

STRATEGIC PLAN 2023 - 2028

IMPLEMENTING
SUSTAINABLE SOLUTIONS

WWW.THEYINPROJECT.ORG



THE AYIN PROJECT

implementing sustainable solutions

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Executive Summary

THE AYIN PROJECT

implementing sustainable solutions

Mission

To create greater water accessibility in developing countries, through the implementation of sustainable solutions and the empowerment of local collaborators.

Vision

Striving to ensure all people have equitable access to clean water, the most basic human need.

Founder



Joshua Kurtz

Board of Directors



Joshua Kurtz
Chairman/Founder



Michael Johnson
Treasurer



Dean Fulmer
Strategic Director



Cheryl Richardson
Vice-Chairwoman



Alyssa Kurtz
Secretary



Larry Greely
Financial Advisor

Board Responsibility

Board members are responsible to ensure organizational activity remains in alignment with the established mission and vision. Board members have a priority to be good stewards of the financial resources entrusted to TAP to accomplish its mission. Board members are fiduciaries who guide the organization toward a sustainable future by adapting sound, ethical, and legal governance and financial management policies.

Core Values

Integrity that is above reproach

Respect for individuals, communities, and cultures

Results that are tangible, sustainable, and lasting

Impact Statement

We provide lasting access to clean water through a multi-faceted approach of leading, teaching, and empowering at-risk communities in sustaining and responsibly using water resources to improve health, enhance lives, and create a brighter future.

Key Priorities

Operations Development


1. Organizational Development
2. Establish Trusted Relationships & Partnerships
3. Project Identification & Implementation


Educational Development


1. Public Education
2. TAP Team Education




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website

THE AYIN PROJECT

BOARD OF DIRECTORS

Joshua Kurtz



Founder/Chairman
Sustainability

Joshua Kurtz is a seasoned sustainability specialist with extensive experience in international community development since 2004. He has been specifically focused on water development since 2008. As the CEO/Founder of The Ayin Project, Joshua established a 501c3 nonprofit organization dedicated to tackling water accessibility issues in developing countries through sustainable solutions. With a Master of Science in Sustainability, emphasizing water management from Lipscomb University, he has led teams, engaged in public speaking, and successfully implemented water-based projects in developing countries. Joshua's commitment to global awareness, coupled with his background in education and project management, makes him a valuable asset to TAP's board of directors. His profound passion for addressing water challenges and fostering community development will undoubtedly drive positive change within the organization.

Cheryl Richardson



Vice-Chairwoman
Public Health

Cheryl Richardson, a Registered Nurse with a focus on public health, quality, and patient safety, holds a Doctorate in Public Health (DrPH) from Penn State College of Medicine. Her research centers around reducing medical harm events for individuals with intellectual disabilities, exploring factors such as living situation, social support, and healthcare staff comfort. Cheryl is also passionate about providing high-quality medical care in low-middle-income countries and has collaborated with the Global Health Center at Penn State College of Medicine on various projects. Currently, she is working on designing a Quality Improvement Framework to strengthen processes and resources in developing countries, aligning with The Ayin Project's mission of providing sustainable solutions and addressing water availability concerns in healthcare facilities throughout sub-Saharan and Eastern Africa.

Michael Johnson



Treasurer
Accounting

Michael Johnson is a seasoned financial professional with over 15 years of expertise in bookkeeping, account management, and team leadership. He holds a proven track record of adept financial administration and cash flow management, along with desirable communication skills that foster positive relationships and trust with colleagues and clients. His diverse experience encompasses roles such as Associate Director of Student Accounts, Senior Accountant, and Controller, where he efficiently handled accounting operations, oversaw audits, managed tax payments, and led teams through successful financial processes. Michael's educational background includes a B.A. in Mathematics, a B.A. in Biblical Studies, and a B.S. in Accounting. With his strategic thinking, strong foundation in financial management, and extensive international experience in Latin America, Michael brings valuable skills and a collaborative approach to TAP's board of directors.

