



सत्यमेव जयते



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PNGRB

पेट्रोलियम एवं प्राकृतिक गैस विनियामक बोर्ड
Petroleum and Natural Gas Regulatory Board

Strategic Leadership Retreat 2.0

— PNGRB Offsite Report

2026



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List Of Abbreviations

Abbreviation	Full Form
AI	Artificial Intelligence
CBG	Compressed Biogas
CCUS	Carbon Capture, Utilisation and Storage
CGD	City Gas Distribution
CNG	Compressed Natural Gas
CO₂	Carbon Dioxide
FERC	Federal Energy Regulatory Commission
GA	Geographical Area
ICF	ICF Consulting India Private Limited
ISO	Independent System Operator
IT	Information Technology
KPI	Key Performance Indicators
LNG	Liquefied Natural Gas
MoU	Memorandum of Understanding
NGPL	Natural Gas Pipeline
NHIMS	National Hydrocarbon Infrastructure Monitoring System
NGO	Non-Governmental Organization
NIST	National Institute of Standards and Technology
OT	Operational Technology
PMO	Program Management Office
PNGRB	Petroleum and Natural Gas Regulatory Board
PPPL	Petroleum Product Pipeline
R&D	Research and Development
RLNG	Regasified Liquefied Natural Gas
RWA	Resident Welfare Association

SOP	Standard Operating Procedure
TPA	Third-Party Access



1. Executive Summary

PNGRB organized a strategic retreat on 28 March 2026 at Taj Damdama Lake, Gurugram for all its officers and staff. The objectives of this strategic retreat were to build upon the strategic direction established during the earlier PNGRB Strategic Leadership Retreat and to advance the institution's thinking on the next phase of regulatory transformation. The session was organized around four focused themes: Consumer-Centric Energy Transformation, Strengthening Stakeholder Communication & Engagement, Capability Building in PNGRB, and PNGRB's Focus in Coming Years.

The discussions reinforced the central message that emerged from the original retreat: PNGRB's future relevance will depend not only on the strength of its statutory mandate, but also on its capacity to evolve with the changing energy system, anticipate emerging infrastructure needs, strengthen consumer protection, communicate with greater clarity, and build the internal capability necessary to regulate effectively in a more complex and dynamic environment.

A key theme across the follow-up session was that relevance must be secured ahead of the transition. The discussions on energy transformation emphasized that natural gas will continue to play an important role in the near term, but that future pipeline-based systems may increasingly involve hydrogen, CBG and other molecules. In parallel, the session highlighted that consumers must remain at the centre of this transition through stronger grievance mechanisms, wider awareness, better communication, and more accessible regulatory systems.

The follow-up session also gave substantial attention to the enabling architecture required for PNGRB 2.0. Communication was framed as a core component of regulatory effectiveness rather than a support activity, with emphasis on standardization, legal diligence, dashboards, feedback systems, and multi-channel outreach. Capability building was treated as a strategic imperative, covering cross-functional learning, digital literacy, AI literacy, cybersecurity, data governance, and partnerships with national and international institutions.

Finally, the session sharpened attention on a set of strategic priorities for the coming years, including CGD–NGPL interconnectivity, spur-line development, Access Code implementation, ISO with bulletin board, and LNG strategic storage. These discussions moved the transformation agenda from broad aspiration toward specific policy and implementation issues that are central to market development, infrastructure readiness, and national energy security.

Overall, the follow-up session was an implementation-oriented extension of the earlier retreat. It retained the theme of future-readiness, consumer focus, institutional strengthening, and execution discipline, while refining these ideas into more actionable workstreams for the next phase of PNGRB's evolution.

2. Context and Objectives

2.1 The strategic context

The follow-up retreat was convened at a time when PNGRB's strategic transformation agenda has moved from vision-setting to implementation planning. The earlier retreat established the broad direction for PNGRB 2.0 as a future-ready, consumer-centric, transparent, data-driven, and innovation-oriented regulator. The follow-up session therefore focused on sharpening priorities, identifying actionable pathways, and aligning institutional capabilities with the scale of transformation required in India's evolving energy sector.

