

2024

Annual Impact Report



Have we found our compass?
A Year of Reawakening



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Finding

Letter from the leadership

Dear Friends,

The past year has been nothing short of transformational for our organization. It was a year defined by both courageous strides outward and deep reflection inward — an adventure that challenged, strengthened, and redefined us for our next phase of growth.

2024 became the year we paused to ask hard questions. Not just about growth or visibility, but about impact — real, lasting, foundational impact.

Across Liberia — from classrooms to coworking spaces, from community hubs to policy tables — we found ourselves navigating a dynamic and evolving landscape. As a team, we led boldly: spearheading a consortium of youth organizations, delivering innovative business incubator programs, and expanding the reach and resonance of our learning solutions to improve learning outcomes.

Through strategic partnerships, we began charting new paths between the global and local, connecting education, entrepreneurship, and social impact in ways that reflect the rich potential of Liberia's young leaders.

But as much as we built outward, we also turned inward — examining, recalibrating, and realigning. We asked ourselves: Why do we do this work? How do our programs intersect and amplify one another? Where do we need to grow deeper roots before we scale broader wings?

Through this introspective lens, one truth became even clearer: foundational learning is not only essential — it is the anchor that holds our diverse initiatives together. Whether we

are nurturing young entrepreneurs, equipping future leaders, or reimagining education systems, the strength of our impact depends on the strength of that foundation.

This realization wasn't easy. It meant pausing some programs, rethinking others, and acknowledging the limits of our current approach. But it was necessary. Because if TRIBE is to lead in building Liberia's future, then we must first help strengthen its foundation — one learner, one solution, one bold idea at a time.

The year was a turning point. We delivered across five counties, engaged new partners, and refined our model. We emerged with greater clarity and conviction.

It hasn't always been easy. Growth never is. There were moments of discomfort, growing pains, and difficult recalibrations. But through it all, we stretched, adapted, and ultimately emerged stronger — more aligned with our mission and more attuned to the ecosystem we are working so intentionally to shape.

As we look ahead, we remain committed to this journey of transformation — for our communities, our partners, our team, and most importantly, the young people we serve.

We step into the future with both humility and hope, ready to continue building a Liberia where education unlocks opportunity, entrepreneurship drives impact, and leadership rises from every corner — equipped to take charge.

Thank you for standing with us.

In gratitude and resolve,

Wainright Acquoi
Chief Executive Officer

Monique Cooper-Liverpool
Chairperson, Board of Directors

Who are we again, in 2024?

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



Vision: To disrupt conventions and build evolving, lasting alternative solutions that make learning and employment meaningful and productive.



Mission: To design experiences and create alternative solutions that improve the way we teach, learn and employ.



Value Statement: We are gritty optimists. With our youthful energy and commitment to helping young people reach their full potential, we combine the tenets of hard work, empathy and integrity to re-imagine how we learn, employ and work. We put the dignity of the individual person at the forefront of everything we do.

Our approach:



Identify. Opportunities and young people with talents



Incubate. Ideas and young people



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



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



Create. Create relevant solutions and impact

Theory of Change:

