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

Dated 06.11.2025

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 29th October 2025 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 29th October 2025 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

**(Vikram Singh Tanwar)
DGM (NWO-BB&IN CFA)**

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

Minutes of Meeting
Strategic Review & Planning Meet
Date: 29th October 2025

Address by Director (CFA)

Director (CFA) welcomed CMD, Board Members, and CGMs to the SRPM. He emphasized the importance of operational efficiency and Quality of Service (QoS), strong partner relations, effective implementation of government-driven projects to achieve the financial targets and ensure growth and sustainability in a highly competitive telecom market.

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

- Performance must reflect measurable results, not just efforts or perceptions.
- Churn reduction is critical, as over 70% of FTTH disconnections are due to service quality issues rather than pricing.
- Internal teams and last-mile partners must have a clear understanding of BSNL's products and value propositions. Alignment of outsourced manpower and field staff with present-day business priorities is essential.
- The organization's success depends on a strong and engaged partner ecosystem.
- It is important to build trust and strengthen field collaboration with the partner by way of Continuous communication, transparency and responsiveness to partner issues as it is vital for the growth of the organization.
- Marketing efforts should be focus more on the zero-downtime OLT areas to enhance new customer additions.
- Emphasis should be on improving both gross additions and customer retention.
- OLT Downtime and service performance should be monitored at individual n/w element wise, rather than relying on average downtime figures.
- BBM should do close monitoring of OLTs for Churning, loading and volume growth on day to day basis (at least 4 to 6 OLTs per weekday) for more effectiveness.
- Under the Bharat Net Project, targets have increased significantly, hence, close monitoring, timely execution and network readiness are essential. All new GPs must be converted to live customers quickly and visible results are expected by March 2026.

Closing Remarks

Director (CFA) concluded that the sustained survival and progress of BSNL's FTTH business will depend on:

- Expanding **business volumes**
- Strengthening **customer-centric operations**
- Ensuring **utilization of Bharat Net n/w in terms of FTTH growth in rural area**, especially with BNUs.
- Reinforcing **partner management and field engagement**.

CFA Unit

PGM (CFA) presented an overview of the circle progress and asked the **circles to:-**
Emphasis on increasing **gross additions** to sustain **net growth**.
Circles with high churn must enhance **volume** by doing more **new provisioning**.
Leadership expects **visible improvement from November onwards**.

2. Targets & Achievement:- BSNL have achieved only **49%** of target in September 25. As six months have already passed all circles need to put effort to increase their achievement. **Telangana, Madhya Pradesh Jammu & Kashmir, Assam and North East-I** circles are still net negative as on 30th September 25, these circles need to be net positive with in two months i.e October & November. The Circles with **less than 1 lakh FTTH customer** base need **urgent scale-up plans**.

3. Churn rate:- The PAN-India average churn rate for April-25 to September-25 is 1.56 and with this churn rate 18.72% of cus base is lost in 25-26 which is very high and not acceptable. The ratio between best and worst performers is above **1:3**. Circles must maintain **churn below 1%** of the total customer base. Both **gross additions** and **churn control** are equally critical for achieving **net growth**.

4. OLT Loading & Sustainability :- The PAN-India average OLT loading is **84(Non BNU) and 74(both) connections per OLT**. **Kerala is leading with 157(both) connections**. The circles are still having significant number of non BNU OLTs with less than 50 connections which provides a big opportunity of customer growth by loading these OLTs on priority . OLTs with **fewer than 50 connections** are **unsustainable**. Circles to prepare an **action plan** to ensure every OLT crosses **100+ connections** for business viability.

5. BBM Performance:- As on date each **BBM handles 17 OLTs(PAN India Average)**, **daily monitoring of at least 4-6 OLTs per weekday** is mandated. Only **20% of BBMs** are performing well (**25-30 connections/month**); others are underperformer or inactive. Circles to track and improve **partner performance** through strict **BBM accountability**. **BBMs are the critical link** between BSNL and FTTH partners; lack of ownership hampers growth.

Out of **3,455 BBMs**, only **112 (≈3%)** are working **exclusively as BBMs for the FTTH business**. **16 circles** have **zero exclusive BBMs**, indicating a major performance gap. The **Non-exclusive BBMs** are unable to give adequate attention due to multiple responsibilities so circles are directed to **assign at least one exclusive BBM per OA within next 15 days**.

