No. BSNLCO-BBIN/13(20)/3/2020-NWO-BB-IN-BSNL-CO   Dated 24.01.2026

To

Heads of all Telecom Circles/ Telecom Districts
Bharat Sanchar Nigam Limited

Sub: Minutes of Meeting of CFA Vertical observed during the Strategic Review and Planning Meet held on 19th January 2026 with Circle Heads of all Telecom Circles - reg.

In the above cited subject kindly find enclosed herewith the Minutes of Meeting of CFA Vertical observed during the Strategic Review and Planning Meet held on 19th January 2026 with Circle Heads of all Telecom Circles.

This is for your information and necessary action please.

This is issued with the approval of Director (CFA), BSNL Board.

Enclosure - As Above

(S R Parmar)
AGM (NWO-BB&IN)

Copy to: Director (CFA), BSNL Board, for information please.

Minutes of Meeting
Strategic Review & Planning Meet
Date: 19th January 2026

Address by Director (CFA)

Director (CFA) addressed the participants, focusing on actionable improvements in the CFA vertical. He stressed systematic approaches, resource optimization, partner management, and identification of low-hanging fruits for sustainable growth.

Key points highlighted by Director (CFA) were as follows:

- **Resource Identification & Utilization** - Identify and map all available resources (BBMs, FMs, NOC teams, partners) at circle and BA levels. Each resource must have a clearly defined role and deliverables. Remove or redeploy non-contributing / namesake resources to ensure optimal utilization.
- **Daily / Regular Monitoring Mechanism –** Assign one technically competent officer (e.g., SDE/AGM level) in each BA/Circle to prepare and present 20–25 key points every morning, covering the previous day's performance. The key CFA focus areas may include customer growth, OLT loading, OLT count, network outages, and carried-over faults. The daily review and decision-making/course correction exercise will not take more than 15 minutes.
- **Partner Management & Confidence Building** - Partners can be a significant strength or a critical weakness, depending on how they are managed. A lack of confidence often leads BSNL teams to avoid direct engagement with partners. Emphasized positive, categorical communication instead of defensiveness. Regular interaction with partners is mandatory. Make partners fully aware of: BSNL products, processes, and their own performance metrics (growth, MTTR, etc.) via system tools (FMS, DSCM) and weekly WhatsApp updates from ITPC.
- **Partner Training –** Many partners are still unaware of realistic business growth targets, revenue and cash-flow details from BSNL business, or even how to access their performance data. Continuous awareness creation is needed, especially for new or changing partner teams and for growing partners.
- **Low-Hanging Fruits**
  - **SIP Trunk** - Significantly higher revenue per effort (ticket size ₹5,000–10,000/month vs. ₹600 RPU for FTTH) with fixed revenue share. Same effort yields 16-30 times revenue. Push aggressively.
  - **Outbound Dialing (OBD)** - Zero-cost revenue opportunity. Requires only nodal officer attention. Currently underutilized; potential to contribute 2-3% of total business revenue.
  - **Other Monetization** - Identify and monetize additional resources (beyond standard FTTH); time-bound action plan to be prepared.

- **Cost Optimization** - First identify all costs clearly. Reduce only redundant costs that do not impact service quality. Avoid indiscriminate cuts that may harm revenue. Distinguish clearly between business volume, billed revenue, and cash flow - they are linked but not interchangeable
- **Finance Awareness** – IFAs should interact daily with Circle/BA heads for 15 minutes to discuss the nitty-gritty of finance (P&L adjustments, etc.). This will Build deep understanding over 3 months and also discuss ways to optimize (similar to tax-saving instruments).
- **Avoid One-off Excuses** - Do not use past one-time good performances as excuse for current negative trends. Ensure every year has positive sustainable drivers so performance shows consistent upward trend every year.

CFA Unit

PGM (CFA) presented detailed performance analysis for Q1 to Q3 FY 2025-26 (April 2025 to December 2025), covering FTTH gross/net connections, data usage growth, OLT addition/ loading, REM entry, OLT availability, FTTH & OLT MTTR, OLTS migration to MAAN, and Q4 targets**.**

1. **Gross & Net FTTH Connections (Achievement vs Target)**
   - Pan-India: 48.5% gross achievement against target; net growth ~4.3%.
   - Five circles still showing negative net customer base vs. 31st March 2025 - very dangerous trend.
   - Both low gross additions and high churn responsible. Urgent dual focus required.
   - Zone-wise low performers highlighted (e.g., J&K, AS, TS, SK, NE-1).
   - Circles were directed to increase gross provisioning while aggressively controlling churn to turn net positive by March 2026.

