



TIRA WORLDWIDE COMMUNITY ASSOCIATION (TWWCA)

ANNUAL REPORT 2025 & STRATEGIC DEVELOPMENT PLAN (2026-2030)

"Together We Can Build a Resilient and Sustainable Community"

Prepared by:

Office of the Chairman

In collaboration with the Executive Committee, Finance Committee, Board of Trustees, and Regional Administrative Offices

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TIRA WORLDWIDE COMMUNITY ASSOCIATION

Website: www.twwca.org

Email: info@twwca.org

Contacts: +254792566558, +211982030210



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The Association should also be self-governing through its regional offices and should not be undermined by individuals who do not want to contribute to its development. Individuals who discourage or mislead members from joining and participating in the Association should be identified and given due attention accordingly. We must not engage in internal politics that can weaken the sustainability of our economic development.

All are welcome to become members of this Association and contribute toward the achievement of its vision and mission.

We call upon all members of the Tira community in our homeland, Africa and in the diaspora to support this young and promising organization. We also urge those with disagreements or conflicting interests to practice forgiveness and reconciliation for greater good of our community and nation.

We must remain focused on our common goals and avoid interventions based on seniority, status, classifications, or academic outstanding that weaken our collective strength. Those who initiated the idea and those who worked toward the establishment of this organization must always be treated with the highest respect and, where correction is necessary, it should be done in a dignified manner.

The future of TWWCA is bright because it is built on unity, accountability, transparency and

As we move forward the future, we do so with stronger foundations and greater institutional maturity.

We must also protect our women, preventing them from being subjected to early marriage, physical abuse, violence, or enforced silence. Women should be educated, empowered to take leadership roles within our structures, and provided with business and life skills that allow them to be self-reliant.

The elderly must be cared for, and children must grow up in a safe, non-violent environment to prevent future trauma. Children should be given basic responsibilities and access to education that includes all relevant languages, including Tira, Arabic, English, and others. Men should refrain from marrying more wives than they are able to provide for adequately. Community members should educate each other on the dangers of theft, which has claimed lives, especially among young men. We should practice acquiring resources lawfully and ethically.

Thank you for your trust, confidence, and cooperation. The future of TWWCA is bright because it is built on unity, accountability, transparency and shared vision.

Mandela Omar Ibrahim
Chairman, TWWCA

4. EXECUTIVE SUMMARY

This Annual Report and Strategic Development Plan for 2025-2026 provides a comprehensive overview of the Tira Worldwide Community Association (TWWCA), including governance, financial performance, institutional development, and strategic direction.

In 2025, the Association continued to strengthen its institutional pillars, improving governance structures, financial accountability, and coordination with regional and diaspora community members.

Some notable accomplishment s include the Association’s registration in multiple jurisdictions, establishment of financial systems, expansion of regional structures, and documentation of community data.

Financially, the Association effectively managed its resources, generating USD 2,685.03 in revenue while controlling expenditures in line with community development needs.

Aside from financial performance, the Association also achieved its mission and vision of promoting community unity and development in the Tira community.

However, the Association faces several challenges, including low financial contributions due to the socio-economic status of its members, who are primarily students are refugees, infrastructure issues in conflict zones, and the need to improve administration and communication systems.

The 2026-2030 Strategic Development Plan outlines a clear vision and direction for the future, with a focus on growing and advancing the Association and the community.

This strategic direction and vision would position the Association in a much more effective and professional manner, enhancing and actualizing the development needs and aspirations of the community in the Nuba Mountains and the diaspora worldwide .

Financial Highlights Dashboard

TOTAL REVENUE \$2,685.03 DRIVEN BY MEMBRSHIP & DIASPORA	TOTAL EXPENDITIURE \$2,633.30 MISSION-ALIGNED SPENDING	NET SURPLUS \$51.73 POSITIVE BOTTOM LINE
OPERATIONAL EFFICIENCY 98.0% PROGRAM VS. ADMIN RATIO	CLOSING CASH BALANCE \$72.94 RESERVE FOR 2026	KEY INVESTMENT LEGAL RGISTRATION & LAND RIGHTS

Key Operational Achievements:

- ♦ **Institutional Legitimacy:** secured legal registration with RRC & SRRA (South Sudan) and SRRA (Nuba Mountains).
- ♦ **Infrastructure:** launched official website and formal banking systems.
- ♦ **Community Impact:** Facilitated land demarcation and provided educational/medical assistance.
- ♦ **Governance:** Operationalized Board of Trustees and expanded regional offices to 9 strategic locations.

