisions to work in a focussed manner right from the beginning of the year to achieve and even exceed these targets. A balance needs to be maintained between safety, infrastructure development and block requirement.	
1.3	Production targets (of PUs) to be enhanced	All GMs/PUs
1.4	Yard derailments and SPAD are areas of concern and need to be addressed. Track maintenance should be top priority.	ME,MTR All GMs PED/Safety
1.5	Interlocking of gates to be planned. For non-interlocking gates, innovative methods like automatic PN generation may be adopted to improve safety.	MST All GMs
1.6	Mechanical Lever Frame signals to be eliminated.	
1.7	All earthings of signal installations to be properly maintained.	
1.8	CRIS to develop an Online Management Dashboard based on zonal MCDO inputs to assist in monitoring performance of zones and decision making. MOU of Zones and KPIs of Divisions would be part of the Dashboard. Progress to be updated by zones and divisions on monthly basis	MD/CRIS ED/E&R
1.9	Video Conference to be held with GMs/DRMs around 15th of every month to review the progress of various initiatives	All GMs
1.10	Focus should be on increasing Earnings. Sundry Earnings need to be especially increased. Advertising potential to be exploited. Innovative measures needed to improve Earnings	MT All GMs
1.11	For infrastructure works, target to be fixed for 2 years i.e. 2019-20 and 2020-21. Physical progress of works targeted for FY 2019-20 to be monitored and progress of project preparation (utility shifting, plan finalization, tender finalization etc) to be monitored for works targeted for 2020-21.	ME All GMs
1.12	It is important to leverage Information Technology (IT) to enhance efficiency. All IT initiatives and applications to be integrated with clear deliverables. A meeting in this regard has already been held with CRIS on 15.04.2019. AM/C&IS to form a Core Group of officers of various departments to work with CRIS to synergize and streamline IT initiatives.	MT AM/C&IS
1.13	Quality of production needs to be ensured. Complaints from	All GM/PUs

	Zonal Railways and also from recipients of exported coaches may be analyzed.	
1.14	Vendor registration process needs to be streamlined by RDSO. A unified portal being set up by RDSO for guidance of vendors may be expedited. References made by Zones/PUs to RDSO should be resolved in a time-bound manner. De-registration of Vendors with poor performance may be ensured to incentivize good performance. Deregistration should act as a deterrent and ensure that vendors provide quality material in a reasonable time-frame.	DG/RDSO
1.15	NAIR to look into the Training requirements of IR for current as well as future needs.	DG/NAIR
1.16	GMs to give priority to work of Station redevelopment and extend all co-operation to IRSDC.	ME All GMs
1.17	Complaints on Bio-toilets and coach cleanliness to be looked into and addressed on top priority.	All GMs
2.	**Address by MT**	
2.1	ER has asked for upward revision of freight loading target given to them. Other ZRs may also review the targets for possibility of upward revision particularly 5 Railways having largest share in freight loading and potential viz., ECoR, SER, SECR, ECR & WR.	All GMs
2.2	Focus on loading should be maintained throughout the year right from the beginning i.e. the month of April itself.	
2.3	Focus should be on taking up/commissioning infrastructure works which bring benefits in terms of traffic. In doubling projects, work of yard remodeling/station work should be prioritized.	
2.4	Passenger traffic growth in reserved category should be monitored closely as it constitutes major part of the revenue. Right time starts should be monitored. Adequate scratch rakes may be provided for trains having less terminal time.	
2.5	Crew rationalization by optimizing crew runs should be done in view of the ongoing electrification	
3.	**Address by ME**	
3.1	ME congratulated GMs and DRMs for achieving highest loading as well as highest doubling commissioning in March 2019.	All GMs
3.2	It may be ensured that ETA is available where works are concentrated on a route	
3.3	Local quarries may be developed to ensure adequate supply of ballast.	
3.4	For improving mobility, more corridor blocks may be made available	
3.5	All level crossings with TVU>50,000 to be interlocked on priority	
3.6	For capacity enhancement works, ADRM/Infra should ensure and coordinate that all ESPs, SIPs and other plans are made in advance. Further, yard remodelling works may be delinked from doubling works and may be executed by Divisions.	

