



STRATEGIC PLAN

2018-2022



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AT A GLANCE

One Thousand Villages is committed to preventing trafficking and sexual exploitation of girls and young women in Thailand and across the Mekong region.

Our aims are simple. We want to see the next generation of women have access to the education, income and job opportunities that will enable them to choose their occupation, so that no one is pushed by circumstance to sell their bodies for sex.

We want to see children protected from the sex industry and allowed to be children.

We want to see all Australians engaging in positive tourism in our region and doing our bit to strengthen human rights in our regional community.

ONE THOUSAND VILLAGES

From our small beginnings in 2002, One Thousand Villages is now widely known and respected in Thailand and throughout the Mekong region.

One Thousand Villages is on a mission to prevent the sexual exploitation and trafficking of girls in Thailand and across the Greater Mekong Sub-region. We achieve this by working in partnership with communities, supporting people to effect change in their local areas. The common thread that defines our work is commitment to forging long-term partnerships. Our approach unites people together and fosters progress by building on strengths, both at an individual and local level. Our focus on relationships and locally driven action is what makes us special and inspires trust.

One Thousand Villages believes that vulnerability of girls and young women can only be reduced by addressing the root causes of the problem: poverty, poor education, economic underdevelopment, and lack of employment opportunities. We work with individuals, families and communities to tackle these root causes. The four pillars of our programs are: education, livelihood development, emergency care and long term social work. In all our work, we prioritise relationships and dialogue to nurture community engagement in the formulation and implementation of initiatives. Our grassroots approach challenges deeply engrained norms and creates opportunities for individuals to effect change in their local areas.

Over the next four years, we will increase our reach to more communities and tackle the problem of poverty and exploitation from every angle. There is no quick fix. Despite the challenges, we believe in the value of our approach to address the needs of disadvantaged and vulnerable girls who are at risk or experiencing abuse.



A young girl with dark hair tied back, wearing a white school uniform, sits on the left. An elderly woman with white hair, wearing a colorful floral patterned top, sits on the right. They are on a wooden porch with a railing. In the background, there are wooden buildings, laundry hanging on lines, and lush green trees. The scene is brightly lit, suggesting daytime.

OUR BRAND

The organisation was established as 'Openaid' in 2002 under the vision of founder and CEO Justin Whitecross. Rebranded as 'One Thousand Villages' in 2012 reflects a movement away from traditional aid and emphasizes the relational and reciprocal relationship we have with communities.

One Thousand Villages celebrates the common threads between all communities and our deep connection to those residing across borders. We are all part of the same regional community and injustice affects us all.

The name change also reflects more truly the grassroots nature of our work. We have always believed in the importance of working with people at the ground level to create long-lasting change. We want to spark a movement away from blind, passive 'giving', and towards communities working together.

One Thousand has stayed true to its underlying vision; to prevent the sexual exploitation and trafficking of girls, and to do this by building strong relationships with communities in our region.

The organisation has always understood that in order to prevent exploitation, vulnerability factors need to be addressed at the local level, alongside efforts to reduce demand for sex both locally and abroad.

OUR STRUCTURE

A board of directors governs the organisation. The directors provide strategic direction and approve goals, plans, budgets, and ensures operational priorities are maintained.

One Thousand Villages is a registered foundation in Thailand and charity in Australia. A public ancillary fund is established in Australia for deductible gifts.

Our founder and CEO, Justin Whitecross, established the foundation in Thailand in 2010 to unite people together and foster progress at the village level. The foundation is managed by a board of directors. The board operates in line with a governance policy and charter. Justin's decision to establish a foundation in Thailand was fueled by an immense passion to create sustainable community-level programs that provide support and protection.

The leadership management team, under the direction of our CEO, develops and executes strategy and responses to achieve our goals.



VISION MISSION

Our Vision

Our vision is to live in a world where women and children can live free from trafficking and sexual exploitation.

Our Mission

Our mission is to empower girls and families in Thailand and across the Mekong region, reducing vulnerability to trafficking and sexual exploitation.