THE AYIN PROJECT

BOARD OF DIRECTORS

Alyssa Kurtz



Secretary
**International
Business**

Alyssa Kurtz is a writer, educator and financial administrator with a passion for empowering marginalized demographics both here in the U.S. and abroad. As a financial administrator, she has a diverse background in bookkeeping, payroll, accounts receivable, and accounts payable. Alyssa is also an educator with 10 years in the education field (K-7th grade), teaching Language Arts, Math and ESL to East African immigrants. Alyssa's eye for detail and quick skill acquisition make her a valuable asset. Her international experience spans across the African countries of Kenya, Uganda, and Morocco – where she has engaged in teaching, working in elementary schools, prison ministry, and teaching English as a second language. Alyssa's dedication to the education/empowerment of the marginalized, diverse international experience, and financial expertise make her a great addition to TAP's board of directors.

Dean Fulmer



Strategic Director
**Business
Administration**

Dean Fulmer is a seasoned aviation and aerospace professional with over 45 years of experience. He began his career as a pilot, working as a flight instructor and charter pilot. In 1982, Dean joined the Federal Aviation Administration as an Air Traffic Controller and also held various management positions in Farmington, MN, and at FAA headquarters in Washington DC. Post-retirement, he continued his contributions at The MITRE Corporation and CGH Technologies, Inc. Dean's expertise spans airport management, air traffic control, air traffic flow management, unmanned aircraft systems, and commercial space transportation. Beyond his career, Dean has led mission teams providing support to a church in Ukraine. Reflecting on his successful efforts in Ukraine, he is excited about TAP's mission to provide water security through modern solutions and empowering local communities. His experience, strategic planning, and dedication make him a valuable addition to the board.

Larry Greely



Financial Advisor
Accounting CPA

Larry Greely is a financial professional with over 30 years of experience as a CPA in accounting and tax preparation. Currently, he owns and operates his own accounting and tax company in Eden Prairie, Minnesota. Prior to this, Larry spent 24 years as the Corporate Controller at Starkey Laboratories Inc., overseeing worldwide financial and tax reporting for one of the largest hearing aid manufacturers globally. He has a strong commitment to non-profit organizations and serves as a financial advisor for a large inner-city organization in Minneapolis. He has extensive experience in various accounting structures, including individuals, partnerships, corporations, and non-profits, and has taught accounting and tax in multiple countries while collaborating with Ernst and Young, a global CPA firm. Larry's expertise in accounting and tax, along with his global experience, make him a valuable asset in financial and organizational matters.

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AT A GLANCE

We are a group of individuals who see a global issue and want to be a part of the solution. We focus on empowering locals with the appropriate resources and technology to respond to their communities' water related issues.

Key metrics

2 BILLION PEOPLE still lacked safely managed drinking water services in 2020 (United Nations, 2022, 38).

UP TO 70% of rural water systems in Sub-Saharan Africa are non-functional or intermittently functional at any given time (Valcourt et al., 2020, 1).



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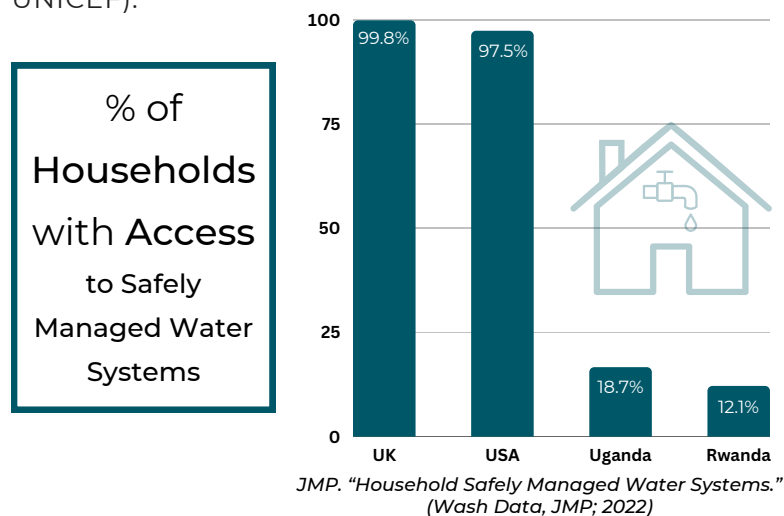
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CHALLENGES

The problem is complex. Many vulnerable populations lack education and access to critical resources concerning their water situation, creating a disparity between developed and developing countries. A 4x increase in the pace of progress is needed to attempt to meet the 2030 Sustainable Development Goals (SDGs) set by the UN for Water, Sanitation, and Hygiene.

