



# LALA

Latin American  
Leadership Academy

ANNUAL REPORT — 2020





LATIN AMERICAN LEADERSHIP ACADEMY 2021



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# LALA BELIEVES THAT...

Latin America has a cyclical leadership problem that is not going away on its own. Many potential leaders are lost in the cycle of poverty, discrimination, and poor educational resources prevalent throughout Latin America.

The time to act is now. We can work to transform the region in the coming decades by developing a world-class leadership pipeline that reduces barriers for Latin American youth to pursue change in their communities. **LALA aims to support a young population of leaders to serve as Latin America's first generation of social innovation and high impact career leaders.**

We are thrilled to have the opportunity to tackle some of Latin's America's biggest challenges through **finding, developing** and **connecting** young Latin American leaders who are passionate about transforming their communities for the better. Join us in supporting a movement of transformational change in Latin America.



# A LETTER FROM OUR FOUNDERS

Dear LALA Community,

Thank you!

2020 was such a difficult year for us all, and yet LALA emerged a more resilient, impactful and innovative institution. This would not have been possible without you.

Despite the challenges of 2020 (and perhaps because of them), we returned again and again to the **why** behind LALA. **As the global pandemic revealed in no uncertain terms, injustices, inequities and a host of other issues afflict communities all over Latin America. And yet, in the very communities where others see problems, despair and hopelessness, a new generation of young leaders is emerging.** Young Latin Americans—as young as 14!—are already stepping up to address the problems they see around them. They are empathetic, courageous, entrepreneurial, curious, values- and impact-driven, resilient, and so much more. We have no doubt about it: these kids have the stuff that great leaders can be made from. They can become the leaders Latin America needs!

And yet, we find again and again that these emerging changemakers are often without the guidance, support, skills, resources, knowledge, and networks needed to carry out sustainable change in their communities. **The WHY behind LALA**, the why that we keep coming back to again and again, is this: **to find these emerging youth—wherever they are in the region—and to systematically remove the many barriers they face in their journeys to become the high-impact leaders their communities and the region need.** LALA is about these youth—their potential, their dreams, and their communities. They will be the change and they will lead the change that Latin America needs!

The global pandemic has forced us to reimagine our model again and again, always returning to our mission. We had dreamed of piloting our flagship in-person Academy, yet COVID-19 forced us to end it after just one month. We are proud of the inclusive decision-making process that helped us act fast, allowing our students to reconnect with their families before the airports shut down. And—maintaining our student-centered focus in response to their financial circumstances—we purchased their flights and offered a significantly-discounted virtual Academy to them.

We are beyond proud to report that, in spite of the last-minute adjustments to the virtual space, our first Academy pilot received a Net Promoter Score of +79 (+70 is already considered “World Class”).

The next hard choice was to cancel all upcoming in-person Bootcamps. But opportunity awaited us: might this be the push we needed to test Virtual Bootcamps (V-Camps)?

At breakneck speed, our team re-designed, re-marketed, and re-priced Bootcamps, bringing our full fee down from US\$1500 to US\$500—effectively passing our operating savings to our students.

We are so excited by this new door we have opened with V-Camps. They offer us a more scalable, affordable, and accessible mechanism to reach young leaders all over Latin America. And at average NPS scores of +91, it is clear that this is another market-leading and hugely transformational product we are building!

Finally, in a year where there are widespread concerns about the pandemic's effect on philanthropy, our core funders renewed their support, and several new (mostly Latin American!) partners joined the movement. We are amazed and honored at how these individuals ran towards the fire when it mattered most, and how they trusted us from afar (most of them still haven't met us in person!). You can see who they are on page xx in this report. If you know them, please send some LALA love their way!

We hope you enjoy reading the stories that follow. In them you will see the thoughtfulness, rigor, courage, and profound love our team brings to everything we do.

With deepest gratitude,

**David & Diego**





THANK YOU

**LALA is so grateful to all of the people and organizations that help us make an impact!**

### **Staff**

LALA has built an extremely talented, passionate staff that work incredibly hard for the students and communities we serve.

### **Volunteers and Interns**

LALA has the privilege of working with many interns, pro bono consultants, MBA programs, and passionate volunteers. Our work would not be possible without their service and expertise.

### **Community Supporters**

LALA is inspired by the educators, mentors, connectors, coaches, and LALumni that strengthen and sustain our work.

### **Strategic Partners**

LALA partners with various educational institutions, social impact organizations, funders, local governments, and leaders in their fields. Our work would not be possible without their continued support of our mission.



**Our students**, who are all young Latin American leaders, are the **inspiration** and **motivation** for why we do what we do here at LALA.



