

ANNUAL REPORT 2023



"IF YOU WANT TO GO FAST, GO ALONE, IF YOU WANT TO GO FAR, GO TOGETHER"- AFRICAN PROVERB

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NOTE FROM OUR EXECUTIVE DIRECTORS

Dear Friends,

What a remarkable year it has been! In 2023, our collective efforts supported 36 leaders across 3 tracks: Foundational Literacy and Numeracy, Gender Justice and Climate Action, and Girls and Women's Employability. Together, we have nurtured a collective of 160 leaders who are actively reimagining education in diverse contexts across Kenya, with recent expansions into Tanzania and Uganda. Our vision is clear: as we empower and support this collective of local leaders, we catalyze their collective impact, leading to transformative shifts in the education ecosystem.

In addition to our programmatic achievements, our team experienced significant growth, both in numbers and in capacity. Our work and culture are deeply rooted in our core values. Throughout the past year, we faced challenges with courage and curiosity, fostering collaboration to support each other's growth and to achieve sustainable transformation. We dedicated ourselves to reflection and learning, drawing insights from both successes and setbacks, as we embarked on this collective journey.

At the heart of our approach lies a fundamental belief: **solutions are most effective when they are guided and led by those closest to the problems.** With unwavering commitment, we hold ourselves to high standards, aspiring towards a world where everyone possesses the skills and opportunities to thrive. In doing so, we embody the kindness and generosity we wish to see in the world.

Though the year brought tremendous growth, it was not without its challenges. One of the most significant hurdles we faced was the loss of a beloved team member, Teresa Njue. Teresa was not just a colleague but a passionate advocate for education reforms and a vital member of our team. Her absence has left a void, particularly in our small and closely-knit team. In her honor and in alignment with the educational principles she championed, we remain steadfast in our commitment to reimagining education.

Furthermore, we navigated other challenges, including the loss of our office space and the complexities associated with leadership transitions. In the face of these obstacles, we paused to reflect and asked ourselves a fundamental question: "Why do we do what we do?" At the core of every team member's response lies a shared belief that a better world is not just possible, but achievable, and it is up to us to co-create it.

As we embark on yet another year, let us recommit ourselves to supporting local leaders, to scaling our impact in depth, and to ensuring that these leaders have the resources and community they need to reimagine education. This journey is not easy, but it is undoubtedly worthwhile. It will require the collective effort of each and every one of us.

Together, we can continue to co-create a better world for learners.

With gratitude and determination,

MUTHONI GAKWA & REBECCA UME CROOK Acting and Founding Executive Directors



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OUR VISION AND MISSION

Metis envisions a world where all learners thrive! Our mission is to equip African education leaders to strengthen and scale their impact for systemic change. We do this through our three programmatic areas: the Metis Fellowship, tools and training, and collective learning and action events.

FELLOWSHIP

We identify local leaders who have ideas to reimagine teaching and learning. Through the Fellowship, we connect them to the tools, resources, mentors, and community they need to make those ideas come to life. We support a growing movement of leaders to collaborate and lead for transformational impact.

TOOLS AND TRAINING

Metis alum and staff bring the tools of innovation in education to schools and non-profits, enabling hundreds of teachers and social changemakers to approach challenges as design opportunities, and in turn improve learning for thousands more students.

COLLECTIVE LEARNING EVENTS

We build an ecosystem conducive to innovation and change through events. In partnership with leading social impact and education institutions we've hosted 40+ formal and informal gatherings to learn, connect, and collaborate, including ReimaginED, our annual 2-day learning summit.

OUR VALUES



DO HARD THINGS

We seek out challenges with courage and curiosity.



GO FURTHER TOGETHER

We collaborate to help each other grow and to achieve sustainable transformation.



LISTEN + LEARN

We reflect and learn from successes, setbacks, and each other. Solutions are guided and led by those closest to problems.



REDEFINE EXCELLENCE

We hold ourselves to high standards in pursuit of a world in which all people have the skills and opportunities to thrive.



DO SMALL THINGS WITH GREAT LOVE

We practice the kindness and generosity we wish to see in the world.



