

ANZ  
SOG

Australia &  
New Zealand  
School Of  
Government



NATIONAL  
FOUNDATION FOR  
AUSTRALIA-CHINA  
RELATIONS  
澳中基金会

CHINA

RECIPROCAL

PROGRAM



An intensive in-country program for strategic executives, providing access to key people and places in China and offering a unique opportunity for senior Australia and Aotearoa New Zealand public officials to gain a deeper understanding of China and its governance.

## Overview

The China Reciprocal Program (CRP) is the first and only trilateral exchange program initiated by the Chinese Government with Australian and New Zealand Governments and tailored for Agency heads and deputies. Through our customised program, over 140 senior Australian and Aotearoa New Zealand officials have enriched their understanding of China, and the potential for their agency to add an international dimension of its work.

Participants engage with embassies of Australia and Aotearoa New Zealand and gain the 'practical diplomacy' skills to successfully build links and dialogue with Chinese counterparts. Our successful CRP in November 2024 inspired the group of senior Australian and New Zealand leaders to identify ways to:

- Explore opportunities for new coordination, collaboration, and representation by Australian and New Zealand public agencies.
- 'Next wave' of strategic programs and literacy and capability.
- Increase practical dialogue and diplomatic understanding at very senior levels, for example, by developing cross-ministry collaboration discussions in emerging areas such as decarbonisation, health and sustainability.
- Adopt a nuanced, risk-based leadership approach, exploring new areas for low-risk collaboration, creating evidence-based case studies and narratives that consider collaborative opportunities.

The CRP covers Beijing and other major cities, explores Chinese perspectives on governance and key contemporary issues around the environment, industry and social policy.

## Key features of the program include:



Multi-city program, including Beijing, with visits to important historic, cultural, government and industry sites.



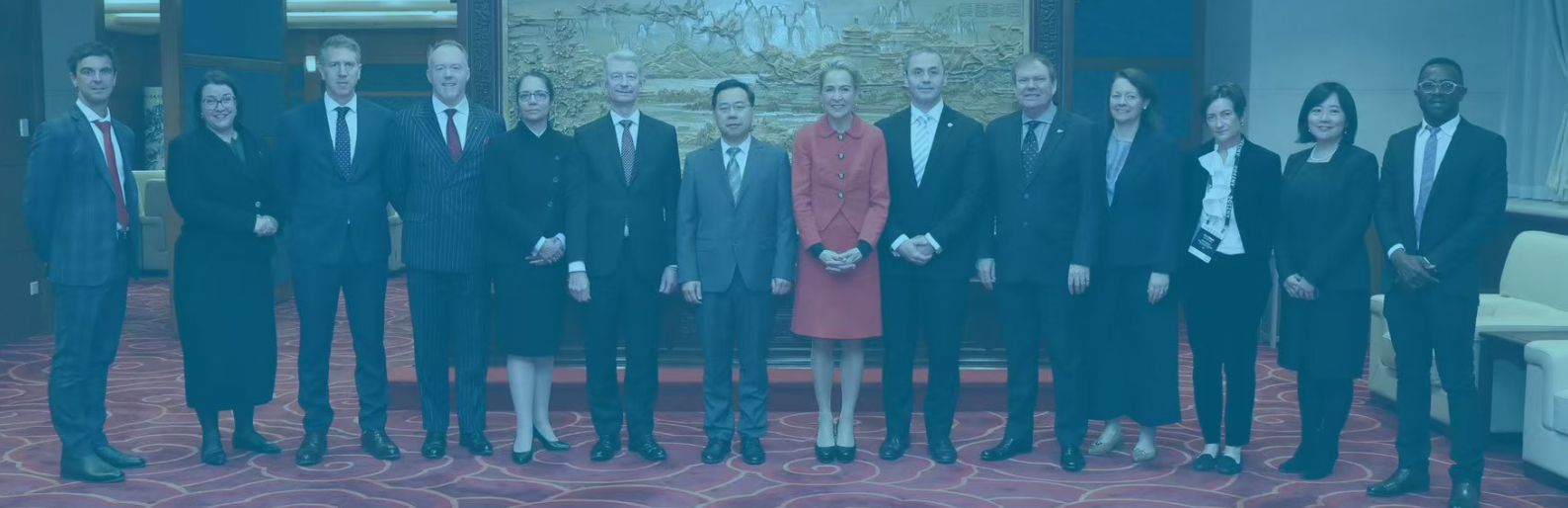
Lectures from leading China academics on key contemporary issues.



ANZSOG Roundtables and Masterclasses on engagement with China.



High level access to government innovators and state-owned enterprises.



**The visit gave me a real understanding of how different China's culture and economy is to ours and the huge long-term opportunities for Australian agriculture, education and tourism. Seeing the widespread use of social media and the internet, through companies such as Weibo and Alibaba is also eye-opening.**

**Christine Castley**

Deputy Director-General Housing and Homelessness Services  
Queensland's Department of Public Works

China operates with a long-term planning horizon, often reaching 20, 30 or 50 years into the future. This approach drives continual policy refinement and evolution, ensuring national priorities are steadily advanced, whilst adapting to emerging challenges and global shifts. "The two 'Centennial Goals' (set in 2012 to achieve a fully modernised nation by 2049) reflect this forward-looking orientation.

**Technology and innovation are central to future-oriented economic development.**

Future-oriented, strategic innovation is a central aspect of China's public governance approach across sectors.

Future-oriented goals also provide market signals for the private sector, resulting in business model innovation and cooperative transnational and manufacturing.

Future-oriented goals encourage technological innovation as part of sectoral planning for the future. Innovations fit within China's wider economic reforms, which focus on creating a more resilient, tech-driven economy.

Public sector innovation and evolution was also in evidence, especially in Shanghai's careful but adaptive uptake of new policies and programs after observing and testing other models of public innovation.

# How do you and your agency **benefit?**

1

Understand Australia and Aotearoa New Zealand's existing links with China and **opportunities to create new ones.**

2

**Improved confidence** in dealing with Chinese counterparts and an understanding of their perspectives on governance.

3

**Knowledge and awareness** of the cultural, economic and diplomatic challenges facing China.

4

**Connect with Australia and New Zealand's embassies** and understand their role in supporting engagement with China.

5

**Membership of ANZSOG's alumni network** of over 3000 people across Australian and Aotearoa New Zealand governments.

## Program Fee

AUD \$13,200\*  
(inc. GST)

\*The program fee includes program participation, all meals and cultural events, accommodation in China, domestic flights in China, logistical arrangements and ground transport, translators, and a detailed summary report of program outcomes upon return to Australia. Please note the following exclusions: international airfares to and from China, domestic flights within Australia (if needed), VISA fees.

The program is designed for senior executives at deputy level or above from across Australia and Aotearoa New Zealand. It has been developed in collaboration between ANZSOG and the Central Party School and the China National Academy of Governance, supported by the Australian Department of Foreign Affairs and Trade (DFAT) and New Zealand's Ministry of Foreign Affairs and Trade (MFAT).

To enquire about ANZSOG's International programs, please contact us at

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