

LATIN AMERICAN LEADERSHIP ACADEMY
// 2022 ANNUAL REPORT

20
22

ANNUAL REPORT

Re-learning the
value of **proximity**.



LATIN AMERICAN LEADERSHIP ACADEMY

SOMOSLALA.ORG



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Thank You



What is LaLa?



We exist because **Latin** **America** has a leadership problem

Latin America faces a host of economic, social, political & environmental challenges. For example, we have the biggest income inequality in the world and one of the worst educational systems. These forces shape—and break—our talent and leadership pipelines.

The resulting shortage of great leaders leaves us with too many corrupt or incompetent public sector leaders, too few innovative and socially conscious private sector leaders, and a mostly underfunded and underprepared social sector. And so, our regional problems persist, and the cycle repeats itself. The good news is that this cycle can be broken.

At LALA we have a robust strategy that can work within and around these dysfunctional systems, finding the most promising young leaders and developing & connecting them to turn them into a new generation of transformational Latin American leaders.

We are in the business of **metachange** making

“Metachangemaking” refers to processes and programs that aim to cultivate changemakers. If you want to transform a region and solve thousands of problems, the highest-leverage strategy is first to develop thousands of leaders who will lead the change across countries, industries, and governments. LALA finds, develops, and connects world-class, ethical, innovative young individuals aged 14 to 20, who will become the entrepreneurs and the private, social & public sector leaders who will positively transform the region. We call them LALíderes¹.

¹In 2022 we renamed our “alumni/LALumni” to “LALíderes”, reflecting that ours is a model where they are effectively fellows for life (and not “alumni” of the one-week Leadership Bootcamp).



Founders' Letter.



We are often asked “What does it feel like to build & run LALA?” Building something of this urgency and ambition for impact often feels somewhere between hiking a steep mountain and riding a rollercoaster. You might have experienced these things too. You know that moment when you’re hiking up a hill and you finally conquer a summit, only to realize—in awe—that the climb must go on, that the real summit is still far ahead?

Or have you experienced that moment in a rollercoaster ride, when your cart has been climbing and climbing, and you get a brief moment of respite, until your cart starts to tilt as it goes over the summit, and you know—with a mix of vertigo and anticipation—that you have another wild ride just ahead of you? The first time we felt this combination of feelings was in 2018, when we got “The Call”: against all odds, we had been selected as Echoing Green Fellows!

We had just been on a one-year sprint to get the first two pilots off the ground, crowdfunding and recruiting volunteers to make it all happen, and working on the (rather intense) Echoing Green application. As Diego approached graduation from his MBA program and David was almost a year into his marriage, not having a single major funder was scary. Would we even get a shot at building this? And then we got The Call. Our first summit was conquered. We had reached the top of the rollercoaster ride. If there was a moment of exhilaration or joy, honestly, we barely noticed it. What we remember is the feeling of “Ok, this is real now. It’s time to build. Here we go!”

Here we go!



Pause. Breathe. Reflect.

Between then and now, the journey has felt like a series of intense mountain climbs followed by brief moments of celebration, of pause & awe, of brief respite and reorganization. Invariably, these moments have been followed by the next climb, the next vertiginous ride. And yes, you've guessed it: that's where we are right now. This past year we raised US\$1M in one year for the first time. We strengthened our team. We grew student intake by 50% (almost 700 young leaders joined our community!). Major institutional partners joined us (we see you, Imaginable Futures, vélezreyes+ and Accel!). Epic leaders joined our Board. Pause. Breathe. Reflect. What now?

Well, it feels again like somewhere between looking up at the next giant peak to summit, and staring down into our biggest rollercoaster ride yet. We're excited to enter this new phase with a stronger team than ever, wonderful partners and Board members, and an almost-2000-strong community of LALíderes... But boy is it daunting to think of this in the middle of a recession! As always, we'll lean on you, our community, to keep building this dream together, and to keep finding, developing and connecting Latin America's most promising young leaders. Here we go!

David & Diego



Executive Summary.



Re-learning the value of proximity.

We hope you enjoy this new format for our Annual Report. Instead of the usual barrage of metrics and successes, we want to instead play with sharing more of what we are learning and how we learnt it—which will hopefully be both more fun and informative! You can still find the most relevant activity, impact and financial metrics towards the end of this Report.

In 2022, LALA celebrated its fifth anniversary and demonstrated its maturity by making significant progress in solidifying itself as a sustainable institution at the forefront of a Latin American leadership movement. We increased our number of incoming students by 50%, grew our overall student community by 54%, saw 82% growth in Hispanic Latin American applicants, and streamlined our programs to strengthen our impact. Our statistics, which you'll read throughout this report, reflect positive growth in all areas—participant engagement, program efficacy, and student impact.

Behind the public successes, though, we reflected more and more on the Value of Proximity, so we decided to frame this report around this overarching theme.



**50% GROWTH OF
INCOMING
STUDENTS**



**82% GROWTH IN
HISPANIC AMERICAN
APPLICANTS**



**54% GROWTH IN
OUR COMMUNITY**

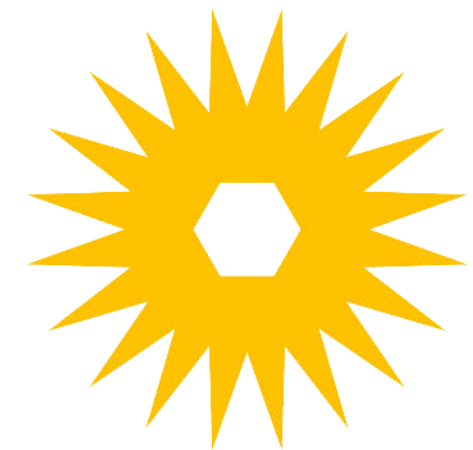
A proximate leader is someone who has a meaningful relationship with groups whose identity, experience, or community are systemically stereotyped, feared, dismissed, or marginalized². Since its inception, LALA has sought to find the most promising youth who display these characteristics and to catapult them to become the leaders our continent needs. However, throughout 2022 we questioned ourselves on how we could take commitment to proximate leadership to the next level.

