



השומר החדש
HaShomer HaChadash

2017 Annual Report

Measurable Results
& Evaluation

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INTRODUCTION

The current report lays out and evaluates the activities of HaShomer HaChadash over the past year. The report documents the growth of the organization from 2009 until today in its core areas of activity - from safeguarding State land and providing agricultural assistance to its formative educational programs and generation of public awareness.

Over the last year, alongside our ongoing activities, we also engaged in the internal process of developing and building our strategic plan for the years 2018-2022 - about a year earlier than expected - with the aim of continuing to expand the organization's diverse activities. The strategic plan was used as an opportunity to redefine the organization's goals and vision. It was published in August 2017, following a thought process concerning our formative conceptions, and reflects decisions regarding the goals that we will work to achieve over the next five years.

The current report summarizes the activities of HaShomer HaChadash over the past year and examines to what extent the organization met the goals of its previous strategic plan (compiled for the years 2013-2018). In addition, the report enables us to become familiar with the goals and directions decided upon during this process.



EXECUTIVE SUMMARY

Goals vs. performance for 2017 and forecast for 2018

| 2017 GOAL | 2017 PERFORMANCE | PLAN VS. PERFORMANCE | 2018 GOAL |
|---|--|--------------------------------------|---|
| Safeguarding 217,946 acres of State land | Safeguarding 222,256 acres of land | Goal met 18% beyond projection | Safeguarding 247,105 acres of land |
| 40,000 volunteers safeguarding and aiding farmers | 47,926 volunteers safeguarding and aiding farmers | Goal fully achieved | 57,000 volunteers safeguarding and aiding farmers |
| 10,000 participants in formative educational programs | 12,197 participants in formative programs | Goal achieved 20% more than expected | 19,000 participants in formative programs |
| Heightening public awareness of the organization's activities among 1.4 million people¹ | Roughly 1.5 million Israelis are aware of the organization's activities | Goal fully achieved | Exposing 2.5 million people to the organization's vision and increasing target audiences exposed to the organization's vision |
| Development of a strong financial infrastructure | 18% growth in income, of which 15% comes from independent income | Goal fully achieved | 25% growth in income, of which 25% will be derived from independent income |
| Budgetary engagement and collaboration with government offices² | Commitments with 11 governmental and public entities (compared to 9 in 2016); establishing a council composed of 5 agricultural volunteering organizations | | |
| (Farmers receiving aid)³ | 196 farmers receiving aid | | 250 farmers receiving aid |

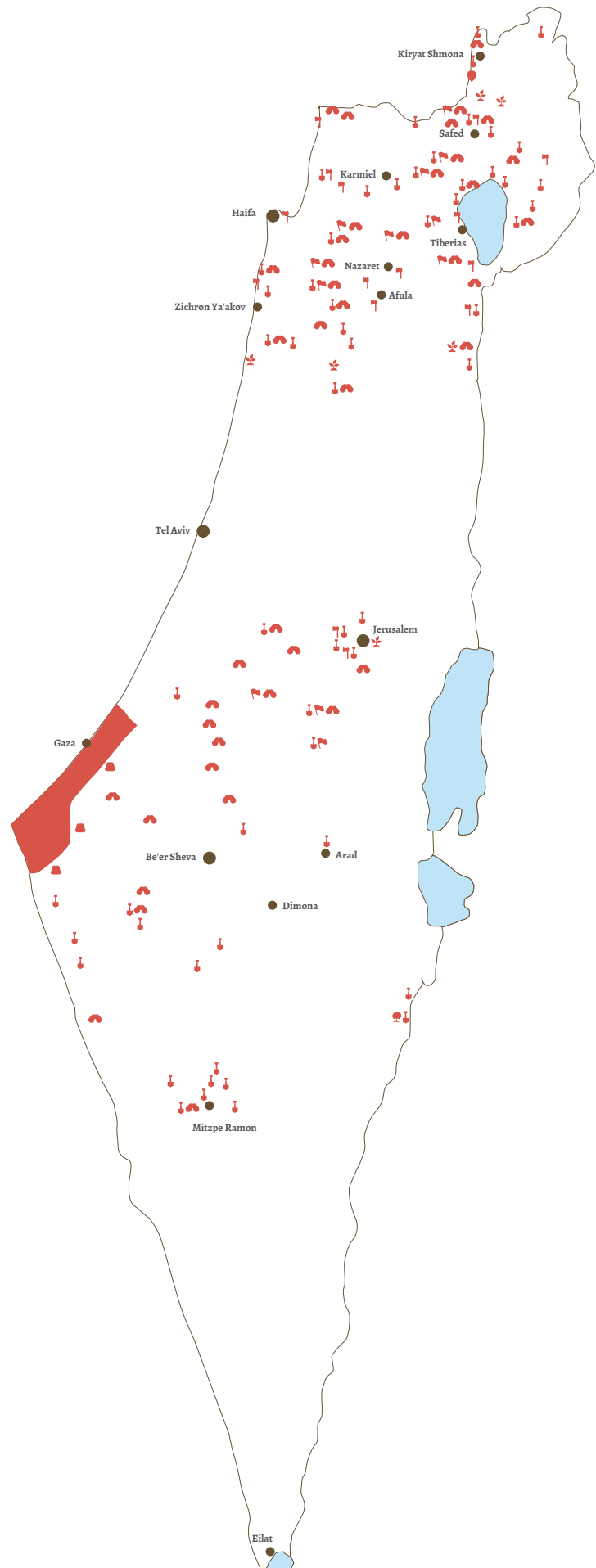
1 According to 2017 public awareness survey data, approximately 35% of the participants in the sample (representing the Jewish population over age 18) are aware of HaShomer HaChadash. This statistic is equivalent to 1.5 million Israelis.

