



Improving the way  
we teach, learn,  
and work



Annual Impact Report  
**2023**



## A GIG<sup>1</sup> Year: How did we get here?

Improving learning outcomes | Facilitating workforce development | Building entrepreneurial ecosystems

<sup>1</sup> Grace, Impact and Growth



## Acknowledgements

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We acknowledge our team for the incredible work of keeping the momentum, learning consistently, and growing – building through the chaos.

The individual commitment and sacrifices we share contribute to our collective progress. Our Board of Directors have been outstanding—providing guidance and support—and standing in the arena where necessary.

The trust and true partnership of our funders, partners, clients, and everyone we serve—everyone who is crazy enough to believe we are what we say we are, and can do what we profess—by lending us their money, time and other resources, have been vital to our development.

TRIBE's business development, operations, and product teams collectively produced this report.

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The Tribe





## To the Members of our Tribe,

As we reflect on 2023, I am filled with immense pride and gratitude for the monumental year we have had at TRIBE. The journey of the past year was marked by resilience, innovation, and a shared commitment to our mission of fostering learning, entrepreneurship, and social impact.

We have witnessed the flourishing of our programs, each designed with care and purpose to empower individuals and communities as we expand the entrepreneurship ecosystem. From educational initiatives that spark curiosity and nurture talent, to entrepreneurial endeavors that ignite creativity and drive, to endeavors rooted in social impact that foster empathy and change, our programs have touched many lives and inspired meaningful transformation.

Crucially, our progress in 2023 has not been solitary. It has been made possible through the strength of our partnerships. We have deepened existing relationships and forged new ones, recognizing that collaboration is the cornerstone of progress. Together with our partners, we have leveraged resources, expertise, and networks to amplify our impact and extend our reach.

Moreover, 2023 saw the culmination of our inaugural year as a new board, building on the framework of our predecessors. As stewards along with TRIBE's now fully staffed senior management team, I believe we have laid firm foundations for the organization's continued growth and sustainability.

As we celebrate the triumphs and trials of the past year, our Board is recommitted to our shared vision and values at TRIBE. We are resolved to forge forward knowing that our work is not merely about the present, but about shaping the Liberia we want for the generations ahead.

Together, we have accomplished much, and together, we will continue to make an impact.

With gratitude and optimism,

**Monique Cooper-Liverpool**  
*Chair, Board of Directors*

# Damn, what the heck?!

## Dear Friend:

Usually around this time for the last three years, I am excited to write this letter and share our year with you. I have also had a lot to say.

*But this year, I am tired. Frustrated. And less excited. I did not know what to say until the very last minute, and it's a whole lot less than usual.*

Not because I feel any less passionate and excited about the work we are doing than I was when we first started, but because of how hard it has become to truly unlock its full potential – the many factors I am learning and hardly accepting we have no control over.

In fact, 2023 was our biggest year to date—securing nearly half a million in revenue—and directly impacting over 100 people across our three portfolios. We collaborated with two universities in America and the UK to recruit additional talent, participated in massive global convenings about education and innovation on the continent, and increased our consulting clients by over 100%.

Yet, this growth, as proud as we are of it, robbed us of truly focusing on why we exist: addressing Liberia's learning crisis by reimagining secondary education as the foundation to building a productive workforce.

When I think of true impact, I reflect on my personal journey: a young kid, oblivious to life's harsh realities, not knowing what preparations were needed to thrive. Trapped in an education system that enforced rote memorization, test taking and instructions—focusing less, if at all—on critical thinking, problem solving and creativity, tenets for 'succeeding' in the 21<sup>st</sup> Century. Saved by early access to mentorship, resources and cultivating the mindset and skills relevant in today's world.

One kid. One opportunity to turn things around. The value in the individual life transformed—over a long period of time—not the collective number of mere interactions with many people.

In 2023, we witnessed a few of these individual stories. The numbers are low, but the quality has seemed to be high. They were touching. And probably what kept me going.

This mindset has informed how we think about impact and the process that leads us there. However, securing the right and adequate capital has been a challenge. Sometimes I wonder, “are we too foolish to believe this will work, or have we not been clearly articulating what we are doing to attract the right capital?” Or maybe, “we have been speaking to the wrong people?”

We have not exactly figured that out.

So, we turned to impact consulting to pay the bills meanwhile. Still addressing the learning problem for our clients: government, private corporations and medium- to large organizations. Our clients have been exceptionally generous in allowing our young team to advise them on improving and delivering their work. Importantly, we are helping to expand their impact by improving how people learn.

Nonetheless, we are constantly reminded of the fundamental gap between what Liberian schools teach, and what the real world demands.

It is exhausting. We cannot succeed at the highest level without first closing this fundamental gap in our secondary (and primary) education. To build up, we must firstly be grounded!

We made a case for that in a [report](#) we published last year about integrating entrepreneurship as a form of social engagement, and real world skills into high schools curricula.

In 2024, we plan to pause. Reflect. And rethink who we are, what we do, and how we deliver.

This report quintessentially captures our odyssey, and yet quandary, and presents a future that we are hopeful of, but one that we hope to not only hope of building.

I hope you enjoy reading and sharing this report. If you have better ideas about how we can build successfully, and sustainably, I would love to connect, learn, and collaborate.

Can you help us unlearn, relearn, and do better?

In an effort to unlock young people's potential,

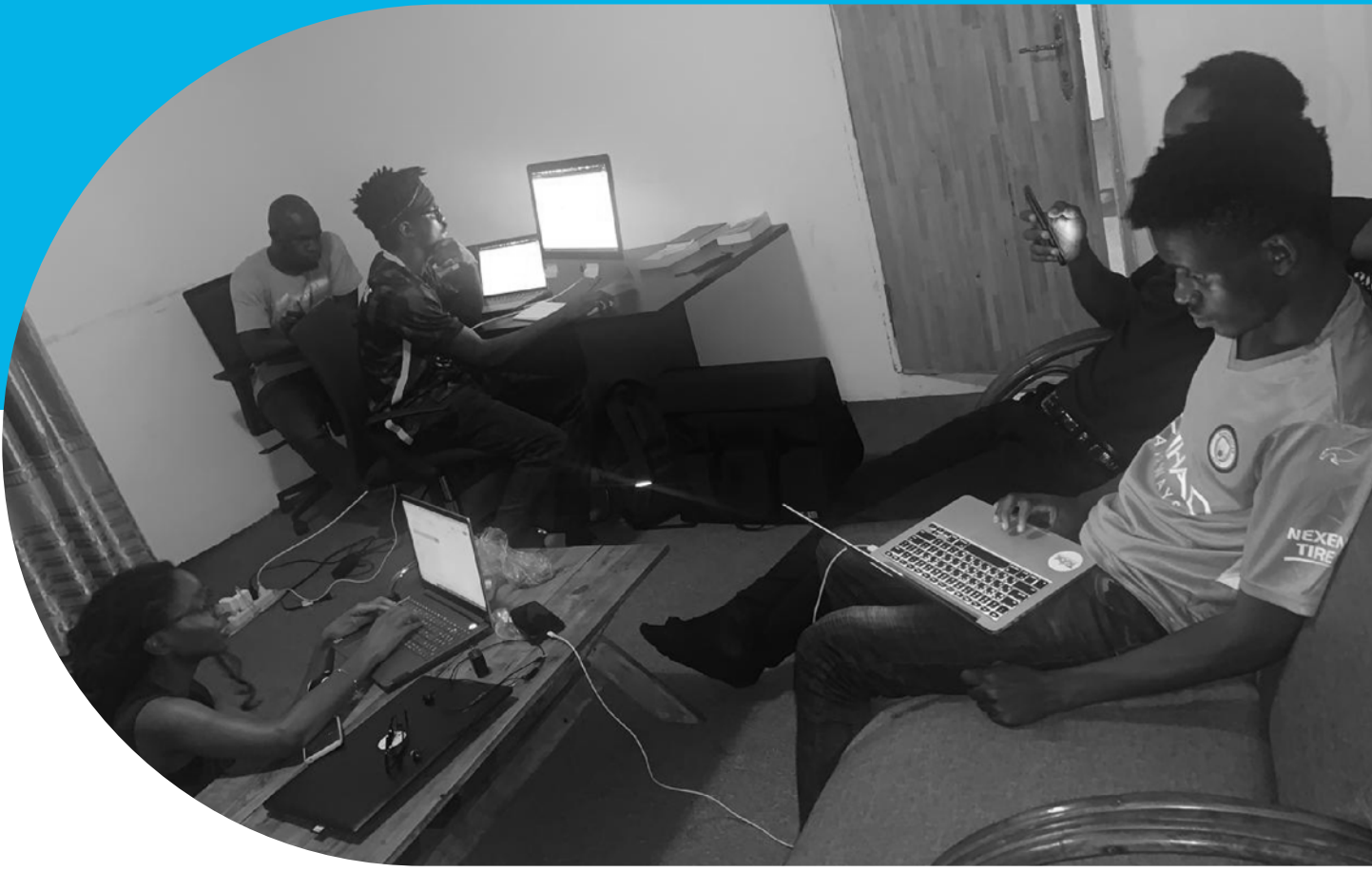
**Wainright Acquoi**  
Chief Executive Officer