LALA was born as a continental organization given our belief that Latin American nations have shared challenges, that our solutions can transcend borders, and that youth with high changemaking potential exist everywhere. During our first five years, we developed a continental proof of concept, which we designed, executed and continually improved through a centralized structure. As we moved to a post-Pandemic world, though, and proximity became possible again, it became clearer to us that we needed to be closer to our LALíderes, to our partners and especially, to each other as a LALA team.

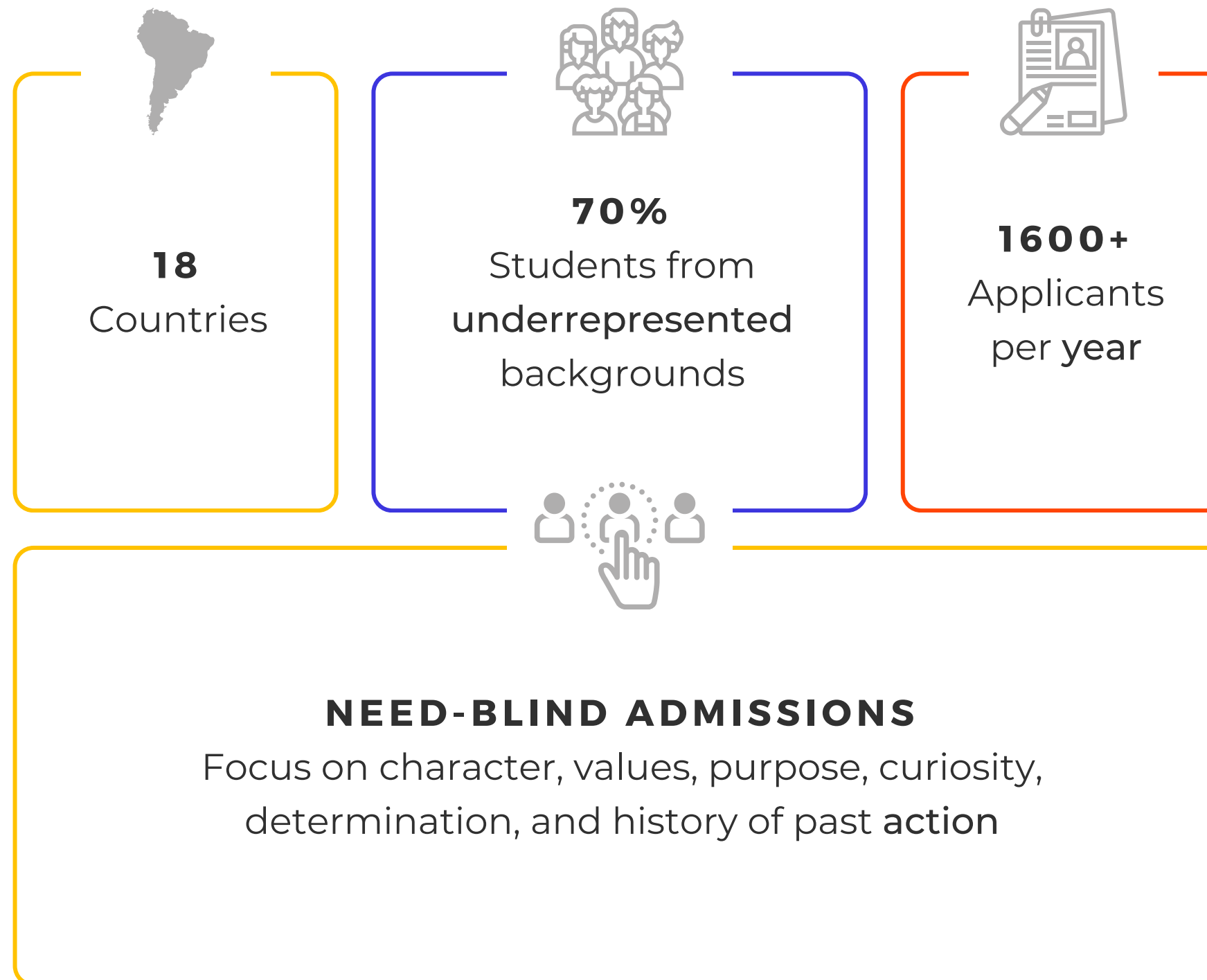


In this report we will share our biggest lessons from the year around the theme of Proximity, and how it touches various aspects of our model, from how we find and select young leaders, to how we develop and connect them, to how we run our own organization, and fund the work, and even how we measure, evaluate and learn! We hope you enjoy our reflections from the year.

²Effective Change Requires Proximate Leaders. Stanford Social Innovation Review, October 2020.



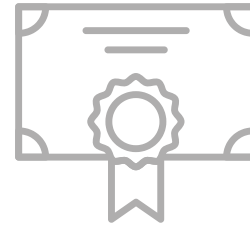
LALA by the Numbers.



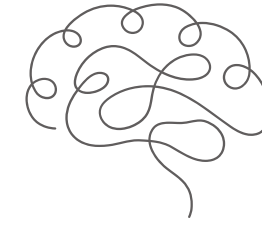
Finding LA LÍDERES.