*"Being raised in a low income neighborhood made me aware of poverty and the challenges that people face when trying to get high quality education. That's why I want to work towards reducing inequalities in my country."* - **Yaeko Nishikawa, Mexico City, Mexico**



*"Due to my awareness of environmental and hunger causes, I created 'Projeto Arbo' with the goal of promoting urban reforestation of fruit trees, socio-environmental awareness, and the mapping of fruit trees that are already producing."* - **Luan Torres, Sao Bento Do Una, Brazil**

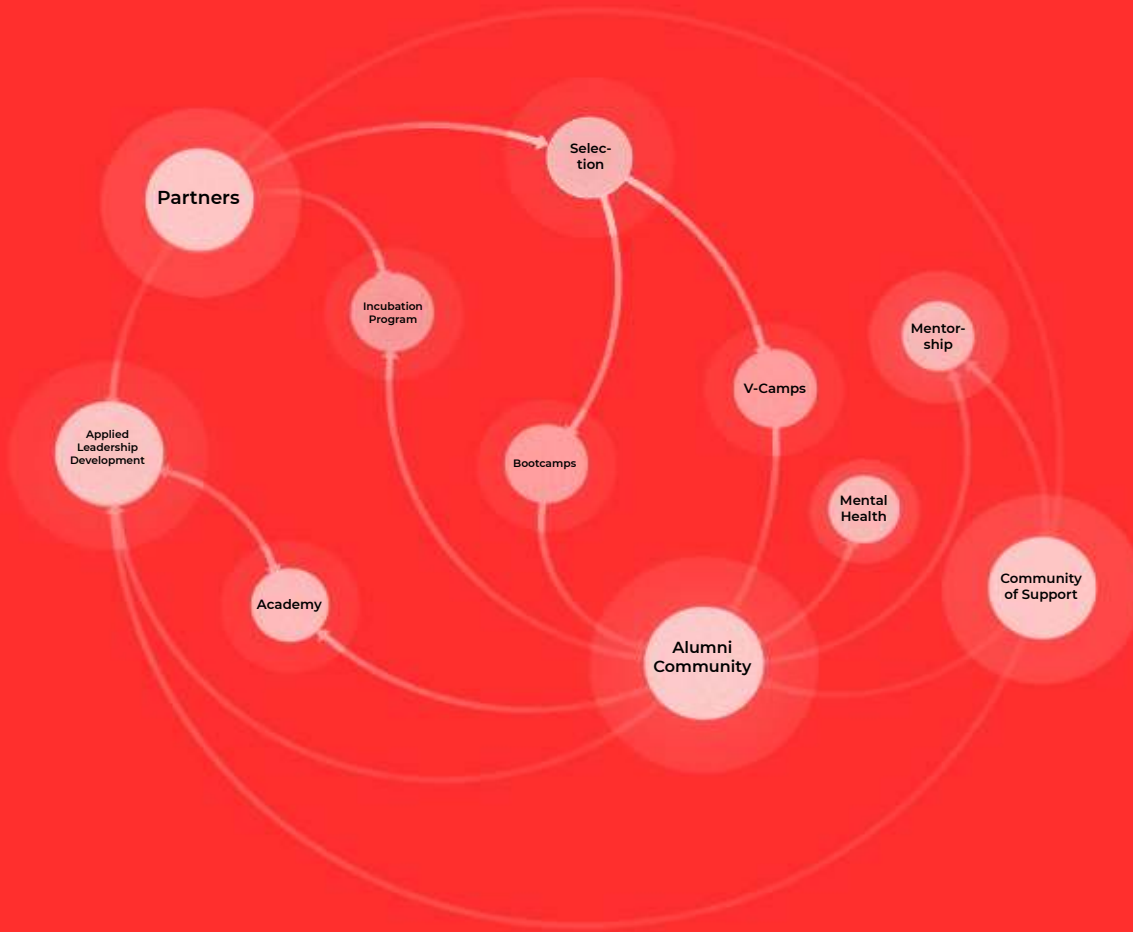


*"Being a black woman in an extremely racist society, I fight against contemporary slavery through art, law, and education."*  
- **Gabriella Santos, Rio De Janeiro, Brazil**

# THEORY OF CHANGE

LALA has focused energy in the past year on revisiting our Theory of Change and trying to better understand our assumptions and test our hypotheses when it comes to our work and the impact it has. From this process has emerged a greater understanding of how we **find**, **develop**, and **connect** Latin American youth to serve their social impact missions. We have begun to understand that our various programs and initiatives work together to create a holistic ecosystem which empowers and supports students to enter, stay, and flourish in high impact careers and the social innovation space.

Our holistic ecosystem reduces the barriers our students face and **unlocks freedoms** for them to better understand, navigate, and influence the complex world they find themselves in. By unlocking freedoms, we see impact on the student, impact on our students' communities, and ultimately impact across the region through an emergent movement of change-makers. Our students are already growing and scaling their own social impact enterprises that are working to disrupt inequitable systems and transform the region.



# LALA FINDS HIGH-POTENTIAL YOUNG LEADERS FROM ALL BACKGROUNDS

Using non-traditional selection strategies, we spot the hidden gems throughout Latin America that others often miss. LALA aims to develop a regional feeder network that sustainably identifies high potential

young leaders. When selecting, we focus on leadership potential, sense of purpose, acts of service, and values alignment. LALA is trying to become more intentional about its outreach, as well as listen to the communities that we hope to serve. The make-up of our student and LALumni body contributes to participants'

sense of belonging and enriches the learning experience for both participants and staff. Being intentional with our selection processes allows for richer participant collaboration and post-program join-initiatives. Intentionality in our selection process also ensures

LALA's impact is reaching the communities that need it most. LALA strengthened our Diversity, Equity, Inclusion, & Access (DEIA) selection strategies this past year, primarily by developing a new, more rigorous

financial aid model. However, we believe that a financial aid model is not enough and needs to be coupled with several other DEIA initiatives. LALA is currently experimenting with different tools and frameworks to understand what works for us and the students we serve. By being more generous on scholarships with a need-blind admissions model, we are trading short-term financial results for longer-term impact, which is no easy task.