2023 IMPACT SNAPSHOT

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36 FELLOWS

ACROSS EAST AFRICA (KENYA, UGANDA AND TANZANIA) across East Africa (Kenya, Uganda and Tanzania) supported in cohort 7.

160 FELLOWS & ALUM

IN THE METIS COMMUNITY impact 4 million learners.

18,352 GIRLS

UNDER 18 YEARS OF AGE reached through C7 Fellows' innovations.

8,989 WOMEN

ABOVE 18 YEARS OF AGE reached through C7 Fellows' innovations.

5,000 CAREGIVERS & 1,000 TEACHERS

SUPPORTED by Fellow-led innovations.

100%

OF FELLOWS increase their ability to use learner-centered design thinking approaches to launch and improve their innovations.

70%

OF FELLOWS increase their ability to monitor and report the impact of their innovations.

100%

OF FELLOWS OVERCOME A SELF-IDENTIFIED BARRIER to grow their innovation's impact.

21 FELLOW-LED

site visits conducted.

55%

OF FELLOWS FORGE NEW PARTNERSHIPS or collaborations to implement their innovations.

92%

OF FELLOWS GROW THEIR COMMUNICATION SKILLS and ability to share their work for increased support.

550 PARTICIPANTS

SUPPORTED THROUGH REIMAGINED Education Summit to collectively learn, collaborate and act.

55 TEACHERS

FROM 25 SCHOOLS across Nairobi, Laikipia, Mombasa, Taita Taveta, and Lamu counties supported through InnovatED.



THOUGHT LEADERSHIP OPPORTUNITIES to share lessons from the Metis approach to contextualised innovation and proximate leadership with the global community.

HIGHLIGHTS FROM 2023



QUARTER 2

- Virtual Finalist Day brings together education innovators across East Africa
- Cohort 7 launches! 3 thematic tracks, 3 countries, 36 Fellows!
- **Big 5 alum events** deepen our network's understanding of how to foster the student learning outcomes of agency, belong, creativity and critical thinking, delight, and expertise across Fellow and alum education innovations
- Team growth! We welcome 4 new members



QUARTER 1

- Foundational Numeracy and Literacy event brings insights from Zizi Afrique, Ulia and Tata, and Jasiri Mugumo school to 100 practitioners
- Recruitment for Cohort 7 results in 180+ applications across East Africa
- Global thought leadership Naftaly shares the Metis Way at convening for edtech leaders in Italy
- Metis Community event to celebrate our largest funding round and launch of the Executive Director search



QUARTER 3

- **InnovatED** builds the capacity of 100 government teachers to lead learner-centered innovation
- **FundED** supports 20 alum to fundraise in partnership with For Impact
- AdvocatED builds the capacity of 15 alum to influence policy regionally and nationally
- Metis team shares lessons on proximate leadership at EdTech East Africa Conference and Segal Family Foundation convening in Rwanda
- Metis' new Executive Director is hired and onboarded. We host Passing the Baton, gathering 150 Metis supporters to celebrate and acknowledge the baton has always been in our collective hands!

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QUARTER 4

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- Annual ReimaginED Learning Summit gathers 500+ practitioners, policy makers, funders, and families for collective learning and action around advancing competency-based learning.
- Cohort 7 graduates!
- **Board and team retreats** enable reflection and strategic planning
- Our founding Executive Director transitions to the Board of Directors!



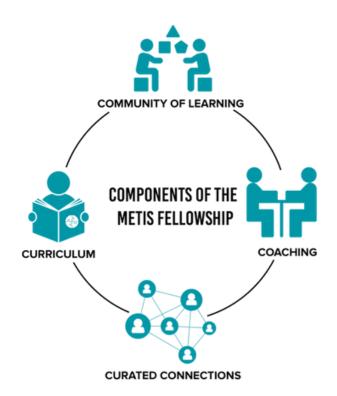




EQUIPPING CHANGEMAKERS: THE METIS FELLOWSHIP PROGRAM

Through the Metis Fellowship, we identify and support local leaders with innovative ideas to develop programs, schools, curriculums and policies that support holistic student learning. In 2023, the Fellowship supported education leaders in 3 thematic areas:

- Gender Justice and Climate Resilience
- Girls and Women's Employability
- Foundational Numeracy and Literacy





GENDER JUSTICE AND CLIMATE RESILIENCE

This thematic track supported leaders and their innovations focused on empowering women and girls to adapt to climate change, engage in climate resilience decision-making, and participate in sustainable natural resource management. Get to know a member of this cohort below!