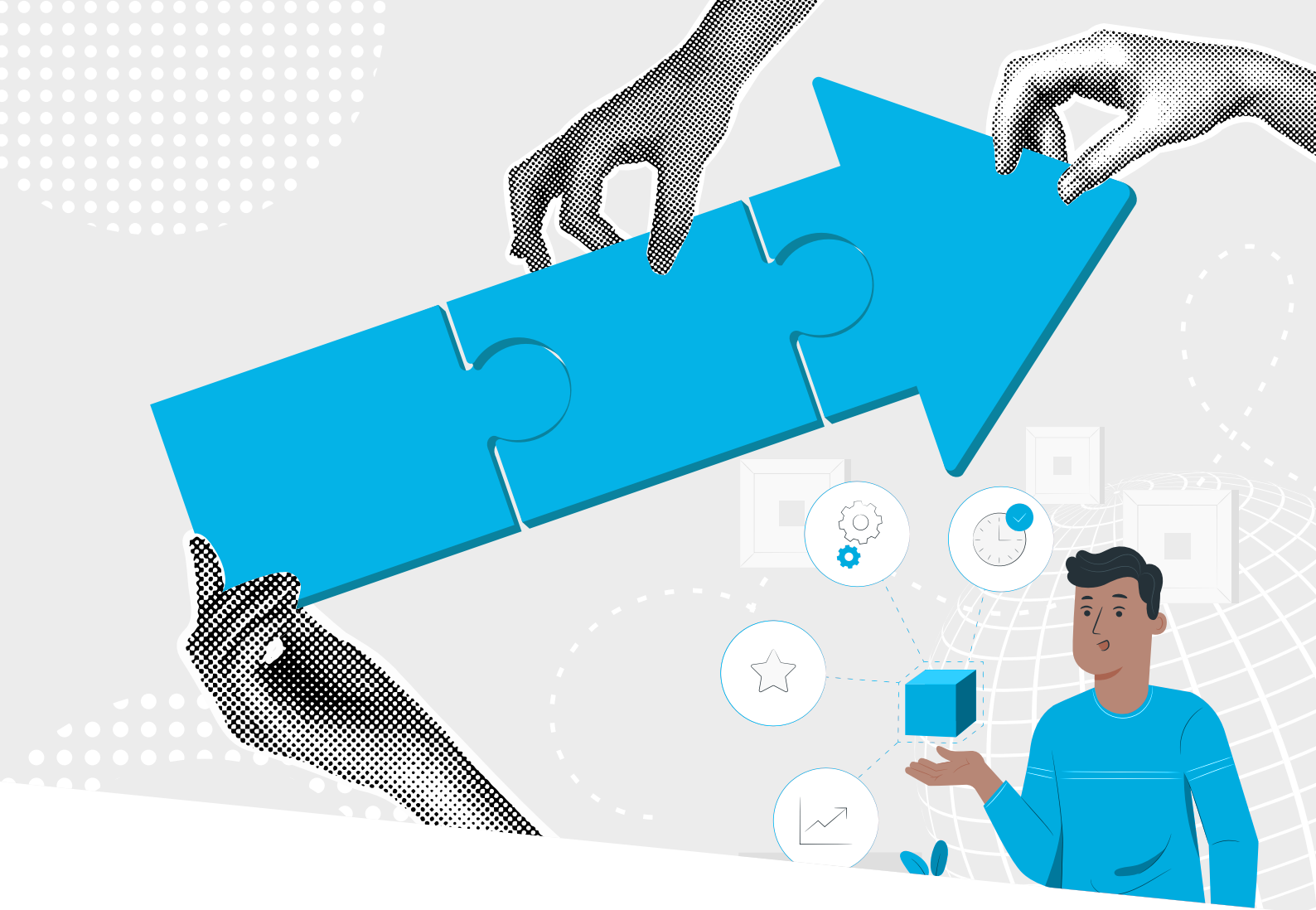


Insights +



Innovation =

improved learning and workforce outcomes.



Our work centers on understanding, designing, and delivering alternative and innovative solutions to the challenges of learning and employability.

Three models. One 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.



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.



Entrepreneurship and Innovation Academy. We are building models that facilitate entrepreneurial ecosystem building and developing entrepreneurs to solve social issues and create employment opportunities.

No Longer a Toddler

TRIBE's journey began with bold ideas and an unshaken belief in the power of education to transform lives. Over the past five years, we have tested, learned, and grown—evolving from an early-stage experiment into a force shaping education and workforce development in Liberia. But with growth comes deeper questions: Are we truly solving the problem we set out to address? Have we found the right path forward? As we reflect on our progress, challenges, and pivotal moments, we ask—*Have we found our compass?*

2019

Founding Year

Articles of Incorporation signed. Founding team established

2020

A little effort, a little better

In 2020, TRIBE launched publicly just before the COVID-19 pandemic, testing our model's resilience and reaffirming the urgent need to reimagine secondary education. Despite the challenges, we piloted four programs, reached 45 students across 25 schools, gained international recognition, and laid the foundation for key partnerships, governance, and future initiatives.

2021

A Year as a tribe: can you trust us?

In 2021, TRIBE moved from early-stage experimentation to laying the groundwork for long-term impact, securing key partnerships and expanding our programs. We launched our consulting model, signed major projects with MercyCorps and JPL Consumer Inc., and secured funding from the Samuel Huntington Public Service Award and Acumen Angels Fund to pilot RE-Novate—our high school entrepreneurship academy. With an official office space, a growing team, and increasing international recognition, 2021 marked the beginning of TRIBE's evolution into a driving force for education and workforce innovation.

2022

So much doing, so much learning

In 2022, TRIBE deepened its impact by expanding RE-Novate to more schools, refining its consulting model, and strengthening partnerships to influence secondary education and workforce development. We launched new programs, secured additional funding, and enhanced our organizational structure to support long-term growth. With a stronger team, broader reach, and increased recognition, 2022 was a pivotal year in transforming TRIBE from an emerging initiative into a scalable model for education innovation.

2023

A GIG Year: How did we get here?

In 2023, TRIBE achieved unprecedented growth—securing nearly half a million in revenue, doubling our consulting clients, and expanding our reach through global partnerships and convenings. Yet, despite these milestones, we grappled with a deeper realization: scaling numbers alone was not enough if we were not addressing Liberia's fundamental learning crisis. This year forced us to confront the gap between what schools teach and what the real world demands, leading us to a crucial decision—2024 would be a year to pause, reflect, and rethink how we truly create lasting impact.

2024

Have we found our compass?

In 2024, TRIBE came to a profound realization: **we cannot drive meaningful change without addressing Liberia's core education challenge—foundational learning.** Too many students graduate high school without the ability to read, comprehend, or express themselves effectively. Critical thinking and problem-solving are often absent from the classroom, impacting long-term learning, employment and entrepreneurship outcomes..

Every initiative we undertake—whether through partnerships or consulting—continually brings us back to one undeniable truth: Liberia has a learning crisis. This forced us to pause our entrepreneurship academy and rethink how we approach RE-Novate, our core program.

If learning is the foundation of progress, then without strengthening it, nothing we build can truly stand. We cannot develop compelling storytellers, innovative problem-solvers, or resilient entrepreneurs without first addressing this fundamental gap.

Maybe this has always been our true north—the guiding force behind our work. Perhaps, this is our compass?

