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22 June 2023

s9(2)(a)

Dear s9(2)(a)

## Official Information Act 1982 request – information on ENZ Recognised Agencies review

I refer to your official information act request (OIA), received by Education New Zealand (ENZ) on 27 April 2023;

Dear Education NZ,

Thank you for your recent reply, I noted

<https://aus01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.enz.govt.nz%2Fsupport%2Fagent-engagement%2Fenz-recognised-agent%2F&data=05%7C01%7Cenz.ministerials%40enz.govt.nz%7Cfdced0e02d9e47a6824408db465b3fb5%7C7fab8d821c854170acbf74e098fcca29%7C0%7C0%7C638181130670084890%7CUnknown%7CTWFpbGZsb3d8eyJWljojMC4wLjAwMDAiLCJQIjoiV2luMzliLCJBTiI6Ikk1haWwiLCJXVCi6Mn0%3D%7C2000%7C%7C%7C&sdata=o46p1Nv%2FEMml0R%2FkYO3avGVzGK7UAQsSX95eWaYgKJo%3D&reserved=0>

*“ We are currently reviewing our recognition programme for education agents. The review was signalled in the New Zealand International Education Strategy 2022-30, and aims to support the rebuild of our international education sector. Existing ENZ Recognised Agents will be able to continue using their ENZRA status under the current programme until 30 June 2023 providing they still remain a viable business and continue to meet conduct requirements.”*

*Can you please provide relevant emails/memos regarding to your current review and can you please let me know how you are ensure current agents are continue meets the conduct requirements, do you audit/check on them or they simply did a self certification process?*

*“ Further announcements will be made in due course”  
When you anticipate to make the announcement?*

*Yours faithfully,*

s9(2)(a)

On 26 May 2023, ENZ extended your request until 22 June 2023, to allow for consultations to be undertaken for the purposes of answering your request.

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I will answer each of your points in turn.

*Can you please provide relevant emails/memos regarding to your current review.*

Please find attached a copy of emails and memos that were 'key decision points' in the review process, as per our interpretation of this part of your request, which we advised you of in our acknowledgement correspondence dated 12 May 2023. Some information has been marked out of scope of your request.

For ease of reference please also find below a timeline of key decision points during the review, to date.

Date	Key decision point
September 2021	Initial consultation with ENZ staff
October 2021	Analysis developed for Review undertaking
June 2022	Business case developed by ENZ
September 2022	Mid-project report by Edified
September 2022	ENZ E-news update
March 2023	ENZ website page update

The E-news update can be found at the following link:

[Review of ENZ Recognised Agency \(ENZRA\) programme » Education NZ](#)

The website page update is the same page from which you provided the link in your initial request. However, for full disclosure it is provided again below.

[How to become an ENZ Recognised Agency » Education NZ](#)

*Please let me know how you are ensure current agents are continue meets the conduct requirements, do you audit/check on them or they simply did a self certification process?*

The programme has been paused while the review is being undertaken. No new agents are being brought into the programme. ENZ does not undertake audits/checks on the conduct of ENZRA agents. We rely on education providers and/or students to raise concerns regarding agent conduct with ENZ, where it may relate to the conduct expectations set out for ENZRA agents. These conduct expectations align with the London Statement.

A copy of the Code of Conduct for Recognised Agencies is attached to this response letter and is released to you in full.

*Further announcements will be made in due course”  
When you anticipate to make the announcement?*

We anticipate further announcements to be made in the second half of this calendar year.

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In preparing this information release ENZ has considered the public interest considerations in section 9(1) of the Official Information Act. You have the right to seek an investigation and review by the Ombudsman of this decision.

Information about how to make a complaint is available at <https://www.ombudsman.parliament.nz/> or freephone 0800 802 602.

Please note that it is our policy to proactively release our responses to official information requests, where possible. We do not publish requesters' personal information. We will let you know when we respond to your request if we intend to publish it. Please contact us if you have any questions about this.

Yours sincerely

Grant McPherson  
Chief Executive  
Education New Zealand Manapou ki te Ao

**From:** [Genevieve Rousseau-Cung](#)  
**To:** [Desiree Lee](#); [Javiera Visedo](#); [Jane Liu](#)  
**Subject:** ENZRA programme review  
**Date:** Wednesday, 8 September 2021 8:42:51 am  
**Attachments:** [image001.png](#)  
[image002.png](#)

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Kia ora ladies!

I am contacting you in regards to the review of the ENZ Recognised Agency (ENZRA) programme and to ensure you/the international team are involved in the approach we'd like to take moving forwards.

To provide a bit of context: The ENZ Recognised Agency programme was relaunched in 2018 based on the fact then that numerous education agencies were sending many quality students to New Zealand. These highly successful agencies were the ones ENZ was keen to work with more closely for the benefit of education providers. The ENZ Recognised Agency programme was implemented to increase engagement with quality education agencies that had demonstrated a long-term commitment to promoting New Zealand as an international study destination and were successfully placing students at NZ education providers. The overall aim of the programme was to contribute to the attraction of high-value students through ongoing support of quality education agencies promoting NZ.

