



# OSDA

HELPING PEOPLE HELP THEMSELVES



## STRATEGIC PLAN

2025 – 2027



### **Purpose**

To catalyze and co-create evidence based sustainable solutions



### **Mission**

Build community resilience through transformative, innovative and sustainable programs in fragile ecosystems.



### **Vision**

Empowered, resilient, cohesive and sustainable communities

## **Our Core Values**

### **We uphold integrity**

- OSDA will uphold highest standards of honesty and ethical standards.

### **We are inclusive**

- Equal access to opportunities to all without discrimination, taking into account the marginalized and the diversity.

### **We are accountable**

- Open and Transparent working environment towards ourselves, our partners and communities

### **We are innovative**

- Commitment to find new and creative solutions to address community challenges and embrace change in transforming lives.

### **We uphold dignity**

- OSDA will engage the communities in a respectful, humane and a contextually appropriate manner.

*Welcome...*  
**STRATEGIC PLAN**  
**2025-2027**



## FOREWORD

I am delighted to present to you the Organization for Sustainable Development Africa (OSDA) Strategic plan 2025 - 2027 which outlines the strategic vision and goals we have identified to position OSDA realize its full potential and mission to build community resilience through transformative, innovative and sustainable programs in fragile ecosystem in the Horn of Africa.

The process of formulating this Strategic Plan at OSDA has given us the opportunities to take stock of past successes and failures, to determine our vision and future goals in the wake of increasing community vulnerability in the Horn of Africa as a result of climate shocks, poverty, conflict, health epidemics, limited access to basic services such as quality water and sanitation services, gaps in education support especially during emergencies, food insecurity and increasing violent extremism among youth. In the wake of dwindling donor support, OSDA has proposed a pathway of co-creation, partnerships, locally led and innovative solutions to address the challenges.

The strategic themes attest to our vision of empowered, resilient, cohesive and sustainable communities. Our overarching themes aim to contribute to humanitarian response and community resilience. Our strategies for climate action aim to build community resilience to climate related shocks. In Food security livelihoods and water, we aim to enhance community resilience through integrated WASH and livelihood interventions. In Education, we aim to co-create support and uplift provision of inclusive education services in both emergency and development settings. In Health and Nutrition, we aim to contribute to a functional primary health care network and scale up nutrition interventions to reduce morbidity, mortality and improve wellbeing. For Peace Building, Governance and Advocacy, we aim to strengthen sustainable and strategic peace building structures, advocacy and governance.

To implement these strategic objectives, we will invest in our institutional capacity in which our human, financial and physical resources are appropriately allocated and deployed to help

us attain sustainable excellence.

The Strategic Plan represents the concerted efforts of our varied stakeholders including Communities, Governments at regional, national and sub-national levels, networks, partners and development partners whose valuable input has been incorporated in this document. Let me take this opportunity to thank all of them for giving us valuable insights, guidance and contributions during the process of consultation and drafting of the Strategic Plan. To our staff, thanks for steering the process. I would like to thank the Board of Management for being part of the strategy formulation process and for taking up the responsibility for overseeing and monitoring its implementation.

*“I am sure that, with the collaboration of our communities, staff, networks, and partners, the goals we aspire to accomplish will, in time, translate into tangible outcomes and impact on communities. May I thank you heartily for taking an interest in the future of OSDA and the communities we serve.”*



**Albashir Ibrahim**  
Executive Director

## EXECUTIVE SUMMARY



The Organization for Sustainable Development Africa (OSDA) is a local organization headquartered in Kenya with programs in fragile ecosystems in the Horn of Africa including Kenya, Somalia and Ethiopia. OSDA is at the forefront of building community resilience through transformative, innovative and sustainable programs. Our purpose is to co-create and catalyse locally led solutions. OSDA’s value proposition is a unique blend of innovation, advocacy, collaboration and peace facilitation designed to drive sustainable, system-level change.

The Strategic Plan outlines the vision, core values, and purpose. The strategic offer, operating principles, and key partnerships are articulated, setting the foundation for how the OSDA will operate, collaborate, and deliver on vision its vision of empowered, resilient, cohesive and sustainable communities.