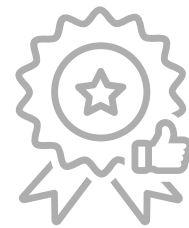
700
New students per year



15+
In-person and virtual
Bootcamps per year in
3 languages



80%
of students reported
stronger psychological
safety after their virtual
camps



+95
Average Camp
Net Promoter Score
(NPS)



92%
of students are
confident that they will
pursue a career with
social impact

Bootcamp Experience.



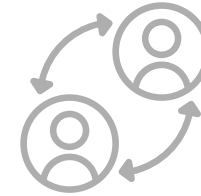
1970

LALíderes in the
community to date



300

Mentorship matches
and 500 Mentors in
database



98%

Of students engage
with LALA post
Bootcamp



US\$ 13M*

In scholarships for
LALíderes in local
and global
universities

**As of March 2022*



100K+

People positively
impacted by 106
ventures
(co-)founded by 213
LALíderes across 12
Sustainable
Development Goals



500-600

LALíderes
participating in
Ecosystem activities
at any given point,
each year

Ecosystem & Lifelong Development.



LA Líderes Footprint.

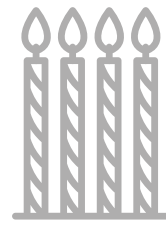
60
Other Countries





66.51%

Of our LALíderes are
19 years old or younger



18.7

Is the LALíderes'
average age

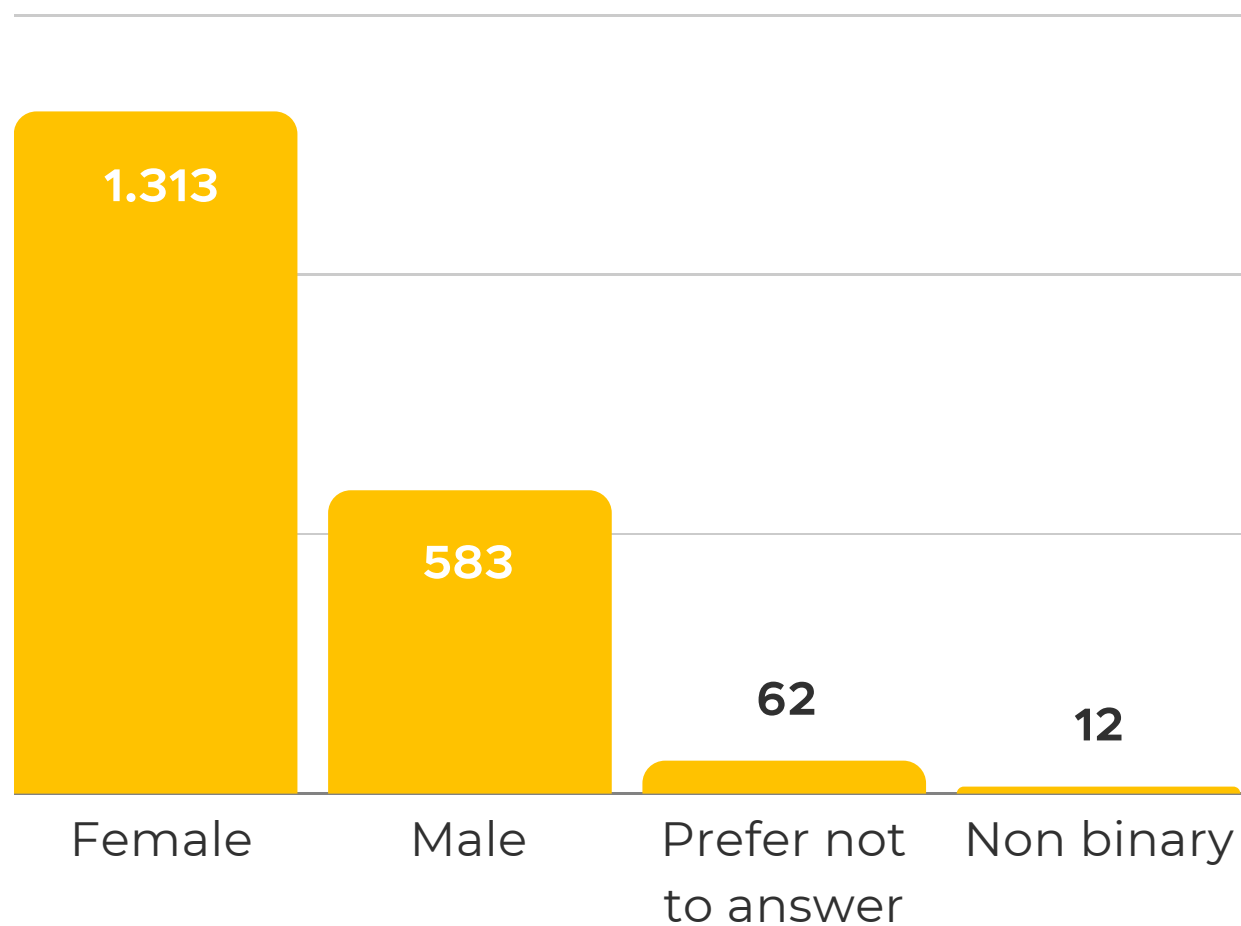


39.42%

LALíderes are—or will be—the **first**
generation in their family
to attend university

