

# DRAFT CICAN INTERNATIONAL BUSINESS STRATEGY CONSULTATION DOCUMENT

## INTRODUCTION

Globalization has led Canada's colleges and institutes to reassess the way skills are acquired, to redefine the basic competencies required of workers, and to encourage internationalization. CIGan members are not only expected to teach skills relevant to the global economy, but also to facilitate learning in countries and cultural contexts outside Canada. Colleges are also expected to host international students and faculty, and to take part in international cooperation projects. For their part, international students are now viewed as bringing a global perspective into the classroom which enriches the college experience of all students. Adapting to this world presents challenges and opportunities to Canadian colleges and institutes.

This international strategy aims to position Colleges and Institutes Canada's (CIGan) members to benefit even more from the economic, social and cultural opportunities that flow from international education and global engagement. It will serve as a framework for decision-making for the next three years about opportunities to pursue as a matter of priority, provide a basis for more detailed planning, and improve services to members. This Strategy sits within the broader CIGan Strategic Plan (2016-19) whose vision is that colleges and institutes drive Canadian prosperity by being global leaders in applied education and partnered innovation.

### What is the purpose of this draft document?

This document will be the basis for consulting CIGan members and other stakeholders who can provide input into the Strategy before a final version is prepared for review by CIGan's International Advisory Committee for approval by the Board in November 2017.

### Consultation

This strategy has been drafted following consultations with CIGan members, interviews with key informants and a literature review conducted earlier this year.

## Sharing your views

Your input is important. We encourage you to fill out a questionnaire about the International Business Strategy by clicking here:

<https://cican.hostedincanadasurveys.ca/index.php/666786?lang=en>

Teleconferences have also been scheduled to collect feedback:

ENGLISH: October 5, 2017, 1:30-3pm ET /

FRENCH: October 10, 2017, 1:00-2:30pm ET

An email with more details will be sent via CIGan's international contact list but please contact Patricia Vaisman at [pvaisman@collegesinstitutes.ca](mailto:pvaisman@collegesinstitutes.ca) to confirm your interest in participating in the teleconferences. We also developed a summary of key issues as well as a global environmental scan to inform development of the strategy. Please contact Ms. Vaisman if you would like copies.

## Consultation Questions

Throughout this document, we highlighted priorities to enable Canada's colleges and institutes to educate learners for career success in a globalized world and to provide them with opportunities to leverage their expertise and build partnerships overseas. We welcome responses to any element of the draft document via the means stated above.

There are specific questions at the end of each section of the Strategy but you may prefer to share more general comments. To guide your overall feedback, you may wish to respond to the following four questions:

- Do you think the priorities stated in the strategy are the right ones? Thinking about the priorities, please provide any comments you have about the strategy itself including anything you would add or change.
- Do you agree with the approach laid out in terms of how success of the plan will be measured? Please provide any comment you have about performance measurement of the CIGan strategy.
- Are there areas where you would like to see more emphasis?
- Is there anything else we should consider as we finalize this strategy?

## BUILDING ON A STRONG FOUNDATION OF WORK TO CREATE OPPORTUNITIES AT HOME AND ABROAD FOR MEMBERS AND PARTNERS

Colleges and institutes internationalize to provide the best possible educational opportunities and outcomes for their students. Developing international linkages through student recruitment, international development projects and contract training overseas feed professional development for faculty and staff, stimulate professional intercultural exchange, create institutional partnerships, bring in revenue to support programs and services for Canadian students, and open the world to students through exchanges, semesters abroad and work study. These bring direct benefit to students—and the communities in which they live—by strengthening education quality and giving them access to good jobs in a labour market where employers are on the lookout for people with cross-cultural competencies and a global outlook.

