

No. BSNLCO-CM/18(12)/1/2026-CnM/E-File No. 731077 dated, at Delhi the, 6th March 2026

Subject: Minutes of Monthly Review Meeting of BSNL Circles by Hon'ble Minister of State for Communications held in February 2026

The Hon'ble Minister of State for Communications (HMoS) undertook a monthly review of the performance of Bharat Sanchar Nigam Limited (BSNL) Circles, with specific emphasis on key operational and financial parameters, including subscriber growth, network uptime, Mean Time to Repair (MTTR), revenue realisation, and expenditure control pertaining to January 2026.

The Circle-wise observations and directions of the HMoS are recorded below for necessary follow-up and time-bound compliance.

Circle-wise Observations and Directions

Maharashtra Circle

- HMoS appreciated the operational performance improvement in January 2026. OLT and BTS uptime are directed to improve to more than 95% by end of February 2026.
- CGM flagged the challenge of media availability at DBN sites, as part of the network is dependent on it. CMD BSNL assured that this has been addressed and necessary maintenance will be undertaken.
- Target for MTTR for cable cuts has been set at 06 hours by end of March 2026, reduced from the current 10:24 hours.
- Regarding financial parameters, HMoS directed that monthly targets be set in alignment with the billing cycle to enable realistic comparison of achievement.
- CGM projected revenue of ₹500–600 crore for February–March 2026, which will assist in meeting the annual target. HMoS expressed satisfaction on overall financial performance.
- HMoS appreciated the initiatives taken by Maharashtra Circle to increase revenue and expand its customer base.

Karnataka Circle

- HMoS noted significant improvements in OLT uptime, BTS uptime, and MTTR for cable cuts and BTS.
- HMoS observed a fall in 4G customer base growth and directed CGM to work towards improving this figure. The number of MNP exits remains high with no significant improvement compared to the previous month.
- CGM was directed to ensure that tower optimisation is undertaken in mission mode, followed by focused sales and marketing efforts.
- CGM, Karnataka projected revenue of ₹130 crore for February 2026.
- HMoS expressed serious concern at the overall performance of the circle, which was also unsatisfactory in the previous month. HMoS directed that systematic improvement be carried out over the next two months.

Madhya Pradesh Circle

- HMoS directed that OLT uptime should reach 96% and BTS uptime 95% by end of February 2026. The target for MTTR for BTS by end of February 2026 is below 4 hours.
- HMoS remarked that performance in January 2026 was below the previous month's level, and the low revenue reflects stagnation. CGM was directed to focus performance improvement in the coming month.
- CGM expressed confidence in achieving the decided revenue target.

Rajasthan Circle

- HMoS appreciated the improvement in operational performance in January 2026.
- HMoS noted that expenditure has surpassed the target while revenue for the month at ₹80 crore is well short of the monthly target of ₹130 crore.
- CGM assured that the revenue targets for the remaining two months of the financial year will be achieved — ₹150 crore in February and ₹176 crore in March 2026.
- HMoS directed CGM to intensify efforts in the remaining two months.

Tamil Nadu Circle

- HMoS expressed serious concern over the persistently high MTTR for cable cuts at 10 hours 55 minutes for January 2026, noting insufficient remedial action by CGM, Tamil Nadu. Urgent corrective measures are required, which are currently inadequate.
- HMoS also expressed serious concern over significant slippage in financial performance, with revenue realised at ₹127 crore against a target of ₹212 crore.
- CGM projected revenue of ₹140 crore for February 2026 and ₹150 crore for March 2026. These projections will still leave the circle approximately ₹200 crore short of the annual target — a matter of serious concern.
- With no significant reduction in expenditure, the overall financial performance of this circle is expected to be concerning.
- The revenue growth pipeline presented for the next two months was also found to be insufficiently ambitious.

Chennai Circle

- HMoS observed poor growth in the 4G subscriber base.
- HMoS noted very high MTTR for BTS. CGM assured that it will be reduced to less than 3 hours by end of February. HMoS directed that it be further reduced to below 2 hours by end of March 2026.
- Overall performance on operational parameters was assessed as poor.
- Performance on financial parameters in January 2026 was also noted to be poor.
- CGM was directed to make all possible efforts to retain large Enterprise Business (EB) customers.

Andhra Pradesh Circle

- HMoS appreciated the increase in 4G customers and improving MNP figures. Improvement in BTS and OLT uptime was also appreciated. Overall operational performance was commended.
- However, HMoS noted poor performance in FTTH subscriber acquisition.