# Understanding Ourselves



## What keeps us up at night

Liberia is facing a learning crisis, evident as high school graduates enter the workforce without adequate preparation for real-world challenges. Essential skills like critical thinking and problem-solving are mostly neglected in classrooms, and vital professional development experiences such as entrepreneurship, mentorship, and early career exposure are lacking. Many students are inadequately prepared for the job market, to tackle the country's prevailing issues, and to compete globally – reinforcing the conundrum for young people's transition out of poverty.

While a few young people in development, politics and business thrive due to early exposure, mentorship, and world-class education, witnessing significant growth in their professional careers, the majority are left grappling with a substantial knowledge gap and a lack of guidance from, and hope in the system. The urgency to bridge this learning gap is unmistakable. Now! or never. Passiveness is too costly; addressing Liberia's learning crisis is crucial. Our failure to act now, and strategically, only widens the gap, trapping even more young people in a vicious cycle of unproductivity and poverty.

## We are on a mission...

To design experiences and create alternative solutions that improve how we teach, learn, and employ. We believe that we exist to disrupt conventions and build evolving, lasting alternative solutions that make learning and employment meaningful and productive.

### Values



Hard Work



Empathy



Youthfulness



Growth



Re-imaginative



Integrity



Dignity





## Impact Theory

Our approach:



### Identify

Opportunities and young people with talent



### Incubate

Ideas and young people



### Equip

Young people with the skills, tools and resources to be confident



### Connect

Talent and solutions to opportunities to further grow and develop



### Create

Relevant solutions and increase impact

### Theory of Change:

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.



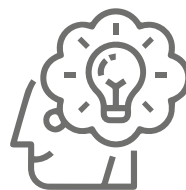
## Three models. One brand

In 2023, we launched a new structure: three models under TRIBE's brand:



**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

by integrating entrepreneurship education into schools' curricula. 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.



**Entrepreneurship and Innovation Academy.** We are building models to facilitate entrepreneurial ecosystem building and developing entrepreneurs to solve socioeconomic and environmental

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 and growth ventures that expand productive employment opportunities. Qualified RE-Novate fellows will also join our entrepreneurial ecosystem, while more established entrepreneurs and ventures will absorb graduating RE-Novate fellows.



**Social Impact Consulting Portfolio.**

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 sustainable growth rather than offering quick fixes.



# TRIBE's chronicles

After four years of building a nonprofit design startup focused on education, entrepreneurship, and workforce development in Liberia, we reflect on a journey marked by grace, resilience, and the pursuit of purpose.

## 2019: Birth

**Team:** 7 founding team members. All volunteers.

**Revenue:** First unsuccessful pitch done. \$390 In-kind donations

## 2020: Figuring sh\*t out

**Team:** 8 team members. 5 Liberians. 3 Americans. All volunteers. First in-person meeting held.

**Revenue:** First two funding proposals rejected. \$4,469 individual investment and donations.

**Projects:** Research presented at Oxford University's Map the System Global Competition. First entrepreneurship program launched virtually. Virtual Entrepreneurship Program. Virtual Mentorship Program. Hybrid Young Entrepreneurs Bootcamp designed and executed.

**Partners:** Partnership with Peace First Global. The Futures Project inaugural accelerator program. The Kreative Zone. J-Palm Liberia. Mano River Union Youth Parliament.

**Reach:** First media publication with ABC 24 WPBF News . 45 students impacted. 2 counties. 25 schools. 1.2 unique website visits. 182k social media engagements. 10 media features.

## 2021: Taking a leap!

**Team:** CEO moved back to Liberia and joined the team full-time. 14 team members all year.

**Four-month average team members compensation:** \$48

TRIBE's inaugural Board of directors established

**Revenue:** \$76,900

**Projects:** RE-Novate. J-Palm Startup Challenge.

**First consulting gig:** Mercy Corps | Research and design of national youth employment task force

**Partnerships:** 11 partners. Three school partners. Two consulting clients

**Infrastructure:** First office space

**Reach:** 42 students. 20 entrepreneurs. 5 media features. 75K media engagements

## 2022: Can you trust us?

**Team:** 15 team members all year.

**Average gross salary for team members:** \$171. Two team members traveled abroad for studies.

**Revenue:** 19,394

**Projects:** 5 Major projects. RE-Novate. Build in the box. Civil education research. Entrepreneurship fair. Environmental innovation challenge.

**Partners:** 14 partners. 3 Consulting clients.

**Partners:** MercyCorps Liberia. African Leadership Academy. Petra Resources. Dr. Robtel Neajai Pailey

**Infrastructure:** Leased official office space

**Reach:** +100K social media engagement. 153 students and youth engaged through our programs



## 2023: A GIG year: How did we get here?

**Team:** COO and Director of Social Impact Consulting joined the time full-time. xxxx team members all year.

**Average gross salary for team members:** \$680.

**Revenue:** + \$360,000

**Projects:** 7 major projects. RE-Novate. Agriculture. Environmental innovation. Tech innovation. TRIBE' entrepreneurship incubator launched.

**Partners:** 5 consulting clients. 15 partners

**Reach:** 106.618K social media engagement. +100 students and youth engaged through our programs



2023 in numbers



**+360,000**  
secured income



**15**

STRATEGIC PARTNERS



**03**

SCHOOL PARTNERS



**03**

LARGE CLIENTS



**05**

MAJOR PROJECTS



**104**

DIRECT COHORT PARTICIPANTS



**06**

COUNTIES

**05**

SECTORS:



EDUCATION



TECHNOLOGY



AGRICULTURE



HEALTH



ENVIRONMENT



**02**

PUBLISHED REPORTS



**106.618 K**

COMBINED SOCIAL MEDIA ENGAGEMENTS

# Learning Solutions

...It's Just The Beginning



# Improving Learning Outcomes

In 2023, TRIBE extended its impact, collaborating with over 100 students and entrepreneurs from diverse backgrounds and educational levels. Engaging with these young leaders reminded us of the inherent brilliance within our youth and underscored the inefficiencies in our educational institutions in preparing them for the real world. Whether it is skill development or entrepreneurship, every effort we make reflects the reality that many students lack the relevant critical skills needed for success in the 21st century workforce.

To bridge this gap, we recognize the need for intentional efforts to enhance student learning and improve education outcomes. A systemic approach, involving a reevaluation of our learning framework, the establishment of clear and relevant indicators to measure learning outcomes, and the implementation of bold, and radical solutions to provide relevant and high-quality education, especially in our secondary schools is required. Our Learning Solutions portfolio seeks to address these issues through systems thinking, research, program innovation, and policy interventions.

## Core model: RE-Novate

RE-Novate is TRIBE's school-to-work model for high school students. Through a partnership with schools to integrate the model into their academic curriculum, students (fellows) participate in weekly learning workshops and skills labs to develop entrepreneurial and work skills, monthly seminars with practitioners and experts, and mentoring. RE-Novate Fellows build projects and enroll in post-program paid internships. In the most recent program (2022), 100% of Fellows were paired with mentors, 50%

of them obtained paid internships, 20% of the interns obtained full-time job opportunities after completing their internships due to their availability and outstanding performance at their assigned institutions. The pilot was funded by Acumen and The Samuel Huntington Fund.

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 the tools to grow.



