

Annual
Impact Report

2022

So much learning; so much doing



2022 Annual Performance Score

100%

67,86%

Acknowledgements

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We acknowledge our incredible team for powering a year of massive growth and learning. Each individual commitment and sacrifice contributed to our collective success. Our outgoing Board of outstanding Directors guided and supported us each step of the way and provided moral support during the down days. We are grateful for such blessings.

This report would not have otherwise been written without the trust and partnership of our funders, partners, clients, and students—all of whom believe enough in our crazy ideas to lend their money, time,

and other resources—and entrusted us with a critical phase of each of our student's development. Our clients have been exceptionally generous in allowing our young team to advise them on improving and delivering their work and expanding their impact.

We cherish every moment that made up this report – from each activity to the story that captured it. We are excited about building further this year.

This report is a collective effort of TRIBE's business development, operations, and program teams.



We are a TRIBE

TRIBE is addressing high school graduates' lack of preparation for workforce success. With less than 20% of high school graduates enrolling in college nationally, secondary education is critical to increasing young people's chances of achieving long-term productive employment, economic mobility, and transitioning out of poverty. However, high schools are not equipping students with the skills, tools, access and exposure to thrive in the real world. That's where TRIBE comes in.

Education is often sold as a promise of success in the real world. Yet, Liberia's education system has failed to adequately prepare students to thrive beyond the classroom. Still rebuilding after its fourteen-year civil crisis that ended nearly two decades ago, it is evident that the collapse of the nation's education system is a major casualty of the war. Schools are generally not equipped with the resources and competence to prepare students with relevant skills, exposure, and opportunities to become employable or enterprising.

The twenty-first-century workforce is fast-evolving, requiring its participants to adapt quickly, learn, think critically and solve problems that make them relevant. Unfortunately, a stark chasm exists between the skills students learn in schools and the skills the workforce demands – leaving many young people vulnerable.

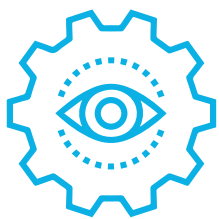
The weaknesses in Liberian institutions are most evident within the nation's education system, which, approaching a near-total collapse in recent years, has directly devastated the nation's post-graduate workforce. At TRIBE, we are reimagining secondary education as an inflection point for the workforce by creating a school-to-work pathway model for high school students.

We are inspiring a new generation of purpose-driven young problem solvers, entrepreneurs, innovators, and storytellers. Our vision for a reimagined secondary education is one that gives every young person we encounter, a graduate, the chance to succeed by equipping them with skills, tools, and opportunities to thrive beyond the classroom.

We are increasing young people's chances to be productively employed before being trapped into a lifetime of unemployment or vulnerable employment.



TRIBE is a nonprofit design, strategy, and implementation company improving learning outcomes, facilitating workforce development, and building entrepreneurial ecosystems.



Vision

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



Mission

We are on a mission to design experiences and create alternative solutions that improve how we teach, learn and work.

Impact Theory

Our approach:



1. Identify. Opportunities and young people with talent and potential.



2. Incubate. Ideas and young people.



3. Equip. Nurture young people with the skills, tools, and resources to be confident and act.

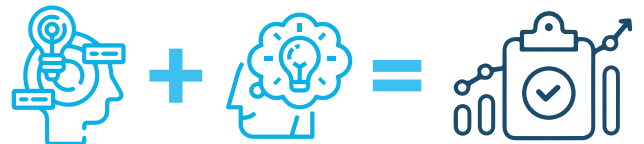


4. Connect. Connect talent and solutions to opportunities to further grow and develop.



5. Create. Relevant solutions and impact.

Our work centers on understanding, designing, and delivering alternative and innovative solutions to the challenges of learning and employability. We are building a human-centered, data-driven institution formed on a simple theory of change: *the combination of insights and innovation can improve learning and workforce outcomes.*



INSIGHT + INNOVATION = IMPROVED OUTCOMES

Contents

2022 Engagement and Impact Numbers	07
Beauty in the Madness: A letter from our CEO	08
Message from the outgoing Board Chair	10
The business of living our mission	11
Delivering on our mission with efficiency and effectiveness	15
Mission living, creating impact	18
Branding the mission	26
Team and institutional well-being performance	28
The Tribe	30
Financials	32
2023: A year of prospects	34



2022 Engagement and Impact Numbers



153

students and youth engaged through our programs



50% RE-Novate Fellows obtained paid internships



4

Fellows secured full-time entry-level employment



15

Team members all year

+100

collective hours spent on learning



14

partners



5

major projects



4

media features

3

corporate consulting clients



1

international conference



1

major funding partner

1

program model validation



+100k

social media engagements

+5600

combined social media following:



+3000



+600



+2000



+70



Beauty in the Madness

Dear Friend:

Welcome to TRIBE's 2022 Annual Impact Report.

This report captures our third—and most significant—year of existence so far. When we launched in 2019, we had one goal: to make learning an effective tool for enabling every young person we encounter to reach their full potential.

TRIBE was founded with the belief that an *empowered young person with the right tools can create significant social and economic change.*

As we reflect on our three-year existence, we cannot be more grateful for this journey: the challenging process we have been through and the growth we have experienced – the beautiful gem produced from intense pressure. We hold so much gratitude for the opportunity to foster such crucial change at a critical period in our history – when many challenges plague our worlds.

At the core of how we continue to advance humanity and solve these issues is our ability to continuously learn, adapt and improve the conditions that define our existence. Education sits at the nexus of two worlds as the elusive tool that continuously evades those systematically disadvantaged and the cornucopia that has fed those of us lucky enough to attain its fruits.

At TRIBE, we have focused our energy and efforts on ensuring that the latter is a possibility for most of us, beginning in Liberia.

On the verge of celebrating our third anniversary in 2022, we were curious about what the future of TRIBE would be and, if possible, what was required of us to create it successfully. With support from Acumen, we received four months of pro bono consulting services from Bain and Company to evaluate our growth prospects and understand where we need to play, how we can win, and what roadmap is necessary for our adventure.

Our findings informed our new growth and impact strategies discussed in subsequent sections of this report.

We launched our high school entrepreneurial development academy in early 2022 with plans to expose students to the real world to inspire them

to dream boldly and imagine their futures with broader convictions. By the close of our pilot, RE-Novate enabled our fellows to develop the ability to think critically, solve problems, and obtain entry-level employment immediately after high school.

In 2023, we are taking our learnings and insights to further advance and expand the model. As we continue to reimagine secondary education, we think about the whole system and how each part interacts with the others. Beyond the classroom, we must continuously invent innovative ways through which students we equip can be absorbed productively into the workforce.

Our partner, Pacha Soap, a US-based health and well-being company, initiated investment in TRIBE towards the end of the year to rethink entrepreneurship and create an ecosystem that strengthens market forces to create employment opportunities for young people, especially young women.

Throughout the year, we continued utilizing our systems-thinking and innovative problem-solving approach to help institutions and individuals design and strengthen their social impact initiatives across workforce development, education, and entrepreneurial development. We captured some of our successful case studies in subsequent sections of this report.

Our incredibly young, talented, and small team did an excellent job scaling TRIBE in 2022 amidst numerous challenges ranging from resource constraints to dealing with intense stress and burnout to navigating massive workloads.

These sacrifices and the results they produced attracted the attention of stakeholders both locally and internationally. In September, Acumen invited TRIBE as one of a few selected organizations among its global network to join its 20th-anniversary event in New York. We also participated in a panel discussion on the future of leadership and education.

Our Program and Operations Manager, Elvis Browne, received the Kistefos Young Talented Leaders Scholarship Award for Africa to complete his Master of Management Degree in Entrepreneurship and Innovation from IE



University in Madrid, Spain. Elvis returns to Liberia in July 2023 to lead our learning solutions model. Jallah Sumbo, our Technical Operations Associate, relocated to Kigali, Rwanda, to pursue a degree in Software Engineering at the African Leadership University.