6. OLT Availability:- A total of **12,005 OLTs** are having **zero outage**, **Kerala is performing well with 56% “no-fault” OLTs**; others shall match this **benchmark**. Circles were advised to increase the loading in OLTs with **zero outage and the OLTs with stable uptime** to be **prioritized for aggressive customer on boarding**. Circles with similar infrastructure but fewer customers (e.g., **Karnataka vs Kerala**) must focus on **utilization and customer growth**.

7. Critical and Non Critical & Downtime Analysis:-

Special emphasis should be given to Critical OLTs so that there is no outage. The faults **Less than 30 Minutes outage OLTs contribute to more than 50% of total OLT outages**, this causes often due to minor **power issues which may be addressed easily**. Circles

should work on the reasons for the faults **less than 30 Minutes outage** and **OLTs having faults more than 4 in a Month** and get these issues resolve once for all.

Several OLTs show '**out**' status due to **management link failures**, not actual faults. Circles to **verify password settings and connectivity configurations** to eliminate **false fault reports**. **Management link stability** must be ensured to reflect **accurate system reporting**.

8. OLT Fault Duration & MTTR:- The FTTH MTTR target is **≤ 4 hours** and twelve circles are exceeding this limit wrt OLT only (e.g., **Bihar: 15 hours**) and if the customer faults are also added then the FTTH MTTR will be much higher than 4 hours. Circles to review **high-fault-duration OLTs** and take **immediate corrective action** by prioritizing the areas with **long repair times for infrastructure and power backup improvement**.

9. OLTE migration to MAAN and Port Utilization:- The circle wise status of **OLTEs planned for migration to MAAN** is Ok except for few circles in East Zone. All circles may put effort to migrate the remaining OLTs within one month.

The Port Utilization of MAAN equipment for 10G is ranging from 33%(Sikkim) to 64%(Kerala), many ports are still not utilized. Similar position is with 1G ports also. Circles are advised to re-examine the status of vacant MAAN ports and plan more OLTEs on MAAN accordingly.

10. Circle NoC:- CNoC is working in fifteen circles. 2,46,106 numbers have been white listed but the calls received are only 77,365 only. Director (CFA) emphasised that all the whitelisted numbers shall be made aware of their whitelisted status. The call details of the whitelisted numbers reveal that awareness among BBM/partners regarding the CNoC number is very low and needs to be improved. Circles may examine the status so that the working CNoCs are utilised to its fullest. The other circles where the CNoC is not commissioned may get them commissioned on priority so that they can also be utilised.

11. Other revenue streams:-

- a) **SIP Trunk:-** The growth in SIP Trunk business is 16% and the concurrent channel increase is 6% in last six months which is very less. Circle to explore the possibility of increasing this business.
- b) **Outbound Dialing (OBD) Business:-** This is a **Zero-cost revenue opportunity** — currently only **Haryana and Gujarat** has done some business. Circles are advised to utilize **the automated OBD system** for campaigns and reminders.

OBD applications include:

- i. **Comman message to all Customers**
- ii. **Customised message to each individual customers**
- iii. **Interactive response from Customers**

The system is **in-house, automated, and scalable**, only requires **login and campaign upload**.

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

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.

He elaborated on the ongoing supplies of Li-Ion battery sets and SMPS Power Plants to various circles, along with their delivery timelines.

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. A presentation was made depicting the pending commissioning status of VRLA battery sets supplied up to May 2025 across different circles.

Further, slides showing the current status of supply, installation, and commissioning of Li-Ion battery sets, Composite SMPS PP, and Base Rack SMPS PP were also shared.

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 in pipeline to meet the circle demands. It was informed that the Advance Purchase Order (APO) for the supply of 7 Million AH / 48 V VRLA battery sets has already been issued to M/s Amara Raja and PO is expected to be issued by 1-11-2025.

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:

- Complete all pending installation and commissioning activities within 10 days, and submit a compliance report to BSNL CO immediately thereafter.
- Circles were instructed to align and mobilize resources for timely installation and commissioning of the battery sets and SMPS Power Plants scheduled for delivery (Already issued PO / APO) in the coming days.