### Behavioral skills

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



### Socio-emotional growth

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



### Cognitive abilities

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





## RE-Novate Fellows on the move!

It is truly inspiring to see how our RE-Novate fellows have taken a courageous leap in their personal and academic journeys in 2023. Through the academic advancement program, we are making intentional efforts to remain engaged with our fellows post-RE-Novate by supporting them in college applications, identifying academic pathways that align with their interests, and providing exposure through events and continuous learning activities. Here are some major highlights from their journey in 2023:



**Praise Thomas**, a RE-Novate Fellow from ELWA Academy, moved to Rwanda after successfully gaining admission into the University of Kigali to study Finance.

**Victory Oguntimehin**, a fellow from ELWA Academy, graduated as the salutatorian of her graduating class and moved to India to pursue a Bachelor of Business Administration at Marwadi University.



**Christopher T. Pabai Jr.**, a fellow from B. W. Harris Episcopal School, graduated as the valedictorian of his graduating class. He is currently pursuing a Bachelor of Science degree in Biology at Cuttington University.

**Leetra Gibson**, a fellow from ELWA Academy, following her internship at TRIBE, graduated from high school and began her studies at the Mother Pattern College of Health Sciences.



**Praise Joel**, a fellow from Paynesville SDA High School, she graduated in 2023 and majors in Business Administration at Starz University. A talented seamstress who takes on paid sewing projects, Praise recently graduated with a certificate in tailoring from the Christ Embassy Vocational School. She has received full scholarship to attend the African Leadership Academy in Johannesburg, South Africa.



## Fundraising has been a tough ride

In 2023, we submitted numerous proposals for RE-Novate without any success. Despite exploring fellowship programs, impact investment opportunities, and direct funding, the lack of funds adversely affected team morale and the program implementation timeline. As a response, we are currently redesigning the program, with fundraising positioned as a critical driver in our three-year strategic plan. We welcome donations, strategic partnerships, and technical support as we strengthen our storytelling and fundraising initiatives.

*Would you consider supporting us?*





## Entrepreneurship and Innovation Academy

...How can we do it differently?





## Supporting Liberia’s entrepreneurial ecosystem

In recent years, Liberia has witnessed a noticeable surge in the pursuit of entrepreneurship. However, resources and processes needed to address the foundational gaps crucial for establishing and sustaining startup growth have been insufficient. As Liberia's ecosystem is primarily fueled by development capital, bureaucracies and funding priorities misalignment mostly rather constrain, than advance entrepreneurial growth. Patient and flexible capital, combined with an enabling environment and talent, is vital to building a productive ecosystem.

TRIBE’s Entrepreneurship and Innovation Academy attempts to discover and design alternative and effective approaches for how to make entrepreneurship work in Liberia: building an effective ecosystem where investments are intentional, talent is available, resources are effective, and knowledge is democratized. In 2023, we began nurturing young entrepreneurs through, fostering a robust ecosystem of industry professionals and seasoned entrepreneurs, and offering small-scale investment capital to advance the work of budding entrepreneurs.

By discovering, packaging, and providing the relevant knowledge and insights to inform major ecosystem players' approach to effectively investing in, and supporting Liberia’s entrepreneurial development, we can bridge the knowledge and practice gap to drive sustainable results.

TRIBE has experimented with several initiatives leading up to 2023:

### Young Entrepreneurs Boot Camp (YEBC).

We launched YEBC in 2020 to equip high school students with skills in entrepreneurship, digital literacy and leadership. 26 students from 18 schools participated in the program. Read the report [here](#).



*“YEBC has been my guiding light on the path of entrepreneurship, igniting my passion and equipping me with tools needed to turn my dreams into reality. From humble beginnings after high school to now leading a growing digital marketing venture, YEBC has been the catalyst for my [growth] journey[.]”* **Andrew Siafa, CEO, Kklikz Technologies, LLC**

### JPL Startup Challenge

We partnered with J-Palm Liberia to launch the JPL Startup Challenge. The challenge provided training, ecosystem exposure and non-equity capital to startups. Fifteen entrepreneurs from five counties participated in the challenge. Read the report [here](#).

Based on the findings from the JPL startup challenge and TRIBE’s comprehension of the ecosystem and its strategies to promote entrepreneurship, In 2023, Pacha Soap Co. decided to work with TRIBE as a partner to design and develop an approach that focuses on effectively developing Liberian entrepreneurs – an annual startup incubator, idées.

# NIMBA VENTURES INC.

## HEAD OFFICE

CIVILIZED COMMUNITY, SACLEPEA CITY, NIMBA COUNTY  
"Agriculture with Difference"



## Current model: idées

idées is a reimagined model for impact-first, financially viable startups: an incubator to equip young entrepreneurs with the skills, tools and networks to grow, and a vehicle to drive increased startup development investment.



**idées' goal.** To recruit startups, prepare them by taking them through theoretical and practical training and infuse non-equity capital investments into their ventures to aid in validation, growth and market success.

### Recruitment in numbers:

**PHASE ONE**  **10** APPLICANTS

**PHASE TWO**  **03** SELECTED  1 Man  2 Women

We recruited two additional startups from Nimba and Bong counties: Nimba Ventures, the winner of the J-Palm Startup Challenge, and Ekima, an incubatee of our USAID Agribusiness Incubator and Development Activity. These startups were selected based on their market traction and TRIBE's attempt to diversify its portfolio and expand learnings to additional counties<sup>2</sup>.

The successful startups were formally onboarded into the incubator through a week-long series of activities, including a welcome event, team-building exercises, and a formal launch meeting with the Pacha team.

## idées cohort one insight



**Recruitment + Onboarding.** TRIBE invited Montserrado-based applicants to apply to idées pilot cohort targeting three startups to receive bespoke training, business development services, non-equity capital, co-working space, network and opportunity access.

<sup>3</sup> Liberia is subdivided into 15 counties, with Montserrado hosting the Capital City, Monrovia.





## Incubation

We enhanced the entrepreneurs' learning experience through five main activities:



**Weekly learning workshops.** Bi-weekly practical sessions guided by experienced facilitators focused on relevant entrepreneurial subjects tailored to ventures-specific needs. We hosted 16 learning workshops covering: business model development, problem framing, market research, customer modeling and product-market fit.



**Ideation lab.** Bi-monthly practical learning sessions hosted at TRIBE Campus. The entrepreneurs convened to collaborate and design solutions and strategies to address their current business challenges. We hosted three ideation labs.



**Learning excursions.** The entrepreneurs received guided tours and lectures at both J-Palm Liberia and the Liberia Toiletries facilities to gain meaningful insights into the operations of these Liberian-owned companies to contribute to their thinking.



*“Visiting entities that are practically involved with production actually broadened my mind, and gave me the sense of how to operate a full production facility.”*

**Jared Lankah, CEO, Nimba Ventures**



**Collaboration and integration.** TRIBE works with USAID on a three-year project to implement the USAID Agribusiness Incubator and Development activity. As part of the incubator engagements with partners, idées collaborated to ensure the entrepreneurs received additional resources and support. idées' entrepreneurs engaged in cross-learning workshops, learning excursions and personalized coaching sessions.



**Demo day.** The incubator culminated with an entrepreneurship symposium—a public convening of entrepreneurs, partners and stakeholders—to discuss topics relevant to supporting Liberia's entrepreneurial ecosystem and validating the idées model.

## idées cohort inaugural class



**Andrew Siafa** | CEO, Kklikz

Kklikz Technologies, LLC, a company rooted in Liberia, specializing in digital marketing, graphic design, and media services.



**Chorlyn E. Chor** | CEO, Professional Home Services

Professional Home Services is a Liberian-owned agency specializing in non-medical homecare and personal services, including laundry, janitorial, maid, and educational assistance.



**Jared Lankah** | CEO, Nimba Ventures Inc

Nimba Ventures is a youth-led agribusiness company specializing in mixed agriculture farming and snail cultivation. The company repurposes disposed snail shells to create calcium supplements for snail feed and nutrients for vegetable farmers across Liberia.



**Stephen Ellie** | CEO, E-Kima Agriculture Com

A homegrown enterprise specializing in cassava processing and producing cassava-based goods such as super gari, milky gari, odorless fufu powder, odorless depah powder, cassava chips, and coated peanuts.