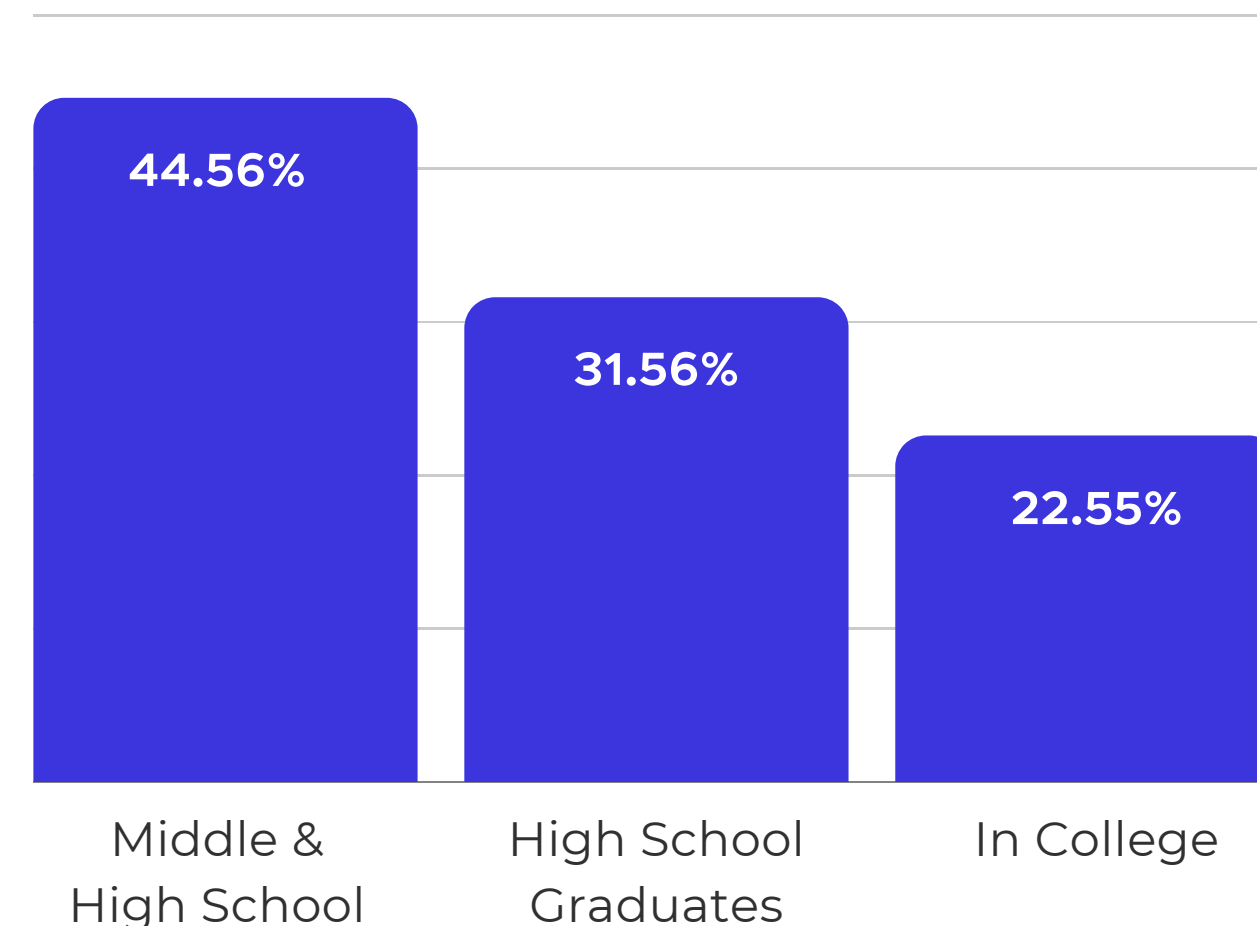
GENDER IDENTIFICATION

■ Number of LALíderes



EDUCATIONAL LEVEL

■ % Students



LALíder Key Demographics.

In addition, 1.1 % are College Grads, 0.08% are attending Post-Graduate Studies and 0.16% report that won't be attending college.



Our 2022 Lessons.



1

Proximity & DEIA: Operating continentally limited our ability to attract proximate, more representative talent

We have operated continentally since the beginning, since we knew there were outstanding young leaders everywhere in the region, but that most of them did not have access to the opportunities they needed to reach their full potential.

Much of the beauty and power of LALA has come from this approach, but it has had shortcomings. One of them was that we have mostly operated in English internally, and it is now clear to us that this has severely limited our ability to attract Latin American talent who reflected the socioeconomic and demographic distribution of our students. We made strides in our Diversity, Equity, Inclusion and Accessibility (DEIA) goals with our students, but lagged behind internally.

We want LALA to reflect our region, and this will require us to get closer to the region. By making more of our operations happen locally and in local language, we will open the gates to great Latin American talent, regardless of whether they were able to learn English already or not. (Note: we will have to take on the challenge of upskilling our team in English, Spanish and/or Portuguese to ensure LALA continues to fight for our continental vision!).

2

Proximity & Mental Health: Distance breeds problems and reduces our ability to take care of our people

The Pandemic forces us to pivot to remote work and virtual programs, and we are beyond proud of what our team pulled off. In record time, we created LALA's Virtual Leadership Bootcamps (V-Camps), running 15 of them in 2022, serving 537 LALíderes. All v-camps performed way above what's considered a "World class" score (scores between 86 and 100).

But we also realized that it was getting harder to care for our team and our growing community as well as we wanted. Loneliness, mental health hardships, and even interpersonal conflicts became more common than ever before. And we realized that our managerial and leadership toolkits now missed important tools. We could no longer meet live for meals, and we could no longer have in-depth one-on-one's. We were limited to online methods of communication, and the last thing anyone wanted was yet another Zoom meeting.

Our team also reported that they were hearing of more and more hardships from our community, and they felt increasingly overwhelmed. We now realize that a series of factors conspired:

- The size of our community was rapidly growing;
- We were making progress on our DEIA efforts, thus bringing in LALíderes who were on average facing more challenges;
- Our LALíderes and their communities were being disproportionately affected by the Pandemic (and by the beginning of the recession towards the end of the year);
- Our team was limited to online methods of communication.

Some of these challenges were inescapable given our drive to scale our impact, while operating with a tight budget. But looking forward, we realize that we can make some of the pain go away by bringing us closer: to each other, and to our LALíderes.