The ENZRA programme was rolled over in 2020. 16 agencies exited the programme in 2020 and one in 2021, while a dozen were accepted into the programme following ENZ international team's recommendations as an exception given the COVID circumstances. There is currently 309 ENZ recognised agencies. There is now a need to revise the ENZRA programme due to COVID-19, the border closure, and the effects it has had on the international education sector. The new application period was due to open in February 2022. However, and to align with the Government's current indications, we (Sahinde and I) are now thinking of opening the next application period in mid-2022. Therefore, I'd like to suggest that **we roll over current ENZ recognised agencies for another six-month period (until mid-2022) once the landscape becomes clearer.**

I have already approached Ben, Amy and Miranda and they are all supportive of the approach suggested above, i.e. delaying the application period for the ENZRA programme, and discussing with you to better define the programme moving forwards.

Once agreed with you, the very first step will be to notify the ENZ whanau, current ENZRA and the wider industry (including non-ENZRA).

**Next steps:**

I would like to consult with you three (on behalf of ENZ international staff) on the following points to better define the revised ENZRA programme:

- How to maintain the quality of our brand
- Possible new entry criteria
  - Mandatory training (internal or outsourced)
  - Other recognitions/accreditations/associations
  - Recommendations/References from NZ providers
  - Participation in ENZ events/continued marketing of NZ
- Better defined benefits and incentives
- Opportunity to address a variety of needs (tier model?)
- How are we achieving our objective of engaging more regularly with recognised agencies by providing intelligence, training, and marketing information to help them promote and market NZ in the current context?
- How can we continue to enhance the programme?

I think you also raised a good point [@Desiree Lee](#) when you suggested we could consult with our current ENZRA and gather their thoughts around how we could improve the programme in 2022. Miranda also suggested we seek specific feedback from ENZRA agents that have received co-investment funding (additional to their final reports), as it could provide insightful info moving forward.

So taking all the above into consideration, I suggest we meet to further discuss the immediate and further steps to take. We could either discuss during our planned agent session on 21 Sept, or I can organise a separate ENZRA review session? Let me know what your preference is and when would be a good time to talk

Many thanks ladies, and I look forward to collaborating with you again, as always!

Gen

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Geneviève Rousseau Cung  
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## ENZRA programme review:

### SWOT Analysis

#### Strengths:

- Contributes to achieving ENZ wider purpose: deliver enduring social, cultural and economic benefits to NZ by taking NZ education experiences to the world
- Links to NZIES goal (sustainable growth) and strategic objective one (NZ's education offerings and services are highly sought after by international learners)
- Supports high quality, top performing agents and agencies who work effectively with students studying in / with NZ.
- Creates a sense of exclusivity among agencies
- Provides some value-added benefits to agencies

#### Weaknesses:

- Benefits not clearly defined, no real direct link to outcomes
- Programme success highly relies on how beneficial / engaging it is for agents
- Lack of collaborative work between recognised agencies
- Limited growth possible (quality over quantity)
- Too much focus on 'regulation' (i.e. LIA requirement for onshore agents)
- Heavy administrative duties during application period
- Doesn't currently leverage other ENZ's initiatives & partners' network
- Different levels of commitment/engagement from recognised agents
- Difficult to get bigger agencies on board (i.e. in China)

#### Opportunities:

- Increased PR and brand awareness of NZ in priority markets
- Strengthened relationships with high quality agencies
- Co-funding marketing opportunities
- Increased credibility and prestige for agencies to be recognised by NZ government
- Ability to reach a larger pool of prospective students
- Insights & intel

#### Threats:

- Competitor countries' recognition programmes more appealing / flexible (they may have more to offer)
- Limited flexibility from other government agencies (INZ / visa processing priority)
- NZ borders remain closed = what are the real benefits at the moment?

## New programme approach

After receiving support from the Regional Directors to go ahead with our proposed approach to the international team, I discussed with the Agent Work Group (Javiera, Desiree and Jane) on 21 September. The proposition to roll over current ENZ recognised agencies for another six-month period (until mid-2022) was agreed in principle but with some concerns, which made us re-think the whole current model. Should we continue to run the ENZRA programme as we know it?

What came out strongly is that we should look at the current programme model to develop a more strategic partnership approach with key partners instead, such as in-country agent associations. A great example is the recent partnership between EnglishUSA with three Latin American agency associations: <https://studytravel.network/magazine/news/0/28506>

**A preferred approach would support a view of a less managed programme for one more focus on partnerships.**

We believe that collaboration is key when developing strategies that will promote the recovery of the industry and to achieve objectives that will be of mutual benefit for both agents and providers. We can have a bigger impact and achieve a bigger reach if we work with other partners and associations.

ENZ could play a leadership role when attending business meetings for agent associations to provide updates (enrolment numbers, government policies, etc.). Our role would be more one of oversight rather than 'regulation'. This approach is also much more aligned with the international team's objectives and KPIs, and my new role as Partnerships Manager.

This approach would better support its members by:

- Increasing collaborations
- Assisting with the COVID recovery
- Cultivating a working relationship with key partners to promote NZ

This approach would create benefits such as:

- Shared resources and insights
- Shared best practices
- Market intelligence

### Next steps:

How can we support education agents in this new business model proposition?

Some ideas:

- Continue to engage with agents and regular updates
- Clear process on visas
- Prioritisation of MIQ spaces
- Extension of agent activity fund to institutions (to support agents)

It was suggested that we (ENZ) should be less accountable for industry's KPIs.

**From:** [Genevieve Rousseau-Cung](#)  
**To:** [DL ALL ENZ](#)  
**Subject:** ENZRA programme review  
**Date:** Wednesday, 2 March 2022 9:19:10 am  
**Attachments:** [image001.png](#)  
[image002.png](#)

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Kia ora everyone,

I hope you are well. I would like to update you on the ENZ Recognised Agency (ENZRA) programme, which currently has 308 Recognised Agencies. As you may know, the programme was re-launched in 2018 to increase engagement with education agencies that have demonstrated a continued commitment to promoting New Zealand education.

