

inss

המכון למחקרי ביטחון לאומי

THE INSTITUTE FOR NATIONAL SECURITY STUDIES



אוניברסיטת תל אביב
TEL AVIV UNIVERSITY

Influence in the Covid-19 Era

With the outbreak of the coronavirus in Israel, the Institute for National Security Studies (INSS) set up a strategic-operational research team to formulate responses to the crisis on health, economic, societal, and security levels. To that end, we engaged some of the leading experts from the fields of health, economy, education, and welfare to contribute to the research and analytical thinking. We formulated a strategic approach to cope with and manage a crisis characterized by a high level of uncertainty ([the INSS Strategic Framework](#)), including an examination of ways to exit the lockdown quickly and jumpstart the Israeli economy and society. At the same time we examined the implications of Covid-19 for the region and the global environment, and explored whether there were any changes in the map of threats and challenges facing the State of Israel. On this basis, we updated our [strategic assessment for Israel for 2020](#).

Our work and research studies were policy-oriented and designed to help Israel's leaders and decision makers. Some were undertaken at the request of the National Security Council, the Ministry of Finance, and the security establishment. At the same time, we figured prominently in the public discourse through media appearances by INSS researchers, articles in the printed and digital press, and Zoom seminars that included public participation in question and answer sessions. We also held three simulations designed to simulate government discussions and the process of making the right decisions, as well as the possible consequence of the virus outbreak in the Gaza Strip. These simulations received wide media coverage.

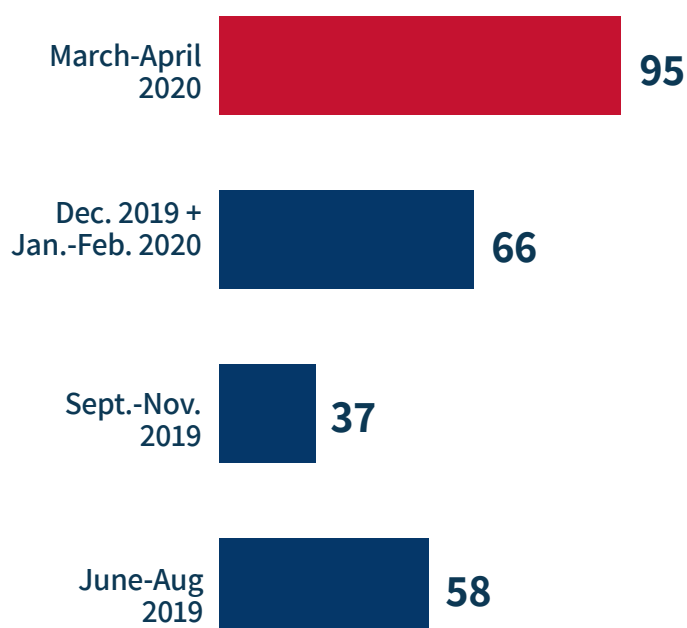
The Institute's goals included reaching new and varied audiences; building a knowledge infrastructure with the participation of INSS and external experts; influencing the public debate on responses to the crisis; and sharpening the Institute's contribution to strategic planning and management of a national security crisis.