Core Strength

We build lasting relationships with individuals, families and communities; helping them to develop viable responses to reduce the vulnerability of women and girls to exploitation. We make sure our administration overhead costs are low. We are one of the most cost-efficient development organisations working in the region.



STRATEGIC PRIORITIES

One Thousand Villages is committed to the following strategic priorities that build on our past results and will support fulfilling our vision going forward. A range of linked core activities and strategic projects will be undertaken over the life of the plan toward achievement of these priorities.

Engagement

Southeast Asia will be the principal focus of One Thousand Villages engagement. The foundation in Thailand is effectively positioned to achieve significant impact at the local, national and regional level. The foundation will continue to develop and implement a range of activities, programs and resources to reduce the vulnerability of girls and young women to trafficking and commercial sexual exploitation in Southeast Asia. We recognise that a long-term investment in time and resources is vital to work with and support people to effect change within their local area. We aim to develop activities and programs that can be maintained over time, with or without us.

Raising Awareness

Regionally, our efforts will focus on driving greater awareness to address trafficking and commercial sexual exploitation in Southeast Asia. We will continue to support NGOs and organisations working to combat trafficking and commercial sexual exploitation in the region. Partnerships and collaboration are essential to address problems within the region. We will continue to develop our capacity to challenge the culture of sexual tourism by Australians visiting Southeast Asia.

Organisational Sustainability

Reorganising our business model, strengthening policies and systems, and diversifying our underlying base. We will see new funding partnerships that align with our strategic aims and provide longevity to program activity.

Identity

Establishing a strong identity in the region. A focus on branding and marketing will allow us to reach wider audiences than ever before and increase our impact on awareness raising and funding. We aim to establish ourselves as one of the best voices standing up for the rights of Asian girls in to be free from sexual exploitation.

Income

Highly focused on developing our income portfolio to support our expansion. We will increase the size of our income over the next two years, with an aspiration to raise \$1 million from corporate and philanthropic sectors by 2022. We will focus on engaging and educating our supporters and audiences to ensure effective communication about programs and achievements through on-line tools to increase monthly donations.

The CEO

During the first years of our work we set out our mission and vision to see an end to the sexual exploitation of young girls. Over the years our programs have become more formalised and our work has spread to more and more communities throughout Thailand and the Mekong region.

Whilst I am very proud of our past accomplishments, I know there is more work to be done. The exploitation and abuse of girls and women in the sex industry is still an underrated problem. There are still some parts of the Australian community that believe this is just a part of Thai culture. There are still many in the Thai community that believe this is simply the role of women. Both attitudes are ignorant and destructive and we need a collective effort to break them down.

At the same time we need to improve the conditions of these vulnerable young women, empowering them with the education, resources, self-esteem and support that they need to define their own futures.

With this comes a persistent commitment to strengthen capacity at a community level to foster sustainable change. Alongside this we need to educate and inspire people in our regional community to respect a girls right to dignity and to avoid sex tourism entirely.

It is in this effort that we need you. Whether you are a young person, a volunteer, a church or corporate. Whether you have kids of your own, or are a charity with similar interests, or perhaps you just love Thailand and it's people.

Whoever you are, there is a role you can play. We have a clear and important course now and for the future. I commend it to you.



