

# Operational Grievance Mechanism



*Anniversary*

Accountability

Integrity Transparency Responsiveness

Community Engagement Remediation Fairness Accessibility Confidentiality

Risk Management Continuous Improvement Efficiency Innovation

Satisfaction Dialogue-Based Effectiveness Social Responsibility

Stakeholder Engagement

Early Warning & Effective Solutions

# Contents

---

**01** Acknowledgements

---

**02** Executive Summary

---

**03** Message from  
the Chief Operating Officer

---

**04** Our Approach

---

**05** What is MPRL E&P's  
Operational Grievance  
Mechanism?

---

**06** Operational Analysis

---

**07** Major Milestones of  
OGM in Mann Field

---

**08** Case Studies and  
Testimonials

---

**09** Data Snapshot:  
10 Years in Numbers

---

**10** The Challenges and  
Opportunities of Sustainable  
Development and  
Energy Security

---

**11** Appendices

---

# 01

## Acknowledgements

As we celebrate the ten-year anniversary of our operational grievance mechanism, we wish to express our profound gratitude to our key stakeholders whose unwavering support, active engagement, and collaborative efforts have been crucial in making this mechanism a model of transparency, accountability, and responsive governance over the past decade.

We extend our deepest appreciation to the Ministry of Energy and Myanmar Oil and Gas Enterprise (MOGE) for their strategic leadership and steadfast commitment. Your guidance and partnership have been vital in ensuring that the grievance mechanism not only meets regulatory standards but also adapts to the evolving needs of the community. Your roles in providing oversight and resources have greatly contributed to the system's resilience and effectiveness.

We are also immensely grateful to the Mann Field communities, community leaders and volunteers for their invaluable feedback and participation. Your insights and advocacy have helped shape the grievance mechanism into a tool that is both accessible and equitable. Your engagement has ensured that the mechanism remains relevant and responsive to the concerns of those it serves, fostering a stronger and more inclusive community.

Finally, we acknowledge the hard work of our CSR and Field Operations staff, whose efforts in implementing the mechanism, providing training, and ensuring its smooth operation have been exemplary. Their commitment has been vital in making the grievance mechanism an effective tool for addressing concerns and fostering positive change.

The success of this grievance mechanism is a testament to the power of collaboration and shared purpose. It stands as a symbol of what can be achieved when government bodies and community stakeholders work together towards a common goal. We look forward





to continuing this partnership, confident that our collective efforts will drive ongoing improvements and ensure that the mechanism remains a beacon of fairness and integrity.

Thank you once again for your dedication and support over the past decade. We are proud of what we have accomplished together and excited for the future as we continue to build on this important foundation.



# Operational Grievance Mechanism

Years

*A*nniversary



## Executive Summary

This ten-year anniversary report of MPRL E&P's Operational Grievance Mechanism (OGM) focuses on its role in enhancing stakeholder communication and transparency in Mann field operations. By promptly addressing community concerns and operational issues, the OGM has fostered constructive dialogue and built trust between MPRL E&P and local stakeholders.

### **Social License to Operate (SLO) Context in Myanmar (2010)**

In 2010, Myanmar underwent significant socio-political changes, transitioning from an authoritarian government to a civilian government. This period marked the beginning of both liberalization and reforms, increasing international scrutiny and demanding adherence to evolving regulatory standards and corporate social responsibility norms. The legacy of social and environmental challenges from the past necessitated transparency, accountability, and meaningful engagement with stakeholders to manage reputational risks and promote sustainable business practices.

### **MPRL E&P's Operational Grievance Mechanism in Mann Field**

MPRL E&P introduced and implemented an Operational Grievance Mechanism (OGM) across the 14 communities surrounding Mann field between 2013 and 2014. Since its inception, this mechanism has played a pivotal role in advancing the company's environmental, social, and governance (ESG) objectives associated with our field operations.

The OGM has been instrumental in fostering community engagement and building trust. Oil field activities inevitably impact local communities through changes in land use, environmental impacts, and socio-economic shifts. By providing a structured platform for



community members to voice concerns and seek resolution, MPRL E&P enhances transparency and maintains positive relationships with stakeholders.

The OGM also serves as a proactive tool for conflict prevention and resolution. By addressing grievances promptly and transparently, the mechanism helps mitigate potential conflicts that could disrupt operations or strain community relations. This approach supports operational continuity and enhances overall stability in operational areas.

Furthermore, the implementation of the OGM underscores MPRL E&P's commitment to compliance and risk management. By adhering to legal and regulatory requirements, the company demonstrates steadfast dedication to responsible business practices. This proactive stance not only mitigates reputational risks but also enhances operational efficiency and effectiveness.

Effective grievance management through the OGM contributes significantly to securing and maintaining a social license to operate in Myanmar. Demonstrating responsiveness to community needs and concerns is crucial for earning trust and support from local stakeholders. This social license is essential for the company's long-term sustainability and acceptance within the communities where we operate.



### Highlights of the OGM in Mann Field (2014-2024)

Total cumulative OGM cases:	<b>183</b>
Average time to acknowledge:	<b>1 day (target 1-3 days)</b>
Average time to feedback:	<b>7 days (target 14 days)</b>
Average duration to case closure:	<b>9 days (target 30 days)</b>
Satisfaction rate with process and outcome:	<b>100% (target 50%)</b>

MPRL E&P's Operational Grievance Mechanism (OGM) handled a total of 183 cases during the reporting period, successfully closing all cases with no pending issues. The OGM's efficiency metrics are as follows:

- **Average Time to Acknowledge a Case:** 1 day, meeting the target of 1 to 3 days.
- **Average Time to Provide Feedback to Complainant:** 7 days, within the target of 14 days.
- **Average Duration to Case Closure:** 9 days, well below the target of 30 days.

Furthermore, all complainants expressed full satisfaction with both the process and the outcomes of their cases, surpassing the target satisfaction rate of 50 percent.

These metrics indicate MPRL E&P's commitment to prompt and effective grievance resolution, ensuring transparency, responsiveness, and stakeholder satisfaction. Achieving or exceeding the set targets demonstrates operational excellence and a robust commitment to maintaining positive community relations and operational integrity.

## Challenges and Lessons Learned

As MPRL E&P's OGM celebrates the first ten-year milestone, it faces challenges amidst evolving political landscapes and regional insecurity. In regions affected by security concerns, accessibility to grievance mechanisms and trust in their impartiality may be compromised, further complicating resolution efforts including investigations and community engagement. Political sensitivities can also undermine the credibility of the OGM, impacting its ability to maintain transparency and fairness.

Encouraging complainants to utilize formal grievance mechanisms instead of resorting to social media channels offers distinct advantages. Formal mechanisms provide structured processes that ensure transparency, direct communication with responsible parties, and protections for privacy. By formalizing complaints through these channels, accountability is enhanced through systematic logging, monitoring, and comprehensive resolution processes. This approach not only strengthens community trust but also aligns with international standards of corporate responsibility.

To optimize the effectiveness of grievance mechanisms, it is crucial to raise awareness and ensure visibility and accessibility of OGM among community members. Clear communication about how to access and utilize the mechanism, coupled with establishing robust feedback loops, can sustain transparency and build confidence in the grievance process. Providing support to community members navigating these processes further reinforces trust and ensures grievances are addressed promptly and fairly.

Despite the challenges posed by various social concerns, our OGM maintains a 100% satisfaction rate for both process and outcome, a testament to a resilient mechanism remaining indispensable for sustaining operations aligned with local needs and global sustainability goals. By fostering transparency, accountability, and community engagement, MPRL E&P aims to navigate evolving complexities effectively, ensuring ongoing positive impacts and operational integrity in the regions where the company operates.

### **MPRL E&P's Continued Commitment toward Sustainable Development**

Myanmar encounters several challenges such as socio-economic disparities, and inadequate infrastructure, hindering inclusive development and access to basic services. However, the country also presents opportunities, particularly through its rich natural resources, which offer potential for sustainable economic growth. Engaging communities and promoting inclusive policies can enhance environmental stewardship and social equity, critical for achieving sustainable development goals and improving the well-being of Myanmar's population.

MPRL E&P continues to prioritize transparency, community engagement, and sustainable practices as foundational principles for operating in Myanmar's complex socio-political environment. By proactively addressing OGM cases and adhering to international standards, the company not only manages operational risks effectively but also contributes to Myanmar's sustainable development.