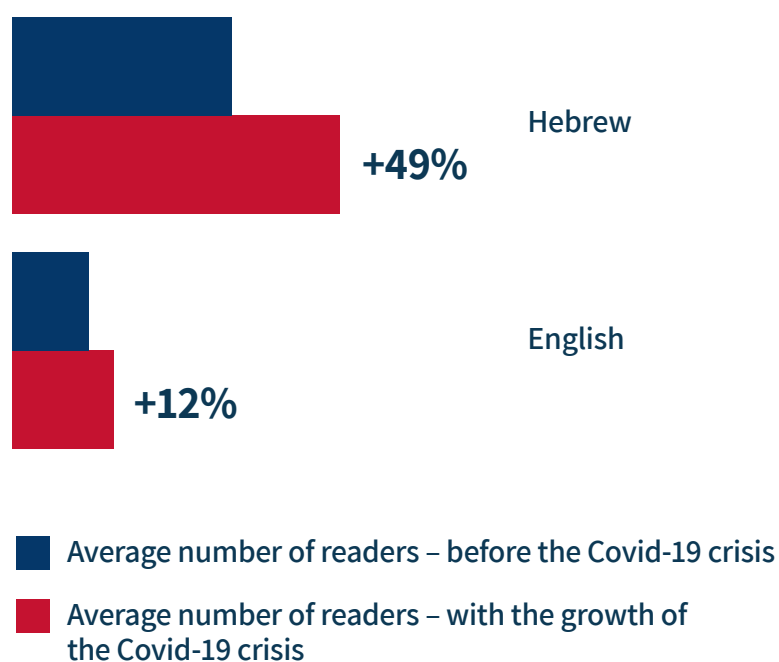
INSS Publications

Data indicate that the general public has been very interested in the Institute's publications in a period when uncertainty has ruled in Israel and globally: the average number of readers of INSS Hebrew publications in the first week of publication increased by 50 percent during the Covid-19 crisis; in the case of 12 articles the readership doubled, and in three cases, tripled. At the same time, the average number of readers in the first week of publication in English increased by 10 percent during the Covid-19 crisis, and for 5 articles, the number of readers doubled.

Number of monthly publications



Increase (in %) in average number of readers of INSS publications in the first week of publication



Events

INSS quickly adjusted to the new Covid-19 reality and moved to a format of online seminars and simulations, using the Zoom platform and live broadcasts on the Institute's website, YouTube, and social media. The number of events was greater than usual, and from mid-March to June we organized 15 online events for the general public.

Most of the meetings dealt with the impact of Covid-19 on Israel, the Middle East, and the world as a whole, and the challenges and opportunities presented by the crisis. In the live broadcasts, the Institute also presented the strategy it had formulated for exiting the crisis, as well as its updated strategic assessment for 2020 and recommendations for the new government after more than a year of political paralysis.

The simulations, which likewise were broadcast live to the public, enacted possible scenarios deriving from the spread of the pandemic and its effect on national security in order to help decision makers examine a variety of operational responses.

Politicians and senior experts from the fields of medicine, economy, society, education, and national security participated in the online events. Participants included former Defense Minister Moshe (Bogie) Ya'alon, former Justice Minister Ayelet Shaked, Minister of Culture and Sports Chili Tropper, MK Gadeer Kamal-Mreeh, MK Yair Golan, Maj. Gen. (ret.) Amos Gilad, Maj. Gen. (ret.) Gershon Hacohen, Guy Rolnik, Prof. Yifat Bitton, former Director General of the Prime Minister's Office Yossi Kucik, Director General of the Rashi Foundation Michal Cohen, Maj. Gen. (ret.) Yossi Baidatz, Prof. Amnon Shashua, and others. There were also a number of joint conferences with leading United States research institutes, including Brookings, the Foundation for Defense of Democracies (FDD), the Center for a New American Security (CNAS), and Cornell University.



Center for a
New American
Security



Institute of
Politics and
Global Affairs
ipga.cornell.edu



FDD
FOUNDATION FOR
DEFENSE OF DEMOCRACIES



Figures indicate that hundreds of thousands of people in Israel and worldwide were exposed to INSS events in the Covid-19 period. For example, the Corona Cabinet simulation, which presented the INSS strategy for exiting the crisis, was viewed by over 60,000 people, and a similar number watched the seminar on the Institute's updated strategic assessment, held in collaboration with the N12 news site. The second Corona Cabinet simulation, which dealt with steps required to restore the Israeli economy and society, drew an audience of over 40,000 people. The Institute's online events during the spread of Covid-19 attracted an average number of 24,000 viewers.