Impact to Date



08

Counties covered



~\$2M

Startup portfolio value



+100

Schools engaged



+250

Jobs across portfolio



+10,000

Students reached



+10

University partners



+100

Portfolio startups

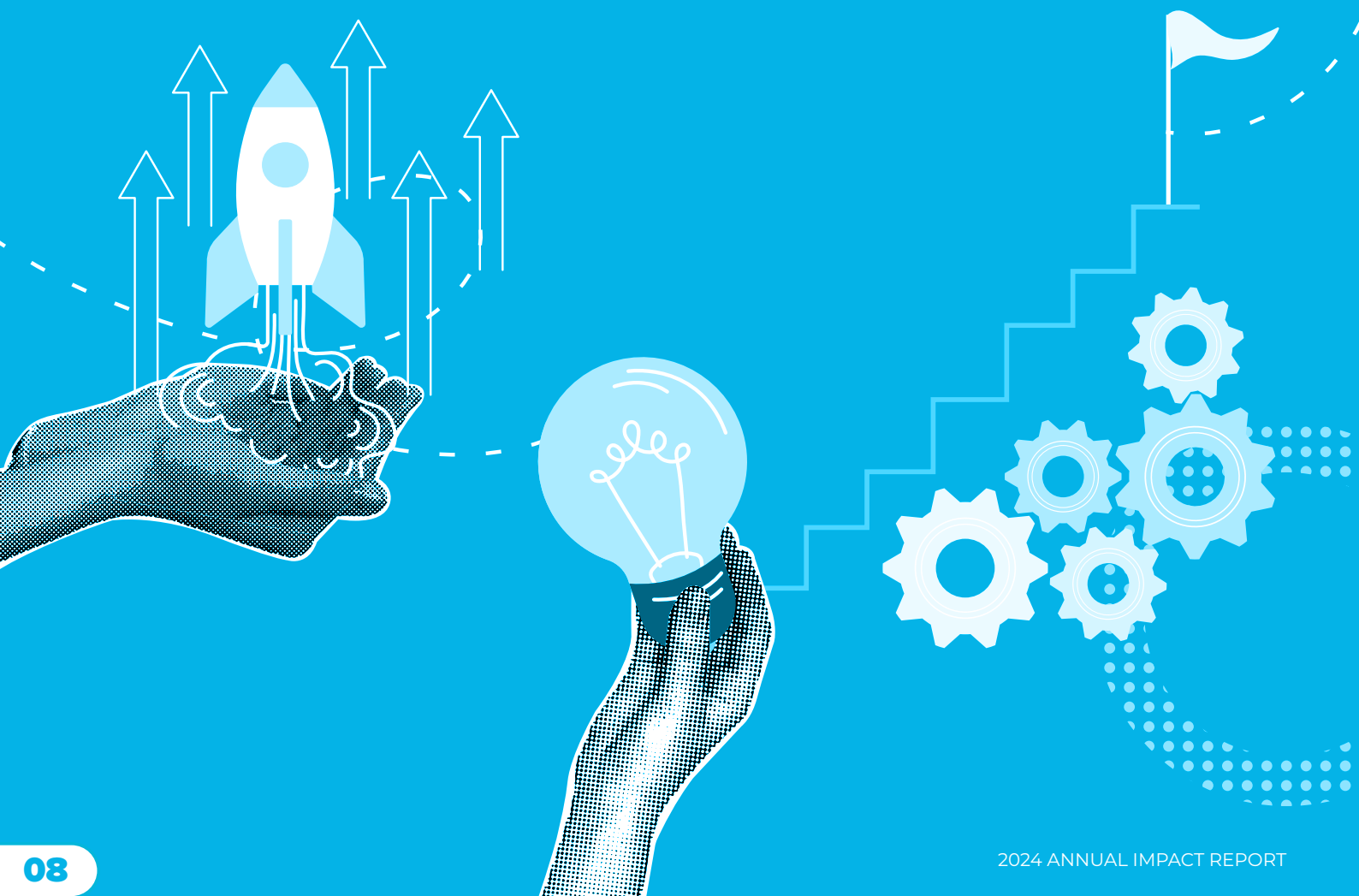


+150

Ecosystem partners



Entrepreneurship and Innovation Academy



Mission impossible?

Entrepreneurial & Ecosystem



“It is difficult to build and sustain a business in Liberia because you have to do [almost] everything on your own. It is getting easier now, but when I started, there was no industry support. You had to provide every aspect of your production and marketing and sales by yourself.”

– Mahmud Johnson, CEO, J-Palm Liberia

Entrepreneurs must possess extraordinary willpower to navigate the complexities of business operations. In Liberia, they need technical, strategic, and operational skills to launch and sustain their ventures despite structural challenges, human resource constraints, and a lack of reliable data for decision-making. It is an exhausting endeavor.

Insights from our practice these past years prove that many entrepreneurs struggle to articulate their business ideas, communicate effectively—both orally and in writing—sell their products or services, and establish the structures necessary for long-term sustainability. Foundational skills such as literacy, comprehension, and problem-solving are often lacking. Unfortunately, our high

schools and universities do not provide students with practical, hands-on experiences in entrepreneurship. As a result, while young entrepreneurs may have the passion to pursue their ideas, they often lack the critical skills and ability needed to effectively build businesses for scale.

We frequently encounter these budding entrepreneurs in our incubators, and supporting them requires intensive hands-on technical and financial assistance—resources we are sometimes not fully equipped to provide. Quick fixes are no longer sufficient. But in the absence of significant capital to help these businesses thrive, what alternative solutions can we explore? We want to start building from the foundation. We want to start from high school.

Pacha Laboratory: Strengthening the Foundations of Entrepreneurship

In 2024, TRIBE launched Pacha Laboratory—an entrepreneurial development initiative supported by Pacha Soap Co., following its \$30,000 investment in TRIBE. This initiative builds on TRIBE’s entrepreneurship and innovation academy, which was established to address critical skill gaps among young Liberian entrepreneurs. While Liberia’s entrepreneurial landscape is growing, foundational business skills—such as market understanding, business modeling, financial literacy, digital fluency, communication, and strategic planning—remain significant barriers to long-term success.



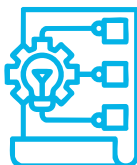
Pacha Laboratory was designed to incubate three ventures, ensuring each received the tailored support needed to grow and scale. Two were growth-stage startups, while the third was a larger venture on the path to expansion. The program followed a structured four-phase approach:



Exploration. Identifying key challenges, mapping gaps, and setting actionable goals to define a clear path to scale for J-Palm, Nimba Ventures, and E-Kima.