SAFELY MANAGED WATER SYSTEMS

Definition: Drinking water from an improved water source that is accessible on premises, available when needed, and free from contamination (JMP, WHO UNICEF).



SOLUTIONS

A holistic approach toward durable and sustainable solutions in response to water issues.



Education and
global awareness



Collaboration
and advocacy



Empowering
communities



Creating
infrastructure

STRATEGIC PLAN 2023-2028

Introduction

The Ayin Project Strategic Plan boldly looks to the future. This plan takes the actions necessary to provide sustainable access to clean water to areas of the world that do not have it. The Ayin Project will go beyond simply finding clean water sources and drilling wells by establishing trusted relationships across all levels of state and local leadership. These relationships provide the opportunity to build lasting core capabilities ensuring sustainability at the local level by equipping and training locals to maintain their access to clean water through informed planning and proper training. Clean water benefits the lives of all and creates a world filled with better health, hope, and possibility.

As we move through 2023-2028 with clear purpose, we'll hold fast to our values of **Integrity**, **Respect**, and **Results**. We will invite corporate and community partners, donors, volunteers and employees to lock arms and help us champion the brighter tomorrow created by access to clean water. We cannot overstate our gratitude for the possibilities your help will provide. We look forward to the coming years and partnering locally and internationally to help vulnerable communities achieve clean water sustainability.

Executive Summary

Our 2023-2028 Strategic Framework will guide the organization's five-year effort to address sustainable water access for vulnerable populations. The Framework is based on previous in-country, hands-on experience, lessons learned and includes initiatives we are committed to executing. It also includes the exploration of innovative applications and solutions developed within the context of the challenges facing the communities we serve.

The plan contains an ambitious list of initiatives. Some aspects will commence immediately, while others will be introduced over time. The initiative list will be assessed each year, allowing us to adapt to new ideas, new emerging technology, and changing circumstances and environments. Our model of cross-functional methods of working – jointly identifying, designing, funding, and implementing solutions enables us to deliver sustainable results with lasting impact.



STRATEGIC PLAN 2023-2028

Projects vs Programs

The word "Project" is used intentionally to indicate our work in a community will have an intended start and completion date. Our end goal is for projects and/or solutions to be handed off to capable, competent local people trained to manage and maintain them for their communities.

Our Promise to Donors

You will be a catalyst in the fight to provide clean water to those in need.

Core Values

Integrity that is above reproach

Respect for individuals, communities, and cultures

Results that are tangible, sustainable, and lasting

Who We Are

Authentic: Authentically engaging positive relationships for impact

Active: Active participants in the empowerment of communities in need

Advocates: Advocating for those who are neglected and under-resourced

Our Focus

Establish locally managed and sustained access to clean water for at-risk people.

Our Impact

We provide lasting access to clean water through a multi-faceted approach of leading, teaching, and empowering at-risk communities in sustaining and responsibly using water resources to improve health, enhance lives, and create a brighter future.

Why does the problem exist and persist?

The problem is complex. Many vulnerable populations lack education and access to critical resources concerning their water situation. The issue persists largely because many organizations, businesses, and governments do not effectively collaborate with one another to truly empower vulnerable populations. Additionally, many communities are unaware of and are not trained nor equipped to repair and maintain their current water sources, highlighting an educational gap.