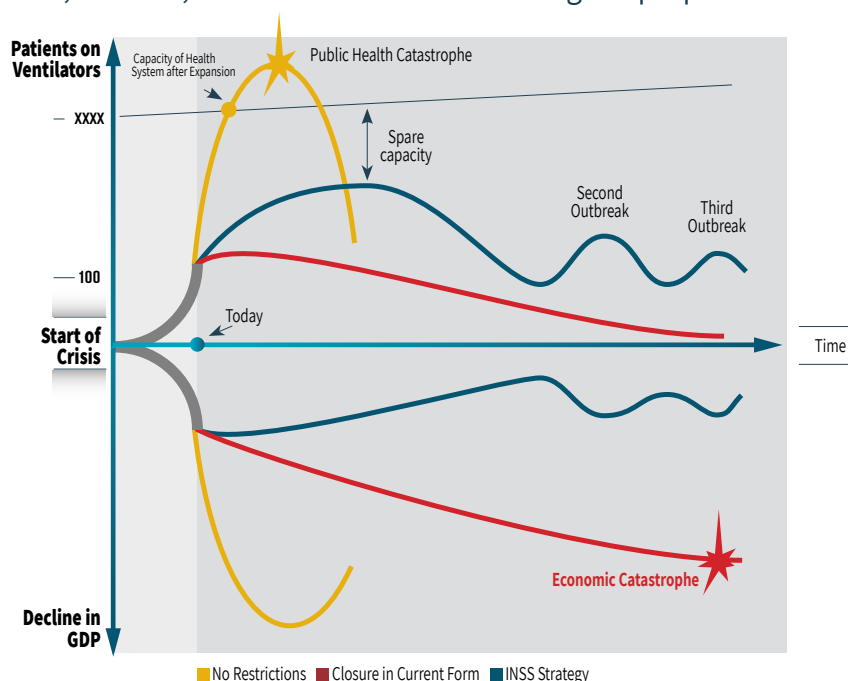
The Institute's Work with Decision Makers

From an early stage in the crisis, INSS positioned itself as an innovative strategic advisor to decision makers in government ministries and in the Knesset. Many politicians and senior ministers, including the Minister of Finance and the Minister of Defense, contacted INSS for consultations, and several particular channels of communication were created. Below are details of the main collaborations:



The National Security Council (NSC)

With the outbreak of the pandemic, the Institute formulated a plan of cooperation with the NSC to coordinate work on dealing with the crisis. The Institute prepared a planning map for the NSC, indicating the main matters to be addressed, and the decisions to be taken during the crisis at various points in time. INSS was the first to demand the formulation of an exit strategy, introduce the concept of “living in the presence of corona,” and propose three dimensions for handling the crisis – economic, medical, and social – while delineating the proper balance between them.



The INSS Strategy



The Ministry of Finance

The Institute held a number of discussions with the Ministry of Finance, consulting on how to exit the economic crisis and protect the growth engines so that Israel could recover quickly.



Security Establishment

The Institute worked with the security establishment along two channels: first, a presentation of the broad implications of the crisis for national security, and the global and regional trends that were ignited or accelerated; second, the role of the IDF, in other words, how to handle a national crisis in which the IDF was not leading or integrating efforts, but playing an important supportive role.



The Knesset

The Institute contributed to the work of the Coronavirus Committee led by Knesset Member Ofer Shelah, and provided data for an examination of how the country was handling the crisis.



Government Ministries

INSS organized a number of simulations, both public and closed, to demonstrate how the main players in the government could handle the crisis, and discussed the decisions required at the various stages. Several people from government viewed the simulations and said they found them very helpful for decision making.



Media

During the Covid-19 crisis, INSS researchers, publications, and events were widely covered in the traditional media in Israel, and there was also interest from prominent international media outlets such as the *Wall Street Journal*, the *BBC*, the *Christian Science Monitor*, *Media-Line*, and others. In the Israeli media, the Institute's messages achieved exposure on primary channels in Hebrew and English, with many appearances by the INSS Director and researchers on Israel's leading news broadcasts: Channel 12, Channel 13, current affairs programs on *Kan 11*, and *Galei Tzahal*, as well as the publication of opinion columns and quotes from the Institute's researchers in the *Jerusalem Post* and *Times of Israel*. Various phrases branded by INSS such as "setting up a Corona Cabinet," "formulating a Covid-19 exit strategy," and "living in the presence of the coronavirus" were widely reported in the media and became part of the public and media discourse.

Through broad exposure in the media, INSS successfully demonstrated its relevance to policymaking on a range of national issues, beyond traditional political-security topics. INSS helped sharpen the message that the coronavirus pandemic is not only a healthcare crisis, but rather a multi-faceted crisis encompassing economic, societal, and national resilience dimensions.

Opinion

Iran in the shadow of the coronavirus

Analysis: While the Islamic Republic is hardly the most stable of countries, the conduct of the Iranian government over COVID-19, coupled with thousands of people already having been infected, serves to destabilize the country further

Ran Zimet | Published: 03.13.20, 22:55

Listen to this article now
03:32 | Powered by: *Therapy Audio*

The coronavirus outbreak in Iran has delivered another massive blow to the people's trust in the government of President Hassan Rouhani.