## Facilitators



**Gerald Hodges**



**Mahmud Johnson**



**Elvis M. D. Browne**



**Wainright Acquoi**



**Jallah Sumbo**



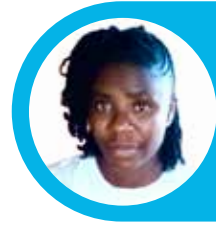
**Pius Noble Nkrumah**



*"We as a business believe in the phrase that we're founded on the basis that business can free people and that business can be a tool for change. So by partnering with entrepreneurs in Liberia, we hope to be a part of that change. We hope to enable more people to start and be a part of a successful entrepreneurial ecosystem. We were inspired specifically to work with TRIBE because of their work in looking at the entrepreneurial ecosystem and seeing where there were opportunities to improve it."* **Andy Thornton** | Chief Impact Officer, Pacha Soap Co

# An adventure of impact

**Entrepreneur with scrubs: Ideas' alumna wins \$25,000 from USAID agribusiness accelerator**



Linda Seton is the CEO and founder of EcoSoap.

Linda's entrepreneurial journey begins with a tragic event involving her friend losing a child due to malaria during pregnancy. Determined to address this pressing issue, she embarked on manufacturing mosquito repellent products for underserved people. Though technically equipped about her products, prior to idées', Linda had limited knowledge of business operations and entrepreneurial development.

Juggling her responsibilities as a nurse working night shifts, an incubatee in USAID ATI's project, running her business, and being a part of idées' incubator, Linda faced numerous challenges and financial constraints. Despite these obstacles, Linda remained resilient and embraced the transformative opportunities offered by the incubator.

"I remember attending one of the learning workshops soaking wet after walking in the rain and working a night shift at the hospital," she shared.

Implementing insights gained from the incubator, such as strategic problem-solving, customer modeling and sales and marketing, Linda witnessed improvement in customer retention and sales.

Funds Linda secured from the incubator furthered her expansion plans. She aims to bolster soap production. The funds were also invested in the purchase of essential oil bottles, social media marketing, packaging, and introducing a new product line of body lotion.

While preparing to pitch her business to a panel of judges at the USAID Agribusiness Incubator and Development Activity led by iCampus Liberia, Linda recalled utilizing learnings she learned from her pitch sessions at idées. She outperformed her colleagues, obtaining the highest score across all three funding categories and winning \$25,000. Linda shared her experience about how idées' prepared her for the pitch and made her see her business more formally.

"Through the knowledge gained from idées learning sessions, especially the pitch deck presentation session, I learned to communicate my business rightfully to investors. The cooperation of the team and encouraging words from the CEO of TRIBE at the dying minute of the pitch competition boosted my confidence and made me perform exceptionally during the competition."

"With the USAID funding, we aim to enhance our production capacity by securing a larger and upgraded facility, acquiring all necessary production equipment, providing training for our staff, procuring additional raw materials, and expanding our production, marketing, and sales efforts through the recruitment of more sales agents."

## Production innovation at Ekima



*"One of the specific achievements that we are proud of is launching a new product line of cassava-based snacks that have been well-received in the market. These snacks are not only delicious but also nutritious, offering a healthy alternative to traditional snacks."*

*Utilizing learnings and support from the incubator, we successfully penetrated our new market and established strategic partnerships with distributors. This led to a significant increase in gari sales from 50,000 LD weekly to 110,000 LD weekly."*

**Stephen Ellie, CEO, Ekima**

**Watch out for a full report on Idées' model and our learnings about Liberia's entrepreneurship ecosystem.**

The incubator revealed several challenges: limited team capacity strained operations in the incubator, requiring a full team effort, especially to coordinate and work with startups in Bong and Nimba counties. Budget constraints prevented hiring, dividing the team's focus and affecting communication with startups. Additionally, low-quality applications underscored shortcomings in Liberia's education system, impacting desired outcomes in entrepreneurship.





## Social Impact Consulting

...What does impact mean?

# Supporting people and businesses to perform optimally

In 2021, we experimented with consulting for the first time. Fundraising was extremely difficult and grossly unsuccessful, so we decided to leverage our young, ambitious and skilled team to mobilize resources to sustain our operations.

We identified a need for quality delivery of services in the education, workforce development and entrepreneurial space, and our internal talent pool was well-positioned to serve clients. Since then, TRIBE has become a leading institution for designing and delivering projects for medium- to large-scale clients across **seven of Liberia's fifteen counties**.

**We have expanded our scope of operations to five sectors: education, environment, health, agriculture, and technology – all aligned to our core mission.**

At TRIBE, social impact is at the core of everything we do. We believe that consulting success goes beyond traditional metrics. Our purpose is to drive positive change. We achieve this by intentionally partnering with clients who share our values and allow us to put impact first.

We are cultivating a future where:



**Learning ignites opportunity.** We equip individuals with the knowledge, experience and skills to succeed, fueling workforce development and closing the skills gap.



**Workforce thrives.** We empower businesses to build a future-ready workforce, driving innovation and economic prosperity.



**Entrepreneurship flourishes.** We foster vibrant entrepreneurial ecosystems, where creativity thrives and communities prosper.

## Our Client Portfolio

We work with a diverse client base – global in reach and locally rooted. We approach each project using a human-centered design approach.







## TRIBE - Social Impact Consulting Activities in 2023:

TRIBE's Social Impact Consulting (SIC) portfolio achieved explosive growth in 2023 as a distinct service line, securing its largest contract to date – a three-year subcontract with DAI Global LLC to implement the USAID Agribusiness Incubator and Development Activity through the Africa Trade & Investment Activity valued at USD 1.9 Million in combined direct investment and delivery. TRIBE, in partnership with SMART Liberia and YONER Liberia, **is preparing 90 agri-startups (30 startups annually) for market and additional investment.**

The SIC portfolio further expanded its reach in 2023 through collaborations with long-standing partners: MercyCorps and Petra Resources Inc. Our team delivered services in new business areas: a tech startup incubation program with MercyCorps Liberia and a university environmental research and innovation initiative with Petra Resources.

### 2023 Key Consulting Projects:



#### USAID Agribusiness Incubator and Development Incubator

USAID Liberia through the Africa Trade and Investment (ATI) program awarded to the Monrovia Startup-up Consortium with TRIBE as lead agency, in partnership with SMART Liberia and YONER Libera, a firm fixed price award under a subcontract to implement an Agribusiness Incubator<sup>3</sup>. Each year leading up to 2026, the incubator will recruit, onboard and train 30 agribusinesses. A selected number of agribusinesses will proceed to the final pitch competition, where ten ventures will win up to USD 50,000 in non-equity capital.

### Chort One

Eighty-nine agribusinesses applied to cohort one. Thirty ventures enrolled and participated in a five-month incubation process, covering business model development, product development, marketing and sales, agribusiness development and pitching. On 4 December 2023, 21 finalists pitched before a panel of four judges, from which 11 ventures won non-equity capital to advance to market validation and obtain product-market fit.



*“My experience with the Monrovia Agribusiness School has been transformative for both my personal development and business growth. The mentorship and guidance provided by the team have equipped me with the knowledge and confidence needed to effectively manage my business affairs.”* **Felecia Pitt, CEO, Fefe’s Coco Fresh**

<sup>3</sup> The Monrovia Startup Consortium implements Lot B of the project, covering five counties: Montserrado, Bong, Grand Bassa, Rivercess and Sinoe. Two other incubators cover the remaining ten counties.





## MercyCorp MTN Momo Hackathon Incubator

TRIBE, MercyCorps Liberia PROSPECTS-IV Team, and Lonestar Cell MTN MoMo Team collaborated to provide incubation services and business development support to ten Hackathon Participants<sup>4</sup>.

Ten finalists competed for three winning slots (USD 5,000, USD 3,000 and USD 2,000) in a tech hackathon that LonestarCell MTN organized in January and February 2023. The hackathon sought to identify viable startup ideas for market entry, and possible integration of the LonestarCell MTN API. However, the process emphasized a strong technical oversight, with limited to no clearance of viable business models and market viability.

To balance technical design with strong business development for go-to-market advancements, MercyCorps hired TRIBE to facilitate a three-month business incubation for the solutions.

Utilizing a strong design-thinking approach, systems thinking, and tech-enabled integration, TRIBE delivered the services through the following models: **inception planning, baseline assessments, stakeholders engagement, incubation and training, market testing and go-to-market strategy development.**

## Startups

The ten startups are delivering various crucial solutions across building an online marketplace for farmers to access markets and increase income, designing a platform for centralized management of patients' health information, and developing innovative ways to manage waste.