Research & Development. Designing targeted frameworks to strengthen production, sales, and revenue growth.



Implementation & Practice. Deploying tools and strategies to improve efficiency, expand markets, and drive sustainable revenue generation.



Knowledge Management. Documenting insights, assessing impact, and creating learning models for entrepreneurial development.

Our portfolio

01

JPL Consumer Inc.



JPL Consumer Inc has established itself as a leading brand in Liberia's entrepreneurial landscape, transforming palm kernels into clean energy and beauty products for both local and international markets. With over a decade of operations, the company continues to expand its impact and market reach.

To support JPL Consumer Inc growth, TRIBE, in partnership with Pacha Laboratory, conducted an in-depth assessment of its operations and identified opportunities to enhance efficiency and facilitate its path to scale. This included extensive research on Kernel Fresh and Palm Kernel Oil in Bong County, involving interviews, field visits, observations, and market analysis. A design-thinking workshop with JPL's management further refined insights into optimizing its business model. JPL Consumer Inc. is using the insights shared to enhance operations efficiency and effectiveness.

02

Nimba Ventures



Nimba Ventures, a local agricultural startup, was selected for the Pacha Laboratory incubator to support its growth trajectory. TRIBE conducted a comprehensive baseline assessment to better understand the venture's current landscape and identify opportunities for improvement. Drawing on successful strategies from J-Palm, the assessment provided key insights into optimizing the business model, enhancing operational efficiency, and expanding market reach.

Through the Pacha Laboratory's incubation process, Nimba Ventures received tailored support, including refining its business model for clearer communication with partners and customers. TRIBE's targeted interventions were designed to support the venture's scaling efforts, empowering the team to drive growth and enhance its impact in the agricultural sector.

03 E-KIMA



E-KIMA Agricultural Company, a cassava processing agribusiness, participated in the Pacha Laboratory incubation program to refine its business model and explore opportunities for growth. Through the exploration phase, TRIBE conducted a baseline assessment to analyze E-KIMA's operations and identify key strategies for scaling.

As part of the incubation process, E-KIMA received targeted support to optimize financial management, integrate digital tools for efficiency, and enhance its market positioning. TRIBE facilitated structured interventions to strengthen operational capacity and improve access to investment opportunities, positioning the company for long-term growth in the agricultural sector.

Key insights:

We were unable to continue our engagement with Nimba Ventures and E-Kima, as both companies required a level of support beyond our capacity to drive the intended transformation.

Key insights from the project include:



A More Hands-On Approach is Essential. While TRIBE has designed solutions like the idées Laboratory to address entrepreneurial challenges, startups require more direct support. Skills training, system development, and resource allocation are critical for sustained business growth. However, limited capacity (funding and time) constrained our ability to provide the intensive support ventures needed.



Financial Management Education is Crucial. Many startups struggle with financial literacy, impacting cash flow management and revenue tracking. Without strong financial systems, businesses face long-term stability challenges. Strengthening financial skills is key to building resilient and profitable ventures.



Targeted Investments Drive Sustainable Impact. Beyond funding, startups need strategic support in financial management, operational efficiency, and governance. Lessons from JPL Consumer Inc., E-KIMA, and Nimba Ventures show that tailored interventions—such as improving supply chain systems and financial structures—are vital for long-term success. Investing in skills, systems, and market-driven innovations strengthens individual businesses and contributes to the success of the broader entrepreneurial ecosystem.

Rethinking our approach: Strengthening learning as a prerequisite for entrepreneurship

We believe that successful entrepreneurship is built on continuous, structured learning. While talent is important, the ability to innovate, adapt, and persevere in the face of challenges—both anticipated and unforeseen—comes through ongoing learning. To strengthen our approach, we must first address foundational educational gaps.

Shifting the paradigm requires moving beyond traditional education to investing in lifelong skill development and fostering a culture of continuous learning. By doing so, we remain committed to driving both entrepreneurial and economic success. Anything short of this makes lasting impact near-impossible.



Social Impact Consulting



Grasping reality: Social Impact Consulting

In Hindsight: SIC's Portfolio Overview

We delivered a record financial and program delivery performance in 2024, marking another year of growth for our Social Impact Consulting Portfolio. We completed year two of our USAID-funded three-year contract with DAI to design and deliver an annual agribusiness incubator through the African Trade and Investment Program.

We also secured two additional projects with the government and a private firm, significantly improving TRIBE's annual revenue. As we expanded our portfolio, we continued supporting the development of our small team, which resulted in enhancing our ability to deliver high-quality services for our clients as they address their business challenges and explore new opportunities.

Since formalizing the portfolio in 2023, Social Impact Consulting has played a crucial role in delivering on TRIBE's mission. We have led multiple projects with local and international partners, including USAID, MercyCorps Liberia, The Africa Trade and Investment Program, J-Palm Liberia, Petra Resources, and the Ministry of Agriculture. We continued diversifying our sectors of practice, now spanning: education, workforce development, technology, entrepreneurial development, agriculture, and environmental sustainability. The experiences enabled us to deepen our expertise, innovate, and uncover new collaboration opportunities. By listening,

learning, and adapting, we ensure that the solutions we deliver are practical and impactful.

As we delivered on those projects, we also expanded and strengthened our network of local and international partnerships. We particularly celebrate our collaboration with SMART Liberia and YONER Liberia—two local institutions—working together through the Monrovia Startup Consortium to implement the Monrovia Agribusiness School, funded by USAID. The experience transcended allying and is a critical resource for driving resilience and long-term sustainability. The highlight of these experiences is the strengthening of our ability to adapt, ensuring we remain effective in uncertain times.