This context is defined by several converging pressures. India must expand energy access, improve infrastructure connectivity, support industrial competitiveness, and strengthen energy security, while simultaneously preparing for an energy transition in which new fuels, new delivery systems, and new consumer expectations will reshape the regulatory landscape. Gas continues to play an important bridging role, but the sector is already being influenced by hydrogen, compressed biogas, digital monitoring systems, consumer rights frameworks, cybersecurity concerns, and the growing importance of communication and trust in regulatory effectiveness.

The retreat therefore approached strategy not only as a question of sectoral priorities, but also as a question of institutional readiness. Participants examined how PNGRB can remain relevant in 2050, how it can improve its communication with stakeholders, how it can build stronger internal capability, and how it can focus its regulatory attention on the most consequential structural issues in the years ahead. The underlying logic was that relevance must be earned through preparedness, execution discipline, and the ability to adapt early to sectoral change.

2.2 Objectives of the follow-up retreat

The objectives of the follow-up retreat were to build upon the foundations laid in the first offsite and move the organization toward a more execution-oriented strategic posture. The session aimed to convert broad themes into concrete workstreams, refine the Board's medium- to long-term focus areas, and identify the organizational changes needed to support implementation, while also providing a shared space away from the routine office environment for Board Members and staff to interact more informally, strengthen team bonds, and soften traditional departmental boundaries. In doing so, the retreat was designed to improve information flow between divisions so that colleagues are more aware of initiatives and achievements across the organization, and to create an atmosphere in which participants could speak more openly about challenges, lessons and opportunities.

The follow-up discussions were organized around four major themes. The first examined PNGRB's focus in the coming years, particularly in relation to pipeline connectivity, access reform, institutional mechanisms for network operation, and LNG strategic storage. The second explored consumer-centric energy transformation and the question of PNGRB's long-term relevance in a changing energy ecosystem. The third theme addressed stakeholder communication and engagement, recognizing communication as a core instrument of regulatory effectiveness. The fourth focused on capability building, with attention to institutional learning, digital readiness, knowledge systems, cybersecurity, and external collaboration.

Together, these objectives reflected a more mature stage of strategic planning. Rather than limiting itself to diagnosing gaps, the follow-up retreat sought to identify implementable pathways, internal

enablers, and sequencing logic that could help PNGRB operationalize its transformation agenda in a coherent and sustained manner.

3. Event Preparation and Collaborative Pre-work

The follow-up retreat was preceded by a structured preparation process that meaningfully broadened participation in PNGRB's strategic agenda. Cross-functional working groups were constituted from among working-level officers, with designated mentors from the senior cadre to guide and challenge the teams. Each group was assigned a specific theme linked to the retreat, with the explicit intent of drawing on diverse operational experience while exposing a wider set of officers to strategic issues.

ICF played a central facilitation role in the event preparation process. Through three rounds of structured preparatory workshops with each group, ICF helped teams undertake background analysis, test and refine their ideas, sharpen key messages, and organize their content into coherent presentations. The workshops also created space for discussion across levels, enabling mentors and group members to align priorities, strengthen the logic of their recommendations, and improve the overall quality of the presentations. On this basis, the groups finalized their materials for the retreat and proposed speakers from within their own teams, with a deliberate emphasis on officers at the middle and junior levels so they could contribute visibly during the event and build confidence in formal speaking roles.

The process strengthened ownership of the retreat themes, promoted greater collaboration across divisions, and built stronger informal networks among colleagues. It also boosted motivation, as many participants saw the offsite not as a stand-alone event but as the culmination of a shared preparation process. The mix of group members and mentors—drawn from different departments and levels—also reflected the retreat's wider focus on institutional readiness, capability building, and stakeholder engagement, which were explored further in the strategic sessions that followed.

4. Opening remarks by Chairperson

The Chairperson opened the retreat by reflecting on the dual imperatives that must define PNGRB as an institution — the **body and the soul** of the organisation.

On the body, the Chairperson emphasised that PNGRB's orders and decisions must be firmly grounded in knowledge. The Board regulates matters with significant financial consequences for entities, consumers, and the broader economy. It is therefore essential that every decision be not only legally sound but transparent and well-reasoned — capable of convincing all stakeholders that outcomes are fair. He stressed that the Board must be technology-driven in its approach, leveraging digital tools to strengthen regulatory rigor, improve monitoring, and enhance the quality of its analysis and communication.