Following incubation, TRIBE presented all solutions along with investment recommendations for MercyCorps to deploy capital where needed.



*"Everything, just the level of detail we went into in defining our problems and solutions was more than I had done previously, it was a thorough learning experience."* **David Jallah, CEO, School Help**



*"During the training sessions with TRIBE, we had different startups with unique ideas. Some of these ideas were used as a case study to give a clear and practical way of understanding the business message for that session, which I found really helpful."* **Yarzue Zolia, CEO, EzyHealth**

<sup>4</sup> LonestarCell MTN hosted a tech hackathon for university students and graduates to develop solutions to pressing health, education and agriculture challenges. TRIBE was later hired to incubate the winners and provide business development services.

## Petra Pay It Forward: Environmental Research & Innovation Challenge

In September 2023, Petra Resources Incorporated collaborated with TRIBE to launch the Petra Pay It Forward Initiative: Petra Environmental Research and Innovation Challenge. The project aimed to cultivate students' interest in research, environmental science and foster innovative solutions for Liberia's environmental challenges.

Partnering with Cuttington University and Stella Maris Polytechnic University, the initiative recruited 18 students who formed six research teams. Through training and mentorship, the teams explored solutions to pressing issues covering plastic pollution, waste management, and road accidents, culminating in a two-month research project. A panel of environmental experts selected the top research report from each university for presentation at a final symposium. The winning team from Stella Maris Polytechnic University received a cash prize of USD \$1,500, recognizing their outstanding contribution. TRIBE's Learning Solutions team led the project.

**Team Safety Stewards.** The study centered on how the current road condition contributes to transportation challenges (movement of goods and people), safety risks, and environmental degradation. A careful analysis was done to assess the perspectives of the different groups of road users and stakeholders and how it impacts their daily behaviors.

**Team Jolanplast.** The study aimed to understand how to reduce plastic waste pollution by qualitatively assessing the quality of household plastic waste and its recyclability into useful items, such as paver tiles, using the Cuttington University Undergraduate Campus as a case study.



*"My experience in the Petra Environmental Research and Innovation Challenge was like exploring uncharted territories of knowledge. My research journey was a captivating voyage of discovery, fueled by curiosity and guided by the relentless pursuit of answers."* **Amos Jallah, Participant, Stella Maris Polytechnic University**



**A view from within...**



Since our founding, we have made intentional efforts to define our company’s culture, provide an environment that triggers our team’s continuous growth, and create effective systems to achieve operational efficiency. The Tribe has grown exponentially, with team members acquiring new experiences and knowledge. We are building a culture that emphasizes learning and collaboration, while making deliberate efforts to strengthen our systems. In this section of the report, we share the stories of some of our team members' journeys with us, what has worked well and what needs improvement in our culture and systems.

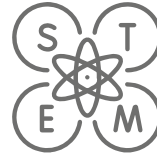
## Team profile



Academic background



Social science



STEM



Business



Average age:  
**26.9**  
years



Combined work experience:  
**+30** years



Gender Disaggregation  
 66.6%  
 33.3%

## Qualification



Undergraduate:  
**05**



Graduate:  
**02**

## Affiliate Institutions





## Stories that tell

At TRIBE, we frequently pose challenging questions to ourselves. One such thought-provoking question is: “Are we fostering an environment that encourages team members to thrive and realize their full potential?”

While grappling with this question, we have been fortunate to witness team members taking bold steps, utilizing available resources to acquire new skills, and broaden their networks. Two exemplary individuals are Mulbah Kolleh, Maintenance officer, and Kweeta F. Kolleh, Program Assistant.

### Meet Mulbah Kolleh: The maintenance officer in the arena

When we relocated to our new office on 1st Street in Sinkor, we found ourselves in need of a maintenance officer. Fortunately, Mulbah and Jackson were available, having recently lost their jobs when the previous tenant vacated the premises. All they required to secure and maintain their positions was a one-time meeting with the CEO, a commitment to good behavior, and getting the job done.

Mulbah has never confined himself to only the maintenance officer’s role. Often referring to himself as the “Chief Maintenance Officer,” Mullah would assist Randolphlyn, our then Operations Assistant, in organizing petty cash forms, performing logistical operations and running occasional errands at the bank.

Randolphlyn bid us farewell in March of 2023. While we searched for her replacement, Mulbah would curiously ask to support operational processes outside of his role and was proactive in being a support to the team.

Mulbah took charge of most in-person bank transactions and diligently followed up on processes for our social security registration, business registration, and accreditation. For him, it was not just about fulfilling responsibilities but also about embracing a learning experience and

seizing the opportunity to network with people beyond the confines of the office.

“Working for TRIBE is a big opportunity for me. Working with TRIBE is like I am working but I am not working, because I don’t have a lot of stress. TRIBE cares for its team members.”

A high school graduate with an ambition of becoming an accountant, Mulbah has faced many challenges, including balancing family life and work, and communicating effectively in the workplace. He described his time with TRIBE as a learning journey and hopes to see TRIBE grow and develop into a more sustainable company.

Mid-way through 2023, we organized an in-house learning program for Mulbah and Jackson, where our senior business operations associate, Pius, would provide them typing and basic computer navigation lessons. When TRIBE has implemented projects in other counties beyond Montserrado, Mulbah and Jack were assigned to different projects to learn and obtain exposure.

Lexie, TRIBE’s Chief Operating Officer, described Mulbah’s personality as curious and diligent and hopes that TRIBE continues to build a culture that supports his growth and development, and that of everyone else.



## Two years with The Tribe and still counting: onto the manager's track?

Kweeta's debut visit to TRIBE Campus is a memory she holds dear. She showed up right on time, strolling up the stairs with confidence and a big smile, ready for her job interview. But her interview was actually scheduled for the next day. Even though she got the date wrong, she did not balk. She knew exactly where to come back the next day, after having her first interaction with her soon-to-be teammates.

This experience may have given her a "first-mover" advantage as she sat in for her first ever interview – poised for the role of RE-Novate Facilitator. An eloquent college student and budding entrepreneur at 22, already bootstrapping with Kwesmetics, her skincare brand.

Gaining the admiration of the interview panel, Kweeta was considered for the Program Intern role instead. The panel felt it was a great opportunity for her to grow with the company rather than work as a contracted facilitator.

Kweeta explained that she was so happy and confident after the interview that she told her mom she had gotten the job. Unaware that she still had to pass two significant tests: an in-person evaluation with the program team and an interview with Wain.

Right after her interview, she was asked to make a deposit at the bank. It would later dawn on her that this was her first task, and that she had signed up to work for a company in "flight mode."

"Everything was moving so quickly. I had to learn and do things at the same time. I had no prior knowledge about Google Workspace, and my school did not prepare me fully for a job. Most of what we learned were concepts and theories [and insufficient practical skills]."

As the newest intern on the block, Kweeta was tasked with drafting the concept for the

RE-Novate program launch and coordinating the activities of the volunteers. It was a rough start, navigating her own role and ensuring that the young volunteers met their deliverables. However, with guidance from her growth buddy, Jallah, and support from the entire team, she had many shoulders to lean on.

After four months with The Tribe, Kweeta was promoted to a full-time Program Assistant role, where she found herself overseeing program operations, serving as facilitators' liaison, providing support to RE-Novate fellows, and assisting with general operations at TRIBE.

One year later, she co-authored the RE-Novate Pilot report and has been assigned to consulting projects with large clients.

Kweeta's journey with TRIBE has not been entirely smooth. She has faced the challenge of stepping out of her comfort zone, delivering impromptu presentations, navigating the inherent difficulties of teamwork, and striving for excellence in a highly agile environment.

"Working with TRIBE is working in a supportive and dynamic space. I have learned how to be more intentional, empathetic, and adaptable to new learnings and I aspire to lead RE-Novate as a program manager one day."

During her time at TRIBE, Kweeta has had the opportunity to expand her network and gain exposure through various programs. This includes her participation in the Youth Connekt Summit in Kigali and her acceptance into the SUSI for Young Women Leaders program in the United States of America.

Kweeta's story inspires all of us at TRIBE. But more importantly, it challenges the team to create an environment that nurtures every team member's continuous growth and aspirations.



