



THE UNIVERSITY OF  
MELBOURNE

Melbourne Centre  
for Cities

## CITY DIPLOMACY MELBOURNE MASTERCLASS

***SHARED PATHWAYS***  
specialist program on climate action  
NFACR-supported places



Australian Government



NATIONAL  
FOUNDATION FOR  
AUSTRALIA-CHINA  
RELATIONS

澳中基金会

**in this course booklet:**

<u>program snapshot</u>	2
The NFACR-supported places	3
the host	4
program theme	5
outline and cohorts	6
masterclass pathway	7
masterclass modules	8
the capstone	9
the intensive workshop	10
an evidence-driven class	11
<u>how to apply</u>	12

Learn more here:

about the Masterclass

→ <https://sites.research.unimelb.edu.au/cities/education/city-diplomacy>

about the Centre

→ <https://research.unimelb.edu.au/cities>

and on social media [@networkedcities](#)



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## up to 20 NATIONAL FOUNDATION FOR AUSTRALIA-CHINA RELATIONS FULLY FUNDED PLACES AVAILABLE

### THE OPPORTUNITY

A unique opportunity to connect capacity building, city leadership and international peer exchange, funded by the Australian Department of Foreign Affairs and Trade (DFAT) through the National Foundation for Australia-China Relations (NFACT).

This bespoke Masterclass cohort is centered on enhancing the *Shared Pathways* experience by also building bilateral connection between Australian and Chinese cities. **Up to twenty fully funded NFACT places** are available for municipal officers from Australian and Chinese cities to take part in either Cohort 1 and 2.

NFACT is an Australian government initiative, established in 2020, to strengthen understanding and engagement between Australia and China. Learn more about NFACT at:

<https://www.australiachinafoundation.org.au>



**WHO CAN APPLY?**  
This fully-funded opportunity is open to **all early- to mid-career municipal staff from Australian and Chinese cities** with an interest in city leadership for climate action

### WHAT DO THE NFACT SUPPORTED PLACES COVER?

The program offers up to 10 awards per cohort to **fully cover tuition fees, visas, course materials and accommodation** for one of the intensive workshops

The program also provides for an additional **4 special travel awards** for selected participants to support attendance to CoP28 in Dubai in November 2023

## BUILDING CITY DIPLOMACY CAPACITY TO DRIVE NETWORKED CLIMATE ACTION

### PROGRAM SNAPSHOT

Delivered as a **specialist track** of the City Diplomacy Melbourne Masterclass, *Shared Pathways* is an exchange and capacity building program focused on strengthening the influence of city diplomacy in tackling climate change. The 'Melbourne Masterclass' model involves both a set of **online exchanges and an intensive in-person workshop**. It is devised to suit the busy schedules of local government officials, and the program provides joint executive training and track II engagement opportunities.

The *Shared Pathways* Masterclass is **targeted to early career local government officials**, enhancing their shared ambition to urban climate. Strengthening collaboration through urban climate action, diplomatic and international relations training, as well as offering a chance for participants to deliver **a practical strategic international policy output** back to their cities, the masterclass will **help cities step up their climate commitments**.

The masterclass affords a unique opportunity for cities and emerging city leaders to forge even more strategically networked professional links. It does so by building cohorts of emerging climate leaders, delivering a unique focus on city diplomacy and linking world-class evidence on the latest trends in city leadership with tangible skills and practical outputs.



### A MASTERCLASS FOR CITY LEADERS

**Cities are stepping up globally:** their leadership is on the world's stage confronting today's major global challenges. Yet few municipal staff receive formal diplomatic and international relations training to deliver effectively in an increasingly a complex international ecosystem of city networking.

The **City Diplomacy Melbourne Masterclass** does just that. Open to all domains of municipal practice and areas of focus, it helps the next generation of city leaders to build peer international networks and diplomatic skills, study the latest urban governance trends, all whilst delivering on a practical policy output.

