



JANUARY



FEBRUARY



MARCH



APRIL



MAY



JUNE

ANNUAL IMPACT REPORT

2021

A year as a tribe:
can you trust us?



Hello there!



This report was produced as a joint effort of TRIBE's business development, operations and programs teams. The following individuals contributed to its preparation:

Structure and framework: **Wainright Acquoi** and **Elvis Browne**

Content development: **Elvis Browne**, **Wainright Acquoi** and **Solomon Mahn**

Review and editing: **Morgan Jennings**

Visuals and design: **Rye Nacasi** and **Wainright Acquoi**

Financials: **Lexanndine Taylor**

Photos: **Jallah Sumbo**

Jallah Sumbo, **Kweeta Kolleh**, **Randophlyn Johnson** and **Wesleyan Wende** supported the preparation of different parts of this report.

You just bumped into our report.

You are busy and have come to scan through and admire the aesthetics. We all do that. Reports are not movies to typically delve into and enjoy after all. But...



This report is a story book. We are inspired to take you through our journey of ideation, failures, learning and growth in our most significant year yet!

We hope you will share some of your time to read our story and travel with us on our rollercoaster journey.`

Happy reading!

~ The Tribe

A reflection:

REVIEW OF OUR 2021 Strategic Plan

STRATEGIC GOAL

In 2021, we set out to leverage insights and strong partnerships to mobilize resources that would enable us to develop our brand and create programs and solutions that will position us as a formidable education startup in Liberia.



STRATEGIC PRIORITIES

ENTREPRENEURSHIP PROGRAMS

Focus on building and harnessing students skills in areas of entrepreneurship and digital learning through summits, boot camps, dialogues, workshops, and additional relevant real-world programs.

STRATEGIC RESEARCH, COMMUNICATIONS AND DEVELOPMENT

Identify specific research areas in entrepreneurship, workforce development, education and technology and share findings and data to inform policy-makers and influence policy decisions.

STRATEGIC PARTNERSHIPS

Establish and sustain alliances with schools and other development and philanthropic institutions to develop a research database, programs and products focused on education and entrepreneurship.

Achieving our three strategic priorities would take serious efforts, especially since we started with no other resources, but ourselves.

KEY FOCUS AREAS



Office space



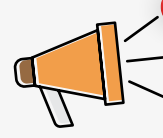
Staffing and capacity building



Fundraising



Strategic partnerships



Marketing and branding



Quality programs

2021

in Numbers

\$70K
raised!

1

National
endorsement



3

Major programs
launched

1

Research
publication



3

School
partnerships

11

Partners



4

Corporate consulting
clients

14

Team Members
all year



3

Awards



42

students reached



3

Reports
published

554

Unique
website visits

5

Media features



75K+

Social media
engagements



5,198

Combined social
media following

SOCIAL MEDIA FOLLOWING



2,462



500



1,868



68

A story



Dear Friend:

Welcome to our 2021 Annual Impact Report.

Following our first operational year in 2020, we set out to build TRIBE one step further in 2021. We sought to mobilize the resources we needed to operationalize, evangelize momentum around our work, and create the framework for sustainable impact. We are happy that we achieved nearly a hundred percent of these targets in 2021.

Five to ten years from now when we reflect on our journey, we want to be thrilled that we successfully built TRIBE as a catalyst for groundbreaking innovations and solutions to improving secondary education and preparing young people to succeed in the workforce.

In 2021, we formed crucial partnerships, and designed and executed major programs internally and externally. Our fellowship program sought to recruit university students locally and abroad, in partnership with Bloomfield College and DOWA, to develop students' professional skills and contribute to our mission.

We launched our consulting model to support individuals and institutions with design, strategy, implementation and social impact consulting programs. We signed our first project with MercyCorps Liberia to conduct a study and designed a strategic framework for a multi-

stakeholder national youth employment taskforce. Towards the end of the year, we partnered with J-Palm Liberia to design a program to support young Liberian entrepreneurs through skills development and seed funding. We also signed a three-year partnership agreement with IFRI LLC to design and organize a pitch competition for young Liberian female entrepreneurs.

After over a year of conceptualization and fundraising, we started designing RE-Novate – TRIBE's high-school focused entrepreneurship academy. RE-Novate is attempting to integrate entrepreneurial development as a core curriculum for high schools. We officially launched in early 2022 with three partner schools and 42 students. The Ministry of Education endorsed RE-Novate as "a disruptive model to create wide-scale systemic impact in [Liberia's] secondary education system".

2021 started with less than \$2,000 in our bank account. Within four months, Samuel Huntington Fund, through its Samuel Huntington Public

Narration from a tragic optimist

Service Award, took a bet on me and the team to design our entrepreneurship academy – our first major grant of \$20,000. By the end of the year, another organization, Acumen Academy through its Acumen Angels Fund, also took a major bet on TRIBE. TRIBE was selected as a winner of the inaugural Acumen Angels Fund for a \$50,000 grant to pilot RE-Novate. We are grateful for the support of these partners who believed in us early on and decided to join our journey as we reimagine secondary education and workforce development.

We signed a partnership with DataCamp Donates to supply free licenses to young Liberians to learn data science and pursue employment or growth in the growing data industry.

After two years of working 100% remotely, and sometimes from hotels, restaurants and our cars, we officially moved into our first office by mid-year. By the end of the year, we secured a two-year lease with a one-year down payment on an office building.

Last year our work was featured on numerous local and international platforms including The Portulan Institute black social innovators series. Two members of our team, Jallah and Elvis, joined the 2021 cohorts of the Google Africa Developer Program 2021 and the McKinsey Forward Program 2021, respectively.

I am incredibly proud of our work and accomplishments of 2021, and equally inspired by how we navigated our challenges and embraced our failures over the year. You will read more about these in the report.

As proud as I am, none of these would have been possible without the hard work, brilliance and sacrifices of our team: those who served at a particular phase and those who remained. We are thankful to our funding, strategic and supporting partners for believing in our work.

Building on the work of 2021, in 2022 we will continue to build a network of schools and students that will be powered on TRIBE's model, form strategic alliances to influence major program and policy decisions for secondary education, and create solutions to improve the way we teach, learn, and employ.

We are determined to strengthen our team, operations and design quality and effective programs and products to help us achieve these goals.

We hope you will enjoy reading this report as much as we have enjoyed preparing it.

In friendship,

Wain



2021

Five to ten years from now when we reflect on our journey, we want to be thrilled that we successfully built TRIBE as a catalyst for groundbreaking innovations and solutions to improving secondary education and preparing young people to succeed in the workforce.

Wainright Acquoi, CEO

Calendar of Themes

BY MONTH

JANUARY

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We have a vision.

FEBRUARY

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Would you join us?

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Shoot, what
the heck?

Pause. Breathe.
Reflect. *(Solitude)*

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Taking a leap.

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At sixes and
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Breakthrough.



2022!

Celebrating new beginnings.

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JANUARY



We have a **vision.**

Our vision

Our team and community at TRIBE share a commonality: we grew up having big dreams and wild ambitions! Ignorant to the uncertainties and realities of the real world, our idea of life's linear path shocked us all.