As we grow further in 2025 and beyond to a strong and self-sufficient TRIBE, we are leaning on our network, lessons, and shared vision and sacrifice to lead forward.

In the following sections, we discuss SIC-related initiatives and contributions the Portfolio made in 2024 towards TRIBE's mission. Furthermore, we review lessons from projects we delivered during the period under review, highlighting setbacks and discussing recommendations for a revised approach to strengthen our internal position to support clients effectively and expand impact.



The reality of delivering client projects in environments with limited foundational capacities

We executed two major projects in 2024. Each project revealed different layers of challenges working with clients that operate in an ecosystem with limited foundational capacities. Knowledge/talent gaps, weak and ineffective systems, and challenging coordination often slowed progress. These experiences and findings reinforced the need and importance of the work we do at TRIBE – to equip Liberia's young people with the tools and skills required to thrive in the real world.

The challenges are real. Talent and knowledge gaps, which are further exacerbated by limited and, to some extent, the lack of foundational skills and abilities, are weakening the effectiveness of Liberia's organizations and institutions. This erosion is felt in both the private and public sectors, showing up in many forms and affecting all levels of society.

TRIBE's mission has never been clearer.



The USAID / ATI Agribusiness Incubator

We delivered the second of a three-year USAID-funded agribusiness incubation program through the Africa Trade and Investment Program. Signed in 2023, the \$1.9 million initiative aimed to recruit and prepare 90 agribusiness ventures (30 per annum) for market growth, expansion and additional investment. Each selected venture, following incubation, competed for up to \$50,000 in grand financing.

Though an ambitious initiative, over 85% of the businesses lacked basic financial management, business modeling, and market management skills. This gap required us to overextend our efforts to provide additional coaching and capacity-building support beyond the project scope. Such overcompensation slows operations and demands excess resources that tend to impact our revenue.



MOA (RETRAP) Stakeholders Engagement Forum

Drawing from our experience supporting agribusinesses through market development, TRIBE collaborated with Liberia's Ministry of Agriculture's Rural Economic Transformation Project (RETRAP) to design and implement a two-day stakeholder engagement forum. Our first formal engagement with a government institution as our client, the Forum sought to convene key stakeholders across the rice and cassava value chains to address challenges of market access, linkages and price harmonization. The disconnect across key stakeholders that should collaborate for a strengthened ecosystem was highlighted. Through our facilitation, we created new partnerships and facilitated direct market linkages that could improve supply chain efficiency.



2024's Pivotal Learning Moments - When consulting interventions fell short due to learning gaps

One critical learning from 2024 emphasized that when people lack foundational knowledge, skills and abilities, obtaining tertiary education, pursuing productive employment and leading successful entrepreneurial endeavors become increasingly challenging. Across our programming, we discover a Flaw in our model – not accounting for the diverse educational backgrounds and levels across our participant groups. Firstly, we struggled to provide tailored learning experiences that met the specific needs of participants, and secondly, the misalignment created significant challenges in accurately evaluating participants' progress and potential.

Additionally, we made several considerations for participants with lower levels of education and foundational skills to ensure fairness and competitiveness for grant financing qualifications.

Such interventions require extensive resources. Without first strengthening the foundation—through secondary and tertiary education—we will continue to pay a higher cost in the real world. And who knows whether we can continue to afford the cost of accounting for the gap, and the cost of not being able to afford the cost of not building from the ground up.



A revised approach:

Strengthening internal knowledge to better support external impact

The challenges faced in the bulk of our Consulting activities highlighted the need for a more intentional and evidence-based customization approach to development consulting in Liberia.

For TRIBE, our interventions will incorporate tailored learning frameworks that equip stakeholders with the foundational knowledge required for meaningful participation. This process means co-creating interventions with beneficiaries, and embedding foundational skills across our activities to ensure people grasp higher-order materials. By addressing the knowledge gaps early on, we can enhance the effectiveness of our interventions, ensuring that participants can fully engage with and implement proposed strategies, resulting in more impactful project outcomes.

Our internal consulting approach, on the other hand, must evolve to integrate more adaptive, client-specific learning methodologies. Instead of applying uniform strategies across diverse sectors, we will adopt segmented engagement models that align with the educational and business experience levels of our clients. This may involve pre-assessment tools to gauge knowledge gaps, customized training modules, and phased consulting interventions that allow for progressive learning. Strengthening our internal knowledge of industry-specific challenges

will not only improve the quality of our recommendations but also empower stakeholders to drive sustainable change within their respective projects and sectors.

By leveraging evidence-based customization, we can use real-world data and insights to justify localized adaptations, making program designs more relevant and compelling for clients. A phased and adaptive implementation approach allows clients to see tangible results through pilot phases before committing to full-scale rollout, reducing resistance to change and facilitating a more holistic approach.

Shifting from negotiation to strategic client engagement will ensure a co-creation model where clients feel ownership of the process, ensuring better alignment with their objectives. TRIBE's localized expertise becomes a key strength, positioning our team as essential partners who understand the nuances of the ecosystem better than external consultants. Finally, a collaborative learning approach, through knowledge-sharing sessions and stakeholder workshops, builds consensus and enhances program effectiveness, making it easier to secure buy-in from larger clients.

To a higher degree, however, there must be a systemic shift: to begin strengthening the foundation upon which we are building these larger societies.