## PROGRAM HOST – the MELBOURNE CENTRE FOR CITIES

The Melbourne Centre for Cities is designed to **foster responsible and cosmopolitan city leadership, and the information it needs, in an interconnected and increasingly urbanised planet.**

The Centre is hosted by the University of Melbourne across several Faculties including Arts, Architecture, Building and Planning, and Science. It works in close partnership with City of Melbourne and a suite of international peers, the Centre is an interactive hub that links interdisciplinary research on key city leadership issues and major global urban challenges, to collaboration and support for urban governance stakeholders and innovative professional training. *Partnership* is at the heart of the Centre’s approach and ethos. The vast majority of centre partners involve non-academic collaborators and institutions and engage explicitly in international networks and exchanges.

The Centre is uniquely positioned to deliver the *Shared Pathways* specialist track of the City Diplomacy Masterclass program. It can do so by building on existing path-breaking research, datasets, and established track record of working with national governments and international organisations to build city diplomatic capacity. *Shared pathways to COP28* also leverages prior Centre experience of similar cohort-building and action-oriented exchanges with the likes of ICLEI, WHO, Global Covenant of Mayors, UN-Habitat and more.

Through the Centre, the Masterclass accesses significant expertise in climate change and climate diplomacy from across the University of Melbourne, as well as from international collaborators and institutions the Centre works with, ensuring a truly cosmopolitan dialogue on the shared nature of the climate challenge, and its urgent urban action, at a time of pressing need.





## OUTLINE OF THE MASTERCLASS

*Shared pathways* is delivered as a specialist track of our City Diplomacy Melbourne Masterclass. The format is that of an intensive professional training, exchange and policy support workshop that involves both at a distance (online) education as well as in-person (intensive residential) networking and skills development. The program is targeted explicitly to **early- to mid-career city officials** and **open to all domains of municipal practice**, not just staff from international offices.

The Masterclass capitalises on the mounting popularity of city diplomacy and urban action on climate by both offering knowledge and skills-based training to sharpen cities' diplomacy.

It consists of a **1-month intensive online training** (of approximately 48 'class' time hours delivered virtually), and a **4-day in-person skills and networking workshop** for course participants. It is designed on the basis of extensive expertise in this area of capacity building by the University of Melbourne and thus to suit complex schedules by local government officers with minimal disruptions, as well as to facilitate access to cities of various shape and positioning at a minimal cost.

At the same time of practical training, the masterclass also provides a space where participants deliver a **capstone policy output** that is implementation ready and of direct use to their cities, focused around a foresight and strategy analysis of their cities' city climate diplomacy.

The program also provides explicitly an environment that, with the help of world-class experts in city diplomacy, climate change and global governance, builds **a track II dialogue** between early career city officials in Australia and China on how to best leverage networked cooperation into tangible climate action.



## MASTERCLASS COHORTS

*Shared pathways to COP28* is explicitly run to facilitate **small cohort engagement that offers a small-knit experience** with the Melbourne Centre for Cities team and international partners, as well as a well-balanced participant-educator ratio, including through **small group tutorials** and **direct advice** and individual feedback on capstone work, as well as career development.

The program will support **a series of successive cohorts** of municipal officers to complete tailored intensive training on climate diplomacy.

Cohorts run for 2-3 months, with ample chances to build connections with peers and engage with experts culminating with in an in-person workshop.

