



No. 2-10/2019/BSNL/RM-I/CFA/cash inflow

Date: 11.03.2026

Sub: Minutes of video conference held on 10.03.2026 for review of collection performance.

Ref: C.O. BSNL letter No. 2-10/2019/BSNL/RM-I/CFA/cash inflow dated 06.03.2026.

Video conference with Heads and IFAs of Circles was conducted on 10.03.2026 in Board Room, BSNL Corporate Office under the chairmanship of Director (Finance) BSNL Board. PGM (Finance)-CM, Sr. GM (Fin-GP & CBB), GM (Finance-EB), and the undersigned were present in the video conference.

2. In the inaugural address, Director (Finance) emphasized for robust collection in March 2026 and expressed concern over Circles whose cumulative collections remain lower than the previous year. Circles lagging behind targets were advised to intensify efforts, particularly for recovery of old outstanding dues.

3. The directions of Director (Finance), BSNL Board, during the video conference for actions to be taken by circles are as below:

- a) The collection targets assigned in February 2026 for the last 40 days of the financial year must not only be achieved but also exceeded by a significant margin. Some circles have reported a reduction in collections due to a dip in revenue from services. This is a matter of serious concern. Circles must take immediate and effective measures to ensure that revenue from services shows a clear increase over last year, while also raising the overall collection amount beyond the assigned targets.
- b) A significant amount of old outstanding dues against Government departments still remains. All Circles must ensure 100% recovery of these old dues by March 2026 and simultaneously maximize collection of current year outstanding amounts.
- c) All circles are also instructed to settle their old outstanding including liquidation of irrecoverable OS by conducting regular LBM/ HPC meetings, utilizing the financial powers as delegated to the Heads of BA & Heads of Circle, DE, CAO, AO etc.
- d) A special recovery drive, led by dedicated teams with daily monitoring, is essential to clear outstanding dues of leased circuits, LL/BB, FTTH, and GSM. Outstanding amounts must be properly categorized into disputed and net outstanding, and vigorous follow-up must be undertaken with Central and State Government Departments, PSUs, and CICs. Circles must ensure maximum recovery and settlement of outstanding dues in the forthcoming National Lok Adalat. Timely recovery of billed amounts from Government and EB projects must be ensured without exception.

As LC recovery daily monitoring is required, a Google Sheet containing customer-wise outstanding (>5 lakhs) details has been shared with the circles. The circles must update the sheet, clearly indicating the non-realizable amount, realizable amount & expected date of realization, at the earliest.

- e) All on-hold and unbilled circuits must be billed immediately without any further delay. Pending MoUs should be finalized at the earliest to facilitate issuance of advance circuit bills. It has been observed that a significant amount has been cancelled against the current year's billing of leased circuits, which is a matter of serious concern. Billing must be accurate to avoid fictitious billing and GST outflow.

Circles like MH CnTX-N ,Chennai, Kerala, Bihar, Punjab, UPE,TN & TS have major LC On-Hold. Circles shall review and release On-Hold Circuits to expedite their billing in this month itself.

UP East Circle has reported that billing of leased circuits in respect of BBNL, NMECIT and Army is pending due to non-finalization of MoUs by CNTx-North. The work of MoU finalization is to be completed by the concerned circle within this week, so that, circuits may be released for billing.

- f) All billing issues related to lease circuits, must be resolved promptly by the circles in close coordination with North DC and Finance-EB, BSNL Corporate Office. Timely resolution is essential to ensure accuracy, compliance, and to prevent revenue leakage.

MH Circle has highlighted certain billing and reporting issues in the Billing System. MH Circle will share all such billing and reporting issues with NDC and the Finance Enterprise Cell, Corporate, for early resolution. The NDC team shall address and resolve these issues on a top-priority basis. Fin-EB section to coordinate with NDC team to resolve all such issues.

- g) The 1% incentive available for recovery against circuit bills should be strategically utilized to maximize collections wherever necessary. Circles must make focused efforts to ensure 100% recovery from the Top 10 Lease Circuit outstanding customers within this financial year.
- h) Infra, Port and Emergency charges billing completed, Circles to recover OS from TSPs through continuous daily monitoring and active persuasion. Special meetings with TSPs should be convened during March 2026 to ensure full realization of all outstanding dues.
- i) In case of FHEC related payment is pending i.r.o. towers leased out to M/s RJIL, the UPE modal may be followed as UPE has already settled almost all dues on this issue with RJIL. The same may be completed within the current financial year i.e. on or before 31.03.2026

Further, the issue of site exit may be settled after verifying whether the sites proposed for exit have been counted as part of the total milestone achieved for availing the applicable site discount.

All circles have been instructed to recover/settle all the pending outstanding dues with M/s Bharti Airtel and Voda-Idea at the earliest but before 31.03.26. Circles having majority of amount are: AP-TS, KL, TN, AS, NE1, OR, GJ, RJ, UPW & UT with these two TSPs.

- j) Circles that still have outstanding for claims submitted to CCA towards Fiber Lease, Space, and Misc Infra billing for Q2, Q3, and Q4 of FY 2025-26, must ensure recovery within current month.
- k) All circles must raise bills promptly for infra charges to TIP partners for every OLT installed in BSNL premises and ensure timely recovery of outstanding amounts from TIP partners without delay.
- l) Priority must be accorded to the recovery of Rental Outstanding, along with expediting pending collections from the sale of scrap and asset monetisation.
- m) JK, PB, KL & KT Circle – These circles were requesting for reduction in target on the plea that there is dip in revenue drastically. Circles have to provide complete working with reasons. Vertical wise and revenue item wise details and OS recovery schedule to be provided by 12-03-2026.

Therefore, it is imperative that dedicated collection teams be engaged at both BA and OA levels. Daily monitoring of collection achievements must be ensured, with intensified efforts to expedite recovery of all outstanding dues. All available resources, including field staff, should be mobilized during the remaining period of March 2026 to accelerate collections and decisively surpass the assigned targets. (Remaining target is attached as Annexure-1)

This has the approval of Dir (Fin), BSNL.

by 11/3/2026
(Sunil Kumar)
PGM (Finance)-CFA

Copy for necessary action to:

CGMs & IFAs of all Telecom Circles, Metro TDs, CN-TX North & CN-TX South, BSNL.

Copy for kind information to:

- 1) CMD, BSNL.
- 2) Director (Finance), Director (CFA), Director (CM), Director (EB) & Director (HR) – BSNL Board.
- 3) PGM (Finance) - CM & EF, Sr. GM (Fin-GP & CBB), GM (Fin-EB) BSNL CO.

Annexure-1

Collection Target: upto Mar.2026 (In Cr)			
Circle	Balance target till 31.03.2026	Circle	Balance target till 31.03.2026
HA	63.78	CH	40.6
HP	24.76	GJ	78.02
JK	52.87	MH	811.69
PB	113.88	MP	76.4
RJ	94.08	AN	298.55
UE	89.16	AS	62
UT	42.35	BR	66.62
UW	57.63	JH	42.29
AP	95.37	KO	61.87
CN	89.1	N1	24.87
KL	241.33	N2	38.75
KT	190.28	OR	37.12
TN	124.99	SK	3.81
TS	167.15	WB	76.48
CNTX-N	294.38	CNTX-S	22.9