Communities in fragile ecosystems in the Horn of Africa are grappling with limited access to basic services, including clean water, sanitation, and adequate shelter, particularly in rural and marginalized areas. Climate change further exacerbates these challenges, with over 20 million people in the region affected by droughts, floods, and food insecurity. Poverty remains widespread, with more than 70% in Somalia, and 30% in Kenya living below the poverty line and 27% in Ethiopia . Additionally, the region faces high youth unemployment, often exceeding 30–40%, contributing to social marginalization. Conflict, insecurity, and violent extremism continue to destabilize the region, while women face significant barriers to economic and social participation. There is a pressing

need for infrastructure development, climate resilience strategies, and initiatives that foster inclusive economic growth, especially for youth and women. Furthermore, improved data and research is essential to guide evidence-based decision-making and program implementation in addressing these critical challenges.

Over the next three years, OSDA aims to empower vulnerable communities through innovative and sustainable programs. Our six strategic objectives are:



Build climate resilience, livelihoods and eco-systems for communities affected by climate related shocks and hazards.



Enhance community resilience through integrated WASH and livelihood interventions.



Co-create, support and uplift provision of education services in both emergency and development settings.



Functionalize primary health care networks and scale up nutrition interventions to reduce morbidity, mortality and improve wellbeing.



Strengthen sustainable and strategic peace building structures, advocacy and governance.



Build and strengthen OSDA’s institutional capacity.

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## *List of* **Abbreviations/Acronyms**

ASI	Adam Smith International
BPRM	Bureau of Population, Refugees and Migration
CIDP	County Integrated Development Plan
ECHO	European Civil Protection and Humanitarian Aid Operations
EU	European Union
FCDO	Foreign, Commonwealth and Development Office
GAR	Global Assessment Report
GII	Gender Inequality Index
GTP	Growth & Transformation Plans
IGA	Income Generating Activities
IOM	International Organization for Migration
KOICA	Korea International Cooperation Agency
KNBS	Kenya National Bureau of Statistics
NGO	Non-Governmental Organization
OSDA	Organization for Sustainable Development Africa
RDPs	Regional Development Plans
SDG	Sustainable Development Goals
SWOT	Strengths, Weaknesses, Opportunities & Threats
WASH	Water, Sanitation and Hygiene



## **ABOUT ORGANIZATION FOR SUSTAINABLE DEVELOPMENT AFRICA (OSDA)**

The Organization for Sustainable Development Africa (OSDA) is a local non-governmental organization founded in 2013 as a Community-Based Organization and officially registered as a Non-Government Organization in 2016. Headquartered in Kenya, OSDA operates across the Horn of Africa, focusing on fragile ecosystems in Kenya, Somalia, and Ethiopia. These regions are particularly vulnerable to climate-induced disasters, including recurrent droughts and floods, as well as challenges such as conflict and poverty.

OSDA's overarching strategy is built around locally led, community-driven approaches, emphasizing the co-creation of local solutions and the integration of indigenous knowledge. We collaborate with a diverse range of stakeholders, including governments,

civil society organizations, academia, the private sector, and faith-based groups. OSDA's expertise lies in humanitarian and resilience-building programs, with key focus areas including peacebuilding, water, sanitation, and hygiene (WASH), food security and livelihoods, education, health, and climate action.

