



This is our **Communication on Progress** in implementing the principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

# CINOP



UN

GLOBAL COMPACT

COP 2014

[www.cinop.nl](http://www.cinop.nl)

# Preface

This report covers the Communication on Progress (COP) of CINOP in implementing the ten principles of the UN Global Compact. The document provides insight in our activities, procedures and values in the areas of Human Rights, Labour, Environment and Anti-Corruption.

## The ten principles

- 1 Businesses should support and respect the protection of internationally proclaimed human rights; and
- 2 make sure that they are not complicit in human rights abuses.
- 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- 4 the elimination of all forms of forced and compulsory labour;
- 5 the effective abolition of child labour; and
- 6 the elimination of discrimination in respect of employment and occupation.
- 7 Businesses should support a precautionary approach to environmental challenges;
- 8 undertake initiatives to promote greater environmental responsibility; and
- 9 encourage the development and diffusion of environmentally friendly technologies.
- 10 Businesses should work against corruption in all its forms, including extortion and bribery.

Underlying driver in our commitment to these principles, is the choice we recently made to position and further develop CINOP as a social enterprise. This means our priority is to create social impact with our expertise and services rather than maximize revenues or profits.

By nature CINOP is dedicated to the concept of Lifelong Learning. It is our central mission to support our partners and clients in their task to educate and train both youth and adults for the labour market and society of tomorrow.

The idea that investing in people is vital, increasingly dawns on all kinds of layers of our

society. Lifelong Learning turns out to be not a luxury but a sheer necessity: for the future of our society and the quality of people's living and working.

Through our projects CINOP aims to make a contribution to the learning and developing of people. At school, at the workplace, in finding a job or to be part of social society. Nationally and internationally.

In this business philosophy, sustainability and environmental responsibility are becoming core values for CINOP. Maybe the best example of this ambition is the fact that we are located in one of the most sustainable office buildings in the Netherlands.

In our progress we are looking forward for the years to come. In 2015 we will allocate substantial resources to a new social project (to be selected). Of course, with the goal to create social impact with our expertise in Lifelong Learning.

Yours sincerely,



Mr Henny Morshuis  
CEO CINOP

May 2015, 's-Hertogenbosch, The Netherlands

# 01. About CINOP

---

CINOP is an independent, (inter)national research, projectmanagement, expert and consultancy organisation specialised in Lifelong Learning, Vocational Education & Training (VET), adult education and employability.

Based in 's-Hertogenbosch in the Netherlands, the organisation currently employs about 150 professionals that are providing expertise and solutions to a wide range of clients in the 'golden triangle' government-education-labour market. National and internationally.

[www.cinop.nl](http://www.cinop.nl)

## **Working in the golden triangle**

Throughout the years CINOP successfully carried out numerous projects for both public and private organisations. Such as:

- Education: schools, educational institutions, VET centres, private training providers, platforms, knowledge centres and umbrella organisations.

- Government: national and local governments, semi-government, centres of expertise, research institutes, international bodies, EU authorities, NGOs.
- Labour market: branch- and industry associations, employers' and employee's associations, training and development funds, private companies.

## **Lifelong Learning as a mission**

CINOP believes in the continuous development of people. For us, learning does not stop after initial education. Every day people gather new knowledge and develop their skills; be it in a formal, non-formal or informal way. They do so in further education, at the workplace or as a citizen in the society. It is our mission to contribute to the concept of Lifelong Learning and work with a joint goal in mind: enabling people to use their talents and develop education.



*Creating social impact via Lifelong Learning.*





### **Knowledge driven human capital**

To fulfil that mission we offer a knowledge driven pool of resources. Our employees have different academic backgrounds and specialties: from education specialists to research professionals, project managers, language experts and socio-economic advisors. Depending on type of project we decide which combination of skills will be most effective to put in place.

### **The CINOP organisation**

CINOP consists of various working units:

- **Consultancy practice**

An important part of our business is realised by the CINOP consultancy unit. For both governments, schools and labour market parties we provide solutions on themes like the quality of VET, adult education, basic skills, sustainable employability, labour market mobility and career guidance. In particular, our advisors are specialised in complex, multidisciplinary and innovative projects.