The commitment to these principles extends across all our projects within Myanmar, emphasizing human rights, transparency, and accountability. By collaborating closely with

stakeholders, MPRL E&P aims to foster trust and mutual understanding, ensuring that its operations align with global best practices and local expectations. This holistic approach not only strengthens the company's social license to operate but also promotes inclusive and sustainable development in Myanmar's evolving landscape.

This 10 years of OGM report underscores MPRL E&P's proactive approach to stakeholder engagement and sustainable operations, aiming for lasting positive impacts on local communities and aligning with global sustainability objectives over the past decade. We invite stakeholders to provide feedback for continuous improvement at [communications@mprlexp.com](mailto:communications@mprlexp.com).





# 03

## Message from the Chief Operating Officer

### Celebrating Ten Years of Transparency and Community Engagement: The Journey of Our Operational Grievance Mechanism

As we celebrate the 10<sup>th</sup> anniversary of our Operational Grievance Mechanism (OGM), it is an opportune moment to reflect on its impact and evolution. Implemented to address concerns raised by local communities around Mann field, the OGM has been instrumental in fostering a culture of transparency and accountability in how we manage our daily operations and their impact on the community and environment.

Over the past decade, we have received numerous grievances, each carefully evaluated and resolved through our structured process. This mechanism has not only provided a vital channel for communication but has also led to significant improvements in our operational practices, safety protocols, community relations, and stewardship of the environment.



#### Key Achievements

**Increased Engagement:** Our OGM has encouraged local stakeholders to voice their concerns

directly to us and participate in resolving issues in a confidential space with non-retaliation policy in place. This has resulted in higher engagement levels and a more inclusive work environment amongst ourselves, MOGE, and our local community, who are major stakeholders in the project. Our regular training sessions have empowered both our teams and local community members with the skills and tools needed to recognize and address potential issues early on. This proactive approach has been instrumental in minimizing the escalation of grievances.



**Data-Driven Improvements:** We have streamlined our response protocols, reducing the average resolution time by 50%, from 16 days to 7 days, surpassing our target of 14 days. This efficiency underscores our commitment to timely and effective problem-solving. Furthermore, insights gathered from grievances and periodic surveys have directly influenced our operational strategies, resulting in enhanced safety measures and reduced environmental impact. Our annual knowledge, attitudes, and practices (KAP) surveys and OGM awareness-raising campaigns have significantly improved community knowledge and engagement with the mechanism.

**Community Relations:** Building trust among project stakeholders remains a top priority for us since day one. Feedback from the OGM has allowed us to tailor our Corporate Social Responsibility (CSR) initiatives to effectively address relevant and important community concerns and needs. This collaborative approach has strengthened our Social License to Operate and fostered a sense of partnership with the local community.

Our commitment to building trust and fostering strong community relations is essential



for the success of our projects. Through active engagement and responsive CSR initiatives, we ensure that our activities not only benefit the local community, but also align with national development efforts, creating a sustainable future for all stakeholders involved.

As we move forward, we remain dedicated to strengthening community awareness and use of the OGM, ensuring it evolves alongside our operations and continues to meet the needs of our local stakeholders. Together, we will continue to build on this foundation, striving for excellence in operational integrity and community partnership. Furthermore, we are implementing this model in other projects undertaken by our MPRL E&P Group of Companies as part of our commitment to share and apply best practices to enhance corporate governance standards in our country.

Thank you for your continued support and engagement as we embark on the next chapter of our journey.

**U Sithu Moe Myint**  
Chief Operating Officer & Executive Director  
MPRL E&P Pte Ltd.



# 04

## Our Approach

MPRL E&P’s human rights approach, outlined in our Organizational Code of Conduct, and Human Rights Statement and Policy, centers on upholding international standards and reference frameworks such as the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights (UNGPs), the United Nations Global Compact (UNGC) and the Voluntary Principles on Security and Human Rights (VPSHR). The company integrates human rights considerations into our operations through comprehensive impact assessments and due diligence.

Key to our strategy is proactive engagement with local communities and indigenous groups, ensuring transparency and seeking informed consent where applicable. MPRL E&P also maintains grievance mechanisms to address concerns promptly and transparently, aiming to foster positive relationships and mitigate potential risks. This approach underscores the company’s commitment to respecting human rights and promoting sustainable practices in Myanmar.



## Our Commitment

Our commitment to human rights at MPRL E&P is fundamental to how we operate and engage with stakeholders, particularly the communities directly affected by our activities. Aligned with international standards and reference frameworks, our approach integrates these principles deeply into our core business strategy, decision-making processes, and daily operations. This ensures that human rights considerations are consistently upheld across all aspects of our activities.

Central to our commitment is transparent, inclusive, and culturally sensitive engagement with host communities. We believe in fostering meaningful dialogue and collaboration to incorporate community perspectives into our project planning and implementation. Where relevant, we respect and support local peoples' rights, including land rights, access to resources, cultural heritage preservation, and participation in development.

A critical component of our approach is the establishment of accessible, transparent, and effective grievance mechanisms. These mechanisms provide individuals and communities with avenues to voice concerns regarding actual or potential impacts caused by our operations. Grievances are promptly and impartially investigated, with actions taken to address valid complaints and prevent recurrence. This process not only resolves disputes but also serves as a continual learning opportunity for us to enhance our human rights practices and community relations.

Monitoring and reporting play integral roles in our commitment. We regularly assess the effectiveness of our human rights commitments and grievance mechanisms through internal evaluations and external reporting. This ensures accountability and transparency in how we manage human rights impacts and engage with stakeholders. As circumstances evolve, we adapt our strategies to address new risks, meet evolving stakeholder expectations, and comply with emerging regulatory standards.

By embedding human rights principles into our operations and actively managing relationships with host communities through robust grievance management, MPRL E&P strives to build trust, foster positive impacts, and contribute to sustainable development in the regions where we operate.

## MPRL E&P's Human Rights Due Diligence Process

### Commitment to Human Rights

- MPRL E&P demonstrates a clear commitment to respecting human rights throughout our operations. Our policy emphasizes adherence to international standards and frameworks such as the UN Guiding Principles on Business and Human Rights (UNGPs), indicating a foundational commitment to human rights due diligence.

### Integration into Operations

- Human rights considerations are integrated into various aspects of the company's operations, including decision-making processes, risk assessments, and stakeholder engagements. This integration aims to ensure that potential human rights impacts are identified and addressed proactively.

### Risk Assessments

- MPRL E&P conducts systematic human rights risk assessments across our operations. These assessments involve identifying potential risks to human rights associated with specific activities, locations, or stakeholders. This helps prioritize areas where human rights impacts may be most significant or where vulnerabilities are higher.

### **Mitigation and Remediation**

- The company's commitment to mitigating and addressing adverse human rights impacts include implementing measures to prevent human rights abuses, providing remediation mechanisms for affected stakeholders, and collaborating with relevant stakeholders to improve outcomes.

### **Monitoring and Reporting**

- MPRL E&P emphasizes the importance of monitoring human rights performance and regularly reporting on such efforts. This likely involves tracking the effectiveness of mitigation measures, evaluating the outcomes of remediation efforts, and ensuring ongoing compliance with human rights standards.

### **Continuous Improvement**

- This involves reviewing and updating policies and procedures in response to changes in the operating environment, stakeholder feedback, and evolving international standards.





# 05

## What is MPRL E&P's Operational Grievance Mechanism?

MPRL E&P recognizes the importance of an Operational Grievance Mechanism (OGM) as a cornerstone of responsible business conduct in the oil and gas sector. Our mechanism serves multiple crucial functions, aligning with the company's commitment to respecting human rights and fostering sustainable relationships with local stakeholders in diverse socio-economic and cultural contexts.

The OGM facilitates the early identification of potential adverse impacts stemming from our operations. It provides a direct channel for individuals and communities affected by the company's activities to voice concerns and report perceived harms. By analyzing trends and patterns in grievances, the company can proactively identify systemic issues and adjust the practices to mitigate future risks.

The OGM enables timely and direct remediation of grievances, either independently or through collaboration with relevant stakeholders. This proactive approach aims to prevent grievances from escalating into more significant disputes or human rights abuses. By addressing concerns promptly and effectively, MPRL E&P seeks to uphold the commitment to responsible corporate conduct and mitigate reputational risks.