COVID-19 has continued to impact us all for much longer than anticipated, and with the New Zealand border remaining closed to most until later this year, ENZ Recognised Agencies are still unable to meet the points and approval rate benchmarks as required for the programme.

We are going to roll over the status for all ENZRA for another 10 months while we better align the ENZRA programme with the Government's reconnecting plan and our own business plan and strategic objectives. Given how the global situation is evolving, this will also be a great opportunity to review the whole current model.

#### **What's happening?**

- We are extending the current review period for Recognised Agencies (that was ending on 28 February 2022) to the end of 2022.
- All current Recognised Agencies will remain in the programme until that time (December 2022) on the condition that they sign an updated agreement, remain a viable business, meet conduct requirements, and are approved by the international team.
- ENZ is engaging with Immigration New Zealand (INZ) and IAA (Immigration Advisers Authority) to undertake a refreshed review of Recognised Agencies' conduct.
- The Agent Workgroup team is developing an engagement plan for Recognised Agencies over the short to medium term.

We continue to work with our Recognised Agencies to ensure they provide appropriate support to prospective students, students in New Zealand, and their partner education providers.

Over the next few weeks, we are working with the Comms team to communicate these changes through our education agent and sector facing channels – AgentLab, ENZRA newsletter, ENZ website, E-News and social channels.

Do reach out if you have any queries.

Cheers

Gen

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**From:** [Genevieve Rousseau-Cung](#)  
**To:** [Celia Coombes](#)  
**Cc:** [James Dalmer](#); [Sahinde Pala](#)  
**Subject:** Update on ENZ Recognised Agency (ENZRA) programme  
**Date:** Thursday, 10 March 2022 11:22:40 am  
**Attachments:** [image001.png](#)  
[image002.png](#)

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Hi Celia,

I hope you are doing well. I would like to update you on the ENZ Recognised Agency (ENZRA) programme, which currently has 308 Recognised Agencies. As you know, the annual review and application period for ENZ Recognised Agencies was extended from 31 October 2020 to February 2022 as a result of COVID-19. COVID-19 has continued to impact us all for much longer than anticipated, and with the New Zealand border remaining closed to most, ENZ Recognised Agencies are still unable to meet the points and approval rate benchmarks as per how the programme was set up.

As I recently mentioned to you, we have decided to roll over ENZ Recognised Agencies status once again for another nine months while we are better aligning the ENZRA programme with the Government's reconnecting plan and our own business plan and strategic objectives. Given how the global situation is evolving, this will also be a great opportunity to review the whole current model.

**Changes to the ENZ Recognised Agency (ENZRA) programme:**

- We are extending the current review period for Recognised Agencies (that was to end on 28 February 2022) to the end of 2022 at the earliest.
- All current Recognised Agencies will remain in the programme until that time (December 2022) on the condition that they sign a Variation of Contract, remain a viable business, meet conduct requirements, and are approved by the international team.
- The ENZ agents team is developing an engagement plan for Recognised Agencies over the short to medium term.

**Here is the process we have planned:**

- Mid-February: assessment of current ENZ Recognised Agencies by ENZ international team
- Week of 28 February: communication to ENZ Recognised Agencies via newsletter and email
- Monday 21 March: deadline for Recognised Agencies to return their signed Variation of Contract

I've been engaging with the Immigration Advisers Authority team as well to make sure they are happy with our approach regarding the Licensed Immigration Adviser (LIA) requirements.

Do reach out if you have any queries and thank you for your support, as always.

Cheers

Gen

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## Business Case

<b>Brief Description:</b>	Agent research
<b>Sponsor:</b>	Sahinde Pala
<b>Total Investment:</b>	NZ\$72,000
<b>Included in budget:</b>	Yes – within the Agent budget line
<b>Start date:</b>	June 2022
<b>Finish date:</b>	16 weeks total

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### Purpose

The purpose of this business case is to approve ENZ's investment in research to review the current landscape for agents, ENZ's agent engagement and propose a future direction for ENZ's engagement with agents in the future that provides value to the sector.

### Background

- Education agents are a critical part of the international education landscape, with over 60% of students enrolling in their programme via an education agent.
- The past 24 months has seen a rapid acceleration of the disruption to the agent business model, as well as a change in the competitive environment within which New Zealand is now operating. It is the right time to review how ENZ works with agents, what our role should be and what value ENZ delivers to the sector with agent engagement.

#### What we currently do

- ENZ engages with agents (ENZRA and non ENZRA) in a number of ways to encourage trust in, and promotion of, New Zealand as a study destination. For the international team, interaction with agents is in some cases, or seasons, a daily one, where agents are regularly in touch given they are able to communicate in their own language and time zone. They also interact with the National Agent Associations, where there is one. Offshore teams engage with trusted agents through support funds, events and a wide range of activities that support their work in promoting New Zealand as a study destination. Onshore, the Agent Manager utilises Agent Lab to run agent webinars, distribute monthly newsletters and provide updated information and training modules to agents. The ENZ Recognised Agency (ENZRA) programme and agent recognition events are also part of the suite of engagement tools.
- **The ENZRA programme**, re-launched in 2018, is not fit for purpose within the current environment – approximately 308 Recognised Agencies remain in the programme with membership rolled over until the December 2022. Programme purpose and eligibility requirements need to be reviewed to ensure we are delivering an effective programme that supports the rebuild of the international education sector in New Zealand.