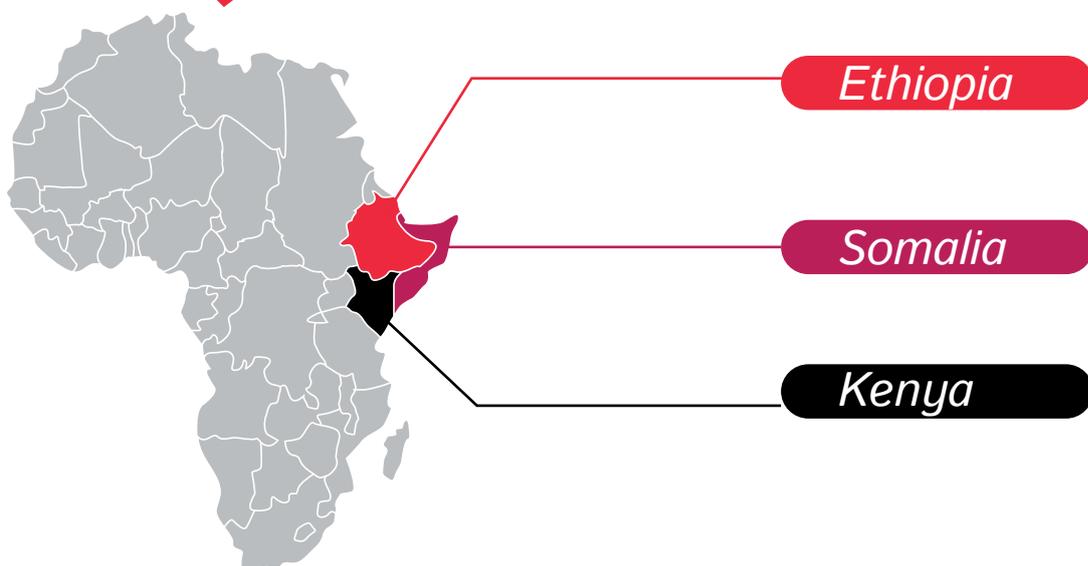
OSDA's strategy for 2025–2027 focuses on the need for faster, more efficient, and locally led humanitarian responses while enhancing community resilience. This Strategic Plan was developed through an inclusive consultation process that engaged communities, staff, and partners, and is informed by insights gained from previous analyses and lessons learned during implementation.



*Our current programs operate in:*

- 1. Kenya: Mandera, Garissa, Wajir, Marsabit, Nairobi, Kajiado and Makueni Counties
- 2. Somalia: Banadir, Lower Shabelle, and Gedo regions
- 3. Ethiopia: Somali Region (Daawa and Liban Zones)

## Our Area of Operations



## FRAMING OSDA'S STRATEGY

The Organization for Sustainable Development Africa (OSDA) aligns its programs and strategies closely with the Sustainable Development Goals (SDGs), as the challenges faced by communities in the Horn of Africa directly reflect global development priorities. OSDA's community-driven approach addresses critical issues such as poverty (SDG 1), food insecurity (SDG 2), inclusive education (SDG 4) and health (SDG 3) through interventions in climate action (SDG 13) and peacebuilding (SDG 16). By focusing on gender equality (SDG 5), OSDA works to empower women and marginalized groups, ensuring their inclusion in economic, social, and political opportunities. OSDA's efforts to improve water and sanitation (SDG 6), promote economic growth and decent work (SDG 8), and enhance infrastructure (SDG 11) contribute to strengthening communities' resilience in fragile ecosystems. Additionally, OSDA fosters partnerships (SDG 17) by collaborating with governments, civil society organizations, the private sector, and faith-based groups, ensuring a holistic approach to sustainable development. Through these integrated programs, OSDA plays a key role in advancing the SDGs and building a more resilient, inclusive, and sustainable future for communities in Kenya, Somalia, and Ethiopia.

At Country level OSDA's strategies are aligned to respective National Development Plans including micro plans. In Somalia, OSDA's approach is aligned with the Somalia National Development Plan (NDP), which focuses on promoting

peace, stability, and socio-economic recovery following years of conflict and instability. The NDP outlines key priorities such as poverty reduction, infrastructure development, and improving governance, areas where OSDA's programs in humanitarian assistance, resilience building, and climate action are directly supportive. Additionally, OSDA ensures alignment with state-level development plans and local initiatives to address the unique needs of Somalia's diverse regions, particularly in areas most affected by insecurity, drought, and displacement.

In Ethiopia, OSDA's strategies are aligned with the Growth and Transformation Plans (GTP), which aim to transform Ethiopia into a middle-income economy by improving sectors like agriculture, infrastructure, education, and health. The current Homegrown Economic Reform Agenda also guides Ethiopia's approach to sustainable economic development, with a focus on building resilience to climate shocks and improving livelihoods. OSDA integrates these national priorities into its work, particularly in areas of food security, climate adaptation, peacebuilding, and socioeconomic inclusion. Additionally, OSDA collaborates with regional and local authorities to support the Regional Development Plans (RDPs) and ensure that interventions address specific regional vulnerabilities and opportunities.