Meet Benson Abila Founder, M-Taka

M-taka is a tech-integrated waste management and education enterprise that leads community-based education to increase recycling culture and improve the livelihoods of waste workers. They dignify waste work and mainstream the role of women in the sector.

M-Taka's Impact

M-taka app has catalyzed significant behavior change within Kisumu. Through the platform they witnessed an increase in separation of waste at source by 57% and the collection of over 500 tonnes of recyclables.

This led to a substantial avoidance of over 1500 metric tons of CO2 emissions. The app's impact extends beyond individual actions, influencing a positive shift in community-wide waste management and recycling practices.



THANKS TO M-TAKA, PEOPLE SEE ME DIFFERENTLY NOW. I'M NOT JUST SOMEONE WHO COLLECTS WASTE. I'M A LEADER WHO HELPS MAKE OUR ENVIRONMENT BETTER. M-TAKA GAVE ME A CHANCE TO BE PART OF IMPORTANT DECISIONS ABOUT OUR AREA'S CLIMATE.

- Susan Irene, M-Taka beneficiary





GIRLS AND WOMEN'S EMPLOYABILITY

This track focused on supporting education leaders committed to addressing gender disparities by equipping girls and women with skills crucial for employability and entrepreneurship.



Meet Fiona Oroma Program Director, STiR Education and Founder, Second Chance Foundation

Hailing from Uganda, Fiona founded Second Chance Foundation while in the Metis Fellowship! Fiona's pilot program supports 80 young mothers aged 14 -22 years with critical life skills and sexual and reproductive health support. Starting in April 2024 these young mothers will proceed to either the Livelihood & Economic Empowerment track or Vocational Skills track based on needs assessment. Starting in April 2024 these young mothers will proceed to either the Livelihood & Economic Empowerment track or Vocational Skills track based on needs assessment. Those completing the Livelihood & Economic Empowerment track receive \$100 to start businesses solving specific problems in their communities. Those under Vocational Skills track receive apprenticeship linkage and connection to employers.

The young mothers serve as peer mentors to girls through the in-school peer mentorship program.



Meet Emmanuel Ssekitto Founder, FacesUp Uganda

Ssekitto's organisation was recently recognized under The HundrED Global Collection 2024! The HundrED Global Collection 2024 features 100 of the most impactful and scalable education innovations from around the world.

Reaching 4,365 girls and young women, he is utilizing arts education as a tool for rehabilitation and empowerment. The <u>art they create is sold</u> off to sponsor the children's education. In 2023, his organisation sponsored 47 students. You can read the full article <u>here</u>!



FOUNDATIONAL NUMERACY AND LITERACY

This track supported education leaders dedicated to enhancing foundational learning skills, particularly in numeracy and literacy. It encompassed efforts directed towards empowering learners of all ages, from early childhood through adulthood, to master essential building blocks for advanced education.



Meet Anne Gloria Njoki Founder, Deaf Outreach Program

Anne Gloria is revolutionizing education for learners with hearing impairments. Faced with the challenge of engaging her students effectively, Anne collaborated with teachers who record videos using sign language, ensuring accessibility for her students. The content covers a range of subjects, including Kenya Sign Language, biology, agriculture and computer studies, catering to high school students' diverse learning needs. The platform has so far reached 400 learners from 3 schools: Machakos School for the deaf, Kasarani school for the deaf and Rev. Muhoro School for the deaf.