5. Vision and Mission

Our VISION



To build a strong resilient and social economic empowerment that are accessible by all members of Tira community

Our Mission



Exists to create a sustainable development with strategic transformative leadership through provision of quality social services to Tira people

6. Overview of the Organization

Tira Worldwide Community Association (TWWCA) is a global, community-driven organization dedicated to enhancing social cohesion, building institutional capacity, and empowering its members. We operate as a bridge between resources and needs, translating member contributions into tangible outcomes that foster development and stability.

Our Goal هدفنا



العمل بالشراكة مع أصحاب المصلحة لمعالجة احتياجات المجتمع لبرامج الاستجابة للطوارئ وإعادة الإعمار والتنمية.

Core Objectives



1. **Institutional Capacity Building:** Establishing robust governance frameworks and legal standing.
2. **Community Empowerment:** Facilitating land rights, education and social support.
3. **Financial Sustainability:** Creating reliable revenue streams to support long-term goals.
4. **Global Connectivity:** Uniting the diaspora and local communities through shared purpose.

PART II: GOVERNANCE FRAMEWORK STRUCTURE AND ORGANIZAITONAL OVERVIEW

7. Governance Framework and Policies



8. Leadership Directory

TWWCA is governed by a Board of Trustees elected by the General Assembly, providing strategic oversight. The Executive Committee manages daily operations, supported by specialized committees and Regional Administrative Offices.

8.1. EXECUTIVE COMMITTEE (Global Leadership)

Position	Name	Location
General Chairman	Mandela Omar Ibrahim	Egypt
Vice General Chairman	Chalma Ngalu Hamed	Nuba Mountains
General Secretary	Mani Osman Ali	Kenya
Deputy General Secretary	Afandi Osman Anur	Kenya
Treasurer General	Hawa Ramadan Khamis	South Sudan
Assistant Treasurer	Eldura Silman Ajak	USA
General Speaker	Musa Hassan Shamilla	Kenya
IT Sector Head	Kuku Fajak Avajani	South Sudan
Assistant IT sector	Ahmad Luka Ahmad	Kenya
Program Coordinator	Hammed Sulimen Umbila	Sudan
Assistant Program Coordinator	Ahmed Dictor Tutu	South Sudan
Youth & Student Representative	Kumi Ten Ismail	Uganda
Sports & Culture	Urende Logodi Chocho	Egypt
Media Enquiries head	Boutrus Ismail Shamilla	Uganda
Assistant Media Enquiry	John Kiren Issa	Kenya
Media Enquiry Secretary	Kuna Jargi	Kenya
Fundraising Coordinator	Kocho Alimen	Kenya
Assistant Fundraiser	Idriss Khamis	Uganda
Food Security Coordinator	Hassan Ramdan Tutu	Sudan
Women's Empowerment Representative	Sida Abdallah Modo	Uganda
Health Coordinator	Kubitta Idriss Ambalula	South Sudan
Assistant Health Coordinator	Altoma Mohamed Ali	Abu Dhabi
Research Officer	Chuogu Hessien Jaber	Egypt
Assistant Research Officer	Luna Adam Umbila	Nuba Mountains
Education Coordinator	John Chotigo & Kumi Ten	South Sudan

8.2. BOARD OF TRUSTEES (Oversight Body)

Role	Name
Board Chairperson	Yacoub Kaluka
Board Vice Chairperson	Musa Kacho
Board Secretary	Ngaluku Lukulu
Board Vice Secretary	Mandela Omar
Board Treasurer	Khalid Abass
Board Assistant Treasurer	John Kudri
Board Legal Counselor	Dr. Adam Musa
Board Assistant Legal Counselor	Adv. Waida Yousif
Board Advisor	Dr. Fajak Avajani
Board Advisor	Sodi Ibrahim
Trustee Member	Kumi Osman
Trustee Member	Kujiha Kuwa
Trustee Member	Barbara Kalo
Trustee Member	Sana James
Trustee Member	Ngaluddi Chalu

9. Regional Administrative Offices

Our decentralized structure ensures grassroots engagement across 9 regions.