These engagements exposed us to how critical our work is and how much value our community holds for it.

The year 2023 begins our next stage of growth. We are expanding our storytelling and establishing meaningful relationships and partnerships that will help facilitate this phase.

We launched an ambitious three-year strategy to build a replicable and scalable school-to-work model for high school students in Liberia and beyond. A national multi-stakeholder engagement will take effect to pursue the integration of entrepreneurial and work skills into Liberia's secondary education curriculum.

Furthermore, we are creating Liberia's first startup incubator (*the Y Combinator for Impact*

Ventures) and expanding our social impact consulting program to more clients across vertical sectors.

The real work begins in 2023 when we solidify our position as a leading design, strategy, and implementation company in education and entrepreneurship. The report's final section discusses our new approach in more detail.

We are committed to the intensity required to expand our vision and bring our plans to life. Because we have survived the headwinds that our first three years brought us, we hold a greater optimism for what more magical moments there are forthcoming.

We are excited to continue partnering with you as we build for the future.

Create more magic with us!

Wain
CEO



Message from the outgoing Board Chair

What an incredible year of expansion, growth and learning it's been!

In the past three years, I have observed a team of young professionals employ their varied talents constructively and strategically to embody TRIBE's mission in Liberia. They have endeavoured to address a glaring gap in policy and practice by equipping high schoolers with the technical know-how to enter the labour market not only as wage earners but also as entrepreneurs. In keeping with this vision, TRIBE has worked tirelessly to transform the social

enterprise into Liberia's most impactful learning innovation accelerator.

Liberia is in dire need of dynamic, innovative and committed social entrepreneurs like TRIBE and I am very proud to have been a part of its growth. I wish the team a dynamic year ahead and humbly pass on the torch to the new board of directors.

In solidarity always,

Dr. Robtel Neajai Pailey

Outgoing Board Chair, TRIBE

The business of living our mission

75%

2022 Annual Business Development Performance Score

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

We believed our ambition alone was enough to carry us to our desired level of success, unperturbed by the headwinds that life can bring. We thought our paths would be linear: endure 15 years of high school, obtain an undergraduate degree or more, find a high-paying job, and start a family. So easy, isn't it? Life became different for us after high school. Some of us never enrolled in college, some stayed way longer than we planned, and some were forced into accepting vulnerable and unchallenging jobs that prevented us from seeing and realizing our full potential.

Some of us graduated college, but with neither the relevant skills nor the funds to secure productive employment. Did we mention the personal and financial struggles of surviving after high school? But,

since college is purely out of reach for many, this further cemented the need for high schools to adequately prepare students for the real world.

As many in Liberia do not obtain a college education or secure productive employment, we focused TRIBE's work on strengthening secondary education as an inflection point to the workforce and creating entrepreneurial opportunities to absorb young people.

The past three years have seen our demonstrated effort and unwavering commitment to our mission. However, as we build on the foundation of our successes to expand our impact, we require adequate resources to continue innovating for an education system that has suffered decades of civil war, apathy, lack of infrastructure, incompetence, and resource constraints.

At our current trajectory, passion and commitment are insufficient to expand TRIBE's impact and achieve significant growth. Resource availability is vital.

We set out to pursue sufficient financial, human, and material resources to facilitate our work in 2022, with four targets:



To secure sustainable or high-revenue consulting projects.



To expand TRIBE's client base and strategic partnerships.



To secure multi-year grant funding.



To generate passive income to support operations.

As a non-for-profit company, unrestricted funding is critical to sustaining our operations. Still pursuing sufficient unrestricted funding, we launched a social impact consulting program in 2021 to generate operational revenue and position TRIBE as a social impact strategist in the local ecosystem. As we delivered on client projects, we identified a high demand for design-focused, productive social impact consulting services across education and entrepreneurship and how challenged local offerers are to compete with foreign and more established firms. We found a significant market opportunity and have been expanding awareness about our work and establishing our core capabilities to compete effectively.

In 2022, we expanded our stakeholder community, improved partners' engagement, broadened our collaboration with local partners, and facilitated stakeholders' involvement with our work. We strengthened our design, research, and development; events and facilitation; and project management services.

Building sector-focused entrepreneurial development initiatives. Companies, organizations, and individuals can partner with TRIBE to design and execute short-term entrepreneurial accelerators and pitch competitions. First created in 2021¹, TRIBE's sector-focused entrepreneurial initiative helps its partners to support entrepreneurial development in their specific fields of operations. The model, and learnings and insights from the first execution, were adopted and contributed to USAID Liberia's recent US 20 Million Agribusiness Development Activity.

¹ J-Palm Liberia first partnered with TRIBE to create the JPL Startup Challenge to train and invest LD 100,000 into a consumer product venture - non-equity. Read more [here](#).



The case for creating sector-focused support pathway for companies

Exploring innovation in Liberia's environmental sector: The Petra Environmental Research and Startup Challenge. Liberia's environmental ecosystem faces severe headwinds from climate change to pollution to improper waste disposal. Growing development demonstrates the sectors' market potential, but limitations in scientific explorations and innovative solutions impact efforts to build sustainable practices that address environmental and natural resource challenges.

Petra Resources, in partnership with TRIBE, launched the Petra Environmental Research and Startup Challenge to inspire young people's increased interest in the sciences and discover new solutions that address environmental challenges.

Up to ten ventures participate in quick-impact training on pitching and business model development. Five finalists competed for a share of US 1,400² in non-equity, non-refundable capital investment.

[Read the full report](#)



Design thinking and creating impact at scale. We bring design thinking to build and execute medium to large-scale initiatives that address educational challenges, support entrepreneurship, and create employment opportunities.

First launched in 2021, we partnered with Mercy Corps Liberia to conduct a study to understand the interest of private sector firms in creating and supporting youth employment initiatives. TRIBE conducted a cross-sector feasibility study and designed the model for a multi-stakeholder national youth employment taskforce.

Facilitating experiences that improve learning and entrepreneurial outcomes. To support the effectiveness of educational and entrepreneurial initiatives in Liberia and help position them for sustainable impact, we work with our partners and clients to design, build, and manage custom events and conduct facilitation and reporting.

In 2022, we partnered with the African Leadership Academy in South Africa to organize and host the 2022 BUILD entrepreneurial workshop in Liberia for 40 high school students aged 16 to 19.



Mercy Corps, a previous partner, hired TRIBE to design and execute its 2022 Entrepreneurs Fair for the Liberian Youth Employment and Entrepreneurship Program (LEEP) across three counties: Montserrado, Grand Bassa, and Margibi, for 61 ventures.

The art of research and the science of storytelling.

Within the next decade, TRIBE will develop into a pre-eminent incubator for youth and student workforce development, a think tank for education policy-making, and an advisor and expert in building entrepreneurial ecosystems. This process, as we established, requires us to have depth in relevant knowledge and practical experiences across each operational field we pursue. In pursuing such knowledge, the basis for every project, program, and product we develop is research—using an evidence-based approach—mainly rooted in deep local knowledge. As we learn about the ecosystem, uncover insights, and discover new and innovative ways to bridge the systemic gaps, we must disseminate our findings and help policymakers, funders, and key stakeholders strengthen their approaches to improving learning outcomes, building a decent workforce, and creating a productive entrepreneurial ecosystem.

² Petra Resource invested USD 1000 while one of the competition's judges, James Mulbah (CEO, Green Cities, Inc) contributed USD 400 at the ceremony.



The case for evidence-based civic education programming

Civic education in Liberia primary schools. Civic education is critical to sustaining the peace, democracy, and economic growth of a country. It equips people with the knowledge and confidence to actively engage and participate in politics and advocate for issues affecting their rights and the rights of others while holding leaders accountable. Without civic education, people's rights, roles, and responsibilities remain subject to the whims of powerful elites³.

To evaluate and understand primary schools' civic education programming and instruction, Dr. Robtel Neajai Pailey hired TRIBE to design and conduct research on the current state of

civic education in Liberia—a civic education impact study on 25 schools across Liberia's most populous counties—Montserrado, Grand Bassa, Nimba, Lofa, and Bong.