The number of stakeholders reached by the FNL Fellows' innovations:







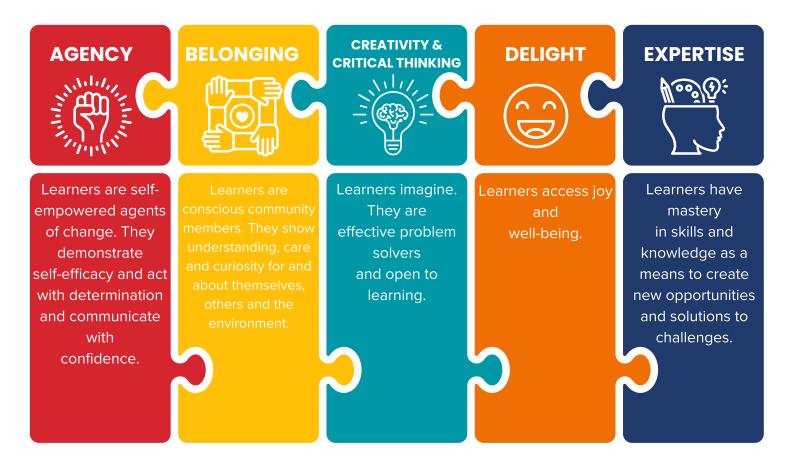
BEFORE I JOINED THE METIS FELLOWSHIP PROGRAM, I WAS **GRAPPLING TO CREATE CONTENT** FOR MY LEARNERS WITH HEARING **IMPAIRMENTS. METIS' HUMAN-CENTRED DESIGN APPROACH OPENED MY EYES TO THE POWER OF EMPATHY IN DESIGNING EFFECTIVE** LEARNING **EXPERIENCES.**

-Anne Gloria Njoki



ADVANCING STUDENT LEARNING: EMPOWERING LEARNERS TO THRIVE

The strength of the Metis Collective network is in its diversity. Fellows lead innovation from grassroots to government levels, through policy, extra curricular programs, schools, technology, teacher training and more. While unique in nature, each innovation has the same aim: to support students to thrive. We have a shared vision for student learning outcomes called the Big 5. You can easily remember them. They are the ABCDEs!



SUSTAINING IMPACT: ALUMNI LEADING CHANGE ACROSS THE ECOSYSTEM

After graduating from the Metis Fellowship program, we continue to support our alum through inperson workshops and capacity-building and extended learning opportunities such as FundED and AdvocatED. Based on feedback from our community, our support focuses on building skills in fundraising and storytelling, monitoring and evaluation, and advocacy.

MEET SOME OF OUR ALUM!



Sheila Mbiru Head of Programs, Mama Going Good, Office of the First Lady of Kenya

Sheila leads systemic change nationally on climate education in collaboration with the Ministry of Education and Ministry of Environment, Climate Change and Forestry. She provides a platform for primary and secondary school learners to learn about and creatively express their understanding, perceptions and solutions for environmental conservation and climate change and contribute to Kenya's climate change agenda.

In establishing the First Lady's Mazingira Awards at the Africa Climate Summit in 2023 as well as designing programming with MoE and county governments, Sheila and her team innovate to ensure all young people in Kenya have the skills and mindsets to live in reciprocity with the land and fight for its protection.



Paul Akwabi Founder and CEO, Tech Kidz Africa

Paul founded one of Kenya's leading STEM education organizations in Kenya, serving 3,400 students in Mombasa and Nairobi counties directly with their robotics programs and 76,000 learners indirectly through STEM teacher training. "Metis was pivotal for our TechKidz! Through the Fellowship I mapped the education ecosystem, gained 4 new school partners and a board member from within my cohort, got support strengthening organizational policies and structures and referrals that resulted in \$200,000 in funding from Google and Raspberry Pi Foundation. We serve more students because of Metis and you really impacted us, even if you don't know all the big and small ways"

80% OF ALUM VOLUNTEER THEIR EXPERTISE FOR THE METIS COLLECTIVE THROUGH MENTORSHIP, SITE VISITS, GUEST SPEAKING, RECRUITMENT AND SELECTION AND MORE!

