**“March of Return” Strategy Exercise – Outline**

1. **Outline:**

The exercise is framed by the “March of Return” events by the Gaza fence on the eve of the opening of the US embassy in Jerusalem and the Naqbah Day; a week before May 14th, 2018. Please thoroughly read the background material provided to each team.

1. **Exercise objective:** Understanding topics learned in the course until now by implementing them in a practical exercise.
2. **Topics reflected in this exercise:**
3. Strategic environment, interests, tensions, complexities, systems and subsystems.
4. Boundaries of the system and the campaign.
5. Interpretation and understanding of the emergent reality, including attempting to understand things hidden from sight.
6. Strategy as an action- intervention/non-intervention in order to influence reality.
7. Each team will act from a **different perspective** – see attached appendix.

Team 1 – Palestinian

Team 2 – Israeli Foreign Affairs and Security

Team 3 – Israeli media

Team 4 – Israeli civilian

1. **Schedule:**

8:30-9:00: Briefing

9:00-10:00 – Work in Teams

10:00-10:30 – Break

10:30-12:30 – Work in Teams

12:30 -13:30 – Lunch Break

13:30 – 15:00 -Plenary presentation, discussion and conclusion by the General.

1. **Method:**

Conducting an exercise in teams in two stages:

1. Teamwork by the detailed questions lead by a participant leader.
2. Plenary presentations according to the teams, 10 minutes for each team followed by a discussion and summary by the General.
3. **Exercise Guidelines:**

Thoroughly read the background material provided on the Israel-Gaza fence clashes, namely the events of May 14th, 2018. Note that the exercise takes place a week prior to the 14th of May 2018. As mentioned, each team will be viewing these events from a different perspective.

The team must answer the following questions:

1. Strategy as an environment: draw a term map including affinities and relations between the various players (see attached appendix).
2. Strategy as an understanding – marches of return in the context of the opening of the US embassy in Jerusalem and the eve of the Naqbah as a new reality coming together in the area. Compose the commentary framework according to which you drew the term map; explain the trends and occurrences shaping the new reality that has come together as reflected in your map. **Try to address the “unseen” layers, for example – while massive riots take place with many injured, what exactly is Hamas aiming for? (the Iceberg model)**
3. Try to explain the “Middle” idea via the various players. How does an abstract idea or vague, general directives trickle down to the operative level (the field); is there an “architect” or “architects” in the framework you represent in this exercise? Try to give an example for tensions created in the context of the incident between the various levels.
4. “Strategy as a plan and strategy as an action”
5. How do you understand the campaign rationale that was planned and implemented in this incident judging by the action that was actually taken?
6. Explain the rationale of the campaign and its boundaries as reflected in this incident.
7. In the discussion stage, each team leader will present the team’s work (questions a-d). No more than 4 slides, 10 minutes for each team; followed by a discussion which will be concluded by the General.

**Team 1 – players in the Palestinian system:[[1]](#footnote-1)**

1. Hamas Leaders – Yahya Sinwar and Ismail Haniyeh
2. Palestinian Islamic Jihad
3. PA Chairman, Mahmoud Abbas
4. Hamas Brigade Commanders
5. EU Emissary to the Middle East Nickolay Mladenov
6. Hamas Spokesperson
7. Iran
8. World Opinion
9. Qatar
10. Egypt
11. Gazan civilians who aren’t protesting
12. Gazan civilians who are protesting
13. IDF soldiers at the fence
14. The Public in Judea and Samaria and East Jerusalem
15. US Administration
16. Israeli PM – Israeli Cabinet
17. Public opinion in the Arab world
18. Mayors of Israeli localities around the Gaza Strip and Southern Israel – Sderot, Ashkelon, Ashdod, Be’er Sheva
19. Israeli public opinion

**Team 2 – The Israeli Leadership System[[2]](#footnote-2)**

1. PM and Cabinet
2. COGAT
3. Chief of the General Staff
4. Head of the Israel Security Agency
5. Commander of the Homefront Command
6. IDF Spokesperson
7. Military Advocate General and the Israel Attorney General
8. Chief of Police as well as Districts Chiefs (Jerusalem; South)
9. Minister of Foreign Affairs and the Executive Director of the Ministry of Foreign Affairs
10. Israeli diplomatic missions around the world
11. Public opinion around the world
12. Public opinion in the Arab world
13. Public opinion in Israel
14. Foreign ambassadors to Israel
15. US ambassador to Israel
16. Moderate Arab counties – Egypt, Jordan, Gulf states
17. Commander of the Gaza Division
18. UN Security Council and international organizations
1. This is not a final list and may be changes according to the team’s decision [↑](#footnote-ref-1)
2. This is not a final list and may be changes according to the team’s decision [↑](#footnote-ref-2)