# Repping TRIBE across Africa and beyond

In 2023, our team participated in education and entrepreneurship programs across Africa.



**Elvis attended the Reinventing Higher Education Conference.** Held from March 5 to 7 at the University of Cape Town in South Africa, the conference convened key global education stakeholders to explore the values of higher education in creating an inclusive, diverse, and accessible educational environment under the theme of "New Humans, New Society, New Higher Education."



**Wain visited the African Leadership Academy.** In August 2023, Wain participated in the Entrepreneurship Education Summit and the ALforEducation Annual Gathering, both held at the African Leadership Academy Campus in Johannesburg, South Africa. Education stakeholders from across the continent gathered to explore how to enable leadership learning in classrooms, schools, and across systems.



**Joshua became an UNLEASH Global Talent.** In December 2023, Joshua joined a community of 1,000 young changemakers in Kigali, Rwanda, from 136 countries across the globe to lead, collaborate, and develop solutions for a more sustainable world.



## TRIBE Alum Spotlight

In March 2023, Randolphlyn became a President's Young Professional Fellow. The President's Young Professionals program is a prestigious and competitive two-year program that recruits and places recent Liberian university graduates in important government and non-government roles and provides them with training and mentorship as they support the government's top priorities.

Randolphlyn's acceptance into the program marketed her transition out of TRIBE to pursue her public sector career.

# Creating forces for good

We collaborated with local and international organizations in 2023, to develop students for the workforce.



**Burgeon internship.** We partnered with Burgeon Liberia Program for the second consecutive year of their high school internship program. Ms. Faith Vullulleh, completed a two-week internship as a Program Intern with TRIBE's Learning Solutions team.



**LSE Summer Internship Program.** We collaborated with the London School of Economics and Political Science's work-based office. Ms. Carola Ducco, an International Relations and Chinese Studies graduate, completed a 5-week internship as a Business Development Associate. She worked alongside our CEO and Learning Solutions Team to develop ideas' recruitment strategy and scout learning opportunities for RE-Novate Fellows.



**University of Michigan's Global Scholars Program.** We partnered with the University of Michigan for the Global Scholars Program. Ten students with diverse majors are collaborating with our Business Development and Learning Solutions teams. Together, they provide fresh perspectives and insights into TRIBE's branding and marketing initiatives. Additionally, they are crafting case studies to demonstrate our efforts and impact across our portfolios.

## New talents. Stronger team. All hands on deck.



### January

Pius joined the team as Senior Business Operations Associate



### January

Jallah admitted to African Leadership University' Software Engineering Program



### May

Solomon rejoined the team full-time as Director for Social Impact Consulting



### July

Gormai joined the team as Executive Assistant to the CEO



### August

Elvis returned from IE Business School with a Master's in Management, now serving as Director of Learning Solutions



### November

Our Chief Operating Officer, Lexie, transitioned to a full-time role within the team

Following a big year, our team voted for various high performers and team members who helped to make TRIBE Campus feel like home throughout 2023. Here is a highlight.



**CEO Person of the Year**

Elvis M. D. Browne



**Team Member of the Year**

Pius Nkrumah



**Problem Solver of the Year**

Lexandrine Taylor



**Hard Worker of the Year**

Elvis M. D. Browne



**Best Swag**

Kweeta Koleh



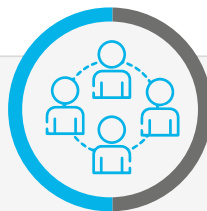
**Portfolio of the Year**

Social Impact Consulting



**Co-Team of the Year**

idées



**Co-Team of the Year**

Monrovia Agri-startup School



# Our Culture: What does it mean to work at TRIBE?

As a human-centered design company, our internal operations reflect this ethos closely. Each individual is referred to as a "Team Member," fostering a strong sense of belonging from the onset. Communication with team members is characterized by phrases like "Hello friends" or "Hello team," reinforcing our inclusive culture. While some new recruits initially find this approach to mixing work with friendship uncomfortable, many have come to appreciate the camaraderie and have integrated into the team over time. In this section of the report, we delve into team members' perceptions and reflections of TRIBE's culture.



## 1. Happiness

### A. Are you happy at work?

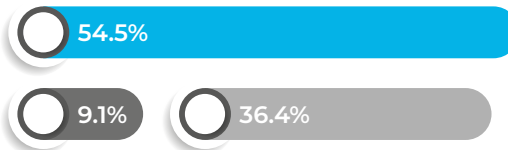
- a. Yes - 90.9%
- b. Sometimes, yes - 9.1%



Team members cited alignment with our mission, a safe working environment, and supportive colleagues as reasons for their work happiness. Other team members also highlighted salary and benefits as significant factors contributing to their overall satisfaction.

### B. Are you happy outside of work?

- a. Yes - 54.5%
- b. NO - 9.1%
- c. Maybe - 36.4%



Team members reported that due to personal reasons, they are unable to clearly define their out-of-work happiness. However, some members explained that fulfilling their basic needs and being closer to family contribute to their happiness outside of work.



## 2. Satisfaction and culture

### A. Are you satisfied with your role at TRIBE

- a. Yes - 72.2%
- b. Maybe 27.8%



The majority of the team cited the ability to make critical decisions, assigned task alignment with their strengths, and opportunities for growth and learning as key reasons for their work role satisfaction. Others believe they contribute less than they intend to and want for TRIBE to invest more in new skill sets and talent development.

### B. Do you think TRIBE's culture supports your growth as a person or a professional?

- a. Yes - 81.1%
- b. Maybe - 18.2%



Team members describe our culture as flexible, unconventional, and youthful, supporting teamwork and fostering learning. The majority of the team says TRIBE supports professional growth through exposure, team support, timely disbursement of salaries, and allotted time for team members to do side gigs for extra income. Others want TRIBE to partially underwrite the cost of upskilling and reskilling.

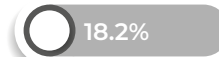
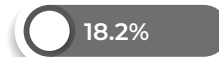
The team cited continuous learning, better team bonding activities, a more empathetic culture, and clarity of vision as ways TRIBE can improve its culture.



### 3. Workload, ability and confidence

#### A. How would you describe your workload

- a. I am able to carry it, but I still need guidance: 63%
- b. I am able to carry it: 18.2%
- c. Heavy: 18.2%



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

- a. Yes - 81.8%
- b. Somedays I am, other days I am not - 18.2%



Team members cited experience, exposure, team support, and the ability to adapt to challenges as key factors that make them confident in their roles. Others are still figuring out and finding alignment between their responsibilities and the necessary skill sets needed to perform optimally.

#### C. Do you think you are supported in your role

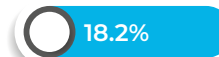
- a. Yes - 100%
- b. No - 0%



### 4. Stress and Burnout

#### A. Is your work stressful?

- a. Yes - 18.2%
- b. No - 45.5%
- c. Maybe - 36.4%



#### B. Have you experienced burnout at work at TRIBE?

- a. Yes - 72.2%
- b. No - 9.1%
- c. Maybe 18.2%

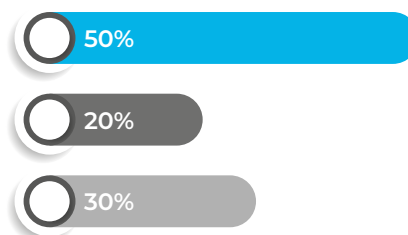




Stress and workload have caused the majority of the team to experience burnout. Two team members are unsure if they have experienced burnout, while one respondent stated that they have not experienced any burnout.

**C. Do you believe you have recovered?**

- a. Yes - 50%
- b. No - 20%
- c. Maybe - 30%



In 2024, we have a responsibility to ensure we provide a 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 compromising our health and mental well-being.