Region	Regional Representative / Chair	Regional Vice Chair	Regional Secretary	Regional Treasurer	Regional Committee Members
Nuba Mountains	Alfandi Hamouda		Shukri Nabil	Marlin	Chalma Ngalu, Shamila Hassan, Damiri Daldum, Kolkodi Khalil, Eliza Ismail, Abakar Alamin, Muktar, Sawa, Luna Adam, Kocho Lumbra & Michael Harun
Sudan	Umanga Kuna	Hilter Amir	Hammed Sulimen	Nimari Haron	Hassan Ramadan, Rahma Mohammed & Ramadan Abdalla
South Sudan	Ahmed Dictor	Aloga Kodio	Tutu Jacob	Tutu Jacob, Hawa Ramadan, Chana	Hanah Zakariah, Shatir Lukulu, Awatif Aboud, Kochoro Lotutu, Hamuda Abdulgadir & Kubitta Idriss
Kenya	Musa Hassan	Chugulu Al-Amin	Tutube Osman & Chimbir Bakhit	Mary Haider & Idriss Hassan	Samuel Mustafai, Mani Osman, Afandi Osman, Kocho Alamin, John Kiren & Kuna Jargi
Egypt	Zaki Anur	Emad Ibrahim	Chougu Hessien	Kani Coco	Mohammed Musa & Mandela Omar
Uganda					Kumi Ten & Sida Abdalla
Ethiopia	Hamad Elijah				
Europe	Alimen Hissen				Johnson Ablino, Mohammed Anur, Chaluma Kunda & Kumi Osman
America	: Alura Karlo	Comboni Jamal		Eldura Silman	John Kudri, Kotino Zackaria

PART III: MEMBERSHIP DEVELOPMENT AND INSTITUTIONAL GROWTH

10. Membership Status of the Association

The Tira Worldwide Community Association (TWWCA) currently has over 600 members, a number that continues to grow daily. Our members are disciplined, committed, and deeply aligned with the Association's vision and mission. They carry the Tira identity in their hearts and actively contribute to advancing its values.

1) Membership Composition and Diversity

TWWCA takes pride in its inclusive and diverse membership, representing all segments of society, professional backgrounds, reflecting the richness of Tira community.

Our members include:

- ♦ **Youth:** Boys and girls who are energetic, innovative, and passionate about advancing the Tira identity.
- ♦ **Women:** Educated, empowered, and actively engaged in leadership roles within the Association.
- ♦ **Men:** Committed individuals who support the Association's mission and contribute to community development.
- ♦ **Senior Leaders and Elders:** Custodians of tradition, wisdom, and community guidance.
- ♦ **Academics and PhD holders:** Experts, university lecturers, and scholars who provides intellectual rigor and research-based insights and strategies.
- ♦ **Professional Athletes and Musicians:** Role models inspiring youth and promoting healthy lifestyles.
- ♦ **Religious Leaders:** Christian and Muslim figures fostering unity and ethical values.

2) Graduates and Educational Achievements:

TWWCA has graduated members across more than 60 different courses, spanning disciplines such as leadership, Law, management, engineer, technology, education, health, business, and community development. This demonstrates the Association's capacity as fully fledged. These programs ensure that members are not only well-informed but also skilled and empowered to take leadership roles in their community. Drive sustainable development, and contribute meaningfully to the initiatives.

3) Global Reach:

TWWCA members represent the entire Tira across the world.

4) Commitment and Engagement:

Members of TWWCA are disciplined, committed, and deeply engaged. They actively participate in programs, leadership initiatives and advocacy campaigns.