Security & Regulation Unit

1. The circles were briefed about the three major cyber- breaches in the BSNL network in past five months. It was emphasized that the security agencies have taken them quite seriously & desired BSNL to take various steps for mitigation. All Circles were requested to act accordingly.
2. It was emphasized that CGMs need to empower the ISOs of the circles who should act as the nodal contact point for any security-related matter in the circle. ISOs need to have maximum visibility of the network in their circle. Any change in ISO in the circle needs to be duly informed to Security Vertical in Corporate Office.
3. **Hardening of PCs**: It was requested to CGMs to put more focus for getting the hardening completed for all eligible PCs in their circles. An updated report was requested from all circles except from ITPC, BBNW, Kerala, AP, Telangana, UP(W) & Odisha.
4. **EDR implementation**: BBNW Circle was requested to get the job completed for all eligible PCs. In addition, it was emphasized that circles need to purchase the PCs as mandated by Corporate Office for replacement of all old PCs where OS version has become unsupported. Some of the circles like Tamilnadu, UP(East), Telangana etc informed that they have already floated the tender for buying new PCs. Other Circles were asked to purchase the PCs as mandated.
5. **Segregation of PCs used to access the network element from internet**: It was emphasized that Circles need to take immediate steps for its complete implementation as this is one of the most vulnerable points for cyber-attack on the network & data exfiltration.
6. **Whitelisting of IPs in Proxy/ Firewall**: This is one of the recommendations from all security agencies that instead of doing the blacklisting of IPs/URLs, circles need to undertake whitelisting of IPs & allow limited IPs/URLs to pass through with a list of whitelisted IPs available with ISOs.
7. **Training in Cyber Security**: It was intimated to Circles that a 10-days Cyber security training programme is proposed to be conducted across five locations for telecom sector by Rashtriya Raksha University, Gandhinagar in November. Initially, the training is proposed to be conducted in Chandigarh & Bengaluru for North & South Zones respectively.
8. **Dedicated Firewall for CPAN network**: CNTX(S) & CNTX(N) circle CGMs were requested to take necessary action to fulfill the commitment made to NSCS.
9. **Action Taken Reports**: It was stressed that current status of workstations needs to be mentioned in ATRs for cyber incidents.
10. **CII Details**: All circles, mainly, ITPC, BBNW, CNTX, all Mobile nodals need to inform about the details of Critical Information Infrastructure in their networks to Security Unit.
11. **It was requested to all CGMs not to give free access to any internet demand from staff**. A due diligence is required to be done. In a section, some 2-3 PCs only can be

given access to internet where any internet related activity can be carried out. Airgap needs to be maintained for other PCs.

Regulation Issues

1. Airtel POIs are pending at BSNL end in four circles: Telangana, AP, UP(East) & Uttaranchal. CGM(AP) informed that pendency is at Airtel's end.
2. It was informed that TRAI is asking for report from all circles for providing an index for digital connectivity of villages & all circles were requested to furnish the data. Format is already shared & except for a few circles, data is pending from other circles.

Bharat Net Utilisation Unit

1. Director (CFA) highlighted the following key focus areas for all Circles:

- Promote **awareness among BSNL staff, field teams, and partners** regarding the **strengths of BSNL services beyond tariff competitiveness**.
- Focus on **gross customer addition** with special attention on **reducing churn** (70–75% of churn being service-quality related). Circles must monitor key operational metrics which governs the quality service to the customers and take prompt corrective action, in case of its deterioration.
- Strengthen **partner engagement** — Since all FTTH connections are provided through them, Circles must ensure partner awareness of service features, new tools etc., and promptly resolve operational bottlenecks.
- **BharatNet Utilisation (BNU)** is being closely reviewed by **PMO, NITI Aayog, DoT, DBN, and the Ministry of Finance**. Director (CFA) emphasised that **BNU on-boarding must be executed on a war footing**, with advance planning for upcoming GPs.

2. The BNU Unit presented an overview of the BharatNet Utilisation progress and operational issues during the presentation. Key highlights included:

a) Connection Targets (5-Year Plan)

- Circles were briefed on the ambitious **five-year FTTH connection targets** under the Utilisation Agreement signed between **USOF & BSNL** for provisioning of 1.5 crore connections.
- It was emphasised that the assigned circle-wise targets are **net targets** — Circles must actually achieve **more than these targets** to offset disconnections and churn.
- The present allocation represents **90% of the total targets**, and the **balance 10%** will be assigned subsequently. Circles should therefore plan capacity and partner readiness accordingly.

b) BNU On-boarding

- This was reiterated as **one of the most critical components** of BharatNet Utilisation.
- Only through **active BNU on-boarding** can the OLT infrastructure generate utilisation output, which directly translates into connection outcomes under the scheme.
- It was noted that **the Administrator (DBN)**, during his recent visits to **UP (East)** and **Madhya Pradesh**, had also highlighted the importance of **rapid BNU on-boarding especially for GPs which are having >90% uptime..**
- The same issue is being **raised by DBN in every review meeting with DoT**, underlining its strategic significance.