We believed that we would be automatically successful when we endure 15 years of high school, obtain an undergraduate degree or more, find a high-paying job and start a family. So easy, ain't it? Life became different for us after high school. Some of us never enrolled in college, some of us stayed way too longer than we planned, and some of us were forced into accepting vulnerable and unchallenging jobs that prevent us from seeing and realizing our full

potential. Some of us graduated college, but we barely have any relevant skills, neither can we afford to secure productive employment. Did we mention the personal and financial struggles of surviving after high school?

We hoped, though, since college seems to be a stretch, what if our high schools adequately prepared us for the real world while preparing us for college?

TRIBE was formed out of our collective pains and inspirations to create a secondary education that works for all of us—our younger friends and siblings—and everyone else coming after. Research conducted by institutions such as

MasterCard Foundation show that only 9 percent of high school graduates across Africa enrol in college, and only about 6 percent eventually graduate.¹ High school education, therefore, is probably the only, or most important phase of about half of Africa's, and Liberia's by extension, young population.

Our vision is a reimagined secondary education that gives every young person, a graduate, the chance to succeed by equipping them with skills, tools and opportunities that enable them to thrive beyond the classroom. Our *plan* is to build a model that makes this possible first in Liberia.

A plan

We have a plan with a theory: the combination of insights and innovation can improve learning outcomes.

In 2021, we built on our prior years of primary research on Liberia's secondary education system and workforce development to run TRIBE. With this research informing our program development and implementation, the experience of delivering potential solutions to challenges we had learned about was profound. Our team was inspired to be more creative, daring and intentional in our approach to reimagine secondary education.

As we transition into 2022 and beyond,

OUR MISSION

is to innovatively design experiences and create effective alternative solutions that improve the way we teach, learn, and employ.



Our Vision

We believe TRIBE exists to disrupt conventions and build evolving, lasting alternative solutions that make learning and employment meaningful and productive.



The strategy

We run a two-model strategy to achieve our plan: an education startup reimagining secondary education and a social impact consulting firm using design to create local entrepreneurial and workforce development solutions.

At the core, we are bridging the gap between students, schools and employers and helping our students and clients find clarity in their education and work.

As you read through this report, you will understand the non-linear and chaotic path we have traveled. We spent an incredible number of hours and efforts defining our strategy and building a framework as we set out to deliver on our objectives.

1 MasterCard Foundation: Education in Africa: Preparing Youth for the Future of Work (2020)

FEBRUARY

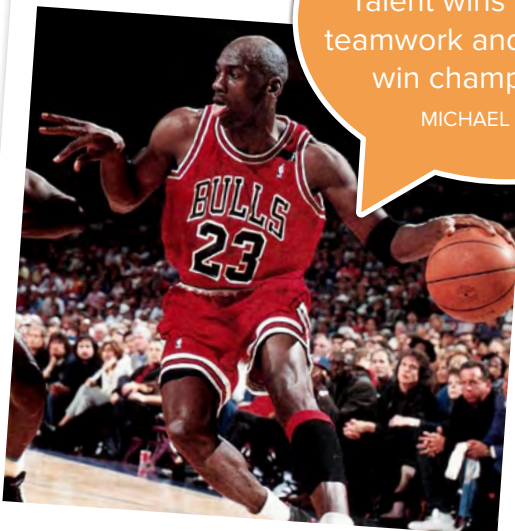


Would you **join** us?



Talent wins games, but
teamwork and intelligence
win championships.

MICHAEL JORDAN



If you are a fan of basketball, or a junky for wise sayings, you may have come across Michael Jordan's popular quotation on teamwork. Jordan's quotation denotes his experience on the court and cuts across several aspects of life and work.

Our work process at TRIBE comprises three main pillars: people, systems, and resources. These, combined with human-centered, design-driven, data solutions is our framework for growth and impact.

Our people are our work. We carefully plan for them, intentionally recruit them, and proactively work together.

The Board

In November 2020, we embarked on processes to set up our inaugural Board of Directors. Dr. Robtel Neajai Pailey, a friend to our CEO since the conceptualization of TRIBE in late 2018, was asked to join the inaugural Board. Robtel is a reputable Liberian academic, author and activist. Previously, she supported TRIBE's Virtual Learning Series and Young Entrepreneurs Boot Camp. Robtel utilized her network, in collaboration with our CEO, to recruit additional members to the Board. The members include: Judge Eva Mappy Morgan, the Chief Judge of the Commercial Court of Liberia, Cllr. Negbalee

Warner, Dean of the Louis Arthur Grimes School of Law, University of Liberia, who is also a Managing Partner at Heritage Law Firm, and Dorbor Jallah, a Liberian integrity idol and Chief of Party of the Carter Center in Liberia.

Our Board was a source of wisdom, knowledge and vicarious experience as we navigated growth in 2021. In their individual capacities, members of the Board have provided the moral, strategic and technical support for TRIBE's operational functions.

Board of Directors



Dr. Robtel
Neajai Pailey
Chairperson

Assistant Professor, London
School of Economics



Judge Eva
Mappy Morgan
Vice Chairperson

Chief Judge, Commercial
Court of Liberia



Cllr. T. Negbalee
Warner
Director

Managing Partner, Heritage
Partners and Associates
Dean, Louise Arthur Grimes
School of Law, University of
Liberia



Mr. J. Dorbor
Jallah
Director

Country Representative, The
Carter Center Liberia

The Tribe

We do away with terms such as employees, staff and boss as much as we can. We feel connected and responsible, rather, to a higher purpose—our mission—so we are all a team. Our team is our Tribe.

When we set up our Board, we continued searching for talents to join our Tribe. Details about the potential and impact of our work had transcended Liberia. Demitria Wack and Morgan Jennings, both studying then at the London School of Economics, joined as inaugural fellows.

Together, they built the fellowship program to subsequently recruit additional talents while also providing strategic research, program and reporting support throughout most of 2021.

Building off of a secondary learning framework study we conducted in 2020, our team was nearly convinced, with additional analysis in early 2021, that we wanted to focus our work on secondary education. Together, Demi and Elvis would lead the development of a school engagement and partnership framework. Due to financial and technical constraints, we did not roll out the framework until seven months later, when it would serve as the initial concept for RE-Novate's school partner initiative.

Management Team



Allyson Elwart
Marketing Intern



Demitria Wack
Development Fellow



Elvis M. D. Browne
Senior Operations Associate



Gboko Stewart
Communications Associate



Jallah Sumbo
Technical Operations Associate



Jee-Won Arkoi
Program Intern



Kweeta Kolleh
Program Intern



Lexanndine T. Taylor
Chief Operating Officer



Lois Abudu
Program Intern



Morgan Jennings
Program Fellow



Morgan Wack
Strategy Advisor



Nana Essel
Marketing Intern



Nathalie Marin
Business Development Intern



Randolphlyn Johnson
Finance and Admin Intern



Rye Nacasi
Design Lead



Solomon Mahn
Director of Programs



Wainright Acquoi
CEO



Wesleyan Wende
Business Development Intern

● Term ended in 2021/2022

● On a break / currently engaged with competing priorities

● Current active team member, 2022

Partners

In 2021, we partnered with key players in our industries, such as funders, technical partners and clients. Here are the major partners in our portfolio:



A number of institutions and individuals contributed significantly to our work in 2021. We are grateful for all of the financial and technical support each of these individuals provided:

- **Andrew Lippi**
- **Chipo Nyambuya**
- **Cliff Emmons**
- **Curtis Taylor**
- **James Kiawoin**
- **Joan Taylor**
- **Rebecca Willey**
- **Sabrina Pourmand**
- **Shalini Gopalkrishnan**
- **Thomas Schmedding**
- **Yarkpazuo Bah-Deh**

MARCH



Shoot, what the heck?