- HMoS directed the circle to further reduce MTTR for cable cuts to below 2 hours.
- For new 4G saturation sites, CGM was directed to coordinate with local public representatives and the concerned Secretary to expedite implementation.
- CGM was also directed to expedite implementation of DoP SIM selling, focusing on high-priority areas where BSNL has strong network coverage.
- HMoS and AS(T) noted the low revenue achievement in the 'Mobile' segment, which requires special focus.
- CGM stated that out of the remaining ₹400 crore revenue target for the year, ₹320 crore is highly probable to be achieved; the remaining ₹80 crore will be pursued through EB measures.
- HMoS directed CGM to identify government institutions as potential customers and seek HMoS assistance wherever required.

Telangana Circle

- HMoS advised CMD, BSNL to separate Andhra Pradesh and Telangana customer figures to enable more effective monitoring of both circles, as the currently combined figures do not permit quality analysis.
- HMoS noted with concern the persistently high MTTR for cable cuts. This should be addressed on priority with clear accountability. The next review presentation should include a dedicated slide on measures taken.
- HMoS directed CGM to adopt a more hands-on approach, including increased personal visits, inspections, and network checks.
- HMoS noted that overall revenue achievement is significantly below target, with shortfalls across all business segments.
- CGM projected revenue of ₹100 crore for February and ₹120 crore for March 2026. These projections still leave a gap of ₹140 crore from the annual target — a serious concern. CGM was directed to improve performance in the next month.
- Overall performance of the circle was assessed as unsatisfactory.

Odisha Circle

- HMoS noted that MTTR for cable cuts remains below par.
- HMoS directed CGM and CMD, BSNL to ensure vendors are meeting SLA parameters for MTTR for BTS and cable cuts. This should also be monitored by BSNL Corporate Office.
- HMoS observed poor performance in 4G customer base growth. FTTH customers have further eroded and the MNP ratio of 5.13 is a serious indicator of declining customer retention.
- BTS and OLT uptime have only marginally improved compared to the previous month. HMoS expressed serious concern about overall operational performance.
- The operational performance is reflected in below par financial results, particularly in the 'Mobile' segment. In January 2026, mobile segment revenue was only ₹11 crore against a target of ₹40 crore — lower even than Q3 performance.
- The sudden inflation in 'Other Expenditure' from a target of ₹6 crore to ₹20 crore in January was noted with concern. CMD was advised to review this with Director (Finance).
- CGM was directed to focus on all revenue segments in February, with particular attention to the 'Mobile' (B2C) segment. This will be a key metric monitored in the next review.

Gujarat Circle

- HMoS observed that operational parameters are not up to the mark. The 4G subscriber base is declining. MTTR for cable cuts at 8:03 hours and for BTS at 4:35 hours are both unacceptable. CGM was directed to focus on lagging Operational Areas (OAs) and take accountability actions within the next two weeks. A slide on measures taken must be included in the next review presentation.
- CMD, BSNL was advised to ensure payments to vendors not meeting SLAs are withheld. Where necessary, tenders should be cancelled and penalties levied for non-performance in accordance with contract terms.
- HMoS appreciated the initiatives taken to improve sales, and directed other circles to consider similar actions.
- Achievement in the 'Mobile' revenue segment was found to be lagging.
- Inaccuracy in expenditure figures was also noted with concern.

Punjab Circle

- MTTR for cable cuts at 3:29 hours was flagged as concerning. OLT uptime, BTS uptime, and MTTR for BTS have all deteriorated compared to December. CGM attributed this to extraordinary circumstances, which have since been resolved.
- HMoS directed CGM to plan in advance for foreseeable adverse weather conditions.
- The 4G customer base continues to show weak growth, as in the previous month. CGM assured that the 4G customer base will reach approximately 7 lakh by end of March 2026.
- Revenue performance was also below par. CGM projected revenue of ₹120 crore for February and ₹300 crore for March 2026. Performance against these projections will be monitored in the next review.

UP-East Circle

- HMoS appreciated the increase in 4G customer base and the efforts being taken to retain customers. The circle's granular customer analysis and targeted retention actions were commended and should be emulated across other circles.
- HMoS appreciated the efforts to re-engage dormant customers through individual outreach.
- Overall operational performance was assessed as good.
- Revenue performance was appreciated and CGM was commended for his efforts.
- HMoS appreciated the innovative initiatives of the circle and advised CMD, BSNL to circulate these for implementation in other circles.

UP-West Circle

- Lack of improvement in OLT and BTS uptime, as well as MTTR for BTS and cable cuts, was noted. UP-East's initiatives for expanding the consumer base may be considered for adoption.
- Financial performance requires greater attention. While the performance is decent, there is significant scope for growth.
- CGM projected revenue of ₹120 crore over the next two months. This leaves the circle ₹70 crore short of the annual target. This gap should be addressed on priority to meet the annual targets.