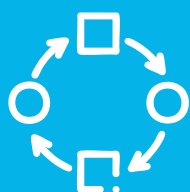
True north - Purpose & New Direction

The Role of Foundational Learning in Shaping All Our Interventions

At the core of our mission at TRIBE is improving learning outcomes. In 2024, we made intentional efforts to strengthen our capacity to understand how inefficiencies in our education system hinder students' preparation and progress to meet the demands of our fast-changing society. By re-examining our RE-Novate model, assessing lessons learned through our social impact work, the support we provide to entrepreneurs and businesses, and considering systemic factors that affect the depth and quality of education students receive, we have understood just how cardinal foundational learning is in setting students, young professionals, and entrepreneurs up for long-term success.

Without a strong foundation in critical thinking, problem-solving, literacy, and numeracy, young people face significant barriers to transitioning and thriving in higher education, business, and the overall workforce. Through our work in social impact consulting and our entrepreneurship and innovation academy, we have seen this need for strengthening foundational learning play out repeatedly. When people are provided with practical learning experiences, mentorship, and opportunities for experiential education, their confidence and ability to apply knowledge in real-world scenarios improve significantly. This process creates a ripple effect that leads to the development of a more competent workforce, better-prepared entrepreneurs, and competitive talents for global opportunities.

Lessons from 2024: Where We Made Progress



A Lean Model for RE-Novate. We streamlined the design of RE-Novate to optimize implementation while maintaining and enhancing quality. Given the cost-intensive nature of the program, we developed a lean model that delivers the program objectives while reducing the operational costs associated with running the program. The lean model design also expanded collaboration with major stakeholders like school partners and strengthened the level of responsibility while clarifying the role such stakeholders play in RE-Novate's implementation.



Curriculum Review and Development.

Based on feedback and data collected from RE-Novate's Pilot program, we did a comprehensive review of RE-Novate's curriculum to optimize its effectiveness and strengthen its core concepts. Major improvements we made included localizing learning materials to improve relatability and their application within the Liberian context. We also enhanced performance evaluation, revised the student project model, and streamlined case studies. This resulted in a curriculum that was much easier to adopt and gave fellows and facilitators an effective tool for delivering and achieving RE-Novate's learning objectives.



Funding for RE-Novate. In 2024, we successfully secured funding from the Master Card Foundation through the Ellen Johnson-Sirleaf Presidential Center for the current RE-Novate cohort. With active programmatic activities on hold pending funding, securing this grant unlocked the programmatic implementation of RE-Novate after months of redesign and remodeling.



Commencement of RE-Novate Inaugural Cohort. The inaugural cohort of RE-Novate began with a focus on finalizing school partnerships, hiring facilitators, and recruiting RE-Novate fellows. Partnership agreements were signed with four schools: Lott Carey Baptist Mission School, St. Maria Goretti Institute, Alexander B. Cummings Model Science and Technology School, and ELWA Academy – located in Brewerville, Caldwell, and Paynesville, respectively. From these partner schools, we recruited 51 fellows following a rigorous recruitment process that included an online application, an in-person interview, and a group assessment. Over 72 percent of RE-Novate inaugural fellows recruited were females. We also recruited four facilitators—50 percent men and 50 percent women—to lead the facilitation and management of RE-Novate activities. Two facilitators were recruited directly from partner schools, while the others applied through an online application. Both sets of facilitators underwent an extensive hiring process involving multiple interviews and a practical working session. Following their recruitment, they underwent training in preparation for RE-Novate activities.

Where We Still Struggle



Fundraising. While we successfully secured some funding for RE-Novate, fundraising overall has still been a major challenge. There are limited local funding sources and opportunities for such novel initiatives in general. Additionally, many potential funders prioritize large impact numbers with immediate impact. This makes it difficult for RE-Novate, a growing intervention focusing on long-term education reform and economic growth, to secure long-term financial support. We need to expand our reach to build and strengthen relationships with corporate sponsors and funding institutions that position us to unlock sustainable funding.



Challenges in Storytelling and Communication. We continue to face hurdles in effectively communicating the impact of our programs. With the limited resources we have, it is difficult to maintain effective impact storytelling, which requires consistent dispersion of compelling narratives and clear visualizations of outcomes. While we have data that can be used in broadcasting the impact and efficacy of our programs, we are constrained by a small team and a massive workload, which leaves minimal time to focus on storytelling. We must increase visibility and strive to ensure that the message and communication of our work remain consistent, engaging, and accessible. This requires leveraging digital platforms for broader outreach and engaging with key stakeholders to mobilize long-term support.

A Case for Deeper Investment in Learning Solutions

Deeper investment in learning solutions is not just a necessity relative to education, but also long-term economic development and social reform. More broadly, effective learning solutions are tools that have a comprehensive effect on the trajectory of developing countries and their sustainability. The education ecosystem must be structured and equipped to produce a wide pool of competent, skilled, and solution-oriented young people whose absorption into the workforce stimulates economic growth, creativity, and employment.

Systemic barriers and gaps that hinder students' capacity to think critically, solve problems, have a strong foundational learning background, and innovate,

position them at a disadvantage in tackling real-world problems.

RE-Novate, as an intervention, has demonstrated through its integrated approach, using entrepreneurial learning and digital tools that it has the potential to prepare students to meet the challenges of the workforce. Through our alternative facilitation approach and curriculum, we give students access to opportunities that enable them to navigate through the workforce and ultimately thrive. However, this requires more investments to be made that provide the resources, funds, and support needed to scale such solutions on a wider spectrum. The socioeconomic benefits of investing in learning are many:



Expanding access to opportunities. Providing high-impact solutions that reach students from the most vulnerable families and communities, socioeconomically, and all backgrounds. This ensures that every student has access to a life-changing opportunity and is given the tools needed to thrive.