## PROBLEM STATEMENT

*We believe in the need to co-create sustainable solutions with communities living in fragile ecosystems, yet these communities face several pressing challenges:*

### Limited access to basic needs:

Communities in fragile ecosystems in the Horn of Africa lack access to clean water, basic sanitation, and adequate shelter, particularly in rural and marginalized areas. For example, The County Integrated Development Plan for Mandera County 2023 – 2027, notes that only 53% of the population had access to clean and potable water.

### Climate-induced shocks and disasters:

The Horn of Africa is highly vulnerable to climate change. According to the UN Global Assessment Report (GAR) on Disaster Risk Reduction (GAR 2024) report, Over the three-year period from 2020 to 2022, more than 30 million people across Ethiopia, Kenya, and Somalia faced drought-related food insecurity

### Poverty, unemployment, and marginalization:

Poverty remains widespread, with estimates of 70% of the population in Somalia, and 30%[4] in Kenya and 27% in Ethiopia living below the poverty line leading to significant marginalization. Furthermore, poverty levels are higher among communities in the fragile ecosystems, for example in Kenya Mandera County has high levels of poverty with 77% of residents living in absolute poverty as per KNBS Economic Survey Report 2022.

### Insecurity and violent extremism:

Conflict, insecurity, and violent extremism continue to impact the region. In Somalia, the country has experienced over 25 years of civil conflict, and Ethiopia and Kenya face challenges with ethnic tensions and insurgent groups. Over 2 million people have been displaced in Somalia, while insecurity and armed conflict disrupt daily life and development in all three countries.

### Gender inequality and exclusion:

Women in these countries face significant barriers to economic and social participation. The 2022 Gender Inequality Index (GII) shows gender disparity; in Somalia at 0.674, Kenya at 0.533, Ethiopia at 0.494. reproductive health, empowerment and the labour market. The Gender Inequality Index is a composite metric of gender inequality using three dimensions: reproductive health, empowerment and the labour market. A low GII value indicates low inequality between women and men, and vice-versa.

### Limited access to information and civic participation by communities:

In remote regions, the population has limited access to reliable information, and participation in governance and civic decision-making is often restricted, especially for women and marginalized groups.

*Limited quality data and research to inform evidence-based decision-making and programming Critical data gaps persist in the region. The lack of accurate data further hinders effective programming and interventions.*



### Strengths

- Extensive expertise in community engagement and working with communities across the Horn of Africa.
- Well-defined operating structures and systems ensuring efficiency.
- A diverse and strategic board of directors driving OSDA's mission and vision.
- Multidisciplinary expertise, enabling a well-rounded approach to addressing critical needs.
- Highly experienced and talented staff committed to excellence.
- Strong reputation among partners, in delivering impact including governments, donors, and local organizations
- A growing and diverse portfolio of partners and membership in key networks at national, regional and global level enhancing collaboration and reach.
- Increasing organizational visibility, with an active presence on social media and other platforms.
- Established physical presence and relevance in all countries of operation



### Opportunities

- Expanding partnerships to advance OSDA's vision for change.
- Leveraging advocacy opportunities at all levels to shape national and regional policies through evidence-based approaches.
- Rising demand for locally led solutions, aligning with global development priorities.
- Utilizing digital tools for program monitoring, remote collaboration, and communication to enhance efficiency.
- Increased global attention on localization, anticipatory action, and climate change, aligning with key areas of OSDA's work.
- Opportunities for collaboration with international NGOs, private sector partners, and research institutions to scale impact.
- Growing humanitarian and development needs in Africa present opportunities for OSDA to expand its reach and programs.



### Weaknesses

- Limited flexible resources to support OSDA's institutional development.
- Ongoing efforts to ensure the right technology and systems are in place to drive strategy and operations as the organization grows.
- Absence of an organization-wide monitoring system, with current systems being project based.
- Horn of Africa remote locations present logistical and operational difficulties.