## Systems and Processes

From team recruitment to forming connections with partners, the relationship is first and foremost, valuing everyone first as a human, and with dignity. This value isn't just written in our books and on our walls. We find ways to connect with team members and nurture our values through the following ways:



**Campus chat.** Campus Chat is our team weekly Thursday evening discussion where we gather to learn from and with each other, and about each other. The focus is on learning new things, deepening our knowledge about our work and ourselves. Themes we covered at Campus Chat in 2023 include:



Ethics, morals and values



Love, relationships, and spirituality



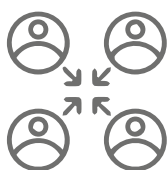
Processes and systems



People and culture



Performance, evaluation and reward



**Cross-functional teams.** We operate a flat, interconnected organizational structure that removes siloes to foster innovation, maintain oneness and team-spirit. All team members have easy access to one another. This access, however, does not derail respect for each team member's time and well-being. Team members make use of relevant tools, for example, putting a time in a person's calendar, sending a clear meeting agenda before meetings and politely requesting another team member's time when in need.



**Weekly team meetings.** We meet for a general team meeting every Monday morning. We intentionally carve in a 10-minute random check-in at the start of our weekly meetings, asking about each team member's weekend or energy level for the new week, and more. This practice is intended to cultivate a sense of community and awareness, informing everyone on how to approach each team member and offer support if needed.



**Quarterly team bonding.** We scored low points with quarterly team bonding in 2023. We got swarmed by the workload and found very little time and energy to play. We are improving this activity in 2024.



**Growth buddy.** Once you are recruited to TRIBE, we assign you a growth buddy – a hand you can hold while you adjust and grow. While every team member has a growth buddy who essentially serves as their accountability partner, we have not made intentional efforts to ensure strong collaboration between team members beyond early pairing.



**Organizational Structure.** About two years ago, we focused on defining TRIBE's values, business model and putting together a team that could execute on our vision. Now with much clarity and traction, we have begun to institutionalize our processes. Even though most of our policies have not yet been documented, our team is equipped with the knowledge and resources to maintain a decorum, adhering to the general rules of thumb.

At our core is an unsatiated thirst to continuously adapt and improve. This reduces the syndrome of perfectionism that would otherwise prevent us from getting started. As projects and programs unfold, we learn to take inventory of what is working and what is not working. This strategy helps us to course-correct quickly and execute without materially affecting project outcomes.



**Governance.** We have a diverse and gender-balanced Board of Directors that holds our feet to the fire and maintains oversight. Our six-member board consists of seasoned professionals who have demonstrated success across the institutions they have served. Their expertise range from strategy, education and governance to financial management and business development.

Our engagement with our Board of Directors has not been limited to only quarterly Board meetings. Engagements outside of board meetings have helped our team to exploit the expertise of the Board purposefully to focus and implement strategy. These engagements range from one-on-one check-in meetings to portfolio working sessions and external engagements.

## Financials

We sourced most of our revenues from social impact consulting contracts. One of our biggest contracts is the USAID Agribusiness Incubator and Development Activity through the Africa Trade and Investment Initiative with DAI Global LLC. In our effort to promote self-sustainability, we have designed a financial model that will source unrestricted revenues from social impact consulting projects to fund operations and other programmatic activities and expand.

In 2023, TRIBE partnered with SMART Liberia and YONER Liberia to form a consortium which leverages the skills and resources of each organization to execute effectively on projects.

We set up an internal reserve account that unfortunately was short-lived due to the inconsistent flow of unrestricted income and the rising demands of operational activities.

The first cohort of RE-Novate fellows graduated and we focused on re-designing and coordinating partnerships with schools and other actors. About mid-2023, with no sign of funding, manpower from the Learning Solutions Portfolio was redirected to Social Impact Consulting portfolio. This model of operations helped us to maintain our team and reap returns from operating a cross-functional team.

As we have noticed and highlighted, many donors we engaged have focused more on impact numbers rather than the quality of individual lives transformed. This requirement

pushes organizations like TRIBE to ignore the focus on quality of their programs and switch to quantity. Notwithstanding, we also appreciate the high sets of standards that donors and regulators set in ensuring good governance. These standards have also helped us grow as an organization and craft a roadmap for strategic and operational growth. Given limited capacity and an increase in the number of projects from the social impact portfolio, we did not do sufficient fundraising.

Over the course of the year, we saw a surge in total liabilities, particularly from withholding taxes and social security contributions. We recognize our non-compliance which is due to competing financial priorities and limited unrestricted funding. In response, we have designed a financial strategy that will address this issue in the coming period. Given our low unrestricted funding, we purposely directed funds towards maintaining our team and running effective operations which will later produce returns that will allow us to settle our liabilities and be in full compliance.

In 2024, we will continue to focus on strengthening our systems to instill confidence and attract multi-year funding and partnerships.

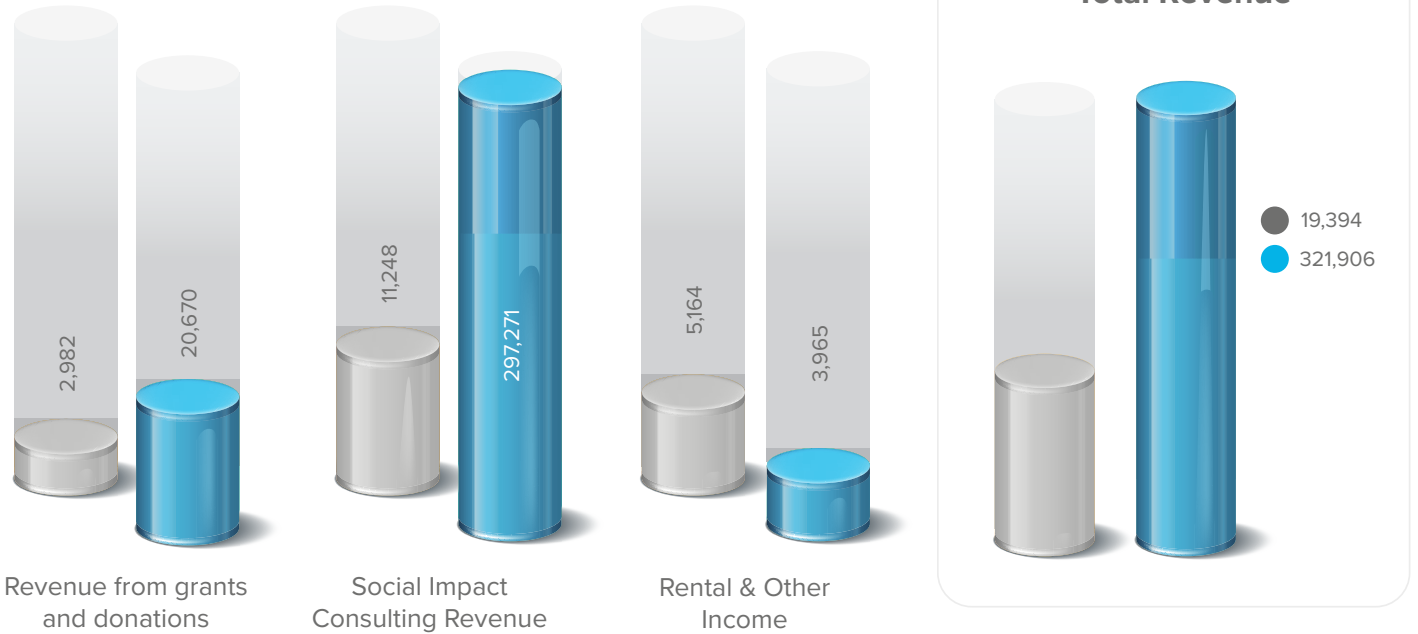


# TRIBE

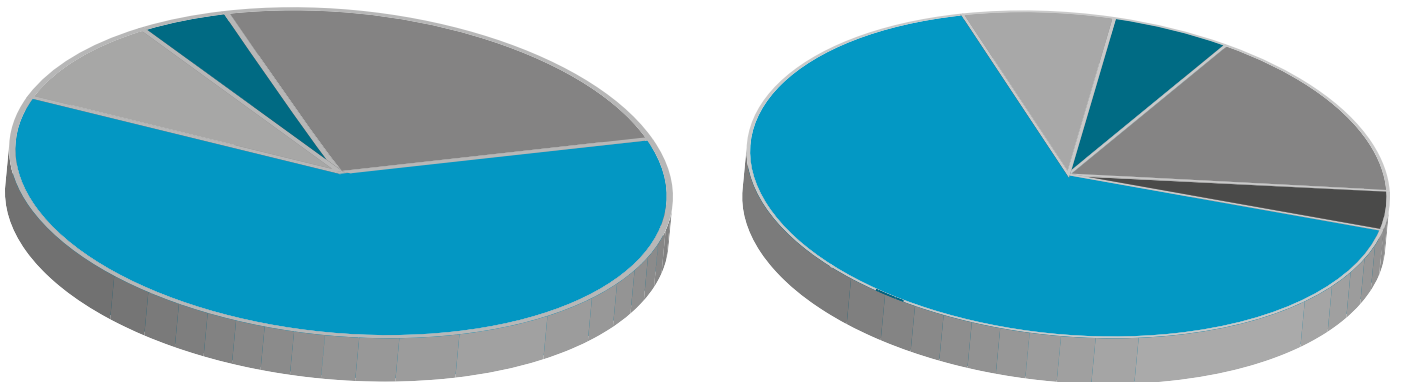
## Statement of Activities

For the period December 31, **2022** **2023**

### REVENUES



### EXPENDITURES



#### 2022

- Learning Solutions - RE-Novate (16,871)
- Entrepreneurship & Innovation Academy (-)
- Management & General (39,398)
- Business Development (6,440)
- Social Impact Consulting (3,508)