Out of Scope



## Proposal

The proposal is to engage education industry consulting group Edified to provide research and recommendations for ENZ to reimagine our agent engagement strategy to achieve the following objectives:

- Explore what form of agent accreditation and training would best deliver the desired results for the sector in the long-term including risks and opportunities of different approaches
- Objectively review ENZ's role with respect to agents to ensure it provides the best value and is future proofed
- Improve agents' knowledge of the New Zealand destination
- Provide advice to education providers to build their capability in agent engagement, management and performance

ENZ has selected Edified for this research due to their education sector experience working with government agencies, destination marketing agencies and education providers. Their experience across a number of our competitor markets will also provide useful insights to feed into this research and resulting recommendations. They have also undertaken key projects with the New Zealand education sector in the past 18 months which will also feed into recommendations for ENZ's agent engagement.

The project scope and deliverables have the following objectives:

- Understand the business models and types of services provided in the new education agent landscape to both students and institutions
- Objectively review ENZ's role with respect to agents to ensure it provides the best value and is future proofed

- Explore what form of education agent engagement and recognition would best deliver the desired results for the sector
- Ensure a quality experience for students who use an education agent representing New Zealand education providers
- Improve agents' knowledge of the New Zealand destination
- Rebuild education provider capability in education agent engagement, management, and performance

#### Deliverables include:

- An overview of the different education agent operating models and trends, and the services and value they offer students, education providers and communities/economies
- An analysis of the ENZRA programme taking into consideration the education agent landscape and comparing the programme with that of competitor destination countries
  - Review existing brand, process and engagement research with students, education agents and other stakeholders to gain a comprehensive set of perspectives
  - Interview key ENZRA staff and stakeholders
  - Interview existing ENZRA education agents, notably onshore
  - Compare ENZRA programme with approaches in competitor destinations: Australia, Canada, Ireland, the UK, and the USA.
  - Compare the existing training content and delivery against best practice learning design
- Identified opportunities for ENZRA to enhance the programme in a way that will be attractive to education agents and partners in key source markets and effectively supports the successful recovery of the international education industry
  - Hold ideation and engagement workshops with ENZRA onshore education agents and providers
  - Build a suite of offerings that meet education agent needs and excite them about working with Aotearoa New Zealand
  - Consider implications of evolving digital operating models – agent aggregators, brokers, and marketplaces – for an education agent engagement framework
  - Incorporate education provider training to deliver best practice in education agent relationship management and partnership
  - Complement The Education (Pastoral Care of Tertiary and International Learners) Code of Practice 2021
- Develop a future state roadmap for implementation with clear milestones including core elements of an engagement framework

#### Justification

- The research will provide ENZ will clear direction as to where we can add value with agent engagement, from the perspectives of the education provider, students, and agents themselves.
- There is value in having an objective third-party, with both local and international experience, undertaking this research and providing recommendations to ENZ.
- This research will also provide useful insights for the education sector to help inform their strategies with agent engagement for the future.

#### Timeframe and cost



- Cost for the research, recommendations, presentations and assistance with implementation planning: NZ\$72,000
- There is existing budget within the Agent budget line which can fund this work.


## Risks

- This is a low risk project which will help inform our agent engagement strategy.
- It has been a number of years since the ENZRA review programme in 2016 and is time for further research to help ENZ make informed decisions. The risk of not undertaking research, particularly given events over the past two years, may mean we rush into investment decisions without a full understanding of the landscape and where we can add value as an organisation.
- International team colleagues have raised concerns about the timing of the research with borders opening up, however we need research outputs and recommendations by the end of October to enable us to enact any changes to the ENZRA programme before the end of 2022.

## Staffing

- Project Sponsor: Sahinde Pala
- Project Manager: Genevieve Rousseau-Cung
- We propose adding an industry team voice to the existing Agent Workgroup (made up of international team members and Gen) to act as a reference group for this project.

## Approvals

Approval by	Delegated Authority	Signature	Date
Finance			
General Manager / RD	Up to \$50,000 if budgeted		
Chief Executive	Up to \$300,000 if budgeted or \$100,000 if not budgeted	DocuSigned by:  45582756EB294E1...	28 June 2022

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**From:** [Genevieve Rousseau-Cung](#)  
**To:** "Oliver Fortescue"  
**Cc:** "Hayley Shields"  
**Subject:** RE: ENZ Agent engagement kickoff  
**Date:** Friday, 12 August 2022 9:59:00 am  
**Attachments:** [ENZ Interviewees list 12.08.2022.docx.xlsx](#)  
[image002.png](#)  
[image003.png](#)  
[image005.png](#)  
[image006.png](#)  
[image007.png](#)  
[image008.png](#)  
[image010.png](#)

Good morning Oli (and Hayley),

Thank you so much for your patience regarding the interviewee list. After consulting with my colleagues, I put together a list of **19 interviews** for Edified to conduct virtually. It is a great mix of ENZRA agents (onshore and offshore), ENZ staff, industry reps and a few government partners. Please note that the latter (INZ and NZQA) would require specifically adapted questions, which we can discuss. You will also notice that I have suggested a few group interviews (team in China, team in SEA, Te Pukenga), and each group counts as one interview. If you have unresponsive or negative responses from the suggested list, please let me know and I can propose other stakeholders to be interviewed.

Let me know if you are happy with the list attached, or if you require any additional information.

Have a lovely weekend!

