

अपर्णा गर्ग
APARNA GARG



सदस्य वित्त
रेलवे बोर्ड
भारत सरकार
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MEMBER FINANCE
RAILWAY BOARD
GOVERNMENT OF INDIA
MINISTRY OF RAILWAYS

Dear Colleagues,

As we step into 2026, I extend my very warm greetings and best wishes to you and your families. New Year brings renewed energy, fresh perspectives and an opportunity to reflect on our collective journey while preparing ourselves for the responsibilities that lie ahead.

The year gone by has once again underscored the critical role played by the Indian Railway Accounts Service in ensuring financial discipline while enabling the ambitious growth and transformation of Indian Railways. Your professionalism, integrity and dedication across zones, divisions, production units & organizations continue to form the financial backbone of one of the world's largest transport systems.

As we look ahead, **financial sustainability must remain central to our collective efforts**. Strengthening the long-term financial health of Indian Railways calls for sharper focus on **improving earnings, enhancing cost efficiency, and ensuring timely realization of pending dues and outstanding receivables**. Systematic follow-up, robust reconciliation mechanisms and closer coordination with other departments will be essential in improving overall cash flows.

Effective Capital expenditure management with emphasis on **throughput enhancement entails that every rupee of investment translates into measurable outcomes on the ground**. This requires close monitoring of both fiscal and physical progress followed by timely interventions. Financial oversight in this area will be critical to maximising the value derived from our capital investments.

Leveraging technology is equally important to support these objectives. The finance ecosystem of Indian Railways is vast and complex. Centralised IT applications must be made seamless and all functionalities fully operational. It is also noticed that, many offices are experimenting with automation, data analytics and process redesign in their respective domains, and I strongly encourage the sharing, scaling and institutionalisation of the best practices across the organization. Innovation need not always be disruptive or large-scale. Often, simple dashboards, improved workflows, automated checks and analytical tools can deliver significant gains in efficiency, accuracy and decision-making.

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Our strength lies in collaboration, mutual learning and working together in a spirit of shared responsibility. I look forward to seeing IRAS further strengthen its identity as a cohesive professional community – one where individual efforts are recognized, knowledge is shared and excellence pursued collectively. Training eco system will continue to play an important role in enhancing domain knowledge.

At the core of all our endeavours lie the three foundational pillars of the Accounts Department and IRAS – **propriety, proficiency and productivity**. These principles must continue to guide our actions so that internal controls are strengthened and financial governance remains trusted, transparent & robust.

As we embark on this New Year, let us continue to nurture a culture where professionalism is matched with empathy, accountability-with-trust and ambition-with-balance.

I once again wish you and your families a healthy, fulfilling and successful New Year. I look forward to working closely with all of you.

Warm regards,


(Aparna Garg) 1.1.26