

No.: BSNLCO-COMN/14(12)/4/2023-RSTG

Dated: 29.10.2026

Minutes of Meeting (MoM) of Strategic Review and Planning Meet (SRPM)

1. Introduction

The Strategic Review and Planning Meeting (SRPM) of BSNL was held on 22nd October 2026 at India Habitat Centre, New Delhi. It was chaired by Hon'ble Minister of Communications and Minister for Development of North Eastern Region (DoNER) Shri Jyotiraditya M. Scindia. The meeting reviewed the performance of BSNL in the second quarter (Q2) and first half (H1) of FY 2026–27. The meeting focused on assessing business performance across all major verticals, reviewing operational efficiency, identifying areas requiring improvement, and formulating the strategy for achieving the Company's business objectives during the remaining quarters of the financial year.

2. Attendance

The meeting was attended by Hon'ble Minister of State for Communications, Dr. Chandra Sekhar Pemmasani, Secretary (Telecom) Shri Amit Agarwal, CMD BSNL Shri A. Robert J. Ravi, Members of the BSNL Board, senior officers of DoT and BSNL Corporate Office, and the CGMs of all Telecom Circles and Administrative Units.

3. Review of overall business performance

The performance of all circles for Q2 (July–September 2026) and H1 was reviewed against targets for revenue, profitability, customer additions and network quality. The main points were:

- (a) **Q2 results:** Revenue from services was ₹4,301 crore, up 8.7% over the same quarter last year. Total income was ₹6,165 crore, up 3%.
- (b) **Subscribers:** The mobile base stood at 943 lakh, an addition of 12.9 lakh since June 2026. The growth is positive but modest. FTTH grew only marginally.
- (c) **Position against the annual target:** About 41% of the annual revenue target has been achieved in H1, which leaves 59% for Q3 and Q4. Circles achieved roughly 20% per quarter in the first two quarters and will need a much higher run-rate.
- (d) **Verticals:** Enterprise Business (EB) remains the main driver of growth. Consumer Mobility (CM) grew modestly. Consumer Fixed Access (CFA) was flat.

4. Observations of the Hon'ble Minister of State

- The MoS highlighted the government's deep interest and high-intensity monitoring regarding BSNL's success.
- While acknowledging that financial metrics need further work, the MoS appreciated the significant operational progress achieved across circles over the past year.
- MoS emphasized that deploying an indigenous 4G technology stack is a matter of national pride, placing India among only five countries globally to possess native 4G technology.
- The MoS shared details from a discussion with the Vodafone CEO, who expressed high satisfaction with the performance and seamless call/data handovers of BSNL's 4G network during trial runs for Intra-Circle Roaming (ICR) across two circles.
- To achieve comprehensive nationwide coverage over the next 1 to 1.5 years, the MoS outlined an aggressive network deployment strategy. Orders have been placed for 27,000 additional towers. With the cash flows now available, about 50,000 more 4G BTS are planned, taking the additional rollout to about 75,000 BTS.
- The MoS noted that the telecom market is currently dominated by a duopoly of two major private players, leading to public dissatisfaction. Positioned BSNL as the best third alternative for consumers, urging circle leadership to take full ownership and aggressively capture market share.
- The MoS reassured CGMs that the ministry will provide all necessary resources, financial permissions (such as local procurement of DG sets and spare parts), and operational freedom.

5. Observations of the Hon'ble Minister of Communications

- (a) Circles will be judged mainly on EBITDA growth and revenue from services. Maharashtra, Andhra Pradesh, Punjab, Haryana and Jammu & Kashmir are five staring circles.
- (b) BSNL's ARPU is about ₹108, against about ₹270 for Airtel and ₹220 for Jio, so there is clear headroom. With 4G now being rolled out, the first priority is market share and customer base; ARPU comes next. BSNL has about 9.4 crore customers. The aim is to reach at least 12–13 crore.

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- (d) For FTTH, ARPU should be raised through value-added services, TV and converged household bundles. SLAs, MTTR and uptime need to improve. BharatNet infrastructure should be used once it is ready.
- (e) EB is doing well, but the business depends on a few large accounts; Maharashtra is at 179% of its target. More circles need to reach that level. Eight circles are below 60% of target and need focused support. The 4G network should be used to serve government customers with security-sensitive needs. Circles that are weak in EB should map their key accounts and prepare an entry plan for each.

6. Operational excellence

- a) 98% uptime and an MTTR of 4 hours remain the key operational targets. Several circles are still above 4 hours for BTS faults and cable cuts.
- b) The share of 4G sites with uptime above 98% rose from 57.5% in March to 64.9% in September.
- c) In Q3, every circle is to bring all its 4G sites above 98% uptime and restore faults within 4 hours.
- d) Supporting infrastructure: Batteries, power and tower management are being strengthened along with the growth in EB. Circle Heads were asked to take ownership of this phase.
- e) North-East circle reported a proposed MoU with a power utility. The utility would give OPGW fibre to BSNL free of cost, and BSNL would install equipment and provide bandwidth free in return. The utility also has about 400 km of overhead lines that it wants to convert to OPGW but cannot fund.

8. Recognition of high-performing circles

The Q2 (FY 2026–27) performance of Maharashtra, Andhra Pradesh, Punjab, Haryana and Jammu & Kashmir circles was appreciated. Their Circle Heads described the initiatives and management steps behind their results.

9. Performance awards for Q2 FY 2026–27

- **Circle of the Quarter and EB Champion:** Maharashtra, with 124% of its RFS target and 179% of its EB target
- **CM Champion:** West Bengal, with 115%
- **CFA Champion:** UP (East), with 97%

10. Review of circles on watch

Karnataka, Madhya Pradesh, UP (East), Bihar, Jharkhand, NE-1 and Sikkim circles were reviewed in detail as Circles on Watch. Their business and operational parameters need focused attention.

11. Conclusion

The Hon'ble Minister expressed satisfaction with the progress made in the first half of the year and congratulated the BSNL team on the growth across major business segments. He asked all Circle Heads to keep up the momentum, strengthen operations, improve service quality, and work with greater ownership and accountability to make BSNL a stronger, customer-focused and future-ready telecom service provider.

The meeting ended with a vote of thanks to the Chair.

This issues with the approval of the Competent Authority.



(Santosh Dahiya)
DGM (Restructuring)

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1. PPS to Chairman DCC& Secretary (T), DoT
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4. PS to Administrator (DBN), DoT
5. PS to JS (T)
6. PS to CMD, BSNL
7. PS to All Functional Directors, BSNL Board
8. PS to CVO BSNL
9. DDG (PM), DDG (AM), DDG (Budget), DoT
10. Director (PSU-I), Director (PSU-IV), DoT
11. All CGMs BSNL
12. All CGMs MTNL
13. All Unit Heads BSNL CO