- Circles were therefore **requested to prioritise on-boarding of eligible BNUs** in all feasible GPs on a mission mode basis.

c) OLT Loading

- OLT loading was identified as **vital for BNU sustainability**. Circles were informed that **under the Amended BharatNet Programme (ABP)**, BNUs can now be supported through **PIA Fibre connectivity** between GPs and non-GP villages, where a non-GP village already has **five or more FTTH connections**, the **PIA can connect it to the GP OLT**, thereby:
 - Reducing the **maintenance cost** for the BNU,
 - Better network quality till village level and
 - Enhancing the **OLT load** with additional connections, improving viability.
- Circles must proactively identify such villages and enable PIA support to strengthen the local BNU ecosystem.

d) Other Project Updates

- Status of **School and PHC Projects, Samriddh GP**, and **Special Assistance Scheme (SAS)** were reviewed. Circles were reminded to meet **School/PHC targets as per target intimated to PMO**. Targets for Q3 and Q4 were shared with Circles.
- **Pending latitude-longitude capturing** for FTTH connections under ABP to be completed immediately to ensure proper validation for payment processing.
- Circles were also briefed on **guidelines for commissioning FTTH connections**, including the requirement of:
 - Undertaking Certificate (UC)
 - Minimum data usage (≥ 1 MB)
 - Geo-coordinates (Lat-Long)
 - MAC-ID registration
 - Disconnection of non-compliant installations within 7 days.

NWP-BB and CDN Units

NWP-BB unit

- 1) Wi-Fi Roaming - The status of Wi-Fi roaming was apprised to the CGMs of all the telecom Circles. Since the National Wi-Fi Roaming Core (NWRC) is operationally ready, it was requested to bring maximum number of Retail & Bulk Access Points (APs) within the umbrella of Wi-Fi roaming. It was requested to CG Circle to take the lead by converting all the Model-II APs into NWRC platform since BSNL's Wi-Fi Core is in poor health affecting APs' connectivity & service.
The status of total number of APs working under Wi-Fi Roaming in all the Circles and the data usage from the APs was also apprised.
- 2) Up-dation of FTTH daily report - As per the Sharepoint format posted by CMD office, all the Circles were requested to continue to regularly update the same.

CDN Unit

- 1) Redressal of PG cases - It was apprised that the subject is strictly monitored in the MoC Dashboard meeting. It was emphasized that all the grievances received in CPGRAMS portal are to be resolved conclusively within 21 days. A suitable reply needs to be given to the complainant, duly approved by appropriate competent authority within the stipulated time-frame.
- 2) Consumer Education Workshops (CEWs) - A target of holding 197 consumer education workshops was assigned by TRAI to BSNL with the aim to cover all the districts within a span of four years. It was emphasized to hold these workshops as per the target assigned and the shortfall from previous two quarters to be covered in the next two quarters. The theme for the four quarters was also apprised, which is as below:

Q1- UCC and SPAM

Q2-Cyber-hygiene

Q3- Consumer Grievance Redressal

Q4- QoS

CS-CSC Unit

PGM (CS&CSC-CFA) gave presentation in which main focus was on tender finalisation for OCSC (Outsourced Customer Service Centres) and establishing Modern CSCs. Following points were presented regarding **CSC functioning status and tender status under new policy** -