### Threats

- Reduced donor funding and a changing aid landscape – OSDA is developing a robust resource mobilization strategy to address this challenge.
- Challenges in recruiting and retaining top talent in a competitive NGO landscape. Insecurity in many of OSDA's operational areas, impacting program delivery. Increasing humanitarian needs and the fragility of communities requiring urgent attention.
- Harmful cultural practices that hinder social and economic development.
- High unemployment rates, contributing to economic instability and poverty. Unpredictable political environment affecting project interventions.



## OUR VALUE PROPOSITION

OSDA’s value offer is a unique blend of innovation, advocacy, collaboration and peace facilitator designed to drive sustainable, system-level change. We act as local innovators by creating context-specific solutions, peacebuilders fostering social cohesion, advocates for marginalized communities, and catalysts for transforming sectors and policies. By building resilience, developing capacity, and facilitating partnerships, we empower at-risk populations to lead their own development and meet their aspirations, especially in times of crisis. Our approach ensures long-term impact and lasting solutions in fragile ecosystems across Kenya, Somalia, and Ethiopia



Advocate	Collaborator	Facilitator	Innovator
<p><b>As an advocate,</b> OSDA acts as a voice for marginalized and vulnerable communities, championing their rights and ensuring their needs are heard at local, national, and international levels. We highlight systemic barriers that prevent these communities from thriving and push for policy reforms that can bring about lasting change.</p>	<p><b>As a collaborator,</b> OSDA brings together diverse stakeholders to create unified and impactful solutions. We co-create, co-implement and co-monitor projects with communities and other partners. Our approach utilizing existing established governance structures, ensuring they are empowered and enabled to lead specific functions.</p>	<p><b>As a peace facilitator,</b> OSDA works to create and maintain social cohesion in conflict-prone areas. They play a critical role in reducing tensions and facilitating dialogue among diverse groups—whether ethnic, religious, or political—so that communities can live in harmony and work toward common developmental goals.</p>	<p><b>As an innovator,</b> OSDA is responsible for driving the development of creative and sustainable solutions tailored to the unique challenges faced by vulnerable populations in the regions OSDA operates in. We work with communities to harness learnings, generate evidence, explore new methods, tools, and systems that can improve the effectiveness of programs and make them adaptable to rapidly changing circumstances.</p>



## STRATEGIC FOCUS

OSDA aims to contribute to humanitarian response and building community resilience.

OSDA strategic goals aim to empower vulnerable communities through innovative and sustainable programs.

OSDA programs are categorized to five major themes; Climate Action, Peace Building, Governance and Advocacy, Health and Nutrition, Food Security, Livelihoods and WASH and Education as depicted in figure 1 below;



## STRATEGIC OBJECTIVES

OSDA will focus on 6 strategic objectives applying integrated, innovative and community led approaches to realize maximum impact. We will maximize our value offer as collaborator, advocate, innovator and peace facilitator across the six objectives to co-create appropriate solutions with communities.



01

Build climate resilience, livelihoods and eco-systems for communities affected by climate related shocks and hazards.

Enhance community resilience through integrated WASH and livelihood interventions.

02

03

Co-create, support and uplift provision of education services in both emergency and development settings.

Functionalize primary healthcare networks and scale up nutrition interventions to reduce morbidity, mortality and improve wellbeing.

04

05

Co-create, support and uplift provision of education services in both emergency and development settings.

Build and strengthen institutional capacity of OSDA.

06

01

## Climate Action

Climate action is oriented towards mitigating and adapting the effects of climate change. Climate change is the variability in weather caused by human action such as deforestation, pollution and land degradation, increased carbon in the atmosphere causing rise in temperatures.

