

Need for Area Offices in the Circles

The consultant has suggested the concept of "Area Offices" in the Circles. In this regard, its recommendations with rationale are given below:

SSA (below circle setup) Restructuring

1. Recommendation: Re-structure SSAs into Area Offices that focus on sales and customer service delivery

Rationale: The highly competitive telecom landscape requires sustained focus on sales, marketing, channel management and customer acquisition. Leading operators have aligned below circle setup to focus on customer acquisition and customer service delivery, which is critical for customer retention and measurement of customer satisfaction

2. Recommendation: Merge / consolidate smaller SSAs while restructuring the same into Area Offices based on geographic size, number of connections and financial viability

Rationale: Of the 300+ SSAs, some cater to as low as 15,000 CFA connections. Most of these small SSAs are not financially viable with employee cost as % of revenue >50% and in some cases >100%. Consultant's analysis indicates that BSNL can operate with 167 Area Offices

3. Recommendation: Move technical activities such as transmission, network planning to circle office. Move functions such as HR, Finance to circle office post ERP implementation. Area office to monitor the outsourced agencies for O&M of wireless and wireline networks, and monitor customer service delivery

Rationale: Lean area offices with focus only on sales, marketing & customer service delivery

Consolidate or merge SSAs into Area offices to bring efficiencies at field level

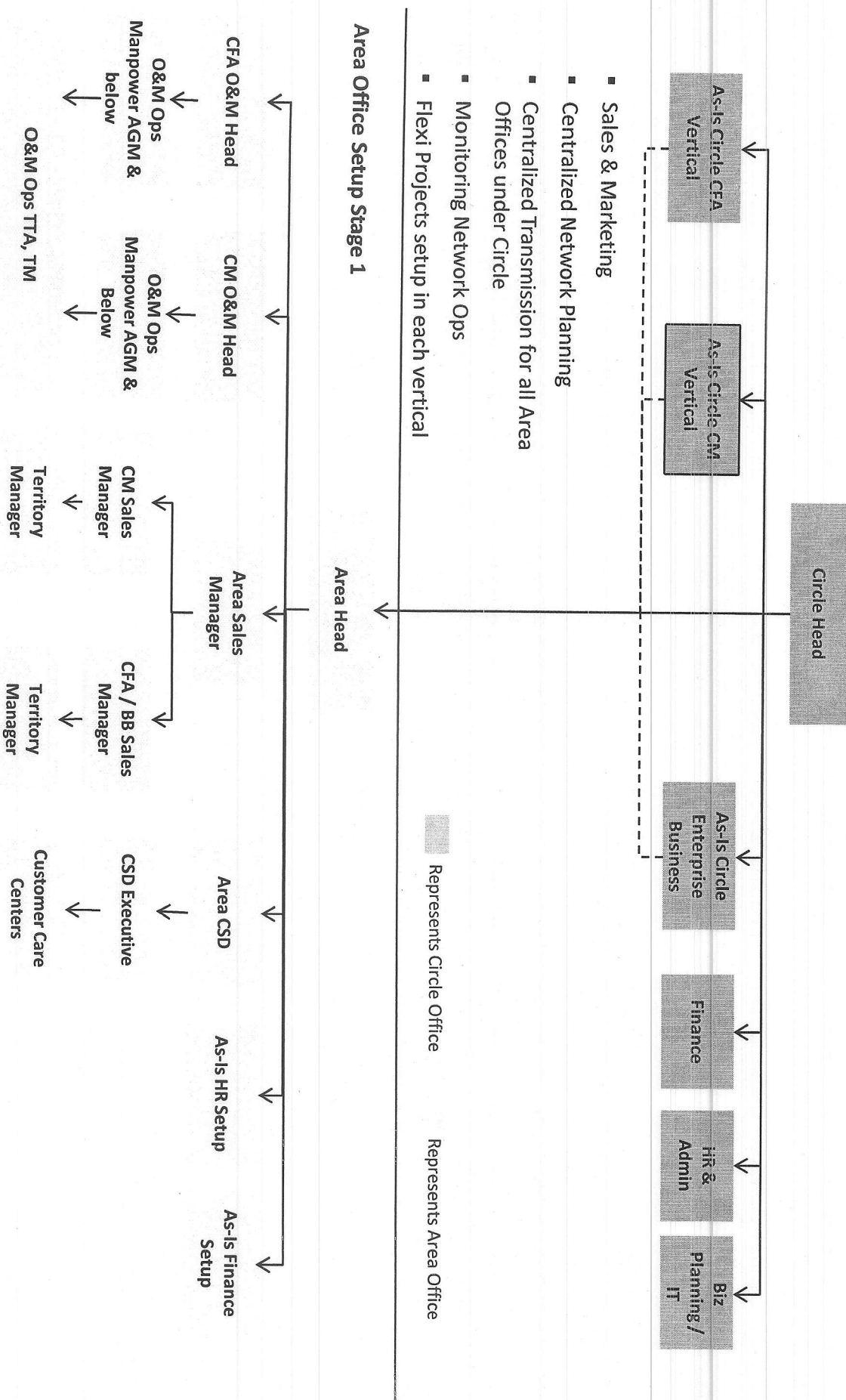
| Name of Circle | Existing # of SSAs | Geographic Area (sq.kms) | No. of Area Offices | Moderated by business analysis |
|----------------|--------------------|--------------------------|---------------------|--------------------------------|
| Andhra Pradesh | 21 | 275,045 | 21 | 11 |
| Assam | 7 | 78,438 | 6 | 6 |
| Bihar | 19 | 94,163 | 7 | 7 |
| Chhattisgarh | 6 | 135,191 | 6 | 6 |
| Gujarat | 17 | 196,024 | 15 | 10 |
| HP | 6 | 55,673 | 6 | 6 |
| Haryana | 9 | 44,212 | 3 | 3 |
| J&K | 5 | 22,236 | 3 | 3 |
| Jharkhand | 6 | 79,714 | 6 | 6 |
| Kerala | 11 | 38,863 | 3 | 11* |
| Karnataka | 19 | 191,791 | 15 | 10 |
| Maharashtra | 30 | 307,713 | 24 | 14 |
| MP | 34 | 308,252 | 24 | 5 |
| North East | 6 | - | 6 | 6 |
| Orissa | 12 | 155,707 | 12 | 7 |
| Punjab | 11 | 50,362 | 4 | 4 |
| Rajasthan | 24 | 342,239 | 24 | 10 |
| Tamil Nadu | 17 | 130,058 | 10 | 10 |
| UP (E) | 31 | 120,464 | 9 | 9 |
| UP (W) | 18 | 120,464 | 9 | 9 |
| UTL | 6 | 53,483 | 6 | 6 |
| WB | 14 | 88,752 | 7 | 7 |
| Total | 329 | 2,888,844 | 227 | 167 |