Over the last few years, Colleges and Institutes Canada (CICan), has championed education training and innovation on a global scale through its work in areas such as:

- Supporting the recruitment of international students through collective marketing campaigns and engagement with Immigration, Refugees and Citizenship Canada (IRCC) to improve efficiency of student visa processing.
- Providing access to Canadian institutions willing to share their expertise and experience around the world. CICAN currently coordinates more than 75 institutional partnerships funded via six Education for Employment projects (EFEs) worth over \$80 million. Those projects have allowed college leaders, faculty and students to get to know the world and to share some of our experience and resources. Most colleges have used such projects to build their reputation abroad and to develop institutional partnerships after the projects.
- Helping members find the right partners overseas through the organization of missions abroad and hosting incoming delegations.
- Leadership development and professional development for college staff members, mainly through the annual International Leadership Institute and the Annual Congress which now includes a full international stream.
- Leadership training and familiarization tours. for leaders of post-secondary institutions from various countries.
- Supporting members in developing comprehensive international strategies
- Management of student and faculty mobility projects.

The member consultation revealed that there is broad support for most of the current international activities of CICan. We will build on consensus areas such as advocacy and international student recruitment.

Other activities will continue but be implemented differently. There was broad endorsement of the work to seek opportunities for members to share their expertise abroad. But member feedback and the external context review also point to the need to develop a next generation of Education for Employment projects and to package our expertise differently to contribute to the women's empowerment, poverty reduction and climate change/sustainability agendas of the international community. We also propose to offer an ongoing professional development series for the international staff of colleges and institutes.

What will be new is a more clearly targeted approach to pursuing business development opportunities using key themes as filters and identifying a limited number of regions for proactive focus. We will also be more deliberate about diversifying sources of project funding for CICan members. Based on feedback received, we also propose to develop new business development models beyond the current approach to EFEs to create more value for groups of members with different interests while finding ways to learn, develop and grow together as an associative group. We will pilot innovative ways to fund international education projects, such as social finance and direct private sector support.

Resourcing this work will be challenging. Part of the response lies in having a framework to more quickly say “no” to the many so-called opportunities that will fall outside the small number of thematic and geographic priorities. We might also decrease CICan's involvement in short leadership programs requested by international institutions, and determine whether our members may be interested in taking over such projects. This strategy will also demand that we maximize coordination and joint use of resources with the Canadian Partnerships division—especially with regards to business development, research and advocacy—and that we draw more on the expertise of members for developing proposals. We will also seek to develop partnerships with other institutions to generate research and knowledge about the college and institute sector. We will also seek to better price some of the services we deliver and seek revenues and sponsorships from diverse types of organizations as appropriate.

Once our broad goals and key initiatives are agreed upon, we will develop an implementation plan to go along with the 3-year strategy. Then, at the beginning of each year, a more detailed operational plan will be developed.

Over the next pages, you will find proposed goals, key initiatives and measures of success under the 5 pillars of CICan's overall strategic plan—**Advocate; Empower, Research, Partner, Excel**. We felt that this framework was the best way to signal—and actually drive—further integration of international activities in the association's overall activities.

## CHALLENGES & OPPORTUNITIES IN THE GLOBAL ENVIRONMENT

The International Strategy reflects CICan's analysis of political, social, economic and institutional trends and forces both in Canada and the global environment, trends which present both opportunities and challenges for college and institute participation in international student recruitment, international development cooperation and forging international partnerships in other business areas.

Education markets currently face a shifting global environment influenced by broad cyclical and structural economic trends. This includes weak job and productivity growth after the 2008 recession, low commodity prices (a low point in the commodity supercycle) and forecasts of slowing economic growth for China. Politically, we see an upswing in public sentiment favouring nationalism, economic isolationism and anti-immigration policies in the USA, UK, and elsewhere.

Longer-term structural transformations such as the expansion of automation and artificial intelligence—the so called 4<sup>th</sup> Industrial Revolution—are expected to bring about profound transformations that will likely create great challenges and opportunities for Canadian applied education, both at home and abroad.

CICan has taken careful note of trends that will affect the overall **donor environment for international development**. Globally, the 2030 Sustainable Development Goals have become the main framework for the coordination of international assistance, while in Canada, the new feminist international assistance policy will guide Global Affairs Canada's support for development. We expect the priorities laid out in these frameworks to increasingly dictate the flow of donor money. Themes like women's empowerment and gender equality, climate change and sustainability, and entrepreneurship and stimulating private sector growth are already becoming *the* key areas of intervention.