Looking ahead, the Chairperson underscored the importance of a futuristic orientation. Building on the direction established during the first retreat, he reiterated that **PNGRB 2040** must remain a guiding horizon for the institution's strategic thinking. The energy landscape is already shifting - electric vehicles are emerging as a potential fuel in transportation with hydrogen blending not far behind, and induction cooktops are being pushed for cooking. PNGRB must anticipate these transitions proactively.

On the soul, the Chairperson spoke with equal conviction. He expressed that PNGRB must aspire to be a **great place to work** — an institution that attracts talent, nurtures ambition, and gives its officers a sense of purpose. The quality of the institution's people, he noted, is inseparable from the quality of its regulation.

Reflecting on PNGRB's broader role, the Chairperson described the Board as a “*margdarshak*” - a guide - for the sector. This role, he observed, demands more than legal correctness. It requires the capacity to be persuasive, knowledgeable, and capable of building consensus among a diverse set of stakeholders: government, regulated entities, consumers, and judicial bodies. Officers must remain aware of the perspectives of each stakeholder group and engage with them in a spirit of openness and fairness. He noted that PNGRB is already working at the frontier - on hydrogen fuel regulation, AI integration, and the ombudsman framework - and called on the institution to carry that forward-looking spirit into every aspect of its functioning.

He concluded by urging all officers to take a **holistic approach** — looking beyond the immediate matter to the larger policy and societal perspective, and translating strategic intent into disciplined, institution-wide action.

5. Strategic sessions

The follow-up retreat was structured around four focused strategic sessions. Each session explored the context and purpose of the theme, articulated a future ambition, and proposed a set of actions that could guide implementation over the short, medium, and longer term. Together, the sessions created a more integrated view of PNGRB's strategic priorities, linking sectoral focus areas with consumer orientation, communication systems, and internal capability enhancement.

5.1 Session 1: PNGRB's Focus in Coming Years

5.1.1 Context and Purpose

This session concentrated on structural areas that are likely to define PNGRB's regulatory agenda in the coming years. The discussion focused on four interrelated issues: natural gas pipeline requirements and CGD–NGPL interconnectivity, access code reform, operational mechanisms resembling ISO with a bulletin-board framework, and the emerging case for LNG strategic gas storage.

The context for the discussion was the rapid expansion of CGD networks in India without commensurate trunk and spur-line connectivity in many areas. Participants noted that while many geographical areas are connected through NGPL networks, a significant number remain dependent on LNG or cascades, and spur-line development has lagged expectations. At the same time, challenges around pipeline access, separation of functions, and affiliate-code implementation continue to constrain the realization of competitive and transparent market access. The session also recognized that India's growing dependence on imported LNG creates an energy-security case for strategic storage planning supported by appropriate policy and regulatory mechanisms.

5.1.2 Ambition, Actions and Timelines

The ambition of this session was to sharpen PNGRB's medium-term focus on infrastructure connectivity, access reform, and strategic preparedness. The intended direction was to improve the

physical integration of gas networks, create more transparent and operationally viable access arrangements, and enable a phased pathway for strategic gas storage in support of national energy security.

Key Actions Identified By The Group	Timeline
Complete the identification and mapping of unconnected CGD geographical areas with the nearest NGPL nodes, and assess connectivity options based on demand, terrain, and feasibility.	Short Term
Develop targeted spur-line solutions for low-demand and interior areas, including bidding models based on lowest capital expenditure or assured returns, and examine the role of inland LNG hubs in improving connectivity.	Short Term
Pursue an interim group-operator or industry-led mechanism with a centralized single-window booking platform and disclosure monitoring, pending resolution of affiliate-code and legal separation issues.	Medium Term
Develop a policy-supported model for LNG strategic storage using a combination of existing LNG terminal tanks, future tank additions, inventory norms, priority allocation principles, and commercial-cum-strategic operating arrangements.	Medium Term
Strengthen the access code framework with improved operational visibility, a bulletin-board based mechanism for capacity information, and clearer institutional arrangements for network access and booking.	Long Term
Assess route vulnerabilities, replenishment timelines, and supply contracting options to support a credible strategic storage architecture for crisis response and energy security.	Long Term

5.1.3 Conclusion

The session reinforced that PNGRB's near-term strategic relevance will be strongly shaped by its ability to improve last-mile and regional gas connectivity, operationalize fair access arrangements, and support energy-security planning through strategic storage. These issues are not isolated policy topics; they are foundational building blocks for a more resilient, competitive, and integrated gas market.