3

Proximity & MEL: It became harder to know and accompany LALíderes, and we ended up defaulting to surveys

As our community rapidly grew from 1.278 to 1.970 LALíderes, we knew we would soon lose our ability to personally know all our LALíderes personally. Indeed, each team member was quickly reduced to knowing a relatively small percentage of LALíderes rather quickly! While this was a predictable consequence of rapid growth, it ended up having an unfortunate impact on our Measurement, Evaluation and Learning (MEL) efforts: we had to resort more and more to lean & scalable measurement strategies like surveys, and in doing so lost both the human touch and the richness of depth of understanding we had before.

Survey fatigue is a well-documented phenomenon³, and we are already anticipating that if we continue relying on this mechanism, we will have problems in a few years. This is why we need to find other ways to stay close to our LALíderes. Indeed, this is essential for our model: we need to keep walking closely with them to keep understanding what new barriers they encounter on their leadership journeys—which will help us know how LALA’s model needs to evolve over time!

This is why we are beginning to dream up a new way to both stay connected with our LALíderes and measure impact. We will have to engineer creative ways to scale how we stay proximate to our growing community. Stay tuned for what’s to come here!

³Internet-based surveys: relevance, methodological considerations and troubleshooting strategies. National Library of Medicine. August 2020.



4

Proximity and Admissions: It gets harder to evaluate candidates contextually if we are not close to them

Since its founding, LALA has sought to evaluate talent differently than most: instead of only looking at point-in-time measures of achievement, we have aimed to understand our applicants holistically and contextually. We believe that an applicant's "distance traveled" is a better predictor of future success than the test scores or achievements they can boast when they apply. This way, we have been able to find outstanding youth who would have been (and had been) overlooked by traditional systems.

As we've grown and started to receive applicants from more places and backgrounds, it has gotten harder for us to deeply understand their context. This has also been a challenge when assessing their financial aid applications!

These are challenges that become easier to address if we are closer to our students. We suspect that some elements of our admissions and financial aid processes will eventually become decentralized, actually, and to involve LALíderes and friends of LALA as application readers and interviewers. Such a model would not just more proximate, lean and scalable, but even philosophically it's more appealing: the power to decide who enters our community should be shared with our community!



5

Proximity and Development: Most philanthropy in the education space, and in Latin America, is done locally

We can do a better job of matching our “product” and our “sales motion” to match what philanthropists are “buying”. Right now, unfortunately, most philanthropists are not looking to fund a continental model, especially when LALA aims to transform underlying systems that are broken—it’s just too hard for philanthropists to see the impact of their investment in us.

We want to make this easier for everyone involved! By bringing our team, our students and our funders in closer proximity, it will be easier for them to see the enormous impact they are having on LALíderes, and also the multiplier effect they are having through LALíderes! This does not require us to change anything about LALA’s actual product or model; it just requires us to find more local funders, and connect them to the local elements of our model that they will be thrilled to support.



6

Proximity and Operational Efficiency & Compliance: As we have grown, ensuring full compliance across countries was increasingly complex!

While there were valid strategic reasons for incorporating legal entities in the US, Colombia and Brazil, and for migrating to a remote working environment since the Pandemic, these decisions started to create complexity and risks for our model. Our team has done an outstanding job on multiple fronts: legal, accounting, HR, risk mitigation, and more, but these are many battlefronts! There's also important nuances to understand, like what is legal and what is culturally acceptable, how risks differ for officers and directors in different countries, and more.

LALA has to operate at the highest levels and adhere to the highest standards—not just because we are a non-profit organization that relies on philanthropic support, but because we are in the business of developing leaders of the highest caliber.

As we think about the next stage of LALA's growth, then, it becomes clear that we need to get closer to local laws and practices, we need to build long term relationships with reputable legal, accounting and auditing firms, and even learn how to work more closely with the public sector. This level of proximity will create a more solid foundation on top of which we shall build towards LALA's vision at scale!



Impact in Action.

