



Dear Team,

I hope this message finds you well, and that you are continuing to find moments of connection and calm as we navigate this prolonged period of change together.

As many of you know, the U.S. Government's 90-day review of foreign assistance programs was scheduled to conclude last weekend. However, last Friday brought unconfirmed news reports that the State Department would extend the review by another 30 days. While we have not yet received any official notification of this extension, the reality is clear and the consequences stark: uncertainty persists, and we are still actively closing out 40 terminated U.S.-funded programs that had the potential to reach 3.5 million people this year with essential support. This week also brought news reports of significant reorganization and downsizing within the U.S. State Department, as well as the shuttering of the Millennium Challenge Corporation (MCC), a U.S. foreign aid agency that supports economic growth in developing countries. We had identified the MCC as a potential partner for collaboration with the U.S. Government and we already had one opportunity in the pipeline.

And yet, even as we face these losses, I remain so proud of how our teams around the world continue to deliver critical, impactful work — hand in hand with thousands of local and national partners. In Lebanon, for example, we are reaching conflict-affected communities with emergency cash assistance, powered by a strong combination of corporate, foundation, and multilateral funding. In Pakistan, we are helping prevent the spread of infectious diseases and

improving access to water, hygiene and sanitation services, reaching over 100,000 people.

These ongoing programs underscore the value of our people, programs, and impact.

In my last message, I emphasized the importance of caring for ourselves and one another during this period. I hope you are all taking time for the things that bring you strength and help you refuel. Starting Monday and over the next two weeks, Konterra will offer webinars focused on navigating uncertainty and managing anxiety during organizational change. Sessions will be available in English, French, Arabic, and Spanish. Please refer to Clare Condillac's email sent earlier this week or visit [The Hub](#) for times and access details. These sessions will offer a safe space for both connection and practical strategies, and I strongly encourage you to attend.

Next week, I'll be traveling to Qatar and the United Arab Emirates — a region with significant potential for new partnerships and funding. I'll be meeting with current and prospective government and private donors to introduce and position Mercy Corps as a strong partner in humanitarian and development work. I'll also be attending the Dubai International Humanitarian Aid and Development Conference & Exhibition (DIHAD). The Executive Leadership Team and I will also meet with the Board of Directors next week to discuss future state planning for Mercy Corps, concurrent with the FY26 budgeting process that is underway. I look forward to sharing reflections and updates from both the Gulf visit and our Board meeting in the coming weeks.

Thank you, as always, for the energy, compassion, and commitment you bring to your work and the communities we support every day.

Sincerely,

Tjada

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Tjada D'Oyen McKenna

Chief Executive Officer