2. **Data Usage Growth (YoY QoQ comparison)**
   - Pan-India showing consistent sequential improvement over last 6 months.
   - Some circles showing decline in data growth (e.g., J&K, HP, UP-W, BR, AS).
   - Data usage (VLR equivalent of FTTH) reflects overall health (growth + churn + network quality). Circles lagging must analyse root causes and improve.

3. **OLT Loading**
   - Pan-India average: 75 total (85 non-BNU).
   - Significant opportunity exists: ~44,000 non-BNU OLTs lightly loaded.
   - Target: Focus drive to add ≥5 connections/month per low-loaded OLT → can yield ~2 lakh additional connections/month without new infra/partners.
   - Leading: KL (158 - BSNL+BNU /175 - Without BNU). Lagging: TS (49/52), UPE (40/50), MP (46/56), BR (42/67), etc.
   - Unsustainable OLTs (<50 connections) to be prioritized for loading to ≥100+ for viability

4. **REM Entry of OLTs**
   - Pan-India ~71% entered (non-BNU).
   - High performers: JH (100%), CH (94%), TN (92%), MH (94%), MP (93%) etc.
   - Low progress in several circles (e.g., AS 0%, SK 0%, BR & WB single digit, many North/West/East circles lagging).
   - One-time exercise; complete on priority due to audit requirement.

5. **OLT Availability & MTTR**
   - % OLTs >98% uptime (Q3): Pan-India 82.7%, highest South Zone 89% and lowest East Zone 73.2%. Target → 100% (no OLT should drop below 98%).
   - Customer-specific MTTR: Targets are <4 hours in Urban & < 6 hours in Rural. Many circles significantly poor (e.g., UP-E 22h, BR 33h+, NE-II 33h+ WB 22h+ in Urban).
   - OLT-specific MTTR: Pan-India 4 hours for TIP OLTs & 5.6 hours for BSNL OLTs (very high impact as entire OLT goes down).
   - Immediate corrective actions directed for high-MTTR areas (power, infra, response).

6. **OLTE Migration to MAAN & Port Utilization**
   - Many circles completed 100% of planned migration (KT, AP, TS, UE, PB, HA, UT, HP, GJ, MP, KO, BH, AN).
   - Others lagging (MH, NE-II, AS, SK, etc.).
   - OLTE Planned % is low in several circles all circles directed to plan additional OLTEs on MAAN where spare ports are available.
7. **Q4 Targets (Reminder)**
   - FTTH connection target: 8 lakh (Pan-India).
   - Additional targets on OLT addition, SIP Trunk, OBD, and Concurrent Channel Target for SIP Trunk were also refreshed to the circles.
   - All circles must align efforts not only to meet Q4 targets but also try to cover the spill over of Q1 to Q3.

PGM (CFA), BSNL CO, thanked all the participants and concluded the PowerPoint presentation.

<u>Bharat Net Utilisation Unit</u>

1. The utilisation status of BharatNet infrastructure across Circles was reviewed. It was observed that while infrastructure and GP uptime has been improved significantly in many Circles since PIA started working, the utilisation through FTTH connections needs further improvement.

   Circles were advised to take focused action for enhancement of utilisation by on-boarding BNUs and accelerating FTTH provisioning using the available BharatNet infrastructure.

2. The progress of integration of BNU-mini OLTs was reviewed Circle-wise. It was observed that in many Circles, very few BNU mini-OLTs have been integrated during the FY 25-26 so far.

   All Circles were directed to on-board more BNU partners on war footing and start integration of BNU-mini OLTs on priority.

3. The data of GPs having uptime between 98%–95% and >98% but without BNU/FTTH connectivity was reviewed. Such GPs were identified as potential locations for immediate FTTH rollout. It has been observed that there are around 30% such GPs having uptime of >95 and similarly 30% having uptime >98% but uncovered by BNUs (and FTTH). These GPs are low hanging fruits for Circles and should immediately grab through FTTH connections.