5.2 Session 2: Consumer-Centric Energy Transformation

5.2.1 Context and Purpose

This session explored PNGRB's long-term relevance in the context of India's evolving energy basket and the wider energy transition. The discussion began with the observation that natural gas still occupies a much smaller share in India's primary energy mix than it does globally, underscoring both the immediate need to expand gas use as a transition fuel and the longer-term need to prepare for a more diversified energy future.

Participants reviewed PNGRB's current institutional strengths built and honed over many years of regulating oil and gas networks — tariff and access regulation, registration and authorization, technical and safety oversight, consumer protection, data and monitoring systems, and international collaboration—and considered how these core capabilities could be extended into future sectors where pipeline transport, natural monopoly characteristics, and public-interest regulation continue to matter. The discussion therefore extended beyond gas to include hydrogen, CBG, coal gas, syngas,

CO2, slurry, ethanol and potentially other networked sectors where regulatory capability of PNGRB could be leveraged around tariff mechanisms, bidding frameworks, infrastructure access, safety, and consumer protection.

5.2.2 Ambition, Actions and Timelines

The ambition of this session was to position PNGRB as a future-ready, outcome-driven regulator that protects consumers, enables efficient and competitive markets, and remains relevant across the energy transition by moving early into emerging areas of pipeline-based regulation and related public-interest functions.

Key Actions Identified By The Group	Timeline
Continuing and deepen early initiatives on hydrogen, CBG, and sustainability, including pilot blending, test-beds, technical guidelines, monitoring systems, and analytical work on future fuels.	Short Term
Ask for legislative changes to include hydrogen and CBG within the PNGRB Act and support a clearer single-regulator model for pipeline-based energy systems.	Short Term
Operationalize centralized grievance systems, progress the ombudsman concept, and convene structured consumer-facing forums.	Medium Term
Build a full consumer protection platform linked with compliance audits, dashboards, and structured stakeholder feedback mechanisms.	Medium Term
Invest in specialized talent, digital backbone systems, and cross-domain expertise so that PNGRB can regulate new fuels and new pipeline-based sectors with credibility and speed.	Long Term
Use international benchmarking and harmonization of standards to keep PNGRB aligned with global regulatory evolution and emerging infrastructure models.	Long Term

5.2.3 Conclusion

The session suggested that PNGRB's relevance in 2050 will be better supported by evolving beyond its current mandate. It will depend on whether the institution can anticipate where infrastructure regulation is heading, keep the consumer at the centre of regulatory design, and build the institutional depth needed to regulate transition fuels and future molecules with consistency and confidence.

5.3 Session 3: Strengthening Stakeholder Communication & Engagement

5.3.1 Context and Purpose

This session treated communication not as a support function, but as a central pillar of regulatory effectiveness. The discussion recognized that ambiguity in communication can reduce compliance, generate avoidable disputes, weaken public trust, and create distance between the regulator and its

stakeholders. Conversely, clear and structured communication can improve predictability, increase transparency, and make regulation easier to understand and implement.

Participants discussed communication across multiple dimensions: the quality of drafting, the use of multi-channel campaigns, institutional ownership through programme management structures, legal diligence in administrative action, and the role of dashboards and data portals in improving transparency. The session emphasized that effective communication must be proactive rather than reactive, two-way rather than one-directional, and tailored to different user groups including industry entities, consumers, regional stakeholders, and non-technical audiences.

5.3.2 Ambition, Actions and Timelines

The ambition of this session was to build a communication architecture that strengthens regulatory credibility, reduces friction, enhances stakeholder understanding, and institutionalizes more consistent, timely, and accessible engagement across PNGRB's functions.

