

# CEO Message

*February 2026*



## Dear Colleagues,

Greetings to each one of you from wherever you are.

As we end the month of February, I want to take a moment to speak candidly about the funding crisis affecting our sector. Across the humanitarian landscape, resources are tightening while needs continue to grow. This reality requires us to think differently, act decisively, and remain united in purpose as a team guided by a contingency plan reflecting the various likely scenarios.

I would like to sincerely thank our HQ staff for the open and honest discussions we have had regarding these difficult times. Your transparency, constructive feedback, and practical ideas are deeply appreciated. Please know that the Senior Management Team (SMT) is carefully reviewing all proposals and suggestions shared. These conversations reflect the strength of our culture, one that values listening, openness, transparency, dialogue, professionalism, and shared responsibility.

My appreciation also goes to our country teams for your strong engagement in the Business Plan processes. As these plans are being finalized, your inputs have been critical in shaping realistic, forward-looking strategies for each operation and context. This collective effort demonstrates our commitment to the AIRD mission, operational excellence, and sustainability.

For Q1 and Q2, our focus will be clear and deliberate:

- Strengthening of fundraising efforts at all levels.
- Expanding our logistics services to partners on a cost-recovery and fee basis, enabling us to generate financial surplus and build country-level reserves.
- Consolidating and expanding activities with UNHCR and other established partners, ensuring we protect and grow our core portfolio.

Under the refugee repatriation programme, AIRD Tanzania has demonstrated strong coordination and efficiency in managing convoy movements from Nduta and Nyarugusu to Gitara and Nyabitare Transit Centres. Across the convoys on 19, 24, and 26 February 2026, totalling about 8,169, the team successfully

facilitated the safe transport of thousands of refugees through well-organised bus dispatch, border clearance, and timely arrivals at transit points. Handling multiple large-scale convoys within short periods apart highlights AIRD Tanzania's reliability, logistical capacity, and continued commitment to ensuring safe, dignified, and well-coordinated repatriation support.

This is a season that calls for fiscal discipline, optimization, innovation, and accountability. Every department and every country office plays a role in ensuring AIRD remains strong, responsive, and financially resilient.

Finally, a gentle reminder to all staff to finalize your 2026 annual Performance Goals and targets as per the recent HR communication. Clear goals aligned with our strategic priorities will help us stay focused and measure our progress effectively during this critical period.

Thank you for your dedication, professionalism, and unwavering commitment to our mission, especially during these challenging times. Together, not only will we skillfully navigate and survive, but also grow and thrive.

You are much appreciated.



Fikru Abebe  
CEO