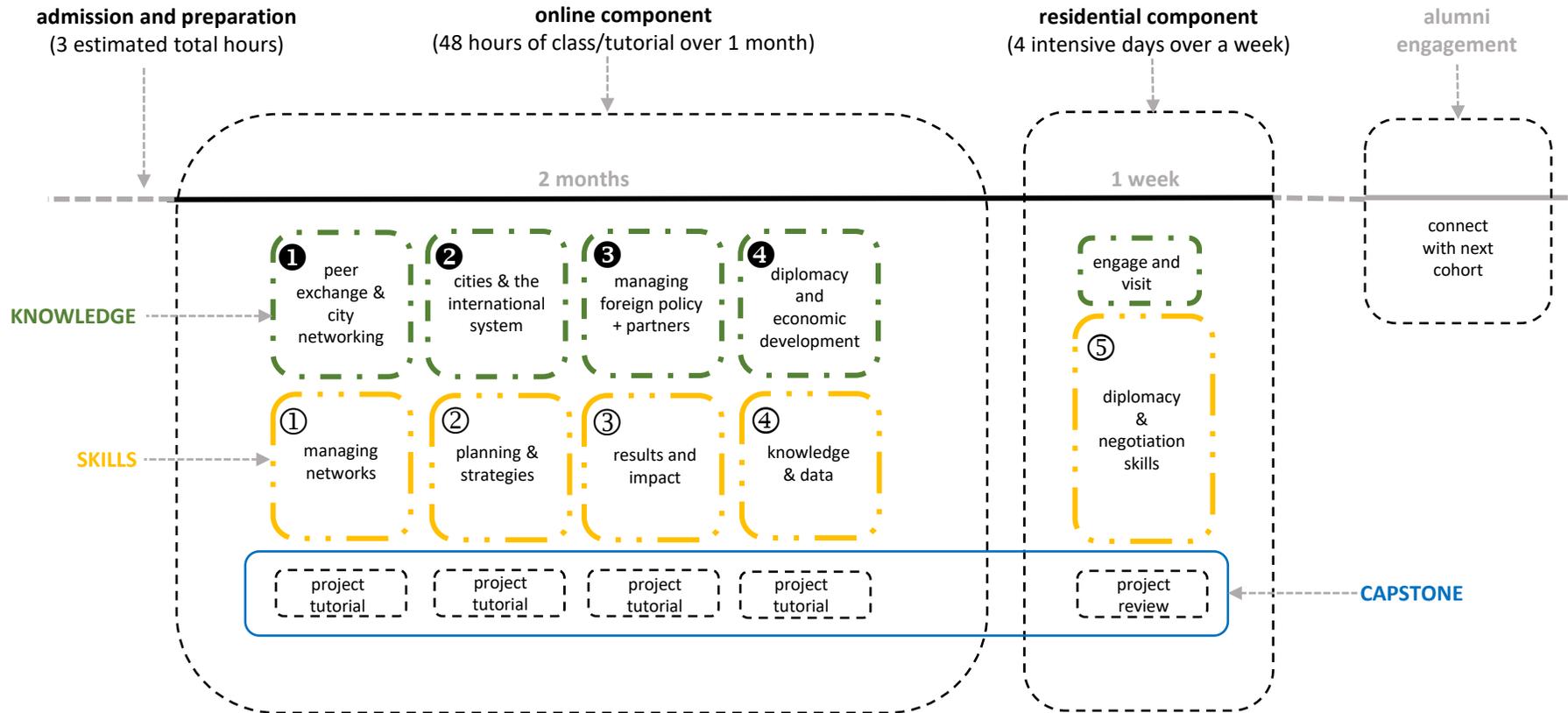
The next two Masterclass cohorts will take place as follow:

Cohort 1: **March–May 2023**  
application deadline 6 February, 2023  
course sessions in March–April, 2023  
intensive workshop in May 2023

Cohort 2: **June–July 2023**  
application deadline 24 April, 2023  
course sessions in June–July, 2023  
intensive workshop in July 2023

See page 12 for full application details.

**MASTERCLASS PATHWAY – an evidence-based capacity building workshop**



**TRAINING TEMPO AND COMMITMENT**

The online component of the Masterclass requires approximately 8 hours of working commitment per week over one month (including 2 hours live modules, 1 hour live small group tutorials and self-guided work), followed by a 4-day intensive in-person session taking place during the final program residential week, all facilitated through University of Melbourne systems and facilities.

## MASTERCLASS MODULES – mixing skills and knowledge, delivering on policy

### KNOWLEDGE STREAM

#### ① **knowledge module 1: peer exchange and city networking**

An introduction to the global landscape of municipal cooperation, city-to-city cooperation and engagement with international actors. From traditional twin or sister city relationships to peer-to-peer international engagement, this module illustrates the expanded domain of city networking. It does so with an emphasis on the proactivity of cities in the environmental sphere and the lessons from over three decades of city climate action.