## LALA holistically develops students using the best global strategies adapted for Latin America.

Our curriculum is evidence-based and encompasses social emotional skills, leadership, entrepreneurship, and 21st century skills—all in the effort to reduce barriers and amplify students' freedom and identity towards a life-long social impact mission. Our current recurring programs consist of **Bootcamps**, the **Academy**, and **Virtual Bootcamps** (V-Camps).



**The Net Promoter Score® (NPS) is a widely used measure of customer loyalty.** We asked our students the NPS question for each LALA program-- "On a scale of 0-10 how likely they are to recommend LALA (program) to a friend or a college/peer?". Based on responses, we calculated the above NPS scores. The NPS is an absolute number between -100 & +100, arrived at by subtracting the percentage of detractors (responses of 0-6) from the percentage of promoters (responses 9-10). According to the Omidyar Listening Report 2020, "Any score above 20 is considered good, and a score above 50 is excellent."





PROGRAMS  
PROGRAMS  
PROGRAMS  
PROGRAMS

# LALA BOOTCAMPS

A LALA Bootcamp is a weeklong, intensive development program which inspires personal growth, leadership, and social innovation. Students explore powerful evidence-based frameworks and practices, develop high-impact career skills, and explore how to tackle the problems they are most passionate about in their communities.



*"If your parents, your siblings, your teachers, your friends, even yourself didn't see beauty in you, know that you are a part of LALA because we did." - That was one of the first things said in my bootcamp, back in 2019, and I believe there's no better way to picture what role the LALA community plays in my life. There, I feel cared for and supported, I feel seen and heard, and I feel encouraged to build beautiful friendships not only with the amazing LALums but also with the LALA Staff."*  
- Ana Belchior, BLB9

**84%** of the students stated that they "plan to launch or significantly change an existing venture they are a part of after attending the bootcamp" (Data refer to the end of the last in-person Bootcamps season that ended in February 2020).

## STUDENT HIGHLIGHTS

*"I finally feel like a part of a big talented family that wants **to do everything they possibly can to see a change** in the community we live in."*


*"I knew I could lead big changes in society, but I didn't know how to start or have the confidence I needed to do it. After the bootcamp, **I learned how to do the first steps, that my fights have value and so do I.**"*

*"LALA helped me to develop my ability **to communicate my ideas, my projects and my story.**"*

*"I would describe a LALA Bootcamp as an exploration. An exploration through your feelings, skills, leadership potential, and how to impact our communities within this process."*

*"One of the most memorable lessons that LALA has taught me is that you must know yourself before trying to understand the world. **Before coming to LALA I did not have a clear idea of what my purpose was.**"*





Although the Academy was cut short by two months due to the pandemic, **ALL** students reported significant growth in clarity of their goals and their ability to speak and write in English. Due to their coursework and curriculum they reported feeling a deeper sense of connection to Latin America. Students also reported high growth in their ability to navigate college life due to the time they spent in Medellín.

## THE ACADEMY

LALA's Academy in Medellín is designed as a gap year program that provides the unique experience of learning and relationship building in community with other young aspiring leaders from all over Latin America. Students develop new skills, habits, and sensibilities that challenge their predispositions, expand their worldview, develop cross-cultural critical consciousness, and enable them to leverage their social position.

# 70%

of the students **listed meditation as a new habit** they picked up at the Academy, among other habits directed towards building better mental and physical health.

# VIRTUAL BOOTCAMPS

LALA V-Camps emerged in response to a global pandemic, but have taught us that our programming is replicable and still impactful in a virtual environment. V-Camps are an intensive virtual leadership program that provides the tools, community support, and training needed for profound social and personal transformation- all in a virtual setting.

*"V-Camps brought incredible opportunities for connections with people who, due to geographic and financial limitations, I wouldn't be able to meet if it wasn't for the virtual meetings. The sense of belonging and safeness was incessantly present, and I always felt supported and welcomed by the smiles in each camera, conversations in the chat, and shoutouts to*

*incredible signs of progress that were taking place. Every day after each session I felt empowered to create a positive impact in society, which meant applying what I had learned while helping my sister to do her homework, or while reaching out to a leader whom I met over the day because of LALA."* - **Maria Isabel Dias, BLB7**



## STUDENT HIGHLIGHTS

*"What we learned at LALA is something that every person in this world should know. Leaders forget that to lead first they have to know themselves, and all of those tools help us to know ourselves, our virtues and our flaws. I'll keep practicing everything in my daily life."* - **Atenea Gimenez, Venezuela,**

***"The most beautiful thing by far that has ever happened to me was LALA. After LALA, I felt like I was not only truly connected to incredible people whom I get to call friends now but also to myself in a way I had never been before; the camp was a turning point for me to see the person I want to become and how much social impact has to deal with that person. For the first time in years, I was in love with my future and the things I'm capable of doing, and the people I'm able to help."*** - **Laura Tonso, Brazil, VLB2**



ECOSYSTEM  
ECOSYSTEM  
ECOSYSTEM  
ECOSYSTEM  
ECOSYSTEM

## After participating in LALA's official programs, students become LALumni and enter the alumni engagement ecosystem.

In this ecosystem, LALumni become lifelong members with access to inspirational peers and mentors, experiential leadership opportunities, community events and resources, scholarships, and opportunities with partner organizations.

