

No: BSNLCO-CMQS/22/1/2023-NWO CM II

Dated: 24.07.2026

OFFICE MEMORANDUM

Subject: Tower/BTS availability >98% (30 days) , elimination of faults pending beyond 3 days, and minimum 100 peak users per tower — implementation of the Tower-Owner / Route-Owner accountability model, weekly portal-based KPI scoring and re-anchoring of IPMS KPIs — directions regarding.

Reference: (i) Weekly DBN / Non-DBN site-availability review of DoT (benchmark of 14.07.2026); (ii) IPMS Q1 2026-27 targets issued on 23.06.2026; (iii) DBN and Non-DBN tower Level-0/Level-1 officer mappings circulated to circles.

1. The uptime performance of BSNL towers is under weekly review at the highest level in DoT. As on 14.07.2026, only 5,325 of 16,902 DBN 4G-saturation sites (31.5%) and 47,471 of 78,275 Non-DBN sites (60.6%) maintained availability of 98% or better; the DBN figure has declined by 506 sites since 31.03.2026. It has been observed that although availability-related KPIs exist in IPMS, they operate on territory aggregates, and no officer's score reflects when a specific mapped tower remains down.

2. The Competent Authority has accordingly approved the following outcomes as mandatory network objectives for FY 2026-27, and the accountability model at para 3 for their delivery:

Outcome	Standard
O-1 Availability	Every tower/BTS to maintain availability above 98% (30 days) (downtime budget: 14.4 hours per month).
O-2 Fault ageing	No tower/BTS to remain faulty beyond 3 days (72 hours) under any circumstances; escalation clock at 4 / 24 / 48 / 72 hours.
O-3 Usage	Every cluster of towers in OA to have minimum 100 latching users per tower (monthly peak).

3. Accountability model — "One Tower, One Named Pair — Jointly Responsible; the Whole Chain Immediately Responsible". For every tower there shall be one named pair — a Tower Owner from the Circle Mobile Network (CM-NWO) stream and a Route Owner from the Transmission stream — jointly responsible for the tower's availability and the 72-hour fault cap (more than 3 days). The AGM, DGM and GM/CGM in the chain above will be responsible for every tower in their span from the moment a fault arises, and in addition their personal intervention becomes mandatory once a fault crosses 24, 48 and 72 hours respectively:



Role	Who	Responsible / accountable for
Tower Owner + Route Owner (the named pair — JOINTLY responsible)	One named CM-NWO Level-1 executive and one named Transmission-stream executive (JTO/SDE) per tower.	Jointly: availability $\geq 98\%$ and the 72-hour fault cap (>3 days) on every mapped tower — identical joint KPIs for both. Working division inside the pair: non-media faults (radio-UBR etc/power/site) led by the Tower Owner; VSAT/media/OFC faults led by the Route Owner. No fault shall be treated as "the other member's".
AGM (cluster) — responsible from the time of incident	Controlling AGM of the cluster	Responsible for the availability of every tower in the cluster; personal intervention becomes mandatory once a fault crosses 24 hours.
GM / DGM (BA) — responsible from the time of incident	BA head / DGM	Responsible for every tower in the BA; personal intervention mandatory once a fault crosses 48 hours.
PGM / CGM (circle)	GM (NWO/CM/Tx) and CGM	Responsible for every tower in the circle; every fault crossing 72 hours requires the GM's personal intervention and a root-cause report.
Usage Owners — the Marketing chain	Named JTO/SDE (Marketing) per cluster, AGM (Marketing) per BA, DGM/PGM (Marketing) at circle (to be mapped)	Every cluster of towers in OA to have minimum 100 latching users per tower (monthly peak);

Fault-wise attribution shall continue automatically from the NMS fault-type field (OFC break / mains failure / hub dependency / hardware, etc.), so that each pair-member's own restoration lever remains individually visible on the scorecard within the joint design. The Level-0 field layer (Technician/JE, including outsourced staff etc) continues as first responder under the pair.

Relaxation for factors beyond control: Where a Tower Owner-Route Owner pair and the chain above them demonstrably face circumstances beyond their control — such as prolonged EB failure, denial of site access or right-of-way, land/landlord disputes, law-and-order or natural-calamity conditions, non-availability of OEM spares, or an unrepairable OFC cable for valid reasons, etc. — that prevent achievement of the Annexure-A1/A2 availability targets, the joint and immediate accountability under the "One Tower, One Named Pair — Jointly Responsible; the Whole Chain Immediately Responsible" model shall stand relaxed to that extent, and the complete responsibility for resolving such cases shall vest with the PGM (CM), PGM (Tx) and the CGM of the circle. This will also have to be captured in the

portal and validated by the controlling officer. There shall be no manual process anywhere.