SUPPORTING SYSTEMIC CHANGE

We know that change happens not only through individual innovation, but through collective leadership. While we build a pipeline of education innovators through the fellowship and alum programming, Metis also supports systemic change. In 2023, we hosted 4 collective learning and action gatherings including the 3rd annual ReimaginED Learning Summit, and supported alum to participate in regional and national reforms through our AdvocatED program.

EVENT SPOTLIGHT: REIMAGINED SUMMIT 2023

ReimaginED is an annual education innovation summit that showcases contextualised solutions with a demonstrable impact on our holistic student learning outcomes. 500+ attendees learn from evidence-based models, explore current challenges in East African education systems, and forge partnerships to advance solutions.

Building on the learnings and collaborations of the past two years, thiss year's theme was: **"Does CBC** work for all? Challenges and Possibilities for Equitable Implementation".

Summit objectives included: I. Celebrate and amplify local leaders and evidence-based innovations II. Connect local leaders to partners to accelerate their impact III. Enable education stakeholders to collectively learn and act IV. Grow national capacity to advance competency-based learning for ALL students.

This year, in partnership with Aga Khan Foundation and the National Museums of Kenya, we grew ReimaginED to include 2 days of learning! 500 participants benefited from experiential site visits, innovation showcases, student and educator panels, collective conversations, funder roundtables, and awards.

As a result, policy makers, practitioners, funders, and families were able to explore the promise of CBC for advancing justice in our communities and collaborate for more effective and equitable implementation.

You can read the full ReimaginED 2023 report <u>here</u>.

I LOVED MY SITE VISIT! MY KEY TAKEAWAY WAS THE SYMBIOTIC RELATIONSHIP BETWEEN ACTION FOUNDATION, THE PARENTS/CAREGIVERS, AND THE IMMEDIATE COMMUNITY. ALL STAKEHOLDERS ARE INVOLVED AND EMPOWERED. THAT'S SOMETHING I'LL EXPLORE IN MY OWN WORK.

-ReimaginED 2023 Participant







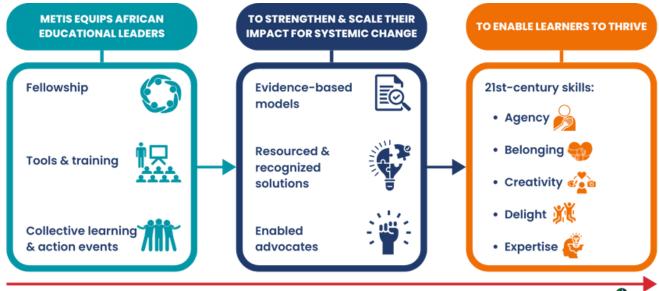
Site visits are a great way to see innovation in action! Participants learned from SHOFCO, Cheza Cheza, Jasiri Mugumo School, Book Bunk, Little Rock Inclusive ECD Centre, and the Centre for Mathematics, Science & Technology Education in Africa (CEMASTEA).

OUR FUTURE

NIR NET

OUR FUTURE

Metis is growing a movement to transform Kenya's education system - so that we create a world where all learners thrive. For the past 6 years, Metis identified and supported 160 Metis Fellows, including private school founders, government school principals, leaders of school support nonprofits, edtech entrepreneurs, and government policymakers. Our network impacts over 4 million children across all 47 counties in Kenya, from urban informal settlements and nomadic rural communities to powerful national government agencies (and we also have 6 Fellows in Uganda and Tanzania). In the next phase, Metis is going for deeper impact - equipping our Fellows to strengthen and scale their impact in education - so that they create transformative shifts in learning outcomes.



Our model influences global investment in networks of proximate leaders for sustainable impact.

From our theory of change, we will be equipping our leaders with the skills and resources they need to strengthen and scale their innovations through:

- Our 6-month **Fellowship** will support East African leaders to start and scale innovations in teaching and learning.
- Our **Tools and Training** program where Metis alum receive follow on support for their programs and they bring the tools of innovation in education to schools and other institutions.
- Collective learning and action opportunities for a dynamic ecosystem of education entrepreneurs, leaders, policy-makers, and funders to learn, connect, and collaborate.