4.	**Address by MTR**	
4.1	MTR complemented NR for achieving the highest Railway Electrification of 907 km.	GM/NR
4.2	Newly electrified sections on network basis are providing avenues for decongesting the existing busy sections, e.g. commissioning of Mathura-Kasganj section soon followed by Kasganj - Bareilly will help to run traffic bypassing the congested routes. Hand holding by GMs in RE works is very important.	All GMs
4.3	Target for electric loco production for FY 2019-20 is 1000 locomotives (500 CLW, 400 DLW, 100 DMW).	GM/CLW, GM/DLW, CAO/DMW
4.4	Consumption of diesel fuel should be reduced. Avoidable running of Diesel underwire to be ensured. The reasons of trains not operating on maximum sectional speed may be analyzed and suitably addressed.	All GMs DG/RDSO
5.	**Address by MRS**	
5.1	MRS congratulated all GMs & DRMs on the auspicious day of 16th April on which first train of IR was run in 1853.	
5.2	Coaching maintenance is very important and should be given due attention. To address the issue of jerks in LHB coaches all the Draft gears in LHB coaches have been replaced by Balance Draft Gear. The performance should be monitored.	
5.3	All LHB trains should work on HOG to reduce power car diesel consumption.	
5.4	Foul smell in toilets of coaches is a cause of serious concern. Action plan to tackle smell in toilets has been issued and is being implemented. This should be followed up. By 5th June, 2019, World Environment Day, all Zones must ensure 100% fitment of bio-toilets in coaches. Water seal in the bio-toilets may be ensured.	
5.5	Proper Microprocessor based temperature control should be ensured in AC coaches. This can help us to do away with blankets and instead provide light comforters which are easy to maintain.	All GMs
5.6	MRS complemented GMs for very good feedback received for the work done under 'UTKRISHT'.	
5.7	Summer preparedness should be ensured. The works of quick watering facility and automatic coach washing have been sanctioned and should be taken up on priority.	
5.8	Coach Mitra facility has been provided for various onboard services. This should be monitored.	
5.9	CC rake movement should be monitored.	
5.10	To improve mobility, twin pipe working of all freight trains should be ensured. Once a twin pipe rake is formed, it should return with twin pipe only.	
5.11	There is a need to move to predictive maintenance regime of assets.	

5.12	NGT has directed framing of action plans and implementation of MSW 2016 Rules at identified stations. This may be ensured	
6.	**Address by MS**	
6.1	Saksham - II has started from 01.04.2019 after good feedback of Sakshan-I. Multidisciplinary training centers (MDDTI & MDZTI) to be set up expeditiously. Adequate nomination of officers for mandatory training course may be ensured.	All GMs
6.2	Timely filling up of vacancies to be ensured. Selection calendar should be followed.	
6.3	Timely finalization of D&AR cases should be ensured.	
6.4	Physical Efficiency Test has been completed for recruitment of Level-I employees for which panel would be issued shortly. Instructions have been given that 10% of new recruits from panel of other departments mainly Electrical and Mechanical may be given to Civil Engineering department to facilitate lateral transfer of willing employees of Civil Engineering Department.	
6.5	Zonal Railways should review the book of sanctions and redundant categories posts may be surrendered to allow new creation in safety category.	
6.6	Entry in Shramik Kalyan Portal to be ensured. UMID has been launched recently on SCR. This should be proliferated on all Zonal Railways.	
7.	**Address by FC**	
7.1	There is urgent need to increase earnings and regulate expenditures to maintain healthy Operating Ratio.	All GMs
7.2	Outstandings have increased in all zonal Railways except Western Railway. These may be expeditiously liquidated.	
7.3	Efforts to be made to increase earning in Non-PRS segment	
7.4	Sundry earnings to be increased by especially exploiting potential for land monetization, ROW and advertisements	
7.5	Focus needs to be on loading of more remunerative commodities like EXIM containers, parcel traffic etc.	
8.	**Address by MST**	
8.1	88 out of 329 stations with Mechanical Signalling situated on 'A', 'B', 'C', 'D' and 'D' special route have been targeted for elimination in FY 2019-20.	All GMs
8.2	Major Yards with mechanical signalling should be expeditiously converted to EI. Danapur, Kiul & Patratu yards in ECR, Shakurbasti, Raebareily, Faizabad, Jammu Tawi & Kurukshetra in NR and Tundla in NCR may be targeted in FY 2019-20..	
8.3	Commissioning of 400 km automatic signalling and 60 IBS is targeted in FY 2019-20. Zonal Railways to place purchase orders timely in order to meet the targets.	
9.	**Address by MMM**	
9.1	Targets for FY 2019-20 for availability of safety items (above one month stock), overall availability and passenger necessity	All GMs