We expect to see growing demand for comprehensive, competency-based, demand-driven Technical and Vocational Education and Training (TVET)—our members' core strength—as primary and secondary education systems in Latin America and Asia grow in capacity and as demand increases for partners who can help build the capacity of tertiary skills development systems.

However, the picture for funding opportunities is mixed. Recent data suggests that global aid flows may have peaked over the past couple of years, and that the overall education sector has declined as a donor priority, even as more developing and middle-income countries turn their attention to developing skills for employment. Canada's latest commitments appear to reflect this general trend. At the same time, we also expect opportunities to open as new financing vehicles are brought

online (e.g., Canada's Development Finance Institute), and as donors experiment more with private sector partnerships and performance based social financing mechanisms. One potentially significant challenge on the funding scene will be to seek opportunities with middle-income countries, countries which are readier to develop TVET capacity but are lower-priority for development assistance flows.

CICan believes that diversifying funding sources to support members' international cooperation work should be a key priority, and Multilateral Development Banks (MDBs) will receive greater attention as potential funders. These institutions generally recognize the increased importance of TVET and skills development.

**International student recruitment** will be positively and negatively affected by many of the trends mentioned at the start of this section, most notably the Chinese slowdown and a swing towards isolationism/nationalism. In several Asian nations, skills shortages driven by an ageing population will lead these countries to increase their efforts at attracting overseas students and step up efforts to retain or repatriate their own. And certain nations, such as China, New Zealand, Malaysia, UAE and Ireland, will enter the competition to attract students to their institutions.

Nevertheless, the global flow of internationally mobile students is projected by the OECD to increase to 8 million by 2025, up from an estimated 5 million in 2016. Over the last few years, Canada has gained a substantial share of internationally mobile students, with strong annual growth averaging 10% in study permit applications over the last ten years. And for the first time in 2016, a greater number of applications for permits associated to colleges and institutes were made than for universities. Colleges and institutes must keep up the pressure to improve permit approval rates compared to universities, and to advocate for a more consistent and predictable permit approval system.

The **disruptive effects of technology** represent both threats and opportunities. Increased automation is expected to drive demand for new types of skills. At the same time, many experts worry about the negative impacts for job growth, particularly in middle skill occupations. Certain developing and middle-income countries could be hard hit by these substitution effects, and would face major challenges realigning their labour markets and education systems. The rate of adoption of learning technologies is expected to increase as is the supply of digitized and open learning. This will stimulate demand for digital skills, but also introduce disruptions with traditional education delivery. Colleges and institutes will have to be more attuned to the role of online platforms in internationalizing their educational offering, the impact of self-directed learning as an education option, and the potential of globally networked learning.





## ADVOCATE

CICan's International Partnerships division advocates as the collective voice of colleges and institutes, working with government, industry, international funders and other stakeholders to support Canadian colleges efforts to prepare their learners for success in an increasingly globalized world, recruit international students, develop new partnerships abroad, leverage their expertise in the context of development cooperation projects, internationalize their activities at home, and generate additional revenues.

International education is fast expanding sector in Canada. There will be intense competition for international students as other nations recognize the benefits of international education and are pursuing their own strategies to attract those learners. CICan has supported international student recruitment by working collaboratively with Immigration, Refugees, and Citizenship Canada (IRCC) to develop programs for faster and more efficient student visa processing. Programs in India, China, Vietnam and the Philippines have led to significant growth in the number of international students recruited by colleges. Going forward, CICan will support continued growth but it will be about more than increasing the number of students. It will be about taking a targeted approach to bringing key students to key parts of the country and to support further diversification of the international student population. Based on what we heard during the member consultation and our assessment of existing potential, likely markets for further investigation and program development will include Nigeria, Ghana, Senegal, Cameroon, and Kenya in Sub-Saharan Africa; Brazil, Mexico, Colombia, Chile, Peru and Jamaica in the Americas; Pakistan, Bangladesh, Thailand, and Indonesia in Asia; Iran, Saudi Arabia, Morocco and Tunisia in the Middle East and North Africa, and Ukraine, Russia, Turkey and France in Europe.