*All of Kerala's SSAs are high performing with larger number of CFA connections and hence geographic rationalization has not been applied on the same

- As per market practices, number of Area offices is dependent on sizeable number of consumers and business viability
- Deloitte has performed two levels of analysis for defining the number of area offices. Level 1 analysis has been done basis area per square km for following types of terrain:
 - Normal terrain
 - Hilly Terrain
- The number of Area Offices required basis above mentioned analysis is 227
- Level 2 analysis has been done basis following parameters:
 - Employee Cost as % of revenue being higher than national average
 - CFA connections less than 40,000
- Very small SSAs with CFA connections > 15000 have also been considered as potential for merger

Structure of Area Office

(Stage 1: Pre – ERP and Network O&M In-house)



Represents Circle Office

Represents Area Office

Roles & Responsibilities of the Area Offices

| Roles & Responsibilities | |
|--|--|
| | <ul style="list-style-type: none"> ▪ Responsible for the overall business performance of the Area Office ▪ Responsible for achieving sales target set for CM, CFA, and Broadband businesses as defined for the Area Office ▪ Responsible for meeting customer service delivery QoS targets ▪ Responsible for meeting network QoS targets |
| Area Office Head | <ul style="list-style-type: none"> ▪ Responsible for preparing business MIS including performance on revenue, cost, customer service parameters and share with Circle office ▪ Responsible for HR and Finance |
| O&M Head (CFA& CM) | <ul style="list-style-type: none"> ▪ Responsible for meeting network QoS targets ▪ Provide support to Circle office planning, transmission teams as and when required |
| Area Sales Manager | <ul style="list-style-type: none"> ▪ Prepare strategy for sales for the particular Area Office ▪ Review distribution of product to customers of the Area office ▪ Ensure Quality of Sales by reviewing sales team periodically ▪ Oversee management of sales of each product ▪ Ensure team under him is updated with all products offered by BSNL ▪ Review customer feedback |
| Area Customer Service Delivery Head | <ul style="list-style-type: none"> ▪ Formulate strategy for the delivery of customer service and maintaining high levels of customer QoS ▪ Oversee identification of key service areas in the Area Offices ▪ Review monthly performance of the Customer Care Centers ▪ Oversee compilation of MIS reports relating to customer services in the Area office |