### Outcomes:

- Increased restoration of ecosystems
- Improved community livelihoods and diversification
- Increased community awareness and participation in climate action

### Approaches:

- Promote community led afforestation and reforestation of the eco-system
- Integration of indigenous knowledge in building community resilience through community led approaches, evidence generation and engagements for climate change
- Explore innovative approaches in climate change and adaptation
- Promote sustainable land use management
- Promote community led sustainable water resource management
- Promote climate smart agriculture and livestock management
- Renewable energy promotion
- Diversification of livelihoods through targeted and inclusive empowerment on nature-based enterprises
- Strengthen disaster preparedness and early warning systems
- Advocacy on climate action at community, Sub-National, National, Regional and Global level



**Strategic Objective:**  
*Build and enhance climate resilience, livelihoods and eco-systems for communities affected by climate related shocks and hazards*

## 02

## Food Security Livelihoods and Water Sanitation and Hygiene (WASH)

Food Security and Livelihoods; Address adequacy of safe and nutritious food including quality, quantity, staple food and access and distribution mechanisms. WASH aims to ensure access to safe water and hygienic environment while creating awareness on importance of WASH.

### Outcomes:

- Increased household access to safe water and sanitation
- Enhanced food security and sustainable livelihood
- Improved production and consumption of nutritious food
- Enhanced Skills development and financial inclusion for youth.

### Approaches:

- Promote sustainable climate resilient farming techniques such as SMART agriculture, crop rotation, water conservation and agroforestry.
- Improve water, sanitation and hygiene practices through infrastructure development, capacity development and behaviour change programs.
- Promote market linkage for farmer groups through digital platforms.
- Promote gender equity and equality in resource sharing and ensure women and youth have equal access to livelihood opportunities.
- Capacity development for IGA and diversification of livelihood alternatives.



***Strategic Objective:***  
*To enhance community resilience through integrated WASH and livelihood interventions*



**03**

## Education

Education plays a crucial role in humanitarian settings and in building community resilience, serving as both a means of immediate relief and a foundation for long-term recovery and development. In times of crisis, access to quality education can provide stability, hope, and a sense of normalcy for children and communities affected by conflict, displacement, or disaster. Education not only equips individuals with essential skills but also helps in rebuilding social structures, fostering peace, and supporting economic growth. Recognizing its transformative power, organizations like OSDA prioritize educational programs as part of their response to humanitarian needs and in building community, ensuring that learning opportunities are accessible to those most in need during emergencies and to strengthen education services.

### Outcomes:

- Increased access to inclusive, child friendly and quality education for children affected by emergencies.
- Increased community participation in educational management.
- Enhanced Girl Child education.

### Approaches:

- Rehabilitation of WASH facilities for schools
- Provision for scholastic materials for students
- Create safe learning spaces for children
- Community mobilization and awareness on safe learning environment, enrolment and education opportunities during emergencies
- Integrating and leveraging on technology
- Promoting teacher capacity building on responding to emergency situations
- Strengthening school management structure
- Rehabilitation /renovation of existing affected school structures
- Psycho-social support and protection
- Promote integrated education models that are acceptable to communities
- Policy advocacy
- Inclusivity, equity and equality of education programs
- Twinning programs

### ***Strategic Objective:***

***To co-create support and uplift provision of education services in both emergency and development settings.***



## 04

## Health and Nutrition

Refers to a focussed framework or programmatic approaches aimed at improving the overall physical, mental and social wellbeing of individuals and communities through the promotion of optimal health practices and proper nutrition

### Strategic Objective:

Functionalize primary health care networks and scale up nutrition interventions to reduce morbidity, mortality and improve wellbeing

### Approaches:

- Capacity development in management of malnutrition, public health and surveillance.
- Equip primary health networks with supplies, reporting tools and basic equipment.
- Support data quality audits and data reviews to track performance for health indicators.
- Lower maternal and infant mortality rates due to increased skilled birth attendance and improved prenatal and postnatal care.
- Strengthen capacity of healthcare providers and advocacy efforts leading to improved policies and resource allocation for SRH services.
- Increase participation of men, women, and youth in SRH decision-making, reducing stigma and cultural barriers.
- Enhance malnutrition surveillance, case detection and treatment.
- Support the school health program.



