

Apr 6, 2022

To our stakeholders:

I am pleased to confirm that TAGHEER Mosbat reaffirms its support of the Ten Principles of the United Nations Global Compact in the areas of Human Rights, Labour, Environment and Anti-Corruption.

In this annual Communication on Progress, we describe our actions to continually improve the integration of the Global Compact and its principles into our business strategy, culture and daily operations. We also commit to share this information with our stakeholders using our primary channels of communication. We are committed to making the UN Global Compact and its principles part of the strategy, culture and day-to-day operations of our company, and to engaging in collaborative projects which advance the broader development goals of the United Nations, particularly the Sustainable Development Goals. We are happy to sharing this statement of expression for continued support for the UN Global Compact, disclosure of code of conduct and anti-corruption policy, and a statement of outcomes to express the degree to which performance indicators were met.

From the TAGHEER Founder; Syed Kamal

We have created a suggestions box at our office entrance, which is only opened by the TAGHEER CEO and Founder every 15 days to listen to staff opinion, challenges and improvement thoughts.

In all our evaluation works, considering the opinion of disabled groups is a must for TAGHEER.

Reporting on the needs and priorities of the disabled groups has been the core of TAGHEER feasibility studies and evaluations.

We regularly perform staff performance reviews for staff promotion, rewards, and future planning.

In the past few years, we worked with around 400 full and part time staff across Afghanistan with over 40% being female.

Nothing on labor laws violation have been reported so far in TAGHEER, although we keep a suggestion box for employees.

We are implementing the duty of care policy and staff security policy for our work in the field.

Our VISION into Our Mission / Implementation:

TAGHEER, which means “Change” in English will celebrate its 5th anniversary May this year. TAGHEER was my dream to challenge the status-quo I observed in my career, where most of us talk about coordination, participatory approaches, inclusivity, and customer care but No One truly works for it. Just ticking boxes were no more helpful and to stop the blame game between implementers, contractors, and M&Es, I established TAGHEER believing in the VALUES that the “truth needs to be told”, “mutual respect and understanding needs to be created”, and that “we can always go the extra mile” to provide quality service. While creating a global common vision for this was beyond our scope, during this period, we served our clients with sincerity guided by our values and shared stories of success and failure for learning and improvement; an effort to CHANGE perceptions and weak practices. TAGHEER during this time has expanded the services scope from Research & TPME to Management Consulting, Real Estate, Health Tourism, Education & Training, and Transportation / Dispatching and from mere Afghanistan to the US and Turkey

Duty of Care – Statement:

TAGHEER provides Management Consulting, Project & Field monitoring, and Research & Evaluation services to advance business performance and development effectiveness of organizations, timely and in their desired language. Our core team speaks English, Pashto, Dari, Urdu, Turkish, and Swahili and has worked with GICoA, United Nations, International donors and development actors, Humanitarian NGOs, and the Private sector in Afghanistan, Turkey, and across the globe.

Our duty of Care statement reflects our company culture. It binds us to adhere to defined ethical principles including workplace behavior and respect for all people we interact with particularly our staff and clients. The statement ensures our adherence to our signed contracts and our commitment to lawfully using our staff and properly handling the clients' assets and information. In all our contracts and engagements with local and

international clients, we are committed to observing the highest ethical standards and Code of Conduct. Additionally, before starting any assignment we sign the client's fair code to keep them safe from any loss. We strongly believe in mutual respect for co-workers both female and male. However, it is obvious that Afghanistan is still young to catch up with global best practices; we as a responsible business stay accountable for contract enforcement and work delivery, keep data confidentiality of clients and stakeholders including their finances, program data, and information on their project beneficiaries as our top priority, prohibit any use of forced, bonded, and involuntary labor retention with no flexibility for child labor, zero tolerance for any form of discrimination in hiring and promotion practices on the ground of race, color, religion, gender, and ethnicity, ensure the safety, security, and protection of employees by working in a safe and healthy office environment, treating all employees with dignity and respect and do not use any threats of violence, sexual exploitation or abuse (verbal or psychological), as well as taking full responsibility for the losses made to and by our staff on client assignments and do not put any insurance responsibility on clients.

Staff Safety and Security:

In our job, field visits are absolutely important unless a client is agreed to for remote monitoring through the use of technology (telephone & internet). However, as travel is essential, our staff exercise extreme caution and implement stringent security measures to ensure their safety while they come to Kabul for attending the data collection training or travel within their provinces/districts to collect assignment specific information from the project beneficiaries and stakeholders. One good move to ensure personnel safety and security is our hiring policy to on-boarding local data collectors and supervisors. We hire data collectors and supervisors from within the same district or province as they understand the road journey, social context, and walk within their communities, local dialect, and are familiar with local influencers and community elders. More than 80% of our local teams are legal / Mahram pairs (brother & sister, husband & wife, father & daughter, mother & son, etc.). This tactic helps with the safety of our data collection and supervision/management teams and avoid unnecessary security threats.

Environment Friendly Policy:

We are a responsible business believing in contributing to safe environment. TAGHEER is committed to reducing negative environmental impact including double page print policy and using online platform for proposals submission. We encourage our clients and suppliers to do the same, as it is a matter of delivering on our duty of care towards society and future generations. Our policy is to minimize energy and water usage in our office and kitchen in order to conserve supplies, and use of shared vehicles in the field to reduce fuel consumption.

We propose a **hybrid Team Leader** arrangement, with remote engagement from the international expert and in-country work conducted by the national expert; this is an intentional business practice to reduce our carbon emissions. While performing our assignments, we seek to contribute to ecological sustainability and resilience by incorporating intersectional climate-change vulnerability analysis into our assessment framework.

We are extra vigilant about the contagious **COVID-19, which** has been a global challenge and so in Afghanistan. We have adapted certain measures to avoid the risk of our staff falling victims to the pandemic. Before on-boarding the staff (field & headquarter) for any assignment, we ensure they do not keep any signs & symptoms for the disease. In case they do or if they fall victims during the assignment roll out, we work on alternative staff to find an adequate replacement to ensure timely and quality delivery of the assignments. Social distancing to ensure 1.5 meters gap, Personal Hygiene for hand washing and avoid unnecessary touch, and wearing masks will be our work protocols for physical and face to face interaction during this assignment. A comprehensive training on COVID-19 awareness and work guidelines for face-to-face interaction will be provided to our data collectors and supervisors before they are deployed to the field for data collection.

Anti-Corruption statement:

Discussions that TAGHEER is linked to corruption can be damaging our reputation and it can demotivate the TAGHEER staff and demoralize them. It can also undermine the trust and support of beneficiaries, partners, and our clients. We understand that the act of corruption could pose legal risks to TAGHEER and its affiliated team of employees, consultants and partners and to avoid; We act sooner than later to avoid this.

This policy supports our existing policies and standards and Code of Conduct to reinforcing our commitment as a responsible entity, where any corrupt act is never acceptable. This policy further clarifies our common vision to managing and avoiding corrupt acts across our portfolio.

Policy Declaration:

TAGHEER believes in an accountable and transparent business with its clients. However, it is obvious that Afghanistan's reputation on corruption has been on the hit list of media for the past few years. Hence, it is mandatory for TAGHEER as a responsible business to take extra measures to avoiding any corruption leaks.