	items are fixed as 100%, 100% and 98%.	
9.2	Targets proposed by zones for Annual assessment of scrap disposal submitted to Board by Zonal Railways should be more realistic so that appropriate targets may be set. All Zonal Railways should make efforts for faster disposal of scrap materials.	
9.3	Zonal Railways to ensure 100% procurement of safety related items as per requirement.	
9.4	There is delay in receiving replies related to grievances under Make in India policy. Issues must be resolved and replies to grievances must be reported at the earliest and in no case later than 10 days unless otherwise stated in the letter.	
9.5	Delay in payment for accepted supplies against orders of GeM is an area of concern. It is being reported that GeM Bills are being passed in IPAS as "Öther Bills" and not "GeM Bills". It should be ensured that laid down paperless process of passing and payments is followed.	
9.6	ICF, RCF and MCF to ensure implementation of IMMS.	GM/ICF, GM/RCF, GM/MCF
9.7	There has been considerable delay in implementation of online applications of Tender Decision System, Vendor Bill Submission and Payment, and Imprest Module. This may be expedited to ensure online paperless working.	All GMs
10.	**Address by DG/RPF**	
10.1	RPF to participate in ticket checking drive.	All GMs
10.2	Field staff needs to be sensitized about not to disclose/share any information about movement of forces.	
10.3	Efficient networking is required for seamless flow of information in RSMS (Railway Security Management System) and CCMS (Crime and Criminal Network System).	
10.4	GMs/Production Units are requested to take follow up action on security audits done by IB.	GMs/PUs
11.	**Agenda items viz targets for loading, punctuality, infrastructure, locomotive and coach production as circulated earlier were discussed. Issues raised by GMs and DRMs and assistance requested from Board Members are as under:**	**Kind Attention of Board Member**
11.1	**GM/CR** i. The chargeable loading capacity has been reduced from 5 tons to 4 tons from 10.03.2018. Conversion of SLR from ICF into LHB rakes has also reduced the potential loading capacity. ii. There is an issue of shortage of GS capacity while converting ICF rake to LHB. iii. Additional coaches are needed for increasing frequency of 22221/22222 (CSMT-NZM Rajdhani) from bi-weekly to daily. Augmentation of Rajdhani from 20 to 23 coaches.	MT MRS MRS, MT