### Outcomes:

- *Reduced malnutrition levels among under 5 and expectant/lactating women*
  - *Reduce morbidity and mortality levels.*
- *Improved access to and utilization of quality sexual and reproductive health (SRH) services, leading to better health outcomes, reduced maternal and infant mortality, and enhanced well-being for women, youth, and marginalized communities.*

**05**

## Peace Building, Governance and Advocacy

Peacebuilding, governance, and advocacy are essential components in creating stable and sustainable societies. Peacebuilding focuses on promoting long-term peace by addressing the root causes of conflict, fostering dialogue, and supporting reconciliation efforts within communities. Effective governance ensures that institutions are transparent, accountable, and responsive to the needs of the population, helping to restore trust and stability. Advocacy plays a key role in raising awareness, influencing policies, and mobilizing support for vulnerable groups, ensuring that their rights and needs are recognized and addressed. Together, these elements work synergistically to promote social cohesion, strengthen democratic institutions, and create a more just and peaceful society.

### Outcomes:

- Increase collaboration between the community and security agencies
- Strengthen capacity of community structures for enhance peace and cohesion
- Reduced incidents of conflict among communities
- Reduced susceptibility of youth to violent extremists
- Increased citizen participation in governance and policy development
- Increased use of evidence for policy development, accountable actions and advocacy

### Strategy:

- Strengthen governance through community mobilization, civic awareness and education.
- Strengthen data generation, analysis and use for policy, reviews and advocacy
- Nurture local community through innovative peace building, advocacy and governance such as women forums, peace clubs in schools, peace champions, sports for change and youth civic engagement.
- Strengthen peace building structures at community, county and cross border in Kenya, Somalia and Ethiopia. Strengthen community and security collaboration through coordination meetings, dialogue and feedback mechanisms
- Build capacity of communities with focus on youth with skills and knowledge to prevent and counter violent extremism through counter narrative ideologists



**Strategic Objective:**  
*Strengthen sustainable and strategic peace building structures, advocacy and governance in the horn of Africa*

## 06

## Institutional Strengthening – OSDA

As a growing local organization OSDA will invest in its institutional strengthening with a focus on overall required capacity in the medium and longer term to drive the vision.

### Outcomes:

Functional Monitoring, Evaluation and Learning System Functional governance, people and culture and operating systems

### Strategy:

- Enhance people systems and capacity through continuous improvement of our HR systems and processes and talent retention.
- Build a robust and integrated Monitoring, Evaluation, Research and Learning systems and capacity.
- Invest in strong internal control measures and continue with risk monitoring and management through the well-established governance and operating systems.
- Diversify resource mobilization efforts through expanding partnerships, donor engagement and management, exploring social enterprise opportunities and other innovative financing models.
- Increase OSDA's visibility through full operationalization of our branding guidelines, increase use of communications technology and diversified communication approaches.



***Strategic Objective:***  
*Build and strengthen institutional capacity of OSDA*

## 07 Theory of Change

Communities in the Horn of Africa face recurrent climate shocks, conflict, and economic instability, trapping them in a cycle of vulnerability and humanitarian crises, which underscores OSDA's focus on building resilience and humanitarian programming. The ongoing shocks not only disrupt livelihoods but also hinder development progress, trapping communities in an unending cycle of vulnerability.

The **Theory of Change for OSDA** is grounded in this reality:



**Climate shocks and conflict** threaten community stability and wellbeing, making it essential to build long-term resilience.



**Institutional capacity and governance** structures must be strengthened to enable sustainable peace and development, breaking the cycle of dependency on emergency relief.



**Integrated solutions** (such as WASH, livelihoods, health, and education) are necessary to address the multi-dimensional challenges these communities face.

*In response, OSDA's objectives focus on locally led innovative and sustainable solutions that empower communities and local systems, and foster resilience to create a pathway out of vulnerability, shifting from humanitarian assistance to sustainable development. The theory of change for OSDA is as shown in the figure below.*

## OPERATING PRINCIPLES

To achieve this strategy, OSDA will take forward the following overarching principles in design, implementation, reviews and its ways of working

**01**

### Locally Led Action:

We prioritize local knowledge, leadership, and solutions. By working directly with communities, we ensure that interventions are culturally relevant, context-specific, and driven by the needs and aspirations of the people we serve. Localization empowers communities to take ownership of their development and creates solutions that are more sustainable and adaptable.