Key Actions Identified By The Group	Timeline
Adopt the principles of clear, concise, concrete, correct, and courteous communication as standard expectations for official correspondence, advisories, and public-facing materials.	Short Term
Establish a central communications PMO along with regional vernacular outreach cells, standardized templates, and feedback systems to coordinate messaging across divisions and locations.	Short Term
Adopt a structured legal diligence framework covering issue definition, due process, documentation and standard templates for consequential communications and orders.	Medium Term
Re-design dashboards and data portals to provide more intuitive navigation, interactive exploration, simplified visuals and embedded feedback mechanisms for diverse user groups.	Medium Term
Operationalize a regulatory communication lifecycle that links field signals, internal assessment, risk evaluation, issuance, compliance monitoring, and feedback-led improvement.	Long Term
Issue periodic newsletters and bulletins, appoint divisional nodal officers, and maintain continuous communication discipline so that stakeholder engagement becomes embedded in regular regulatory practice.	Long Term

5.3.3 Conclusion

The session demonstrated that communication is one of the most underappreciated instruments of effective regulation. When communication is standardized, timely, evidence-based, and stakeholder-friendly, it can reduce conflict, improve compliance outcomes, and strengthen PNGRB's standing as a predictable and responsive regulator.

5.4 Session 4: Capability Building in PNGRB

5.4.1 Context and Purpose

This session focused on the internal capabilities required for PNGRB to sustain regulatory excellence in a rapidly changing sector. Participants noted that the Board's knowledge base must grow with the expanding domain of regulation, particularly as emerging fuels such as hydrogen and CBG become

more relevant and digital systems play a larger role in oversight, data management, and public interaction. Capability building was therefore framed not as a peripheral human-resource issue, but as a strategic imperative tied directly to institutional performance and regulatory resilience.

The discussion covered internal capability building, digital literacy, knowledge management, industry and global engagement, and cybersecurity and data governance. The shared premise was that professional excellence is the regulator's first line of defense against regulatory vulnerability, and that stronger in-house capability is essential if PNGRB is to meet its evolving objectives and maintain its relevance over time.

5.4.2 Ambition, Actions and Timelines

The ambition of this session was to create a structured, future-oriented capability-building framework that equips PNGRB with the skills, systems, partnerships, and governance mechanisms required for effective regulation in a more digital, interconnected, and transition-oriented energy ecosystem.

Key Actions Identified By The Group	Timeline
Establish a dedicated learning and development architecture for gap assessment, resource allocation, annual training calendars, and structured capability planning.	Short Term
Expand cross-functional training, university partnerships, and soft-skill development to strengthen both technical and organizational capability across the institution.	Short Term
Develop a knowledge management system, structured knowledge-transfer mechanisms, and regular newsletters to preserve and circulate institutional learning.	Medium Term
Strengthen cybersecurity governance using recognized frameworks and clear escalation, classification, audit, incident-response, and breach-reporting protocols.	Medium Term
Bring together representatives from CGD, NGPL, PPPL, LNG, and CBG into a more formal periodic council to support practical sector learning and coordination.	Long Term
Integrate data governance principles on classification, retention, interoperability, security, and ethical usage into PNGRB's broader digital and regulatory architecture.	Long Term

5.4.3 Conclusion

The session underscored that institutional relevance cannot be sustained without internal readiness. If PNGRB is to lead in a more complex regulatory environment, it must invest continuously in people, systems, knowledge, digital capability, and external learning networks. Capability building is therefore not a support activity; it is a core part of PNGRB's strategic transformation.

5.5 Interactive Polls and Participant Perspectives

As part of the session on PNGRB's future relevance and institutional evolution, a series of **anonymous digital polls** were conducted to capture real-time perspectives of participants across themes such as consumer prioritization, regulatory approach, institutional capability, and long-term strategy.

5.5.1 Poll Results and Key Observations

The polling exercise highlighted several consistent patterns in participant responses:

1. Consumer-centric positioning: Participants emphasized that PNGRB should strengthen its role in enabling consumer choice, supported by grievance redressal systems, awareness campaigns, and an ombudsman framework.
2. Leadership approach: A majority indicated preference for a strategic and visionary regulatory approach, followed by evidence-based and data-driven decision-making.
3. Institutional priorities: Responses suggested strong support for amendments to the PNGRB Act, including expansion of mandate (e.g., hydrogen, bio-fuels) and strengthening coordination with other regulators, rather than structural amalgamation of regulatory bodies.
4. Capability gaps: Key constraints identified included:
 - Short-term nature of engagements and talent retention challenges
 - Difficulty in onboarding domain experts
 - Limited structured learning
5. Sustainability focus: Participants indicated strong preference for integration of CBG and hydrogen blending as a priority intervention for long-term sustainability.