2 One of the secondary goals in the strategic plan for 2013-2018 was to create collaborations and budgetary commitments with government ministries. In the new plan this is no longer a secondary goal, but rather the above goal was separated and adjusted for all of the subsidiary organizations/ departments in the organization. For example, the education department set their own goal of establishing 5 partnerships with governmental and public entities by 2020.

3 New goal from the 2018-2022 strategic plan, and as such was not defined as a goal for 2017. We have chosen to address this goal this year in order to reflect the change that the organization is leading.

MAP OF ACTIVITY SITES

The following map presents the distribution of the organization's activities across the length and breadth of the State of Israel. Behind every point on the map there is an activity center which supports and promotes the organizational framework and the organization's vision.





VISION AND GOALS

As part of the internal process of building the strategic plan for 2018-2022, we sat together to validate HaShomer HaChadash's vision, mission and goals.

ORGANIZATIONAL VISION

TO BE A ZIONIST MOVEMENT CONNECTING THE PEOPLE OF ISRAEL TO ITS HERITAGE AND LAND WHILE STRENGTHENING VALUES OF MUTUAL RESPONSIBILITY, CIVIL COURAGE AND THE LOVE OF THE LAND.

ORGANIZATIONAL MISSION

TO SAFEGUARD STATE LANDS THROUGH ACTION AND EDUCATION.

PRINCIPAL OBJECTIVE

TO TRANSITION FROM AN ORGANIZATION TO A BROAD ZIONIST MOVEMENT CULTIVATING JOYFUL AND PRODUCTIVE LEADERSHIP ALIGNED WITH THE VISION AND VALUES OF HASHOMER HACHADASH TO ADVANCE LEADING SOCIAL ORGANIZATIONS WITHIN THE STATE OF ISRAEL AND THROUGHOUT WORLD JEWRY.

PRIMARY GOALS 2018-2022

In constructing the strategic plan, the organization's current goals were substantiated and refined and new goals were added. The following goals have been set for the next five years¹:

750,000

acres

of State land preserved through agricultural assistance and educational activity.

300,000

volunteers

connected to the land who will lead change throughout the country with courage and joy.

30,000

participants

in formative educational programs inspiring them to love the land and to take responsibility for the future of Israel and the Jewish people.

3,000

farmers⁴

whose passion and resolve to continue with their agricultural endeavors will be strengthened by improving their personal safety, their financial situation and their social standing.

4 The number of farmers is a new goal added to the 2018-2022 strategic plan, while the remaining goals represent an updated forecast.



SECONDARY GOALS 2018-2022

The following secondary goals reflect the directions for development that we have chosen:

TARGET AUDIENCES

Broadening the sphere of mutual responsibility and aid among world Jewry alongside the development of activities for new and diverse target audiences in Israeli society, focusing on ultra-orthodox and minority sectors in particular.

PUBLIC AWARENESS

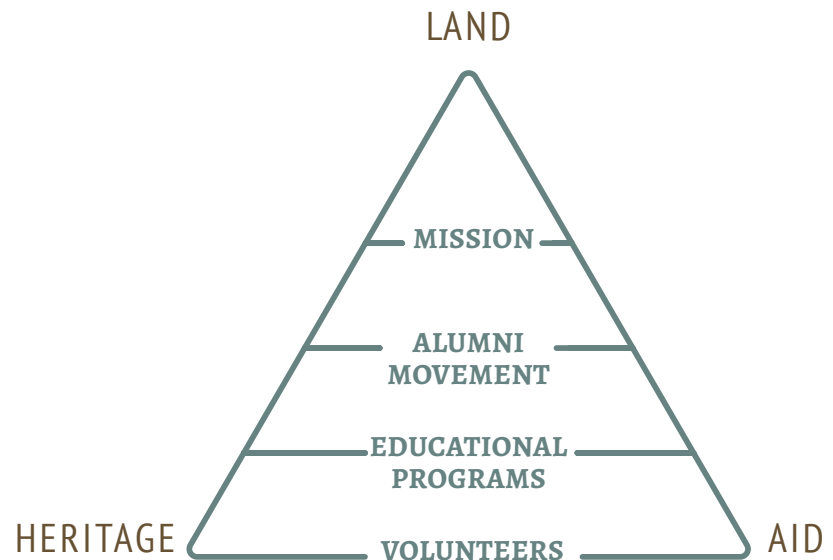
Raising public awareness among 5,000,000 people in Israel and worldwide to the great challenges, dangers and opportunities related to Israel's land and the importance of connecting to it while inspiring volunteers to take practical action.