4. Directions to Circles. CGMs shall personally ensure completion of the following within the timelines indicated:

#	Action	Timeline
i	Validate and rationalise the DBN and Non-DBN Level-0/Level-1 tower mappings: cap Tower-Owner pair load at ~25-50 towers, and ensure all towers are mapped towers with named officers. Furnish the PER number for every mapped officer till CGM of the circle; tower wise. (as per the format provided). Officers figuring in both the Mobile-NWO and Transmission rosters to be assigned to exactly one role. Separate guideline for filling the tracker is attached in appendix.	7 days
ii	Notify the Route-Owner mapping (transmission executives to OFC routes/rings and the towers fed by each).	7 days
iii	Create and notify the Usage-Owner mapping (CM/Sales executives to tower clusters).	7 days
iv	Adopt the re-anchored KPIs with the Q2 2026-27 IPMS cycle: identical joint KPIs for both members of each tower pair with - 34 marks for "% mapped towers with availability >98%" and 6 marks for "no tower faulty >3 days" (40 marks total) for NW-CM; and with 20 marks for "% mapped towers with availability >98%" and 6 marks for "no tower faulty >3 days" (26 marks total) for Tx team members.	Weekly to be made available from 1 st August - Q2 IPMS cycle
v	Institute the daily circle war-room on all faults pending >24 hours, jointly by the CM-NWO and Transmission AGMs; publish the weekly BA-wise and officer-wise availability leagues. (in the prescribed format)	Immediate
vi	Nominate one circle nodal officer (with an alternate) for the weekly data upload to the Tower-KPI Scoring Portal and communicate the names to CO-NWO.	3 days
vii	Adopt the usage KPIs for the Marketing chain — JTO/SDE (Marketing) per cluster, AGM (Marketing) per BA, DGM/PGM (Marketing) at circle — with 40 marks against the quarterly usage exits of Annexure-B. The usage baseline shall be established from the first weekly portal upload of peak latching data.	Weekly - Q2 IPMS cycle

5. Weekly portal-based scoring cycle. KPI measurement shall run on a fixed weekly drumbeat through the Tower-KPI Scoring Portal, which holds the officer-to-tower mappings and the circle baselines of 14.07.2026. Every score is generated automatically. No score in the chain shall be computed manually.

Step	Day	What the portal does
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1. Auto-scoring	Wednesday (same day)	For every Tower Owner-Route Owner pair: towers $\geq 98\%$ and >3-day breaches will be published. week-on-week movement, visible to all levels and war-room list refreshed.
2. IPMS flow-down	Quarter end	The quarterly IPMS grade is the average of the weekly scores already published.

6. Trajectory targets (sites with availability ≥ 98). The all-India trajectory is given below; the circle-wise baselines as on 14.07.2026 and the corresponding circle-wise Q2 exit targets are at Annexure-A1 (DBN) and Annexure-A2 (Non-DBN). The quarterly usage exits for the Marketing chain are at Annexure-B.

Population	Measure	Baseline (14.07.2026)	Q2
DBN sites	Availability $\geq 98\%$	31.5% (5,325/16,902)	80%
Non-DBN sites	Availability $\geq 98\%$	60.6% (47,471/78,275)	80%
DBN sites	Usage (users/site)	56	100
Non-DBN sites	Usage (users/site)	67	100

Circle-wise grading in IPMS shall be on improvement over the circle's own 14.07.2026 baseline (Annexure-A exits apply the all-India uplift to each circle's own baseline), so that every circle — whether at 8% or 75% today.

7. Monitoring. Corporate Office (CM-NWO Cell) will publish the portal's circle league every Wednesday, along with the count of >72-hour faults per circle. CGMs will be responsible to monitor on daily basis from the portal to meet the target.

8. Recognition and posting preference. Sustained achievement of the availability, ageing and usage targets shall be formally recognized. Officers and teams — Tower Owner/Route Owner pairs, the AGM/DGM/GM chain, and the Marketing chain — who exceed their quarterly exit targets will be given preference in postings and place-of-choice, in addition to the credit in their IPMS score. Each circle shall maintain the record and forward names to CO-NWO every quarter, so that the best performers are visibly and tangibly rewarded.