Funded by a grant from the Rule of Law and Anti-Corruption Center through its 2018 International Anti-Corruption Excellence (ACE) Award to Dr. Pailey, the study evaluated the possibility of introducing tailored anti-corruption instructions in primary schools and informed the integration of Dr. Pailey's anti-corruption and integrity children's books *Gbagba* and *Jaadeh!*

Client Highlight:

Dr. Robtel Neajai Pailey, Assistant Professor in International Social and Public Policy – The London School of Economics and Political Science (LSE).



"I contracted TRIBE's consulting services to conduct research on the current state of civic education in Liberia and to produce a report evaluating the possibility of introducing tailored anti-corruption instruction in primary schools featuring my children's books *Gbagba* and *Jaadeh!*. As a scholar-activist who maintains impossibly high standards for myself and those with whom I work, I was impressed with how TRIBE rose to the occasion. The small team of young professionals exceeded my expectations with their efficiency, responsiveness, professionalism and conscientious attention to detail. Because of TRIBE's stellar work, I now have a glossy report filled with compelling analysis about why civic education and anti-corruption instruction matter for Liberia. I recommend this firm with the highest endorsement."



³ As extracted from the civic education impact study report.



Expanding strategic partnerships and securing multi-year funding. We failed to secure unrestricted or operational funding for TRIBE’s work in 2022. We relied heavily on funding from 2021, limited consulting revenues in 2022, and our Board and executive team’s contributions to operations. Limited stakeholder engagements and impact storytelling were severe hindrances. We concluded the year with more intentions to improve our approach in 2023. Validation of our model and the successful results we have delivered in the past years put us in a competitive position to pursue and secure funding – specifically multi-year opportunities.

Building Liberia’s entrepreneurial future. Entrepreneurship is vital to Liberia’s development for two reasons: to create economic opportunities (employment, market, and trade) and to solve the country’s critical social issues (education, health, agriculture, and environment) using innovation.

As the entrepreneurial ecosystem grows and develops, participating ventures create job opportunities, supporting people’s transition to financial security and, potentially, economic freedom. However, young local Liberian entrepreneurs struggle

to establish formal business structures and raise capital for their businesses.

Though investments in entrepreneurship have expanded in Liberia within the last decade, entrepreneurial growth and impact have been challenged for two reasons: a) international development organizations lead most investments with limited knowledge and capacity for entrepreneurial development and limitations in post-initiative sustainability planning, and b) the current funding models are essentially flawed: a large pool of ventures receive small funding, which does not guarantee market fit, growth, and scale. Capacity and talent development needs are often ignored, or the interventions are mostly irrelevant.

We partnered with Pacha Soap CO. – a purpose-driven U.S. well-being company, to develop new and innovative ways to improve entrepreneurial development and strengthen Liberia’s startup ecosystem. Pacha invested US 20,000 in TRIBE’s startup incubator, *idéés*⁴, to explore effective models for funding, developing, and sustaining Liberian startups to compete locally and beyond.

Partner Highlight

Andy Thorton

Chief Impact Officer, Pacha Soap



“We are [] aware of the wider structural challenges that exist for entrepreneurs in Liberia. We believe that business can free people, and want to support a new wave of entrepreneurs in Liberia that can demonstrate this. TRIBE’s identification of the structural issues affecting young people, and their strategy to change these issues is why we were first drawn to work with them. The quality Wain and his team shone through as excellent project partners, and ones we hope to work with for a long time yet!”



⁴ Greek word for “ideas”



Delivering on our mission with efficiency and effectiveness



2022 Annual General Operations Performance Score

Our work has exposed us to a foundational truth about building ventures and creating impact in Liberia—we lack, or are limited to a significant extent, three essential factors for business success—**talent**, **infrastructure**, and **resources**, the latter of which is a function of talent and infrastructure.

As a result, both for-profit and nonprofit ventures struggle to thrive and grow.

We spent the past year studying the broad ecosystem as much as the ventures within it. We found on average, conservatively, it takes local organizations founded by Liberians at least ten years to establish themselves operationally and financially⁵. Some leading ten-year-old ventures sometimes lack the internal systems, resources, and talent to scale impact and expand their growth. Systemic challenges are often impediments to local ventures' development.

We are determined to rewrite the narrative of TRIBE's growth trajectory by carefully addressing each key systemic challenge across talent and infrastructure. Without the proper national infrastructure to facilitate a productive work environment, we are mobilizing sufficient resources to improvise and create

an enabling environment for our team. Furthermore, our three-year strategic goal emphasizes recruiting, retaining, and developing top-notch talents who will lead TRIBE to achieve our ambitious targets.

Talent development. Our team is young and small. We have benefited from professionals and practitioners volunteering their time and talent to provide us support with strategy, visioning, and operations. Additionally, we leveraged partnerships with universities abroad to recruit Summer talents to intern and contribute to our workforce. In 2022, we partnered with Bloomfield College in New Jersey to recruit a Summer intern, recruited a Liberian intern at the African Leadership University in Kigali, and initiated a partnership with The London School of Economics to recruit 2023 Summer Associates.

In 2023 and beyond, we are solidifying our internal workforce. Over the next three years, our current team will pursue personal development opportunities to upskill and return to advance our work while we mobilize financial resources and enhance our brand to attract more top talents.

⁵ TRIBE's informal assessment of 25 "leading" organizations founded by Liberians in Liberia.

Team Highlight



Elvis completes his Masters at IE University in Madrid.

Our Programs and Operations Manager, Elvis M. D. Browne, traveled to Madrid in September to pursue his Master of Management Degree in Entrepreneurship and Innovation at IE University in Madrid, Spain.

Elvis received the Kistefos Young Talented Leaders Scholarship Award for Africa. His focus is on how TRIBE can build a productive entrepreneurial ecosystem and facilitate the development of sustainable and impactful Liberian startups while using innovation to improve learning outcomes.

Elvis returns in July 2023 to lead our Learning Solutions model.

Jallah pursues software engineering studies at the African Leadership University in Kigali.

Our Technical Operations Associate, Jallah Sumbo, relocated to Kigali, Rwanda, pursuing his Bachelor of Science in Software Engineering, specializing in Machine Learning at the African Leadership University.

Jallah's studies and Machine Learning specialization will help shape TRIBE's technology and infrastructure portfolios in strengthening our models to continually improve learning outcomes and facilitate a productive Liberian entrepreneurial ecosystem.



Intern Experience Highlight

Moore Johnson, Program Intern

Bachelor's of Science Candidate, Global Challenges – The African Leadership University

"TRIBE is a space of young professionals with highly inspirational, dedicated, and solid work ethics, which provides a conducive environment for personal growth. Interning with TRIBE has allowed me to hone my critical thinking and organizational skills. It was my sincere pleasure to join TRIBE as an intern. I was able to push my best foot forward in my role. The unwavering support of the team and this experience will significantly help me in my quest for a professional journey."





Internal Programming Feature: Campus Chat

Our Campus Chat is a regular Thursday evening gathering where our team convenes for collaborative learning, workshop facilitation, and team discussions around our culture, performance, values, impact, and other activities.

In 2022, we jointly completed courses on Acumen Academy and other platforms, facilitated conflict resolutions among team members, and discussed a bold future for TRIBE.

Campus Chat facilitation is rotational to allow different teams and individuals to upskill and strengthen collaboration, coordination, and team communication.

Brand promise: To influence the practices, patterns, and behaviors that drive the systemic change we seek, we must build the relevance of our work and enhance the credibility of our brand.

When we contemplate what our brand means and what we hope to communicate to our community, we visualize *unconventional, disruptive, quality, resistance, excellence, defiance, and impact*. The past three years saw us struggle to build our culture around these values and battle with systems, ideals, and practices entrenched in decades-old traditional approaches.