Follow Ynetnews on Facebook and Twitter
This new blow comes just weeks after the Islamic Revolutionary Guard Corps shot down Ukraine International Airlines Flight 752 soon after takeoff from

קול איסראל

ח'דר סואעד | חוקר במכון למחקרי ביטחון לאומי

זה האמריקנים, זה הסינים... זה חלק ממלחמת סחר...

קול איסראל | הערב במוסף על החברה הערבית: הבושה והסיגמה של חולי קורונה

שרון ואורי

ד"ר ציפי ישראלי | חוקרת בכירה במכון למחקרי ביטחון לאומי

חוסן לאומי ומגפת קורונה

האתגרים: אי דאות קיצוני, משבר כלכלי ומיתון, משבר פוליטי וחוקתי

N12

מה השלב הבא של ישראל? צפו בסימולציה מיוחדת

מדינה	מספר חולים	מספר מתים	מספר נרפאים	מספר בדיקות
ישראל	419,000	7,225	344	312
הודו	9,699	16,100	1,000	10,000

צפו בסימולציה המיוחדת שדנה בשלבים הבאים של ישראל

המכון למחקרי ביטחון לאומי | קיים היום סימולציה



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המתווה של המכון למחקרי ביטחון לאומי: "מעבר למצב של חיים בנוכחות הקורונה בישראל"

במכון למחקרי ביטחון לאומי (INSS) בנו מתווה אסטרטגי ל"ציאה ממשבר הקורונה, שייוצג למקבלי ההחלטות. השבוע גם ערכו שם סימולציה של "משחק מלחמה" של "קבינט הקורונה" כשהרעיון הוא לשנות את נקודת האיזון, שכיום מוטת פרמטר הבריאות ופחות מתחשבת בכלכלה. ראש המכון האלוף במיל' עמוס ידלין: "צריך לעבור ממדיניות של ריחוק חברתי גורף וצמצום דרסטי של המפעלים והעסקים למצב של חיים בנוכחות הקורונה"

07:09 02.04.20 עמיר קורץ

תגיות: קורונה, עמוס ידלין, מכון INSS

"צריך שינוי אסטרטגי, אם עד כה נושא הבריאות הכתיב את ההתמודדות עם הקורונה וכל שאר התחומים התיישרו לפיו, אנו נדרשים כעת לאסטרטגיה של מעבר הדרגתי ומבוזר בנייה כל המערכות - בריאות, כלכלה וחברה - לפי מודל של 'חיים בנוכחות הקורונה'. היות הקורונה לא הולכת לשום מקום בטווח הזמן הקרוב, אנו לא יכולים להישאר בנקודות קצה, ואם צריכים לבחור בנקודת איזון נכונה יותר שתתחשב בשני האלמנטים: בריאות וכלכלה, לכן אני מחליט על מעבר ממדיניות של ריחוק חברתי גורף וצמצום דרסטי של המפעלים והעסקים למצב של חיים עם הקורונה בו זמנית". כך הנחה אתמול ראש הממשלה את "קבינט הקורונה". וביתר דיוק - היו אלה דבריו של ראש אמ"ן לשעבר, האלוף במיל' עמוס ידלין, שגילה את חז"מ בסימולציה "משחק מלחמה אסטרטגי" שערך המכון למחקרי ביטחון לאומי (INSS) בסימולציה הוא הוציא מתווה לציאה ממשבר הקורונה, שייוצג למקבלי ההחלטות במדינה.

הסימולציה הזו היתה שיאה של עבודה שנערכה בשבועיים האחרונים ב-INSS במטרה לגבש אסטרטגיית ציאה מהמשבר לעד ידלין. העומד בראש INSS, השתתפו דמויות נוספות שגילמו בעלי תפקידים שונים - סגן ראש המכון למחקר, תא"ל במיל' איתן ברון גילס את מזכיר הממשלה, מנהל המכון, תא"ל במיל' אודי דקל ותא"ל במיל' אסף אוריון גילמו את ראשי המל"ד, הממונה על התקציבים באוצר ומנכ"ל משרד רו"מ לשעבר יוסי קצ'יק גילס את שר האוצר, אל"מ במיל' ד"ר אופיר מרום כהן גילס את שר הבריאות ומשתתפים נוספים גילמו את שרי המשפטים, החוזה, ביטחון הפנים וכדומה וכמו כן השתתפו בסימולציה דמויות בכירות מעולם הבריאות, הביטחון, האקדמיה ועוד ששימשו כיועצים פנימיים לקבינט וממונים חיצוניים.