- **2 billion** people (1 in 4 worldwide) still **lacked** safely managed drinking water services in 2020 (United Nations, 2022, 38).
- Up to **70%** of rural water systems in Sub-Saharan Africa are non-functional or intermittently functional at any given time (Valcourt et al., 2020, 1).
- **Key barriers** to implementation of Water Sanitation and Hygiene (WaSH) practices in Southern Africa are (a) inadequate financing, (b) population growth, (c) inadequate knowledge of waterborne diseases, (d) ineffective local community engagement in WaSH interventions, and (e) climate change (Tseole et al., 2022, 4).
- For **3 billion** people the quality of their water is unknown due to **insufficient monitoring and data collection** (United Nations, 2022, 39).

STRATEGIC PLAN 2023-2028

Key Priorities

The Ayin Project's Key Priorities have been identified to develop, expand and deepen our impact on people who are without access to safely managed sustainable water sources. These key priorities are not linear in nature as they can/will be worked on at the same time and are designed to build a strong foundation that promotes longevity.

Operations Development



Priority 1 - Organizational Development

TAP is a new 501c3 organization but has an extensive breadth and depth of knowledge coupled with previous hands-on activity in water sustainability and other international-level projects and outreach. We must establish a legal entity compliant with all requirements to complete non-profit activities in the US and abroad. A good number of the list of tasks required in bullet 1 to develop a solid base of operational capabilities has been mostly completed in late 2022. Finalizing, improving and acquiring capabilities critical to organizational operations are well underway to be completed in early 2023.

1. Establish a TAP operations headquarters in the US by December 31, 2028

- File all required forms to enable anticipated tax reporting and fund-raising activities.
- Engage outside resources as necessary for advice and counsel on the establishment of TAP to assure all guidelines and requirements are effectively implemented across our business and operational framework.
- Augment (strengthen) the existing Board of Directors to oversee TAP as required by law as well as with the highest morals, ethics and principles.
- Hire highly qualified personnel as required to meet identified needs.
- Purchase or otherwise acquire needed business platforms, tools, equipment, software and services to enable doing business in the US and abroad.
- Create a highly effective website that clearly describes TAP strategies, goals and projects and provides a secure platform for monetary gifts and donations.
- Secure physical space to maximize organizational effectiveness. Space will accommodate both administrative and material needs.

STRATEGIC PLAN 2023-2028

Operations Development

Priority 1 - Organizational Development Continued

2. Establish a \$3 million annual operating budget funded via donors, grants, and services by December 31, 2028

- Focus on effective marketing and advertising efforts to reach domestic and international audiences.
- Establish innovative and effective fundraising efforts such as in-person or online auctions, dinners, concerts, sports events, etc.
- Identify and invest in high-value donors.
 - Promote recurring gifts
 - Encourage legacy planning for wills and trusts
- Seek out company or corporate sponsorships for revenue or in-kind contributions.
- Broaden digital and social media engagements for mission awareness and revenue.
- Allocate resources judiciously.
- Establish an endowment fund that serves the needs of the organization.

3. Establish a TAP operations hub in East Africa by December 31, 2028

- Be deliberate in right-sizing US and international staffing and capabilities.
- Invest in our people to ensure that they have the right knowledge, skills and abilities to accomplish peak performance and impact.



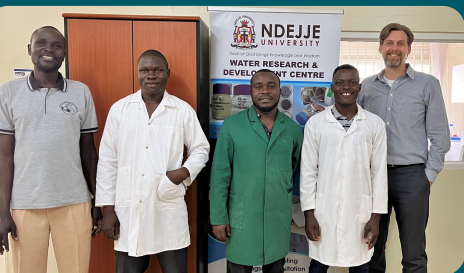
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Operations Development

Priority 2 - Establish Trusted Relationships & Partnerships

What we focus on and accomplish depends on the trusted relationship and partnerships that we form. Beyond the partnerships that we have with our donors we need to have effective alliances and partnerships within government, academia, religious organizations and corporations within the countries that we serve.



1. Establish a formal partnership with Ndejje University's Water Research and Development Center in Uganda by June 30th, 2023.

- TAP has a critical relationship with Ndejje University Water Research and Development Center (NU-WRDC). A top focus area within this priority is establish a formal working relationship, via a formal partnership with NU-WRDC to develop in-country human and technical capabilities in support of TAP projects.