Our work structure is flexible and adaptable. As the COVID pandemic has shown, hybrid and adaptable ventures are more attractive to talents and can survive difficult times. Though we allow a hybrid approach, electricity instability in our homes and the high internet costs require us to convene at our offices daily. Our work hours are flexible to accommodate individual productivity periods. We do not abide by the 9 to 5 structure. However, restrictions have primarily defined local working environments for such a long time that freedom and flexibility sometimes require management and guidance. We are committed to maintaining a flat structure where everyone matters, can collaborate, contribute, and feel a sense of belonging.

Increased workload, small team, and burnout. Our commitment to the highest standards of excellence and output often demands significant input from us. Ideally, we aspire to build the best team, supported by sufficient resources and attractive benefits. This combination is a crucial element to achieving the level of growth and impact we dream of. The absence of adequate resources in 2022 prevented us from recruiting other talents and impacted how we compensated our current team members. However, we remained committed to our brand promise, causing our small team to undertake increasingly huge and challenging tasks – often resulting in routine stress and burnout. While we appreciate the growth and results of 2022, we hope that in 2023 we can match the ratio of work-to-rest and benefits.

Impact storytelling. At the core of our mission is to create spaces where we not only advocate for young people but empower them to experience the true benefits of freedom that will enable them to create a pathway to the life they want.

We are committed to equal opportunity, justice, and fairness because we believe access to education is justice for the poor and vulnerable. This call to action is the impact we want to create. Unfortunately, we fell short of effectively communicating our mission and how we are working to deliver on it.

2022 was our most challenging and important year to date: we set up full operations; established systems, processes, and policies for operations; managed our team more formally; navigated internal conflicts and cultural tests; controlled financials and cash flows; piloted new models; oversaw impact and managed significant funding. In 2023 and beyond, we are learning new and effective ways to tell our story and continue to involve you, our community, in our work and how we think about and discuss the impact we are creating.

Living a mission, creating impact

75%

2022 Annual Business Development Performance Score

From day one, quality programming delivered through evidence and backed by quality data and analysis has been a strategic priority for TRIBE. In 2022, we set out to improve on how we achieve this important objective.

Our simple strategy has been to assemble the best team, invest in quality research, gather relevant insights, and leverage local context and human-centered design to develop and deliver programming. RE-Novate is TRIBE's core program model and, in 2022, the only internal program. Created as a high school entrepreneurship academy to prepare students for the workforce, we delivered a successful pilot amidst numerous challenges discussed in the following sections.



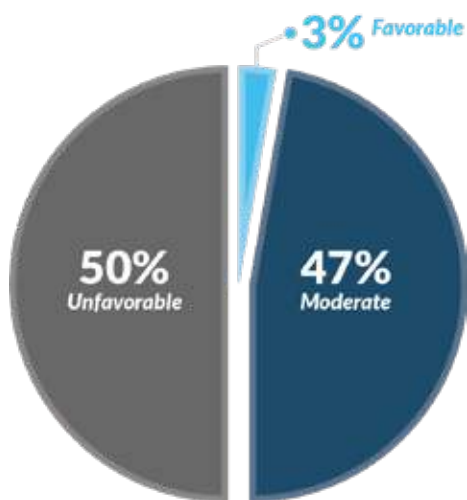
We established and validated a school-to-work pathway model for Liberian secondary students. Fifty percent of our fellows obtained paid internships, and twenty percent secured full-time entry-level employment immediately after high school. In our evaluation, schools boasted improvement in students' performances and committed to continuation. At the same time, parents recounted the joy and meaning they feel from seeing how much their children have grown from the program. Our program team was extraordinary. During some of the most challenging periods, each person made personal sacrifices to ensure we stayed moving, even slowly. We owe a great depth of gratitude to the team.

Reviewing the Pilot

Initially funded by Acumen, the Samuel Huntington Fund, and Daveler Entrepreneurship Program, RE-Novate is a pioneering model integrating entrepreneurial and work skills into high school curricula. The pilot program taught students and exposed them to skills development, project, and business development, learning excursions, mentoring, and paid internships. By completing the pilot, the program enabled students to develop the ability to think critically, solve problems and obtain entry-level employment while transitioning out of high school.

Three partner schools—namely, B. W. Harris (40%), ELWA Academy (40%), and Paynesville SDA (20%)—joined the pilot, from which we recruited 42 students overall⁶. Thirty-six (85%) students completed the program with an overall 85%+ engagement and participation rate. The total number of students with an entrepreneurial pursuit represented 26.5%, while STEM and Arts students represented 26.5% and 47%, respectively.

As targeted during the pilot's inception, TRIBE secured paid internships for 20 students (55%)⁷, and 20% received full-time entry-level employment upon completing their internships.



Economic Tiers

Typically, education and education technology products and solutions are designed with the assumption that target beneficiaries or customers have three essentials: access, tools, and infrastructure (common for so-called developed countries). These essentials are primarily unavailable in Liberia and across much of the so-called developing world. As the team worked to define a sustainability model for RE-Novate, including student and school payments, we found that most students living on the margins would be left behind, further widening the gaps.

TRIBE created an economic tier system for students in the pilot, categorizing them as favorable, moderate, and



unfavorable to succeed in the program and beyond based on their existing abilities (academic performance, prior personal development experiences, extraordinary skills or ability), resources (devices, parents' support and time), and access (internet, electricity, entrepreneurial parents or family members). Findings showed that **favorable students represented 3%** of the respondent pool, while **moderate and unfavorable students represented 47% and 50%**, respectively.

Capital Investment

The unit cost per student in the pilot was USD 350. This reduced cost, however, was made possible by minimizing the program's model, working with limited tools and equipment, overworking a small team, and lacking sufficient monthly team compensation. The process caused burnout and induced stress, which resulted in the loss of the team's mental and emotional well-being and caused significant unproductiveness from time to time. Furthermore, USD 350 accounts for, on average, 50% of students' annual tuition payments, rendering students' additional payment to RE-Novate nearly impossible.

At full quality and operations, the **unit program cost per student per year is USD 1,500** and **USD 1,500 for staffing (40%) and operations (60%)**. This investment, however, results in productive long-term employment and the creation of employment opportunities for students through entrepreneurial endeavors.

Due to students' financial constraints and how crucial RE-Novate is to their post-high school success, TRIBE runs the program at no cost to students. We are securing capital investments from grant-giving institutions, corporate financing, and individual donations with a small fee payment from partner schools to contribute towards operating costs.

⁶ Fifteen students were male (35%) and 27 students were female (64%).

⁷ Four students were unable to participate in their internships due to their relocation for college enrollment.

The Program Model

To deliver an entrepreneurial education that makes students adequately prepared and relevant, RE-Novate focuses on four areas of development:



Entrepreneurial development.

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



Socio-emotional growth. Promoting and developing self-awareness and purpose as critical to leadership and entrepreneurship.



Behavioral skills. Putting students through experiences that build strong character, which is essential to personal development, leadership and entrepreneurship.



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



Facilitation. TRIBE recruits and trains its facilitators and assigns one facilitator and one program analyst to a school.



Curriculum. RE-Novate uses a branded project-based curriculum that allows students to learn through case studies and real-world experiences



Learning workshop. Partner schools provided TRIBE two days a week for weekly learning workshops, where facilitators meet students for two hours. Over the course of the pilot, facilitators completed 28 learning workshops, covering topics such as communications, marketing, personnel management, operations and essential skills such as critical thinking, problem solving, research, digital literacy, financial literacy, empathy, character building among others.



Monthly seminar. The monthly seminars convened all fellows at one of the partner schools along with influential practitioners and experts in their fields of interest to sit on a panel discussion, interact, and network. The seminars inspired and guided fellows' career development.



Mentoring. The monthly seminars convened all fellows at one of the partner schools along with influential practitioners and experts in their fields of interest to sit on a panel discussion, interact, and network. The seminars inspired and guided fellows' career development.



Student project development. The monthly seminars convened all fellows at one of the partner schools along with influential practitioners and experts in their fields of interest to sit on a panel discussion, interact, and network. The seminars inspired and guided fellows' career development.



