



OFFICE OF THE CHAIRMAN OF THE BOARD OF TRUSTEES

EXECUTIVE DIRECTIVE: Grievance Redress Mechanism (GRM) Policy

Directive Number: TF-DIR-2026-012

Date of Issuance: May 18, 2026

Effective Date: June 1, 2026

1. PURPOSE & RATIONALE

In alignment with the Turathuna Foundation's commitment to institutional excellence, rigorous governance, and compliance with the standards required by our international partners and donors, the Board of Trustees has formally approved the **Grievance Redress Mechanism (GRM) Policy**.

The implementation of this policy is essential to ensure that our operations remain transparent, ethically sound, and fully aligned with global best practices in cultural heritage preservation and humanitarian action.

2. MANDATORY COMPLIANCE

Pursuant to the authority vested in the Chairman of the Board of Trustees, and in accordance with the Foundation's bylaws, all personnel—including Board members, management, staff, volunteers, consultants, and implementing partners—are hereby directed to adhere strictly to the guidelines and procedures set forth in the attached policy.

3. IMPLEMENTATION & ENFORCEMENT

- **Effective Date:** This policy shall come into full force and effect starting **June 1, 2026**.
- **Responsibilities:** Department heads and Project Managers are responsible for the immediate dissemination of this policy to their respective teams and for conducting necessary training to ensure full understanding and operational alignment.
- **Compliance:** Failure to adhere to the provisions of this policy may result in disciplinary action, as outlined in the *Code of Ethics and Professional Conduct*.

4. REVIEW & UPDATES

This policy shall be subject to periodic review by the Board of Trustees to ensure its ongoing effectiveness in the face of evolving operational challenges. Any proposed amendments must be submitted to the Board for formal approval.

5. ATTACHMENTS

Attached to this directive is the full version of the **Grievance Redress Mechanism (GRM) Policy**, which serves as the official operational guide for the Foundation.

BY ORDER OF THE BOARD OF TRUSTEES:



Lama Abboud

Chairman of the Board of Trustees
Turathuna Foundation



Cc:

- Executive Director
- Finance Department
- HR Department
- Project Managers
- Central Policy Repository



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1. PURPOSE AND POLICY STATEMENT

The Turathuna Foundation is committed to transparency, accountability, and the principle of "Do No Harm." We recognize that our heritage preservation and community development interventions impact the daily lives of the people of Homs and our project participants.

The purpose of this Grievance Redress Mechanism (GRM) Policy is to provide a safe, accessible, and formalized system for individuals and communities to raise concerns, provide feedback, or lodge complaints related to the Foundation's operations, personnel, or implementing partners. A robust GRM ensures that issues are resolved fairly, promptly, and confidentially, thereby building community trust, improving program quality, and mitigating organizational risks.

2. SCOPE AND APPLICABILITY

This policy applies to all operations, projects, and events managed by the Turathuna Foundation. The GRM is available to:

- **External Stakeholders:** Community members, project beneficiaries, residents living near restoration sites, and general public attendees of our events.
- **Internal Stakeholders:** Employees, volunteers, consultants, contractors, and sub-grantees.

3. DEFINITIONS

- **Feedback:** A general comment, suggestion, or positive observation regarding a project or activity that does not require a formal investigation or corrective action.

- **Grievance (Complaint):** An expression of dissatisfaction or concern regarding a perceived injustice, harm, policy violation, or failure of the Foundation to meet its commitments. Grievances require a formal response and resolution process.

4. CORE PRINCIPLES OF THE GRM

All grievances will be handled in accordance with the following principles:

- **Accessibility:** Reporting channels must be easily accessible to all demographics, considering factors such as literacy, physical access, and digital connectivity.
- **Confidentiality:** The identity of the complainant and the details of the grievance will be kept strictly confidential and shared only on a "need-to-know" basis to facilitate the investigation.
- **Impartiality and Fairness:** All complaints will be treated seriously and investigated objectively, without bias or prejudice.
- **Non-Retaliation (Whistleblower Protection):** The Foundation strictly prohibits any form of retaliation, intimidation, or discrimination against anyone who submits a grievance in good faith.

5. GRIEVANCE CATEGORIES

To ensure an appropriate and proportionate response, grievances are classified into three categories:

- **Category A (Low Risk / Operational):** General complaints regarding program implementation, delays, minor disputes, or localized inconveniences (e.g., noise, dust, or traffic disruption caused by site restoration work).
- **Category B (Medium Risk / Administrative):** Complaints regarding breaches of standard HR policies, unfair treatment, procurement disputes with vendors, or conflicts between staff and community members.
- **Category C (High Risk / Sensitive):** Severe allegations including Sexual Exploitation, Abuse, and Harassment (PSEAH), child abuse, physical violence, major fraud, corruption, or severe Health and Safety (HSSE) negligence. *(Note: Category C grievances automatically trigger the specialized response protocols outlined in the Safeguarding and Financial Integrity Policies).*

6. SAFE REPORTING CHANNELS

The Foundation provides multiple channels to accommodate different preferences and ensure accessibility:

1. **Dedicated Email:** A secure email address (SpeakUp@turathuna.org) monitored exclusively by the GRM/Safeguarding Focal Point.
2. **Phone / WhatsApp:** A dedicated phone line for verbal complaints or text messages.

3. **Physical Suggestion/Complaint Boxes:** Secure, locked boxes placed at active, long-term project sites. These are opened weekly only by the authorized GRM Focal Point.
4. **In-Person Reporting:** Direct verbal reporting to any Turathuna staff member, who is then obligated to document the complaint and pass it to the GRM Focal Point.

7. THE GRIEVANCE HANDLING PROCESS

The Foundation commits to the following standardized process and timelines:

Step 1: Receipt and Registration

Upon receiving a grievance through any channel, the GRM Focal Point will log it into a secure, confidential Grievance Register, assigning it a unique tracking number.

Step 2: Acknowledgment (Within 3 Working Days)

The GRM Focal Point will contact the complainant (if contact details were provided) to acknowledge receipt of the grievance, outline the next steps, and provide an estimated timeline for resolution. Anonymous complaints will be registered and investigated to the extent possible, though direct follow-up cannot be provided.

Step 3: Assessment and Investigation (Within 14-30 Days)

- **Category A & B:** The GRM Focal Point will assign the investigation to the appropriate Project Manager or Department Head (provided they are not implicated in the complaint). The investigator will gather facts, interview relevant parties, and propose a resolution.
- **Category C (Sensitive):** These must be escalated immediately to the Executive Director and the Board of Trustees. A specialized, impartial investigation committee (potentially including external experts) will be formed to handle the case securely and support the survivor.

Step 4: Resolution and Communication

Once the investigation is complete, a decision will be made on the corrective action required. The GRM Focal Point will communicate the findings and the proposed resolution to the complainant in a clear, culturally appropriate, and sensitive manner.

Step 5: Appeal

If the complainant is not satisfied with the resolution, they have the right to appeal the decision within 14 days of being notified. Appeals will be escalated to the Executive Director or a designated Board Member who was not involved in the original investigation for a final review.

8. CLOSING THE LOOP AND INSTITUTIONAL LEARNING

A grievance is only considered "Closed" when the corrective action has been implemented and the complainant has been notified.

- **Anonymized Reporting:** The GRM Focal Point will present an anonymized summary of grievances and their resolutions to the Executive Management and the Board on a quarterly basis.
- **Continuous Improvement:** Data from the GRM will be actively used to identify systemic issues, improve project designs, adjust community engagement strategies, and update organizational policies.