LALA's vision is that within the Alumni Engagement Ecosystem, every LALum can access up to 5000 hours of development in a self-directed and caring way in order to #LeadTheChange. To this end, we are creating conditions which enable LALA staff, alumni & ecosystem friends to self-organize in order to meet their needs in a regenerative way. These conditions are our department priorities for 2021: Effective communication, lean data, thriving governance, and relevant incentives. **The tasks ahead are tremendous, but so is our LALumni community!**



86% of our LALumni continue to engage with LALA beyond their Bootcamps and V-camps, of which **71%** consistently interact with the LALA community at least once every two weeks.

**31%** of the LALumni who responded to the Annual Alumni Survey participated as volunteers to lead projects and initiatives at LALA, such as language translation for inclusion, event organization, DEIA webinars, mentorship, and V-clubs.

**15%** are part of the **LALA Data Team** and **12%** are involved in our **Mentorship Program**.

**12%** of alumni return to LALA as **Bootcamp/V-camp Coaches to facilitate small groups, support students, and gain leadership experience.**



## LALUMNI DATA TEAM

**Since the inception of the LDT, we have had 10 missions successfully completed.**

In June, the LAlumni Data Team (LDT), which originally consisted of four LAlumni, further recruited 20 members through an innovative meme recruitment campaign. The LDT members take on the roles of owners and helpers to carry out staff-led missions autonomously, meanwhile learning several skills such as qualitative & quantitative analysis, designing & building out surveys on many platforms, and systems-mapping tools for learning network analysis.

# FUTURE LOOKING

In the effort to support a growing population of young leaders to serve as the first interconnected, pan-Latin American generation of social innovators and high impact career leaders, LALA is continuing to expand our programming in support of social innovation and social entrepreneurship. In 2020, LALA had the opportunity to partner with Schmidt Futures and pilot our first **Incubation Program**.

**20 PROJECTS  
& PARTICIPANTS**



**FAMILY GROUP  
MEETINGS**



+30 HOURS

**MENTORSHIP**

+130 HOURS



**CONNECTING  
WITH A NETWORK  
OF MENTORS**



**LEARNING  
REFLECTIONS**

98 VIDEOS



**PEER-TO-PEER  
INTERACTIONS**

3,000+ VIDEOS



**FINANCIAL  
SUPPORT**

\$10,000 GIVEN AS MINI GRANTS & AWARDS

While the first Incubation Program's cohort acted as a case study and learning opportunity for both LALA and Schmidt Futures, we seek to make the Incubation Program a recurring program offered to LALumni every semester. We aim to develop a longer and more robust program that can serve a wider range of students, and we are thus searching for strategic partners (funding and otherwise) in order to have the necessary resources, expertise and networks to replicate and expand this pilot program.

We have been inspired by this partnership and process, and are working to build more internal educational initiatives to offer more development opportunities to our LALumni. We look forward to using a similar blueprint to create programs around mental health, college support, and internships.





**“THE INCUBATION PROGRAM  
HELPED GLOBALIZANDO BE  
MORE SUSTAINABLE.”**



## INCUBATION PROGRAM HIGHLIGHT

*Globalizando is a non-profit organization, co-directed by LALA alum Pedro Borges, that promotes free, innovative, and accessible language learning to socioeconomically underprivileged Brazilians.*

According to Pedro, as a result of the Incubation Program, “we developed and launched our website ([www.globalizando.org](http://www.globalizando.org)), we finished structuring our Ambassadors program, we


*developed and found a way to raise funds through selling T-Shirts, buttons, stationery, etc., we made our internal community more equal since we had funding to ship materials and contest-related prizes to other states, our team expanded from 28 to 33 people, and we expanded our outreach with other organization and education experts, such as Rachel Cooper, an educational specialist who works at UNICEF.”*