#### ② **knowledge module 2: Cities and the international system**

A major development in city diplomacy over the previous two decades has been the recognition of local authorities as legitimate actors in achieving global goals. Beyond the implementation of international agreements negotiated by states, this has also increasingly involved city leaders in the development of these agendas. But how does ‘global governance’ work, how do cities engage and partner with UN agencies, and how do they negotiate transnational relations with international initiatives? How do these dynamics intersect with international and domestic law and policymaking? This module offers a primer to the positioning of cities in the international system, with tangible insight into how international commitments and transnational relations function in legal and policy realms.

### SKILLS STREAM

the Masterclass pairs knowledge modules with a set of 4 learning-by-doing **interactive skills session** that cover:

- ① • **managing networks, peer-to-peer learning and networking**, building a skillset of tactical approaches to managing complex networked relationships
- ② • **planning and executing international strategies**, building a toolkit to plan, deliver and execute international strategies and projects effectively
- ③ • **delivering results**, building skills to manage, assess, and develop value propositions for city diplomacy, and for tracking tangible sustainability results of climate action
- ④ • **leveraging knowledge and data**, linking local policy needs to global streams of information, knowledge and data

#### ③ **knowledge module 3: managing foreign policy and partners**

An increasing internationalisation of the governance of cities implies a step change in the way the everyday business of municipal officers is conducted. This module links local urban planning and strategy cycle to international engagements, working to understand the dynamics of international ‘policy mobility’, urban entrepreneurship, and the scaling ‘up’ and ‘out’ of models and solutions coming from abroad. It focuses on how climate actions are being shaped by more-than-local ‘global’ processes but also on how they need to deliver on often very localised ‘micro’ scales.

#### ④ **knowledge module 4: City diplomacy and economic development**

Economic development is a key motivation for many cities to engage internationally. Cities seek to build partnerships to encourage foreign investment, promote trade and tourism and strengthen their international ‘brand’. This module aims to enhance municipal officers’ understanding of the ways in which cities are working with a diverse range of international actors in order to achieve these objectives, such as philanthropies, multilateral lending agencies and multinational corporations. In particular, within the *Shared Pathways* program, it emphasises the mechanics of international climate financing and their underpinning policy processes.