   Circles were instructed to focus these GPs and take necessary action for provisioning of BNU/FTTH connections urgently.

4. The progress of FTTH connectivity to Schools and PHCs under BharatNet was reviewed. It was noted that in several Circles, despite MoU being signed with State Govt, the progress of FTTH provisioning is not satisfactory.

   Circles were advised to complete the provisioning of FTTH on urgent basis, in Scholls/PHCs for which State Govt., has given order to BSNL and institutions have been lying <500m from nearest BSNL PoPs. In addition, Circles where PIA is there, priority should be given for GPs having such Schools, PHCs and SGPs to cover with on BN network..

5. The following instructions were reiterated to all Circles:

   - Circle-level (Super BNU) BNU Tender has been floated for **17 packages**. So in the interest of effective and efficient Utilisation of BN network Circles should approach and motivate appropriate existing partners, ISPs, LCOs etc. to participate in this tender. Further, they were informed about the scheduled **Pre-bid conference on** 21.01.2026. Prospective biiders should be encouraged to participate in the Pre-bid Conference.

   - **Population-based incentive** to BNU partners under DBN subsidy scheme (ABP) has become effective from **01.01.2026**.

   - **Demand Generation Portal** for BharatNet FTTH connections under Amended BharatNet Program has been launched. Circles should closely monitor the leads getting booked on this portal and provide the feasible connections within maximum 5-7 days time.For non-feasible leads, they should keep a watch and ensure placing order to PIA to cover those non-GP villages as per the Tender.

   - The following conditions have been made **mandatory** for commissioning of BharatNet FTTH connections:
     - Latitude & Longitude
     - Minimum data usage of 1 MB
     - Submission of Utilisation Certificate (UC)
     - Unique MAC ID

   - For FTTH connections to Schools/PHCs, Circles shall share the list of institutions to ITPC where MoUs have been signed with State Governments, to let them appropriately configure in IT systems and provide connections accordingly.

NWO-CFA

Address by GM (NWO-CFA)

GM (NWO-CFA) apprised the house in detail about the supply of battery sets (VRLA and Li-Ion) and SMPS Power Plants (PP) being undertaken under centralized procurement by BSNL Corporate Office during the last two years.

GM (NWO-CFA) expressed concern over the slow progress in installation and commissioning of the supplied battery sets and SMPS Power Plants by the field units.

GM (NWO-CFA) informed that BSNL Corporate Office has already issued directions for ensuring:

- Installation within 7 days of receipt of equipment, and

- Commissioning within 21 days thereafter.

Since these materials are being delivered directly at consignee (site) locations, strict adherence to the above timelines is mandatory.

GM (NWO-CFA) also briefed the participants about the upcoming procurement pipeline to meet the circle demands. It was informed that the 1st Purchase Order (PO) for the supply of Li-Ion battery sets has already been issued to M/s Lineage Power under Tender T-866. It was also informed that upcoming procurement od SMPS PP would be finalised very soon.

GM (NWO-CFA) also showed concerned about delay in MIGO and MIRO by the circles after the receipt of SMPS PP and battery sets in field. Suppliers have been continuously raising the concern in this regard at BSNL CO.

GM (NWO-CFA) also briefed about the revenue generated by the circles by monetization of UG cable in recent years. He informed that no progress report has been submitted by the BH, OR, WB, AS, JH, AN & SK circles till date despite regular follow up. He also informed that AP, CH, HP, KT & KO circles have not shown any progress in the current financial year.

GM (NWO-CFA) also shown the details of UG cable available in the circles/ BAs stores. He emphasized that this UG cable available in the circle/ BA store can be scrapped in a time bound manner. He also emphasized that circles should undertake monetization of unused UG cable in a focused and target-driven manner.

Directions by BSNL Management

CMD BSNL and Director (CFA) expressed serious concern over the slow installation and commissioning of battery sets and SMPS Power Plants by the field units.