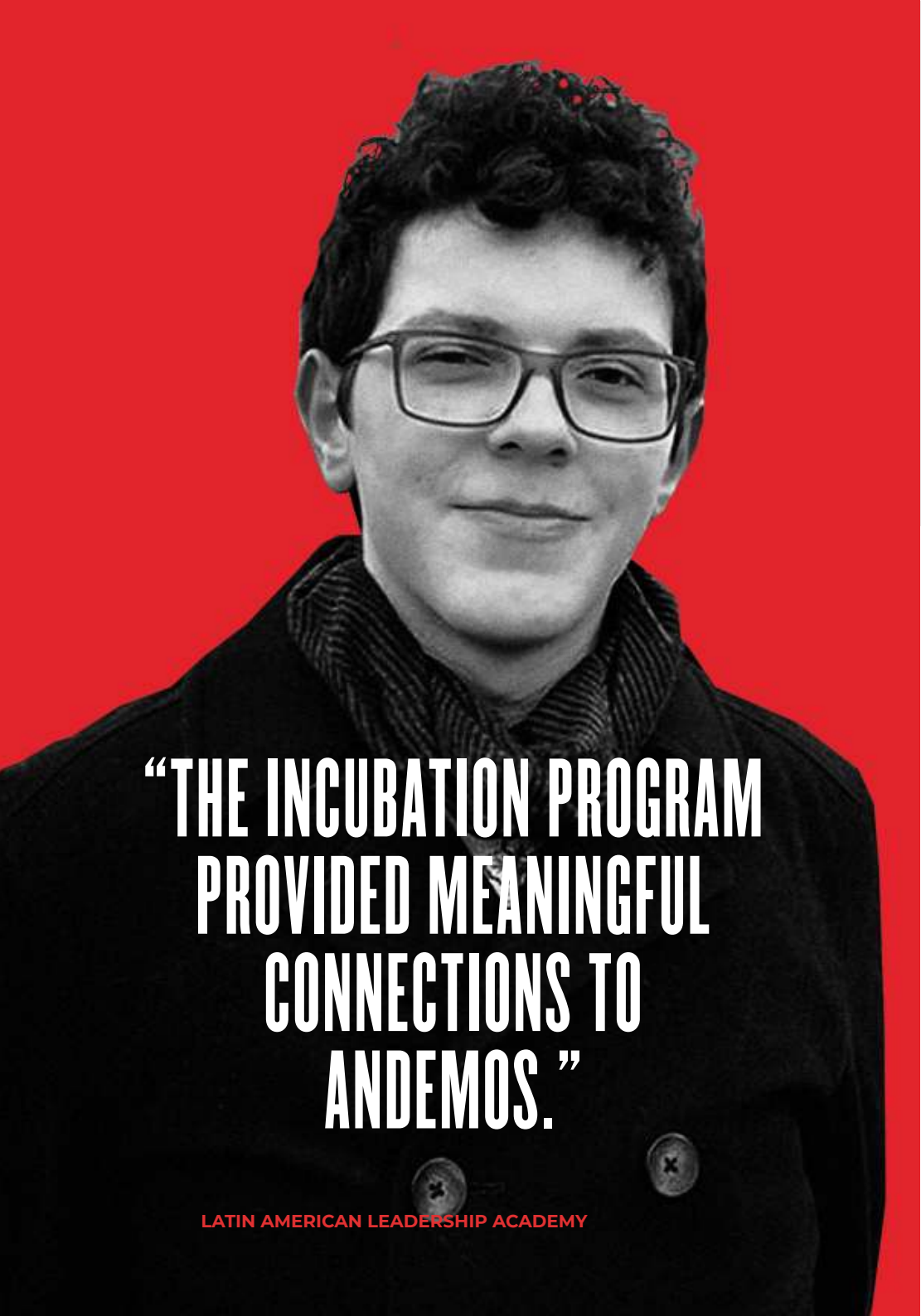
## INCUBATION PROGRAM HIGHLIGHT

*ElaSTEMpoder which means “they (women) have power” in Portuguese, is a Brazilian organisation that seeks to empower and stimulate girls and women into following careers in STEM fields (Science, Tech, Engineering, and Math) in order to reduce gender inequality in those areas. They do so with their free online course called “Empodera,” which develops soft skills and leadership skills in high school girls to prepare and empower them for whatever career they choose to follow.*

Aline Montenegro Araújo, the founder, says, “The most meaningful work we’ve developed during this program was the internal organization of the project, setting the responsibilities and duties of each and every member, and determining a more rigid work tracker of everyone inside the project.” They were additionally able to complete the 2nd edition of “Empodera,” developing nearly 60 high school girls from all over Brazil, with over 30 trainings conducted and 26 projects created, including scientific researches, startups, and social ventures.



“THE INCUBATION PROGRAM  
MADE ELASTEMPODER MORE  
PROFESSIONAL.”

A black and white portrait of a young man with dark, curly hair and glasses, wearing a dark jacket over a collared shirt. He is smiling slightly and looking towards the camera. The background is a solid red color.

**“THE INCUBATION PROGRAM  
PROVIDED MEANINGFUL  
CONNECTIONS TO  
ANDEMOS.”**

LATIN AMERICAN LEADERSHIP ACADEMY



## INCUBATION PROGRAM HIGHLIGHT

*Giácomo Rabaiolli Ramos started Andemos with the vision to bring a political education program to Brazilian high schools in order to support teachers in the development and application of materials that foster their students' understanding of and engagement with politics, discourse analysis, and activism.*

According to Giàcomo, during the course of the program, “Our biggest accomplishment was a better understanding of how to analyze Andemos’ progress in the long run instead of only focusing on short-term tasks.