CICan will also continue to champion its members' interests with Global Affairs Canada (GAC). During the consultation, we heard that even if several individual colleges now have the capacity to identify and implement such development cooperation projects, CICan can add value in many ways. First, by positioning members as key actors in the implementation of Canada's new International Assistance Policy, highlighting the prominent role that Technical and Vocational Education and Training (TVET) and Canada's colleges can play to reduce inequality, fight poverty, contribute to sustainability and advance the economic and social empowerment of women. Another key role consists in proactively identifying opportunities, coordinating proposal development and implementing large and complex cooperation projects.

CICan will also seek to increase the profile of CICan members with other countries' development agencies, International Finance Institutions and other TVET

cooperation funders, and more proactively pursue business development opportunities with those funders with a view to achieve a more diversified project portfolio. (More under "Partner" section later.)

### Goals

- Facilitate CICan members' efforts at recruiting international students
- Promote and support CICan members as the foremost providers of quality skills training in Canada and abroad
- Position members with GAC on 2017 Feminist international assistance policy and with other international funding institutions

### Priorities / Specific Initiatives

- Dialogue with IRCC regarding international education and pathways to immigration and expansion of express study / GIC programs in key markets
- Regular engagement and participation in policy discussions and other events organized by Global Affairs Canada, IRCC and other federal departments.
- Proactive outreach and engagement with Multilateral Development Banks (MDBs), other country-level donor agencies and governments of other countries.
- Provide leadership and influence the agendas of organizations (e.g. UNESCO-UNEVOC, WFCP) and other fora to increase visibility of Canada's colleges and institutes' applied education expertise.
- Advocacy to obtain increased support for international applied research projects and ensure that colleges and institutes have access to funding through all relevant pilot projects launched by the federal government

### Measures of success

- Increased visibility of colleges/institutes and TVET in publications or communications released by key stakeholders (e.g., GAC)
- Increase in the number of unsolicited requests for projects/partnerships and/or invitations to bid (GAC or other funders)
- Increase in the number of student permit applications in identified priority markets
- In 2020, CICan projects are funded by a more diverse group of donors

### Consultation Questions

- Do you think the goals and priorities stated are the right ones?
- What would you like to see more emphasis on?
- Do you have other comments or suggestions regarding what is proposed in the **Advocate** section?

## EMPOWER

CICan's International Division seeks to empower its members by providing professional development and knowledge-sharing activities, nationally and internationally, to foster learning and networking for members. CICan's objective is to provide its members with the tools to succeed internationally.

CICan plays a role in supporting the internationalization mandate of colleges, often in the form of training and professional development. For example, in January 2017, CICan offered a training session in Montreal to Cegeps seeking support in project financial management. Based on what we heard during the consultations, we should be doing more of this kind of work. This could include webinars or training sessions on specific issues such as risk management or proposal development; dissemination of market intelligence via reports, webinars, or other meeting formats; or briefings on CICan's participation in international meetings, conferences, or with international organizations.

The consultations also revealed a desire for more networking and knowledge-sharing. CICan members want more opportunities to meet and more spaces to exchange best practices. CICan's annual congress provides some opportunities, but even more emphasis could be placed on bringing members together, and highlighting the successes of individual colleges.

In developing different initiatives to support its members, CICan will seek a balanced approach that will respond to the needs of colleges and institutes whatever their profile, e.g., small/ large, rural/urban, and at wherever they find themselves on the path to internationalization. CICan may also be well placed to deliver certain *à la carte*, and possibly fee-based, internationalization services, particularly where its ability to pool members' demand allows it to achieve economies of scale and deliver or broker services at a lower cost to members and/or provide high added value. CICan could, for example, partner with organizations delivering testing services to lower test costs or generate revenues for members. as an alternative to the services colleges and institutes contract for individually. In the international recruitment field, CICan could be involved in quality assurance aspects of relationships recruitment agents.