2. Establish and develop partnering relationships in US, East Africa, and other targeted regions.

- TAP has enduring relationships within Uganda at various levels of tribal, local and regional governing bodies. The need is to strengthen existing relationships while leveraging them to forge new relationships within Uganda.
- Further leverage these and other existing relationships to build or enhance relationships in other target countries.
- Seek to establish new relationships within the US and internationally that will enhance TAP capability to complete effective projects.
 - Corporate and/or businesses that provide technical, supply chain or other expertise.
 - Other water-related organizations and nonprofits working in Uganda and other areas will allow for synergistic application of resources and expertise to complete projects.
- It's not about TAP – it's all about the people we serve!

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Operations Development

Priority 3 - Project Identification & Implementation

TAP is developing a strategy for identifying potential projects by creating an assessment, review and validation process that addresses problem areas and places them in a prioritized list of potential projects. TAP is also developing a sustainable and repeatable process to objectively address the depth, breadth, and potential success of a project before any commitments are made to start a project. Metrics related to the Triple Bottom Line (TBL) of sustainability will be considered, which include Environmental, Economic, and Social impacts. Considerations may include but are not limited to country, identification of involved parties, political, geographic area, local population(s), access to resources, access to water source, personnel safety considerations, identified or expected benefits to overall community health, potential emergency situation, and expected results over a defined timeline.

1. In partnership with NU-WRDC

- A joint project identification process that meets the needs of TAP, yet fulfills other needs or requirements levied on NU-WRDC by Ndejje University or other stakeholders
- Utilizes, to the extent possible, in-country NU-WRDC staff, students, interns or externs

2. This process should be the same or as close to the same for each country in which TAP provides services.

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Educational Development

Priority 1 - Public Education

It is of particular interest and benefit to those people facing water security issues to increase the overall level of public awareness, understanding and motivation at the global level to empower individuals with information that motivates them to take action to help solve this problem. To this end TAP will develop high-quality information materials and marketing plans across various information-sharing capabilities to reach target demographics and people groups.



1. Establish a US-based awareness program that goes into identified schools, businesses and churches, etc. by December 31, 2023

- Create presentations to be delivered to developed nations
- Target audiences are schools, churches, businesses, professional and social organizations (Lions Club, VFW, Rotary Club, etc.)
- In-person, virtual, and online video presentations will be created to inform the listeners (children, young adults, and adults including business leaders) of the need, the impact that TAP has, and how they can take action to create sustainable solutions

2. Establish programs to be delivered in underdeveloped nations that focus on awareness, education, empowerment, and project implementation by December 31, 2024

- Conferences, seminars, workshops, school engagement activities, and presentations will be created to be delivered in undeveloped countries. These educational events are in-person within the impacted community and at the national, regional, local and tribal levels with officials, leaders, and community members



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Educational Development

Priority 2 - TAP Team Education

Developing the knowledge, skills, and abilities of TAP officers, employees, staff, contractors and board members, whether based in the US or abroad is of critical importance. As the organization is built from the ground up it may be identified that basic to advanced software, computer or other technical training needs to be completed. Training may take the form of international relations or language training. It is difficult to envision all the potential needs for training, but we must ensure that TAP staff is knowledgeable and trained to complete a project and hand it off to local overseers. Education and recurrent training will allow TAP to deliver the most relevant technology and capabilities to address the needs of a specific project.

1. Engage in relevant conferences as participants or contributors on an annual basis both domestically and internationally.

- US and international-based staff are included

2. Engage in continued education programs that ensure the skill and knowledge development of our staff with leading and most relevant information both domestically and internationally.



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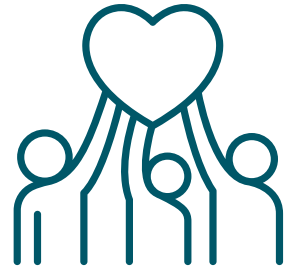
Resources

2022 Summary

In 2022, The Ayin Project, Inc. (TAP) was incorporated by Joshua Kurtz, founder and CEO, into a legal nonprofit organization based out of Nashville, TN. TAP also obtained 501(c)(3) status by the IRS that same year. Fiscally, our goal was not to exceed \$50,000 in revenue our first year due to our application form submission to the IRS for TAP to establish 501(c)(3) status. At the time of incorporation, TAP had no established donor base and no committed financial resources. Over the course of the year, Josh and his wife Alyssa were overwhelmed by the level of support they received from multiple sources through donated time, services, and financial resources.