Gen

Geneviève Rousseau Cung  
Partnerships Manager  
International Market Manager – Latin America  
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**From:** Oliver Fortescue <[oliver@edified.com.au](mailto:oliver@edified.com.au)>  
**Sent:** Monday, 8 August 2022 3:17 pm  
**To:** Genevieve Rousseau-Cung <[Genevieve.Rousseau-Cung@enz.govt.nz](mailto:Genevieve.Rousseau-Cung@enz.govt.nz)>  
**Cc:** Hayley Shields <[hayley@edified.com.au](mailto:hayley@edified.com.au)>  
**Subject:** Re: ENZ Agent engagement kickoff

CAUTION: This email originated from outside of Education NZ. Do not click links or open attachments unless you recognise the sender and know the content is safe.

Hi Gen

Yes, I thought that might be the case. Don't worry if it takes a touch longer – later this week is also fine.

All the best

oli

**Oliver Fortescue**  
Partner at Edified and Director UK & Europe  
Student Acquisition and International Education Expert

+61 (0)414 536625  
signature\_688144578

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**From:** Genevieve Rousseau-Cung <[Genevieve.Rousseau-Cung@enz.govt.nz](mailto:Genevieve.Rousseau-Cung@enz.govt.nz)>  
**Date:** Monday, 8 August 2022 at 12:42  
**To:** Oliver Fortescue <[oliver@edified.com.au](mailto:oliver@edified.com.au)>  
**Cc:** Hayley Shields <[hayley@edified.com.au](mailto:hayley@edified.com.au)>

First name	Last name	Position	Agency name	Location	Contact email	Notes
Scott	Wade	Coordinator	FELCA	Global	felca@felca.org	SCOTT TO FIND OUT WHO IS THE BEST PERSON TO INTERVIEW AT FELCA (scott@studytravel.network)
Frank	Xing	CEO	Novo Education	New Zealand	Frank.Xing@novoeducation.co.nz	in China and SEA
Bridget	Egan	CEO	Global Student	New Zealand	bridget@global-student.com	variety of countries
Mai	Dong	Director	Eduvina	Vietnam	maikieudong@eduvina.edu.vn	Vietnam based
Gina	Hughes	Founder	Gina & Partners	New Zealand	gina@ginapartners.com	Japan (focus)
Liz	Batra	CEO	IEGC	India	lizbatra@iegc.co.in	Strong NZ advocate
Sue	Rowlands	Client Director	IDP	Australia	sue.rowlands@idp.com	presence
Ben	Burrowes	Regional Director ASIA	ENZ	Singapore	Ben.burrowes@enz.govt.nz	China) region - has purview of SEA, Japan, Korea & India
Desiree	Lee	Portfolio Director	ENZ	Singapore	desiree.lee@enz.govt.nz	Manager for Indonesia, Malaysia & Philippines
Javiera	Visedo	Director of Engagement LATAM	ENZ	Chile	Javiera.Visedo@enz.govt.nz	region
Jane	Liu	Marketing Development Manager	ENZ	China	Jane.Liu@enz.govt.nz	Part of Agent Workgroup - China
Felix	Ye	Senior Market Development Manager	ENZ	China	Felix.Ye@enz.govt.nz	centralised student recruitment models
Richard	Kyle	Business Development Manager	ENZ	New Zealand	Richard.Kyle@enz.govt.nz	Represent the Industry team
Pii-Tuulia	Nikula	Principal Academic	Eastern Institute of Technology	New Zealand	PNikula@eit.ac.nz	agent in Europe
Jason	Cushen	International Director	University of Otago	New Zealand	director.international@otago.ac.nz	
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To be interviewed as a group						

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# Mid-project report

## Education New Zealand

Education Engagement Project  
September 2022

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# Background

## Project objectives

Edified has been engaged to take an in-depth look at the ENZRA programme, deliver recommendations for future enhancements and assist with rebuilding education provider capacity in education agent management to support the sector recovery.

- Explain the education agent landscape for Aotearoa New Zealand
- Review and compare the ENZRA programme to the approaches of competitor destination countries
  - Australia | Canada | Ireland | UK | USA
- Review and compare the ENZRA training content and delivery against best practice
- Identify pain points and opportunities (including quick wins), including how to incorporate emerging digital agent models
- Recommendations with implementation roadmap
- Support the international education sector recovery (NZ International Education Strategy 2022-30)

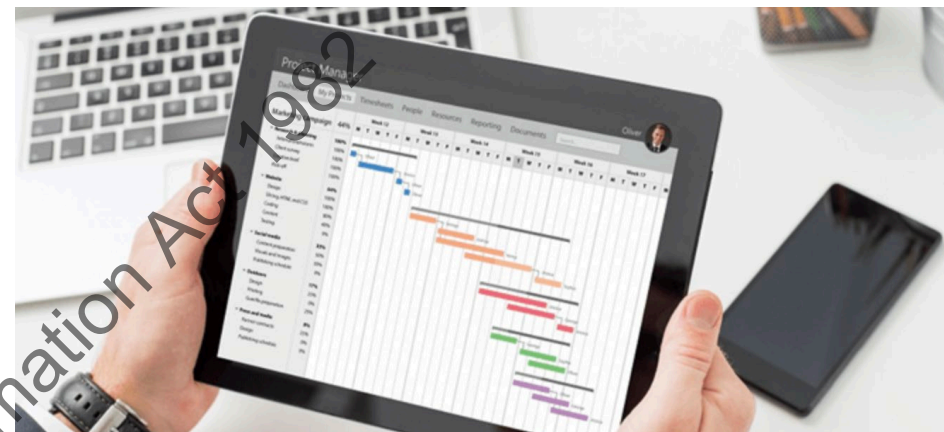
# Research phase

## COMPLETED

- Desk based research
- Document review
- Stakeholder interviews – providers, education agents, ENZ staff, MoE
- Analysis of competitor market approaches
  - Australia, Canada, Ireland, United Kingdom, United States