## CAPSTONE MODULE – delivering on policy

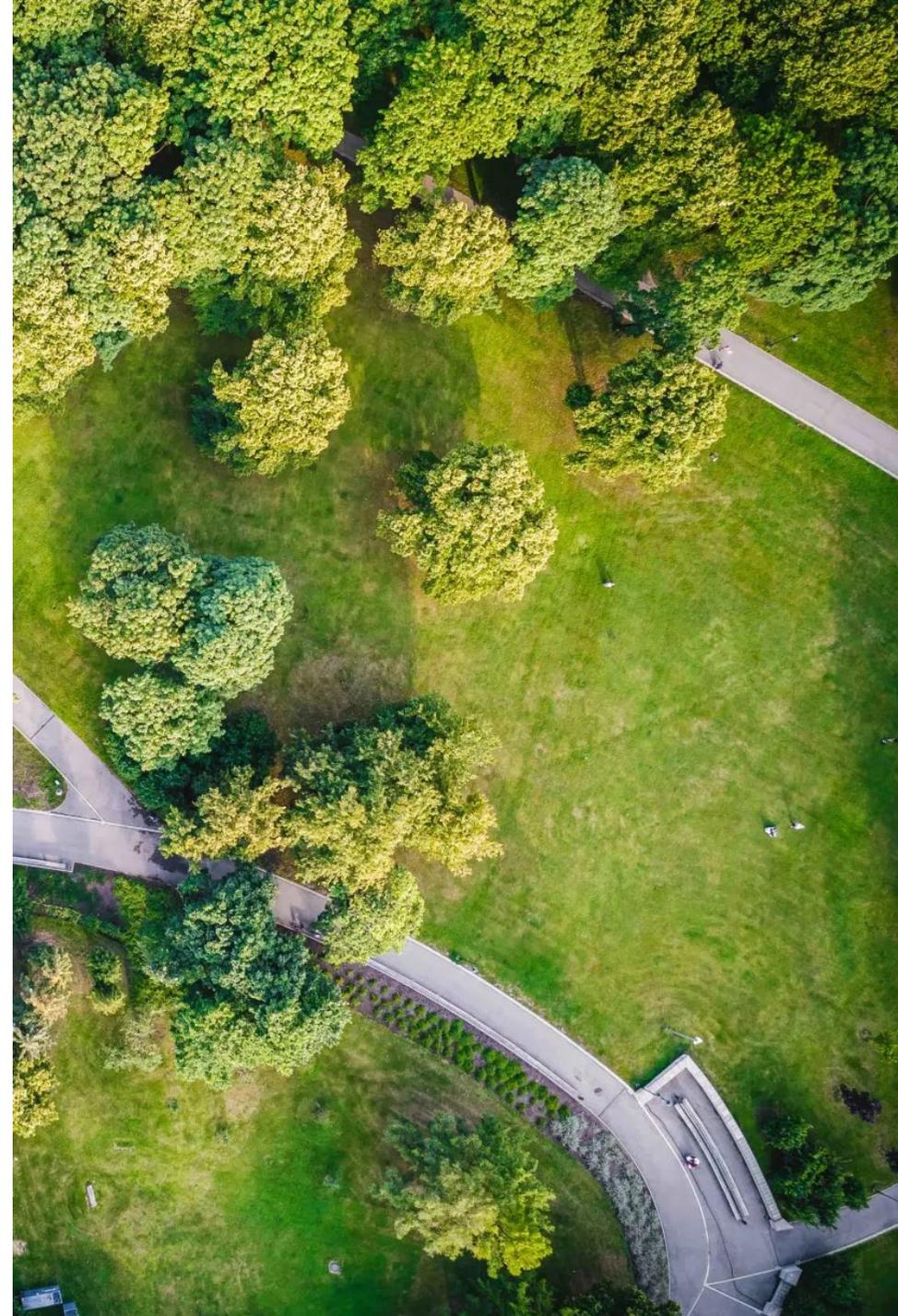
A distinctive feature of the City Diplomacy Melbourne Masterclass is its ‘capstone’ component, where participants **work toward a tangible policy-ready output** with engagement and **support from renown experts** via the Melbourne Centre for Cities. This leverages a scholarly but practically-inspired experience via the University of Melbourne and its international peers and allows Masterclass participants to deliver an applicable and impactful output from their three-month work for the course.

This is done **throughout the online component of each cohort** through small-group tutorials with experts and instructors, offering an opportunity for live peer review and peer exchange/input into delivering a useful input into the everyday work of municipal officers and their own cities. It is also achieved with a final **expert-validated showcase in the in-person residential workshop**. In the *Shared Pathways* specialist track this focuses explicitly on producing a piece of strategic policy input that steps up and sharpens a city’s climate action via international engagement.

The capstone, delivered by each participant, involves three key elements that are at the same time educational as well as of practical policy relevance.

- **a strategic review and action plan** component, which helps cohort participants to reflect on their, and their city’s, positioning in the global ecosystem of city diplomacy and networking; it offers an international capacity assessment and a partner scan and local capabilities review.
- a benchmarking and comparison assessment, helping participants better assessing the standing their city’s role vis-à-vis other action within municipality and other peers internationally.
- **a collaborative foresight insight into city diplomacy**, leveraging established futures methods to understand possible pathways to stronger climate action, but also how to better engage with trends and opportunity scanning, not least for knowledge and skills blind spots toward more resilient climate action
- and a specific **emphasis on tangible change**, with a view toward key steps and needed approaches for city leadership, and for more effective international collaborative paths and crossroads, pushing to connect course knowledge and skills to a city’s most pressing current needs.