They directed all circles to:

- All Battery and Power Plant units received in the Circle up to 19.01.2026 are installed and commissioned by 05.02.2026 (all activities related to installation , AT and commissioning), and submit a compliance report to BSNL CO immediately thereafter. Further, circles were instructed to align and mobilize resources for timely installation and commissioning of the battery sets and SMPS Power Plants scheduled for delivery in the coming days.
- To ensure that post MIGO, the invoice shall be approved within 30 days by completing MIRO (including removal of the R-block), and that the fund requisition is forwarded to BSNL Corporate Office without any delay

CMD BSNL and Director (CFA) expressed serious concern over the slow progress in monetization of UG cable. They emphasized that substantial revenue potential exists through the monetization of unused UG cable and directed that circles should undertake this activity in a focused and target-driven manner.

Security & Regulation Unit

Address by PGM (Security & Regulation)

1. At the outset, it was briefed to all CGMs that Security of the network mostly gets breached by vulnerabilities in end-point security & mostly the breach happens through console/ terminal/ points for access for reports. Proper discipline is required to secure our system.
2. **Training:** It was emphasized that for North & South Zone Circles, training has been conducted by RRU, Gandhinagar for 60 BSNL officials in December. Now **Circles need to utilize these officials for imparting training through webinars etc to other officials in the Circles**. It was also stressed upon that CGM Training may take the lead in conducting regular on-line trainings on cyber Security for all officials.
3. **Security Audit:** It was informed that audit report as per the proforma needs to be uploaded on Security Audit Portal of DoT by all Circles on which LSA teams will carry out the Crosscheck audit. Some of the circles like Gujarat, Punjab, Maharashtra, Odhisha, Kolkata have not yet uploaded in the correct format. These circles were asked to upload the report in the correct format immediately.

4. **Procurement of PCs**: It was emphasized upon the CGMs to conclude the process for replacement of old PCs whose OS is unsupported now as maximum cyber incidents are happening on these old PCs which are End-of Support now. It was noted that while 14 circles are at different stage of PC procurement, other circles

have not taken up this process. It was also emphasized that EDR solution can not be loaded on the old PCs & hence they need to be replaced.

5. **Sharing of Customer Data with NATGRID**: It was intimated to CGMs that now SDR/CDR/IPDR data is to be shared online with NATGRID & a nodal officer from BSNL has to carry out the coordination on the issue. ITPC was asked to coordinate with GM(IT), CO on the issue.

6. **Sharing of CDR/IPDR data by Circles with LEAs**: It was emphasized that delay in providing such data gets highlighted to DoT & Corporate Office. Streamlining of internal processes is required to meet the timelines. Now, LEAs & DoT are pushing for stricter timelines wherein they are asking for data to be provided in 2-4 hours. In this regard, CGMs were asked to look at staff management for this activity, especially on Sundays & Holidays.

7. **Issues in ATR received from Circles:** It was pointed out that ATRs for Cyber incidents lack critical information needed by LEAs to whom these ATRs are sent. ATRs lack malware image, status of airgap from internet, information about blocking of unused ports & blocking of malicious IPs are not available in many of these reports. CGMs were asked to instruct the officials in the field directly & through their ISOs to include these details in the ATRs.

Regulation Issues:

- **CAF/EMF Penlaties imposed on Circles by DoT:** It was emphasized that Circles need to take action on the pending points as pointed out during Verification by LSAs. Also, they were asked to upload status of EMF/CAF penalty on Sanchar Soft, which many circles are not doing. It was emphasized that merely writing to Corporate Office won't help as the appellate authority is DDG(Compliance) of LSAs against the imposed penalty on these counts. The penalties levied, if not settled in time, have heavy interest burden on them & the sum total becomes very high. Circles were asked to take action as per prevailing guidelines to settle these penalties.

NWP-BB and CDN Units

Voice over Wi-Fi (VoWiFi)

This service was officially announced by CMD sir in the New Year speech on 1st January 2026. VoWiFi is the technology that enables mobile subscribers to make and receive voice calls and SMS over any Wi-Fi network. It is, therefore, useful for improving indoor coverage, where mobile signal strength is weak. It, therefore, enhances customer experience. The enabling of VoWiFi services in iPhone handsets as well as Android handsets was apprised. The list of mobile devices successfully tested for VoWiFi services was also apprised to the CGMs of all Telecom Circles. The status of Unique IMSI and Minutes of Usage under VoWiFi service was also apprised for the month of December 2025 and January 2026. It was requested to popularize this service so that maximum customers are benefited.

