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भारत संचार निगम लिमिटेड  
(भारत सरकार का उद्यम)  
**BHARAT SANCHAR NIGAM LIMITED**  
(A Govt. of India Enterprise)

## डा० कल्याण सागर निप्पानी

निदेशक (एचआर)

**DR. KALYAN SAGAR NIPPANI**

Director (HR)

BSNL Board

No. BSNLCO-RSTG/12(11)/1/2023-RSTG-Part(10)

Dated: 03.06.2026

To  
All CGMs,  
Territorial and Core network Circles, BSNL

**Subject: Phase-2 (Implementation Phase), year 2 of Project Uday -Transformation project-Regarding**

Refer:-

1. BSNLCO-RSTG/12(11)/1/2023-RSTG-Part(10) dated 14.05.2026
2. BSNLCO-RSTG/12(11)/1/2023-RSTG-Part(10) dated 05.05.2025

With reference to D.O. letter no. BSNLCO-RSTG/12(11)/1/2023-RSTG-Part (10) dated 28.05.2024, Organizational Transformational Project Uday was launched Pan India on 27.05.2024. Phase-1 of the Project Uday completed on 20.3.2025. Phase-2 year-1 (Implementation phase) of the project was started w.e.f 01.04.2025 in 10 Pathpardarshak circles.

Now Competent authority has approved for go ahead of Year-2 of Phase-2 of Project Uday, started w.e.f. 01.04.2026. Phase-2 is focused on implementation of the solutions/recommendations given in Phase-1 in the Territorial and Core network circles of BSNL for achieving the targets. The objective of this phase will be to ensure that the overall direction set in Phase-1 is implemented countrywide in 33 circles (28 Territorial and 5 Core Network circles), in Year-2.

### 1.0 Consultant's Project Organization

In line with the directions vide D.O. letter no. BSNLCO-RSTG/12(11)/1/2023-RSTG-Part(10) dated 28.05.2024, the consultant has already set up a centralized Transformation Management Office (TMO) in Corporate Office that track, report progress, drive project implementation and change management in all the circles.

### 2.0 BSNL's Project Organization:

#### 2.1 Corporate Office:-

- i. For the duration of the project, Restructuring cell, in addition to its normal functions, is also functioning as the BSNL Transformation Management Office (for overall contract management) and coordination with Transformation Officers of each vertical (Steering committee members of the Project Uday) who are the nodal officers of their vertical and monitoring the project activities and deliverables across the respective verticals in BSNL CO.

- ii. Head of Restructuring cell in addition to normal functions, for the duration of the project, is also performing the role of the Chief Transformation Officer (CTO).
- iii. Nominated officers, in each vertical in BSNL CO, are functioning as Transformation Officers (TOs). The TOs is functioning as single-point interface for information and inputs related to their respective vertical to the TMO and the entire transformation exercise.
- iv. Corporate Steering Committee comprising of CTO and TOs of all verticals was constituted for interfacing with the consultant for the design and implementation of solutions and giving inputs to the BSNL management on the various modules of the project.
- v. Central initiatives Champions: For each of the initiatives under the Project, an initiative champion across vertical shall be appointed from Corporate Office to drive the implementation of the initiatives across all Circles in hand with the Circle team through governance meetings and providing additional support to Circles as required.
- vi. The Central Initiative Champions from Corporate office shall function as single-point interface to lead and govern initiatives Pan India. Central initiatives Champions of all verticals shall interface with the Corporate Steering Committee comprising of CTO and TOs of all verticals and with all the circles.
- vii. Nine nominated officers (DGM level) shall be appointed central initiatives champion to support reporting, information sharing and enabling any required system changes for the project initiatives, as per below -
  - Mobile (1 x S&M & 1x Operations/ IT)
  - FTTH (1 x S&M & 1x Operations/ IT)
  - Enterprise (1 x S&M & 1x Operations/ IT)
  - Finance (1 x Operations/ IT)
  - HR (1 x Operations & 1x IT)

## 2.2 Circle Level Project Organization:-

CGMs were requested, vide Restg Cell letters referred above, to nominate Captains & circle team in each Circle to lead and implement initiatives in circles to drive the project smoothly. GM as nominated by the CGM in each circle shall be designated as the Circle Transformation Officer and shall act as the single point interface for all the transformation related activities. CGM in each circle shall identify 5 Captains one from each vertical/circle viz. NOC (dedicated), Mobile, FTTH, EB & HR from the circle office. GMs in the circle office/BA heads to lead the transformation exercise.

2.3 BCG will conduct centralized workshops with all the circles for the Project implementation. Regular governance cadence with Circle teams along with leadership and Central initiative Champions will be part of it. Circle level officers shall be responsible for timely implementation of the initiatives, coordination with Corporate office, participation in governance review meetings and ensuring timely progress at circle level etc.

## 3.0 Reports and Governance:

It is also emphasized that rigorous monitoring and periodic review meetings shall be held as below:

	Description	Frequency	Participants
1.	Review with MC	Bi-Monthly	CMD, Directors, BCG team
2.	Director Review	Monthly	Concerned Director, Corporate Steering Committee, Central initiative champions, BCG team, Circle teams
3.	Corporate Project Review	Bi-weekly	Corporate Steering Committee, Central Initiative champion, BCG Team
4.	Circle Project Review	Bi-weekly	CGMs, Circle team, BCG Team

It is expected that all Circles shall extend their full cooperation and support for successful implementation of the project and for realizing its objectives to the fullest extent. Your continued commitment and dedicated efforts will play a vital role in strengthening and scaling the initiative across all Circles.

The support and active participation of all concerned are solicited to make this phase of the project a success.



(Kalyan Sagar N)  
DIR(HR), BSNL Board

Copy for kind info to:

1. PPS to CMD BSNL
2. PS to all functional Directors
3. All Corporate Steering Committee Members, BSNL Corporate Office
4. The Project Director, M/s BCG