Our impact will be on 3 interacting levels:

 Self: We equip proximate leaders with skills and mindsets to create high-impact change, fundraise, and gain public recognition as experts.

- **Solutions**: We enable those leaders to use evidence to build strong results on teacher and student learning outcomes.
- **Systems**: We connect our network to enable leaders to share their knowledge, advocate, and create a stronger collective impact on government education systems and private schools.

By nurturing this network of Kenyan leaders and disseminating their successes, we aim to catalyze a movement that ensures every learner in East Africa receives an education conducive to success in their careers and civic life. Through our efforts, we aspire to position East Africa as a beacon of educational innovation, inspiring positive change both locally and globally.



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WHAT WE LEARNED

We contribute to our mission to support a movement of leaders changing education in Africa by sharing our lessons. Below are a few things 2023 taught us! Our team also created a mini-video series on leadership and organizational development called Collective Couch Conversations where you can hear our reflections on everything from team culture to failure to learning design. Take a look at the Metis YouTube channel <u>here</u>.

CO-CREATION BUILDS TRUST AND SUSTAINABILITY

01

The African proverb, "If you want to go fast go alone, but if you want to go far go together," guides much of Metis' ethos. This year, we collaborated with a funding partner to launch two tracks of the Metis fellowship and a catalytic collaboration grants program. We co-designed and organized collective learning events with the National Museums of Kenya, Aga Khan Foundation, EdTech East Africa, among others. We co-created the framework for student learning outcomes called The Big 5. Dreaming and designing together instead of just implementing together fosters co-ownership. It means multiple stakeholders are invested in the outcomes, which means your project will be more likely to succeed!

...AND EFFECTIVE COLLABORATION TAKES CONSIDERABLE EFFORT BUT IT'S WORTH IT

Take note! While co-creation helps you avoid duplication of efforts, waste of resources, and enables learn from each other, it's not always easy! Collaboration requires strategic thinking and clear communication of expectations for committed time, team members, and financial resources. Expect to put in thought and effort for effective collaboration.

GATHER EVIDENCE ON STUDENT LEARNING OUTCOMES FOR ALL EDUCATION INNOVATIONS

02

03

This might be obvious to you, dear reader, but in an era where "innovation" and "localization" are evermore buzzwords, it's essential we focus not on just what is trendy, but on what truly serves kids and communities. Incessantly ask yourself, "are the innovations we're creating actually having an impact on student learning?" "How do we know?" "What's the evidence?" Data enables you to strengthen your programming and impact and remain relentlessly focused on what matters most.

CONTEXT MATTERS

Just because an innovation works in one social, political, geographic reality, does not mean it will work in another! This was readily apparent to our team during InnovatED, a teacher-led innovation workshop in partnership with National Museums of Kenya. Government teachers from Taita Taveta and Nairobi counties who shared similar challenges came up with radically different solutions based on theri urban and rural realities. Empowering educators with a pathway (in our case, the METIS Way design thinking methodology) to solve their challenges rather than the solution itself not only enables longer-term sustainable impact, it also ensures the impact will be felt in the learner's context.

WHEN IT COMES TO ADVOCACY, DON'T OVERLOOK THE POWER OF COLLECTIVE VOICE



The 12 Metis alum who participated in the AdvocatED program taught us that coalitions create more change than individuals. Together, they anchored their desires for CBC reforms in existing policies and frameworks. They resisted their siloes. They came together. They shared knowledge on effective pathways for advocacy at regional and national levels based on their experience and existing relationships. They shared data. As a coalition, they serve as innovation partners to government as Kenya evolves and strengthens national curriculum reforms. Their aligned and collective voices have "moved us forward in a way that means more learners will benefit from experiential and holistic learning than if we each tried to advocate alone" noted Eric Nyamwaro, Metis Cohort 2 alum.