Justin Whitecross
CEO



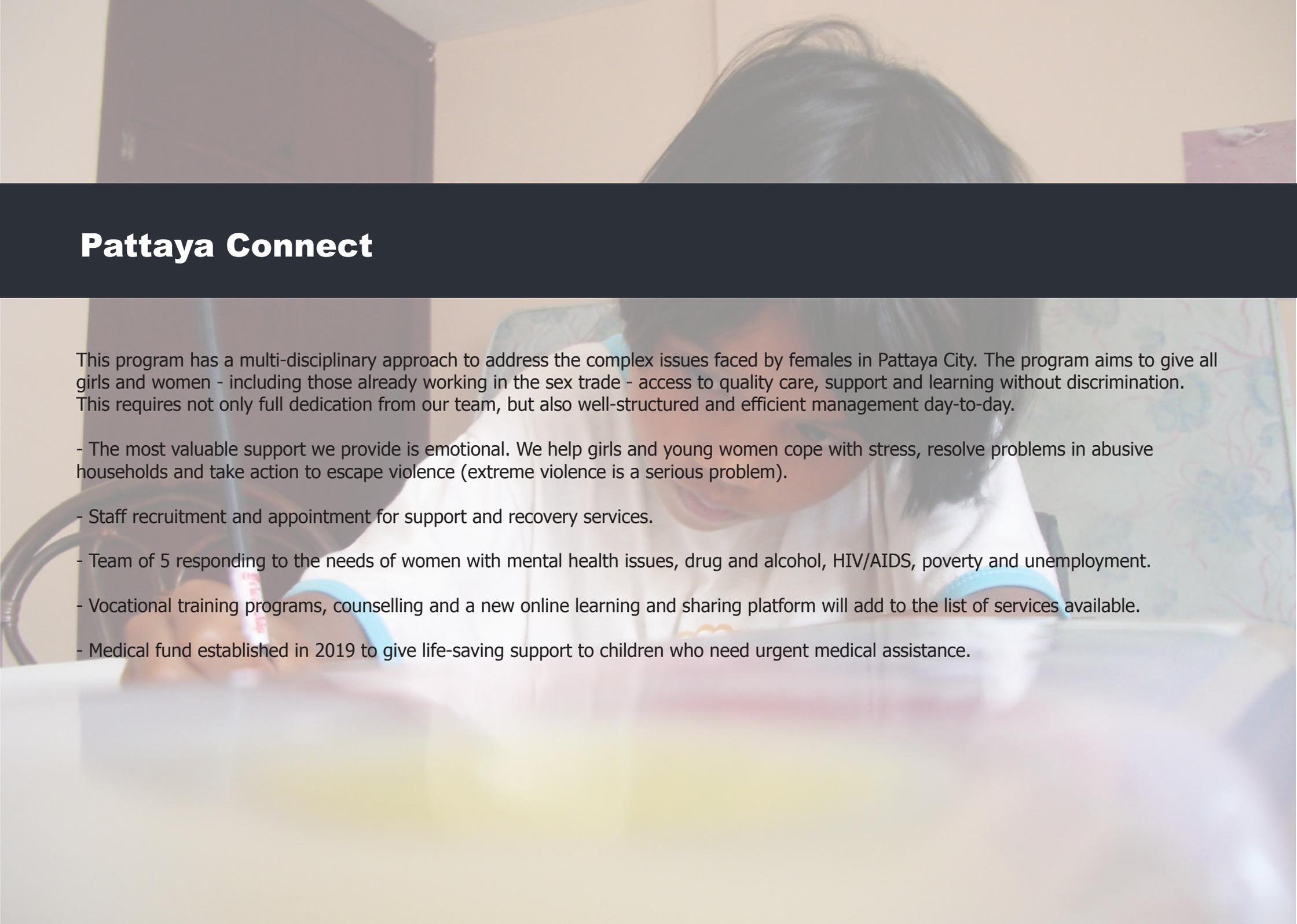
OUR PROGRAMS

Village School Program - Thailand

Low education levels make communities vulnerable to exploitation. We believe that literacy, numeracy and a broad range of knowledge and skills play a key role in development.

This dynamic program works around three key aims: to provide education and awareness for girls at risk of exploitation; to enhance the economic capacity of families that are struggling to keep their daughters in school; and to promote leadership development in the next generation of girls, empowering them to cultivate change in their communities.

- Partnerships with local schools will more than double.
- School scholarships. Most of the children in the communities we work with sooner or later face big decisions. We enable students to continue education and finish secondary school. Close cooperation with teachers, we identify the girls most at risk and provide support and finances for children in the program.
- Playground equipment for schools and children in communities we support. Renovation of equipment. The participation of the community in the process is essential.
- Two-day camps introduced to take girls and families from rural communities to conferences and events. Teacher training is provided to enhance their abilities. Supporting future leaders (scholarships and mentoring when needed).
- Vocational training and livelihood development programs, which enable students and families to implement small projects.
- Invest in the capacity of school principals, school staff, community leaders and parents to expand programs and activities over the next four years.