## SCHEDULED

- Stakeholder interviews – government agencies
  - INZ, MOE and NZQA



# Initial Findings

## EDUCATION AGENT TYPES



**THE SOLE TRADER**



**THE SME**



**THE MARKET SPECIALIST**



**THE MULTI-NATIONAL**



**THE EDUCATION GIANT**



**THE SPECIALIST/INNOVATOR/ONLINE**



**THE DIGITAL AGENT NETWORK**

- Aggregators
- Brokers
- Marketplaces

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# Initial Findings

## QUALITY ASSURANCE

- Seen as the role of the provider – managed through their contracts
- Quality recognition of ENZRA is nice, but doesn't prevent providers working with others
  - It is valued by some smaller NZ-focussed education agents

## BRANDING

- The ENZRA branding and tools are seen as an asset by many education agents
  - But, the videos, etc are not representative of the students they want to recruit, e.g. PhD Indian student is great, but not the profile of the majority of Indian students coming to NZ
- Being listed on the ENZ website as an ENZRA education agent is seen as an important aspect

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# Initial Findings

## VALUE / BENEFITS

- The tangible benefits were not really clear enough
  - In-country/region ENZRA networks are valued
  - Little knowledge of the funding opportunities among ENZRA education agents
- The main desired benefits related to visa processing
  - fast-track visa processing
  - access to immigration staff in-country for advice and guidance

## TRAINING & KNOWLEDGE MANAGEMENT

- The people that had done it said it was pretty good, but not the best learning experience
- They valued the regular updates and liked the AgentLab

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# Initial Findings

## CONCERNS

- A feeling that the connection between ENZ and INZ needed to be stronger for ENZRA
  - Tangible benefit for being recognised
- The training delivery was seen as outdated and a bit flat (lack of multimedia)
- Lack of knowledge/value among provider practitioners
- Many new practitioners with relatively little experience of working with education agents (due to Covid)
- Accessibility of the programme for good new entrant agents
- Providers continue to use and are very comfortable with non recognised education agents
- Perceived as little or no benefit for larger education agents and Digital Agent Networks

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# Preliminary Ideas on Future Direction

- Reframe ENZRA as a training and branding opportunity
- Review and if necessary adapt training to:
  - make sure it is focussed on NZ as a study destination (not overlapping with provider training)
  - Includes good immigration related training (within limits of agent's role in immigration - not migration agents)
  - Determine the value of outsourcing to a specialist training provider e.g. ICEF
- Train provider and stakeholder staff including strong emphasis on using ENZRA agents
  - Stakeholder presentations – include basics of what agents do and why they are important
  - Provider masterclasses – best practice in education agent management
- Work with INZ to identify opportunities for information and data sharing to facilitate stronger provider management of education agents
- Use ideation workshops to test some of the preliminary ideas

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# Next Phase – Online ideation workshops

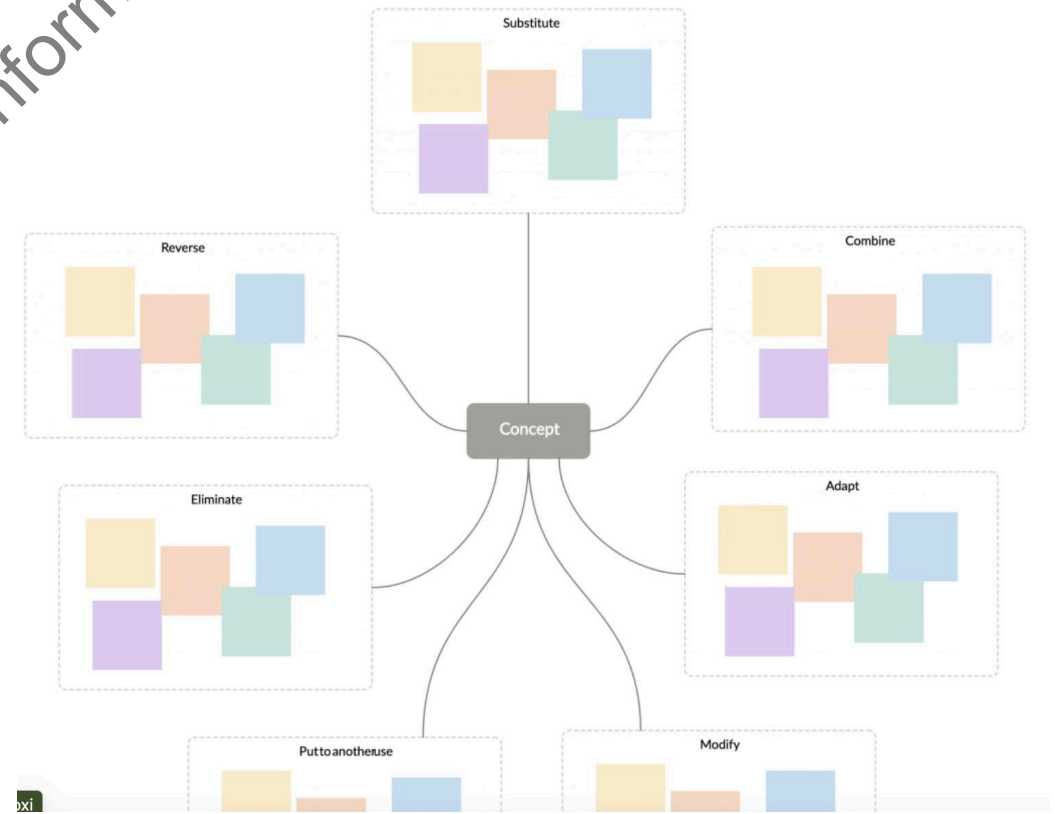
PROVIDERS – staff actively working with education agents