Roles & Responsibilities of the Area Offices

| Role | Roles & Responsibilities |
|---|---|
| Channel Manager Sales CM | <ul style="list-style-type: none"> ▪ Ensure implementation of strategy prepared by the Area Sales manager ▪ Oversee distribution of product to customers ▪ Oversee obtaining of customer feedback regularly ▪ Interact with CSD team for resolution of customer issues |
| Channel Manager Sales CFA / BB | <ul style="list-style-type: none"> ▪ Ensure implementation of strategy prepared by the Area Sales manager ▪ Oversee distribution of product to customers ▪ Oversee obtaining of customer feedback regularly ▪ Interact with CSD team for resolution of customer issues |
| Customer Service Delivery Executives | <ul style="list-style-type: none"> ▪ Identify key service areas in the Area Office by means of surveys ▪ In – charge for the administration of all functions of the Customer Service Centers ▪ Oversee practices related to handling of the customers ▪ Compile of MIS reports relating to customer services in the Area Office |
| Territory Manager | <ul style="list-style-type: none"> ▪ Act as first point interface for franchisees / distributors ▪ Ensure distribution of new products ▪ Obtaining customer feedback regularly by means of surveys ▪ Interact with CSD team for resolution of customer issues ▪ Monitor practices related to CAF |

List of PGM headed Area offices

| Circle | Area Offices to be headed PGM |
|----------------|---|
| Andhra Pradesh | <ul style="list-style-type: none">Hyderabad Telecom DistrictVijayawada (Krishna) Telecom District |
| Karnataka | <ul style="list-style-type: none">Bangalore Telecom DistrictDakshin Kannada (Mangalore) Telecom District |
| Kerala | <ul style="list-style-type: none">Ernakulam Telecom DistrictTrichur Telecom District |
| Maharashtra | <ul style="list-style-type: none">Pune Telecom DistrictKalyan Telecom District |
| Rajasthan | <ul style="list-style-type: none">Jaipur Telecom DistrictSriganganagar Telecom District |
| Tamil Nadu | <ul style="list-style-type: none">Coimbatore Telecom DistrictTrichy Telecom District |
| Gujarat | <ul style="list-style-type: none">Ahmedabad Telecom DistrictRajkot Telecom District |
| West Bengal | <ul style="list-style-type: none">Asansol Telecom DistrictSiliguri Telecom District |
| UP East | <ul style="list-style-type: none">Lucknow Telecom DistrictAllahabad Telecom District |

Recommendations on Area Offices

Name of Circle: Assam

| Existing SSAs | Proposed Area Office Name | Proposed Area Head | Additional SSAs to be merged with the proposed Area Office |
|-------------------------|---------------------------|--------------------|--|
| Kamrup Telecom District | Kamrup Area Office | GM | Naogaon Telecom District |

Recommendations on Area Offices

Name of Circle: Andhra Pradesh

| Existing SSAs | Proposed Area Office Name | Proposed Area Head | Additional SSAs to be merged with the proposed Area Office |
|--|---|--------------------|---|
| Hyderabad Telecom District | Hyderabad Area Office | PGM | Nizamabad Telecom District, Warangal Telecom District, Mahabubnagar Telecom District, Sangareddy (Medak) Telecom District, Adilabad Telecom District |
| Vijayawada (Krishna) Telecom District | Vijayawada (Krishna) Area Office | PGM | Khammam Telecom District |
| Rajahmundry (East Godavari) Telecom District | Rajahmundry (East Godavari) Area Office | GM | - |
| Guntur Telecom District | Guntur Area Office | GM | Nalgonda Telecom District |
| Eluru (West Godavari) Telecom District | Eluru (West Godavari) Area Office | GM | - |
| Vishakhapatnam Telecom District | Vishakhapatnam Area Office | GM | Srikakulam Telecom District, Vizianagaram Telecom District |
| Chittoor Telecom District | Chittoor Area Office | GM | Cuddapah Telecom District |
| Nellore Telecom District | Nellore Area Office | GM | - |
| Kurnool Telecom District | Kurnool Area Office | GM | - |
| Anantpur (Guntakal) Telecom District | Anantpur (Guntakal) Area Office | GM | - |
| Ongole Telecom District | Ongole Area Office | GM | - |
| Mahabubnagar Telecom District | - | - | - |
| Nizamabad Telecom District | - | - | - |
| Warangal Telecom District | - | - | - |
| Nalgonda Telecom District | - | - | - |
| Khammam Telecom District | - | - | - |
| Sangareddy (Medak) Telecom District | - | - | - |
| Srikakulam Telecom District | - | - | - |
| Vizianagaram Telecom District | - | - | - |
| Cuddapah Telecom District | - | - | - |
| Adilabad Telecom District | - | - | - |