5) Vision for Growth

TWWCA aims to expand membership to over 1,000 members, strengthen education and leadership programs, and empower youth, women, and professionals to lead a united thriving Tira Community.

11. Governance and Institutional Growth

1) Strengthening Governance Structures

Significant progress was achieved in reinforcing governance mechanisms. The Board of Trustees framework was established and operationalized, and honorary senior leaders were formally recognized. Joint meetings involving the Board, Executive Committee, and Regional Offices were convened to enhance coordination and accountability.

2) Regional Expansion and Decentralization

Regional offices were strengthened to improve decentralized coordination and service delivery. This expansion enhanced grassroots engagement and responsiveness to community needs.

3) Engagement with Traditional and Community Leaders

Traditional authorities and community leaders were actively engaged to promote inclusive leadership, institutional legitimacy and peaceful coexistence among members.

4) Major Events and Unity Platforms

The Association successfully organized the 3RD Annual Conference and the TIRA Interfaith Prayer Gathering. Multiple regional consultations and meetings were also conducted, fostering unity, collaboration, and shared vision among members.

12. Legal Compliance and Organizational Systems

1) Legal Registration

The Association achieved important compliance milestones, including:

- ♦ Legal registration with the **Relief and Rehabilitation Commission (RRC) & Sudan Relief and Rehabilitation Agency (SRRA)** in South Sudan.
- ♦ Registration with the **Sudan Relief and Rehabilitation Agency (SRRA)** in the Nuba Mountains.

These registrations strengthened the Association's standing and operational credibility, allowing for formal partnership and structured humanitarian programs.

2) Financial Systems and Accountability

An official organizational bank account was opened, and financial systems including M-Pesa, were established to enhance transparency, accountability, and efficiency in financial management.

3) Administrative System Strengthening

- ♦ Improved documentation and record-keeping protocols.
- ♦ Statistical assessment of TIRA Graduates (Class of 2025).
- ♦ Awarding certificates of appreciation to outstanding students and resource persons.
- ♦ Facilitation of community land demarcation support.

PART IV: FINANCIAL PERFORMANCE AND SUSTAINABILTY REPORT FOR 2025

All amounts in United States Dollars (USD). Fiscal Ended December 31, 2025.

13. Financial Summary for 2025

Item	Amount (USD)	Description
Total Income	2,435.03	Money received from members, donors and fundraising events.
Total Expenses	2,633.30	Spending on programs, operations, and administration.
Net Surplus	51.73	Extra funds left after expenses, showing careful management.
Year-end Cash	73.94	Cash available at the start of 2026 for programs and operations.

Summary: TWWCA maintained a stable financial position while prioritizing community programs and keeping admin-

14. Income Sources and Composition

Source and Support	Amount (USD)	Description
Initial Capital (B/F)	250.00	Opening balance carried forward from previous year
Membership Fees / Contributions	1,055.43	Monthly contributions and registration fees
Revenues	379.60	Executive Special Contributions.
Support / Donations (Other)	1,000.00	Contributions from members/supporters
Total Source and Support	2,685.03	Combined resources for programs and operations.

15. Expenditure Breakdown and Program Spending

Spending Category (2025)	Amount (USD)	Description
Land Demarcation	1,000.00	Support to community leader (Paramount Chief) for land/border clarification
Legal Registration & Compliance	850.00	Registration and legal obligations (RRC, SRRA, etc.)
Website Hosting & Digital Setup	420.00	Official website launch and maintenance.
Educational and Medical Support	100.00	Assistance for education and medical needs.
Airtime & Communication Support	120.00	Mobile airtime for communication and coordination
Printing & Certification Costs	86.80	Printing official documents and certificates.
Administrative Costs	51.86	Office operations and minor administrative spending.
Financial Infrastructure (M-Pesa)	4.64	Transaction fees and banking services.
Total Expenses	(2,633.30)	Total program and operational spending.

Summary: The majority of funds supported community programs, with minimal administrative costs.

16. Regional Contributions and Revenue Allocation

TWWCA’s financial strength relies on its global membership base. The following breakdown illustrates the contributions received from various regional chapters.