9. This issues with the approval of the Competent Authority.


24/7/26

(S. K. Singhal)

PGM (CM-NWO), BSNL Corporate Office

To: All Chief General Managers, Telecom Circles / Metro Districts

Copy to : 1. All Directors, BSNL Board for kind info. Pl.
2. CGM(ITPC) for necessary development in CNMC portal
3. PGM(Pers)/PGM(restructuring) for incorporating re-anchored KPIs in IPMS scoring portal as per above.

Annexure-A1 — DBN sites: circle-wise position as on 14.07.2026 and Q2 exit targets

As on 14.07.2026, 5,325 of 16,902 DBN 4G-saturation sites (31.5%) maintained ≥98% availability; the DBN figure has declined by 506 sites since 31.03.2026. The Q2 exit applies a per-circle uplift of +51.6 pts on each circle's own baseline, capped at 98%, so the DBN Q2 averages 80% PAN-India.

Circle	Sites on-air	Sites ≥98% (14.07)	Baseline %	Q2 exit
A&N Islands	146	106	72.6%	98.0%
Andhra Pradesh	1,328	565	42.5%	94.1%
Assam	349	133	38.1%	89.7%
Bihar	354	86	24.3%	75.9%
Chennai	19	18	94.7%	98.0%
Chhattisgarh	1,011	293	29.0%	80.6%
Gujarat	652	269	41.3%	92.9%
Haryana	5	2	40.0%	91.6%
Himachal Pradesh	586	444	75.8%	98.0%
J&K	731	418	57.2%	98.0%
Jharkhand	1,513	159	10.5%	62.1%
Karnataka	656	219	33.4%	85.0%
Kerala	358	268	74.9%	98.0%
Madhya Pradesh	1,299	157	12.1%	63.7%
Maharashtra	2,401	584	24.3%	75.9%
NE-I	316	22	7.0%	58.6%
NE-II	719	93	12.9%	64.5%
Odisha	1,556	124	8.0%	59.6%
Punjab	43	30	69.8%	98.0%
Rajasthan	1,347	635	47.1%	98.0%
Sikkim	11	0	0.0%	51.6%
Tamil Nadu	244	203	83.2%	98.0%
Telangana	384	161	41.9%	93.5%
UP East	189	67	35.4%	87.0%
UP West	47	35	74.5%	98.0%
Uttarakhand	520	212	40.8%	92.4%
West Bengal	118	22	18.6%	70.2%
ALL INDIA	16,902	5,325	31.5%	80%

Annexure-A2 — Non-DBN sites: circle-wise position as on 14.07.2026 and Q2 exit targets

As on 14.07.2026, 47,471 of 78,275 Non-DBN sites (60.6%) maintained $\geq 98\%$ availability. The Q2 exit applies a per-circle uplift of +21.1 pts on each circle's own baseline, capped at 98%, so the Non-DBN Q2 averages 80% PAN-India.

Circle	Total sites	Sites $\geq 98\%$ (14.07)	Baseline %	Q2 exit
Andhra Pradesh	4,742	3,671	77.4%	98.0%
A&N Islands	112	81	72.3%	93.4%
Assam	1,884	982	52.1%	73.2%
Bihar	2,568	919	35.8%	56.9%
Chennai	1,195	809	67.7%	88.8%
Chhattisgarh	1,836	1,042	56.8%	77.9%
Gujarat	4,099	2,267	55.3%	76.4%
Haryana	2,051	1,488	72.5%	93.6%
Himachal Pradesh	1,380	991	71.8%	92.9%
J&K	1,269	704	55.5%	76.6%
Jharkhand	1,316	514	39.1%	60.2%
Karnataka	4,654	2,833	60.9%	82.0%
Kerala	6,573	6,124	93.2%	98.0%
Kolkata	1,596	1,428	89.5%	98.0%
Madhya Pradesh	3,460	1,499	43.3%	64.4%
Maharashtra	7,115	3,051	42.9%	64.0%
NE-I	818	280	34.2%	55.3%
NE-II	605	190	31.4%	52.5%
Odisha	4,065	1,621	39.9%	61.0%
Punjab	3,693	2,891	78.3%	98.0%
Rajasthan	4,318	2,725	63.1%	84.2%
Sikkim	110	27	24.5%	45.6%
Tamil Nadu	6,074	4,511	74.3%	95.4%
Telangana	2,631	1,830	69.6%	90.7%
UP East	4,524	2,140	47.3%	68.4%
UP West	2,145	906	42.2%	63.3%
Uttarakhand	1,249	691	55.3%	76.4%
West Bengal	2,193	1,256	57.3%	78.4%
ALL INDIA	78,275	47,471	60.6%	80%