לאחר שנערך דיון בחלטות השונות ובאיון בין השחקנים, רו"מ בסימולציה ידלין הציג מתווה שתכליתו למצא נקודת איזון נכונה, לדבריו, "כמו בדיונים על מחירי המלחמות ובדיוני סל הבריאות - יש צורך לקבל החלטות קשות לגבי רמת הסיכון שאנו מוכנים לקחת על עצמנו. נקודת העבודה של ישראל ככל הנראה נכונה לשלבי הפתיחה, אולם בהתקדם הזמן, ואשר הכלכלה צוללת לקראת התיסקות, היא איננה מתאימה לשלבים הבאים".

לדברי ידלין, "המדיניות הנוכחית מבוססת על הנחת מתאר 'חמור חמור' שסבירותו נמוכה וזו לא התממש מראשית, אולי גם בזכות חלק מצעדי המנע הגורפים שנקטו. לצד ההישגים בצמצום נפגעי המגפה שילמנו מחירים כבדים, וניהלנו תהליך עבודת מטה וקבלת החלטות לא מיטב, גם בשל אילוצים ושיקולים פוליטיים קשים. אם לא משפר אותם במהירות ונעבור להתנהל כמשבר בטחון לאומי מהמעלה הראשונה, תוך הפעלת כלל משאבי המדינה, ואם לא נתחיל בצעדי הקלות משמעותיים בקרוב נמצא את עצמינו במצב בו התרופה גורמה מהמחלה", והגיתוח יצליח, אך החולה ימות ממחלות אחרות ובחוסר כל".

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פילם: אוראל כהן

העיתון הסימולציה במכון למחקרי ביטחון לאומי

ידלין הציג למשתתפי הדיון שני גרפים שחייבים להתייחס אליהם במקביל - האחד הוא תחזית התחלואה הקשה (חולים קשים ומונשמים) אל מול קיבולת הטיפול הנמרץ וההשמה במערכת הבריאות והשני גרף משוקלל של תחזית המחרים הכלכליים והחברתיים למשק. "עלינו לנסר את שני הגרפים בו זמנית ולשמור על שניהם במרווח ביטחון מהתריסקות", הוא הוסיף, והכריז על החלטותיו - המהות למעשה את מתווה הציאה של INSS מהמשבר.

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כלכלה

אין לי כסף לשלם שכר דירה - מו לפנות אותי?

האם שוכר שגר בבית שעומד למכירה יכול להתנגד לכניסת שמאי לנכס, מה אומר הר

ליטל דוברוביץקי | 07:24

כלכליסט

המכון למחקרי ביטחון לאומי מציג: כך נתגבר על הקורונה ב-10 שלבים

02/04/2020 | 09:07

עוד עלייה בפיטורים; שיעור האב - 24.6%

מאז החל המשבר בתחילת מרץ ועד היום נרשמו 866,907 מובטלים חדשים בשיור

10:48 | ynet

הישראלים קנו ב-3.49 מיליארד באשראי במרץ

לפי נתוני שב"א, מדובר בעלייה של 40% מרץ 2019 כשהרכישות באווילין זינקו בכ-

מיכר בריטנול | 10:20

THE JERUSALEM POST

CORONAVIRUS ISRAEL NEWS OPINION MIDDLE EAST DIASPORA U.S. POL

Yadlin: Coronavirus may delay Iranian threat, won't get it out of Syria

Eisenkot: IDF must stay healthy to defend.