SITE VISITS ARE A TOOL FOR DRIVING INNOVATION

Adults benefit from the power of experiential learning as much as kids! Site visits to local education organizations allows our community of practitioners, policy makers, funders, and families to learn and collaborate. They enable cross-pollination of ideas and can even generate necessary funding. Site visits don't have to be complex or costly—just go with learning questions, curiosity, and humility—magic will unfold when we see each other's innovations in action!



SUCCESSION PLANNING IS ESSENTIAL

After having lived through this process ourself, we encourage everyone in our community to think about succession planning for core roles in your organisation as early as possible! Take time to create a plan, foster the necessary community around you, and allow yourself the spaciousness to be thoughtful! Speak to others to gain wisdom from their experiences and if you need support, organisations like <u>The Leadership Transition</u> <u>Community</u> provide a community of learning and resources.

EVEN GOOD CHANGE IS CHALLENGING

Transitions are hard. Don't do them alone. As we prepared for and then undertook the transition of our founding Executive Director, we convened our collective of advisors, volunteers, fellows, alum, and funders throughout the year—both virtually and in-person! Celebrating milestones together and involving our community in recruitment helped us weather inevitable challenges along the way. Knowing this is normal, and having support makes the journey more joyful.



DEPTH OVER BREADTH OF IMPACT

Our leaders deserve deep, lifelong support. We're iterating to prioritise depth over breadth of impact. As part of our broader inquiry into our definition of meaningful impact and scale, we're learning to walk with our alum to continuously grow their systemic impact, rather than increasing the number of Fellows we support each year.

Our Team



MUTHONI GAKWA Acting Executive Director



DIANA KWAMBOKA Programs Manager, Advocacy and Events



GRACE MAUREEN Director of Impact and Learning



RICHARD BIKKO Programs Manager, InnovatED and Alumni



NAFTALY MUROKI Senior Community and Advocacy Manager



STEVEN KARIUKI Finance and Administration Officer



JULIE AUMA Programs Manager, Fellowship



KAMAU KAMAU Storytelling Consultant



MARTINA ADEGA Community Catalyst



GRACE WANENE Community Catalyst





TERESA NJUE (late) Community Catalyst

Our Board



ERIC NYAMWARO Board Chair, Partnerships Advisor, STEM Impact Center



SIMON BAILEY Founder and Director, Learning Ventures



REBECCA UME CROOK Co-Founder, Metis



WAIRIMU NYANDIA Chief Operating Officer, Food For Education



KATHLYN PATTILLO Co-Founder, Metis & Consultant, EdWell



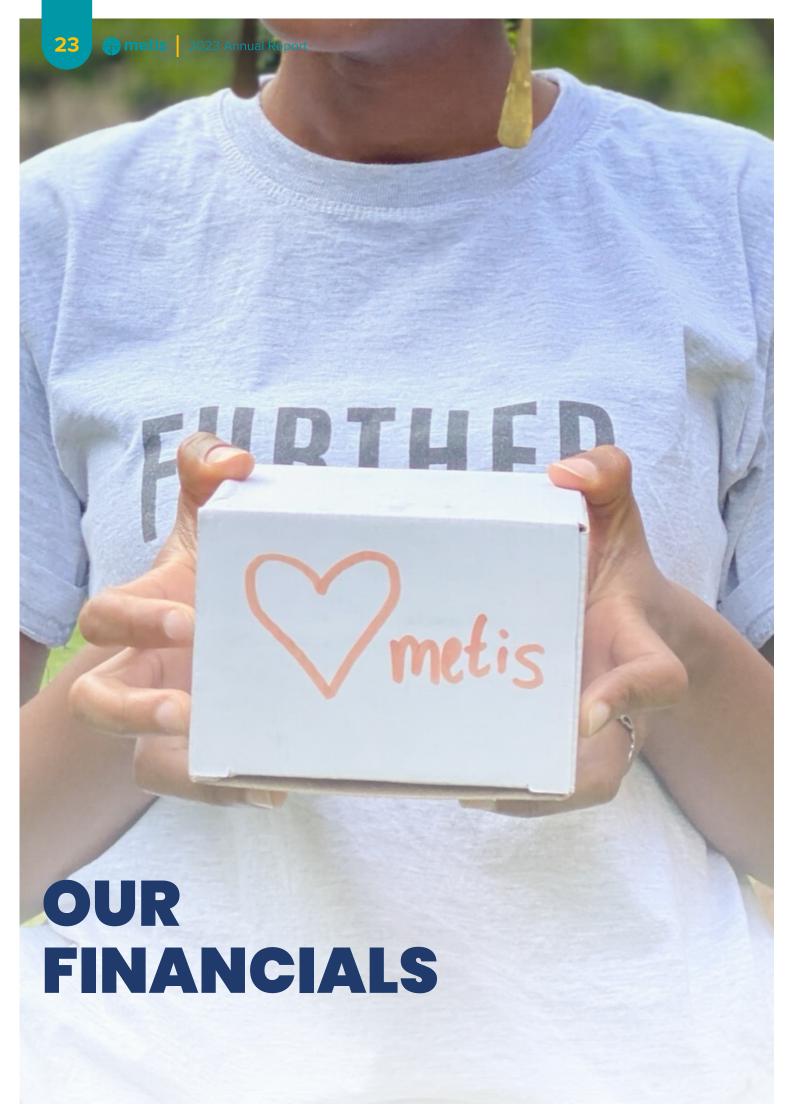
ROSHNI WALIA Consultant, McKinsey & Company