### GOALS

- Broker knowledge in support of our members' international goals
- Provide training/professional development/mentoring

### PRIORITIES/INITIATIVES

- Establish a standard professional development offering focused on members needs offering webinars / workshops, etc. (e.g. RBM, entrepreneurship, women's empowerment, MDB proposal development)
- Provide presence and gather intel in international business conferences
- Assess feasibility of developing *à la carte* services, e.g., specialized webinars, language testing partnerships.
- Facilitate member participation in collaborative online international learning activities
- Implement comprehensive missions to new markets that maximize opportunities to showcase what members can offer international partners
- Create opportunities for networking, knowledge sharing and mentoring

### MEASURES OF SUCCESS

1. Members and CICan staff (increasingly) satisfied with professional development opportunities offered by CICan, incl. mentoring initiatives
2. Increased member attendance at CICan-sponsored events (Conference international stream, webinars, leadership institutes, etc.)
3. Members satisfied with intelligence provided by CICan for business development
4. More colleges with little or no internationalization activity becoming active in international activities (recruitment missions, EFE projects, etc.)

### CONSULTATION QUESTIONS

- CICan members are asking CICan to increase its professional development offering. While CICan could reallocate some resources away from other activities to expand its PD program, it is likely that CICan would have to develop a new financial model to provide more training. While activities such as briefings on Canada's international policy and webinars on recruitment data and trends would continue to be covered by membership fees, more specialized trainings or webinars on issues such as project management, results-based management, student services, writing an effective proposal might need to be offered at a cost. Please provide any comment on priorities for professional development and on possible financial models.
- Despite millions of dollars paid by Canadian colleges and institutes in annual commissions, little professional advice and support on working with recruitment agents exist. Could more be done by CICan to ensure greater returns on investment in agent relationships and to provide greater protection for colleges and institutes and international students?

## RESEARCH

Consultations with members, staff and external stakeholders revealed that CIGan International Partnerships has a key role to play as a broker of information over a wide range of business areas. Whether it is obtaining intelligence about priority student recruitment markets, pulling together the state of knowledge on emerging trends in TVET or understanding the donor funding environment for international develop projects, many see potential in our role as a conduit, supplying information and insight to our members and in support of their international agendas.

The International Partnerships division has produced or contributed to several publications that profile the Canadian college system or explore emerging trends in high priority areas (education for sustainable development, women's empowerment) or inform CIGan's response to government policy. However, such projects have tended to be reactive in nature, e.g., most recent publications were developed as responses to changes in Global Affairs Canada policy.

The current 3-year business plan will require a more strategic approach to research and knowledge mobilization, recognizing both that members need information and analysis to support a range of different international activities and that most of the priorities that will emerge from the final business plan will have research or knowledge sharing components.

Our main goals and priorities under the "Research" pillar are therefore largely defined by the needs of the other pillars, in particular *Advocate*, *Empower* and *Partner*. CIGan will develop a *knowledge management plan* that will align available research capacity with members' and other stakeholders' information needs. This will lead to initiatives and ongoing activities that will help to:

- Promote our members' capacities, e.g., with external audiences such as donors)
- Provide our members with market intelligence, e.g., donor funding opportunities, developments in key recruitment markets
- Develop content for professional development activities.
- Build up good evidence on the effectiveness of the Canadian applied education model and its relevance in the international context.

CIGan has limited resources available to fund activities, especially considering the variety of needs that will require attention. Setting priorities will be important, but it will also be important to engage other partners and make the best of use of our internal capacity to conduct research, synthesize and analyze data, share insight and function as a knowledge hub.

Work more closely with CIGan's Canadian Partnerships Division and Planning and Statistics Unit to share resources and to ensure that its products are effectively

used (e.g. publications on innovation and applied research, Program Advisory Committees (PACs), social finance, clean tech)

Finally, the plan to managing the "Research" area will have to balance off *responding* to information needs of members or partners.