- Universities
- Te Pūkenga, PTEs, and Schools
- English language and edu-tourism

EDUCATION AGENTS – not just ENZRA

- Onshore education agents
- South Asia & Middle East
- SE & North Asia

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# Deliverables



## The report and roadmap

Digital PDF version

10 printed copies

Printable implementation  
roadmap with milestones



## Presentations with Q&A

ENZRA internal stakeholders

Education providers

Education agents and DANs



## Education Agent Management Masterclass for Providers

3-hour interactive workshop  
Participant editable workbook  
including tips and templates

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# Project Team



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Thank you



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## Education New Zealand

# Supporting New Zealand's International Education Recovery Through World-Class Education Agent Engagement

## PROJECT BACKGROUND

Education New Zealand is the lead government agency for the international education sector whose purpose is to deliver enduring social, cultural, and economic benefits to Aotearoa New Zealand by taking New Zealand education experiences to the world. Globally, ENZ is acknowledged for innovative approaches to marketing and promotion of international education.

Education agents are critical partners for the NZ international education sector in the recruitment of international students. Historically, between 60% and 80% (depending on the sector) of all international students enrolling in New Zealand education used an education agent.

The agent landscape globally was evolving prior to the pandemic however the last two years has seen a rapid acceleration of disruption to the agent business model through the emergence of Digital Agent Networks (DANs) – agent aggregators, brokers, and marketplaces. At the same time, the reality of New Zealand's border closing and continued closure, has turned many agents away from doing business with New Zealand in favour of markets like the UK and Canada that have been recruiting heavily in the last 12 months.

Recognising that a critical part of Aotearoa New Zealand's international education recovery strategy needs to include a compelling education agent and network engagement strategy and a world leading execution of that strategy, ENZ is seeking to review its approach, the role ENZ should play with agents and the value that it can deliver for the sector.

Over recent years Education New Zealand has invested in a range of strategies and approaches to engage with agents as business partners. Post-pandemic, with the opening of the international border, now is the time to rethink the engagement strategy to achieve the following objectives:

- Understand the business models and types of services provided in the new education agent landscape to both students and institutions
- Objectively review ENZ's role with respect to agents to ensure it provides the best value and is future proofed
- Explore what form of education agent engagement and recognition would best deliver the desired results for the sector
- Ensure a quality experience for students who use an education agent representing New Zealand education providers
- Improve agents' knowledge of the New Zealand destination
- Rebuild education provider capability in education agent engagement, management, and performance

## HOW EDIFIED WILL APPROACH THE PROJECT

Edified will:

- Explain the different education agent operating models and trends, and the services and value they offer students, education providers and communities/economies
- Conduct an analysis of the ENZRA programme taking into consideration the education agent landscape and comparing the programme with that of competitor destination countries
  - Review existing brand, process and engagement research with students, education agents and other stakeholders to gain a comprehensive set of perspectives
  - Interview key ENZRA staff and stakeholders
  - Interview existing ENZRA education agents, notably onshore
  - Compare ENZRA programme with approaches in competitor destinations: Australia, Canada, Ireland, the UK, and the USA.
  - Compare the existing training content and delivery against best practice learning design
- Identify opportunities for ENZRA to enhance the programme in a way that will be attractive to education agents and partners in key source markets and effectively supports the successful recovery of the international education industry
  - Hold ideation and engagement workshops with ENZRA onshore education agents and providers
  - Build a suite of offerings that meet education agent needs and excite them about working with Aotearoa New Zealand
  - Consider implications of evolving digital operating models – agent aggregators, brokers, and marketplaces – for an education agent engagement framework
  - Incorporate education provider training to deliver best practice in education agent relationship management and partnership
  - Complement The Education (Pastoral Care of Tertiary and International Learners) Code of Practice 2021
- Develop a future state roadmap for implementation with clear milestones including core elements of an engagement framework

## WHAT YOU WILL GET

Adopting a human centred design process, will increase education agent and provider buy-in from the start. The purpose of the ideation and engagement workshops listed below is not just to seek input into the future state, but to actively engage your key target audience in a codesign process that will form a central part of the recommended engagement strategy.

### Research and development phase

- Up to 10 interviews with key ENZRA staff and stakeholders
- Up to 3 education agent ideation workshops (online and/or face-to-face)
- Up to 3 provider ideation and engagement workshops (online and/or face-to-face)

### Delivery and implementation phase

- 3 tailored presentations and Q&A sessions for
  - ENZRA internal stakeholders
  - Education providers
  - Education agents and DANs
- PDF Report plus 10 professionally printed copies (unless you prefer digital only)

- Printable implementation roadmap with milestones
- 1 training workshop for education provider staff managing education agent relationships
- 3 days of Edified staff time to assist as required with recommendation implementation (see Premium Package)

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# CODE OF CONDUCT

## Recognised Agency

### Purpose

All agencies who have been appointed by Education New Zealand (ENZ) as an ENZ 'Recognised Agency' are required to adhere to this Code of Conduct.