CS-CSC Unit

Address by PGM (CS/CSC)

The main focus of the presentation was OCSC tender status and static IP implementation in all AEKs.

1. Status of CSCs:

Out of 3800 CSCs in PAN India, around 2900 CSCs are functioning presently. New OCSC policy and tender documents were issued one and a quarter year back but the progress of finalisation of tender is slow. The tender has been floated for 2900 CSCs in PAN India but only 337 CSCs have started functioning by new OCSC partners. The tenders for 829 CSCs have been finalised and those for 1703 CSCs are under tender evaluation process. Personal attention of CGMs was requested at following points:

- As tender for 829 CSCs are finalised, therefore after signing of agreement handing over of OCSCs to the partners could easily be carried out within a week's time. Therefore this activity may be carried out by the January end in any case.
- Out of 1703 CSCs for which tender evaluation process is undergoing, technical evaluation is at final stage for about 1000 CSCs so the tender for these CSCs can easily be finalised within 15 days. Therefore it is expected that the tender finalization for these OCSCs, may be done by 15th February and handing over of these OCSCs may be done within the third week of February to the selected partners.

In this manner, about 2100 OCSCs out of 2900 OCSCs for which tender has been floated, will start functioning by newly selected OCSC partners by February 2026.

2. Static IP implementation to AEKs:

Static IP implementation to all AEKs has been completed by some circles viz. UPW, UPE, Rajasthan, Uttarakhand, Gujrat, MP, Chennai TD, KOL TD, Assam, Karnataka & Kerala.

Static IP implementation is not yet completed by many circles viz. AP, Tamil Nadu, Telangana, Bihar, Maharashtra, Jharkhand, Odisha, J&K, Punjab, HP, WB, NE-I & Chhattisgarh.

Personal attention of CGMs of these circles was requested for completing the static IP implementation at the earliest, as this is very much important for curbing fraudulent activities regarding Aadhaar.

Fin-CFA Unit

1. **CFA Revenue Performance up to Q3 of 2025-26:**

- **PAN India Target Achievement:** ₹2833 Cr against a target of ₹3539 Cr (80% achievement)
- **YoY Comparison:** Decline of ₹169 Cr (−6%) from ₹3002 Cr in FY 2024-25 for the same period.

    ➢ **Top Performing Circles by % Achievement above 90%: SK, CG, JH and WB**
    ➢ **Lowest performing circles by % Achievement below 80%: GJ, UPW, HP, RJ, TS, KT, UT, OR, JK, BR and KOL**
    ➢ **Positive YoY Growth in % term : UP(E), MH, and NE2**
    ➢ **Top YoY decline in % terms circles: WB, KOL, BH, OR and J&K**

2. **FTTH Revenue Performance up to Q3 of 2025-26:**

- **YoY Comparison:** Decline of ₹4 Cr (−0.17%) from ₹2217 Cr in FY 2024-25

➢ **Positive YoY Growth above 10% : UP(E), SK and NE2**
➢ **Top YoY decline circles above 10%: WB, BH, AS, JK**

3. **FTTH ARPU up to Q3 of 2025-26:**

- **PAN India ARPU Target Achievement**: Rs. 585 against a target of Rs. 584 (100% achievement).
- **YoY Growth**: Rs. 80 more than 2024–25 Q2, marking a **16% increase**.

➢ **Top Performing Circles (by % Achievement): MH, AN, SK, UPE and NE1**
➢ **Lowest Performing Circles (by % Achievement): HR, UT, HP, NE2 and PB**

Circles that have reported a decline in year-on-year growth and a shortfall in target achievement need to intensify efforts to ensure positive growth and complete target realization in Q4. In line with BSNL's guiding principle of *"Revenue First"—* circles are expected to achieve their assigned targets or at least deliver a minimum of **20% revenue growth over last year's performance**. FTTH remains a critical growth segment and any customer loss reflects gaps in both service delivery and provisioning that must be urgently addressed.

Equal emphasis must be placed on enhancing customer value through improved offerings and optimizing pricing strategies to drive higher **ARPU**.