5.5.2 Key Recommendations Emerging from Poll Discussions

The poll outcomes and subsequent discussions collectively pointed to several actionable recommendations:

1. Strengthen regulatory transparency through system design
 - Enhance digital platforms with user-friendly interfaces, data exploration tools, and feedback loops
 - Institutionalize a structured regulatory communication lifecycle
2. Improve stakeholder engagement
 - Move from one-way dissemination to interactive, two-way communication mechanisms
 - Increase visibility of draft regulations, consultations, and decision rationale
3. Build internal awareness and alignment
 - Improve communication of PNGRB's decision-making processes and regulatory philosophy across staff levels
 - Capture and disseminate institutional learnings to reduce perception gaps
4. Link transparency with consumer trust
 - Integrate transparency measures with grievance systems, dashboards, and consumer-facing platforms to enhance public confidence

6. Key Recommendations

Based on the deliberations during the Strategic Leadership Retreat 2.0, the following recommendations were proposed to guide PNGRB's next phase of strategic and institutional transformation:

1. Sharpen Regulatory Focus on Connectivity, Access, and Energy Security

PNGRB may prioritize improving CGD–NGPL interconnectivity, spur-line development for unconnected and low-demand areas, and the strengthening of access code mechanisms with greater operational transparency. In parallel, the Board should advance a policy-backed framework for LNG strategic storage to enhance national energy security and crisis preparedness.

2. Institutionalize Consumer-Centric Regulation Across the Energy Transition

Consumer protection should be reinforced through centralized grievance redressal mechanisms, the operationalization of an ombudsman framework, and structured consumer engagement platforms. PNGRB should also proactively position itself to regulate emerging fuels and molecules—such as hydrogen and CBG—by supporting legislative inclusion, technical frameworks, and pilot initiatives.

3. Treat Communication as a Core Instrument of Regulatory Effectiveness

PNGRB should establish a dedicated communication architecture, including a central communications PMO, standardized drafting and legal diligence frameworks, improved dashboards, and multi-channel outreach (including regional and vernacular engagement). Clear, consistent, and proactive communication should be embedded as a standard regulatory practice rather than a support function.

4. Build and Sustain a Strong Institutional Knowledge Base

PNGRB should systematically develop a strong institutional knowledge base through structured knowledge dissemination mechanisms and formal training programmes. This should include curated learning pathways, domain-specific training on emerging fuels and technologies, cross-functional exposure, and partnerships with academic and international institutions to ensure continuous professional upskilling across the organization.

5. Strengthen Knowledge Retention through Internal Cadre and Knowledge Systems

To preserve institutional memory and reduce dependency on external knowledge, PNGRB should strengthen knowledge retention through the development of its own cadre and internal expertise. This should be supported by formal knowledge-sharing workshops, structured handover and mentoring mechanisms, and the deployment of a robust knowledge management tool to capture, organize, and reuse regulatory, technical, and experiential learning.

6. Move from Strategic Intent to Disciplined Execution

Across all priority areas, PNGRB should adopt an implementation-oriented approach with clearly defined workstreams, sequencing logic, institutional ownership, and monitoring mechanisms. The transformation agenda should be treated as continuous and adaptive, ensuring PNGRB remains relevant, credible, and future-ready in an increasingly complex energy ecosystem.

7. Feedback

Feedback shared by participants at the venue indicated that the retreat created meaningful value beyond the formal sessions. The following themes emerged consistently from staff reflections:

- The retreat enabled junior team members to understand and present key topics relevant to PNGRB.
- Because the retreat followed a bottom-up approach, it encouraged broader participation across the organization.

- Preparing for the session presentations and Q&A helped team members better understand and internalize PNGRB's vision.
- The retreat also provided a platform to align staff career pathways with PNGRB's future growth areas.

8. Closing Remarks

Shri A.K. Tiwari, Member, PNGRB, closed the retreat by calling on all officers to continue working with **full dedication** to their work - not merely as a professional obligation, but as a genuine commitment to the institution and the public interest it serves.