- (1) New OCSC policy was issued last year and Standard Tender Document was circulated to all the circles on 22.10.2024.
- (2) There are about 3800 CSCs PAN India out of which about 2400 CSCs are presently operational. The new policy and standard tender document was issued one year back but the pace of tender finalisation is very slow. Presently only 165 OCSC contracts are awarded under new policy. About 1200 CSC are presently operational under old policy by extending tender agreement and about 1200 CSCs are running by BSNL's own staff.
- (3) Under new OCSC policy about 3000 CSCs have been planned to be operated by OCSC partners and about 800 CSCs have been planned to be operated by BSNL staff. Tenders have been floated by various circles for about 2425 CSCs under new OCSC policy and are in the process of finalisation.
- (4) There are six Circles where all CSCs have been planned to be operated by BSNL Staff and none by OCSC partner namely Assam, NE-I, NE-II, Himachal Pradesh, Punjab, Kolkata Telephones.
- (5) There are seven Circles where all the CSCs have been planned to be operated by OCSC partners and none by BSNL Staff namely Bihar Odisha, A&N, WB, Rajasthan, UP(W), Chennai Telephones.
- (6) All the Circles have floated tenders for engaging OCSC partners for all the CSCs where agreements with OCSC partners had expired under old policy, except West Bengal and Kerala Circles where progress is very poor. In West Bengal out of 110 CSCs which have been planned to be operated by OCSC partners, tenders have been floated for only 24 CSCs and that in Kerala out of 111 only for 24.

Following points were presented regarding **establishing Modern CSCs** –

- (i) It is required to establish one modern CSC in each of the BA in all the Circles.
- (ii) In the New OCSC policy it is mentioned regarding establishing Model CSC that the selected CSC partner will be required to incur Capex for modernisation of the CSC which may include designing, new furniture, partition, lighting, air conditioning, etc.
- (iii) The Capex invested by the OCSC partner is subject to maximum amount as per estimates by BSNL Committee and will be adjusted in the future rents, as a reimbursement of the capex.
- (iv) Status of progress regarding establishing Model CSCs was called from all the circles. Only 5 Circle have provided the status namely UP(W), UP(E), Tamil Nadu, Gujarat and Chennai Telephones.

Concluding remarks

- (a) All the Circles are expected to complete the tender finalization process with 15 days and commence the operating of OCSCs within one month's time under new policy.
- (b) All the Circles are expected to take immediate necessary action for establishing Model CSCs. The status report may be submitted immediately by all the circles and they should present weekly progress report in this regard for which format has already been shared.

Fin-CFA Unit

1. CFA Revenue Performance up to Q2 of 2025-26:

- **PAN India Target Achievement:** ₹1890 Cr against a target of ₹2229 Cr (85% achievement)
- **YoY Comparison:** Decline of ₹134 Cr (-7%) from ₹2023 Cr in FY 2024-25 for the same period.
 - **Top Performing Circles by % Achievement above 95%:** UP(E),WB,HR and PB
 - **Lowest performing circles by % Achievement below 80%:** RJ, TS, OR, KO and GJ
 - **Positive YoY Growth in % term :** UP(E), MH, MP, CN, SK, NE2
 - **Top YoY decline in % terms circles:** WB, KOL, BH, OR and J&K

2. FTTH Revenue Performance up to Q2 of 2025-26:

- **PAN India Target Achievement:** ₹1452 Cr against a target of ₹1600 Cr (91% achievement)
- **YoY Comparison:** Decline of ₹19 Cr (-1%) from ₹1471 Cr in FY 2024-25
 - **Top Performing Circles by % Achievement above 100%:** A&N, NE1, TN, SK, NE 2, PB, JH and HP.
 - **Lowest performing circles by % Achievement below 80%:** OR,GJ,TS, UPE,KOL,UPW and BH.
 - **Positive YoY Growth above 10% :** CN, MP, UP(E), SK and NE2
 - **Top YoY decline circles above 10%:** WB, BH,OR,AS,JK,HR, A&N and CG

3. FTTH ARPU up to Q2 of 2025-26:

- **PAN India ARPU Target Achievement:** Rs. 590 against a target of Rs. 584 (101% achievement).
- **YoY Growth:** Rs. 70 more than 2024–25 Q2, marking a **13% increase**.
 - **Top Performing Circles (by % Achievement):** CN, A&N, SK, NE1, MH, OR and CN.
 - **Lowest Performing Circles (by % Achievement):** HR, UT, HP, NE2, PB and J&K.
- ❖ Circles with decline in YoY growth and shortfall in target, needs to ensure positive growth and target achievement in Q3. FTTH is a key growth segment, and loss of customers reflects both service and provisioning gaps. Circle must ensure compliance with TRAI standards, improve service delivery, and actively expand the FTTH base to recover lost revenue. Circles to focus on enhancing customer value and optimizing pricing to increase the ARPU.