*We now have many resources to create the first version of our Theory of Change, which we started and are working on. We learned the importance of talking with the public we want to impact and are now conducting interviews with teachers (we will get feedback from teachers and students as well when we launch our MVP). We improved our internal communication and organization, using Slack and Trello, in addition to finishing our Ethical Code. We launched our Instagram account, and plan to launch our Facebook and LinkedIn once we have our official logo ready!”*



## INCUBATION PROGRAM HIGHLIGHT

*Rocio Barrionuevo Quispe founded Sumaq Kawsay, a social business that creates sustainable household products to make a more sustainable lifestyle accessible and affordable for the communities in the Andes of Peru. In order to make a more impactful change in people's consumption habits, Sumaq Kawsay also offers educational content on daily practices to be more environmentally conscious while raising awareness about our role in stopping climate change.*

According to Rocio, "It was confusing even for the team what we were trying to achieve since we had very broad ideas. Over time, we realized that our goal was too ambitious and in order to reach it, we had to start small to then be able to scale it." Progress attributed to the program: In terms of the products, as of today, we have sold 23 out of 25 soaps. We have also started with the development of our shampoo bar trials. Now talking about the people, we have built a team of 4 people fully committed to a specific area of the project. We also have created an Instagram account that has reached 200+ followers.

**"THE INCUBATION PROGRAM  
MADE SUMAQ KAWSAY  
A REALITY."**



CONNECT  
CONNECT  
CONNECT  
CONNECT

**While there are various philanthropic and social impact initiatives emerging in regions of Latin America, we are focused on how to bring these resources and leaders together to transform the whole region.**

Connecting people, resources, and networks is one of the biggest tools for change. As a key activity in our Theory of Change, LALA connects students to mentors, opportunities, resources, and to each other. It is through connecting our students that a transformative, regional movement will arise.

### **43% of organisations**

that LALumni currently participate in have a global or regional scope. **20%** of LALumni are actively promoting local-level community change.

### **311 of our alumni have engaged**

with a total of **251** organisations ranging from international nonprofits to local political parties. On average, each alum is active in **2.82** organisations.

### **65% of our alumni attribute**

their current work opportunities to LALA.

### **161 alumni have been featured in the media**

and **51** have their work published, from scientific journals to Youtube vlogs.

### **190 LALums are currently in colleges in 29 countries**

**73%** of our students receive scholarships with more than **90%** of their tuition covered.

### **10% of Alumni are CEOs or Co-Founders**

with **66%** of their ventures credited to their LALA experience.

### **25% of our alumni population**

have taken a gap year or plan on taking one to explore self-directed learning, pursue their passions, and gain hands-on learning experience through LALA connections and opportunities. While about a third of our students are now in the best universities of their countries and abroad.

### **48% of LALALumni are working in high-impact sectors**

i.e. either employed by governments and non-profit organizations, or are entrepreneurs leading their own ventures.

### **13% of our very young Alumni population are interns**

and **75%** of them attribute their internships to LALA.

## CONNECTION HIGHLIGHTS

*"I remember I heard his name for the first time when my grandfather showed me a recently-purchased copy of his book 'The Dancing Universe'—Marcelo Gleiser, Brazil's greatest scientist. What I could hardly predict was that months later, thanks to LALA, I would be personally working for him. Beyond LALA's incredible access to networking (and the gumption of my LALA friend Breno), I believe what led me to this breakthrough opportunity was actually months of preparation through LALA online programs. I bettered my leadership, communication, teamwork, and design skills through the Harvest Team, and later applied what I learned with Gleiser on his YouTube project alongside two other LALA Alums, helping democratize science to an*

*audience of 210K people (4K viewing simultaneously every hour), gaining 2MM views, launching merchandise and a membership program, and generating \$12K in revenue—all in just 5 months of work. I cannot see this happening without the multidisciplinary preparation of LALA programs and mentors in my life."* **Emerson Rocha, Brazil, BLB5**



*"Meeting all these young people that were so passionate about social impact and becoming leaders in their countries was incredible, it was so incredible. It was like an emotional recharge that I needed so much, and it helped me have a clearer vision of what I wanted to do in the future."* **Victor Parra, Venezuela, BLB3**



*"LALA is the most resourceful community I could ask for. Institutionally, it offered me opportunities not only in the bootcamp itself, but also in later occasions such as working alongside the staff during the coaching experiences or being connected to brilliant minds in my dream field through the mentorship program. From that, I acquired key skills and knowledge to act towards innovation, passion and competence and to identify these traits around me."* **Bianca Freire, Brazil, BLB5**

## Some of our students are also trailblazers who choose to diverge from traditional educational pathways and explore self-directed learning.

While we support many of our Alumni on their journey to their dream colleges worldwide, we acknowledge and recognize that formal systems of education are not for everyone. One fourth of our alumni have taken a gap year or plan on taking one.

Our alumna **Nicolle Squillante** started Educaree, an alternate learning education non-profit straight out of high school. For her, “college is a tool for self development, if you know how to use it right”, but she is convinced that it is not for her.

At 18, **Ingrid Pereira**, another alumna, is teaching herself at home. “I want to learn and learn in my own way. At home I study anthropology, neuroscience, philosophy, and psychology. I usually bridge my empirical experiences with these sciences, which is the basis for my learning process.”