Internship. Students are matched with companies and organizations aligned with their career interests to pursue a one-month internship with the prospects of an entry-level employment.



Evaluating the impact



Student data center. TRIBE built a student data center to collect data on individual students' performance, attendance, project development, and assessments. The center keeps account of all students and informs short- and long-term impact evaluations.



Monthly assessments. Facilitators performed monthly assessments to evaluate students on their understanding of and insight on the various case studies and topics. On average, students received 85 to 88 percent during the pilot.



Case study assignments. Students collaborated to complete practical assessments of real-world business cases / situations they cover in the learning workshops. Pilot fellows completed 27 lessons and case studies and performed on average 90%.



Student projects. Students utilized entrepreneurial concepts and learnings to build a social business model for a problem they care about. Pilot projects range from waste and sanitation to addressing food wastages, fire disaster, pollution, and utilizing technology to improve career counseling.



Long-term Impact

TRIBE's long-term vision is to build an ecosystem pipeline that absorbs young people and facilitates their continuous growth and personal success. TRIBE is creating a parallel entrepreneurship incubator that recruits and equips young people with innovative market-ready ideas with the skills, tools, and resources to grow and succeed. We combine human-centered design and technology to accelerate learning across various settings in Liberia, improve performance outcomes and reduce gaps that prevent young people from being further marginalized. Overall, TRIBE is determined to close the poor workforce performance gap among Liberia's young people.

Fellow Highlight: A high school student experiences the real world!

Victory Oguntimehin is an inaugural RE-Novate Fellow and current ELWA Academy High School senior student. Victory participated in RE-Novate while in 11th grade and was selected for the RE-Novate internship before her final year of high school. She also led her RE-Novate project team to the Petra Environmental Research and Startup Challenge finals⁸.

Following her experience, Victor writes to you, our partners, supporters, and potential funders, about why it is essential to continue RE-Novate.

Dear Reader,

I am Victory O. Oguntimehin, a 12th-grade student at ELWA Academy. I first encountered TRIBE through their partnership with my school to implement RE-Novate. I learned earlier that RE-Novate prepares high school students for the real world through entrepreneurship and digital literacy.

I have been a RE-Novate fellow since February 2022. TRIBE's focus on impacting students' lives through RE-Novate and not profit-making is unlike anything I have seen before. RE-Novate has made a profound and positive impact on me. While in RE-Novate, I gained clarity on the career I wanted to pursue after high school.

I also learned skills during the learning workshops, including critical thinking, time management, and effective communication. The learning excursion was one of the best experiences I have ever had. I got to interact with people I aspire to be like and network with new people, which helped to boost my communication skills and confidence.

Through my experience in RE-Novate, I participated in the Petra Environmental Research and Startup Challenge with my team. We used the concepts and skills we learned from RE-Novate to build our startup model and business plan for an environmental company. We advanced through various stages of the competition and were one of the finalists.

I am proud to be a part of TRIBE through RE-Novate. They have demonstrated a love for impacting students' lives through words and deeds. I am happy to be a part of those benefiting from this impact. I encourage you to follow TRIBE and support them to ensure their impact spreads to other young people and places.

Thank you.

Yours sincerely,

Victory O. Oguntimehin⁹



⁸ As mentioned earlier in the report, Petra Resources Incorporated hired TRIBE to design and implement the 2022 Petra Environmental Research and Startup Challenge. The project team created a fair system for recruitment and selection of candidates to each stage of the competition Read more here.

⁹ This letter was written by Victory, and edited together with her for clarity.

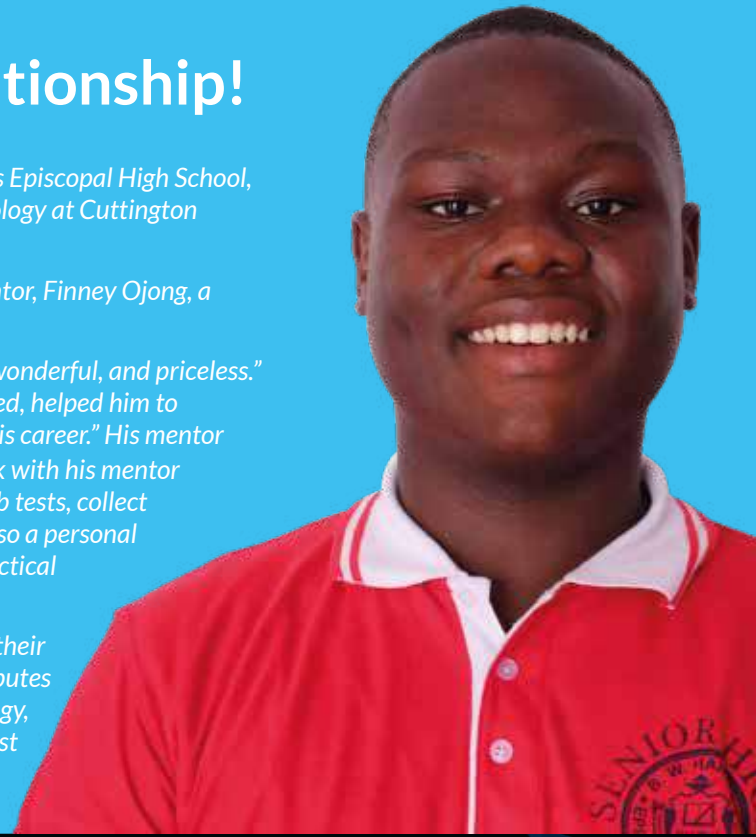
Fellow Highlight: The Power of a mentor relationship!

Christopher Pabai Jr., a RE-Novate inaugural fellow from B. W. Harris Episcopal High School, graduated as valedictorian of his class and is pursuing a degree in Biology at Cuttington University with plans to attend medical school.

During RE-Novate's mentorship program, he was paired with his mentor, Finney Ojong, a student doctor and the CEO of Mertu Diagnostic Mobile Laboratory.

Christopher describes his mentorship experience as "mind-blowing, wonderful, and priceless." He shared that his mentor challenged him to "become more disciplined, helped him to develop effective reading habits, and provided him with insights on his career." His mentor was both an advisor and a motivator. He had the opportunity to work with his mentor through the internship program. There, he learned how to conduct lab tests, collect and analyze patient specimens, and record lab test results. He was also a personal assistant to his mentor, an experience that allowed him to have a practical experience for his future career as a doctor.

Chris is still in contact with his mentor while in college. He describes their relationship as "interactive and effective." His mentor actively contributes to his college experience, aids him in understanding concepts in Biology, and assists with assignments. He regularly contacts his mentor at least once a week to ensure he maintains their relationship.



Fellow Highlight: Employment after high school

Mygela Swen is a RE-Novate fellow and B.W. Harris Episcopal High School graduate. Mygela was an inaugural RE-Novate intern at the Royal Grand Hotel. Based on her performance, she was hired full-time after graduation.

During her one-month internship at Royal Grand Hotel, she worked in hospitality and customer service under the guidance of her supervisor. She has credited this experience with enabling her to enhance her time management skills, build interpersonal relationships, and gain exposure to a real-world working environment.

Due to her excellent performance during her internship, Royal Grand Hotel offered her full-time employment. She emphasized that she has maintained a high level of diligence and humbleness after gaining her employment. She shares that being employed since graduating high school has given her a sense of responsibility as a young adult. Furthermore, given her work priorities, she has become more intentional with her time and schedule. Mygela is enrolled in college and helps her parents handle some of her personal financial responsibilities.





Fellows Highlight: High performance and rapid career growth

Since graduating from high school and gaining full-time employment at KP Twists Braids and Locs, Tekai's experience has been a learning curve. Tekai was hired to manage the business activities after her outstanding performance during her internship.

Tekai describes work as "very helpful for her personal and professional growth." Although she must navigate complex business decisions, she remains convicted in applying her best efforts to thrive. At KP Twists Locs and Braids, she has improved her customer service and business management skills, which were first introduced to her during the RE-Novate Fellowship.

