

RA/ERP Section  
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Bharat Sanchar Bhawan  
Harish Chandra Mathur Lane  
Janpath, New Delhi – 110 001



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

No : BSNL/ERP/FICO/RoP/2013-14

Dated 07.07.2013

To

Circle IFAs  
All BSNL circles  
(except Karnataka/STR/WTP/ALTTC/TF Mumbai)

**Sub: Implementation of ERP in BSNL**

ERP (Enterprise Resource Planning) is under implementation in BSNL. The PoC (Proof of Concept) phase is nearing completion and accordingly it is proposed to roll out the ERP in all other units of BSNL within the current Financial Year (2013-14).

The learning from PoC implementation reveals that migration of financial data related to FI-CO (Finance & Control) module is a major challenge in implementation. The primary reason is incomplete, in accurate or completely missing details of underlying schedules. The book keeping practices have revealed that there are several areas with tremendous scope of improvement. All balances are required to be supported with details (schedules) and the contents of these schedules are required to be consistent with the details available with other areas of operations like planning (for asset register), other engineering departments (for vendor masters & liabilities).

There are several details which are not required to be maintained as per current practices but which would be essentially required for optimum utilization of the ERP system. Since ERP is being implemented as an integrated system and all modules are to be implemented simultaneously, the inter-dependencies of data need to be addressed before data is prepared for migration. Accordingly, it is requested to kindly identify and communicate to this office a list of finance officers (Name, designation, mobile no & e-mail id) of any level who are well versed with the intricacies of accounts & book keeping and are reasonably aware of BSNL business processes across various departments like planning (asset register / projects / WIP), maintenance, budgeting, pay roll etc. These executives shall be identified resource personnel for FICO implementation, and shall become part of the formal set up of hierarchical Levels for ERP at the circle, which shall be communicated by BSNL CO in due course of time. FICO core group at BSNL CO shall share the requirements of data preparation with these groups of each circle, and also assist in data point validations.

Formal schedules of training and implementation shall be communicated shortly, however, this communiqué is issued to initiate the process of data cleansing and updation of records to a status in which these records are expected to be in any case. The attached document contains the details, which needs to be appraised by the Circle IFAs and shared with their teams.

Revenue accounting shall be integrated with the billing systems (as available), and thus it is extremely important that PMS of CDR be used as the primary system for revenue related financial transactions, and manual/ off line transactions be kept to the minimum. The trial balance as generated by CDR system shall be uploaded into ERP system for revenue accounting, and hence its accuracy must be ensured. It has been noted that not all SSAs are using the trial balance generated by CDR system for their accounts. It is evident from the fact that records of refunds processed on the CDR system are not updated with the information of cheque particulars. Please note that such inaccuracies in underlying data is not only prone to frauds, it will also lead to delays optimum utilization of the system capabilities. It is requested that all SSAs be advised to immediately review the status of refund cases on the CDR and update the information to bring it up to date and hereafter follow the process scrupulously on regular basis. Further all SSAs must review the trial balance generated by CDR system, rectify the underlying data errors if any and ensure that it is used as an authentic input for revenue accounting in the SSA from July 2013 onwards, if not already being used thus. GM (Finance) ITPC may be contacted for any back end support related to trial balance and associated issues on CDR system.

It is also mentioned that BSNL board has decided that quarterly closing of accounts be implemented in BSNL immediately. It is of utmost importance that the data preparation and reconciliation of balances is undertaken immediately, which will not only facilitate ERP implementation, but also enable circles for quarterly closing even before ERP is implemented. It will also be in the interest of Circles to migrate to ERP as early as possible in the current financial year itself so that they get enough time to get accustomed to the ERP system and annual closing can be carried out smoothly.

General Manager (RA/ERP-FICO)

Copy for kind information to:

1. Director (Finance / CFA), BSNL CO, New Delhi
2. Executive Director (Finance)/Executive Director (CA), BSNL CO, New Delhi
3. All CGMs (except Karnataka/STR/WTP/ALTTC/TF Mumbai)
4. GM (BFCI / CA / IA / PF / EF) BSNL CO, New Delhi
5. Sr. GM(CIT)/Addl. General Manager (CIT), BSNL CO, New Delhi