Recommendations on Area Offices

Name of Circle : Bihar

| Existing SSAs | Proposed Area Office Name | Proposed Area Head | Additional SSAs to be merged with the proposed Area Office |
|------------------------------|---------------------------|--------------------|--|
| Patna Telecom District | Patna Area Office | GM | Samastipur Telecom District |
| Muzaffarpur Telecom District | Muzaffarpur Area Office | GM | Motihari Telecom District, Bettiah Telecom District |
| Chapra Telecom District | Chapra Area Office | GM | Arrah Telecom District, Sasaram Telecom District |
| Darbhanga Telecom District | Darbhanga Area Office | GM | Madhubani Telecom District, Kishanganj Telecom District |
| Bhagalpur Telecom District | Bhagalpur Area Office | GM | Begusarai Telecom District, Khagaria Telecom District |
| Saharsa Telecom District | Saharsa Area Office | GM | |
| Gaya Telecom District | Gaya Area Office | GM | Monghyr Telecom District |
| Begusarai Telecom District | - | - | - |
| Arrah Telecom District | - | - | - |
| Motihari Telecom District | - | - | - |
| Sasaram Telecom District | - | - | - |
| Samastipur Telecom District | - | - | - |
| Bettiah Telecom District | - | - | - |
| Monghyr Telecom District | - | - | - |
| Madhubani Telecom District | - | - | - |
| Kishanganj Telecom District | - | - | - |
| Khagaria Telecom District | - | - | - |



Recommendations on Area Offices Name of Circle: Gujarat

| Existing SSAs | Proposed Area Office Name | Proposed Area Head | Additional SSAs to be merged with the proposed Area Office |
|--------------------------------|---------------------------|--------------------|---|
| Ahmedabad Telecom District | Ahmedabad Area Office | PGM | Nadiad Telecom District, Surendranagar Telecom District |
| Surat Telecom District | Surat Area Office | GM | - |
| Vadodara Telecom District | Vadodara Area Office | GM | Godhra Telecom District |
| Rajkot Telecom District | Rajkot Area Office | PGM | Junagadh Telecom District, Jamnagar Telecom District, Amreli Telecom District |
| Nadiad Telecom District | - | - | - |
| Valsad Telecom District | Valsad Area Office | GM | - |
| Mehsana Telecom District | Mehsana Area Office | GM | Palanpur Telecom District |
| Junagadh Telecom District | - | - | - |
| Bharuch Telecom District | Bharuch Area Office | GM | - |
| Himmatnagar Telecom District | Himmatnagar Area Office | GM | - |
| Bhuj Telecom District | Bhuj Area Office | GM | - |
| Jamnagar Telecom District | - | - | - |
| Godhra Telecom District | - | - | - |
| Bhavnagar Telecom District | Bhavnagar Area Office | GM | - |
| Palanpur Telecom District | - | - | - |
| Amreli Telecom District | - | - | - |
| Surendranagar Telecom District | - | - | - |

Recommendations on Area Offices

Name of Circle: Haryana

| Existing SSAs | Proposed Area Office Name | Proposed Area Head | Additional SSAs to be merged with the proposed Area Office |
|----------------------------|---------------------------|--------------------|--|
| Ambala Telecom District | Ambala Area Office | GM | Kathihar Telecom District, Sonipat Telecom District |
| Kathihar Telecom District | - | - | - |
| Hissar Telecom District | Hissar Area Office | GM | Rohatak Telecom District, Rewari Telecom District, Jind Telecom District |
| Faridabad Telecom District | - | - | - |
| Gurgaon Telecom District | Gurgaon Area Office | GM | Faridabad Telecom District, |
| Rohatak Telecom District | - | - | - |
| Rewari Telecom District | - | - | - |
| Sonipat Telecom District | - | - | - |
| Jind Telecom District | - | - | - |

Recommendations on Area Offices

Name of Circle: J&K

| Existing SSAs | Proposed Area Office Name | Proposed Area Head | Additional SSAs to be merged with the proposed Area Office |
|---------------------------------|----------------------------|--------------------|--|
| Srinagar (Ual) Telecom District | Srinagar (Ual) Area Office | GM | - |
| Jammu Telecom District | Jammu Area Office | GM | Udhampur Telecom District, Rajouri Telecom District |
| Udhampur Telecom District | - | - | - |
| Leh Telecom District | Leh Area Office | GM | - |
| Rajouri Telecom District | - | - | - |