The OGM is designed to capture legitimate concerns even before they escalate into potential human rights issues. It ensures that all stakeholders, including local communities and individuals, have a platform to raise issues affecting them, regardless of whether they constitute formal human rights violations. This proactive stance helps in building trust and maintaining positive relationships with affected parties over the long term.



While operational-level grievance mechanisms complement broader stakeholder engagement strategies, they do not replace the role of trade unions or judicial and non-judicial grievance mechanisms. MPRL E&P respects the distinct roles of these entities in addressing labor disputes and ensuring access to justice. The company is committed to transparently communicating the function and accessibility of the OGM, ensuring that stakeholders understand how to utilize this mechanism effectively to address concerns related to the company's operations.

MPRL E&P's Operational Grievance Mechanism is a vital tool in the efforts to conduct business responsibly, manage risks effectively, and uphold human rights standards. By proactively addressing community concerns and fostering open dialogue, the company aims to contribute positively to the sustainable development of the regions where our operations exist.

## Key Principles of the OGM

One of the key principles of an OGM is to provide a structured and accessible platform for individuals and communities affected by the company's operations to raise concerns, complaints, or grievances. This mechanism is rooted in the broader framework of corporate responsibility to respect human rights and serves several essential purposes:

- **Accessibility:** The OGM should be easily accessible to all stakeholders, including local communities, employees, and other affected parties. It should provide clear information on how grievances can be raised, including multiple channels such as hotlines, through volunteers, or mailboxes.
- **Transparency:** Transparency is crucial in the OGM process. Stakeholders should understand how grievances are handled, the timeline for resolution, and the roles and responsibilities of all parties involved. Clear communication ensures trust and accountability.
- **Responsiveness:** The OGM must demonstrate responsiveness to grievances raised. This includes prompt acknowledgment of complaints, timely investigation and feedback, and fair resolution. Stakeholders should feel that their concerns are taken seriously and addressed effectively.
- **Fairness and Impartiality:** The OGM should operate impartially, without bias towards any party involved. Grievances should be investigated objectively, considering all relevant facts and perspectives, and decisions should be based on fair and consistent criteria.
- **Accountability:** Accountability is fundamental to the OGM's effectiveness. The company should take responsibility for addressing grievances and implementing corrective actions where necessary. Regular reporting on grievance outcomes and improvements made reinforces accountability.

- **Learning and Improvement:** The OGM should serve as a learning mechanism for the company. Patterns and trends identified through grievances can highlight systemic issues or areas for improvement in policies, practices, or community engagement strategies.
- **Prevention of Harm:** A proactive approach to grievance management aims to prevent harm before it escalates. By addressing grievances early and effectively, the OGM helps mitigate risks to stakeholders and the company's reputation.

Overall, the key principles of an operational grievance mechanism are to uphold human rights, promote transparency, foster trust, and contribute to sustainable relationships between the company and stakeholders. By adhering to these principles, MPRL E&P aims to effectively manage grievances, mitigate risks, and enhance overall social and environmental performance.





# 06

## Operational Analysis

This part describes the year-by-year analysis of significant developments, challenges, and lessons learned.

### Year 1: Implementation and Initial Challenges

In August 2013, MPRL E&P initiated the pilot phase of an Operational Grievance Mechanism (OGM) in three out of the 14 villages surrounding Mann field. This marked the beginning of efforts to establish a structured platform for community members to raise concerns related to the company's operations. Key activities included:

- **Establishment of OGM Procedures:** The company developed registration and closeout forms for OGM cases, outlining clear processes for handling grievances.
- **Roles and Responsibilities:** Staff roles were defined, and responsibilities for managing OGM cases were assigned. Coordination with village administrators and government personnel was established to facilitate smooth operations.
- **Community Engagement:** MPRL E&P conducted training sessions for community volunteers who acted as focal points between company personnel and the local community. Community meetings were held, and information boards and pamphlets were distributed to raise awareness and provide information about the OGM.
- **Infrastructure Setup:** Grievance collection boxes were installed in strategic locations within the villages to facilitate the submission of grievances by community members.

## Performance Metrics and Challenges:

- **Grievance Handling Metrics:** During the initial phase, the OGM received a total of 36 cases. The average time to acknowledge receipt of a case was 3 days, slightly exceeding the target range of 1 to 3 days. Feedback was provided within an average of 16 days, against a target of 14 days. The average duration for closing a case was 35 days, compared to the target of 30 days. Compensation, when applicable, was processed within an average of 9 days, slightly missing the target of 7 days.
- **Satisfaction Levels:** Despite some operational challenges, there was full satisfaction with both the process and outcomes of the OGM from the complainants. This positive feedback indicated initial success in establishing trust and effective grievance resolution mechanisms within the pilot villages.

## Challenges and Learnings:

- **Operational Efficiency:** The OGM faced challenges in meeting the targeted timelines for grievance handling and compensation, highlighting areas for process improvement and efficiency.
- **Community Engagement:** While initial engagement efforts were successful, ongoing community outreach and awareness-building remained critical to sustaining trust and participation in the OGM.
- **Continuous Improvement:** The pilot phase provided valuable insights into operational dynamics and stakeholder expectations, guiding MPRL E&P in refining the approach and scaling up the OGM across all 14 villages in subsequent years.

The first year of implementing the OGM marked a foundational stage for MPRL E&P's commitment to responsible grievance management and community relations. Despite initial challenges, the company demonstrated responsiveness and proactive efforts in addressing community concerns, setting the stage for further development and refinement of the OGM.

## Years 2-5: Early Outcomes and Adjustments

Following the initial implementation phase in 2013, MPRL E&P focused on expanding and refining the Operational Grievance Mechanism (OGM) across the 14 villages surrounding Mann field from July 2014. Here's a detailed look at the developments and adjustments made during this period:

**The Local Community Partnership Model:** The Local Community Partnership Model brings together MPRL E&P, MOGE, and local communities—including village administrators and volunteers—to support the transition to a proactive, preventative operational model in Mann field. Community volunteers played a key role in the implementation of the OGM by facilitating outreach efforts, building trust, and improving mechanism outcomes. This innovative partnership not only ensures operational sustainability but also empowers local communities to voice their concerns and actively participate in decision-making, fostering a harmonious and mutually beneficial relationship between the industry and the community.

**Expansion of Community Outreach:** From Year 2 onwards, MPRL E&P intensified efforts to disseminate information about the OGM to community households. The company aimed to reach at least 50% of households through peer-to-peer information sessions facilitated by community volunteers. These sessions were crucial in increasing awareness and understanding of how the OGM functioned among local stakeholders.

**Knowledge, Attitudes, and Practices (KAP) Survey:** In the third quarter of 2015, MPRL E&P conducted a KAP survey to evaluate the effectiveness of the information dissemination efforts and assess community awareness of the OGM. The survey revealed significant gaps in knowledge among stakeholders, with many expressing skepticism about the mechanism's efficacy in resolving complaints. Anecdotal evidence from community volunteers corroborated these findings, highlighting the need for targeted interventions to enhance understanding and trust in the OGM.

**Identifying Challenges and Barriers:** The KAP survey also aimed to identify barriers preventing stakeholders from utilizing the OGM effectively. Common challenges included





misconceptions about how to submit grievances, doubts about the responsiveness of the mechanism, and overall lack of confidence in the mechanism's ability to deliver satisfactory outcomes. These insights were crucial in shaping MPRL E&P's strategy for improving the OGM's functionality and community engagement.

**Information, Education, and Communication (IEC) Campaigns:** To address these challenges, MPRL E&P planned comprehensive IEC campaigns tailored to the needs identified in the KAP survey. These campaigns aimed to educate stakeholders on the grievance submission process, emphasize the availability of community volunteers to assist with complaints, and highlight the mechanisms in place for resolving issues. Delivery of IEC messages were strategically timed, including evening sessions to reach a broader audience effectively.

**Building Stakeholder Confidence:** A key focus moving forward was on transparent communication regarding the progress of grievances received, actions taken to resolve them, and any challenges encountered. This transparency aimed to build confidence among stakeholders by providing them with tangible evidence of the OGM's effectiveness in addressing community concerns.

**Contextual Challenges and Industry Context:** MPRL E&P recognized the unique challenges of implementing an OGM in Myanmar's socio-economic and cultural context, where such mechanisms were relatively uncommon. By pioneering this approach, the company aimed not only to improve local relations but also to set a standard for responsible corporate conduct in the region.