By YONAH JEREMY BOB MARCH 12, 2020 21:17

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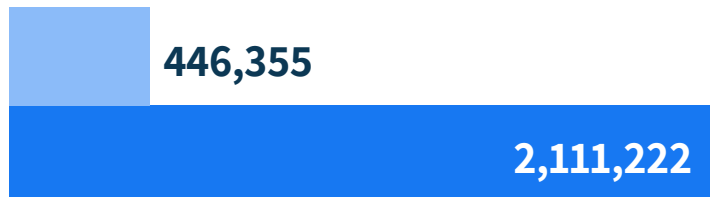
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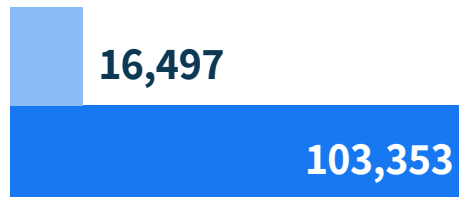
From the start of activity concerning the Covid-19 crisis, the Institute's Hebrew Facebook page recorded more than 1,570 new followers – a rise of almost 800 percent, compared to the same period last year. This placed INSS over the threshold of 25,000 followers for its Facebook page. Analysis of the data shows that the most significant increase in followers focused on the promotion of INSS online events. Clearly, the Institute's seminars and publications on the coronavirus aroused major interest online and led more internet users to follow and engage with the Institute's publications and activities.

In addition, over 2,100,000 people were exposed to the Institute's Hebrew content during this period – a rise of over 470 percent compared to last year. There was also a rise of 1,300 percent in the number of clicks on links in posts compared to the year before the crisis, to read the Institute articles in full and to listen to podcasts. There was an increase of over 600 percent in the engagement of Facebook users with Institute posts and other content – 103,353 users reacted, shared, and liked INSS posts, saved them to read later, and so on. This shows a clear rise in public interest in the Institute's content, and the fact that this content has penetrated public awareness on the internet.

No. of user engagements with the Hebrew page – 2019 vs. 2020



No. of people reached by INSS content in Hebrew – 2019 vs. 2020



■ March-May 2019 ■ March-May 2020

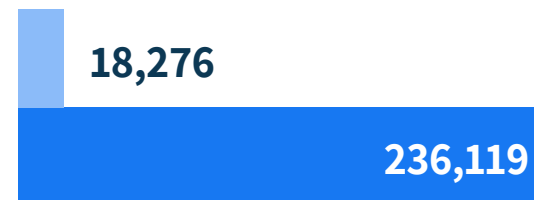
On the Institute's English page there was an increase of 200 percent in followers over last year. English content reached 1,756,711 people – a rise of 540 percent compared to the same period last year, and an increase of 1,200 percent was recorded in user engagement in the Institute's English content – over 236,000 engagements on the page. The number of clicks on links also rose dramatically – 96,300 clicks were recorded in the Covid-19 period, while in the same period last year only 2,100 clicks were recorded.



No. of user engagements with the English page – 2019 vs. 2020



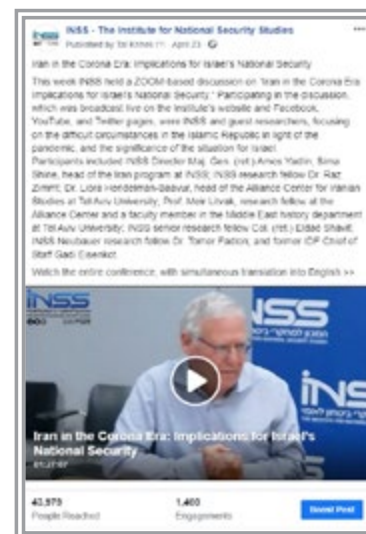
No. of people reached by INSS content in English – 2019 vs. 2020



March-May 2019 March-May 2020

The Institute's content was shared by users in discussion groups about Covid-19, and also by individuals on their own Facebook pages. This shows public interest in the content, as well as eagerness to share the content, identify with it, and use it as a stimulus to hold discussions on the subject in the online environment.

Visitors to the INSS website from outside Israel are mainly from the United States, but also from countries in the Middle East that have diplomatic relations with Israel (Egypt, Jordan), and even from countries considered hostile (Lebanon, Iraq). This to a large extent is thanks to the content in Arabic that we publish at least once a week.