Region	Amount (USD)	Share of Regional Total	Description
America	876.00	36.6%	Contributions from North America.
South Sudan	229.00	9.6%	Local membership and support.
Egypt	117.31	4.9%	Community contributions supporting
Sudan	117.30	3.9%	Local support for operations.
Europe	70.00	2,9%	Donations from Europe members
Kenya	25.42	1.1%	Contributions from Kenya members.
Other Fundraising / General	1,000.00	41.7%	Funds from general campaigns
Total Regional Revenue	2,435.03	100%	Total regional support for programs.

Note: Total Regional Revenue “excludes the opening balance”

17. Key Achievements and Strategic Investments (2025)

Achievement	Strategic Impact
Legal Registration (RRC & SRRA - South Sudan)	Secures operational legitimacy and legal standing within South Sudan , enabling formal partnerships.
Registration with SRRA (Nuba Mountain)	Allows for structured humanitarian and development programs in key community areas.
National Bank Account Opening	Institutionalizes financial governance, improves transparency, and facilitates donor funding.
Land Demarcation Support	Protecting community heritage by formally identifying and securing land rights for equitable development..
Official Website Launch	Enhances global visibility, improves communication with the diaspora, and ensures transparency.

19. Financial Recommendations (2026 and Beyond)

Based on the identified financial performance, challenges, and risk factors, the following actions are recommended to be implemented in order to strength TWWCA's financial performance and impact.

1) Diversify Income Sources:

- ♦ Expand beyond membership contributions.
- ♦ Target grants, NGOs, and international donors.
- ♦ Develop structured fundraising campaigns.
- ♦ Introduce income-generating activities.

Purpose: Reduce dependence on financially constrained members. (e.g., student and refugees).

2) Introduce Flexible Membership Contribution Models;

- ♦ Implement tiered or voluntary contributions.
- ♦ Allow non-financial contributions such as skills and volunteering.

Purpose: To improve inclusivity and participation.

3) Strength Diaspora Engagement:

- ♦ Launch fundraising campaigns targeting the diaspora.
- ♦ Share impact updates through report, stories and visuals.
- ♦ Create ambassador roles.

Purpose: To increase financial and strategic support.

4) Build Strategic Partnerships:

- ♦ Collaborate with NGOs and institutions.
- ♦ Seek co-funding opportunities.

Purpose: To reduce costs and expand reach.

5) Improve Financial Planning and Reserves:

- ♦ Maintain a contingency reserve of 10-15%.
- ♦ Strengthen budgeting and monitoring.

Purpose: To ensure financial stability.

6) Enhance Digital and Financial Systems:

- ♦ Invest more in digital tools and platforms.
- ♦ Use secure and low-cost payment systems.

Purpose: To improve transparency and efficiency.

7) Prioritize High-Impact, Low-Cost programs:

- ♦ Concentrate on effective initiatives.
- ♦ Regularly evaluate program impact.

Purpose: To maximize outcomes with limited resources.

8) Strengthen Transparency and Reporting:

- ♦ Share regular financial updates to members and donors.
- ♦ Clearly communicate fund usage and impact.

Purpose: To build trust with members and donors.

17) Partnership & Funding Opportunities

TWWCA welcomes partnership with:

- ◆ Institutional donors humanitarian /development agencies
- ◆ Foundations and CSR partners
- ◆ Diaspora chapters and community philanthropists
- ◆ INGOs/NGOs for technical implementation and verification
- ◆ Local authorities and community committees for sustainability

Flexible entry points (based on the structure)

- ◆ Fund an entire **sector program** (e.g., WASH, education, agriculture)
- ◆ Co-fund a **multi-sector package** in selected bomas
- ◆ Support **systems strengthening** (governance, ICT, M&E) to increase long-term effectiveness
- ◆ Sponsor the **Tira Global Conference** (2030) to consolidate unity, lessons learned, and next-stage planning

18) Call to Action

This plan is a commitment to **deliver results**, strengthen community resilience, and protect cultural identity, while meeting donor expectations for **measurable impact**, **transparency** and **accountable implementation**.