Pattaya Connect

This program has a multi-disciplinary approach to address the complex issues faced by females in Pattaya City. The program aims to give all girls and women - including those already working in the sex trade - access to quality care, support and learning without discrimination. This requires not only full dedication from our team, but also well-structured and efficient management day-to-day.

- The most valuable support we provide is emotional. We help girls and young women cope with stress, resolve problems in abusive households and take action to escape violence (extreme violence is a serious problem).
- Staff recruitment and appointment for support and recovery services.
- Team of 5 responding to the needs of women with mental health issues, drug and alcohol, HIV/AIDS, poverty and unemployment.
- Vocational training programs, counselling and a new online learning and sharing platform will add to the list of services available.
- Medical fund established in 2019 to give life-saving support to children who need urgent medical assistance.

Myanmar: Vulnerability and Empowerment

This program has a focus on micro-enterprise, with farming activities being developed to generate income as well as training opportunities. Our approach involves community networking and partnership with schools, families and local organisations. We reach thousands of families in their communities through program activities, by supporting and informing local prevention programs, and through the provision of educational information. We know strong communities are the best way to prevent trafficking and exploitation.

- We are increasing our focus on livelihood enterprises and investing in schools with the direst need.
- In 2019 we will appoint a Program Director to steer strategic planning around partnerships and program development.
- We continue to enlist a country-wide network of volunteers to spearhead projects with a focus on raising awareness about sex trafficking and giving a voice to survivors. Across the next five years, we will tell real stories about survivors and provide solid evidence that sex trafficking is preventable.
- Resources will be developed to provide schools in remote and rural areas with information for young women to understand risks of migration and trafficking.
- The duration of projects depends on the type of the project.

INCOME

Why support us?

1. 20 years of passion and impact. We deliver on our promises.
2. We are a small organisation based in the heart of Southeast Asia.
3. Our administration overhead is extremely low.
4. We have immediate access to communities.
5. Donors get the highest positive impact for their donation - our extensive network, expertise and successful track record are key factors in dealing effectively in the most vulnerable communities.
6. Donors build up a personal relationship with us and genuinely care about the legacy of their projects.
7. Transparency towards donors.

Our loyal donors, supporters and friends are so generous. All of this would not be possible without their generosity and commitment. One Thousand Villages, as a charitable organisation, cannot do the important work we do without donations. Over the next four years we will improve our fundraising model and mobilise the resources necessary to fulfill our mission without compromise.

We will increase our income over the next four years to \$1million through a focus on partnerships and effectiveness. We have a special focus on:

Developing a broader range of grants and funding opportunities

Government grant and a network of wealthy individuals, executives and philanthropic groups.

Corporate and philanthropic partnerships

We aim to secure four-year funding agreements to support our development and continuity of programs.

A focus on opening pathways for a network of executives and groups to share their skills and expertise. This supports organisational efficiency, but also increases contact with donors.

Donations

We will apply a strong focus on supporting donors through information and reporting. In our work, we deliver on our promises with efficiency, low administration and transparent communication.

Enterprise

Screening t-shirts will continue and we will pursue more opportunities to print for clubs, companies, schools and groups. The funds we receive are used almost immediately across the programs.