### GOALS

- Identify knowledge gaps, conduct, generate and share research
- Explore new markets / business opportunities for our members
- Document, share, leverage members' experience in applied research.

### PRIORITIES/INITIATIVES

- Confirm research agenda (benefits of internationalization, pre- and post-arrival of international students, student visa data, etc.)
- Explore partnerships/resources to conduct research
- Partner with leading research organizations to stimulate research and document the achievements of the college system
- Use field offices to gather intelligence in-country
- Facilitate the development of applied research partnerships

### MEASURES OF SUCCESS

- Members increasingly satisfied with quality and relevance of information and knowledge provided by CIGan
- External organizations conducting more research on the Canadian college system or its international work
- CIGan receiving more invitations in Canada and abroad to present/share knowledge about the college system
- CIGan observes other organizations or groups replicating the Canadian applied education approach in other countries.
- Members enter into new international partnerships for applied research based on leads provided by CIGan

### CONSULTATION QUESTIONS

- Although we would consult members further on this, are there any specific themes or topics for research activity that you would consider to be high priorities? This could either be research serving the knowledge needs of colleges and institutes or research about colleges and institutes that we would use to promote them with potential funders, policy makers, etc.
- Recognizing that dedicated funds to support research and knowledge mobilization are often scarce, are there other approaches that CIGan should consider in its bid to increase its overall capacity to conduct research and mobilize knowledge?
- Do you have other comments to share about the **Research** section?

## PARTNER

CICan's International Division strategic seeks to provide opportunities for members to work with domestic and international partners to foster and advance professional and technical education and training in Canada and abroad.

During the international consultation process, CICan members, key informants, and staff indicated that CICan's approach to partnerships has been generally effective at supporting members' internationalization agendas. However, there is a desire, particularly from members, to expand partnerships with IFIs and MDBs, the private sector, and other sources of funding. Moreover, members would like to CICan to offer a broader range of services to assist with internationalization. Clearly, a one-size-fits-all strategy will not work; CICan needs to offer a suite of services that meet the needs of colleges of different sizes and international experience.

Key informants (i.e. industry partners; other NGOs; donors; etc.) indicated that CICan is a strong partner and they wish to expand collaboration with CICan and its members. Moreover, there are an increasing number of organizations working in similar sectors as Canadian colleges. Therefore, CICan will seek to broaden its links with these provincial, national and international organizations and avoid duplication. CICan could work with these organizations for development cooperation, student recruitment or professional development activities.

Partnerships with the private sector and private sector foundations are increasingly important for international activity. They differ from traditional funders, such as the Government of Canada, because their interests are often more context-specific. In Mozambique for example, CICan program has agreements with Shell and Anadarko for cooperation in curriculum development in the oil and gas sector. These types of partnerships increase the credibility of our development projects, and provide CICan members with direct access to the local private sector, which could create additional business opportunities, such as corporate training

### PRIORITY SECTORS & MARKETS

During the consultations, respondents mentioned: entrepreneurship; women and girls; climate change and sustainable development; energy and mines; and food production and agriculture as the primary sectors of focus. While CICan would continue to monitor opportunities to leverage the full breadth of expertise in its membership, it could focus on the primary sectors above as its filter for what to pursue proactively.

Geographically, the ASEAN region was identified as a priority. There is tremendous potential for student recruitment in the ASEAN region and it also provides opportunities for international cooperation projects and consultancy contracts. Most of the ASEAN countries have also identified TVET strengthening as a priority and this region is a priority for Canada's foreign policy.

Cooperation with China will continue to bring opportunities and challenges. With China's economic and technological growth come important social challenges which Canadian college expertise can help tackle. Priorities will include: intensification of cooperation in quality assurance and leadership development; development of regional partnerships in parts of the country where CICan members are not currently present; supporting the development of applied research partnerships.

In general, CICan could focus on markets where there are several business development opportunities for its members.