Kerala Circle

- HMoS noted an increase in mobile customers and FTTH subscribers, as well as a decline in MNP ratio.
- However, HMoS pointed towards the very high MTTR for cable cuts, currently at 10:32 hours. HMoS directed that this figure should be reduced progressively each month and brought below 4 hours by the second quarter of the next financial year.
- While acknowledging concerns regarding equipment quality, HMoS stated that all circles operate on the same equipment; accordingly, leadership efforts must focus on extracting the best possible output from available resources.
- CGM assured projected revenue of ₹175 crore for February and ₹250 crore for March 2026. Even so, the circle will fall significantly short of the targeted revenue and will show no growth compared to last year.
- HMoS noted the absence of any concrete plan for improving CFA figures and directed CGM to draw inspiration from the best practices of CGM, UP-East.
- HMoS expressed disappointment at flat growth across all operational and financial parameters.

Jharkhand Circle

- HMoS noted that FTTH connections, already at a low level of 0.443 lakh, have declined further.
- HMoS directed CGM to target customers who have previously ported out of FTTH services through campaigns highlighting improved BSNL services. CMD, BSNL may consider innovative plans or discounts to win back lapsed customers.
- HMoS noted the increase in MTTR for BTS, which ideally should be below 2 hours. The current figure has reverted to Q2 levels, wiping out past progress. CGM was asked to identify which OAs/BAs are contributing to this performance. HMoS expressed serious concerns at lack of root cause analysis.
- CGM was directed to dedicate more time and resources to reviewing performance at the BA level. MTTR for BTS at the BA level will be a separate monitoring point in future reviews.
- Financial performance was found to be lagging across all parameters.
- CGM projected revenue of ₹100 crore for February and ₹70 crore for March 2026. HMoS appreciated the revenue pipeline and plan presented.

Kolkata Circle

- HMoS noted a rise in 4G subscribers and a decline in MNP, but pointed out stagnant FTTH customer figures and an increase in MTTR for cable cuts. CGM was directed to plan proactively to reduce MTTR.
- HMoS noted shortfall in revenue targets alongside increasing expenditure.
- CGM assured projected revenue of ₹40 crore for February and ₹85 crore for March 2026. However, this will still leave the circle short of its annual revenue target.
- HMoS directed the circle to plan not just for the remaining two months of this financial year, but also for the next FY, to foster a long-term planning mindset rather than an ad-hoc approach.
- Overall business growth was noted to be stagnant.

Chhattisgarh Circle

- HMoS appreciated the increase in 4G customer base and improvement in MNP ratio to 1.8. Other circles should also focus on improving their MNP ratios. CMD was advised to reduce the all-India MNP ratio to below 3 by end of March. Rising MNP is indicative of erosion of customer trust and must be tackled in a planned and prioritised manner.

- HMoS appreciated the improvement in BTS and OLT uptime. MTTR for cable cuts at 4:58 hours should be reduced further.
- On the financial front, HMoS appreciated the reduction in expenditure. On revenue, HMoS noted that revenue should be higher given the strong operational metrics.
- Overall financial performance of the circle was appreciated. The current trajectory is on track to achieve the annual revenue target, which itself represents 20% growth over last year.

Himachal Pradesh Circle

- HMoS appreciated the rise in 4G customer base but noted a decline in OLT and BTS uptime as well as MTTR for cable cuts and BTS. CGM attributed this to weather-related circumstances. HMoS directed that for areas prone to such conditions, advance planning and more robust power supply arrangements should be in place.
- HMoS appreciated the financial performance of the circle.
- While appreciating the overall performance and revenue planning, HMoS advised CGM, Himachal Pradesh to focus more on sustainable, recurring revenue streams rather than one-time items.

Uttarakhand Circle

- HMoS noted the absence of growth in FTTH customers and a decline in data usage.
- HMoS flagged a fall in OLT and BTS uptime as well as a rise in MTTR for BTS and cable cuts. The situation was deemed unacceptable.
- Financial performance was also assessed as significantly below target.
- CGM projected revenue of ₹27 crore for February and ₹30 crore for March 2026. These projections imply a cumulative achievement of ₹365 crore against an annual target of ₹403 crore, and also represent minimal growth over the previous year's achievement of ₹347 crore. The explanations provided for the shortfall were not satisfactory.
- HMoS also noted the absence of any progress on expenditure rationalisation.
- HMoS expressed serious concern about overall performance across all parameters.