	iv. Land license fees from Coal India Limited sidings cannot be realized till agreements are signed with them. This issue needs to be resolved with Ministry of Coal.	MT, ME
	v. There is restriction in booking of parcel if the train does not stop for more than five minutes at any station. This may be reviewed to increase earning.	MT
	vi. GMs may be empowered for inter plan head re-appropriation within same source of allocation.	FC
	vii. Additional funds are needed for repair of Staff Quarters.	ME, FC
	viii. Shunter and loco pilot cadres may be merged	MTR, MS
	ix. Online enrolment of contractors may be made mandatory.	ME
	x. DRMs may be given more powers for consultancy contracts.	FC, ME
	xi. More holiday specials are required to be planned as there is heavy demand to run additional holiday and seasonal special trains to UP, Bihar & Goa.	MT
11.2	**GM/ER**	
	i. Originating earnings may be considered for evaluating zone's performance rather than apportioned earnings.	MT, FC
	ii. Coach maintenance time needs to be reduced (from exiting 6 hours)	MRS
	iii. Timely supply of engineering material is needed to meet targets of infrastructure works.	ME
11.3	**GM /SER**	
	i. Adequate supply of BOXN rakes requested.	MT
	ii To implement EOL (Engine on load), 50 Additional WAG 7/9 locos are required to minimize rake detentions.	MTR, MT
	iii. 25 pairs of DPWCS (50 loco sets) are needed from CLW to implement push-pull operation in newly identified sections (these are sanctioned in RSP).	MTR
	iv. Classification of Iron Pellets may be changed from 165 to 170 plus so as to increase earnings.	MT
	v. There is shortage of BOBSN on SER. Alternatively, Board may allow private procurement of BOBXN by inclusion of iron ore in SFTO.	MT
	vi. 30 SLRs and 30 GSCNs are required to meet the punctuality target of 88%. At present, 7 trains are running with single SLR.	MT
	vii. Timely supply of rails, CMS crossings and 12-core cable Target to be ensured to achieve the target of commissioning third	ME

	line of 66.68 km targeted for April to June' 19 viii. Work of Augmentation of POH (coaching) facility of LHB coaches at Kharagpur (under PH-41) may be sanctioned. ix. Tata - Badampahar RE work has been sanctioned. Further 35 crore additional fund required for signalling up-gradation in this section. x. Rupsa-Bangriposi - RE work is sanctioned. Work of signalling up-gradation also needs to be sanctioned. xi. Permission to run 25 T axle load wagon	MRS MST, MTR MST, MTR ME, MRS, MT
11.4	**GM/ SCR** i. Necessary clearances from Election Commission may be arranged for issuing LOAs. ii. Timely supply of 60 kg rail to meet spill-over targets of track maintenance works of previous financial year. There is shortage of 100 km of rail.	ME ME
11.5	**GM / SR** i. 50 km of 60 kg rails needed to undertake safety works. ii. 8 MEMU rakes are required iii. SR is targeting to complete interlocking of all LC gates in 3 Divisions viz MAS, SA, PGT in 2019-20. iv. QAP (Quality Assurance Plan) for 52 kg, 72 UTS is pending from RDSO for last 2 months. May be expedited.	ME MRS ME DG/RDSO
11.6	**GM /SWR** i. Zonal Railways may be empowered to recruit Group 'D' staff through RRCs to expedite manpower induction ii. Monetary Powers in SOP may be indexed with inflation for automatic increase iii. Maximum educational qualification for trackmen to be stipulated iv. Mechanized handling of sleepers and rails to be done	MS FC MS ME
11.7	**GM/NCR** Board may permit Zones to procure their respective track materials as per earlier practice to avoid delays.	ME
11.8	**GM/NR** Following safety works are being taken up - conversion of mechanical signalling to EI (80 stations in FY 2019 - 20 and 80 in FY 2020-21) and interlocking of 70 MLCs in FY 2019-20. Funds may be provided.	MST