FINANCIAL SECURITY

Developing a strong financial infrastructure enabling the advancement of national and international missions and activities in the long term.

ORGANIZATIONAL TRIANGLE

The organizational triangle presents the conceptual framework of HaShomer HaChadash's vision as well as its targets, goals and activities in the field. This framework is based on land, aid and heritage.



Land

Reinforcing the natural connection between the Jewish people and their homeland in Israel is of paramount importance. By safeguarding and working the land, the organization aspires to strengthen civil courage, mutual responsibility and the love of the land.

Aid

By taken action, we are strengthening the people of Israel through its members who are aware of the nation's needs and meet them by providing tangible assistance which teaches mutual responsibility.

Heritage

Education and studying the history of our people are the building blocks of the organization, where the significance and root of every action must be understood in order to create value.

All of the organization's activities stem from the conceptual framework that is reflected in the organizational triangle. Accordingly, every new educational initiative and/or change in HaShomer HaChadash's organizational strategy is examined and assessed in terms of its fit with the fundamental pillars of the organization and the manner of their realization.

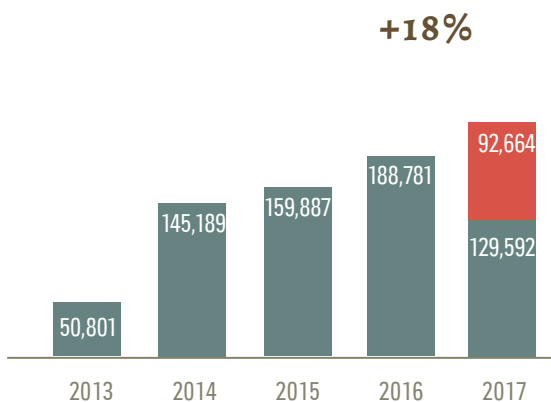


Land

OBJECTIVE: TO ENSURE THE CONTINUED EXISTENCE OF OPEN SPACES, FOCUSING ON AGRICULTURAL LAND AND FORESTED AREAS IN ISRAEL, THROUGHOUT ALL AREAS DESIGNATED AND ZONED FOR SUCH.

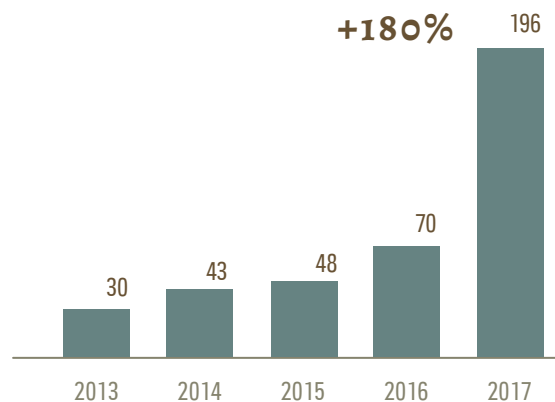
Open spaces are at risk as they are sparsely populated. Accordingly, the presence of the authorities in these areas is insufficient and, as a result, they are more vulnerable to exploitation and uses other than those defined by the State. Agriculture and forestry are a means of preserving these open spaces and constitute a practical expression of "land" per the organization's triangle of fundamental pillars. HaShomer HaChadash believes that aid provided through agricultural work and/or safeguarding will encourage farmers to continue their agricultural endeavors thereby preserving the designation of the land.

In 2017, the organization aided 196 farmers across Israel by providing assistance with safeguarding and/or agricultural work throughout 222,256 acres of land. These statistics represent a 180% increase in the number of farmers aided by the organization and a 18% increase in the area of agricultural and forested land in the organization's areas of operation.



Growth in No. of Acres of Land Safeguarded

throughout which HaShomer HaChadash has been providing aid over time.



Growth in No. of Activity Centers

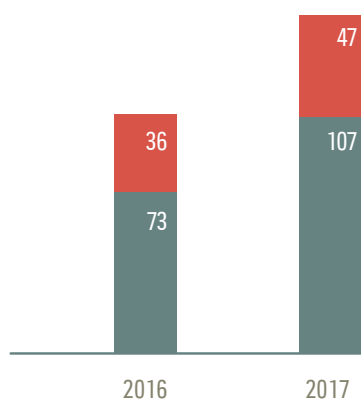
where HaShomer HaChadash has been providing aid over time.