Recommendations on Area Offices Name of Circle: Karnataka

| Existing SSAs | Proposed Area Office Name | Proposed Area Head | Additional SSAs to be merged with the proposed Area Office |
|--|---|--------------------|---|
| Bangalore Telecom District | Bangalore Area Office | PGM | Tumkur Telecom District, Mandya Telecom District |
| Dakshin Kannada (Mangalore) Telecom District | Dakshin Kannada (Mangalore) Area Office | PGM | Hassan Telecom District, Kodagu (Madikeri) Telecom District |
| Dharwar Telecom District | Dharwar Area Office | GM | - |
| Mysore Telecom District | Mysore Area Office | GM | - |
| Belgaum Telecom District | Belgaum Area Office | GM | - |
| Uttar Kannada (Karwar) Telecom District | Uttar Kannada (Karwar) Area Office | GM | - |
| Shimoga Telecom District | Shimoga Area Office | GM | Chikmagalur Telecom District |
| Davangere Telecom District | Davangere Area Office | GM | Bellary Telecom District, Raichur Telecom District |
| Bijapur Telecom District | Bijapur Area Office | GM | Gulbarga Telecom District, Bidar Telecom District |
| Kolar Telecom District | Kolar Area Office | GM | - |
| Chikmagalur Telecom District | - | - | - |
| Gulbarga Telecom District | - | - | - |
| Hassan Telecom District | - | - | - |
| Tumkur Telecom District | - | - | - |
| Kodagu (Madikeri) Telecom District | - | - | - |
| Bellary Telecom District | - | - | - |
| Raichur Telecom District | - | - | - |
| Bidar Telecom District | - | - | - |
| Mandya Telecom District | - | - | - |

Recommendations on Area Offices

Name of Circle: Kerala

| Existing SSAs | Proposed Area Office Name | Proposed Area Head | Additional SSAs to be merged with the proposed Area Office |
|---|--|--------------------|--|
| Ernakulam Telecom District | Ernakulam Area Office | PGM | - |
| Trichur Telecom District | Trichur Area Office | PGM | - |
| Kanpur Telecom District | Kanpur Telecom District | GM | - |
| Thiruvananthapuram Telecom District | Thiruvananthapuram Area Office | GM | - |
| Calicut (Kozhikode) Telecom District | Calicut (Kozhikode) Area Office | GM | - |
| Malappuram Telecom District | Malappuram Area Office | GM | - |
| Quilon (Kollam) Telecom District | Quilon (Kollam) Area Office | GM | - |
| Kottayam Telecom District | Kottayam Area Office | GM | - |
| Alleppey Telecom District | Alleppey Area Office | GM | - |
| Tiruvalla (Pathanamthitta) Telecom District | Tiruvalla (Pathanamthitta) Area Office | GM | - |
| Palghat Telecom District | Palghat Area Office | GM | - |

Recommendations on Area Offices - Name of Circle: Madhya Pradesh

| Existing SSAs | Proposed Area Office Name | Proposed Area Head | Additional SSAs to be merged with the proposed Area Office |
|------------------------------|---------------------------|--------------------|--|
| Indore Telecom District | Indore Area Office | GM | Mandsaur Telecom District, Ratlam Telecom District, Khargone Telecom District, Khandwa Telecom District, Betul Telecom District, Dhar Telecom District, Dewas Telecom District, Shajapur Telecom District, Jhabua Telecom District |
| Bhopal Telecom District | Bhopal Area Office | GM | Sagar Telecom District, Hoshangabad Telecom District, Chhatarpur Telecom District, Narsinghpur Telecom District, Vidisha Telecom District, Guna Telecom District, Mandla Telecom District, Raisen Telecom District, Panna Telecom District |
| Gwalior Telecom District | Gwalior Area Office | GM | Morena Telecom District, Satna Telecom District, Rewa Telecom District, Shivpur Telecom District |
| Jabalpur Telecom District | Jabalpur Area Office | GM | Chhindwara Telecom District, Shahdol Telecom District, Balaghat Telecom District, Seoni Telecom District, Ujjain Area Office |
| Mandsaur Telecom District | Ujjain Area Office | GM | - |
| Ratlam Telecom District | - | - | - |
| Khargone Telecom District | - | - | - |
| Sagar Telecom District | - | - | - |
| Chhindwara Telecom District | - | - | - |
| Khandwa Telecom District | - | - | - |
| Hoshangabad Telecom District | - | - | - |
| Betul Telecom District | - | - | - |
| Dhar Telecom District | - | - | - |
| Morena Telecom District | - | - | - |
| Dewas Telecom District | - | - | - |
| Chhatarpur Telecom District | - | - | - |
| Narsinghpur Telecom District | - | - | - |
| Satna Telecom District | - | - | - |
| Shahdol Telecom District | - | - | - |
| Rewa Telecom District | - | - | - |
| Balaghat Telecom District | - | - | - |
| Vidisha Telecom District | - | - | - |
| Guna Telecom District | - | - | - |
| Shajapur Telecom District | - | - | - |
| Seoni Telecom District | - | - | - |
| Sidhi Telecom District | - | - | - |
| Shivpur Telecom District | - | - | - |
| Jhabua Telecom District | - | - | - |
| Mandla Telecom District | - | - | - |
| Damoh Telecom District | - | - | - |
| Raisen Telecom District | - | - | - |
| Rajgarh Telecom District | - | - | - |
| Panna Telecom District | - | - | - |

