

**Realizing the Civil Resilience Network:
Strengthening National and Local Resilience in Israel
The Reut Institute Desired Effects and Impact Strategy¹**

Issue	Status today	Gap	Desired Effects / Vision	Impact strategy	Signs of success
National victory	Defined primarily based on military successes	National success requires successes on multiple fronts simultaneously e.g. military front, home front, media, and diplomacy.	Synchronized victories approach, where success on the home front is integrated into the national success, embedding it in all relevant agencies.	Working with GOI to introduce and develop the synchronized victory approach, particularly in the MOD, Ministry for Strategic Affairs, MOFA, NSC, and NDC.	Statements by people in positions of authority (MOD, HFC, NEA, NSC, PM) or formal documents.
Culture or preparedness (COP)	COP in civil society is not a central focus of HFC, NEA and MOD.	COP and a CRN is critical for IL's success in times of national crisis.	Deeply embedded COP in Israeli civil society and business sector.	See below.	Language: CRN and COP become key concepts in discourse in defense and civilian authorities (see below); allocation of resources by the GOI.
National Preparedness Week (NPW)	National Emergency Exercise (NEE) focused primarily on emergency authorities.	No annual process and dynamics that instill COP in the CRN.	NPW is a culmination of year-long dynamics of embedding COP	Knesset legislation; Challenge the logic of the 2010 NEE publicly. Conference to leverage the efforts listed below.	Formal declaration of a National Preparedness Week and its substantiation (by 2011).

¹ Acronyms: IL = Israel; GOI – Government of Israel; MOD = Ministry of Defense; MOFA = Ministry of Foreign Affairs; NSC = National Security Council; NDC = National Defense College; HFC = Home Front Command; NEA = National Emergency Authority; COP = Culture of Preparedness; CRN – Civil Resilience Network; NPW = National Preparedness Week; NEE – National Emergency Exercise; BSR – Business Social Responsibility.

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First responders (e.g. police, firefighters, emergency room staff, ...) and essential workers (e.g. municipality workers) - definition and preparedness	No clear definition of first responders and essential workers; limited application of the existing practices; no mandatory preparedness	First responders and essential workers are backbone of effective crisis response. All people in positions that must continue to operate during crisis must meet personal preparedness requirements.	All people in essential positions are defined as first responders or essential workers and subject to mandatory preparedness.	Legislation in the Knesset, awareness and mobilization.	Legislation defining first responders and essential workers and imposing mandatory preparedness.
Civil servants in central and local governments	Most civil servants do NOT have assignment for crisis.	Their performance during crisis is critical for local and national resilience.	All civil servants in central and local governments have assignments for crisis (unless exempted)	Knesset legislation,	Knesset legislation and embossing a COP in the civil service.
Essential nonprofit service providers	Nonprofits that provide essential services such as food or medical care are NOT subject to any guidelines or regulation of their preparedness for crisis.	The continued operation of such nonprofits is essential for successful crisis-response.	All nonprofits that provide essential services are categorized; standards for their preparedness is established and enforced.	A standard for preparedness of essential nonprofits was created; working with HFC and Knesset to formalize it and enforce standard on all GOI-funded nonprofits and with private philanthropies to condition support hereon.	HFC formalized standard for preparedness for essential nonprofits; Mandatory preparedness of GOI-funded nonprofits; private philanthropies conditioning support on compliance with standard.
Culture of Preparedness (COP) as part of Business Social Responsibility (BSR) in Israel (70	COP is NOT part of BSR in Israel. Certain mandatory requirements of preparedness apply by	COP in the corporation and among its employees, as well as partaking in the CRN can only emerge on a	COP is part of BSR in Israel; Corporations are part of the CRN.	To create guidelines for preparedness of a corporation; To engage MAALA (nonprofit managing BSR in Israel)	Endorsement of guidelines by HFC; Amendment of Israel's BSR Index.

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corporations that employ ~300,000 employees)	law (MELACH).	voluntary basis.		to include COP in the BSR Index.	
Default response in times of emergency	The default response is to cease operation - except for essential workers / MELACH.		Everybody continues to operate during crisis, unless exempted.	Through Knesset legislation.	Institution of insurance.
Insurance	Status of insurance for non-essential workers who operate during crisis is unclear.	Insurance status of workers at home better than those that work.	State insurance for all workers that continue to operate during crisis.	Through Knesset legislation.	Institution of insurance.
Teachers in schools	No clear instructions to teachers to remain in schools when crisis erupts.	Resilience of school system critical for local and national resilience. No clarity on staff response increases likelihood of collapse.	Declared responsibility of teachers to remain in schools.	Through Knesset legislation and by working with the Ministry of Education.	Declared responsibility of teachers that were determined in advance to remain in schools.
University and college campuses (~40 campuses)	No assignment of faculty and students as part of the CRN.	Faculty and students are critical for resilience particularly in vicinity of campuses.	Students and staff in relevant fields are mobilized; assisting neighboring institutions; establishing special emergency teams.	Prepared guidelines to instill a COP on academic campuses; Knesset legislation; mobilization.	Legislation and regulation; mobilization of campuses.
Local authorities (~250 municipalities, regional and local authorities)	Local authorities considered building blocks of preparedness but focused on emergency forces and not on civil society.	Local authorities can play a critical role in building local resilience of civil society.	Local authorities are catalysts of the local CRN.	To be determined after the 2010 National Emergency Exercise.	Same.

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Shachaf communities (there are estimated 500 communities)	Shachaf have not been systematically integrated into the resilience network	Shachaf communities reside in weak socioeconomic areas. They can be pillars of local resilience.	Shachaf communities systematically partake in the CRN and are agents for COP in their communities.	Developed guidelines to instill a COP in Shachaf communities and their mobilization.	HFC endorsement of guidelines for preparedness; official mobilization of Shachaf communities.
Partnership 2000 (estimated 43 partnerships with ~100 communities in Israel and ~400 around the world)	The global platform of Partnership 2000 is not part of the CRN	P2K partnerships in IL comprise of local leaders that can be part of local CRN and engines of COP. Global leadership must also develop COP for emergency assistance.	Partnership 2000 is a catalyst for COP; its local leadership is integral to local CRN and agent of local COP; its global leadership embodies COP for emergency assistance.	Developed guidelines to instill a COP in partnerships; mobilization	Implementation of guidelines.
Youth movements and groups ²	Few are mobilized for CRN.	Organized youth groups are critical for local resilience.	All organized youth movements and groups are part of local CRN	Prepared guidelines to instill COP in youth groups; Knesset legislation; mobilization.	Guidelines formalized and endorsed by HFC; Knesset legislation; Incentives; part of their code of conduct.
Jewish world emergency preparedness (Federations and similar organizations)	No or little COP for emergency assistance to IL among leadership of Jewish world.	Jewish world provides significant assistance in crisis which is usually improvised and rushed.	COP for crisis assistance among leadership of Jewish world for their emergency assistance.	Prepared guidelines to instill COP among Jewish leadership and mobilize them.	Guidelines endorsed by JFNA and by leading federations and embedded.
Philanthropies	No or little COP for emergency assistance to Israel among philanthropists.	Philanthropists will play a critical role in times of crisis. Their response is often improvised and rushed.	COP for emergency assistance among leading philanthropies in Israel.	Prepared guidelines to instill COP in leading philanthropies and mobilizing for embedding them.	Guidelines endorsed by forum of philanthropies in Israel and embedded.

End.

² Student unions, youth movements, *Yeshivot Hesder*, Atidim program. Birthright Israel, and other groups such as *Acharai* or *Kav Zinuk*