The capstone **supports participants to enact one key lesson from the masterclass to drive real change in participating cities**, identifying key jump off points for action and delivering a tangible action plan and foregrounding ongoing insight from masterclass peers, alumni and instructors, as participants ‘graduate’ from the program.



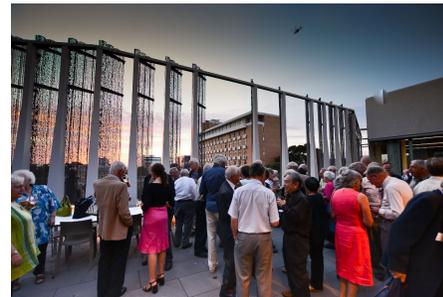
## INTENSIVE WORKSHOP – sharpening partnerships + tactical skills

The culmination of the Melbourne Masterclass is a **four-day in-person workshop program** hosted residentially for cohort participants after the one-month online work. The workshop skills practice component focuses on enhancing participants' understanding and **command of negotiation, mediation and diplomacy.**

This includes practical negotiation theory basics like integrative bargaining, time management, chairing and negotiation intangibles management; it also covers fundamentals of mediation and practical skills in convening multi-party international dialogues effectively; and it equally supports a grasp of the essentials of diplomacy for city officers including representation practice, club and network diplomacy, diplomatic relations and systems, and two-level games.

Along with negotiation, mediation and diplomacy, the residential workshop program offers a chance for a number of **in-person expert engagements**, blended with **tangible site visits**, as well as **cohort building** for participants.

Overall, this rounds the masterclass program with an immersive, hands-on, environment and a facilitated space for networking and engagement with peers as well as for in-person connection with world-class experts from Melbourne and beyond.



## AN EVIDENCE-BASED PROGRAM – how the Masterclass builds on world-class research and training

The Masterclass is built on a series of pathbreaking research programs like...

### **CITY DIPLOMACY: Do cities need foreign policies?**

City Diplomacy investigates the capacity of cities to engage in international relations. To get a more systematic look at the capacity of local governments around the world, the Centre, in collaboration with the Chicago Council on Global Affairs, is exploring city diplomacy strategies, expertise, and possibilities in an increasingly ‘urban’ age.

<https://sites.research.unimelb.edu.au/cities/projects/city-diplomacy>

### **GPUP program: How is geopolitics being shaped in the ‘urban age’?**

Peace, power, and prosperity in the twenty-first century will require urban expertise, as will solving global problems around climate change, migration, and equitable development. The *Great Powers and Urbanisation Project (GPUP)* addresses the intersection of geopolitics and urbanisation through a series of convenings hosted by a collaboration with global leaders in international and urban affairs: the University of Pennsylvania’s Perry World House, the Chicago Council on Global Affairs, the Argentine Council for International Relations and the Barcelona Centre for International Affairs.

<https://sites.research.unimelb.edu.au/cities/projects/great-powers-and-urbanization-project>

### **PHILANTHROPY AND CITIES: how does philanthropic giving shape city leadership?**

At the turn of the 2020s it would hard not to argue that, from a wide range of viewpoints, philanthropy has shaped fundamentally much of our so-called ‘Urban Age’. Numerous foundations have become key ‘partners’ in shaping major urban policymaking processes locally but also in supporting, as well as feeding directly into global agenda-setting. But how is the relationship between philanthropy and cities shaping urban governance? This project has been investigating the urban agenda of large international philanthropies and their modes of engagement with city leadership across Global North and South.

<https://sites.research.unimelb.edu.au/cities/projects/urban-philanthropy>

### **CITIES AND THE UNITED NATIONS: What place do cities have in The UN?**

What role do cities and city leaders have within a multilateral system devised by and mainly for states? How are they engaged in the workings of UN and how are they recognised? What shape is ‘global urban governance’ taking? This project looks at the ‘place’ of cities in the United Nations system, analysing their recognition in formal frameworks, the types of city-UN engagements and the possibilities for this ‘glocal’ connection.