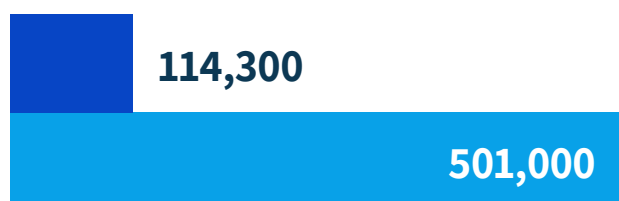




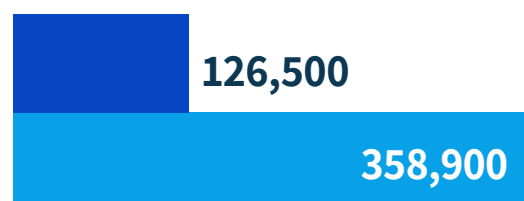
The Institute's Twitter impressions (an impression is generated when someone sees a tweet) during the Covid-19 period, including tweets about the virus and the main messages from discussions on the topic, numbered over 500,000 on the Hebrew account and over 355,000 on the English account. This is an increase of over 330 percent and 183 percent, respectively, compared to the same period last year.

At the same time, the number of impressions on the Hebrew page was almost double the number of impressions recorded in the month of the annual international conference, which is usually the Institute's month of maximum impressions (270,000). As for the Twitter page in English – the impression figures are close to those recorded in the annual conference month (371,000).

INSS Twitter impressions in Hebrew – 2019 vs. 2020



INSS Twitter impressions in English – 2019 vs. 2020



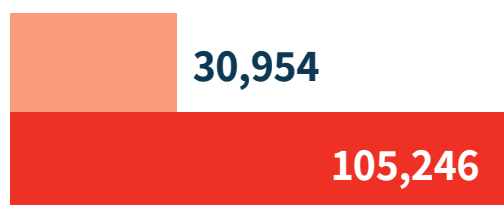
March-May 2019 March-May 2020





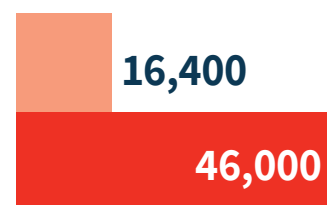
As the coronavirus spread, the Institute used its YouTube page to publish online events and simulations, videoed podcasts, and media interviews – almost all dealing with the pandemic. The video clips were viewed 105,246 times by 46,000 people. This is a rise of 340 percent in views and 280 percent in number of viewers compared to the same period last year. In the recent period, there were 669 new subscribers, compared to only 161 new subscribers in the same period last year.

Number of viewings – 2019 vs. 2020



March-May 2019 March-May 2020

Number of viewers – 2019 vs. 2020



Average viewing time for the Institute's videos concerning Covid-19 was 9:06 minutes, where each video had hundreds of views and some even reached over 2,000 views – including the discussion on the Institute's exit strategy (2,670 views) and the discussion on the Middle East in the virus period (2,400 views).

Most viewers of the Institute's content are residents of Israel, but content in English also reached residents of the United States, Britain, Germany, Canada, France, Brazil, India, and even Indonesia and Pakistan.