Economic empowerment. Strengthening foundational learning and workforce skills directly contributes to the development of a skilled labor force and stimulates business and entrepreneurship. This reduces unemployment and lifts families out of poverty.



National growth and development. It is imperative that developing countries like Liberia prioritize education as a medium to bolster national development. This must equate to intentional investment and prioritization to unlock long-term social mobility, productivity, and innovation.

Moving forward, we intend to pursue and cultivate strong relationships with various partners, policymakers, and donors to reimagine education in Liberia. As a result of these engagements, we seek to utilize RE-Novate to validate and substantiate the inclusion of entrepreneurial education into the curriculum, foster a culture of learning that challenges students to think critically and solve problems in preparation for beyond the classroom, and strengthen capacity-building for educators.

This is our north star that we have set our compass to follow. We ask that our friends, supporters, partners, and other stakeholders take a leap of faith and walk with us on this journey that holds promise and fulfillment. It is not just necessary but also imperative for the potential that we have in our hands.

The nitty gritty

This year, we are of school age—growing fast and scoring high in Leadership, Community, Communication, and Literacy. We have mastered tying our laces and we are buckled up. Are we ready for the journey ahead?

TRIBE has a strategy to deliver quality impact in the best way we can, and we recognize that all areas of our work are interconnected—from personal growth to team vitality to partner engagement.

Learning and Growth Perspective

At TRIBE, we prioritize individual development because we believe it fuels our collective ability to deliver transformative education and impact.

In 2024, our team participated in some powerful learning opportunities.



Kweeta attended SUSI Women's Conference in the United States.

Kweeta also participated in the Global Youth Summit in Cape Town. At the 2024 Global Youth Summit, our Program Assistant, Kweeta Kolleh, explored new strategies to promote student self-learning and leadership skills that are invaluable for the future.



Gormai completed the McKinsey Forward Program. The McKinsey Forward Program equipped Gormai with practical consulting skills, enabling her to contribute meaningfully to a JPL Consumer Inc. consulting engagement, assessing how human capital affects company strategy.



Elvis attended Kistefos Alumni Gathering in Oslo, Norway, where he joined other Kistefos Alumni from Harvard Kennedy School and St. Gallen University in Switzerland.



Wain was selected as a 2024 Acumen West Africa Fellow, completing two immersives in Lagos and Accra.



Wain and **Lexie** attended the AL for Education Gathering in Johannesburg, South Africa. The gathering focused on the evolving role of gender equity in educational paradigms on the continent.

Wain was selected as an OC Fellow and joined other social impact leaders from around the world for the Opportunity Collaboration Gathering in Mexico, to connect, discuss, learn, and explore partnerships about solving poverty.

These experiences deepened exposure, expanded insights, and enriched the way we work—both individually and as a team.

Synchronizing Action for Good

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



Burgeon internship. We partnered with Burgeon Liberia Internship for the second consecutive year to recruit from their high school internship program. Fouad B. El'dine, a student at Notre Dame University Liberia 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 to host two interns at TRIBE for the second consecutive year:



Francesco Rasso. Francesco completed a 5-week internship as Business Development Associate with our Learning Solutions Team. He developed learning content for the digital literacy project and explored opportunities for funding and partnerships across Africa and Europe.

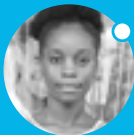


Nurin Za'imah Abdu. Nurin completed a 5-week internship as a Business Development Associate with our Entrepreneurship Academy. During this time, she contributed to researching and synthesizing findings from a study conducted with JPL Consumer Inc.



University of Michigan's Global Scholars Program. We partnered with the University of Michigan through the Global Scholars Program. Ten students from diverse academic backgrounds collaborated with our Business Development and Learning Solutions teams. Together, they designed learning content—including case studies—for the RE-Novate program and conducted a 'treasure hunt' activity. This engagement also led to our selection as a partner organization for Michigan's MBA Multidisciplinary Action Projects (MAP), an action-based learning initiative.

Intern Spotlight



Deborah Gonkpah is a SHE-CAN scholar at Bucknell University, majoring in International Relations.

During the summer, Deborah interned with TRIBE as an analyst on our Social Impact Consulting portfolio. In this role, she supported the USAID ATI project by evaluating 245 agribusiness applications across Montserrado, Bong, Grand Bassa, Sinoe, and Rivercess Counties. Reflecting on the experience, Deborah shared that the project opened her eyes to the struggles of entrepreneurship in Liberia—the challenges businesses face and how, despite them, entrepreneurs continue to push these businesses forward. She also gained insight into the importance of rebranding our cultural values and the significance behind the slogan 'Made in Liberia.'



"I felt included and was able to participate in areas beyond my role – from the jokes and after-work hangouts with colleagues, to the flexibility, the encouragement to do my best and ask for help. Most of all, I appreciated the youthful energy that allowed me to be myself while creating magic."

Systems and Processes

Systems and processes are our organization backbone. Perhaps they are what make an organization.



In 2024, we launched discussions around our People Operations Policy, involving the team in its development to encourage ownership and make adherence intuitive.



We also finalized our Safeguarding Policy, ensuring protection for all stakeholders—team members, beneficiaries, and partners—from all forms of abuse. This is vital for our work, which involves constant interaction across communities.

By investing in these systems, we are laying the foundation for a seamless, adaptive work structure.