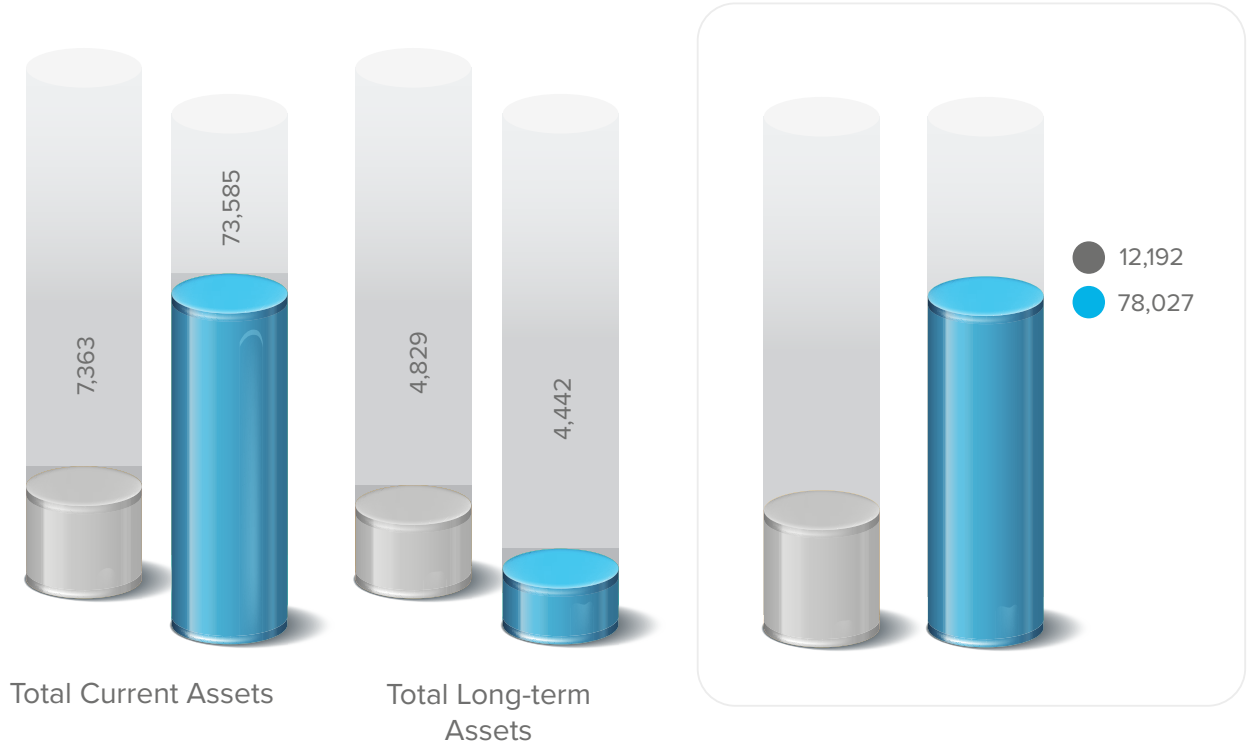
#### 2023

- Learning Solutions - RE-Novate (23,444)
- Entrepreneurship & Innovation Academy (16,586)
- Management & General (46,795)
- Business Development (11,843)
- Social Impact Consulting (190,971)

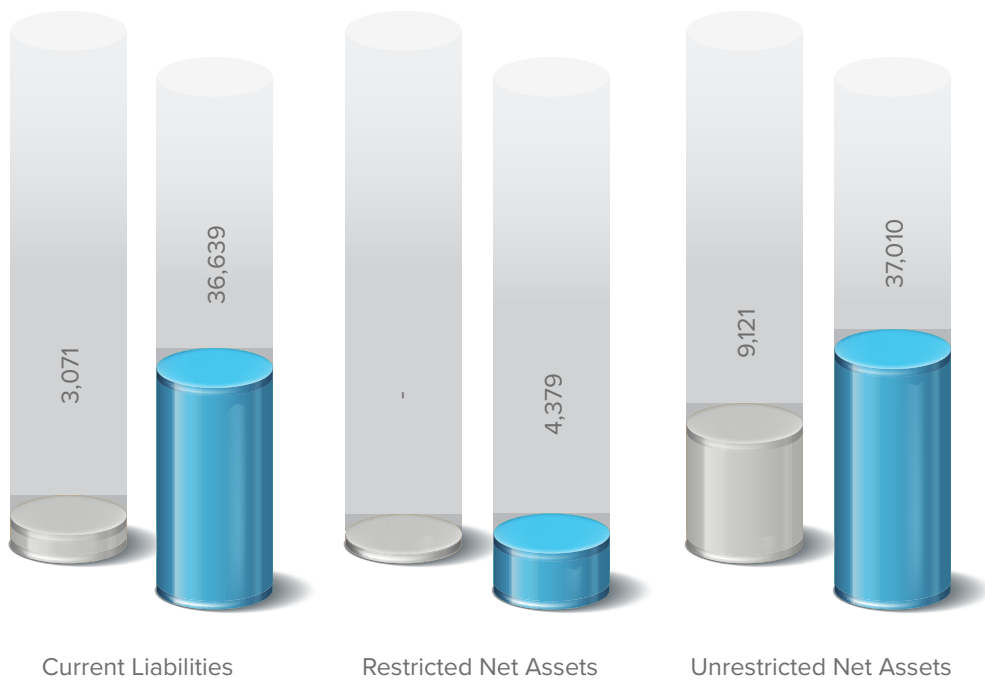
# Statement of Financial Position

December 31, **2022** **2023**

## ASSETS



## LIABILITIES + NET ASSETS



## Board of Directors

Our Board includes long-serving public officials, global education leaders, international development experts, legal practitioners, and successful entrepreneurs.



**Monique Cooper-Liverpool,**  
*Chairperson*



**George Kronnisanyon Werner,**  
*Vice Chairperson*



**Amini Kajunju**  
*Director*



**Geoffroy Gerard**  
*Director*



**Atty. Deontee King-Sackie**  
*Director*



**YoQuai Lavala**  
*Director*



# The Tribe



**Cathleen Jeanty,**  
*Copy Editor*



**Elvis M. D. Browne,**  
*Director, Learning Solutions*



**Jack Boimah,**  
*Maintenance Officer*



**Jallah Sumbo,**  
*Technical Operations Associate*



**Joshua Alston,**  
*Senior Program Associate*



**Kweeta Kolleh,**  
*Program Assistant*



**Lexannidine Taylor,**  
*Chief Operating Officer*



**Mulbah Kolleh,**  
*Maintenance Officer*



**Pius Noble Nkrumah, Sr.**  
*Sr. Business Operations Associate*



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



**Solomon Mahn,**  
*Director, Social Impact Consulting*



**Wainright Acquoi,**  
*Chief Executive Officer*



**Gormai Johnson,**  
*Executive Assistant*



**Carola Ducco,**  
*Business Development Associate*



**Lauren Sesay,**  
*Operations Manager*



**Laurretta Cisse,**  
*Marketing Intern*



**Faith Vululleh,**  
*Program Intern*

 **Active**  
 **Transitioned Out**



**Tribe**  
**CAMPUS**  
The Playground For Troublesome Entrepreneurs, Innovators And Storytellers.



## TRIBE

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