In summary, Years 2-5 of MPRL E&P's OGM implementation underscored the importance of ongoing community engagement, targeted awareness campaigns, and transparent communication in enhancing the mechanism's effectiveness. The company's proactive approach to addressing challenges and refining the grievance management strategy reflected a firm commitment to responsible business practices and sustainable community relations in Myanmar.

### **Years 6-10: Maturation and Impact**

As MPRL E&P's Operational Grievance Mechanism (OGM) evolved into its sixth to tenth years of operation, the focus shifted towards maturation and assessing the long-term impact of the initiative. Here's an overview of the developments and achievements during this period:

**Annual Awareness Campaigns:** MPRL E&P conducted annual awareness-raising campaigns on the OGM over four consecutive fiscal years, spanning from FY 2016-2017 to FY 2019-2020. These campaigns aimed to increase community awareness and understanding of the OGM's purpose, processes, and benefits. The effectiveness of these campaigns was monitored through annual Knowledge, Attitudes, and Practices (KAP) surveys.

**Increasing Awareness Levels:** The KAP survey results indicated a significant improvement in awareness levels among stakeholders over the years. In FY 2016-2017, 60% of respondents reported knowing or hearing about the OGM. By January 2020, this figure had risen to 96%, reflecting the success of MPRL E&P's sustained efforts in community engagement and communication.

**Publication of OGM Reports:** In the 2017-2018 fiscal year, MPRL E&P published the first quarterly report on the Operational Grievance Mechanism in Mann field. This report

disclosed detailed information about the OGM's performance, including the number and types of grievances received, response times, outcomes of cases, and feedback mechanisms. Publishing these reports demonstrated the company's commitment to transparency and accountability in grievance management practices.

**Impact of COVID-19 Pandemic:** The global pandemic COVID-19, which emerged in early 2020, necessitated adjustments to MPRL E&P's operations and community engagement strategies. Virus containment measures affected the implementation of the OGM and other outreach activities, highlighting the need for adaptive responses to unforeseen challenges.

**Long-Term Sustainability and Community Relations:** Throughout Years 6-10, MPRL E&P continued to focus on strengthening the sustainability of the OGM and enhancing community relations. The maturation phase allowed the company to refine processes, address stakeholder feedback, and embed the OGM as a cornerstone of the corporate social responsibility efforts.

**Continued Improvement and Adaptation:** The OGM's ongoing success depended on continuous improvement and adaptation to changing community needs and expectations. MPRL E&P remained committed to refining the mechanism based on feedback from stakeholders, ensuring it remained relevant and effective in addressing grievances and maintaining trust.

**Industry Leadership and Best Practices:** As one of the few companies in Myanmar implementing an operational grievance mechanism, MPRL E&P set a precedent for responsible corporate conduct in the oil and gas sector. The company's experiences and outcomes provided valuable insights for industry peers and stakeholders interested in enhancing community engagement and grievance management practices.

In conclusion, Years 6-10 of MPRL E&P's OGM implementation marked a period of significant growth, increased awareness, and demonstrated impact within the Mann field communities. By investing in long-term sustainability and transparency, the company reinforced our commitment to responsible business practices and proactive community relations, setting a benchmark for corporate social responsibility in Myanmar's resource extraction sector.



## Year 10 and Ahead: Adaptation, Resilience, and Continuity

Over a span of 10 years, MPRL E&P's grievance mechanism has undergone significant evolution, particularly amidst transitions in Myanmar's political landscape. Here's how the mechanism has adapted and continues to evolve:

**Adapting to Political Transitions:** The mechanism has navigated transitions from democracy to a state of emergency, requiring adjustments to operational strategies and stakeholder engagement approaches. This adaptation ensures continuity of operations while complying with evolving regulatory frameworks and addressing stakeholder concerns in a sensitive environment.

**Balancing Transparency and Security:** Amidst regulatory changes and heightened security concerns, the grievance mechanism emphasizes transparency and accountability. It complements robust reporting mechanisms to uphold the Voluntary Principles on Security and Human Rights (VPSHR), ensuring that operational stability aligns with respect for human rights and stakeholder expectations.

**Facilitating Reconciliation and Dialogue:** In a challenging post-coup environment, the OGM can promote understanding among stakeholders and facilitate constructive engagement. By addressing grievances effectively, the mechanism contributes to building trust and cooperation essential for sustainable operations.

**Continuous Evolution:** Throughout the 10-year period and into the future, MPRL E&P's grievance mechanism continues to evolve in response to shifting political dynamics, social contexts, and stakeholder expectations. It remains adaptable to emerging challenges, including contextual and regulatory changes, while upholding principles of transparency, fairness, and responsiveness.

**Maintaining Social License to Operate:** The grievance mechanism is instrumental in maintaining MPRL E&P's social license to operate. By addressing community concerns, resolving disputes, and fostering positive relationships, it reinforces trust and credibility. This enhances the company's resilience and sustainability, mitigating risks associated with operational disruptions and stakeholder dissatisfaction.

In conclusion, MPRL E&P's grievance mechanism serves as a cornerstone of corporate commitment to responsible conduct in Myanmar's evolving landscape. By adapting to changes, promoting transparency, and facilitating dialogue, the mechanism contributes to long-term resilience, operational continuity, and positive social impact. As the company continues to navigate complexities, the grievance mechanism remains a vital tool for fostering sustainable development and maintaining stakeholder trust in challenging times.



# 07

## Major Milestones of OGM in Mann Field

These major milestones showcase MPRL E&P's commitment to enhancing stakeholder relations, promoting transparency, and fostering sustainable development through effective grievance management and community engagement in the Mann field area.



### 2013-2014

**Pilot in 3 villages:** Initial implementation and testing of the OGM in three selected villages to assess its effectiveness and refine procedures.

**Full rollout to all 14 villages:** Expansion of the OGM to cover all 14 villages in the Mann field area, ensuring comprehensive coverage of stakeholder communities.

**Setting up Key Performance Indicators (KPIs) of OGM:** Establishment of KPIs to measure the performance and impact of the OGM in handling grievances and improving community relations.

### 2015-2018

**Training volunteers on OGM and stakeholder engagement:** Capacity-building efforts to train volunteers and staff on effective grievance handling and stakeholder engagement strategies.

**Community awareness raising campaigns and KAP surveys:** Conducting Knowledge, Attitudes, and Practices (KAP) surveys to gauge community perceptions and awareness of the OGM, alongside awareness

campaigns to enhance visibility and accessibility.

**Publication of quarterly OGM report on website in local and English languages:** Regular reporting and transparency efforts through quarterly OGM reports published in both local and English languages, ensuring accessibility to stakeholders and the public.

**The MPRL E&P OGM Documentary aired on government media:** A powerful tool for advocacy, education, and engagement, positioning MPRL E&P as a leader in responsible corporate citizenship within the global energy sector.

## 2019-2020

**CSR Open Day and OGM awareness raising campaign:** Engagement with stakeholders through CSR activities and focused campaigns to raise awareness about the OGM's role and procedures.

**KAP survey:** 96% knew or heard of OGM: High awareness levels among stakeholders, indicating successful communication and outreach efforts.

**Publication of quarterly OGM report on website in local and English languages:** Continued transparency and accountability through regular publication of OGM reports.

## 2021-2023

**Operational adjustments with regards to the pandemic and environmental changes:** Adaptation of OGM operations to respond effectively to challenges posed by the COVID-19 pandemic and environmental factors.

**Publication of quarterly OGM report and impact assessment report on website:** Further transparency with the publication of impact assessment reports alongside regular OGM reports.

**Publication of Doh Mann Myay Newsletter in Myanmar language:** Targeted communication on CSR initiatives and OGM updates for local stakeholders in Mann field every three months, superseding a monthly CSR bulletin published earlier for two years.

**OGM awareness raising campaign:** Continued efforts to maintain high levels of awareness and engagement among community stakeholders.

## 2024+

**Celebrating 10 years of operations and reflecting ways forward:** Milestone anniversary marking a decade of OGM operations, reflecting on achievements, lessons learned, and future strategies for continuous improvement and community engagement.