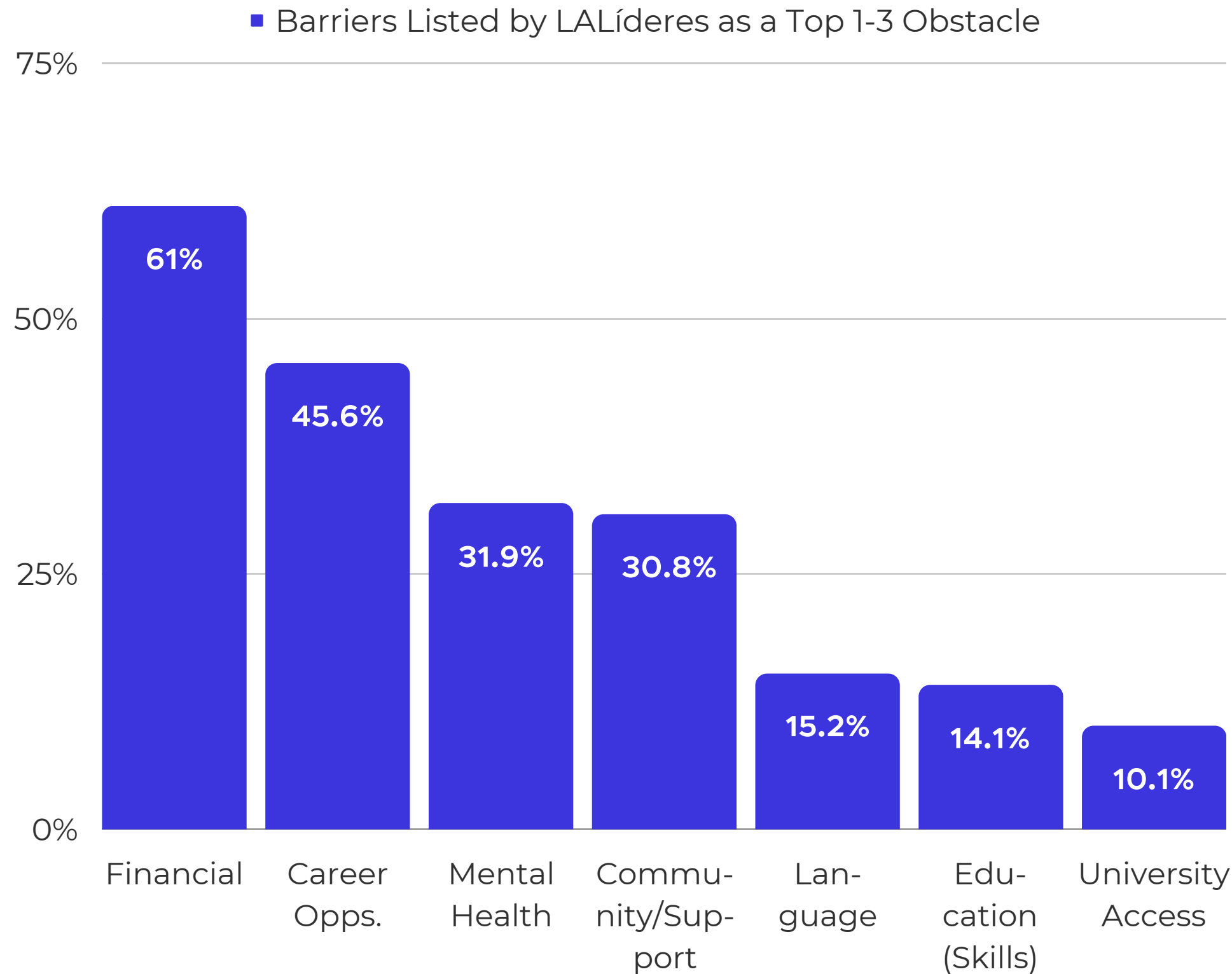


Overcoming barriers.

It is no secret that our educational systems are failing most youth in Latin America, and that their pathways to higher education and gainful employment are limited—let alone opportunities to self-actualize and to find and pursue their purpose! There are complex, layered barriers that hold our youth back from truly becoming the transformational leaders of the future.

LALA is building programs that are designed to reduce the barriers that our students face to pursuing their unique leadership journeys and transforming themselves, their communities, and—together, as a network of high-impact leaders—the region overall.

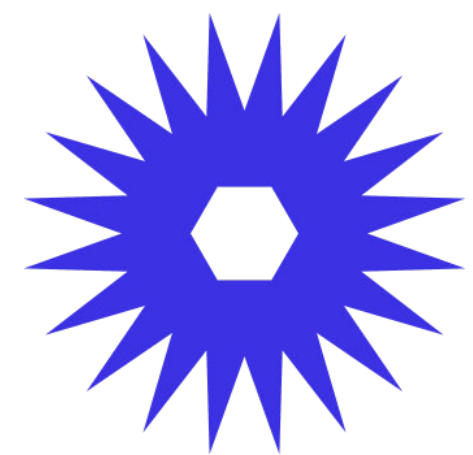
In 2022, LALA was able to better understand the barriers our students face and adapt our programmatic offerings to address these barriers. While we have had 40+ programs at LALA in the past, our focus in 2022 was to narrow our offerings to focus on a set of development opportunities we know will drive impact that benefits our LALíderes in ways they wouldn't have access to otherwise. We continue to sharpen our focus on the work that is truly transformational to their leadership journeys.



BARRIERS FACED BY LALÍDERES

On LALA's Impact Survey sent to LALíderes in March 2022, we asked them to share with us the top 1-3 barriers they face today on the path to their dreams. This graph is coded to extract the data from our LALíderes' open-ended responses, and helps us to understand the barriers our students cite that they are up against.

Note: This is not the percentage of LALíderes who face these barriers. Rather, this is the percentage of LALíderes who listed these barriers as being "top 1-3 right now". In practice, we know many LALíderes will face most / all of these.