Annexure-B — Usage KPIs for the Marketing chain and Q2 usage exits

Objective: Every cluster of towers in OA to have minimum 100 latching users per tower (monthly peak). The usage baseline per circle shall be established from the first weekly portal upload of latching data. Circle-wise position on 14.07.2026 and quarterly targets are at Annexure-B1 (DBN) and B2 (Non-DBN). Marks:

Level (Marketing chain)	KPI	Marks
JTO / SDE (Marketing) — per tower cluster	% mapped towers with target as per Annexure- B1 & B2 for Q2 exits	40
AGM (Marketing) — per BA	Above KPI aggregated over the BA.	25
DGM / PGM (Marketing) — circle	Above KPI aggregated over the circle.	25

Quarterly usage exits (all circles, on the circle's own baseline where the baseline exceeds the floor):

The Marketing-chain scores shall be generated by the same weekly portal.

Annexure-B1 — DBN usage: circle-wise average users per site(having availability >98%) (14.07.2026) and Q2 exits targets

Targets apply a per-circle uplift of +44 users on each circle's own 14.07.2026 utilisation, so DBN usage averages 100 users/site PAN-India.

Circle	DBN sites	Users/site (14.07)	Q2 Exits
A&N Islands	146	111	155
Andhra Pradesh	1,328	61	105
Assam	349	23	67
Bihar	354	32	76
Chennai	19	27	71
Chhattisgarh	1,011	71	115
Gujarat	652	75	119
Haryana	5	54	98
Himachal Pradesh	586	48	92
J&K	731	36	80
Jharkhand	1,513	26	70
Karnataka	656	62	106
Kerala	358	75	119
Madhya Pradesh	1,299	37	81
Maharashtra	2,401	62	106
NE-I	316	38	82
NE-II	719	33	77
Odisha	1,556	47	91
Punjab	43	55	99
Rajasthan	1,347	47	91
Tamil Nadu	244	90	134
Telangana	384	46	90
UP East	189	58	102
UP West	47	43	87
Uttarakhand	520	61	105
West Bengal	118	22	66
Sikkim	11	0	44
ALL INDIA	16,902	56	100

Annexure-B2 — Non-DBN usage: circle-wise average users per site (having availability >98%) (14.07.2026) and Q2 targets

Targets apply a per-circle uplift of +33 users on each circle's own 14.07.2026 utilisation, so Non-DBN usage averages 100 users/site PAN-India.

Circle	Non-DBN sites	Users/site (14.07)	Q2 Exits
A&N Islands	112	105	138
Andhra Pradesh	4,742	78	111
Assam	1,884	41	74
Bihar	2,568	50	83
Chennai	1,195	60	93
Chhattisgarh	1,836	74	107
Gujarat	4,099	60	93
Haryana	2,051	67	100
Himachal Pradesh	1,380	63	96
J&K	1,269	52	85
Jharkhand	1,316	55	88
Karnataka	4,654	64	97
Kerala	6,573	85	118
Kolkata	1,596	64	97
Madhya Pradesh	3,460	64	97
Maharashtra	7,115	65	98
NE-I	818	60	93
NE-II	605	43	76
Odisha	4,065	69	102
Punjab	3,693	54	87
Rajasthan	4,318	65	98
Sikkim	110	43	76
Tamil Nadu	6,074	70	103
Telangana	2,631	60	93
UP East	4,524	63	96
UP West	2,145	56	89
Uttarakhand	1,249	63	96
West Bengal	2,193	56	89
ALL INDIA	78,275	67	100

Guidelines for filling the Tagging Tracker

Site (CM/Tx/Sales) In-Charge Tagging Tracker — Data Filling Guide

Purpose: This tracker records the field staff responsible for each BTS site. For every site it captures the outsourced site staff (Level 0), the departmental Site In-Charge (Non-Executive and Executive levels), the Transmission (Tx) In-Charge, the Cluster/OA AGM Site In-Charge, and the Cluster/OA CM Sales In-Charge. Departmental staff are identified by Personal Number (PER No), from which the employee name is filled automatically. Outsourced staff details and all mobile numbers are entered manually.