[www.cinopadvies.nl](http://www.cinopadvies.nl)



- **Centre for expertise in VET**

As a part of the CINOP organisation, an experienced group of researchers forms the Dutch Centre for Expertise in Vocational

Education & Training (ecbo). The centre has been set up to develop, disseminate and synthesise scholarly and practice-based information on VET – independently, systematically and to a high quality standard – for the benefit of the education sector and society.

[www.ecbo.nl](http://www.ecbo.nl)



- **Public programmes**

CINOP is also responsible for the execution of various policy programmes (by the national government in the Netherlands). For example, we are managing the Knowledge Centre on Recognition of Prior Learning (RPL) and the expertise centre handicap + study that supports colleges and universities to make education accessible to students with disabilities. New in 2014 is the Partnership Lifelong Learning. This programme aims to combine various labour market instruments for validating knowledge and skills of individuals (NLQF, RPL, ECVET).

[www.handicap-studie.nl](http://www.handicap-studie.nl)

[www.nplll.nl](http://www.nplll.nl)





- **Connected learning in Europe**

For years already, CINOP is participating in various European programmes that focus on Lifelong Learning and internationalisation in education. Since 2013 we are responsible for part of the EU Erasmus+ programme. Meaning we connect European and national policy and practice in the fields of Vocational Education & Training (VET) and adult education. With a shared aim to improve quality in education for students, adult learners, workforce and citizens.

[www.cinoperasmusplus.nl](http://www.cinoperasmusplus.nl)



- **All over the world**

Within CINOP, a dedicated team of global specialists is working for educational institutions, governmental authorities and NGOs worldwide. CINOP Global carries out projects concerning the improvement of TVET in (developing) countries like Ghana, South Africa, Tanzania, Zambia, Indonesia, Saudi Arabia, Kenya, Rwanda, Colombia, Bhutan and Afghanistan. Adequate training in practical and technical skills is the most important challenge in TVET development. Here we seek to apply the best methods, instruments, knowledge and practices available in the EU.

[www.cinopglobal.com](http://www.cinopglobal.com)



**Value driven**

CINOP is a value driven company. For our clients and stakeholders we would like to be a reliable and independent partner in delivering sustainable and high-quality solutions in Lifelong Learning. Our corporate values:

- Social responsible: support in learning and education;
- Entrepreneurial: in the most effective way;
- Partnership: with a joint goal in mind;
- Sustainable: and respect for 'People, Planet & Profit'.

**UN Global Compact**

CINOP is member of the Board of the Netherlands Network of the UN Global Compact (GC NL). The network is an initiative of Dutch business leaders to further the contribution of private business to sustainable development. Led and driven by signatory companies, GC NL will be guided in its efforts by the ten Global Compact principles and by the Millennium Development Goals. Step by step, we can work together to create a better world for future generations.



**BREAAM - NL**

As an office based enterprise, the environmental responsibility that we take is maybe best shown by the fact that our office in 's-Hertogenbosch is one of the most sustainable buildings in the Netherlands. With the BREEAM-NL certificate 'very good', CINOP is at the forefront of sustainable real estate use.



**MVO Nederland**

CINOP is member of MVO Nederland. This Dutch network inspires, connects and strengthens companies in the field of Corporate Social Responsibility (CSR). The platform offers insights and tips to embed CSR in our business and further take responsibility for the impact of our activities on people and planet.



**ISO 9001**

CINOP is an ISO 9001 certified company. ISO addresses various aspects of quality management and contains some of the best known standards. Via this certification we ensure that our services consistently meet customer's requirements and that quality is consistently improved.



# 02. Human Rights Principles

*Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and*

*Principle 2: make sure that they are not complicit in human rights abuses.*

As our mission states, CINOP strongly believes in the concept of Lifelong Learning. With our expertise we aim to contribute to the education and development of people and enable them use their potential and develop their careers. In school, at the workplace, in the labour market or in participating in social life. All around the world, in a sustainable way. Because for us, every individual has unique talents and has the basic right to proper education (and work). No matter who they are or where they live. This specifically holds true for sometimes vulnerable groups like low literate, disabled students or people without diplomas and/or jobs. Support via Lifelong Learning is part of the company's DNA. So by nature CINOP respects the

Universal Declaration of Human Rights (UDHR), across our activities and in relationships with third parties (like knowledge partners, financial donors, suppliers and clients).

