State of Israel

MASHAV
Aid From Israel

Israel's Agency for International Development Cooperation

The International Institute of Leadership

MASHAV
Israel's Agency for International Development Cooperation
and
The International Institute of Leadership – Histadrut

cordially invite:

- Mayors, municipal presidents, governors, and local authorities.
- Directors and secretaries of innovation, urban development, planning, or modernization from local and regional governments.
- Directors of national departments and ministry officials overseeing smart city policies, infrastructure, territorial development, or digital transformation.

to participate in the International Course to be held in English:

SMART CITIES:
INNOVATION AND EFFICIENCY IN PUBLIC MANAGEMENT

February 21 – March 11, 2027



About this Course

Israel offers an urban development model of particular value to growing economies and rapidly evolving urban centers. Unlike paradigms that rely on multi-billion-dollar budgets or building cities from scratch, the Israeli experience arose from the necessity to solve structural challenges with limited resources, rapid demographic growth, and constant demands for adaptation.

Participating in this program allows leaders to observe pragmatic, scalable solutions with high social impact. The learning experience focuses on optimizing existing infrastructure, applying accessible innovation, and fostering coordination among local governments, national authorities, academia, and the entrepreneurial sector to transform everyday urban challenges into opportunities for sustainable development.

Aims

- **Understand** the strategic approach to smart cities applied to resource-constrained environments, viewing technology as an accessible tool to enhance citizens' quality of life.
- **Analyze** digital governance and transparency models that modernize public administration, streamline procedures, and strengthen public trust.
- **Identify** practical and sustainable public-private partnership mechanisms to integrate innovation without relying exclusively on heavy capital investments.
- **Develop** leadership capacities to design inclusive, resilient, and adaptable urban policies in response to rapid urbanization and climate change.
- **Build** a realistic, actionable roadmap tailored to each participant's institution, capitalizing on peer-to-peer knowledge exchange.

Core Topics

The thematic areas have been selected and structured according to their direct relevance to public management in developing contexts:

- **State Modernization and Digital Governance:** Low-cost, high-impact strategies to streamline administrative procedures, improve revenue collection, and bring public services closer to citizens.
- **Digital Inclusion and Bridging the Divide:** Policies designed to ensure technological transformation reaches the entire population, preventing the exclusion of vulnerable sectors or peripheral areas.
- **Efficient Management of Essential Resources:** Comprehensive approaches to water security, reducing network losses, energy efficiency, and sustainable waste management.
- **Territorial Planning and Accessible Mobility:** Practical criteria for managing urban growth, improving public transportation, and optimizing connectivity using available resources.
- **Evidence-Based Decision-Making:** How to effectively use territorial data and information to prioritize investments and allocate budgets more efficiently.
- **Public-Private Partnerships and Innovation Ecosystems:** Mechanisms to connect municipalities and ministries with universities, civil society, and local entrepreneurs, **including direct visits to leading technology companies whose solutions actively contribute to making cities smarter**.
- **Urban Resilience and Operational Continuity:** Institutional preparedness, prevention, and rapid-response capacities for climate, health, or public safety emergencies.

Program Methodology

The program combines strategic classroom reflection with direct field observation,

- **Classroom Academic Sessions:** Dedicated sessions featuring keynote lectures by Israeli experts, analytical panels, and hands-on strategic planning workshops, free from daily commutes or distractions.
- **Study Visits and Field Excursions:** Guided visits to municipalities of varying sizes, innovation hubs, technology companies, national agencies, and community projects to engage directly with the professionals designing and operating these policies daily.
- **Peer-to-Peer Learning and Practical Application:** Working groups designed to share international best practices and translate key takeaways into a concrete action plan adapted to each participant's reality.

Participant Profile (Application requirements)

This executive program is specifically designed for decision-makers and senior public officials responsible for territorial policy design and urban management in developing countries:

- **Mayors, municipal presidents, governors, and local authorities** seeking to drive urban modernization and improve municipal governance.
- **Directors and secretaries of innovation, urban development, planning, or modernization** from local and regional governments.
- **Directors of national departments and ministry officials** overseeing smart city policies, infrastructure, territorial development, or digital transformation.

Registration and Application Form:

Applicants must complete the following online registration form:
https://mashav-mfa.formtitan.com/ftproject/mashavhome
To do so, select the corresponding language and enter the course code: 7369
The application must be duly completed, including the medical form and all required supporting documents, by **January 15, 2027**.