■ agricultural land
■ forested land

Furthermore, agricultural crime is a central factor leading to the abandonment of land and we are witness to the fact that the extent of agricultural crime is growing from year to year. Unfortunately there are no official statistics on the extent of agricultural crime reported in Israel. As such, HaShomer HaChadash is working to gather data directly from the farmers in the field, even if they do not receive aid from HaShomer HaChadash, in order to document and create a status report on the scope of the problem. The Regional Manager gathers descriptions of incidents (such as theft, corruption, arson, incursion, threats, etc.) as well as documentation such as security footage, if it exists. In 2017, 154 incidents of agricultural crime were recorded in the regions, and that is in comparison to 109 events recorded in 2016. An increase of 41% in the scope of agricultural crime.

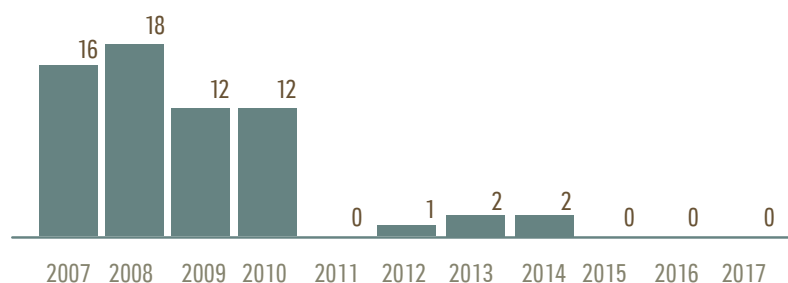
Nevertheless, we are also witness to the fact that the presence of HaShomer HaChadash in the field leads to a decrease in crime thereby strengthening farmers and their hold on the land. It is evident that in the Farmland Watch posts where HaShomer HaChadash maintains an active field presence, such as Alonim, Galed and Hamadia, there is a significant reduction in the extent of agricultural crime.

■ North ■ South



Examples of reduced rates of agricultural crime at 3 Farmland Watch posts in areas which had suffered from a great deal of harassment.

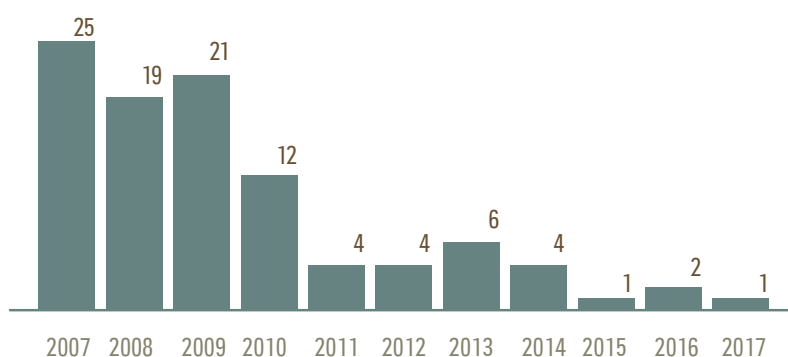
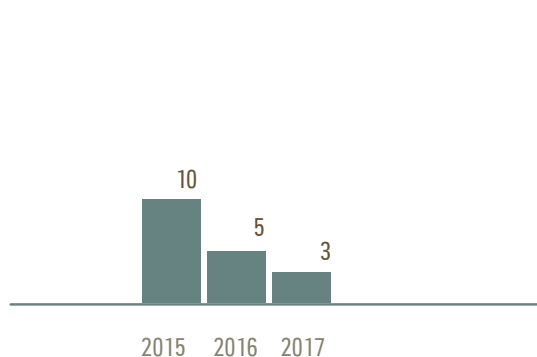
Decreased crime rates at these posts attest to the importance of generating a presence in the field and our ability to deter criminals.



Incidents of Agricultural Crime by Region

as reported by farmers in the field and documented by the organization's regional coordinators.

Alonim



Hamadia

Galed



Aid

OBJECTIVE: TO INCREASE THE NUMBER OF VOLUNTEERS PARTICIPATING IN SAFEGUARDING, AGRICULTURAL AND FORESTRY ACTIVITIES INITIATED BY HASHOMER HACHADASH IN ITS AREAS OF OPERATION.

A great deal of volunteer activity is required throughout the year in order to preserve our open spaces. Unlike paid employees, volunteers maintain the principle of **mutual responsibility** and aid farmers as partners in the realization of the organization's goals. In addition, volunteering, whether in safeguarding or agricultural work, has the potential to strengthen the volunteer's sense of heritage, as well as increase public awareness of HaShomer's activities on the one hand, and the difficulties faced by farmers on the other.

Over the past year, 1,744 people volunteered at Farmland Watch posts and the organization's Jeep units. Alongside the volunteer guardsmen and women, there were also 46,182 volunteers providing agricultural aid.