Recommendations on Area Offices

Name of Circle: Maharashtra

| Existing SSAs | Proposed Area Office Name | Proposed Area Head | Additional SSAs to be merged with the proposed Area Office |
|-------------------------------|---------------------------|--------------------|--|
| Pune Telecom District | Pune Area Office | PGM | - |
| Kalyan Telecom District | Kalyan Area Office | PGM | Dhule Telecom District, |
| Kolhapur Telecom District | Kolhapur Area Office | GM | Sindhudurg Telecom District |
| Panji Telecom District | Panji Telecom District | GM | - |
| Nashik Telecom District | Nashik Area Office | GM | - |
| Nagpur Telecom District | Nagpur Area Office | GM | Bhandara Telecom District, Chandrapur Telecom District, Wardha Telecom District, Gadchiroli Telecom District, |
| Jalgaon Telecom District | Jalgaon Area Office | GM | Amravati Telecom District, Akola Telecom District, Jalna Telecom District |
| Sangli Telecom District | Sangli Area Office | GM | - |
| Aurangabad Telecom District | Aurangabad Area Office | GM | Buldhana Telecom District, Nanded Telecom District, Parbhani Telecom District, Yeotmal Telecom District |
| Solapur Telecom District | Solapur Area Office | GM | Latur Telecom District, Osmanabad Telecom District |
| Ahmednagar Telecom District | Ahmednagar Area Office | GM | - |
| Satara Telecom District | Satara Area Office | GM | Beed Telecom District, |
| Ratnagiri Telecom District | Ratnagiri Area Office | GM | - |
| Amravati Telecom District | - | - | - |
| Pen (Raigad) Telecom District | Pen (Raigad) Area Office | GM | - |
| Dhule Telecom District | - | - | - |
| Akola Telecom District | - | - | - |
| Buldhana Telecom District | - | - | - |
| Sindhudurg Telecom District | - | - | - |
| Bhandara Telecom District | - | - | - |
| Nanded Telecom District | - | - | - |
| Chandrapur Telecom District | - | - | - |
| Latur Telecom District | - | - | - |
| Parbhani Telecom District | - | - | - |
| Beed Telecom District | - | - | - |
| Yeotmal Telecom District | - | - | - |
| Wardha Telecom District | - | - | - |
| Osmanabad Telecom District | - | - | - |
| Jalna Telecom District | - | - | - |

Recommendations on Area Offices

Name of Circle: Orissa

| Existing SSAs | Proposed Area Office Name | Proposed Area Head | Additional SSAs to be merged with the proposed Area Office |
|---|-----------------------------------|--------------------|--|
| Bhubneshwar (Puri) Telecom District | Bhubneshwar (Puri) Area Office | GM | |
| Cuttack Telecom District | Cuttack Area Office | GM | Phulbani Telecom District |
| Berhampur (Ganjam) Telecom District | Berhampur (Ganjam) Area office | GM | Dhenkanal Telecom District |
| Sambalpur Telecom District | Sambalpur Area Office | GM | Balangir Telecom District |
| Koraput Telecom District | Koraput Area Office | GM | Bhawanipatna (Kalahandi) Telecom District |
| Balasore Telecom District | Balasore Area Office | GM | Baripada Telecom District |
| Dhenkanal Telecom District | - | - | |
| Sundargarh (Rourkela) Telecom District | Sundargarh (Rourkela) Area Office | GM | |
| Baripada Telecom District | - | - | |
| Balangir Telecom District | - | - | |
| Bhawanipatna (Kalahandi) Telecom District | - | - | |
| Phulbani Telecom District | - | - | |

