

CEO's Message

JULY
2025



Dear Colleagues,

Warm greetings to you all, and welcome to the July CEO message.

I hope this message finds you well and thriving in your respective roles, duties, and responsibilities. It is always a pleasure to connect with you and share key updates on the progress, priorities, and collective achievements across AIRD.

Strategic Direction for the Remainder of the Year

As we approach the final stretch of our 2021–2025 Corporate Strategy, I'm pleased to share that an evaluation of this strategy is being finalised. This review encompasses benchmarking our progress, evaluating key lessons, and pinpointing areas for improvement. The insights from this process will be instrumental in shaping our 2026–2030 Corporate Strategy, which is already underway, ensuring we remain responsive, forward-looking, impactful, grounded in our mission, and a future-proof organization.

Alongside this, I am happy to report that the New Business Operating Model and Organizational Alignment have been concluded. This is a major milestone, and the outcome will be integrated into the 2026–2030 AIRD corporate strategy, positioning AIRD intentionally and strategically, strengthening internal systems, and delivering more impact to the people we serve. I extend heartfelt appreciation to everyone who contributed to this important initiative, from conceptualization, leading and guiding the process, to the final output.

Reaffirming Our Core Values and Mission

I would like to take a moment to remind us all of AIRD's core values: Integrity, Accountability, Inclusiveness, Service, Respect for Human Dignity, and Understanding of Local Contexts.

These values are not just statements; they are essential principles that guide how we serve refugees and host communities. Whether you're in the field or at HQ, these values help us stay compassionate, remain professional under pressure, and act with empathy and humility in every interaction. Our mission compels us to walk alongside the

displaced with dignity and service at the heart of all we do. Let us carry these values with us every day.

Internal Communication – Intranet Launch

I am pleased to announce the launch of AIRD's internal Intranet platform, a space created to foster information sharing, collaboration, and connectivity across departments and country programs. This site will serve as a central point for staff to access tools, updates, and announcements. It will evolve continuously to reflect your needs and input. You are encouraged to explore the platform and make it part of your regular workflow <https://airdint.sharepoint.com/sites/AIRDConnect>.

Highlights from the Field – July Events

This month, we witnessed a significant moment in AIRD's journey of partnership and inclusion. On July 20th, AIRD partnered with the Office of the President, Diaspora Affairs in Uganda, to host our first Urban Refugee Marathon Event, a powerful gathering that brought together urban refugees, government officials, partners, members of the host community, and AIRD staff.

Held in Kampala, the event celebrated community, promoted social cohesion, and provided a platform for refugees to share their experiences and aspirations. It reaffirmed AIRD's commitment to supporting integration and peaceful coexistence. I thank the Uganda Country Program and everyone who contributed to making this initiative successful. It is a shining example of what we can accomplish through collaboration and compassion. Please follow the link

<https://airdinternational.org/aird-showcases-support-for-urban-refugees-at-successful-marathon-in-kampala/> to read the detailed story on the website.

Current Humanitarian Operating Context

The humanitarian operating environment is currently turbulent, with funding constraints causing significant disruptions, such as cuts to non-profit programs, layoffs, and few or no alternative funding sources. This situation requires not only tough decisions but also a rigorous examination of our entire system, how we operate, what we prioritize, and what kind of change is necessary to effectively and sustainably support the populations we serve. We need to be competitive, innovative, creative, and value-added partners. We must reflect, learn, adapt, change, and shape the future, making AIRD not only adapt to navigating the current funding crisis but also prepare for a resilient, long-term future. This involves gaining clarity and developing the capacity to adapt, shifting from reactionary, firefighting, crisis management to being intentional and strategic. Additionally, we must aggressively position AIRD to explore alternatives to traditional funding, structural options, and to build the

future AIRD we envision and aspire to. I want to assure everyone that our HO will support you in every way as you navigate these challenges and craft new strategies to continue thriving. Thank you once again for your continued commitment to AIRD's mission. Let's keep pushing forward with purpose, unity, and hope.

Warm regards,



Fikru Abebe Abebe
Chief Executive Officer