# 08

## Case Studies and Testimonials

### Case Study 1: Removal of Old Boiler in Mei Bayt Kone Village

**Background:** On 25 June 2020, U Win Maung from Mei Bayt Kone village requested the removal of an old boiler from his farm, citing difficulties in cultivation caused by its presence. The case was initially reported to the CSR Field Coordinator, which then escalated the issue to MOGE (Mann field) GM (General Manager) for further action.

**Challenges:** The old boiler was too large to be removed without specialized equipment like a big car or crane. Additionally, the surrounding area was plowed, making access difficult for vehicles.

**Initial Actions:** MOGE's Engineering and Transportation Departments inspected the site and concluded that the boiler could only be safely removed after the rainy season due to the challenging road conditions.

**Interaction with Complainant:** The CSR Field Coordinator communicated the inspection



Testimonial:  
**U Win Maung**  
Mei Bayt Kone Village

I learnt about MPRL E&P's OGM by attending an information session held in my village and through the Community Volunteer. I leveraged the latter in order to inform the company that I needed to get rid of an old boiler sitting in my land plot for a very long time. I am thankful for the effort put together by the company personnel in removing the old boiler with much difficulty. Now I can plough my land freely and grow my crops without any physical barrier. I would like to suggest that the company personnel continue to support us whenever we seek consultation in similar issues in future. Thank you!

findings to U Win Maung, explaining the situation and setting expectations for the removal timeline. U Win Maung expressed satisfaction with the explanation provided.

**Case Closure and Reopening:** The case was officially closed on 30 June 2020, with plans to revisit it once road conditions improved post-rainy season. The reopening occurred as conditions improved, and MOGE GM assigned the Construction Department to re-inspect the site and proceed with the boiler removal.

**Resolution:** The MOGE Construction Department conducted a thorough inspection and successfully removed the old boiler on 11 January 2021, addressing U Win Maung's concerns and facilitating improved conditions for cultivation on his farm.

**Outcome:** The case of the old boiler removal in Mei Bayt Kone village exemplifies effective coordination between MPRL E&P, MOGE (Mann field), and the community. Despite initial challenges related to logistics and weather conditions, proactive communication and a structured approach led to a satisfactory resolution. Such cases underscore the importance of responsive governance and community engagement in addressing local infrastructure issues effectively.



## Case Study 2: Removal of Old Iron Stumps in Kyar Kan Village

**Background:** On 17 January 2021, U San Htay from Kyar Kan village reported six old iron stumps in his yard, hindering cultivation. He requested their removal if they were no longer in use. The case was promptly reported to MOGE (Mann field) GM (General Manager) by the CSR Field Coordinator.

**Actions Taken:** MOGE's Construction Department swiftly inspected the site on 23 January 2021. They proceeded to remove the iron stumps and repaired the land to facilitate cultivation within a day, from 24 to 25 January 2021.



Testimonial:  
**U San Htay**  
Kyar Kan Village

Initially, I received anecdotal information about the OGM via a conversation among fellow farmers in my village. Then I gained some hard facts through the OGM Awareness Raising Campaigns. Aware that I can submit a complaint to the company directly, I decided to contact the Community Volunteer and requested to remove six old iron stumps in my farmland which interfered with ploughing. The Community Volunteer and the CSR Field Staff coordinated to help me get necessary documents and signatures in submitting my complaint to the company. So the process was completed smoothly. Today the six old iron stumps are gone and I can grow crops in my farmland as long as it stretches. Therefore, our family earn some extra income from the crops. Feeling satisfied with the outcome, I would share my experience with the OGM with other farmers who encounter similar issues in their land.

**Resolution:** The efficient response from MOGE resulted in the complete removal of the iron stumps and restoration of the land for agricultural purposes, addressing U San Htay's concerns effectively.

**Outcome:** This case exemplifies effective coordination between community reporting (CSR Field Coordinator), governmental action (MOGE's Construction Department), and swift resolution. Such initiatives underline the importance of responsive governance in addressing local infrastructure issues promptly and effectively.



### Case Study 3: Oil Leakage

**Background:** On 02 November 2021, U Aye Min, a farmer from Mann Kyoe village, reported an oil leakage near well #175 on his farm. This incident prompted his request for inspection and necessary repairs to address the issue promptly.

**Response:** The CSR Field Coordinator swiftly reported the case to the MPRL E&P Field Operations Team upon receipt of the complaint. The Operations Team promptly conducted an inspection of the site to assess the situation.

**Actions Taken:** Upon inspection, the team immediately took action to clean the spilled area and proceeded with necessary repairs to the pipeline on the same day. This proactive response aimed to mitigate any potential environmental impact and to address the community member's concerns promptly and effectively.

**Outcome:** By addressing the oil leakage promptly and completing necessary repairs on the same day of the report, MPRL E&P demonstrated its commitment to environmental stewardship and responsiveness to community concerns. The swift resolution helped maintain positive relations with U Aye Min and the Mann Kyoe village community, showcasing the effectiveness of MPRL E&P's Operational Grievance Mechanism in addressing operational issues efficiently.



Testimonial:

**U Aye Min**

Mann Kyoe Village

I complained about a crude oil pipeline leakage that happened on my land to the community volunteer and MPRL E&P personnel responded at the drop of a hat. I have seen that the company staff takes great care in entering our farmland with their machinery so as to not cause harm, and their tanker trucks carrying crude oil from wellhead to storage have never had a single incident of spillage or wastage. It is really convenient for farmers like us as the company take immediate actions to address the issue of oil pipeline leakages and old pipelines on farmland through this reporting platform. As a result, we pass this information to fellow farmers and encourage them to use it if they have concerns or suggestions to the company. It's not a big deal for us; we are always happy to use it whenever we have something to report.

## Case Study 4: Electrical Hazard Mitigation

**Background:** On 11 July 2023, U Myint Aung, a resident of Kyar Kan village, reported an Operational Grievance Mechanism (OGM) case concerning two electrical poles on his farmland. He expressed concerns about the poles leaning, potentially posing electrical hazards.

**Response and Actions:** Upon receiving the report, the CSR Field Coordinator promptly notified both MPRL E&P's Field Operations team and MOGE. The MOGE Electrical Department conducted an inspection of the site to assess the situation. Subsequently, they repaired the leaning iron pole and replaced the wooden pole with a new iron pole to mitigate the identified hazards.

**Outcome:** The timely intervention and effective collaboration between MPRL E&P and MOGE ensured that the electrical hazards identified by U Myint Aung were promptly addressed. The complainant expressed satisfaction with the process and the outcome of the repairs, highlighting the successful resolution of the OGM case.

**Impact and Lessons Learned:** This case underscores the importance of proactive maintenance and timely response to community-reported safety concerns. By addressing the issue promptly, MPRL E&P and MOGE not only mitigated potential safety risks but also demonstrated their commitment to ensuring the well-being of local residents and maintaining operational safety standards.



Testimonial:

**U Myint Aung**

Kyar Kan Village

I learned from our village administrator that we can report concerns or complaints to the company through the OGM system. With this in mind, I decided to report the electrical poles and related hazards on my farmland, especially during the monsoon season. My complaint reached the CSR staff, and responsible personnel came to inspect the site. They replaced the wooden poles with iron ones and straightened the leaning poles. Now, I am satisfied that the electrical hazard has been addressed, making it safe for both people and animals to work on the farmland. I shared my positive experience with the OGM system and encouraged fellow villagers to report any issues they encounter. As a result, the landowner, U Win Hlaing, also submitted a case through OGM. We are grateful to the company and its staff for taking immediate action to resolve our concerns.



Testimonial:  
**U Htun Hla Aung**  
Village Administrator  
Mann Kyoe Village

As a village administrator, I acknowledge receipt of an OGM case by signing the OGM forms. When necessary, I accompany the company staff and the complainant during site visits and investigations. I also facilitate the resolution negotiations between the company personnel and the complainant, and I sign the close-out forms once the issue has been thoroughly and transparently resolved. The OGM system is a crucial mechanism that reflects the company's responsiveness and accountability in addressing community concerns and feedback related to its operations. It ensures that the community feels heard, respected, and involved in decisions affecting their lives, leading to a harmonious coexistence. MPRL E&P continues to listen to the community's voice amidst global pandemics and local political developments with persistence, genuine commitment, and effective measures. This approach ensures that the mechanism upholds community satisfaction and enhances the operation of the oil field.