It is March 2021! The design of our 2020 Annual Impact Report is completed with so much excitement and joy. Oh, we are also in the middle of our six months strategic plan. A major goal is to secure \$25,000 in funding. But there is still no major grant or funding for operations.

The core operating team – our operations associate and executive assistant both do not have a computer to work effectively. The thought of renting an office space is wishful thinking yet. Who will pay the bills? Who will provide our team a monthly stipend? There is still no operational funds. We are hit by a crushing reality: **entrepreneurship is no child's play, and we are already in a shitty storm!**

I regularly visited a public computer lab to work, particularly when we prepared our 2020 annual impact report. Somedays, I was asked to leave as other meetings and activities were hosted. The experience was humbling, and fun to some extent, but I aspired for our own space.

ELVIS M. D. BROWNE.



Our emails are full of rejection responses and our bank accounts are empty. Donors seem to like our ideas and proposals, but they are not yet convinced to invest. These harsh realities do not crumble our resolve. Not yet, at least. The team will continue to work out of nearby cafes, hotels, youth centers and other offices.

Located across three countries, our team will connect via Zoom every Sunday for team meetings. We embraced this period and anticipated it every week because it brought a sense of belonging and therapy to us. Fundamental to our team meetings was weekly personal check-ins. It was an opportunity to be vulnerable: share details of our journey, rejuvenate our resilience and redefine our collective spirit and purpose.

TRIBE's 2020 Annual Impact Report was published in mid-March with the theme: **a little effort, a little better**. It catalogued our impact theories, stories and learnings of 2020. The reception, feedback and support from the community was reassuring. In this moment, we were excited about, hopefully, beginning a new chapter in 2021.


It was time to reflect.

Pause. Breathe. Reflect.

SOLITUDE

After the publication of our annual report, we took an intentional break to reflect on our previous and current phases.

Intentional solitude. Deep reflections. Many Zoom meetings. Numerous discussions about youth, education and entrepreneurship. Lots of reading. Our next quarter, we hoped, would lead us to new, meaningful discoveries.

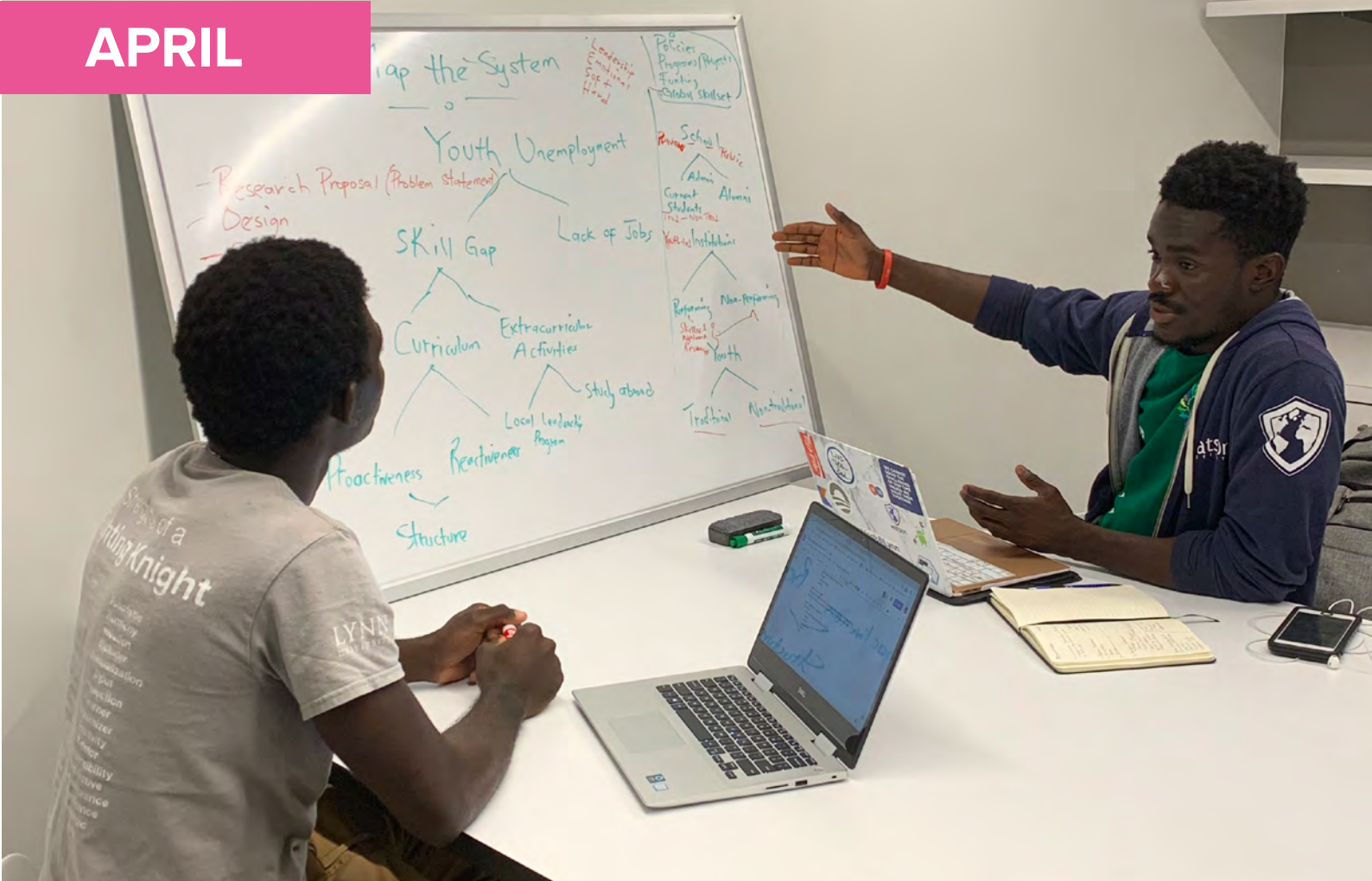


This period was interesting to experience as a new member as it was critical in the organization's direction and allowed for an open discussion on our priorities.

MORGAN JENNINGS
Program Fellow, TRIBE



APRIL



Taking a leap.

During our late-March reflections, we made a number of crucial decisions for the second quarter.



Strategic partnership. In the absence of funding, our team will leverage resources within and beyond our network to support the continuity of our work.



Impact consultancy. As we explored ways to secure funding and resources for our core programs, we would launch TRIBE's impact consultancy as a revenue-generating social impact business to support our core operations and programs.



Fundraising diversification. We would diversify our fundraising efforts to increase our chances of securing funding for 2021 operations.

Bloomfield College's TRIO SSS partnership with TRIBE has been an immeasurable success; our student interns reported that the work has transformed their educational experiences and better enabled them to become empathetic, global workers.

CHRISTINA DILKES
Director, TRIO SSS Bloomfield College



We first met TRIBE when we hired them to conduct a study for Mercy Corps to set up a national youth employment taskforce. TRIBE was very professional in their implementation. Their final deliverable, a full, detailed report, contained quality information and their recommendations were highly valuable.