SOIYA GECAGA Founder, The Vale School Muthaiga

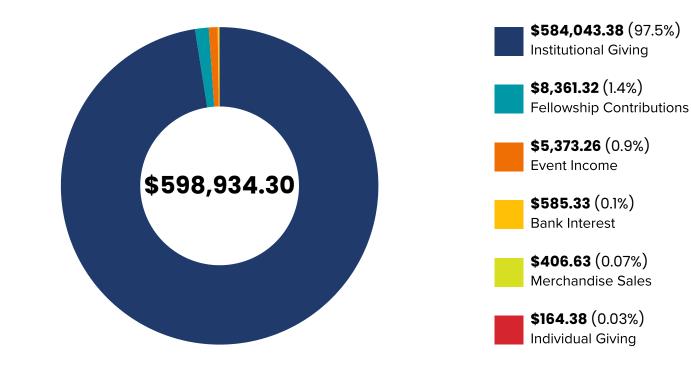


SHARMI SURIANARAIN Chief Impact Officer, Harambee Youth Employment Accelerator



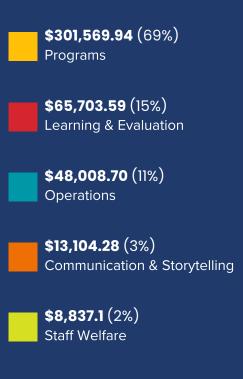


Income



Expenses







JOIN THE MOVEMENT!



DONATE TO METIS

Support local innovators to impact their communities.

BECOME A FELLOW

Access the tools and community you need to strengthen and scale your innovation.





BECOME A MENTOR

Support our Fellows to navigate challenges as they create a world where all learners thrive.

LEARN WITH US

Join our online learning platform and check out our Collective Conversation series.



ARE THE ONE YOU'VE BEEN WAITING FOR. **CREATE** THE WORLD YOU WANT O BE A PARSEE OPPORTUNITIES WHERE OTHERS SEE BARRIERS. DO HARD THINGS. DO EVEN HARDER THINGS TOGETHER. FIND YOUR TRIBE. SEARCH FOR SYNERGY. COLLABORATION > COMPETITION. LISTEN TO **BE PROUD** SHARE YOUF MAKE LEARNING FUN, RELEVANT, LIFE-AFFIRMING UNLEARN. H BE BOLD, DO SMALL THINGS WITH GREAT FAIL OFTEN. **CREATE A FUTURE** LOVE. DISTINCT FROM THE PAST. REIMAGINE, REINVENT, RESHAPE THE WORLD AS IT SHOULD BE. metis

"The Metis manifesto was co-created in 2019 by the Metis community and serves as a guiding light for our collective work."