Assam Circle

- While improvement in OLT and BTS uptime was noted and appreciated, there has been a decline in MNP ratio compared to Q1 and MTTR for BTS has risen to 5:11 hours from 3:02 hours in the previous month — a cause of concern.
- CGM identified the Silchar BA as an area lagging behind and cited manpower shortage as the reason. HMoS directed CGM to reallocate manpower to deficient areas. HMoS expressed serious concern at the CGM's response to lagging operational performance.
- HMoS appreciated revenue performance in the EB segment. Overall financial performance was also assessed as good.
- HMoS noted overshooting of expenses beyond target and directed robust rationalisation in this area.

J&K Circle

- HMoS stated that citing snowfall and anticipated natural events as reasons for poor performance is not acceptable. The circle must be prepared in advance. If issues relate to power supply, additional DG sets should be provisioned.

- HMoS noted the absence of FTTH customer growth and poor OLT and BTS uptime. This requires systematic planning and improvement.
- CGM projected revenue of ₹28 crore for February and ₹30 crore for March 2026.
- HMoS expressed concern over overshooting of expenditure.
- HMoS directed all CGMs to present only new business opportunities in revenue pipelines in future reviews, and not renewal of existing contracts.

Sikkim Circle

- HMoS expressed concern over a fall in OLT uptime and FTTH subscriber base. For natural events such as snowfall, advance seasonal planning must be in place.
- While appreciating revenue performance, HMoS noted that expenditure needs to be reduced. The current financial trajectory is resulting in near-zero operating profit.
- As the CGM has recently assumed charge, he was directed to drive performance improvement in the coming month.

NE-I Circle

- CGM reported that SAS sites are contributing to revenue shortfalls. HMoS suggested that CGM work with the local government on SAS sites to improve the poor OLT uptime. CMD, BSNL may depute capable officers from the Ministry, if required.
- HMoS expressed concern over high MTTR for BTS at 5:48 hours.
- HMoS expressed concern over poor financial performance. CGM projected revenue of ₹23 crore each for February and March 2026, translating to a total annual revenue of approximately ₹196 crore — representing merely 5% year-on-year growth.

Haryana Circle

- HMoS noted a decline in OLT uptime and a rise in MTTR for BTS. CGM was directed to factor in weather conditions and deploy additional resources accordingly. The target for OLT and BTS uptime should be 99%. The remaining operational parameters were assessed as good.
- Financial performance was not up to the mark. Revenue of ₹40 crore for January 2026 is significantly below expectation.
- CGM, Haryana projected revenue of ₹110 crore over the next two months. This leaves the circle below even last year's achievement and far short of the annual target of ₹970 crore. This performance was deemed unacceptable, with all major revenue streams — 'Mobile', 'CFA', and 'EB' — lagging.
- HMoS directed CGM to make every effort to improve overall performance in March 2026.

Andaman & Nicobar Circle

- HMoS noted a decline in the FTTH customer base and directed that customer retention should be the primary focus. A dedicated war room should be set up for this purpose. Steps taken on this front should be listed in the next review presentation.
- HMoS noted the significant rise in MTTR for cable cuts from 3:38 hours to 4:38 hours, which is unacceptable. Accountability must be ensured for both outsourced entities and departmental personnel.

- CGM projected revenue of ₹8–9 crore for February and ₹35 crore for March 2026. CGM was directed to strive to achieve these figures on priority, as they would move the circle closer to its annual target.

West Bengal Circle

- HMoS appreciated all-round improvement in operational metrics.
- CGM projected revenue of ₹75 crore for February and March 2026 combined. These projections will leave the circle behind even last year's revenue achievement of ₹482 crore, far short of this financial year's target of ₹596 crore. This is totally unacceptable.
- Considering the CGM has recently assumed charge, HMoS directed him to take charge of the situation and deliver a turnaround in financial metrics while sustaining the improvement in operational performance.

Bihar Circle

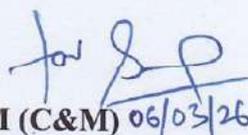
- HMoS expressed serious concern at the low OLT uptime and an increase in MTTR for BTS. The target should be to bring MTTR for BTS and cable cuts below 3 hours.
- Even with ambitious projected revenue figures, a shortfall of approximately ₹100 crore is anticipated. CGM was directed to continue intensifying efforts.

NE-II Circle

- HMoS appreciated the increase in 4G subscriber base and reduction in MNP ratio. However, other operational metrics require significant improvement.
- On the financial front, performance in major revenue streams — 'Mobile' and 'CFA' — was assessed as below expectations. Good performance in the 'EB' segment was appreciated.
- Overall performance of the circle was noted positively.

General Direction: HMoS advised CMD, BSNL to include an accountability matrix in all future review presentations for each circle, covering action taken against non-performance and reviews conducted by CGMs.

This is issued with the approval of Hon'ble Minister of State for Communications.


PGM (C&M) 06/03/26
BSNL CO

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4. All CGMs for information and n/a Pl.