CHRISTOLLIE ADE SUAH
Enterprise Development and Innovation
Manager, Mercy Corps



Bloomfield College

In April, we signed our first partnership agreement with Bloomfield College in New Jersey. Through TRIO Student Support Services, Bloomfield hosts and provides support services to low-income students, first generation college students and students with disabilities. We would work with Bloomfield over the next five months to recruit two students to learn while contributing to TRIBE's programmatic and business development initiatives.

DOWA

In May, we signed a similar partnership with DOWA (Doing Good Work in Africa). This initiative expanded TRIBE's work and impact beyond Liberia, and welcomed resourceful individuals to our team and network. One intern was recruited from Michigan State University through DOWA.

MercyCorps

As we designed the model for our consulting business, MercyCorps Liberia published a "Call for Consultant" to design and execute a study and produce a report for a proposed "Multi-stakeholder National Youth Employment Taskforce". We won the bid to implement the project after a rigorous recruitment process. MercyCorps became our first consulting client.

The Samuel Huntington Award is proud and pleased to partner with TRIBE and RE-Novate to help further the goal of improving education, setting high standards and exploring new ideas for education in Liberia.

JENNIFER HUNTINGTON
President



The Samuel Huntington Public Service Award

Not quite the end of April, our CEO, Wain, who was also completing his thesis before his graduation in the United States, was selected as a 2021 Samuel Huntington Public Service Award Winner by the Samuel Huntington Fund. This Award is presented annually to an outstanding university senior who would also receive a \$20,000 grant for a one-year fellowship project before obtaining a job or enrolling into further studies. The grant was donated to TRIBE, and was our first major source of funding since founding.

These moments were our turning points, bringing new, meaningful discoveries. But it was not so long until we were at a point of **sixes and sevens**.

MAY



At sixes and sevens.

Confusion is the
welcome mat at the
door of creativity.

MICHEAL J. GELB

Our chief operating officer, Lexie, summed our wins in April as “Awesome Sauce”. And we think it was really hot.

Our partners, Bloomfield, MercyCorps and the Samuel Huntington Fund, took a huge bet on us. And we could not turn back or divert. Now, it was time to work. But with a small, non-full time team, we soon became overwhelmed with the results of winning and the workload. It was a make or break moment for our team. We struggled to manage the expectations from every angle, while still maintaining our balance as a startup.

As we navigated this period of “stuck”, we felt a great degree of growth. On one hand, we seemed a tad unprepared to manage our new partnership with Bloomfield, run our inaugural

internship program, and still deliver on all other operations. On the other hand, we struggled with the scope of MercyCorps' project as a first-time consultant due to a wide-range of issues: unclear communications at both ends, initial unaligned priorities, the depth of the project, and the realization that the workload significantly exceeded our income. Finally, even with a \$20,000 grant available, we realized that the cost of running the program far exceeded the budget, and that the work we needed to deliver was to a greater extent than the capacity we had. Amidst these prevailing challenges, we underwent internal challenges with our team: competing priorities grew for some of us, putting an increased weight on the rest of the team.

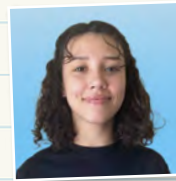
The experience was brutal. At one point, we considered shutting down the consulting project and closing our business. But, we figured it all out.

We reassessed our inaugural internship model, reevaluated our consulting model and current project, and prolonged the launch of RE-Novate, but expanded our fundraising efforts.

I have never met a group of people so passionate about their work as I have here with TRIBE team members.

NATHALIE MARIN

Inaugural Business Development Intern,
Bloomfield College



JUNE



Navigating chaos.

Moving forward, we would clearly define the goals for our consulting projects and leverage a team-based execution for increased productivity, accountability and communications flow. Each team member will have learning objectives and responsibilities. Clients will collaborate from conceptualization to completion.

This model applies to every project and partnership, releasing the team pressure and creating the space for breathtaking execution. In addition to our weekly Sunday meetings, we met during the week to dedicate additional time to offload the work and stay aligned throughout execution.

Within a few weeks, we commanded control of the consulting project and was creating an amazing experience for our interns. Interns were assigned DS (direct supervisors) and mentors to

guide their work and learning. Each intern had to develop weekly priorities, and were given responsibilities, rather than tasks, including them in the workflow and trusting them to contribute to the team's deliverables. As we moved into the next month, we still had to figure out how to effectively use the Award grant and the design of RE-Novate.

Datacamp Donates

In June, we signed an agreement with DataCamp Donates to provide data science and analytics training to Liberian high school students and youth. DataCamp is an e-learning platform for data science and analytics. Through the DataCamp Donates program, free licenses

For Liberia, as a developing country, investments and interventions, especially in education and workforce development are vital. However, the challenges of delivering on these initiatives often frustrate efforts and undermine hopes. But without an adequate, educated and productive workforce, Liberia's future is at risk. This is why at TRIBE, we are beginning to make early bets on the prospects of Liberia's potential workforce if equipped.

SOLOMON MAHN
Director of Programs, TRIBE



MercyCorps' project became a crucial initiative for our operations. Previously, the research projects we developed and launched focused primarily on satisfying our curiosity and informing our work. We had little to no external strings attached. With this project, it was a decisive moment for our team: to fail, regret and lose our hopes in consulting; or to deliver, win, and pioneer our conceptual consulting business.

Tribeulous Spotlight

As we explored ways to tell our stories and mobilize resources, we launched Tribeulous Spotlight – TRIBE's mini-podcast that sought to enhance our marketing and storytelling efforts by interviewing team members, partners, students and clients, while shedding light on our work and impact.

Well, here's the truth: Elvis has recently received his TRIBE-purchased brand new computer and was excited to try something cool with our then Marketing Intern, Nana Essel. It turned out to be a great learning experience and a unique platform. Three episodes were published.

In 2022, we are rebranding Tribeulous spotlight to a full podcast on various platforms – watch out for it!

were provided to support the continuity of learning and skills development during COVID.

It would take months before we realized we did not have the capacity to distribute, monitor (and track) and manage 500 licenses while still running our operations effectively. We, unfortunately, returned 94% of the free licenses when we could not figure it out, and halted our partnership for the near future.

June HIGHLIGHT

Our Technical Assistant accepted into Google Africa Developer Scholarship 2021

Our Technical Assistant, Jallah Sumbo, inspired us when he got accepted into GADS (Google Africa Developer Scholarship). GADS aims at engaging with existing and aspiring developers to help build the skills required to obtain a job in tech or to improve skills in their current role. Jallah's bold step to join the program amid varying challenges put smiles on our faces.

"My experience in the GADS program has been exciting. It was awesome teaming up with and building solutions together with other passionate developers from around Africa. For my career aspirations, the program was a huge advantage and the skills and experiences will enable me to support our mission at TRIBE – building learning solutions that prepare students for the future of work."

JALLAH SUMBO, Technical Operations Associate



JULY



Finding clarity.

After months of intensive field work, interviews, analysis and writing, we set out to present the final draft of the report from MercyCorps' project to a group of stakeholders before its publication.

In mid-July, we organized, in collaboration with MercyCorps, a one-day stakeholder validation workshop to present findings from the study, and to discuss and gather feedback on the framework we designed for the proposed Multi-stakeholder National Youth Employment Taskforce.