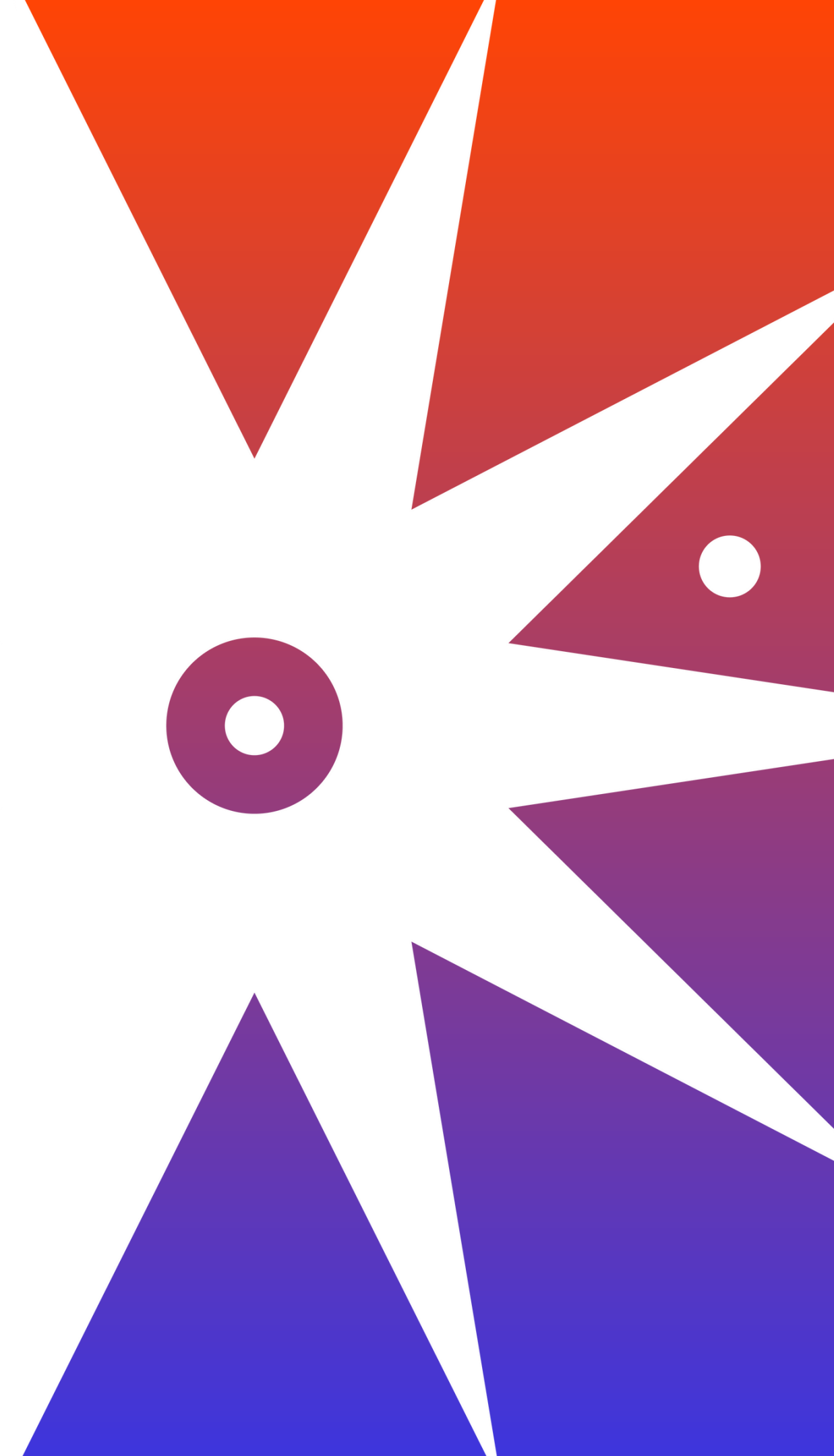
Our Impact A Program Perspective.



LALA LEADERSHIP BOOTCAMPS

LALA Leadership Bootcamps (or "Camps", for short) are a core component of LALA's mission, as they are LALíderes' entry point into LALA's programs and act as the induction into the LALA culture, community, and leadership identity. Our Leadership Bootcamps are designed to awaken our young leaders' agency for their own leadership trajectory, and act as the catalyst to expanding our young leaders' perceptions of themselves and what's possible in terms of their changemaking journey.

LALA offers both virtual (V-Camp) and in-person Leadership Bootcamps.





SOFIA GOMEZ

//VLB17

LALA is a transformational opportunity for any young person. We are all agents of change, we all have dreams, hopes, energy and a heart that yearns to fight for a better and kinder world for all- to unite with others to face global challenges and to make our life a footprint, a legacy that improves the circumstances of society. LALA gives us the tools and invites us to start believing in ourselves. It is a wonderful opportunity!



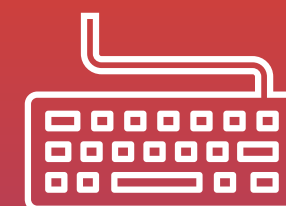
JHON AZUAJE

//VLB24

V-Camps are a point of knowledge, meeting and growth. We learn how to lead ourselves and how to lead others, based on fundamental aspects such as vulnerability and courage. It is a place where you share with other campers who tell their own stories, who identify with or learn from them. In addition, people initially afraid to show themselves develop as the camp goes on. At LALA, campers face their challenges and fight to improve Latin America.



In 2022, 692 new young leaders joined our community by attending our camps. To date, LALA has hosted 56 Leadership Bootcamps—**35 Virtual Camps (V-Camps)** and **21 In-Person Camps**. Across all our Leadership Bootcamps since 2019, our average NPS score is +95, well above world-class. While we pivoted to V-Camps during the Pandemic, in 2023 we will pilot the return of in-person programming.