1,167

volunteers

helped with agricultural work this year through the organization's innovative technological platform which provides a direct connection between the farmer and the volunteer who wants to help.

52

farmers

who received aid through the technological platform and provided feedback reported high satisfaction with the volunteers.

23

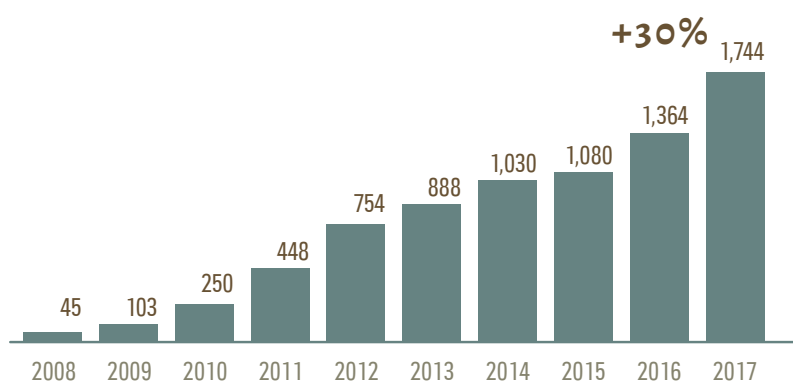
farmers

were exceptionally satisfied with the work of the volunteers

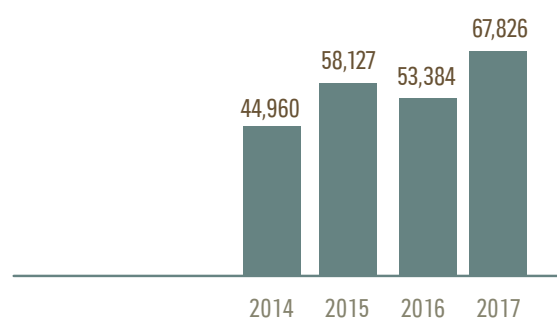
84%

farmers

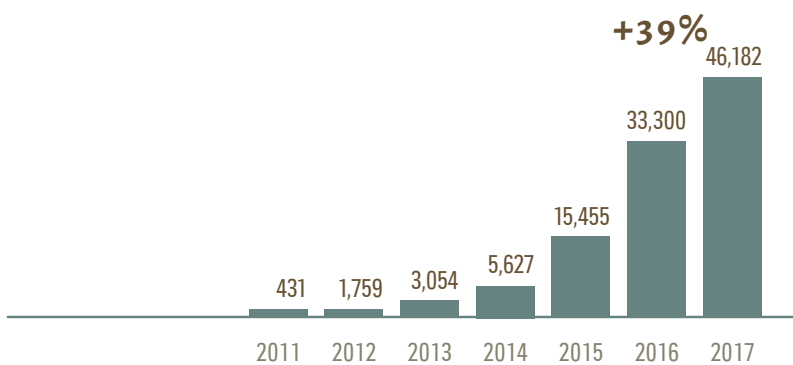
of those who provided feedback would be happy for these volunteers to come back and help again, scoring volunteer motivation highly.



Growth in No. of Farmland
Watch Volunteers



Growth in No. of Farmland
Watch Hours



Growth in No. of Volunteers
Providing Agricultural Aid

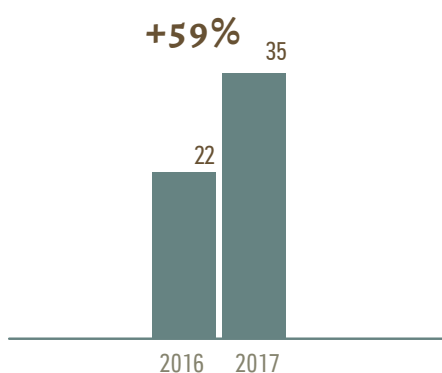
Heritage

OBJECTIVE: TO DEEPEN THE PARTNERSHIP AND INVOLVEMENT OF VOLUNTEERS AND ACTIVISTS IN PROMOTING HASHOMER'S VISION AND IMPLEMENTING HASHOMER'S VALUES THROUGH EDUCATION AND ACTION.

HaShomer HaChadash promotes formative educational programs which provide each participant with a profound personal experience, gaining firsthand knowledge of the daily struggles of working the land as well as experience over time and in a variety of dimensions - cognitive, emotional and social. The expectation is that this experience will deepen the participants' sense of belonging, significance and identification with the vision and values of HaShomer HaChadash.