11.9	**GM / WCR** i. Creation of TTEs/TCs to be done on the pattern of running staff as per crew review without matching surrender	MT
	ii. Creation of 50% of existing yardstick without marching surrender may be approved as an interim measure, especially for creation of staff for new assets for Operating, Engineering, Electrical and S&T departments.	MS
	iii. Important works in DF/ DRF pending for last 5-7 years may be transferred to Capital as one time measure for ensuring funding	FC
	iv. KRCL pattern of maintenance may be implemented in low density routes to release track maintenance staff for new assets like doubling etc.	ME
	v. High deduction towards house rent for CMPs (of about Rs. 15000 at market rates) in small places for Railway accommodation may be reviewed. Matter has been referred to Railway Board vide L.No. WCR/HQ/H/G/0218 dated 28.09.2018.	MS
11.10	**GM / WR**	
	i. Railway Board has issued instruction regarding payment to the State Government only after land acquisition but State Government insists for prior payments i.e. before land acquisition. Railway Board instructions may be reviewed.	ME
	ii. More sources are required for supply of Rail Welding plants as there is acute shortage of these Plants.	ME
	iii. More contractors may be developed for S&T works to expedite the works.	MST
	iv. 150 BOBYN wagons (Hoppers) urgently needed. 5 UTV machines required for each division.	MT, ME
	v. Due to delay in permission by PRCL, Railway is not able to give proper and timely input to various track assets of PRCL. Necessary instructions may be issued to PRCL in this regard. GM/WR may be authorized with full powers to attend to track if safety is involved	ME, MT
	vi. 9 ROBs may be sanctioned for enabling running of double stack container on high rise OHE.	ME
	vii. There is acute shortage of funds in various Plan Heads like 16, 32, 33, 51, 52, 53 etc. Adequate funds may be allotted to	FC

	ensure timely completion of the works.	
	viii. There is urgent need to increase ETA (Engineering Time Allowance) in various sections. The requirement of ETA jointly signed by PCE and PCOM shall be sent to Railway Board shortly.	MT, ME
	ix. Purchase grant to Western Railway is much less than requirement. Purchase grant may be allotted as requested.	FC
	x. Sanction of various works under Umbrella is required urgently.	FC & ME
	xi. In case, condition of bridges owned by Local Municipal Commission is not good due to want of funding by State Government, repair/rehab works cannot be undertaken taken by Railways. It is requested to issue necessary policy guidelines in this regard as requested by Western Railway	ME
	xii. There is immediate need to deploy 3 RPF Battalions at Surat, Mumbai Central and Ujjain.	DG/RPF
	xiii. In IInd class LHB coaches, there is no provision of separate earmarked portion for Divyangjan and ladies passengers. There is a need to review the design.	MRS
	xiv. Passenger trains are to be replaced by MEMU but the existing sitting arrangement in MEMU is not liked by passengers as it is reducing the sitting capacity. There is a need to review the design.	MRS
	xv. In LHB coaches, the cases of spring breakages are very high.	MRS
	xvi. In order to increase passenger earning, there is urgent need to provide stoppages of various Mail Express trains at Borivali, Surat etc.	MT
	xvii. Purchase Orders have been placed for BCACBM wagons on Jindal Steel but the same have not been supplied yet. Intervention of Board is requested to expedite supply.	MMM
11.11	**GM /SECR** i. Automatic creation of posts may be done for new assets based on yardsticks.	MS
	ii. Members of Project Team may not be transferred till the project is completed.	ME
	iii. Posting of 2nd ADRM requested for Bilaspur Division.	MS
	iv. Retention of Quarters may be permitted for officers transferred to SECR.	MS
	v. Powers of CAO/C for calling single tender for last mile connectivity may be increased from Rs.5 crore to Rs.10 crore.	FC, ME