Recommendations on Area Offices

Name of Circle: Punjab

| Existing SSAs | Proposed Area Office Name | Proposed Area Head | Additional SSAs to be merged with the proposed Area Office |
|-----------------------------|---------------------------|--------------------|--|
| Jalandhar Telecom District | Jalandhar Area Office | GM | Hoshiarpur Telecom District, Amritsar Telecom District, Pathankot Telecom District |
| Ludhiana Telecom District | Ludhiana Area Office | GM | Sangrur Telecom District, Bhatinda Telecom District |
| Ferozepur Telecom District | Ferozepur Area Office | GM | - |
| Chandigarh Telecom District | Chandigarh Area Office | GM | Patiala Telecom District, Ropar Telecom District |
| Sangrur Telecom District | - | - | - |
| Hoshiarpur Telecom District | - | - | - |
| Patiala Telecom District | - | - | - |
| Amritsar Telecom District | - | - | - |
| Pathankot Telecom District | - | - | - |
| Bhatinda Telecom District | - | - | - |
| Ropar Telecom District | - | - | - |

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Recommendations on Area Offices – Name of Circle : Rajasthan

| Existing SSAs | Proposed Area Office Name | Proposed Area Head | Additional SSAs to be merged with the proposed Area Office |
|--------------------------------|---------------------------|--------------------|--|
| Jaipur Telecom District | Jaipur Area Office | PGM | Bharatpur Telecom District, Tonk Telecom District, Bundi Telecom District, |
| Sriganganagar Telecom District | Sriganganagar Area Office | PGM | Bikaner Telecom District, Churu Telecom District, Bhilwara Telecom District, |
| Jodhpur Telecom District | Jodhpur Area Office | GM | Jaisalmer Telecom District |
| Ajmer Telecom District | Ajmer Area Office | GM | |
| Kota Telecom District | Kota Area Office | GM | Jhalawar Telecom District |
| Pali (Marwar) Telecom District | Pali (Marwar) Area Office | GM | Barmer Telecom District |
| Nagaur Telecom District | Nagaur Area Office | GM | Sikar Telecom District |
| Jhunjhunu Telecom District | Jhunjhunu Area Office | GM | Alwar Telecom District |
| Banswara Telecom District | Banswara Area Office | GM | |
| Alwar Telecom District | - | - | |
| Sikar Telecom District | - | - | |
| Bikaner Telecom District | - | - | |
| Sirohi Telecom District | Sirohi Area Office | GM | - |
| Churu Telecom District | - | - | |
| Bhilwara Telecom District | - | - | |
| Barmer Telecom District | - | - | |
| Bharatpur Telecom District | - | - | |
| Jhalawar Telecom District | - | - | |
| Tonk Telecom District | - | - | |
| Bundi Telecom District | - | - | |
| Jaisalmer Telecom District | - | - | |

Recommendations on Area Offices

Name of Circle : Tamil Nadu

| Existing SSAs | Proposed Area Office Name | Proposed Area Head | Additional SSAs to be merged with the proposed Area Office |
|-------------------------------|---------------------------|--------------------|--|
| Coimbatore Telecom District | Coimbatore Area Office | PGM | Erode Telecom District |
| Trichy Telecom District | Trichy Area Office | PGM | Thanjavur Telecom District , Kumbakonam Telecom District |
| Madurai Telecom District | Madurai Area Office | GM | Virudhunagar Telecom District |
| Salem Telecom District | Salem Area Office | GM | - |
| Erode Telecom District | - | - | - |
| Vellore Telecom District | Vellore Area Office | GM | Nagarcoil Telecom District Dharmapuri Telecom District |
| Thanjavur Telecom District | - | - | - |
| Tirunelveli Telecom District | Tirunelveli Area Office | GM | - |
| Cuddalore Telecom District | Cuddalore Area Office | GM | - |
| Nagarcoil Telecom District | - | - | - |
| Kumbakonam Telecom District | - | - | - |
| Tuticorin Telecom District | Tuticorin Area Office | GM | - |
| Karimnagar Telecom District | Karimnagar Area Office | GM | - |
| Pondichery Telecom District | Pondichery Area Office | GM | - |
| Virudhunagar Telecom District | - | - | - |
| Dharmapuri Telecom District | - | - | - |