General Information:

Arrivals and Departures

- **Arrival:** February 21, 2027 (Rooms will be available starting at 14:00)
- **Course opening:** February 22, 2027 (08:30)
- **Closing ceremony:** March 10, 2027 (17:00)
- **Departure:** March 11, 2027 (Room check-out by 11:00)

Participants must arrive at the training center on the arrival date: February 21, 2027 (rooms will be available from 14:00 on that day) and depart on the departure date: March 11, 2027 (check-out by 11:00).
The course opening will take place on February 22 at 08:30.
The closing ceremony of the course will take place on March 10 at 17:00.
Early arrivals or late departures beyond the stipulated dates, if necessary, must be arranged by participants directly with the Training Center and will be at the participants' own expense.

Scholarships:

MASHAV awards a limited number of scholarships. These cover the program costs, which include: tuition fees, professional visits, full board in double rooms (two participants per room), medical insurance (see more information below), and transportation from the airport to the Institute on the arrival day, and from the Institute to the airport on the departure day.

Information and Materials

Location and Accommodation at the International Institute for Leadership:

The course will take place at the International Institute – Histadrut, located on the Beit Berl Campus, 15 km from Tel Aviv and 2 km from the city of Kfar Saba.
Participants will be accommodated at the Study Center itself, featuring: double-room accommodation, full board, private bathroom, satellite TV, free Wi-Fi, heating and air conditioning, and free self-service laundry facilities.

Weather:

The event will take place during late February and early March, meaning temperatures during your stay may range between 5°C and 25°C, with a high probability of rain.
Consequently, we recommend arriving with comfortable clothing suitable for the season.

Medical Insurance:

Medical insurance covers medical services and hospitalization in case of emergency. It does **NOT** cover treatment for chronic illnesses, specific medications taken regularly by the participant, dental services, and/or eyeglasses.
The above is subject to all binding policy conditions. Participants are responsible for any other type of expenses.

About MASHAV:
MASHAV – Israel's Agency for International Development Cooperation is dedicated to providing developing countries with the best of Israel's experience in development and planning. As a member of the family of nations, the State of Israel is committed to fulfilling its responsibility to contribute to the fight against poverty and global efforts to achieve sustainable development. MASHAV, representing Israel and its people, focuses its efforts on capacity building, sharing relevant expertise accumulated during Israel's own development experience to empower other governments, communities, and individuals to improve their lives.
MASHAV's approach is to ensure sustainable social, economic, and environmental development. MASHAV takes an active part in the International Community's Post-2015 Agenda process to define the new global Sustainable Development Goals (SDGs).
MASHAV's activities focus primarily on areas in which Israel has a comparative advantage, including agriculture and rural development; water resources management; entrepreneurship and innovation; community development; medicine and public health; women's empowerment; and education. Professional programs are oriented toward "training of trainers" and capacity building, and are conducted both in Israel and in other countries. At the same time, MASHAV develops projects that may be supported by short- and long-term experts, as well as through on-site interventions. Since its establishment, MASHAV has promoted the importance of human resource enrichment and institutional capacity building in development processes – an approach that has been recognized globally.
http://mashav.mfa.gov.il
https://www.facebook.com/MASHAVisrael

About the International Institute for Leadership – Histadrut:
The International Institute for Leadership – Histadrut was established at the initiative of the General Federation of Labor in Israel (Histadrut), playing a central and pioneering role in the State of Israel's cooperation and development programs worldwide for more than 60 years.
The Institute has five geopolitical regional divisions: Latin America and the Caribbean; Africa, Asia, and the Pacific; Central and Eastern Europe, the Middle East, and North Africa. The languages used in the courses are Spanish, English, French, Russian, and Arabic, with occasional courses in Bulgarian, Portuguese, Hungarian, Romanian, Czech, etc. Participants in the Institute's training programs come from 145 countries.
In addition to collaborating with governmental and non-governmental institutions in the country, the Institute also carries out joint activities with international organizations such as the Organization of American States (OAS), the United Nations Office on Drugs and Crime (UNODC), the International Labour Organization (ILO), the Trade Union Confederation of the Americas (TUCA), the International Confederation of Free Trade Unions (ICFTU), including regional organizations in Latin America and the Caribbean, Africa, Asia, and the Pacific and their International Trade Secretariats (ITS); the International Cooperative Alliance (ICA), and others.
Its main focus is on the economic and social aspects of development, the promotion of democratic organizations, and the study of issues affecting human well-being and quality of life, training leaders of grassroots institutions – trade unions, cooperatives, community groups, women's organizations, youth movements, and other sectors of civil society – in subjects such as micro-entrepreneurship, non-formal education, human resource management, working with voluntary organizations, health service organization, decision-making, etc.

Your address in Israel will be:

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