The Case for a Multi-stakeholder National Youth Employment Taskforce



Liberia's population is predominantly young people. The nation's youthful population offers an opportunity and a challenge for its struggling economy. Liberia has failed to create adequate employment opportunities for most of its working-age population. Additionally, the country suffers from insufficient local infrastructure and underdeveloped markets. However, Liberia can build a productive workforce to guarantee economic growth if it succeeded in adequately preparing its young people for the workforce and creating the markets necessary to absorb its working-age population. To understand the interest of private sector firms in creating and supporting a youth employment initiative, MercyCorps collaborated with TRIBE, as an independent consultant, to conduct an assessment to determine the feasibility of creating a youth employment taskforce comprising multi-stakeholders for the creation of youth employment opportunities. Findings from the study informed MercyCorps' efforts to work with the Government of Liberia, its partners, and current and future firms to create a sustainable initiative that benefits young people and businesses across Liberia.

Following the MercyCorps project, we reassessed our consulting model based on three major insights:

- 1. Ecosystem and collaboration.** We observed that stakeholders are interested and ready to collaborate when a leading organization (i.e. MercyCorps, etc.) is spearheading a project. As MercyCorps did not own the assessment, but TRIBE, we struggled and were unable to confirm bigger firms to participate. Hence, we decided to have our clients collaborate with us from conceptualization to completion.
- 2. Trust and action.** The challenges Liberia
- faces are known to a lot of people. However, people's trust in NGOs is gradually fading. Respondents reported that numerous projects and interventions by international organizations are yet to benefit the locals. They truly do not believe in the promise of most institutions
- 3. Team and experience.** As a team, we had limited experience negotiating the cost and scope of execution, which affected us on many fronts. Despite confirming only a few participants in the study, we did not meet the project's targets due to limited resources.

Our CEO is full-time!

In mid-July, as we prepared to host the stakeholder validation workshop from the study, our CEO, Wainright Acquoi, returned to Liberia. His trip was an initial three, then six-month, exploratory learning and development plan for TRIBE. Over these months, we would witness our transition into an office space, set up a full-time team, and go on to build and launch RE-Novate.

Eight months after his arrival, Wain remains in Liberia and is still madly in love with TRIBE. But this time, the work will focus on how to grow and scale our startup.

RE-Novate

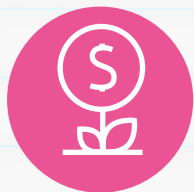
With RE-Novate's conception in 2020, the

Samuel Huntington Award grant finally allowed us to design the execution plan for the program. By late July, our team launched a full-scale design and execution plan, which would take us the next six months to officially launch

RE-Novate is a pilot entrepreneurship academy for high school students. The goal is two-fold: to create learning tools that inspire students to cultivate an entrepreneurial mindset and learn fundamental skills and to build a model that integrates entrepreneurship as a core-curriculum for high schools to prepare students for the workforce. Students and school administrators will obtain the fundamentals for entrepreneurial excellence and workforce success.

Using our project-based curriculum, the program consists of learning workshops for students with facilitators, monthly seminars with practitioners and sessions with high-profile individuals to inspire students, learning excursions, project development and internships.

To deliver an entrepreneurial education that makes students adequately prepared and relevant to the job market, the design of RE-Novate's model centers on four areas of development:



Entrepreneurial development.

Nurturing students' entrepreneurial potential and providing them with tools to grow.



Socio-emotional growth.

Promoting and developing self-awareness and purpose critical to leadership and entrepreneurship.



Behavioral skills.

Organizing experiences for students that help to build strong character, which are essential to personal development, leadership and entrepreneurship.



Cognitive abilities.

Improving students' critical thinking, problem-solving and general cognitive abilities.

AUGUST



Gaining trust.

The philosophy of trust between people argues that it ensures reliance as a result of certain practices, attitudes or activities. Trust, as we know, is crucial in many aspects. **Building a startup and requiring support** – what have you done already, and can you do this? **Securing grant funding or investment** – why should I/we give “you” my/our money? **Building a program and seeking school partners** – why should we allow you to work with us and our students?

Until August, our team was in a constant battle of winning trust and gaining confidence. As we transitioned into the second half of 2021, we asked ourselves: **what could we do to build confidence and win trust?**

Even now, we must have won your trust to spare a quality period of your time to read this report. True?

Our first office space; a new beginning

By late July, we put a three-month down payment on an office space at the ChangeMakers Village at SMART Liberia. On August 1, we moved into our space and began setting up full operations. This was progress – a new level of growth and investment that showed that we were prepared for the responsibilities coming at us.

At this moment, the work was in action. We hosted guests to learn more about our work. We had access to space, electricity and the internet to get work done. We had a location – a place we made home. We now knew that whenever we had tough days or happy days, we had a space to convene physically, with clear emotions, to recollect our wins or struggles, and get back at it the next day. This moment was a new beginning!

At the same time in August, we completed our school partnership design and launched outreach to potential partner schools. We engaged 19 schools, using a four-criteria selection process: willingness to participate, adaptability and openness to disruptive innovation, capacity and infrastructure to support the program implementation and potential to integrate RE-Novate into core academics. Three schools were finally selected as partners after three months of outreach, assessment, interviews and the signing of partnership agreements.



Cultivating entrepreneurship in Liberia

We partnered with J-Palm Liberia to design a program to support young Liberian entrepreneurs.

Following the presentation of our report at the MercyCorps stakeholders workshop, J-Palm Liberia's CEO, Mahmud Johnson, hired TRIBE's consulting business to consult on the development of a training and grant pitching initiative for budding young Liberian entrepreneurs.



The Case for Cultivating Entrepreneurship in Liberia



SMEs (Small and medium-sized enterprises) drive structural changes and create economic prosperity. SMEs can create job opportunities, support people's transition to financial security and, potentially, economic freedom as the entrepreneurial ecosystem grows and develops.

To understand and address some of these challenges, J-Palm Liberia, in partnership with TRIBE, designed and executed the JPL Startup Challenge for young entrepreneurs in Liberia in efforts to provide needed support in creating a formal pitch, business development training and the provisions of a non-equity, non-payable capital investment.

[Read the full report.](#)



Building confidence.

On the philosophy of confidence, the School of Life argues that *“confidence is the recognition that difficulties are an inescapable part of all worthwhile contributions”*.²

art
lies in concealing
art
HORACE

The Roman Poet, Horace, understood this fact. However, when we do important work, we minimize or disguise our efforts and exhibit the softness and simplicity of our labor. Navigating the periods when we felt stuck, yet to have gained trust, and feeling like we had not fully demonstrated the value of our work, we reminded ourselves that extended periods of time, confusion, and feeling lost were normal. To build confidence, we needed to forgive ourselves of early mistakes. We internalized our efforts and created our own beliefs for our work, rather than seeking validation externally. We found healing in the process of our work, not the results we pursued, of which we held no control.

2 The School of Life: Aphorisms on Confidence

Recruiting Local Interns.

After navigating through the earlier errors of our inaugural internship program with Bloomfield College (we did not initially develop a framework for the program and we lacked the structure to effectively manage the experience), we were confident in our ability to make fewer mistakes in its continuity. More importantly, we were determined to open our space to other younger people to explore with us our internal chaos and to learn on this journey.

We launched a call to recruit local interns in September. Two interns were recruited to the program and business development roles, respectively. Over the next three months, we would work to further build the program as an integral part of our operations.