- Francophone Africa will be a priority. Development cooperation projects remain important, and there is additional support needed for more timely and efficient student visa processing.
- CICan should continue building upon its work in English-speaking Africa, Latin America, and the Caribbean, prioritizing long-term involvement in countries where we are already present for increased impact.
- Support member's efforts to send Canadian learners to Europe, and to develop research partnerships with European partners and seize opportunities related to several European countries are prioritizing TVET in the face of significant youth unemployment.

### GOALS

- Support skills development efforts with partners
- Broker new models of partnerships for members (develop/seek out new opportunities for private and public partnerships)
- Contribute to advancing Canada's international agenda on education, student recruitment, and economic development

### PRIORITIES & INITIATIVES

***Create next era of EFEs programs responding to new international priorities.***

The EFE approach has been successful at creating long-term linkages between Canadian colleges and international partners. New international development priorities point to a focus on women and girls and environmental sustainability. The



next generation of EFE programs must focus on these key issues. Moreover, the process of implementing EFEs should be streamlined. CIGan proposes to a) revise the processes for forming the partnerships between international partners and Canadian colleges; b) revise reporting requirements to reduce administrative burden on members, and; c) improve the communication of college success.

#### ***Experiment with new types of business development models***

CIGan will seek to diversify its business development approach through a balanced offering of approaches to project development that would allow it to be both *responsive* to opportunities recommended by members and *proactive* in creating new opportunities for them.

**Responsive** approaches to project development may require more flexibility from CIGan to allow it to accommodate different needs of members. This could include:

- Consortia with a small group of member institutions in which the partners, including CIGan, share equitably risks, costs and revenues.
- Partnerships with consortia of member institutions in which CIGan shoulders more of the development and management load and risks, costs and revenues are shared according to level of effort
- EFE-type approaches (e.g., openly advertised RFPs to involve member institutions as technical partners) that respond to leads recommended by members or to overtures made by funders

**Proactive** approaches would see CIGan take a lead role in tapping into new markets or funders and promoting the Canadian competitive advantage in applied education. This could include:

- CIGan continuously monitoring various sources (e.g., calls for tenders) for opportunities that represent a good fit for member institutions; CIGan would determine members' interest in partnering and then lead the proposal development process.
- CIGan developing unsolicited proposals or targeting specific funders based on our members institutions' areas of competitive advantage.

CIGan would seek a balance of partnership approaches that would best respond to members' diverse needs and profiles in a way that sustains CIGan's capacity to pursue further opportunities on behalf of its members. In so doing it, it would also use effective communications with members to ensure that there is no unwanted overlap of efforts or that CIGan is not competing with its own members.

To support its new approach, CIGan would have to optimize its internal capacity for business development. Gender equality, environmental sustainability, and

monitoring and evaluation, are three critically important areas needed for successful proposal writing and project implementation. CIGan would explore the creation of an internal business development unit, ensuring that lessons are learned from experience.

There are opportunities for colleges to win international consultancies, which can be risky but lucrative and rewarding learning experiences. CIGan could invest more time into monitoring international tenders to find these opportunities and bring them to members. Similarly, CIGan could also play a more active role in facilitating contract/corporate training opportunities for members.

#### ***Expand CIGan's network of partners***

Historically, funding for international development projects has come primarily from the Government of Canada. However, years of shrinking or stagnating international assistance budgets has made it necessary to seek partnerships with other sources of funding. CIGan will seek to establish closer relationships with middle income countries (e.g. China, South Korea, Vietnam, Brazil, Mexico) for direct bilateral partnerships. CIGan will also further prioritize MDBs (e.g. World Bank, Asian Development Bank (ADB), African Development Bank, Caribbean Development) as new sources of funding. In addition, CIGan will seek to strengthen its relationships with private foundations and private sector companies as partners in development cooperation, and applied research. Social financing could also be piloted as an innovative approach with development partners.

#### **MEASURES OF SUCCESS**

- Impact of CIGan supported partnerships/programs in host countries.
- Amount of revenue generated by members through CIGan support.
- Satisfaction of college members with CIGan's support.