Testimonial:  
**Ma Myint Myint Khine**  
Community Volunteer  
Auk Kyaung Village

I serve as one of the three contact points for the OGM system. When I receive an OGM case, I inform the CSR staff and my village administrator via phone call. I then visit the location described in the case with the complainant and CSR staff to take photo records. I complete and sign the OGM form with the village administrator to acknowledge the case. I also accompany the CSR staff to ensure the close-out process is completed after a successful resolution. If the suggested solution by the complainant is found to be unfeasible—such as removing operational oil, water, or gas pipelines from their farmland—we work together to explain the reasons and ensure the complainant understands why their requests cannot be fulfilled. Additionally, I keep my villagers informed about the OGM mechanism, sharing relevant information to ensure they understand how it works. The OGM system is highly convenient and beneficial for residents. Those living and working near operational activities, including farmers, feel safer as they can proactively address potential issues such as crop and soil damage from pipeline leaks or electrical hazards. This proactive approach leads to tangible improvements in their lives. That’s why I remain actively engaged in community outreach as a volunteer.



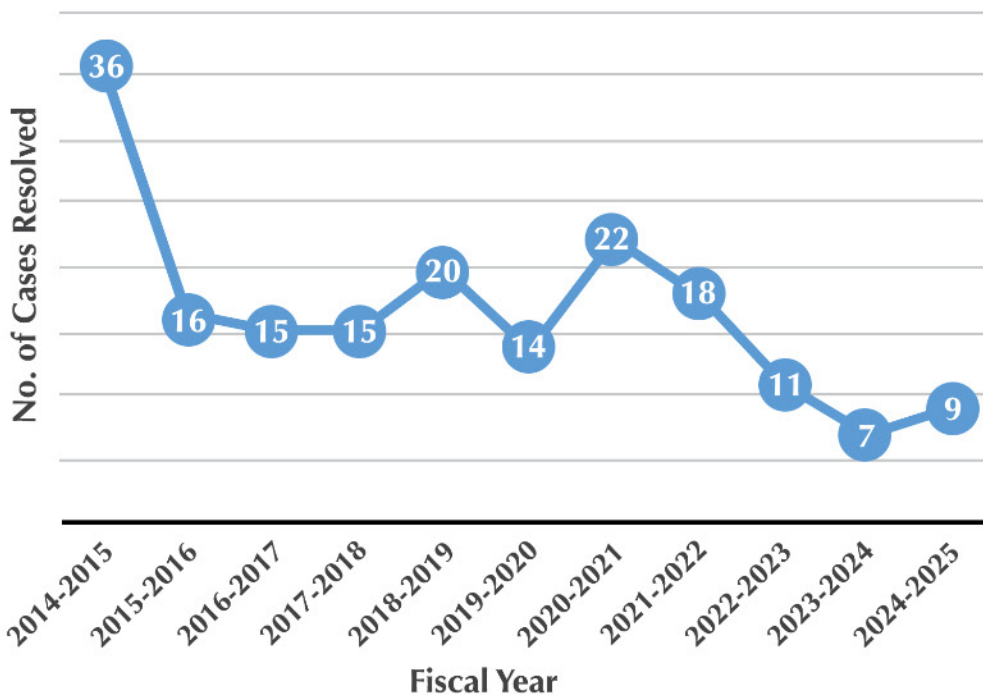


# 09

## Data Snapshot: 10 Years in Numbers

Let's explore the 10 years of impact of our OGM in Mann field through our data snapshot. Overall, the qualitative insights extracted from the quantitative data highlight MPRL E&P's effective grievance handling practices, commitment to responsiveness, transparency, and stakeholder satisfaction. These factors collectively contribute to maintaining operational integrity and positive community relations in Mann field.

### Overall Trend Analysis of OGM Cases Received and Resolved



Over the analyzed period, a total of **183 cases** were resolved, highlighting a variable workload in case resolutions with annual fluctuations.

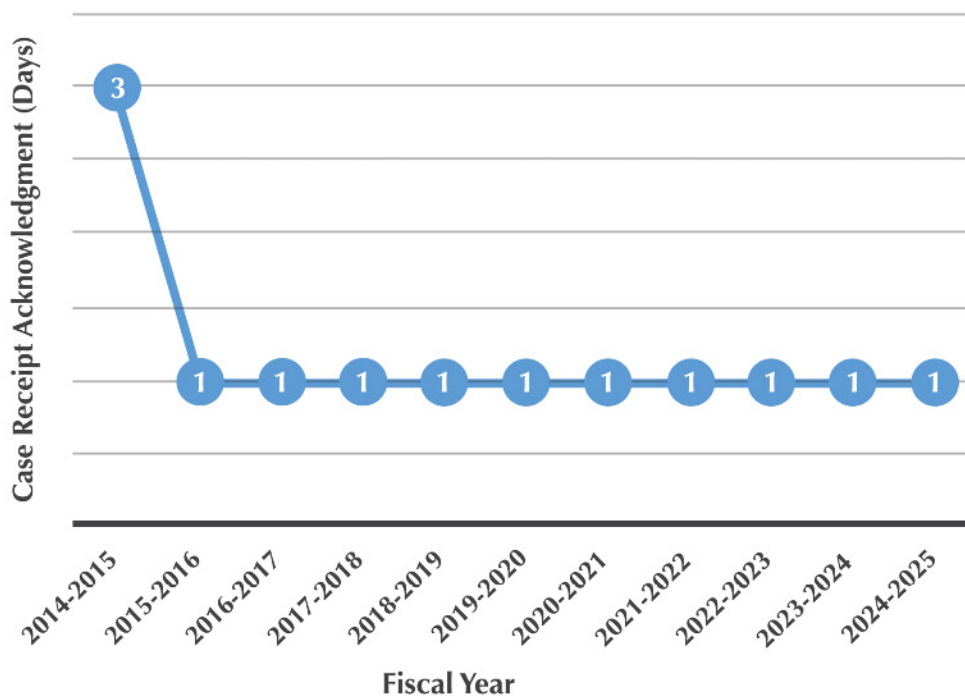
The data reveals variability in the number of cases resolved each year, ranging from a high of 36 cases in 2014-15 to a low of 7 cases in 2023-24. Initially, there was a higher number

of cases resolved in 2014-15, followed by a decline in subsequent years and periods of peaks and valleys in resolutions.

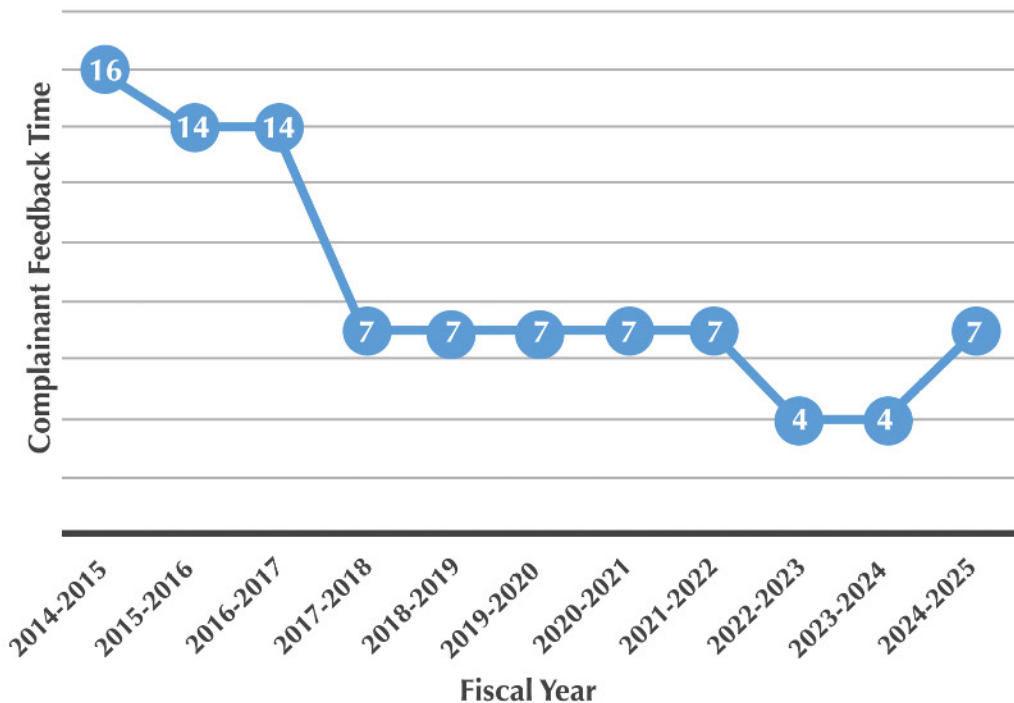
These fluctuations can be influenced by factors such as changes in grievance rates, operational dynamics within MPRL E&P, or external factors impacting case volumes. The variability suggests that MPRL E&P has adapted the grievance handling processes over time or encountered varying levels of community feedback and operational challenges across different years.