My internship at TRIBE meant a lot to me. It helped me in the development of my professional career. At my current job, I easily navigate my tasks and challenges because of the fundamental skills I cultivated during my internship: working collaboratively across Google Workspace and managing my calendar to stay organized. Conducting research and preparing presentations, active listening and writing reports.

I have been able to leverage these skills effectively at my current job, which led to my promotion. Each day, I continue to create magic.

LOIS ABUDU
2021 Program Intern, TRIBE



While building the internship program and recruiting our inaugural local interns, we launched the pre-assessment phase for our partner schools. Six schools were selected for the pre-assessment – a process of determining whether schools met all criteria to be a RE-Novate partner school. The pre-assessment comprised concept design, meetings with school administrators, in-person interviews with school administrators and partnership review meetings.



OCTOBER



Another story.

October, the start of the final quarter of 2021 – nine months into the year and three months since we moved into our first office. Internally, we began to witness growth and experience new learnings gathered from insights we collected. Externally, we were receiving commendations on our work and new local partnership interests.

However, we decided that in order to have deeper appreciation for our current phase and our work, we, and everyone who were now joining our network, needed to firstly understand why and whence we came. Beginning October, we set out to host and participate in numerous potential partnership meetings and activities to

share the story behind our work, and the vision for where we are headed.

The JPL Startup Challenge Final Pitch Event

After about two months of planning and design, launching, recruitment, and training, we were set to host the final pitch event for the JPL Startup Challenge. The event was organized on October 8, 2021, at the Kernel Fresh Store in Monrovia. Five finalists pitched their businesses to win a

\$100,000 Liberian Dollars prize. Judges at the event included Amb. Michael A. McCarthy, U. S. Ambassador to Liberia; Hon. Jeanie Milly Cooper, Minister of Agriculture, Liberia; Laureine Guilao, CEO, TipMe Liberia and Marvin Tarawally, CEO, Loop Academies.

Nimba Ventures

Nimba Ventures won the pitch competition. Nimba Venture builds and manages snail farms to supply snails to the market without seasonal restrictions. The company utilized the grant to increase the company's production capacity. Nimba Ventures struggled with limited production sites to produce and distribute snails.

Meeting with Ecosystem Partners

During the final quarter, we hosted several ecosystem partners to learn about our work and explore ways we could work together. These meetings would lead to more involvement of these partners in our work, new insights and opportunities, and partnerships³.



³ We hosted meetings with ecosystem partners, including the US Embassy, USAID, and UNDP.

NOVEMBER



Clarity.

The principle of clarity affirms that the basic things are clear. If the more basic things are not clear, then the less basic things cannot be clear.

UNKNOWN

Since our founding, we sought clarity. Clarity in our vision. Clarity in our understanding of our work. Clarity in the direction we threaded. Clarity in the goals we pursued. Towards the end of the year, for the first time, we believed we had more clarity than we had in the past year. We were preparing for the launch of RE-Novate, concluding school partnerships, executing on consulting projects, and raising the momentum on the importance of our work in our network and beyond. We had won the trust of some key stakeholders, we built up our confidence level, and we found clarity in the direction we were headed – all of this because we had clarified some of the key basics of our why and our how.

School Partners

Three schools were selected as RE-Novate partners: ELWA Academy Senior High School, B. W. Harris Episcopal High School and Paynesville SDA High School. Over the next six months, we would collaborate to pilot the program with the goal of: validating its impact and the possibility of its integration into high schools as a core-curriculum.



Meeting with Key Ecosystem Players

Key Ecosystem players agreed to meet with our team and learn about our work. We organized and hosted a number of meetings with private and non-governmental sector players. A major highlight from our partnership engagement meetings was a joint-UN meeting held at the One UN House, with representatives from UNDP, UNICEF, UN Women and UNFPA. The meeting was led by Madam Violet Baffour, Deputy Country Representative for Programs at UNDP. We explored ways that the UN Agencies could be partners with TRIBE and RE-Novate.

RE-Novate provides a unique platform for our students to harness their potential and forge a life-long career. [We] see this partnership as a dream come true for enhancing [our] objective on student career development.

JUSTYN TOKEH
Principal, ELWA Academy



Bonding in chaos, finding clarity

We owe much of our progress and clarity to reflections, reassessment and adjustments personally as individuals, and collectively, as a team.

We hosted our first in-person team bonding in mid-November. Our team traveled to Grand Cape Mount County in Western Liberia for a three-day team engagement. We participated in various activities: reflections, games, discussions, presentations and strategic planning. Our team returned refreshed with renewed optimism and a collective sense of purpose towards the end of a challenging, yet growth year.





TEAM
Bonding

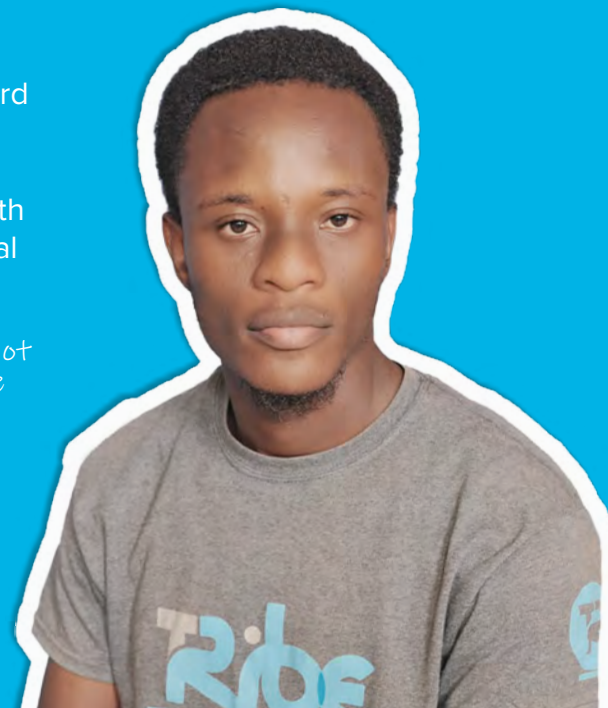


Elvis Joins McKinsey and Co. Network

Elvis M. D. Browne, our Senior Operations Associate, was selected into the inaugural McKinsey Forward Program. Forward is a virtual learning program set up to support high-potential young professionals by equipping them with a broad set of capabilities to thrive in their careers. The program is a six-month virtual training focused on critical technical and socio-emotional 'future of work' skills.

"The McKinsey Forward Program has been a dream come true. Not only has it brought me close to McKinsey's unique learning culture but I have learned practical problem solving and communications skills that have made me more confident to strive in the workforce and has empowered me to support the growth and development of TRIBE."

ELVIS M. D. BROWNE, Senior Operations Associate, TRIBE



DECEMBER



Breakthrough.

The Board meets in person

Twelve months after TRIBE's inaugural Board was set up, the first in-person Board meeting was organized and hosted. Previously, an in-person meeting was not possible due to the COVID situation, combined with the varying locations of Board members across the world.

During the meeting, our team presented our 2021 annual strategic review, received Board feedback and approval of the 2022 mid-term strategic priorities. Details of the 2022 strategic priorities are provided in subsequent sections of the report.