<https://sites.research.unimelb.edu.au/cities/projects/cities-and-the-un2>

...and draws on well-tested Centre capacity building programs such as:

### **THE SDGs CITIES CHALLENGE**

The Melbourne Centre for Cities has been convening municipalities in the SDGs Cities Challenge since 2020. The latest edition saw local governments across Australia, New Zealand, and the USA taking part. Delivered in collaboration with ICLEI USA and partnership with Brookings Institution, the Challenge aims to encourage cities to address the SDGs while also contributing to a collaborative research project documenting how cities use global frameworks for local impact and vice versa. Participating cities undertake a six-month program that brings them together in a collaborative, learn-and-do group-training engagement to gain SDG expertise and align city goals with the UN’s 2030 Agenda. The Challenge offers deep-dive technical assistance and a facilitated learning environment.

<https://sites.research.unimelb.edu.au/cities/projects/sdgs-cities-challenge>

### **INNOVATE 4 CITIES**

Innovate4Cities is a city-focused research and innovation initiative that addresses critical data, innovation, and technology gaps to enable cities to take accelerated and ambitious climate action. Since 2019, the Melbourne Centre for Cities has been contributing a range of research, program and governance services for the Global Covenant of Mayors for Climate and Energy Innovate4Cities Initiative. This includes the delivery of a multi-year research and innovation strategy, a regional research and innovation needs synthesis report, delivery of the 2021 Innovate4Cities Conference, and the updated Global Research Action Agenda, and City Research and Innovation Agenda.

<https://sites.research.unimelb.edu.au/cities/projects/innovate4cities>

### **CITY LEADERSHIP**

From climate change to health pandemics, inequality to migration, cities are increasingly becoming the sites of some of today’s most pressing global challenges. However, at the same time, they are also becoming active participants in proposing solutions to the major challenges they face. This two-week Summer Intensive Subject is designed to tackle the ‘international’ aspects of city governance and planning, with a focus on city leadership, the institutions and trends that underpin it, and the sets of strategic skills needed to deliver effective urban governance in the wake of these international challenges.

<https://sites.research.unimelb.edu.au/cities/education/city-leadership>

## HOW TO APPLY – we look forward to working with you!

The City Diplomacy Melbourne Masterclass welcomes municipal practitioners from around the world, and the *Shared Pathways* specialist track encourages in particular those committed to climate action to apply. Entry to the Masterclass is subject to careful assessment at University of Melbourne standards by the Melbourne Centre for Cities and Masterclass teams.

### KEY COURSE ENTRY REQUIREMENTS

1. current employment (permanent or fixed term , consultants accepted too) in a local government, including municipal, metropolitan, regional and other forms of 'city' governance
2. quality of personal statement and relevance of curriculum vitae to the course subject
3. previous academic achievement
4. high-level English proficiency as demonstrated by educational achievements, professional background, University of Melbourne recognised English language proficiency tests (e.g. IELTS, TOEFL), and/or authored written material.

### APPLICATION REQUIREMENTS

Applications from prospective cohort members should be submitted by the relevant deadline (see page 6) inclusive of:

- a curriculum vitae including professional and academic qualifications, current and prior employment, and any other relevant information the applicant would like to highlight
- a short personal statement (not more than 2 pages) as to the applicant's suitability for the program, their interest in city diplomacy and climate action, as well as how they see the program supporting their professional and career aspirations
- the name and contact details of one nominated professional or academic referee

Applications can be submitted on via Centre's website at:

<https://sites.research.unimelb.edu.au/cities/education/city-diplomacy>

Do you have any queries, or would you like to consult on your suitability for the *Shared Pathways* masterclass?

### CONTACT US:

queries on the masterclass and the program can be addressed to the Melbourne Centre for Cities team at

[connected-cities@unimelb.edu.au](mailto:connected-cities@unimelb.edu.au)

The centre address is

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