### London Statement of Principles

New Zealand is a signatory to the London Statement of Principles. The Principles promote best practice among the education agents and consultant professions that support international students. All agencies must comply with the following ethical principles:

### ETHICAL PRINCIPLES

- PRINCIPLE 1** Agents and consultants practice responsible business ethics.
- PRINCIPLE 2** Agents and consultants provide current, accurate and honest information in an ethical manner.
- PRINCIPLE 3** Agents and consultants develop transparent business relationships with students and providers through the use of written agreements.
- PRINCIPLE 4** Agents and consultants protect the interests of minors.
- PRINCIPLE 5** Agents and consultants provide current and up-to-date information that enables international students to make informed choices when selecting which agent or consultant to employ.
- PRINCIPLE 6** Agents and consultants act professionally.
- PRINCIPLE 7** Agents and consultants work with New Zealand and providers to raise ethical standards and best practice.

### Privacy Act 1993

Agencies must comply with the requirements of the New Zealand Privacy Act 1993. This includes (but is not limited to) complying with the information privacy principles, which are summarised here.

The full text of the Privacy Act 1993 is available [here](#).

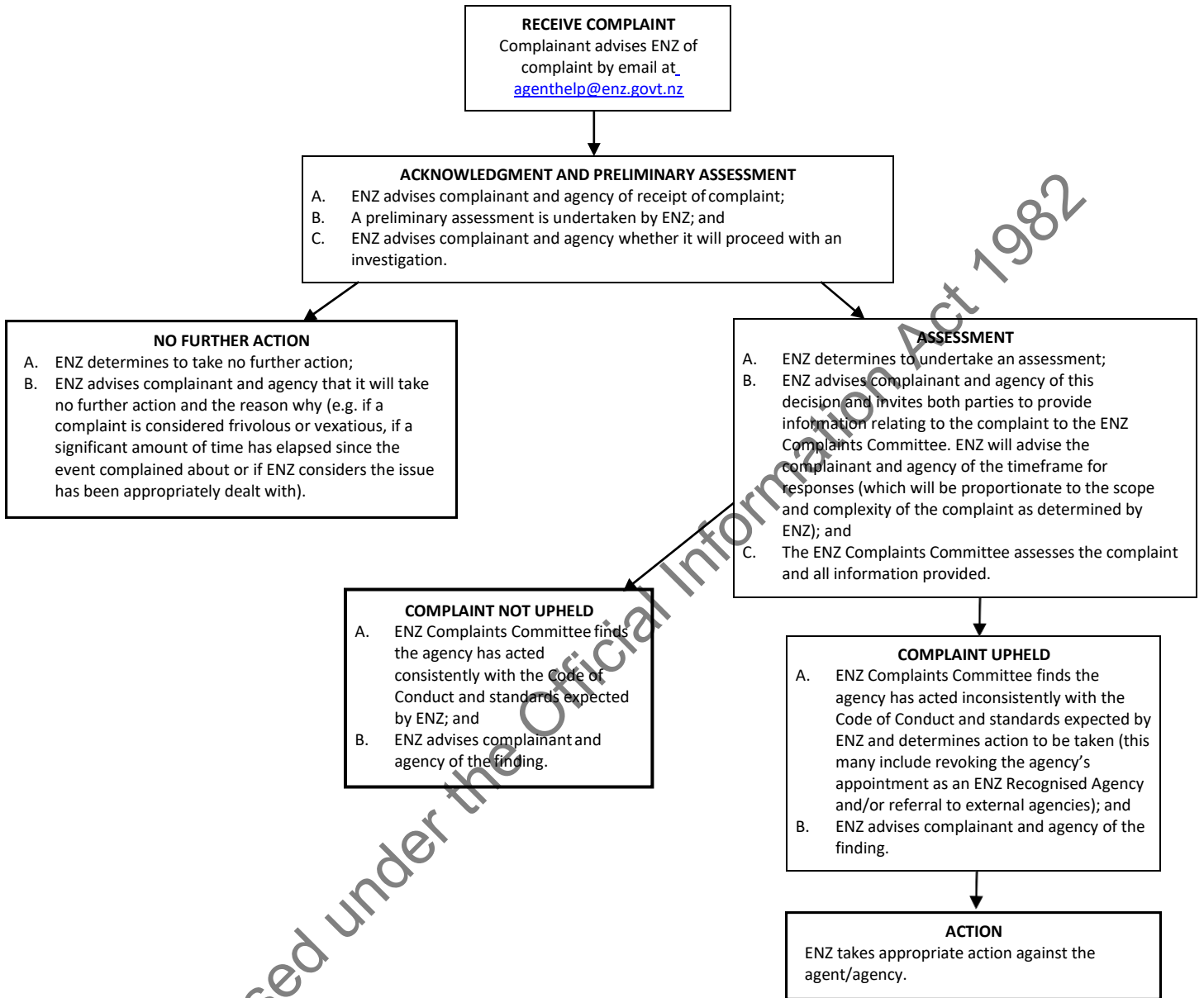
### Complaints Process

The complaint procedure process for all agencies who have been appointed by ENZ as a Recognised Agency is overleaf.

# COMPLAINTS PROCESS

## ENZ RECOGNISED AGENCY

(\*note full details of the review process are set out in the Agreement)



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