To sum up, while fluctuations in the annual number of cases resolved are evident, recent years have shown a trend towards stabilization following initial variability. This indicates ongoing strategic adjustments aimed at enhancing operational efficiency, community relations, and maintaining a robust grievance management framework.

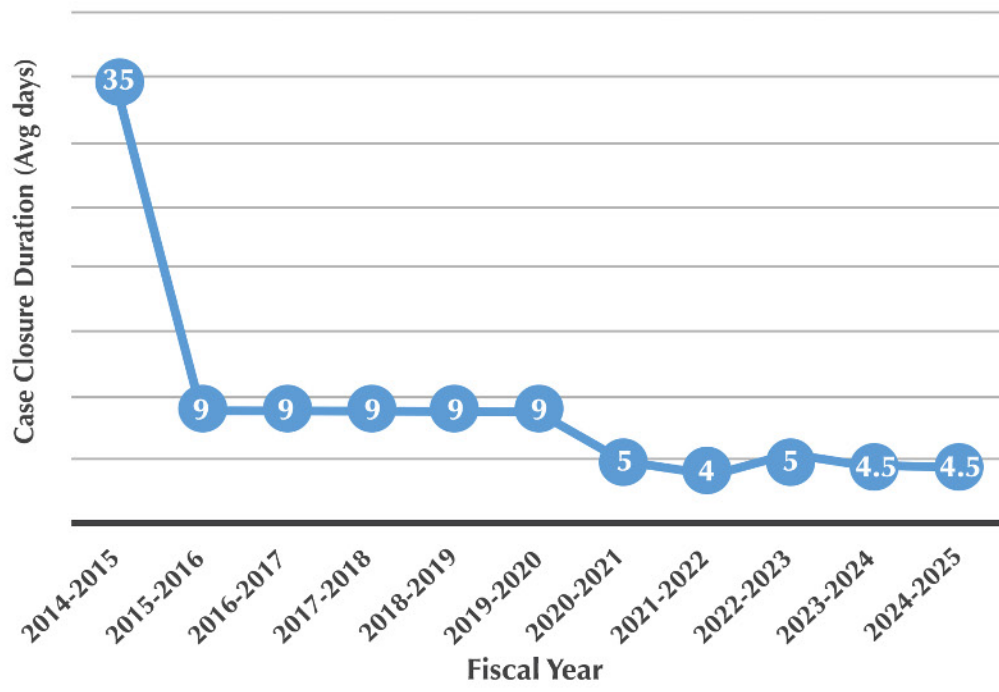
### Efficiency in Complaint Handling



**Acknowledgment Time:** The OGM’s ability to acknowledge complaints within an average of one day indicates prompt responsiveness to community concerns. This quick acknowledgment can contribute to building trust and confidence among stakeholders.

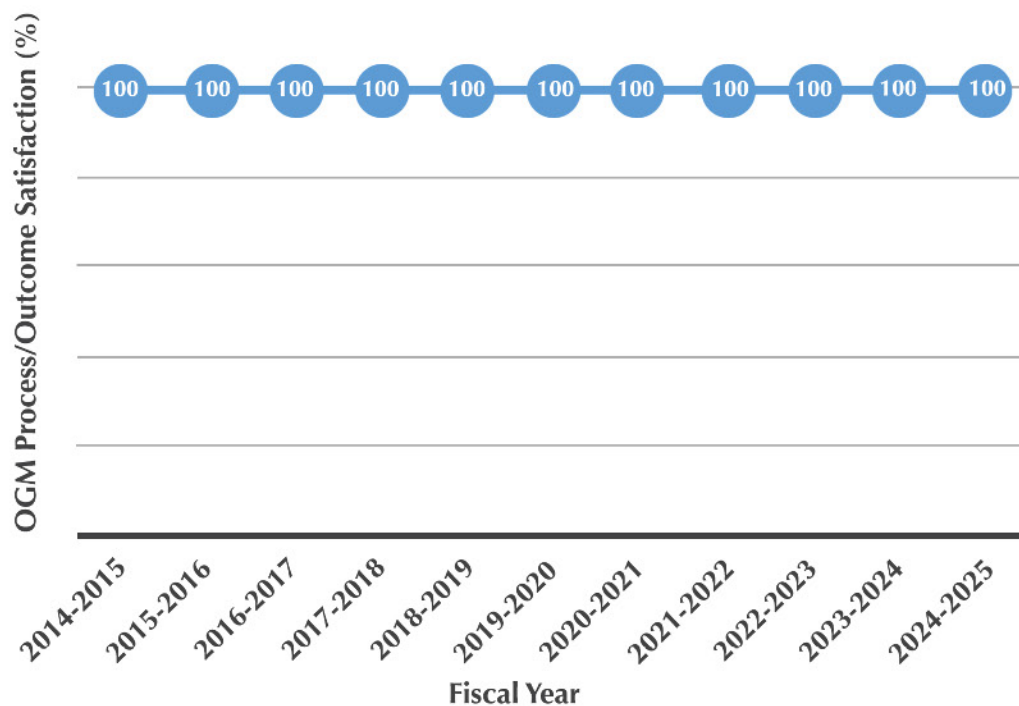


**Feedback Time:** Providing feedback on complaints within an average of seven days demonstrates a commitment to timely communication with complainants. This timely feedback is crucial for keeping stakeholders informed about the progress of their grievances.



**Case Closure Time:** The average duration of nine days for case closure suggests a relatively efficient resolution process. This quick turnaround time from complaint to closure indicates that MPRL E&P is proactive in addressing and resolving issues raised by community members.

## High Satisfaction Rate



Achieving a 100% satisfaction rate for both the outcome and process of the OGM reflects strong performance in meeting stakeholder expectations. This high satisfaction rate indicates that community members are not only satisfied with how their complaints are handled but also with the resolutions provided by MPRL E&P.