Applicable users: SSA In-Charge (under supervision of BA Head) and Circle Reviewers (under the supervision of CGM).

1. Logging In

1. Open the tracker URL <https://bsnluptimetracker.netlify.app>.
2. In the "Tracker Type" dropdown, select Site (CM/Tx/Sales) In-Charge Tagging Tracker.
3. Select the User Type — SSA Incharge for data entry.
4. Enter Name, Designation, and Mobile Number.
5. Select Circle, then BA, then SSA from the dropdowns.
6. Click Continue. The list of BTS sites for the selected SSA is displayed.

Note: The site rows are pre-loaded for the SSA. Sites are neither added nor deleted; only the in-charge details are filled in for each existing site.

2. Understanding the Columns

Each site row contains four kinds of columns:

Column type	Action required
Site details (read-only)	Circle, BA, SSA, BTS IP ID, BTS Name, Existing BTS Details — pre-filled, cannot be edited.
PER No (selected)	Dropdown columns for entering the employee Personal Number. The name auto-fills in the next column.
Name (auto-filled)	Appears automatically when a valid PER No is selected. This column cannot be typed into.
Manual entry	Mobile numbers, outsourced staff name, and agency — entered manually (agency is a fixed dropdown).

3. Level 0 — Outsourced Site Staff (Manual Entry)

The first in-charge block records the outsourced site staff. These are NOT selected by PER No; the details are entered manually as per requirement, if site O&M is not outsourced leave this blank.

Column	How to fill
Site Incharge Name — Level 0 (Outsource only)	Type the outsourced person's full name.
Site Incharge Mobile Number — Level 0 (Outsource only)	Type the 10-digit mobile number.
Site Incharge Agency Name — Level 0	Select the agency from the dropdown: RNS, DEPL, PTPL, PACE, BONDADA, SKIPPER, or Other.

4. Departmental Roles Selected by PER No

Five roles are selected using the employee Personal Number (PER No). For each, the name auto-fills in the next column, and a mobile number is entered manually:

Important: Tower mapping to be done to Non-Executive (Level 0) & Executive (Level 1) with a capping of 25–50 towers only — not more than 50.

#	Role (PER No column)	Description
1	Site In-Charge — Level 0 (Non-Executive Only), if any	Departmental non-executive site staff
2	Site In-Charge — Level 1 (Executive: JTO / SDE)	Executive-level site in-charge
3	Tx In-Charge — Level 1 (Executive: JTO / SDE)	Transmission / media in-charge
4	Cluster/OA AGM Site In-Charge (CM)	Cluster / Operating Area AGM
5	Cluster/OA CM Sales In-Charge (Executive Only)	Cluster / OA customer-management sales in-charge

Mobile numbers: All five PER-based roles have a Mobile Number column, to be filled manually after the name auto-fills.

5. Filling a Row — Step by Step

For each site row, complete the outsource block and then each of the five PER-based roles:

1. For Level 0 (Outsource): type the name, type the mobile number, and select the agency from the dropdown.
2. For each PER-based role, click the PER No cell. An input box appears.
3. Begin typing the employee Personal Number. Matching PER Numbers appear in a dropdown, each showing the employee name alongside.
4. Select the correct PER No from the dropdown (or type it in full exactly).
5. The employee name appears automatically in the next column. The name is not typed manually.
6. Type the 10-digit mobile number in that role's Mobile Number column.
7. Repeat for all roles, then proceed to the next site.

6. Saving the Data

1. After filling one or more rows, click the "Save" button at the top.
2. A status message shows "Saving...", then "Saved" with the completion time.
3. If any PER No cell is still red (invalid), saving is blocked — the highlighted cell must be corrected, then Save clicked again.
4. Changed but unsaved cells are highlighted; the Save button shows the number of pending rows.

Automatic recording: On save, the tracker automatically records the name and mobile of the person entering the data. These need not be entered on each row.

The browser tab must not be closed until the green "Saved" confirmation appears, otherwise unsaved changes are lost.

In case of any query while filling tracker please contact :

1. Versha Luckwal Jt. GM , NWO-CM-II – 9424311050
2. Chandan Kumar, Consultant BCG - 9643233929