She admits that the experience has been more challenging than she expected.. It has, however, taught her to be more aware of her actions and their consequences on her growth and development. She is constantly learning to do what is right regardless of whether someone is there to guide or supervise her.

She currently balances her time between school and work by taking two days off from school and working for the remainder of the days. She has reported improving her communication skills while working at KP Twists Locs and Braids.

Parents' Highlight

"Initially I told Victory to prioritize her academics and anything else is an extracurricular activity, and she would quit the program if her academic performance was not satisfying. Eventually when I saw her outputs resulting from participating in RE-Novate, I could not doubt anything. TRIBE won my heart. I hope TRIBE continues the work they do."

– Rev. Oguntimehin

Partners Highlight

School Partners:



**COMMERCIAL COURT
OF LIBERIA**



Branding the mission



66.07%

2022 Annual General Operations Performance Score

Storytelling is essential to our work. Beyond our direct impact, we uncover vital insights relevant to policy-making, new program development, and rethinking impact in education, entrepreneurship, and workforce development through our work.

Throughout the year, we struggled to balance execution and impact storytelling. We set out to invest in and define a unique ecosystem brand for TRIBE, strengthen our data-driven marketing strategies, and expand market access to increase supporters and partners. As discussed in previous sections, we began building a unique brand, focused on our values of

thinking unconventionally, and redefining impact. Gathering and utilizing data was vital to quickly adapting and iterating programming, improving operations and delivering results. Our team fell short of our impact storytelling and market access expansion target due to competing priorities from an enormous workload.

Building on the learnings and strategies of 2022, we are designing intentional efforts in 2023 to strengthen our impact storytelling and rally increased ambassadors for TRIBE.

Marketing Campaigns Highlight: Tribeulous Spotlight

We launched our Tribeulous Spotlight campaign to showcase the people behind the work at TRIBE and the people our work serves. The campaign produces a weekly feature of one core team member, an intern or a partner or program beneficiary – sharing their experience working at or being served by TRIBE. We discontinued the campaign due to limited capacity with hopes to rebrand in 2023.



Re-imagining Dignity: Celebrating Acumen's 20-year Anniversary

Our CEO, Wain, joined Acumen's Imagine Dignity event in New York from 21 - 23 September, to celebrate the organization's 20-year anniversary solving poverty and building a world based on dignity. At the event, Wain participated in a panel discussion on "The Future of Leadership" and discussed how TRIBE applies the principles of Moral Leadership to develop a new generation of Liberian entrepreneurs, innovators and storytellers.

"If you think TRIBE is doing great work, you will be less impressed by TRIBE and me if you meet other Liberians in the country who have amazing ideas and great talent. But they lack the opportunities to realize their full potential."

– Wainright Acquoi. CEO, TRIBE



RE-Novate Fellow wins 1st Runner Up at National High School Entrepreneurship Competition - The Diamond Challenge

RE-Novate Fellow Yark Korvah and his team of two won the 1st Runner-Up spot at the 2023 edition of the Diamond Challenge National High School Competition in Monrovia, organized by YONER Liberia in partnership with the University of Delaware Horn Entrepreneurship Program.

Yark is an inaugural RE-Novate Fellow from our partner school, ELWA Academy High School in Paynesville. Yark was an engaged student whose curiosity, dedication, and performance made him an outstanding fellow in the program.

Passionate about technology, Yark was already planning to create a crypto company in Liberia at a time when his peers were only just learning about crypto. Teaching himself how to code, Yark initially proposed a Crypto model as his RE-Novate project before reconsidering it due to his teammates' limited understanding of the concept and its complexities.

A major component of RE-Novate is collaboration and project development. Fellows are put into teams of three to five to propose a solution to a social problem they care about. His team's final project was a Pro Filter Drinking Water System. Yark's team developed a model to provide clean and safe drinking water to low-income communities through a water purification system involving collection, purification (UV radiation, Alum purification, reverse osmosis), storage, and distribution.

His team was ranked joint first runner-up during the RE-Novate final fellows' pitch ceremony in 2022.

After completing the program, Yark applied and was selected as one of 50% of the fellows selected for paid internships. He completed his training at iCampus – Liberia's first coworking innovation space for youth, as a Technology Intern.

This year's Diamond Challenge Competition marks the sixth edition in Liberia. An "annual entrepreneurial and reimagining education program that provides Liberian secondary school students the necessary

entrepreneurial and technological skills and tools to design socially responsible business models that incorporate the UN SDGs to solve pressing problems in Liberia," writes YONER Liberia's CEO, Jarius Andrew Greaves.

Yark's team developed KETCESS Agencies and Tours, a startup model that provides tourism services to secondary schools in Liberia - beginning in Paynesville - for students to have real-world experiences around what they learn in school. Their model focuses on delivering practical learning experiences for secondary students through learning excursions and historical/cultural enhancement programs. His team believes that learning in Liberia is "heavily abstract and theoretical, and there is a need for students to have practical interactions with the things they learn to encourage creativity, improve understanding, and boost innovation." Yark discloses.

When asked about how his participation in the RE-Novate program prepared him for this moment, he stated, "I wouldn't have thought of participating in the Diamond Challenge if I didn't go through RE-Novate. RE-Novate was the pivotal step in my entrepreneurial journey that didn't just encourage me but made me driven to see more of what entrepreneurship is...Re-Novate taught me the most foundational aspects of creating a business and exposed me to the practical aspect of it."

The Diamond Challenge Competition encourages students to "think like an entrepreneur" and "learn state-of-the-art entrepreneurial modeling".

Following the competition, Yark's team has already secured an investor who plans to mentor and support them as they further build out their business model.

The national winner of the annual competition always travels to the United States of America to participate in the global finals at the University of Delaware to compete for a US 100,000 prize.

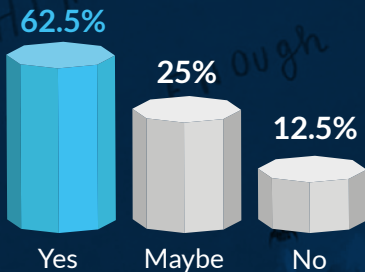
Team and institutional well-being performance

In this year's annual report, we are introducing a review of our team and institution's well-being performance. As an institution, we are committed to creating the most enabling environment for our team, where each individual can be productive and thrive while fueling a full life at and beyond work.

For 2022, we are measuring our well-being performance on four indicators:

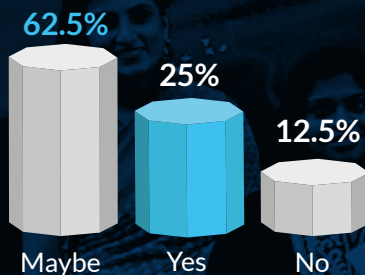
Happiness

Are you happy at work?



Team members cited their love for our mission, the safe and supportive environment, and the team as reasons for their work happiness. Others are unhappy due to low engagements from competing priorities and others are still finding clarity.

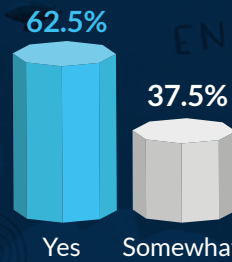
Are you happy outside of work?



The team reported that uncontrollable factors and not clearly defining what life outside of work is make them uncertain about their out-of-work happiness. Others due to personal reasons.

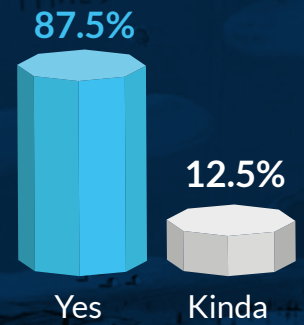
Satisfaction and culture

Are you satisfied with your role at TRIBE?