1. Supporting Firsts in 2022

- Two donors, out of the goodness of their hearts, committed to covering the cost of Josh's inaugural trips to Honduras and Uganda in an effort to begin building what TAP was founded to do.
- Another business owner heard about what was being started with TAP and wanted to offer his team's design skills in making a logo and building a website for TAP pro bono.
- GIS professionals have assisted in helping TAP work towards acquiring Geospatial platforms to be utilized for surveying and project documentation.
- TAP's board of directors committed to be a part of what was being built and believed in its mission to go into the world, addressing the continued need for water accessibility in developing countries.
- Many others played a part by volunteering their time, talents, and insights to help launch The Ayin Project, which we are grateful for and has been extremely encouraging.



2. Financial Giving in 2022

With minimal effort put into fundraising or marketing in 2022...

20 Donors

gave generously of their
financial resources

\$47,800

of cash donations
were given

12 Volunteers

actively gave of their
time & talents



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STRATEGIC PLAN 2023-2028

Resources

2023-2028 Summary

Over the next five years, The Ayin Project has an ambitious goal to develop an organization of impact with an operational revenue of \$3 million by the end of 2028. Although aspirational, there is much work that is needed to empower our next generation to have the tools and resources needed to experience a healthy life for their children and future generations. Our resources are focused on developing human resources both locally and abroad with educational, technical, and physical resources to ensure all people have access to safely managed water systems in low-income countries. Our goal is to see sustainably managed systems within the communities in which we work. Developing a sustainable solution requires a holistic approach. Not only are we looking at the technical issues but also looking at economic, environmental, and social impacts. These efforts require human and capital resources to bring healthy societal change.



Annual Budget Levels

2023 • \$250,000

2024 • \$500,000

2025 • \$875,000

2026 • \$1,250,000

2027 • \$2,000,000

2028 • \$3,000,000

Funding Through:

Donors, Grants, Services, Trusts,
Partnerships, Endowments

Supporting WaSH* Sector

- Educational Efforts
- Global Awareness
- Capacity Training
- Community Assessments
- Research & Development
- Innovations
- Infrastructure Development
- Training Programs/Centers
- Conferences
- Leader Development
- Sustainability

**Water, Sanitation, and Hygiene (WaSH)*

STRATEGIC PLAN 2023-2028

Marketing Strategy

Social Media

Utilize TAP's social media channels to tell our story and tell people how TAP is participating in making the world a better place.

- **Storytelling:** communicate who we are, our mission, and our work.
- **Inspire Action:** educate and inform followers on water facts, events, project highlights, processes and fundraising opportunities.
- **Equip:** Equip our partners, donors and international communities to use their social media presence to spread the word of TAP's impact in the world.



Outreach

This is our strategy for reaching people and informing them of the significant water access and security issues facing billions of people. In turn, TAP will benefit via new donors and partnerships, while individuals, service organizations, communities and businesses benefit from participating in our work.

- **Newsletters:** update subscribers on TAP happenings & current events.
- **Conferences:** engage with sector professionals by attending, speaking, and staging an informational booth at conferences.
- **Fundraising Events:** collaborate with local businesses to host fundraising events.
- **Host Events:** where the general public can participate in creek clean-up or facilitate forums for leaders to come together to address sector issues.
- **School Engagements:** enhance educational opportunities with students in and out of the classroom to promote global awareness, sustainability, and water accessibility issues.

Education

Use educational tools to increase awareness of water issues and TAP within communities locally or abroad.

- Educate and Empower
- Effect change in local and at-risk communities
- Increase awareness of TAP
- Influence the next generation of sustainably minded leaders