Recommendations on Area Offices

Name of Circle: UP East

| Existing SSAs | Proposed Area Office Name | Proposed Area Head | Additional SSAs to be merged with the proposed Area Office |
|----------------------------------|---------------------------|--------------------|--|
| Lucknow Telecom District | Lucknow Area Office | PGM | Unnao Telecom District, Sultanpur Telecom District, Raibareilly Telecom District, Hardoi Telecom District, Farrukhabad Telecom District, Fatehpur Telecom District, Sahjahanpur Telecom District |
| Karaikudi Telecom District | Karaikudi Area Office | GM | - |
| Allahabad Telecom District | Allahabad Area Office | PGM | Jaunpur Telecom District, Orai Telecom District, Pratapgarh Telecom District, Hamirpur (Up) Telecom District, Banda Telecom District |
| Varanasi Telecom District | Varanasi Area Office | GM | - |
| Gorakhpur Telecom District | Gorakhpur Area Office | GM | Basti Telecom District, Faizabad Telecom District |
| Jhansi Telecom District | Jhansi Area Office | GM | - |
| Mirzapur Telecom District | Mirzapur Area Office | GM | - |
| Mau Telecom District | Mau Area Office | GM | Deoria Telecom District, Ghazipur Telecom District, Azamgarh Telecom District |
| Ballia Telecom District | Ballia Area Office | GM | - |
| Sitapur Telecom District | Sitapur Area Office | GM | Lakhimpur Kheri Telecom District, Barabanki Telecom District, Gonda Telecom District, Bahraich Telecom District |
| Lakhimpur Kheri Telecom District | - | - | - |
| Unnao Telecom District | - | - | - |
| Basti Telecom District | - | - | - |
| Sultanpur Telecom District | - | - | - |
| Faizabad Telecom District | - | - | - |
| Jaunpur Telecom District | - | - | - |
| Deoria Telecom District | - | - | - |
| Ghazipur Telecom District | - | - | - |
| Barabanki Telecom District | - | - | - |
| Gonda Telecom District | - | - | - |
| Azamgarh Telecom District | - | - | - |
| Raibareilly Telecom District | - | - | - |
| Bahraich Telecom District | - | - | - |
| Hardoi Telecom District | - | - | - |
| Farrukhabad Telecom District | - | - | - |
| Fatehpur Telecom District | - | - | - |
| Orai Telecom District | - | - | - |
| Pratapgarh Telecom District | - | - | - |
| Hamirpur (Up) Telecom District | - | - | - |
| Banda Telecom District | - | - | - |
| Sahjahanpur Telecom District | - | - | - |

Recommendations on Area Offices

Name of Circle: UP West

| Existing SSAs | Proposed Area Office Name | Proposed Area Head | Additional SSAs to be merged with the proposed Area Office |
|--------------------------------|---------------------------|--------------------|---|
| Ghaziabad Telecom District | Ghaziabad Area Office | GM | Bulandshahr Telecom District, |
| Meerut Telecom District | Meerut Area Office | GM | - |
| Noida Telecom District | Noida Area Office | GM | - |
| Agra Telecom District | Agra Area Office | GM | Etah Telecom District |
| Moradabad Telecom District | Moradabad Area Office | GM | Bijnore Telecom District , Rampur Telecom District , Pilbhit Telecom District , Badaun Telecom District |
| Muzaffarnagar Telecom District | Muzaffarnagar Area Office | GM | Saharanpur Telecom District |
| Bareilly Telecom District | Bareilly Area Office | GM | Etawah Telecom District(upw) |
| Aligarh Telecom District | - | - | - |
| Mathura Telecom District | Mathura Area Office | GM | Aligarh Telecom District |
| Saharanpur Telecom District | - | - | - |
| Bijnore Telecom District | - | - | - |
| Bulandshahr Telecom District | - | - | - |
| Etawah Telecom District(upw) | - | - | - |
| Etah Telecom District | - | - | - |
| Rampur Telecom District | - | - | - |
| Pilbhit Telecom District | - | - | - |
| Mainpuri Telecom District(upw) | Mainpuri Area Office(UPW) | GM | - |
| Badaun Telecom District | - | - | - |

Recommendations on Area Offices Name of Circle: West Bengal

| Existing SSAs | Proposed Area Office Name | Proposed Area Head | Additional SSAs to be merged with the proposed Area Office |
|-------------------------------|---------------------------|--------------------|--|
| Asansol Telecom District | Asansol Area Office | PGM | - |
| Kharaighpur Telecom District | Kharaighpur Area Office | GM | - |
| Siliguri Telecom District | Siliguri Area Office | PGM | Jalpaiguri Telecom District, Raiganj Telecom District, Coochbehar Telecom District, Gangtok Telecom District |
| Krishnanagar Telecom District | Krishnanagar Area Office | GM | Bankura Telecom District, Purulia Telecom District |
| Suri Telecom District | Suri Area Office | GM | - |
| Berhampur Telecom District | Berhampur Area Office | GM | Malda Telecom District |
| Jalpaiguri Telecom District | - | - | - |
| Bankura Telecom District | - | - | - |
| Raiganj Telecom District | - | - | - |
| Malda Telecom District | - | - | - |
| Coochbehar Telecom District | - | - | - |
| Gangtok Telecom District | - | - | - |
| Purulia Telecom District | - | - | - |

Note :

All the existing SSAs in Chattisgarh, HP, NE-I, NE-II and Uttaranchal circles will be renamed as GM headed Area Offices.