He observed that every crisis carries within it an element of opportunity, and it is precisely in such moments that bold and innovative decisions are required. PNGRB must be willing to make courageous choices that create a level playing field for all stakeholders, rather than defaulting to caution. He pointed to the West Asia crisis and the growing momentum around CBG and hydrogen blending as examples of challenges that also carry significant regulatory and market opportunity — opportunities that a forward-looking regulator must be prepared to seize.

Shri Tiwari urged the institution to move decisively beyond a **VIP culture** — one defined by the notion of “*violate, investigate, and punish*” - and instead position PNGRB as an **enabler and progressive regulator** that supports growth, builds trust, and removes barriers to investment and compliance. Regulation, he noted, is most effective when it is respected rather than feared.

He emphasised that **tool, technology, and talent** are the need of the hour. PNGRB must become a data-driven organisation, and AI integration must be treated as a priority rather than an aspiration. The ability to harness data and digital systems will be central to the Board's credibility and operational effectiveness in the years ahead.

Shri Tiwari concluded with a call for **collaboration, consistency, and mutual respect**. He encouraged officers to work across divisional boundaries, maintain consistent application of rules, treat colleagues with consideration, and above all, give their best to every task. These, he said, are not just professional values — they are the foundation on which a great institution is built.

9. Conclusion

The follow-up Strategic Leadership Retreat 2.0 marked an important progression in PNGRB's transformation journey. While the earlier retreat established the broad direction of PNGRB 2.0, this follow-up session translated that direction into a more practical and implementation-oriented agenda. Across the four strategic themes, the discussions brought greater clarity to where PNGRB should focus its regulatory attention, how it should prepare for long-term sectoral change, how it should communicate with stakeholders, and what internal capabilities it must build to remain effective in a rapidly evolving energy ecosystem.

A consistent thread across all deliberations was the need to move decisively from intent to execution. Whether the issue was spur-line connectivity, access reform, strategic LNG storage, consumer protection, communication systems, or institutional learning, participants emphasized that PNGRB's future relevance would depend on disciplined implementation, stronger internal systems, and the

ability to anticipate change rather than respond reactively. The retreat therefore reinforced a more mature strategic posture—one in which the Board’s mandate is viewed as dynamic and continuously evolving.

In addition to policy and institutional outcomes, the retreat also delivered important **soft outcomes** critical to long-term organizational effectiveness. The offsite format fostered **stronger team building, collaboration, and trust**, helping empower PNGRB officers to engage openly with strategic challenges and take greater ownership of the transformation agenda. The discussions encouraged **innovation and forward thinking**, enabling participants to look beyond current regulatory boundaries and consider PNGRB’s role in future fuels, new infrastructure models, and emerging risks. Collectively, the retreat contributed to shaping a more **agile, responsive, and confident workforce**, better equipped to operate in a complex, data-driven, and transition-oriented regulatory environment.

Overall, the follow-up retreat served as a critical bridge between strategic aspiration and sustained execution. By aligning regulatory priorities with consumer-centricity, communication effectiveness, capability building, and organizational culture, the retreat strengthened PNGRB’s readiness to deliver on its mandate and to play a credible, proactive role in India’s evolving energy sector in the years ahead.

10. What’s Next

The Strategic Leadership Retreat 2.0 has helped sharpen PNGRB’s priorities and convert broad strategic intent into a set of actionable workstreams. The next step is to move from discussion to structured follow-through, with clear ownership, sequencing, and periodic review of progress across the identified themes.

Over the coming months, PNGRB may consider consolidating the retreat outcomes into a time-bound implementation roadmap, beginning with the highest-priority actions on connectivity, access reform, consumer protection, communication systems, and capability building. This would allow the Board to track early wins, identify implementation challenges, and ensure that momentum is sustained across divisions.

At the same time, several themes raised during the retreat - including emerging fuels, future regulatory models, stakeholder engagement architecture, and internal capability strengthening - will require deeper deliberation and cross-functional alignment. A subsequent retreat in the coming months would provide an opportunity to review progress, assess learnings from initial implementation, and refine the institution’s medium-term direction in light of evolving sectoral developments.