RE-Novate has facilitators

One month after we launched the call for facilitators for RE-Novate, the inaugural class of three outstanding young people was selected. 6 individuals (4 males and 2 Females) applied for three roles. 4 candidates (3 males and 1 female)

met the selection criteria. Three candidates (all males) were selected. One female was recruited to TRIBE's program team while the remaining female candidate was unable to join the facilitation team due to schedule conflicts. The facilitators play a crucial role in RE-Novate's piloting – leading the learning workshops and students' development and supporting TRIBE in managing the school partnerships.



Samuel Kpator
Facilitator



Joshua L. Alston
Facilitator



Aquacious Zurbah
Facilitator



Wesleyan Wende
Co-facilitator



Randolphlyn Johnson
Co-facilitator



Kweeta Kolleh
Co-facilitator

TRIBE becomes Acumen Angels Inaugural Investee

After three months of application and assessment, TRIBE was selected as one of 20 winners of the inaugural Acumen Angels Fund Fellowship. Acumen Academy invested 50,000 in TRIBE to pilot RE-Novate – TRIBE's model to integrate entrepreneurship education in Liberia's secondary school curriculum.

Acumen Angels is taking an early bet on the role models and innovative business models from within their community. Two years ago, TRIBE was accepted into the Rockefeller Foundation-Acumen Student Social Innovator Accelerator Fellowship, but was unsuccessful in securing the \$20,000 grant during the final pitch ceremony. Our team stayed engaged in the network, also completing many of the Academy's online courses in social entrepreneurship, social impact, fundraising, and storytelling, among others.

By the time Acumen Academy launched the call for applications for the inaugural class of Acumen Angels, our team felt confident that we would secure the grant – and just as we had concealed the art of enduring two years of no funding, we exhibited the art of securing \$50,000 in funding.

We have our own building for office

December saw a massive growth for our team and operations: 9 core team members and interns, 3 facilitators, 3 partner schools, 42 students, 2 major programs and numerous partnership engagements, meetings and events. We needed a bigger and more personal space – it was time to move. We understood growth always comes with new changes.



We acquired a 2100 square-foot, four-room building with four porches and one 480 square-foot conference room for two years. Situated near the Capitol Hill and a two-minute walk from the beach, with the surrounding Ministry of Foreign Affairs, One UN House and two national universities, our offices provide an ideal scenery, access and location for effective operations.

Nowadays, when we feel stressed, burned out or just exhausted from the challenges, difficulties and overwhelmingness of our work, we do not only have a personal space to unplug, the beach is also in sight.

As we have presented what 2021 has been for our team at TRIBE, if you can trust us, in 2022, we are asking: **will you support us with your resources, time and skills?**

Financials

2021 was a year of thrills, challenges and optimism. Our Tribe experienced more than a 500% increase in revenues. Our activities were primarily funded through grants and impact investment. Other financing sources included short-term loans from individuals who believe and support our mission and revenue from consulting projects.

Given our 2021 strategic priorities, most of our expenses were geared towards general operations- mobilizing our tribe, providing tools and resources for work, finding a permanent place of work, developing systems and setting up our operations. Program activities were mainly directed towards soliciting school

partnerships and telling the story of RE-Novate vision to potential partners. The launch of RE-Novate and major program activities were scheduled for 2022.

We honor our donors and partners' trust through the continuous implementation of sound financial management practices. This helps us to deliver on our commitment to utilize and report on resources entrusted to us to create impact and fulfill our mission. The visuals below will provide you with a financial overview of our activities for the year ended 2021.

Please note that financial information provided in this annual report is unaudited. Audited financial statements will be available on our website once they are audited.