Volunteers

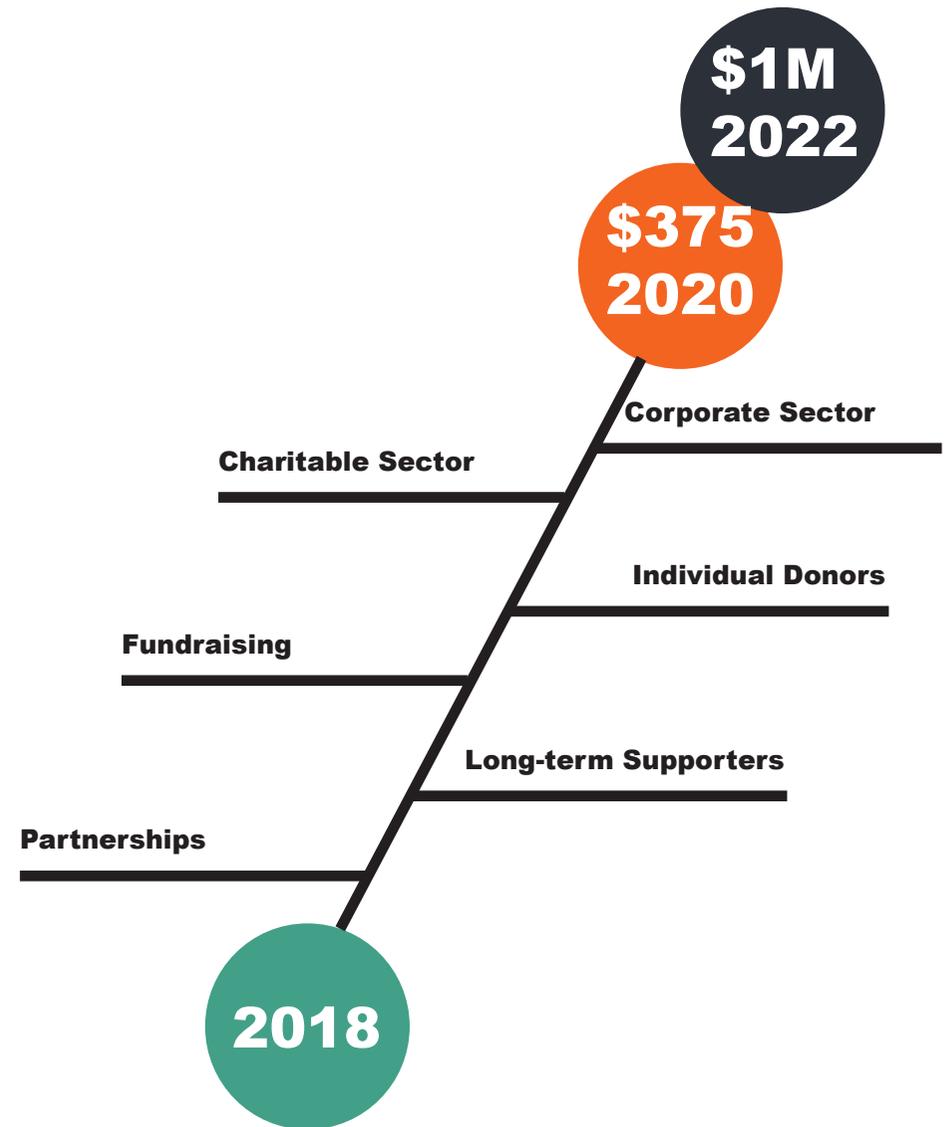
We do not hire fundraising agencies, we have no marketing budget and our low staff turnover saves us time and training costs. In all our projects and activities, we utilise the energy and skills of volunteers and the resources of our widespread network. We offer basic salaries to our staff - we keep our administration overhead costs extremely low.

LOOKING FORWARD

Over the next three years we will increase our income by 150% to \$375,000, with an aspiration to become a \$1 million dollar organisation through a focus on value driven partnerships. Although this is a challenging goal, the projected budget increase is considered to be a condition for the organisation to achieve strategic aims. This indicates that, apart from the ongoing financial backing by long-term supporters and fundraising, additional support is needed from a larger individual donor base, as well as from charitable and corporate sectors.

A lot of work needs to be done. The growth planned will require a critical mass of supporters who are engaged over the next four years. Building and maintaining relationships is a priority.

Developing the board in a meaningful way for the long term is critical to support progress of the last decade and new commitments into the next.





A visionary leader, Justin Whitecross is forging long-term partnerships and uniting people together to effect change. Justin's courage to establish 'One Thousand Villages' and fulfill his vision comes from his passion and commitment to make a massive dent in Thailand's sex trade.



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