Ingrid used her self-taught skills in theories of cognitive behavior to consult with the Hebrum Medical Center and help them create better harmony in human relations within the company, by diagnosing the causes for the lack of deep relationships between employees and developing interventions. She is also the founder’s right arm for the organisation Shooting on the Moon education (Tiro na Lua Educação) where they carry out remote teaching experience (With the educators, students, the family of those students and school managers), conduct educational marathons, run a project with the state government that promotes the importance of self-care in educators’ daily lives and are currently developing a research center with educators.

LALum **Otto Fernandes** took a gap semester in 2020 to volunteer his skills in technology to inform the social media strategy of a fellow Lalumni’s education non-profit. His decision to take a gap year was due to many reasons, including the pandemic and mental health reasons. Otto laments that the formal education system does not inspire curiosity and his educational philosophy entails exploring clear answers to why.



**SUPPORT**  
**SUPPORT**  
**SUPPORT**



**LALA believes in providing holistic support in order to help our students reach their full potential and transform their communities.**

This holistic support is based on a student-centered approach that focuses on social-emotional learning, 21st century skills, and leadership development. LALA creates opportunities for students to develop decisional capital, access mental health services, receive application and scholarship support, gain exposure to social impact spaces and networks, and belonging to a caring community.

## **SENSE OF BELONGING**

- All students in The Academy's first cohort agreed that they felt like they belonged to a community of changemakers.

- V-campers reported high levels of Connection and Belonging (**an average of 4.6 out of 5**), despite being in a virtual environment. Vulnerability & Socio-Emotional Learning were reported as the top skills learnt at the V-camps.

## **STUDENTS QUOTES**

*"Family groups during the Academy were the moments in which I felt **the most vulnerable and accepted in my whole life**. It was a great moment to practice Nonviolent Communi-*



*cation (NVC) and learn more about Social Emotional Learning."*

*"I got to help so many people with their projects in this past year, from proofreading to translating, to brainstorming about ideas and solutions. **LALA gave me so many skills** and I'm happy to be using them in this way!"*

*"After Marcelo shared an application for a scholarship at Crimson Education, I decided to give it a shot. I received it in 2019 and they helped me; **I got into Stanford, Yale and Tufts**. If I hadn't seen that message, maybe none of this would've happened."*

*"I've been following Yung Pueblo for months now, I love his writing. I never imagined that I would have the opportunity of participating in a LALA hangout with him, and even asking him a question! **I'm determined to get AOC for a webinar at some point!**"*

VENTURES  
VENTURES  
VENTURES  
VENTURES  
VENTURES

Due to LALA's efforts to find, develop, and connect the next generation of high impact leaders, it is no surprise that many of our LALumni have already launched social ventures in their communities, or joined established community projects, initiatives, and organizations driving positive change. LALA aims to build a movement of young Latin American leaders that choose a path of social innovation and transformational change.

**213**

alumni either founded, co-founded or are actively involved with high impact Ventures as a result of LALA.

**106**

ventures have been founded or co-founded by alumni attributed to LALA.

**11**

Latin American countries have Alumni (Co-)Founded ventures.





# Educaree

## ALUMNI VENTURE HIGHLIGHT

*"My biggest dream is that every child and teenager can reach its full potential through education and love, and that's why I started Educaree. Our future vision is creating a network of schools based on the Educaree Method. Today we facilitate workshops for high school students. LALA was the first time I experienced an education I believed, where I learned immensely but also felt happy and loved. I met people who encouraged me to follow my heart, not attend college to create and follow the Educaree method. I'm so grateful to LALA because they reconnected me with what I care about the most in the world, and they gave me the tools to build it." - Nicolle Squillante, Brazil, BLB6*

They currently produce content and materials about the Educaree Method, have had more than 400 downloads and over 1200 followers on Instagram. Their workshops have impacted more than 230 students in 11 workshops. Nicole also took part in the LALA incubation program and credited it for making her non-profit sustainable.

*"Before the LALA incubation we had only facilitated 10 workshops for free. During the program, we made our first sale, raising R\$1335,00 with 20 sales in only 3 days. It was a very important step towards a transition from our previous volunteer project model to a social business model," said Nicolle.*

**As a rapidly growing non-profit startup attempting to transform Latin America, none of LALA's work would be possible without a culture of continuous improvement. 2020 made it necessary to take this culture to new heights as we navigated the global pandemic.**

The Continuous Improvement Team (CIT) was initially created to document LALA's learning as an organization and model best practices for the rest of the staff. When the pandemic started, the CIT also became a key space for staff to meet, share needs across departments, collaborate to resolve them, and leave a document trail behind so that others could build forth from what our learnings. For 2021, the CIT plans to continue creating and improving structures throughout LALA departments that build capacity for us to be a safer and more efficient organization. Our biggest challenge and hope is that our pioneering efforts become a culture of continuous improvement throughout the entire LALA ecosystem.