## **Assessment, Policy and Goals**

In CINOP's general Code of Conduct, employees (and associates) - who travel abroad - declare to:

- Show respect for cultural customs and will express our corporate values (social responsible, entrepreneurial, partnership, sustainable).
- Abide to both local and international law and show respect for the principles of neutrality and impartiality.
- Avoid involvement in any criminal activities, activities that contravene human rights or those that compromise the work of CINOP.
- Avoid any unnecessary risk to the safety, health and welfare of yourself and others, including partner organisations and beneficiaries.

*For us every individual has unique talents and the right to proper education.*





In addition CINOP employees are obliged to sign a specific Code of Conduct for the use of internet and e-mail. Computing resources must not be used for any illegal or unethical purposes.

### **Implementation**

As part of our Corporate Social Responsibility policy (CSR), CINOP maintains a partnership with UAF (The Netherlands). UAF is a foundation that supports refugees in study and work. Based on the universal right on education (and work), CINOP is committed to ensure these refugees have fair chances to enter society and the labour market. Our support is realised via several activities, such as 'train-the-trainer' programs for UAF career counsellors, mentoring of refugee students and giving advice on UAF language education policy.



In developing countries in Africa, Asia and Latin America, adequate training in practical and technical skills is the most important challenge in development of Technical and Vocational Education and Training (TVET). Via our projects worldwide, CINOP contributes to improving the quality of education which is essential for local social and economic development. Whenever possible we also include attention for human rights. For example in the NUFFIC project at the Syiah Kuala University in Indonesia which is running since 2011. The project aims to build the capacity of teachers to improve their competencies and the curriculum in international law, including human rights education. Furthermore, various new global projects in which CINOP participates are directed at improving educational levels and strengthening employment. This ranges from support in capacity building at the Schools of Hygiene in Ghana to implementing female Colleges of Excellence in Majma'ah and Al Ahsa in Saudi Arabia and support in quality management in the initial training of nurses and midwifery in Benin.

Internally in our workproces, CINOP employees may contact a dedicated counsellor if they are facing inappropriate behaviour such as sexual harassment, aggression or violence, discrimination or bullying. It may involve harassment of colleagues or clients.

### **Measurement of outcomes**

ISO 9001 ensures quality procedures to be in place, including periodical employee satisfaction surveys and customer satisfaction surveys. The certificate was granted again in 2014 after an external audit. For us, ISO is a process of continual improvement that will provide the necessary management tools to improve working practices throughout the entire organisation.

The CINOP Complaints Committee did not receive any complaints from employees, business partners or clients in relation to (potential) human rights violations, nor was the organisation involved in any human rights incidents before or during the reporting period.

No requests for counselling regarding inappropriate behaviour have been received by the CINOP counsellor in 2014.

CINOP has a Risk Analysis system in place on both organisational and project level for every single business unit (including political and socio-economic risks).

# 03. Labour Principles

*Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;*

*Principle 4: the elimination of all forms of forced and compulsory labour;*

*Principle 5: the effective abolition of child labour; and*

*Principle 6: the elimination of discrimination in respect of employment and occupation.*

Through our (worldwide) projects aimed at the improvement of Vocational Education and Training (VET) systems and adult education, CINOP indirectly has a positive influence on the elimination of all forms of forced and compulsory labour, the abolition of child labour and the elimination of discrimination in respect of employment and occupation.

As a reference to the positive correlation between education and sustainability, CINOP endorses the UN definition to learning as stated in the 'UN Decade of Education for Sustainable Development 2005-2014': *Education for Sustainable Development (ESD) is fundamentally about values, with respect at the centre: respect for others, including those of present and future generations, for difference and diversity, for the environment, for the resources of the planet we inhabit. Education enables us to understand ourselves and others and our links with the wider natural and social environment, and this understanding serves as a durable basis for building respect. Along with a sense of justice, responsibility, exploration and dialogue, ESD aims to move us to adopting behaviours and practices that enable all to live a full life without being deprived of basics.*

## **Assessment, Policy and Goals**

CINOP employs professionals from various cultural and/or religious backgrounds. Not only because we believe this contributes to the diversity of our staff, but also because our organisation sometimes needs this expertise

and these backgrounds in specific projects. In our recruitment procedures discrimination is forbidden. We strictly select on suitability for the job in terms of knowledge, skills and behaviour.