PODCAST

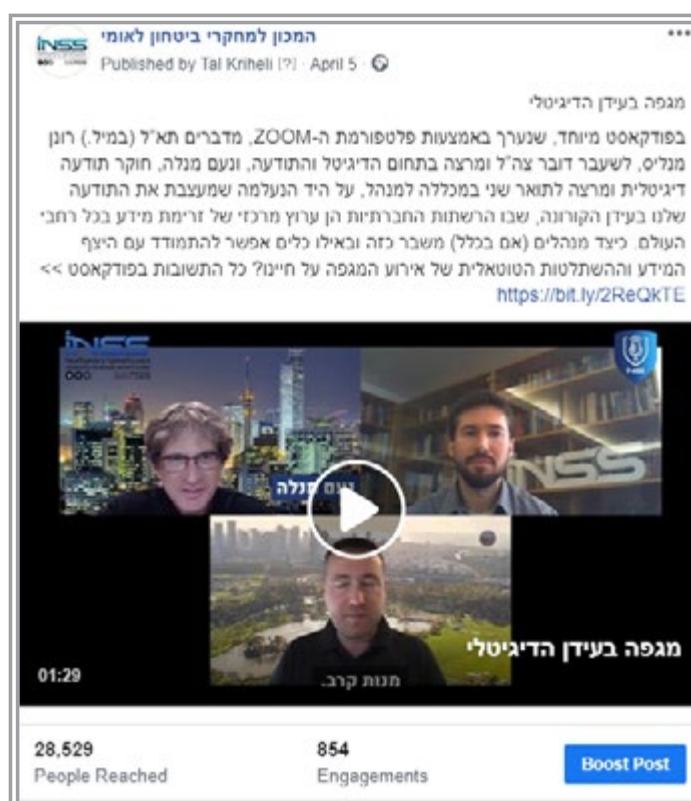
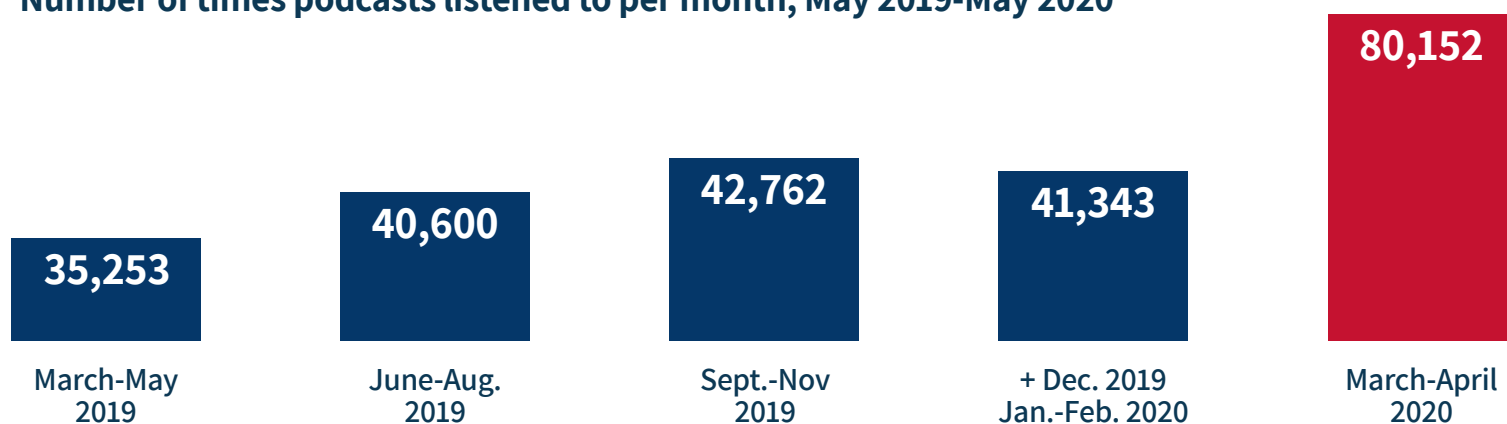


Podcast

The Institute's podcasts began discussing the coronavirus even before the subject made it to the headlines in Israel and worldwide. Since then, the podcasts, in both Hebrew and English, have looked at the crisis from a variety of angles, with the focus on Israel and the various theaters in the Middle East and the world. At the same time, and for the first time, a filmed version of the podcast was also uploaded to the Institute's YouTube account, and videos of interviews and discussions attracted thousands of views.

Overall, throughout these months, the Institute's podcasts were watched and listened to about 76,200 times – a third of which was via YouTube. This compares to 23,100 plays over the same period last year – a rise of some 300 percent. Nine programs and tracks that were uploaded during the Covid-19 crisis crossed the threshold of 1,000 plays on various music apps (Spotify, Apple Music, etc.), and three of them passed the 1,000 views threshold on YouTube.

Number of times podcasts listened to per month, May 2019-May 2020





Newsletter

During the Covid-19 crisis, 941 new users subscribed to the Institute's mailing list. This number exceeds the number of new users in an average three month period (419) and even the number that subscribed in the month following the annual international conference (610).

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MONTHLY REVIEW



Coronavirus - Top Publications



The Coronavirus Crisis: Economic Policy Recommendations / **Shmuel Even, Zvi Eckstein, Sasson Hadad, Avihai Lifschitz, Sergei Sumkim**



From Biological Weapons to Miracle Drugs: Fake News about the Coronavirus Pandemic / **Roy Schulman, David Siman-Tov**



The Corona Crisis and Israel's National Security / **Itai Brun, Yael Gat**



The System-Wide Campaign to Battle the Corona Crisis in Israel / **Udi Dekel**