**02**

### Efficiency:

We are committed to efficiency in our approaches by using existing structures, enhancing and leveraging on past investments and ensuring all our efforts demonstrate value for money. By streamlining processes, prioritizing high-impact interventions, and constantly reviewing program effectiveness, OSDA ensures that every resource is utilized in the most impactful way, ensuring value for money and timely delivery of results.

**03**

### Community-Driven:

OSDA places communities at the centre of decision-making, ensuring that their voices guide the design, implementation, and evaluation of all programs. This participatory approach fosters a sense of ownership, builds local capacity, and enables sustainable solutions that are more effective and enduring.

**04**

### Sustainable and Lasting Impact:

We focus on long-term solutions that address the root causes of vulnerability. Through a commitment to sustainability, we ensure that interventions not only meet immediate needs but also build resilience, enhance adaptive capacity, and create enduring change that continues to benefit communities for generations to come.

**05**

### Empowerment:

We believe in empowering individuals and communities by providing the tools, skills, and opportunities they need to thrive. Whether through education, skills development, or economic empowerment, OSDA helps communities build the confidence and capacity to solve their own problems and shape their own futures.

## PARTNERSHIP

To advance this strategy, OSDA will leverage its organizational strengths—such as its deep local knowledge, innovative approach, and peacebuilding expertise—while tapping into the complementary strengths of its partners. The diverse range of partners, from local community organizations to international NGOs, government bodies, and private sector players, can bring in resources, technical expertise, and broader networks to expand OSDA’s impact.

- **Local Communities** will provide insights into their own needs and priorities, ensuring that solutions are context-specific and relevant.
- **Local Partners** with Common Goals bring knowledge of the local landscape and can share resources, networks, and experiences that deepen OSDA’s engagement with communities.
- **Government Agencies** are essential for aligning efforts with national development plans and for ensuring that policies and programs are supported at the highest levels.
- **International NGOs and Development Partners** offer global perspectives, technical expertise, and additional funding, which can help scale solutions.

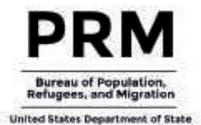
**Private Sector** partners bring innovation, investment, and technical capacity to solve complex development challenges, particularly in areas like technology, infrastructure, and sustainable business models

### Partners

To advance this strategy, OSDA will leverage its organizational strengths—such as its deep local knowledge, innovative approach, and peacebuilding expertise—while tapping into the complementary strengths of its partners. The diverse range of partners, from local community organizations to international NGOs, government bodies, and private sector players, can bring in resources, technical expertise, and broader networks to expand OSDA’s impact.



European Union  
Civil Protection and  
Humanitarian Aid



Adam Smith  
International



This list is not exhaustive and will be updated as OSDA expands its partnerships. Our overarching partnership principles include:

- **Pro-localization:** implementation approaches OSDA will prioritize local communities, resources, knowledge, and leadership in the design and of development programs, rather than relying heavily on external actors or top-down
- **Equitable Partnerships in Engagement:** Ensure all partners, especially marginalized communities, have an equal voice in decision-making. We will promote fairness in sharing responsibilities and benefits.
- **Open and Transparency:** OSDA will strive to maintain clear, honest communication about goals, processes, and challenges. Builds trust among all partners by keeping them informed and aligned.
- **Adaptability:** We will promote adaptability in our partnership to allow OSDA and its partners to adjust strategies in response to changing circumstances.
- **Value-Based Partnerships Informed by the Vision for Change:** OSDA will prioritize partnerships that advance a common shared value and vision for long-term impact. all partners around shared values and a common vision for long-term impact.



**HELPING PEOPLE HELP THEMSELVES**

We look forward to operationalizing the **2025–2027 Strategic Plan**, together with the communities we work with and our partners, and meeting our stated goals and objectives on the path to empowered, resilient, cohesive, and sustainable communities.



## Contact Us :



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OSDA



OSDA Africa