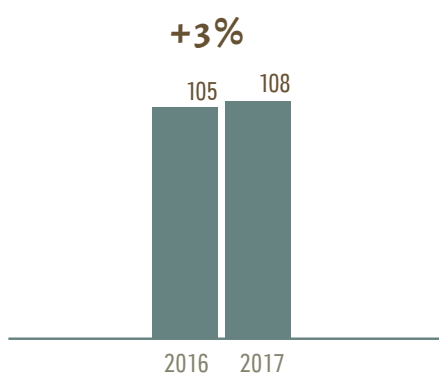
In 2017, 12,197 participants took part in the organization's formative activities - double the number in comparison with 2016 – and most of the organization's formative programs saw an increase in the number of participants.

Growth in No. of Participants in Formative Educational Programs



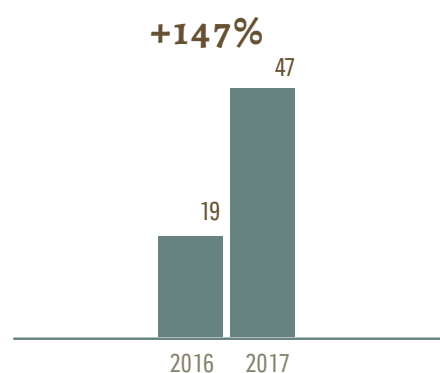
**Leaders of the Land
High School**

1 site



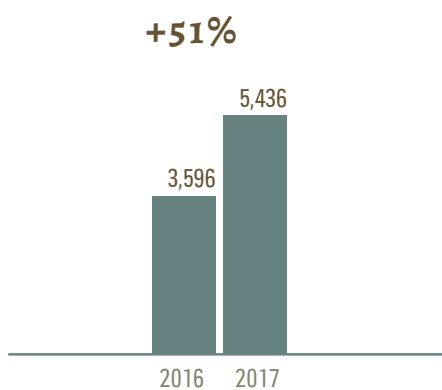
Young Leadership

8 sites

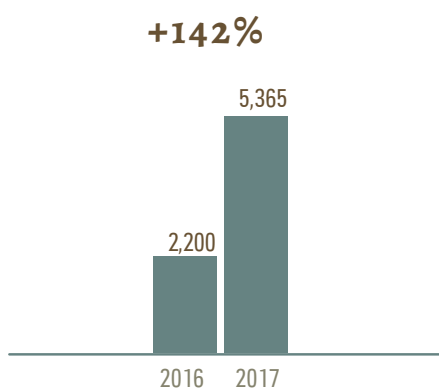


**Pioneers in the Negev
(Ma'ahal V'Migdal)**

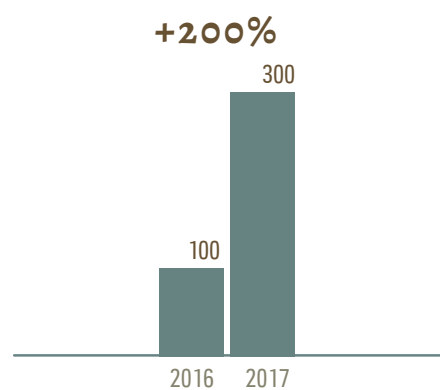
3 sites



**Keepers of Israel
(LeOvdah
V'LeShomrah)**



**Israel Pioneering
Experience**

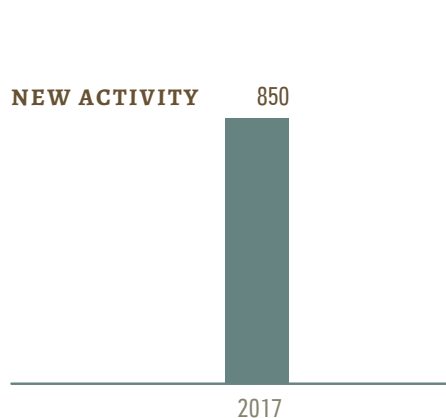


**Youth Organization
Farm Activities**

6 sites

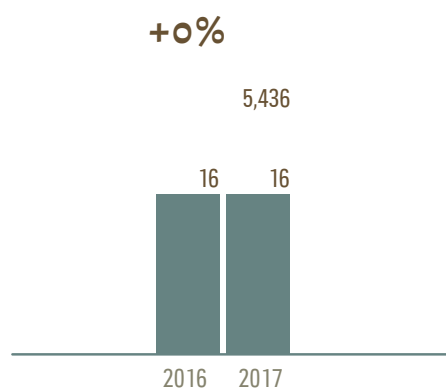


Growth in No. of Participants in Formative Educational Programs



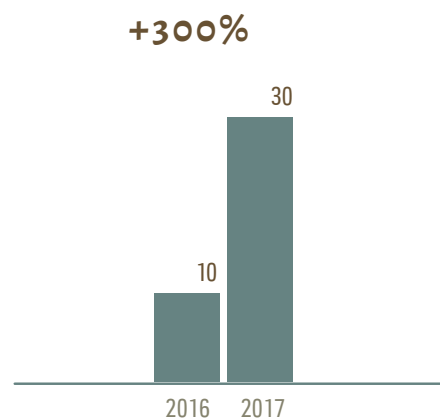
**Youth Organization
School-based activities**