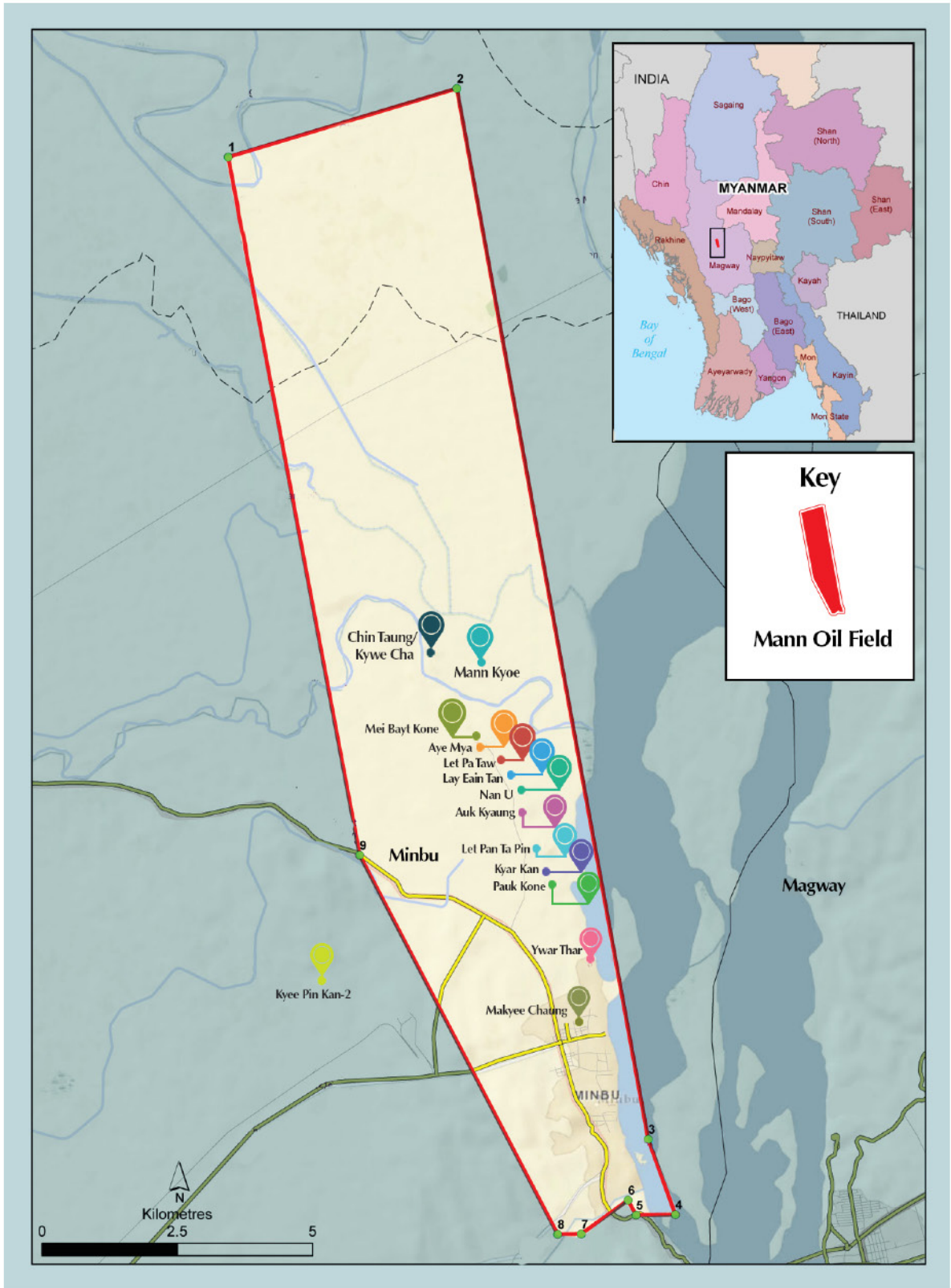
## Observations and Analysis

From September 2014 to November 2024, the Operational Grievance Mechanism (OGM) recorded a substantial number of cases primarily from two villages. Kyar Kan Village accounted for the majority, submitting 57 cases focused mainly on issues such















as the removal, burial, or repair of old pipes, refilling of empty or halted excavation of newly generated water pits, prevention of fire and electrical hazards, and landfill repair. These concerns highlight the community's active engagement in ensuring infrastructure maintenance and environmental safety within their locality.

Following closely, Mei Bayt Kone Village submitted 43 OGM cases during the same period. Their cases predominantly involved burying or removing old oil pipelines, repairing oil pipelines, and addressing concerns related to electrical or fire hazards. This village's proactive participation underscores their commitment to safeguarding environmental and operational integrity, reflecting their ongoing efforts to mitigate risks and ensure responsible resource management.

These villages' consistent involvement in the OGM process demonstrates a collaborative approach between the company, and major project stakeholders, aiming to address local grievances, enhance operational practices, and promote sustainable development in their respective areas.



## OGM Case Submission in Mann Field Communities

Villages	Households	OGM Cases
 Chin Taung/ Kywe Cha	214	14
 Mann Kyoe	410	13
 Mei Bayt Kone	324	43
 Aye Mya	111	1
 Let Pa Taw	221	2
 Lay Eain Tan	330	5
 Nan U	123	1
 Auk Kyaung	284	15
 Let Pan Ta Pin	214	1
 Kyar Kan	360	57
 Pauk Kone	127	12
 Ywar Thar	501	4
 Makyee Chaung	400	14
 Kye Pin Kan-2	641	1



SAFETY FIRST

# 10

## The Challenges and Opportunities of Sustainable Development and Energy Security

In Myanmar, the intertwined challenges of sustainable development and energy security require strategic approaches amidst governmental transitions, socio-economic disparities, and environmental degradation. Strengthening governance and promoting transparency in decision-making are crucial steps towards addressing socio-economic inequalities, particularly in rural areas lacking infrastructure, to ensure equitable access to healthcare, education, and basic services for all citizens.

Environmental sustainability is paramount as Myanmar's natural resources face threats from unsustainable practices. Conservation efforts, sustainable land use, and biodiversity protection are essential to safeguard these valuable resources. The COVID-19 pandemic has underscored the importance of resilient strategies that integrate sustainability principles, enhancing economic and social resilience across the country. Peace and stability are foundational for progress, with businesses playing a pivotal role through inclusive practices and dialogue.

Despite the challenges, Myanmar's abundant natural resources present opportunities for responsible economic growth and environmental conservation. Empowering communities and enhancing local participation in decision-making are critical for sustainable development outcomes. Policy adjustments, sustained investments in education, healthcare, environmental conservation, and resilient recovery strategies are essential to achieve Myanmar's sustainable development goals.

Businesses operating in Myanmar must prioritize responsible operations, collaborating closely with local communities and stakeholders to achieve sustainable and inclusive development outcomes. Anticipating external shocks such as economic volatility, natural

disasters, pandemics, and geopolitical tensions is essential. Building resilience through scenario planning, supplier diversification, and agile crisis response strategies is crucial. Meeting diverse regulatory requirements demands robust compliance frameworks and proactive engagement with regulatory authorities.

Adopting a long-term perspective aligned with Sustainable Development Goals (SDGs) is vital for businesses in Myanmar. Transparently measuring progress, innovating responsibly, and addressing global challenges like poverty, inequality, and environmental degradation are critical for sustainable business practices. Proactive leadership, innovation, and a commitment to continuous improvement are necessary to embed sustainable development principles into core business strategies, enhancing resilience and maintaining competitiveness in the global marketplace.

At MPRL E&P, we are dedicated to contributing to sustainable development in Myanmar. Together with our employees, communities, and stakeholders, we are committed to responsibly and transparently supplying the energy needed by society for years to come. By addressing these challenges through integrated approaches and seizing opportunities for innovation and collaboration, we can pave the way towards a sustainable future with enhanced energy security and inclusive development for all.





# 11

## Appendices



Uniting Stakeholders, Empowering Communities: The OGM Rollout Journey



Equipping Volunteers to Lead the Change with OGM



Understanding Perspectives: Knowledge, Attitudes and Practices (KAP) Surveys for OGM Impact







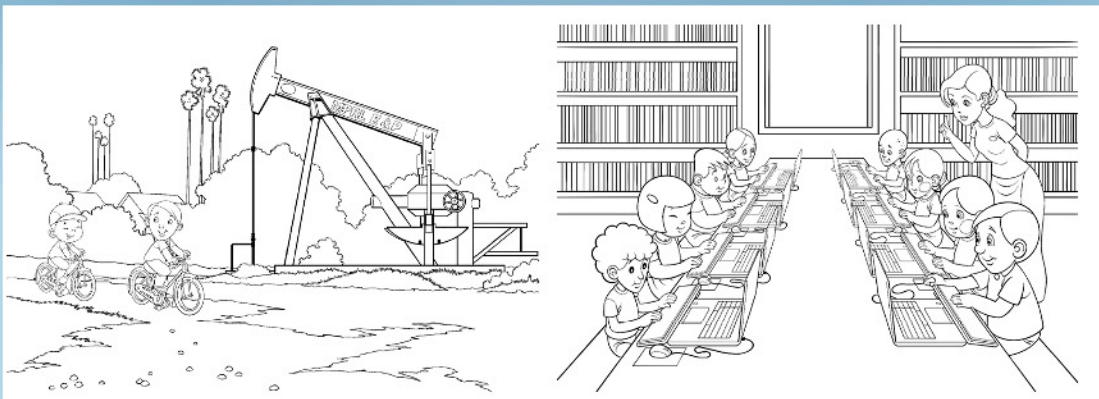
Raising Voices, Raising Awareness: OGM for a Better Tomorrow



Submit, Resolve, Empower: OGM Case



# ဆေးရောင်လှလှ ပြေလျှို့



## Head Office

### MPRL E&P Pte Ltd.

Vantage Tower, 623 Pyay Road,  
Kamayut Township 11041  
Yangon, Myanmar

Tel : +95 1 230 7733

Fax : +95 1 230 7744

Scan here for  
entering the Website



**WE SUPPORT**



✉ [inquiry@mprlexp.com](mailto:inquiry@mprlexp.com)

🌐 [www.mprlexp.com](http://www.mprlexp.com)

📘 [mprlep](#) **in** [mprlep](#)

📷 [myanmar\\_mprlexp](#)