We revisited our Theory of Change this past summer. This project sparked a process of deeper understanding and redesigning of our work. We dove deep into the how and why of our programs, as well as how to measure our impact across our various programs. Through applying systems thinking to our Theory of Change, we now have a deeper understanding of the current Latin American landscape, as well as the data-driven

approaches we can adopt to move towards greater impact. We are at the beginning of a long journey to build and support a beautiful community of resilient, passionate change-makers that support one another in carrying out a movement of sustainable, transformative change throughout Latin America.

As a nonprofit operating with a tight budget, we have realized this past year that we need to constantly optimize our most precious resource - **time**. In this effort, we used our story and leveraged our networks to discover and access incredible technologies. These technological tools—such as Mural, Airtable, Kumu, Bitrix, and Salesforce—have enabled our systems management and strategic planning to be much more efficient—saving more of our most precious resource and building our team's capacity.





# LOOKING AHEAD

**LALA has exciting plans for growth. Over the next 3-5 years, we will begin expanding LALA Hubs to other Latin American countries, starting first with a Brazil Hub in 2021.**

Over the next ten years, Latin America will have thousands of young, well-trained, impactful, leaders working across borders, industries, political leanings and socioeconomic levels, all united by a common purpose—to tackle the region's most pressing challenges.

For a continent-wide ecosystem and movement to emerge, we are realizing that some elements of our model should be decentralized—this will allow us to localize our model as needed, but more importantly, it will create opportunities for more Latin Americans to co-lead our movement with us. While LALA's HQ will continue to lead the development of our methodology, train educators, coordinate our regional strategy, and raise funds globally, LALA Hubs will increasingly take ownership for local outreach, student selection, fundraising, supporting local programming, and organizing the local LALA community.

The main goals of LALA Hubs are to increase representation and diversity of local students, to expand the execution of our programs in local languages, to develop local, contextualized content for regular programs, to generate specific educational opportunities in partnership with other organizations or companies, and to accelerate LALA's access to local resources through partnerships and fundraising. Hubs are expected to become self-sustaining, and ideally cash positive, to support LALA HQ Operations.

Brazil currently has the most mature market for alternative education in Latin America. If LALA is to emerge strongly in this market, we need to be intentional about how we create real impact, and who we involve in creating this impact. We aspire to develop a sustainable and diverse pipeline of students representative of Brazil's diversity. In 2021, we are looking to strengthen our foundations and have LALA Brazil lead the consolidation and scalability of our business model, spearheading innovation within LALA and, in turn, Latin America.



# A CLOSING NOTE FROM OUR FOUNDERS

A thought struck us a month ago: This is the first time since 2017 that we are not constantly worrying that LALA might not happen due to impending financial doom. Instead, we finally have enough oxygen to build the team and institution that our mission deserves!

To be clear: Our team is still too small, and everyone is taking painful salary cuts to make LALA happen. Our staff are truly heroic, and they have navigated LALA masterfully through the roughest waters in our history—bringing us not just to survival, but to our strongest position ever. With your continued support (by both your financial investments in our mission and the countless non-monetary contributions you have made to champion our cause), we will continue to build this institution that is reshaping the leadership landscape in a continent that desperately needs it. Thank you!

As we look to the future, two areas emerge as particularly interesting battlegrounds to be won:

1. **“Hubs”** in Brazil, Peru, Mexico and Colombia. Most of our new funding partners come from these countries,

Success here will allow us to build the blueprints we can then use to rally new allies in other countries. **If you want to join the movement more intentionally here, please let us know!** We need feeder partners to find young leaders, we need local world-class facilitators, we need local mentors, and we need more local funders. Let’s make this happen! If you are interested in supporting us in this area, please reach out to [juntos@somoslala.org](mailto:juntos@somoslala.org) to express how you might want to get involved.

2. **“Last Mile”** Search, Selection & Funding. We can’t just be “inclusive” and “welcoming”. If we want to empower leaders in the most marginalized communities and identity groups, then we must proactively search for them, provide more application and funding support for them, and then create more mentorship, psychosocial, and wraparound support once these young leaders have entered the LALA ecosystem. This is the hardest battle at LALA currently.

If you are up for the challenge, please write to us. You could become a “Last Mile” donor/mentor/fundraiser. You could help map and reach-out to potential feeder partners in marginalized communities. You could make introductions. You could support a young leader on their challenging journey. Join forces with us so that we may grow LALA into the machine that will find and empower young leaders in Latin America, wherever they may be! If you are interested in supporting us in this area, please reach out to [juntos@somoslala.org](mailto:juntos@somoslala.org) to express how you might want to get involved.

We saw phenomenal progress in 2020, despite the overwhelming challenges of the year. We are poised to continue growing and meeting the demand for high-quality, scalable leadership development in Latin America. We are excited to continue finding incredible youth and partnering with them on their journeys to change their communities. We are prepared to continue building a movement of leaders working to transform Latin America for the better.

**Are you prepared to join us?**

With deepest gratitude,

**Diego & David**

# TO OUR PARTNERS

who supported, in 2020, our quest to  
change the landscape of Latin America:  
*a big and wholehearted...*



To check all of our partners, as well as their contribution to LALA's mission, please refer to our [Strategic Partners webpage](#).