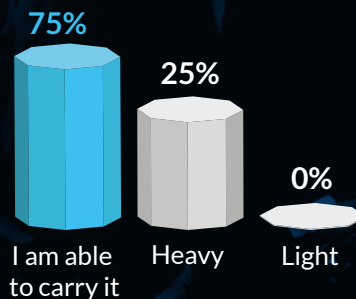
Majority of the respondents cited the opportunities for growth, learning, and impact as primary reasons for work role satisfaction. Others are trying to fully embrace and accept their roles.

Do you appreciate the team culture?

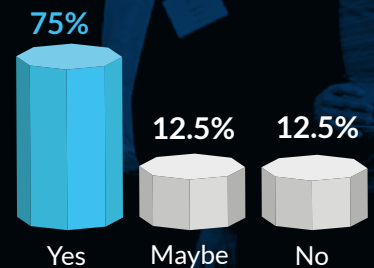


Workload, ability and confidence

Describe your workload at TRIBE



Are you confident in your ability to deliver on your role effectively and successfully?



Stress and burnout

Is your work stressful?



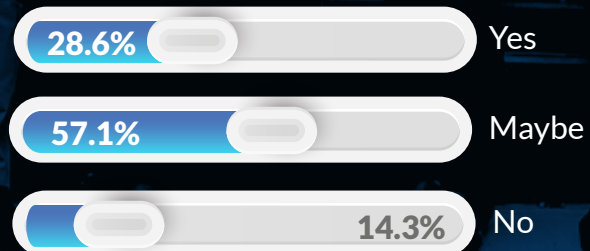
Massive workload, limited resources, challenge accessing basic services for work and competing priorities are among the top reasons why the team feels stressed by their work.

Have you experienced burnout at work at TRIBE?



High stress and massive workload have caused most of the team to experience burnout; the remaining respondents are still determining. In any case, no team member reported not experiencing burnout.

Do you believe you recovered from your burnout?



In 2023, we have a responsibility to ensure we provide a much more enabling environment that supports each team member's personal well-being and mental health. By instituting new programs and providing adequate resources for such purposes, we hope to prioritize everyone's happiness and productivity in achieving our work's mission without being at the expense of their health and mental well-being.

Celebrating individual performances

Following a big year, our team voted for various high performers and good human beings throughout 2022 – here's a highlight.

CEO Person of the Year



Lexanndine Taylor

Team Member of the Year (Co-winners)



Elvis M. D. Browne



Joshua L. Alston

Most Supportive (Co-winners)



Jallah Sumbo



Joshua Alston

Most Punctual



Randolphlyn Johnson

Best Swag



Kweeta Kolleh

Most Collaborative



Elvis M. D. Browne

Most Organized



Lexanndine Taylor

Most Lively / Fun (Co-winners)



Samuel Kpartor



Jallah Sumbo

Most Generous



Mulbah Kolleh

Most Teachable (Co-winners)



Joshua L. Alston



Randolphlyn Johnson



Mulbah Kolleh

The Tribe



Cathleen Jeanty,
Copy Editor



Elvis M. D. Browne,
Program and
Operations Manager



Jack Boimah,
Maintenance
Officer



Jallah Sumbo,
Technical
Operations Associate



Jee-won Arkoi,
Program Assistant



Joshua Alston,
Program Associate



Kweeta Kolleh,
Program Assistant



Lexandrine Taylor,
COO



Morgan Jennings,
Communications
Fellow



Moore Johnson,
Program Intern



Mulbah Kolleh,
Maintenance
Officer



Pius Noble Nkrumah,
Sr. Business
Operations Associate



**Randolphlyn Darlyn
Johnson,**
Finance and
Admin Assistant



Samuel Kpartor,
Business
Development
Associate



Sasha Lopez,
Multimedia Intern



Solomon Mahn,
Project Manager



Wainright Acquoi,
CEO



Wesleyan Wende,
Executive Assistant



Orange. Term ended, 2022.
Green. Active member, 2023

Board of Directors

We are incredibly grateful to our outgoing Board of Directors for two years of dedicated, resourceful, and strategic support of TRIBE's development. Though 2022 was our most significant year to date, we would have achieved significantly less than we did without the support of our Board of Directors, each of whom's unique abilities, skills, and expertise helped us thrive through a tough year.



Dr. Robtel Neajai Pailey,
Chairperson



Judge Eva Mappy Morgan,
Vice Chairperson



Cllr. Negbalee Warner,
Director



Dorbor Jallah,
Director

Welcoming a new leadership.

The outgoing transition of our Board of Directors welcomes the arrival of a newly elected Board of Directors comprising highly-accomplished, skilled, and experienced leaders who will lead TRIBE through our next stage of ambitious growth. Our new Board includes long-serving public officials, global education leaders, international development experts, legal practitioners, and successful entrepreneurs.



Amini Kajunju
COO, Ellen Johnson Sirleaf
Presidential Center



Atty. Decontee King-Sackie
Managing Partner, ZE'AD Advisors
Former Deputy Commissioner
General, Liberia Revenue Authority



Geoffroy Gerard,
Managing Director,
IE Foundation



George K. Werner
Former Minister of Education,
Liberia



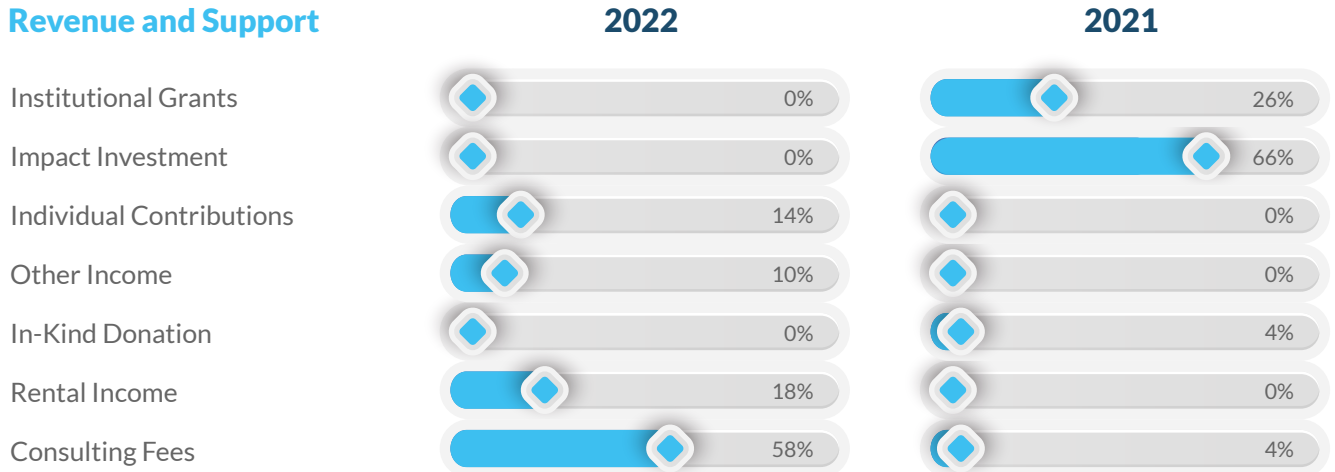
Monique Cooper-Liverpool
Managing Director, Petra
Resources Liberia