In our Human Resources policy gender equality remains an important factor. This implies not only an equal division of men and women (i.e. in 2014 the majority of our employees are women) but also female empowerment and a significant amount of women in managerial positions (i.e. in 2014 our Management Team is equally divided between men and women).

CINOP actively facilitates and stimulates its employees to participate in the Works Council that meets with the Management Team on a regular basis. The organisation has its own Collective Labour Agreement. Furthermore, a Supervisory Board is in place who has regular meetings with the general director, managers and the Works Council.


Maybe even more important; the equality principle also holds true in our work for clients. Via our work CINOP aims to give both male and female students equal opportunities with regard to universal access to education and (future) employability. In particular in our international projects gender equality always receives attention. For example, in the NICHE project that started in 2014, we help Mali's higher education and research sector in facing challenges like poor governance, gender inequalities and inequities. Ultimately a revised system should contribute to social advancement.

CINOP is communicating with the Dutch Ministry of Foreign Affairs about the achievements of the Millennium Development Goals, in particular with respect to universal access to education and gender equality. These goals are also part of the National Dutch





*In our projects worldwide gender equality receives special attention.*



International Forum on  
**The role of the  
UNEVOC Network**  
in transforming TVET  
for a sustainable future

UNESCO Committee where we are member of the Workgroup Education.

CINOP is member of the UNEVOC Network and forms the UNEVOC Centre in the Netherlands. The network is an exclusive global platform for Technical and Vocational Education and Training (TVET) with the aim to further mainstream South-South and North-South-South cooperation. As an UNEVOC centre we are dedicated to achieve UNESCO goals in the area of TVET.

#### **Implementation**

CINOP has its own Collective Labour Agreement; every year new negotiations take place, supported by Dutch labour union FNV-Abvakabo. Employees can become a member of this union who represents their rights in labour and employment issues

CINOP has an active Works Council employee representatives from all working units and departments.

On yearly basis an employee satisfaction survey is carried out. Outcomes and improvement possibilities are discussed with management and employees. The results are published on intranet.

CINOP personnel has substantial influence on their own jobs and the way they operate. Employees systematically meet with their managers and a system of progress interviews, written plans and reports concerning personal development is in place.

#### **Measurement of outcomes**

CINOP has a database with gender segregated data of all employees and their specific functions.

All employees have yearly progress and performance interviews with their manager. The appraisal is based on projects for clients, cooperation within the team, commercial performance and personal development.

In 2014 CINOP has succeeded an external audit for ISO 9001 certification.

In relation to new projects or ongoing work obtained from the Dutch Ministry of Education in The Netherlands or the European Commission, CINOP was subject to several audits commissioned by either the Ministry of Education or the EC.

# 04. Environmental Principles

*Principle 7: Businesses should support a precautionary approach to environmental challenges;*

*Principle 8: undertake initiatives to promote greater environmental responsibility; and*

*Principle 9: encourage the development and diffusion of environmentally friendly technologies.*

The Dutch Green Building Council is an independent organization that has developed a sustainability label for new Dutch buildings called BREEAM-NL. BREEAM is the world's most widely used environmental assessment method for buildings. Clients can receive a

certificate that assess criteria like architecture, materials, finishing, waste, energy and climate system. Since 2013 CINOP is working in a new office building. Sustainability and BREEAM standards were a crucial condition in the design of the building and the way it is used by its residents. Since we have received the BREEAM rating 'very good', the CINOP building is the most sustainable office in 's-Hertogenbosch. In the Netherlands only a few other office-based enterprises have received the same classification. Of course, it is our ambition to further implement sustainable real estate use and environmental performance.

*With our BREEAM-NL classification we are at the forefront of sustainable real estate use.*





Environmental responsibility is furthermore reflected in our digital working concept and policies regarding Human Resources and purchasing. Of course, with the underlying goal to support a sustainable use of the world's limited resources and care for the environment we live and work in.

### **Assessment, Policy and Goals**

Our flexwork concept enables and stimulates employee to work at home when possible. This to reduce travel cost and environmental impact. Furthermore, our mobility programme provides employees incentives to use public transport (instead of car use).