#### **KEY QUESTIONS**

- In the Responsive approach to project development, smaller colleges without expertise or investments in specific regions could be left out of some potentially exciting and beneficial initiatives. What conditions could CIGan put in place in terms of transparency, equity of opportunities over time, for this kind of model to be acceptable?
- Do you have other comments or suggestions regarding what is proposed in the **Partner** section?

## EXCEL

CICan International Partnerships will continuously strive for organizational excellence by ensuring the effective management of current and future projects and fine tuning its approach to engaging and consulting member colleges and institutes.

The specific actions to be taken will be in line with the goals and initiatives in the Advocate, Empower and Partner pillars, but consultations with members, staff and other stakeholders point to a clear need to both streamline the way we do things currently while building up partnership management and business development capacity sufficiently flexible to accommodate our members' different internationalization profiles. For CICan to excel in this area, it will need to optimize its staff complement and its administrative procedures, especially with respect to partnerships with its members.

The International Partnerships Division is in the position of being able to build on a highly skilled and competent staff bringing together both breadth and depth in the areas of expertise they cover. Certain business development models will require rebalancing certain responsibilities, hiring certain specialists and offering professional development to allow staff to make the best use of opportunities as the division evolves. As part of the overall business plan, for example, we will likely seek to increase our capacity in the field to gather intelligence 'on the ground' and cultivate partnerships that will lead to key business opportunities. CICan may also need to hire on specialists to ensure that it has the in-house capacity to stay current and responsive on funder priorities; for example, in line with what benchmark organizations do, CICan may need to hire in-house expertise (full-time or part of a staff position) in areas such as women's empowerment and gender equality, or climate change and sustainability.

At the same time, CICan will also continue in its quest to improve organizational effectiveness and efficiency in the way services are delivered to members. This will build on existing mechanisms within International Partnerships. This will be a continuous process, and the present Business Plan reinforces the need to ensure that such mechanisms continue to function and that the solutions developed are implemented in a timely manner.

Consulting with and engaging members *effectively* will continue to be a cornerstone of how we define organizational excellence. Over the past few years, CICan has gradually built up its ability to dialogue with members through many formal consultative mechanisms and through informal and ongoing contact between members and staff (e.g., the International Advisory Committee, regional consultations, meetings with members' consortia on specific projects). Early in the business plan's implementation, CICan will review its approach to member

engagement and consultation to streamline and improve these various activities. As part of this we will also provide guidance as to how CICan will mobilize members' knowledge and expertise in support of business development activities.

CICan will also ensure that new and existing administrative tools and procedures will support organizational excellence as defined here. The newly acquired Client Relations Management (CRM) system and the Monitoring and Evaluation data management platform will be exploited to maximum potential to support business development, member engagement and good project management.

International Partnerships will also seek closer collaboration with CICan's Canadian Partnerships and Corporate Services divisions to ensure that resources are shared and used effectively. It is already expected that Canadian Partnerships work on social finance and clean technology will be increasingly relevant to our international work, while the Planning and Statistics group on the corporate side can be a key partner in advancing our research and knowledge mobilization agenda.

### Goals

- Optimize our approach to consulting and engaging members
- Ensure effective and efficient management of partnerships
- Strengthen internal staff capacity

### Priorities

- Analyse, socialize, popularize and synthesize data
- Implement 2017 monitoring and evaluation system, and new CRM
- Develop member engagement plan/approach
- Streamline and simplify reporting mechanisms, procedures, contract
- Review staff capabilities to ensure they correspond to organizational requirements (through training, development, etc.) and maximizes use of resources across CICAN

### Measures of Success

- Increase in the number of project proposals developed in collaboration with members
- Canadian Partnerships expertise better leveraged in projects.
- Members more satisfied with reporting and contracting requirements.
- Reduced reliance on external consultants for core functions

### Consultation Questions

- Do you think the goals, priorities and measures stated are the right ones?
- CICan engages and consults member colleges and institutes through different channels. Which are / would be the most effective channels to allow members to communicate their needs and concerns to the International Partnerships Secretariat?