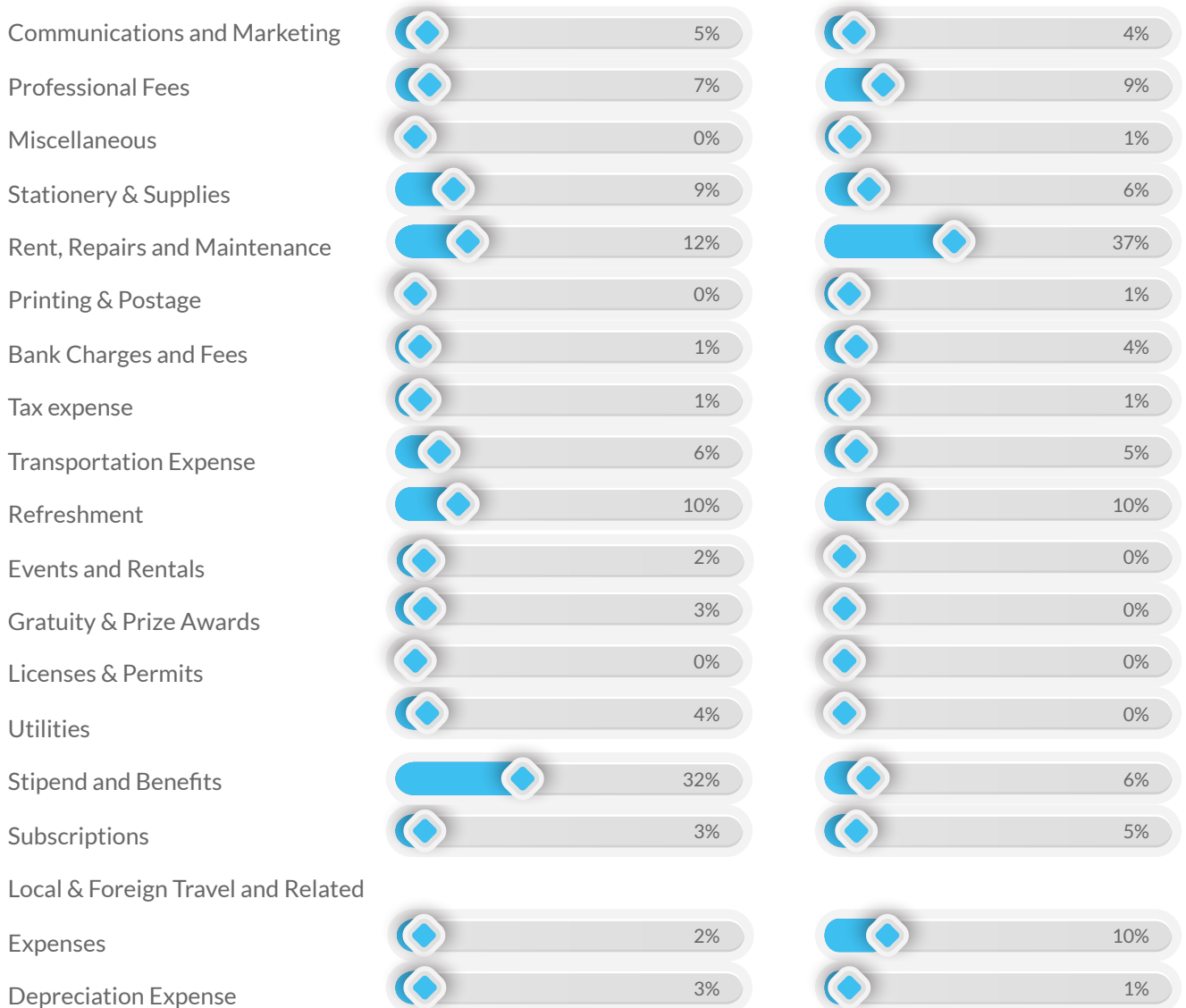
YoQuai Lavala
Entrepreneur / Private Sector
Development Consultant

Financials

Revenue and Support



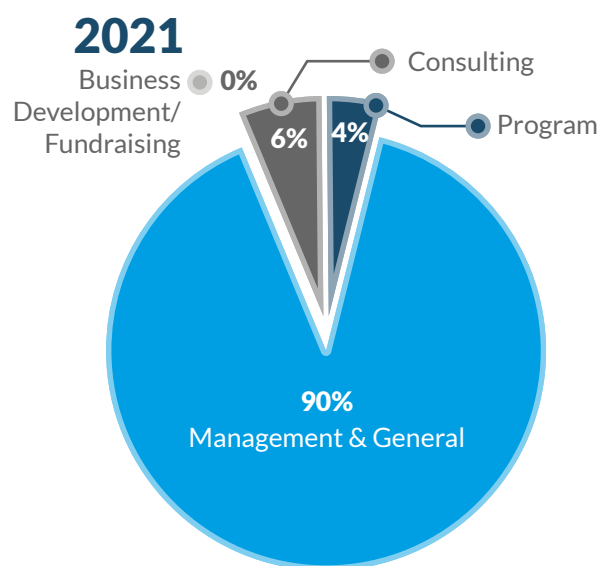
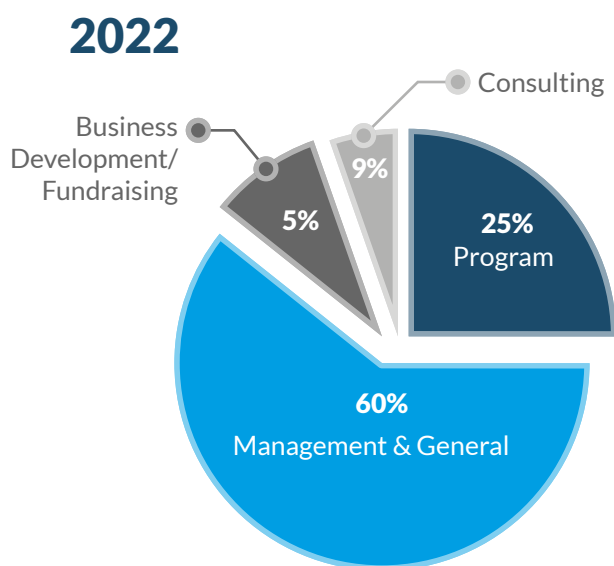
Expenses



Rent, repairs, and maintenance (\$6,062) were initially charged to Statement of Activities 2021 in full instead of amortized over the period expired in 2021. It has been adjusted to reflect the accrual basis of accounting.



Expenses by Function



Note: 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.

A year of prospects: 2023

We are finally getting started in 2023, and are excited to launch our new structure: three models under one brand:



Learning Solutions.



Entrepreneurship and Innovation Academy.



Social Impact Consultancy.

We are building Liberia's pre-eminent innovation accelerator to advance and expand learning possibilities, prepare secondary students for the workforce, and create a productive entrepreneurial ecosystem. We are fostering disruptive designs, centralized knowledge management, real-world skills development, and redefining performance for Liberian high schools, universities, and employment settings.

Our approach advocates for transformational education, in which teaching and learning align to develop students' cognitive, socio-emotional, and behavioral skills and abilities. Our three models will coordinate to ensure that every student and young person we encounter is equipped with the tools to reach their full potential.



Learning Solutions. Our learning solution's core model is RE-Novate. We are creating supplemental secondary education solutions that improve learning outcomes and prepare students for the workforce. In the long run, as many schools adopt TRIBE's model, we will continue to expand employment opportunities for young people leaving high school to build a pathway to productive employment. We are also supporting the high school system in developing effective learning and teaching strategies and designs to improve learning outcomes and enhance teaching effectiveness.



Entrepreneurial and Innovation Academy. We are building models that facilitate entrepreneurial ecosystem building and developing entrepreneurs to solve social issues and create employment opportunities. In the long run, we want to ensure Liberia's nascent entrepreneurial ecosystem gains traction and support young entrepreneurs to build thriving growth ventures that expand productive employment opportunities. RE-Novate fellows will also join our entrepreneurial ecosystem, while more established entrepreneurs and ventures will absorb graduating RE-Novate fellows.



Social Impact Consultancy. Through our social impact consulting, we are helping institutions and individuals deliver quality impact through bespoke designs that strengthen workforce development, create employment opportunities, and support entrepreneurial development. Institutions and individuals are adapting to our new social impact model that strengthens the ecosystem and promotes long-term growth rather than offering quick fixes.

It's another great year to
create magic!

We have a dream to ensure every young person we encounter is equipped with the tools to ***reach their full potential.***

We have a bold vision, a pragmatic and audacious plan, a talented and committed team, and the stubbornness and resistance required to change an education system affected by decades of war, political instability, apathy, incompetence, and inefficiencies.

We want to achieve this dream in our lifetime. ***Would you join us?***



TRIBE


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