Financials

| | 2024 | 2023 |
|---------------------------------------|-------------------|-------------------|
| Revenue | | |
| Grants & Donations | 80,000.00 | 20,000.00 |
| Fundraising Campaign | 4,434.00 | 0.00 |
| Individual Donation | 180.00 | 670.00 |
| Social Impact Consulting Revenue | 315,035.44 | 297,270.56 |
| Rental & Other Income | 336.16 | 3,965.00 |
| | 399,985.60 | 321,905.56 |
| Expenses | | |
| Learning Solutions | 19,947.54 | 23,444.00 |
| Entrepreneurship & Innovation Academy | 3,169.23 | 16,586.00 |
| Management & General | 79,837.28 | 46,795.00 |
| Business Development | 36,927.46 | 11,843.00 |
| Social Impact Consulting | 257,678.01 | 190,971.00 |
| | 397,559.52 | 289,639.00 |
| Increase / (Decrease) in net assets | 2,426.08 | 32,266.56 |

Increase in Social Impact Consulting Operations was as a result of continuation and early start of Year 2 of USAID-ATI project in 2024 as opposed to 2023. We also took on more social impact consulting projects to deepen our experience as a thought leader in the ecosystem.

These are highlighted in the sections above.

In 2024, we refined our team operating strategy, allowing for portfolio-based teams and creating space for opportunity for active business development and partnerships. We also paused operations of our Entrepreneurship and Innovation Academy, shifting resources therefrom to other portfolios and workstreams to support enhanced operations.



Team

Board:



Atty. Decontee King-Sackie
Director
Managing Partner, Ze'ad Advisors and Consultants



George K. Werner
Vice chairperson
Former Minister of Education, Liberia



Geoffrey Gerard
Director
Managing Director, IE Foundation



Monique Cooper
Liverpool - Chairperson
Managing Partner, Petra Resources Inc.



YoQuai Lavala
Director
Founder and Managing Director, Naya Resource Group



Amini Kajunju*
Director

TRIBE:



Clementine McGee
Operations Associate



Elvis M.D Browne
Director, Learning Solutions



Gormai L. Johnson
Executive Assistant



Jackson Boimah
Maintenance Officer



Jallah Sumbo
Technical Operations Associate



Joshua L. Alston
Senior Program Associate



Kweeta Kolleh
Program Assistant



Lexanndine Taylor
Chief Operating Officer



Mulbah Kolleh
Chief Maintenance Officer



Pius Noble Nkrumah
Senior Business Operations Associate



Solomon G. Mahn
Director, Social Impacting Consulting



Wainright Acquoi
Chief Executive Officer

**Transitioned off the Board after relocating to Thailand as PeaceCorps Country Director*

We Move

Have we truly found our compass? What 2024 taught us

As we remain committed to our mission of improving learning outcomes and bridging learning gaps, we continue to see the persistent need for our work within both the educational and entrepreneurial ecosystems. 2024 served as a reminder of the crucial connection between foundational learning, entrepreneurship and workforce development. Through our work in the Pacha Laboratory, we asked the foundational question: have we truly found our compass in understanding the complex challenges faced within Liberia's entrepreneurial ecosystem? The lessons learned throughout the year suggest that we are on a progressive journey, one that requires aligning our strategy to strengthen foundational learning.

One of the key lessons from 2024 was the profound impact of limited foundational skills on entrepreneurial growth. Some businesses struggle with stagnant growth due to limited digital and financial literacy, underscoring the urgent need to address educational foundations. Similarly, other ventures are challenged by simplifying their

complex business model and operational inefficiencies highlighted how a lack of essential skills hinders growth. These experiences reinforce the idea that entrepreneurial success is not solely about innovative ideas or market opportunities, but is fundamentally rooted in acquiring essential skills starting at the foundational level of high school education.

While we now have the compass to identify and address learning challenges, our journey is far from over. Addressing foundational learning gaps as a prerequisite for entrepreneurship and workforce development will require a collective approach, one that involves remodeling our national curriculum, incorporating practical applications, and ensuring continuous development. We are committed to refining our compass, ensuring that our strategies are guided by a deep understanding of the interplay between foundational education and entrepreneurship. Only then can we support individuals to thrive in Liberia's educational and entrepreneurial ecosystems – and beyond.

Key actions for 2025: Aligning strategy with lessons learned

Addressing foundational gaps and supporting Liberia's educational and entrepreneurial ecosystems relies on aligning our strategies with lessons learned. Recognizing the importance of strong foundational education, we have identified the following key action steps moving forward:



Building stronger partnerships with schools and educational institutions for increased collaboration.



Advocating for curriculum reforms that prioritize workforce skills, ensuring students are equipped with the resources necessary for entrepreneurial success.



Promoting experiential learning that integrates real-world business challenges into the classroom, bridging the gap between theory and practice.

Measuring our impact and collecting relevant data will be central to our strategy to ensure the effectiveness of our programs. By integrating lessons learned from 2024, we will continue to build impactful and sustainable programs that bridge learning gaps.

A call to partners and stakeholders: Joining us in this next phase

As we move into the next phase of our journey, we extend a call to partners and stakeholders to join us in bridging learning gaps and fostering an environment for continuous learning and entrepreneurship within Liberia's ecosystem.

These foundational issues cannot be addressed in isolation. A collaborative approach is crucial to achieving sustainable progress. As we navigate the challenges in the education and entrepreneurial ecosystems, we call on the expertise, resources, and commitment of partners across these sectors to create lasting change.

The next phase of our journey demands a collective commitment to building a sustainable educational and entrepreneurial ecosystem for Liberia. By joining us on this journey, you can play an integral role in supporting students and entrepreneurs, strengthening foundational learning, and improving learning outcomes for economic growth. Together, we can build a future where innovation thrives, world leaders emerge, and social entrepreneurs transform Liberia for the better.

Together, we move...

2024 Funders, Clients and Partners





Tribe

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