5 sites

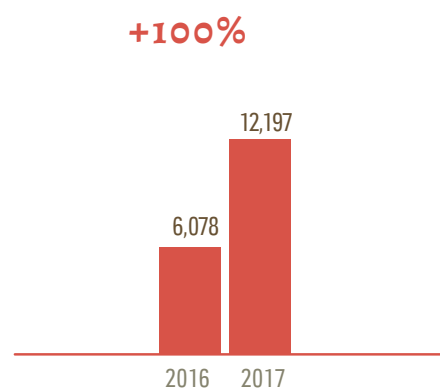


Nahal Unit

1 site



**Service Gap Year in
Youth Organization**



**Total Participants in
Formative Programs**



Public Awareness

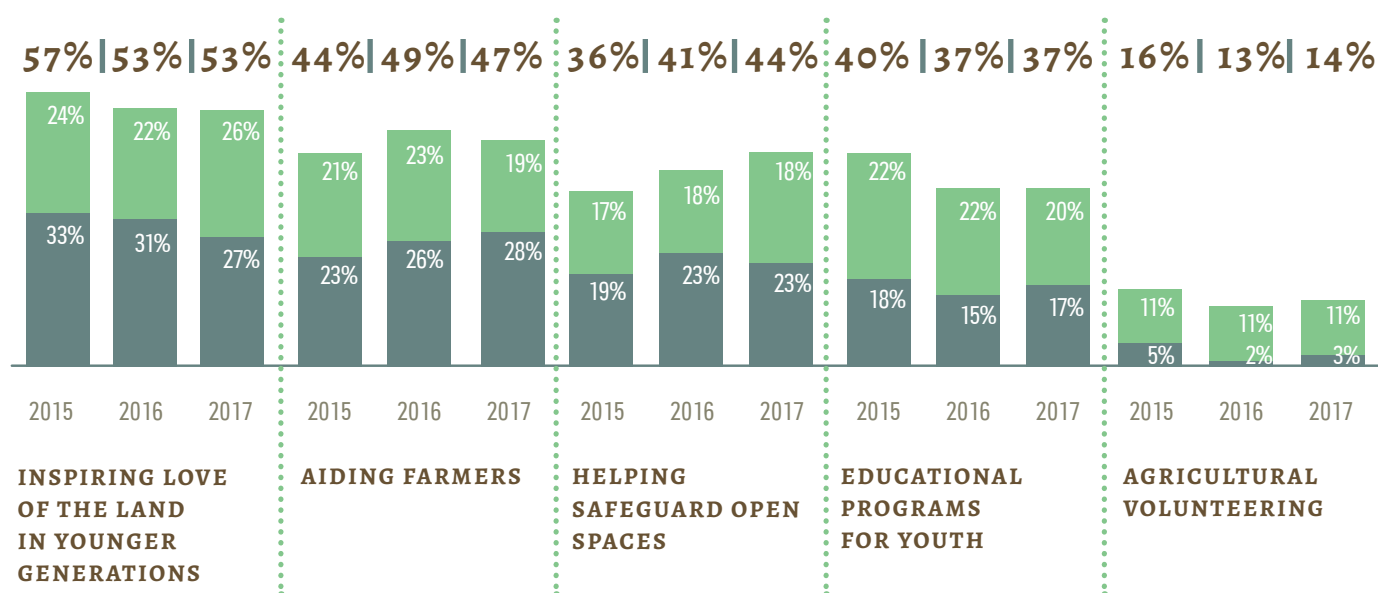
OBJECTIVE: TO INCREASE PUBLIC AWARENESS OF HASHOMER HACHADASH, ITS VISION AND ITS ACTIVITIES.

The assumption is that greater public awareness will reinforce HaShomer HaChadash's potential influence and impact in a number of ways:

- Familiarity with the organization's broadening spheres, vision and activities will increase awareness of the difficulties faced by farmers and the importance of safeguarding open spaces.
- Public awareness is the first stage in creating public pressure on issues at the core of the organization's mission.
- Public awareness enables involvement and expansion of the pool of participants and volunteers in the organization's programs as well as the wide-scale recruitment of volunteers in times of need. Essentially, this is an expression of mutual responsibility and a step along the way to achieving a secondary goal which focuses on broadening target audiences.

In order to examine familiarity with HaShomer HaChadash and the organization's positioning among the Israeli population, once a year (starting in 2015) the organization conducts an online survey to examine awareness and public opinions towards HaShomer HaChadash. Five-hundred and thirteen interviewees took part in this year's survey, comprising a representative national sample of Israel's Jewish population, As described in the following graphs.

Public Opinion Regarding Importance of Areas of HaShomer HaChadash Activity⁵



Question 1

Which among the following five areas of HaShomer HaChadash's activity is most important in your opinion?