11.12	**GM / ECR** i. Forestry clearance for doubling projects should not be required as is the case in road construction projects of Border Roads Organization.	ME
	ii. There is shortage of Tower Wagons in ECR. ICF to produce more Tower Wagons and supply to ECR. Rectification of TRD failures are getting delayed for want of Tower Wagons.	GM/ICF
	iii. Powers may be delegated to GM for initiating DA&R action against SAG officers.	MS
	iv. Trains are being converted into LHB coaches at fast pace. Attachment of carriages will become difficult. Hence, self propelled inspection cars are required to be allotted by RB.	MRS, MT
	v. While there is significant increase in originating earnings, share of apportioned earnings are not as good as originating earnings. The matter needs to be looked into.	FC
	vi. 10 MEMU and 4 LHB rakes may be allotted	MRS
11.13	**GM/ NER** i. Target set by RB for doubling may be difficult to achieve in some section due to pending Forest Clearance.	ME
	ii. 60 kg Rails are required to meet gauge conversion targets	ME
	iii. Earlier mode of procurement of Track fitting items by individual Railways may be restored.	ME
	iv. Fund allotment commensurate to works required for April - June period may be done	FC
	v. Gazetted posts are required for TRD and TRO.	MTR
11.14	**GM /NFR** i. NF railway has identified critical works for slope stability in Lumding - Badarpur section amounting to Rs 287 crores and the same are the requested to be sectioned in WP 2019-20 from safety consideration under the plan head OSW. These are uploaded in IRPSM.	FC & ME
	ii. Loaded rakes received especially from NR, WR and NWR should have at least 10 days BPC validity before loading so as to avoid examination in NF Rly in loaded condition.	MRS, MT
	iii. Regarding earning targets for the Rly it should be originating earning only as Zonal railway, does not have any control on Apportioned earning.	FC
	iv. RE work in Jalpaiguri Road - Gumanihat in New Jalpaiguri – New Bongaigoan section is being done by RVNL and another line by CORE, whereas the RE work in this section is under	GM/CORE

	progress by CORE but agency for RE of 2nd line has yet not been awarded by CORE. This may be expedited. v. Doubling of the remaining section in Jalpaiguri Road –New Coach Behar is under execution by NF/Const. RE commissioning of Double line in this remaining section (Jalpaiguri Road –New Coach Behar) to match with doubling to be commissioned so as to utilise electrification.	GM/CORE
11.15	**GM/ECoR** To increase operational mobility following works proposed in Works Programme of 2019-20 may be sanctioned. (i) A bye-pass line from Muribahal to Rahenbhatta to bye-pass Titlagarh (Under Plan Head – 16) to avoid engine reversal at Titlagarh (ii) 10 Fly overs and doubling works under Plan Head - 15	MT, ME
11.16	**GM/NWR** i. ADRMs in divisions to be further empowered administratively, so that better monitoring and execution of field works can be ensured in the Divisions. Writing of APARs, sanctioning of leaves/tour programme etc. of concerned Branch Officers may be routed through ADRMs. ii Procurement of track fitting to be done by Zonal railway as per old practice to ensure better & quick availability of items. iii. When a Double line is being commissioned, it should be as 'Twin Single Line' which would help in increased throughput as well as to create better margins for track maintenance on each line.	MS PED/Transf ME MT, ME
11.17	**CMD/Konkan Railway** 60 kg Rail needed for doubling works	ME
12	**Issues/Suggestions by DRMs**	
	DRM/Sholapur: 2% of Freight earnings may be earmarked to concerned Divisions for Good-shed improvements. **DRM/Mumbai/CR**: Condition of Railway Quarters is very bad. Funds are required for renovation. **DRM/Guntur**: Manpower to be sanctioned as part of project; Need to go for one integrated project management cell at zonal level to ensure coordinated and non conflicting planning of projects and execution. **DRM/Mysore:** In view of rising aspirations and expectations of public from IR, role of Finance needs to be redefined from expenditure control to expenditure responsibility. **DRM/Ratlam**: Hamsafar express composition and stoppages to be reviewed to increase occupancy CRB appreciated the booklet on 'Removal of operational constraints' by DRM/ Ratlam and directed that all Divisions may	

	plan and execute such works to remove operational bottlenecks and prepare such a booklet.	
13	**Other decisions taken in the Meeting**	
13.1	Plan to be prepared for modernization and renovation of goods sheds through capital funding by 16.05.2019. All GMs to send proposals for timely preparation of plan.	AM/Com
13.2	Resolution of financing issue of 47 rakes of MRVC to be produced by ICF.	AM/Fin
13.3	Decision regarding discontinuing Mid Term Rehabilitation of ICF coaches to be expedited.	AM/ME
13.4	Coach production to be increased. More Train Sets to be induced. More Vistadome coaches to be produced.	AM/PU
13.5	Hamsafar express composition and stoppages to be reviewed to increase occupancy	AM/Com, PED/Coaching