CINOP has an internal Corporate Social Responsibility (CSR) Committee organising activities to make employees aware of the concept of 'People, Planet & Profit'. This is made explicit in rules and regulations regarding the use of the building, catering (food & beverages), office supplies, waste management and other commodities.

In 2014 we started thinking about health at work and decided to develop a 'vitality programme' to support the well-being and employability of our personnel. A practical plan has been made that includes elements like healthy working conditions, finding balance with private life and stress prevention tips.

### **Implementation**

The CINOP building is the most sustainable office in 's-Hertogenbosch. The choice to locate the office directly opposite to the central train station also has to do with sustainability. It is our goal to stimulate the use of public transport as much as possible for both employees as well as visitors. In 2014 we added a 'greenwheels' option (car sharing) in the mobility programme for our staff. CINOP employees who work outside Europe, have agreed to combine their missions to different countries, to reduce the number of flights.

As a continue process, CINOP is seeking and hiring (preferred) suppliers based on their ability to demonstrate and certify that their products and services are produced with care for the environment. By preference, we work together with local suppliers who take responsibility in the local community. For example, together with van Kaathoven Groep we are consequently trying to reduce waste flows. We have separate collection of paper, plastic, food, copiers, batteries, organic, food and oil. Also in 2014 we switched to a new in-house catering supplier which offers natural food & beverage products that are sustainable produced (animal friendly, local producers, biological) (Hutten catering). Also in selecting a new cleaning company we will strongly look at sustainability standards and CSR.

Procurement and purchase of materials for projects in African countries, Latin America and Asia, is mainly done in the respective countries to reduce prolonged transportation by land and air.

CINOP is acting as secretary to ENSI (Environmental and School Initiatives), an international network which has supported educational developments, environmental understanding, active approaches to teaching and learning, through research and the exchange of experiences internationally.



As specialist in learning and education, we will contribute to environmental awareness via our projects where possible. For example, in 2014 CINOP was active in Benin. Here the University of Parakou is faced with the need to improve agricultural production systems and to assure food security in the light of changing climate conditions. CINOP helped the university with institutional capacity building, new training offers and improve their competencies, by



developing the curricula, taking into account food security and climate change.

Also in 2014, CINOP continues to be active in the Dutch network on sustainability in Vocational Education and Training (Duurzaam Middelbaar Beroepsonderwijs (DMBO)). Goal is to achieve knowledge transfer in stimulating and implementing sustainability in VET at schools and in curricula.

[www.duurzaammbbo.nl](http://www.duurzaammbbo.nl)



### Measurement of outcomes

BREEAM sets the standard for best practice in sustainable building design, construction and operation and has become one of the most comprehensive and widely recognised measures of a building's environmental performance. In 2014 CINOP operates under the BREEAM-NL rating 'very good'.

In 2014 renewed criteria for sustainable purchasing were put in place. Based on these guidelines and standards new (preferred) suppliers are appointed and future suppliers will be evaluated.

# 05. Anti-Corruption Principles

*Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.*

CINOP is committed to the UN Convention Against Corruption (UNCAC) and condemns any form of corruption.

## **Assessment, Policy and Goals**

In CINOP's Code of Conduct, employees (and associates) officially declare that they use information, funds and resources, either originating from projects or provided by CINOP, in a responsible manner and take responsibility for all money and property, following the appropriate policy and procedural requirements. Especially international projects in countries with perceived high levels of corruption are closely monitored on possible cases of corruption.

## **Implementation**

CINOP stimulates employees and managers to be honest and fair in business and financial transactions. In order to prevent any corruption, extortion or bribery, CINOP has strict administrative and control procedures in place. Employees, associates and especially financial staff are knowledgeable about the issues of corruption.

## **Measurement of outcomes**

As required by law, CINOP has an external accountancy firm to audit and check all procedures and transactions to control compliance with the financial rules and regulations. No complaints with regards to corruption, bribery or extortion were received during 2014.











**CINOP**

P.O. Box 1585  
5200 BP 's-Hertogenbosch  
The Netherlands  
+31 (0)73-6800800  
info@cinop.nl  
[www.cinop.nl](http://www.cinop.nl)



This is our **Communication on Progress** in implementing the principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.