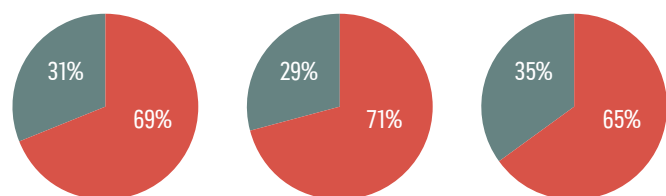
Question 2

Which of the remaining four areas is most important in your opinion?

⁵ Graph presents percentage of respondents considering area most important



Public Awareness of HaShomer HaChadash



2015

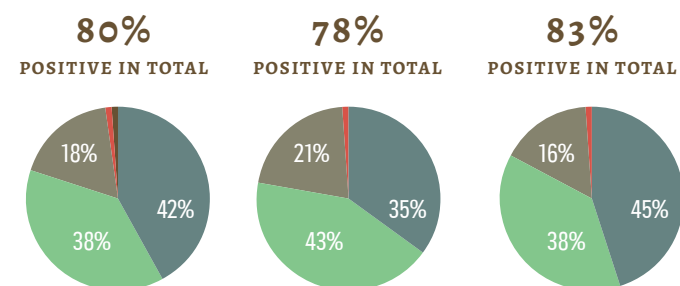
2016

2017

■ Aware

■ Unaware

Public Opinion Regarding Importance of Areas of HaShomer HaChadash Activity



80%
POSITIVE IN TOTAL

78%
POSITIVE IN TOTAL

83%
POSITIVE IN TOTAL

2015

2016

2017

■

■

■

Very Positive
Opinion

Fairly Positive
Opinion

Neither Positive
Nor Negative
Opinion

■

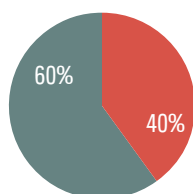
■

Fairly Negative
Opinion

Very Negative
Opinion

HaShomer HaChadash is working to increase public awareness of the organization's activities through a variety of media outlets including newspapers, television, internet, radio and social networks.

Television Reports about HaShomer HaChadash in 2017



■ reports focused
on the educational
programs

■ reports focused
on agriculture and
agricultural crime

12,263

people expose
to facebook

+27%

FACING FORWARD - INTERNAL GROWTH

In January 2017, the organization's management came to the conclusion that we had met 80% of the goals laid out, and the decision was taken to update the organizational goals and objectives, as described in the following timeline:



A central change which the organization is leading as part of the strategic plan for 2018-2022 is transitioning **from an organization to a broad Zionist movement**.

In order for this process to be successful, growth across two plains is necessary:

TEAM DEVELOPMENT AND EMPOWERMENT

From personal and professional development for VPs and senior managers, to training for employees and building a path for growth and shared development between them and the organization.

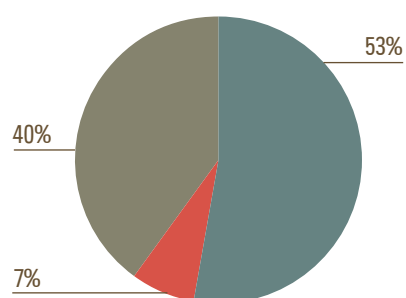
DEVELOPMENT OF A STRONG FINANCIAL INFRASTRUCTURE

Stable, long-term income together with an increase in the scope of independent income for the organization.

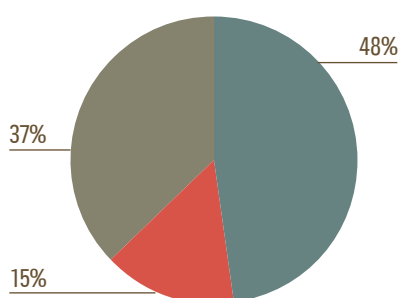


The following diagram presents a comparison of the organization's income distribution from various sources in 2016 and 2017.

It is apparent that independent income doubled in 2017 and the aim is to continue to increase the base of independent income year-on-year.



2016



2017

Distribution of Organizational Income

■ Government Support ■ Independent Income ■ Donors and Foundations

SUMMARY

Over the past year, we have enjoyed significant growth in all of the organization's activities and programs. We are concluding 2017 with 196 volunteering sites, ensuring the maintenance and designation of 222,256 acres of land, while setting ourselves the goal of reaching 247,105 acres of land in 2018.

In the coming year, HaShomer HaChadash also intends increase the number of young people involved in the organization's formative programs and broaden the target audiences who identify with the organization's values. Moreover, the organization aims to include roughly 19,000 participants in our formative programs in 2018. To this end, the organization is investing in both internal growth and promoting educational research and development programs.

Our continued efforts are focused on strengthening the fabric of Israeli society and ensuring a stronger future for the State of Israel for generations to come.