Funding Sources

66%

Impact Investment

26%

Institutional Donations

4%

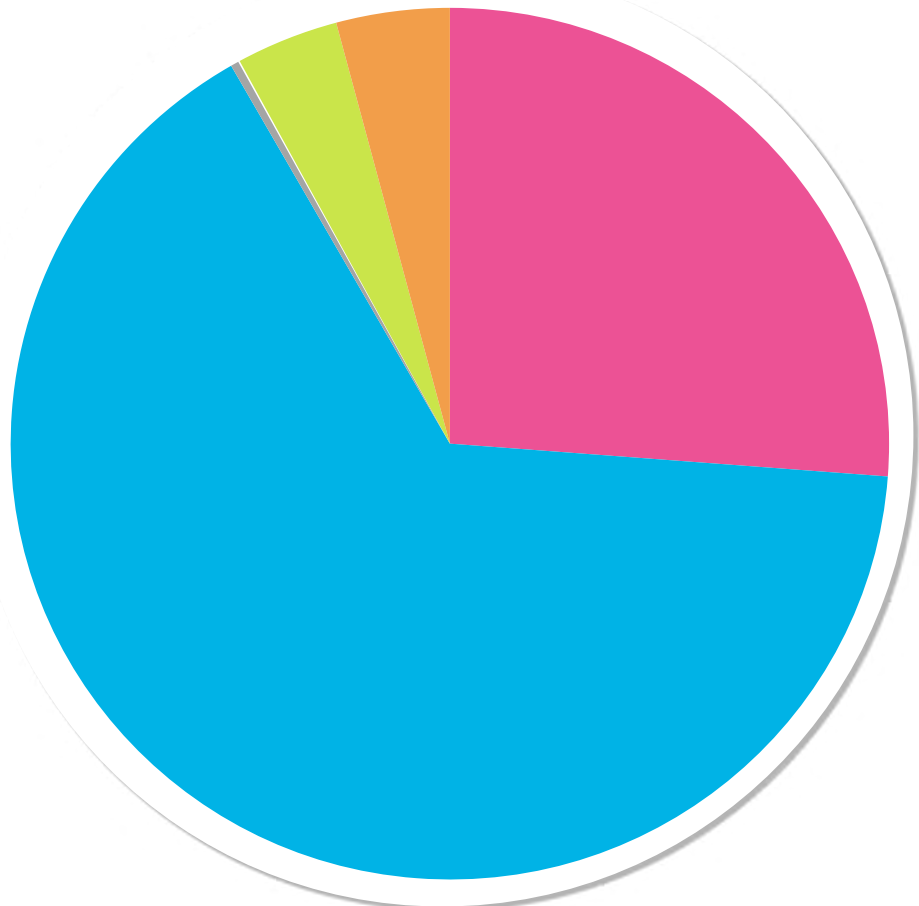
Consulting Fees

4%

In-Kind Donation

.3%

Individual Contributions

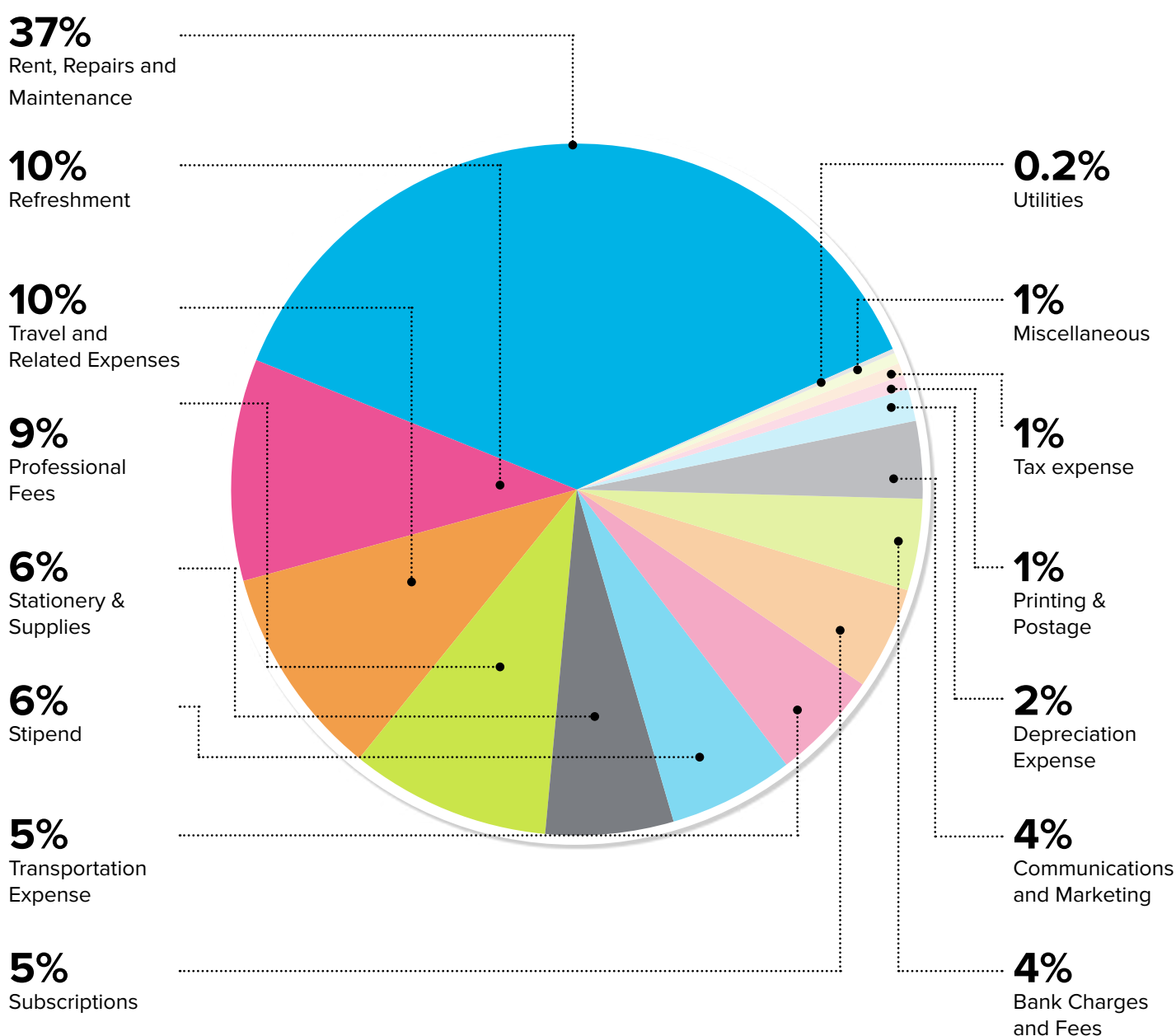


The Covid-19 pandemic taught us the importance of intentional efforts. The resumption of schools meant a change in the program model.

Having run about three pilot programs to bridge the learning gap created by the pandemic, we had enough learning experience to pilot

yet another program – RE-Novate. TRIBE also obtained two loans from individuals to support activities before the receipt of the grant. Money raised through passive investment and consulting services will cover the loan repayment.

Expenses



ASSETS

| | |
|-----------------------------------|---------------|
| Cash | 50,239 |
| Accounts Receivable & Prepayments | 62 |
| Long-term grants receivable | |
| Non-Current Assets, net | 4,072 |
| Total Assets | 54,374 |

LIABILITIES & NET ASSETS

Liabilities

| | |
|-------------------------|--------------|
| Short-term Loan Payable | 4,522 |
| Accounts Payable | |
| | 4,522 |

Net Assets

| | |
|--|---------------|
| Net Assets- Without Donor's restrictions | 62 |
| Net Assets- With Donor's restrictions | 49,789 |
| | 49,852 |

| | |
|-------------------------------------|---------------|
| Liabilities & Net Assets | 54,374 |
|-------------------------------------|---------------|

Expenses by Function

90%

Management &
General

4%

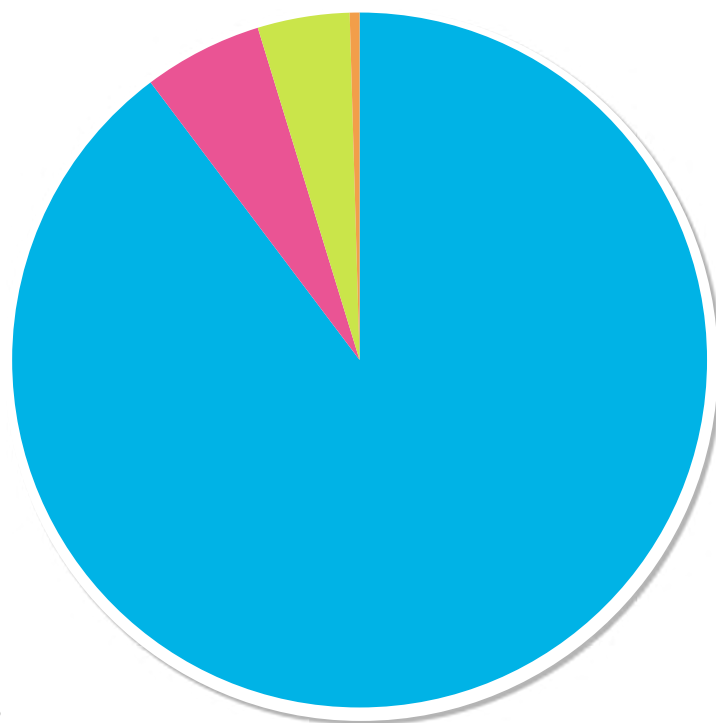
Program

6%

Consulting

0.5%

Business Development/
Fundraising



Costs allocated to RE-Novate, Business Development and Consulting Revenue, are costs that are directly attributable to the activities. All expenditures are made intentionally towards supporting our mission.

Celebrating new beginnings

2022

We celebrate new beginnings in 2022.

We have outlined five major strategic priorities and 16 targets to pursue.

1

BUSINESS DEVELOPMENT

- Secure sustainable or high-revenue consulting projects
- Secure multi-year grant funding
- Expand TRIBE's client base and strategic partnerships
- Generate passive income to support operations

2

OPERATIONAL EFFICIENCY

- Invest in and retain top notch talents
- Deliver a brand promise on quality, excellence and high standards
- Develop a comprehensive communications policy for TRIBE



3

PROGRAM QUALITY AND DATA

- Invest in quality programming, outcomes and impact
- Invest in data collection and analysis
- Strengthen program engagement and deliver quality and high-impact results
- Leverage data for program impact, scale and business development

4

BRANDING AND MARKETING

- Invest in TRIBE's brand and define a unique ecosystem brand
- Strengthen human-centered and data-driven marketing strategies
- Expand market access and increase supporters of TRIBE's work

5

STRATEGIC RESEARCH AND DEVELOPMENT

- Invest in secondary education, entrepreneurial ecosystem and workforce development research
- Position TRIBE as an authority and knowledge partner in key development areas in Liberia and beyond
- results
- Leverage data for program impact, scale and business development



We invite you to join us in 2022 as we work to reimagine secondary education and workforce development in Liberia and beyond.





JULY



AUGUST



SEPTEMBER



OCTOBER



NOVEMBER



DECEMBER



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