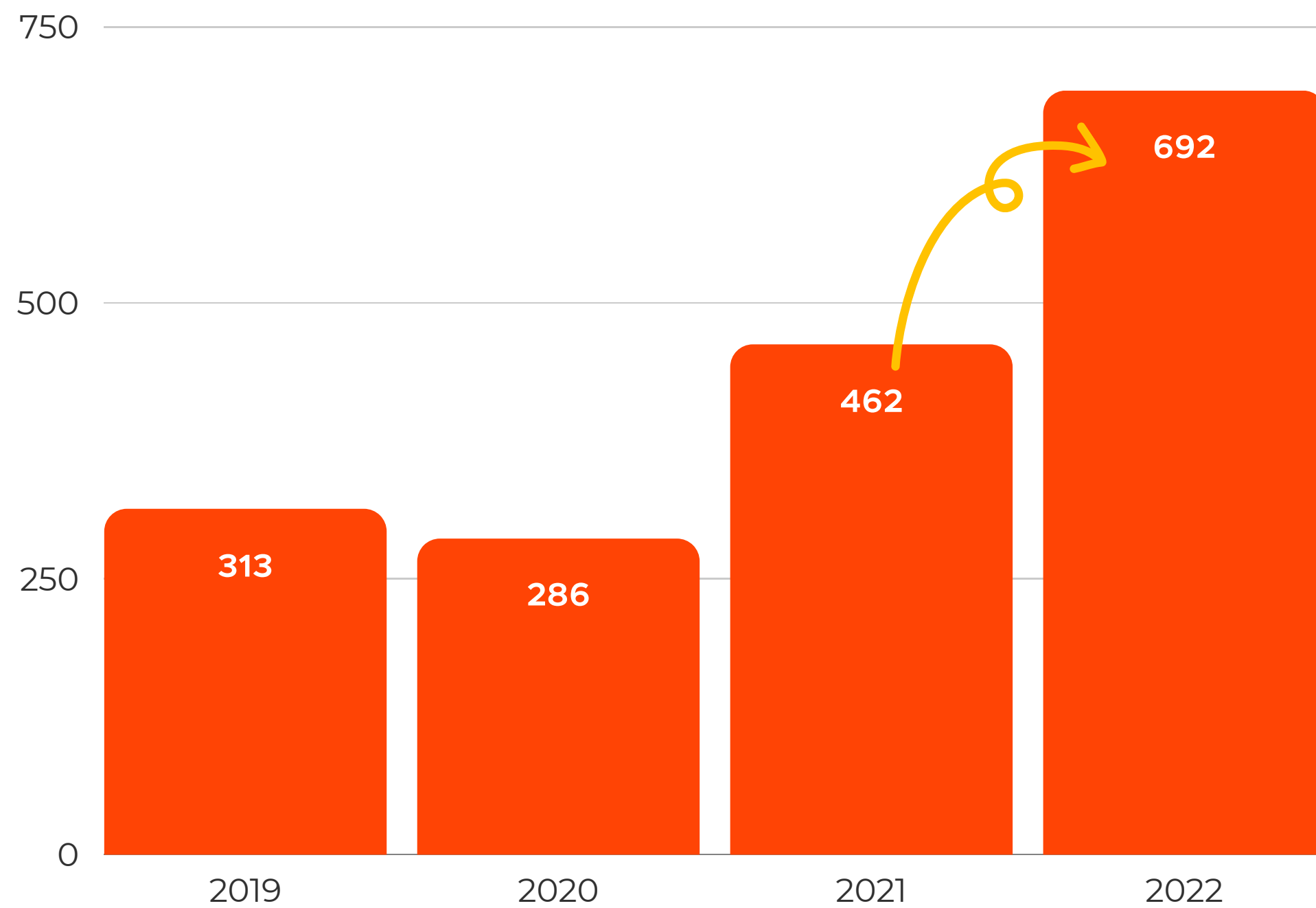
**35 VIRTUAL
CAMPS**



**21 IN-PERSON
CAMPS**

+95.

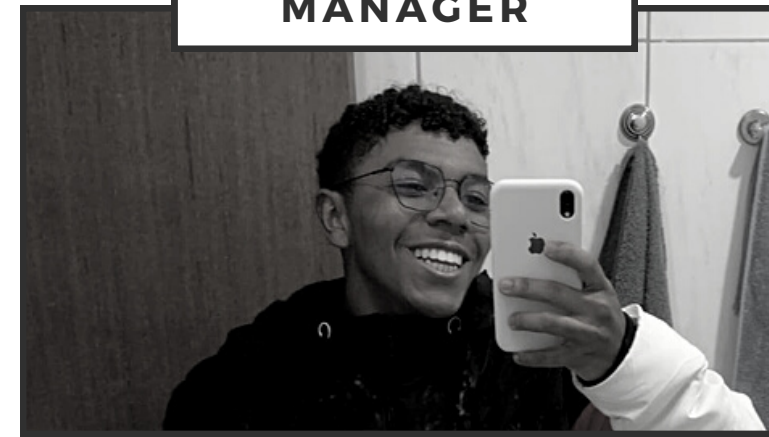
**AVERAGE SCORE
NPS ACROSS ALL
SEASONS**



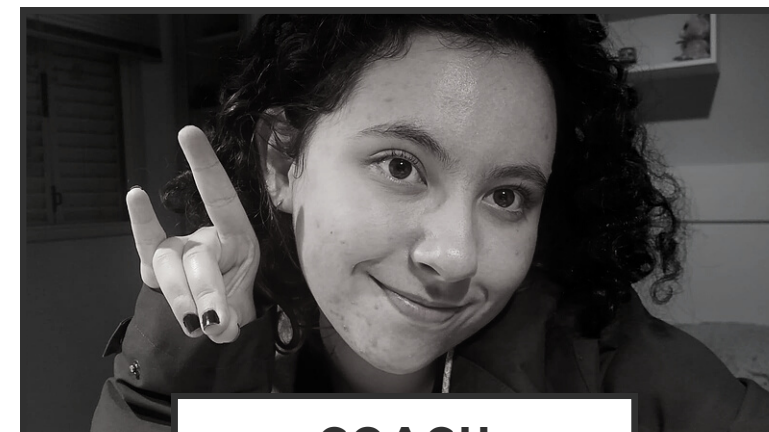
**NEW BOOTCAMP STUDENTS
PER YEAR**



FACILITATOR



MANAGER



COACH

Seasoned LALíderes as 2022 Camp Staff

In our effort to sustainably grow our Leadership Bootcamps and to continue to develop our young leaders, we contract our LALíderes to staff our Camps. As Camp staff, they simultaneously mentor incoming leaders, build community, develop valuable skills, and further advance their leadership.

In 2022, 154 LALíderes shone as V-Camp Staff. We hire them as coaches, facilitators, and managers. In these roles, they are able to develop their communication, time management, team management, problem-solving, active listening, facilitation, and much more. The experience of being Camp staff offers further leadership development for our students.



LARA ONO
//COACH

Being a coach means having the opportunity to understand bootcamp from multiple perspectives. While having the chance to experience everything our own camp offered, we met new people, learned new things and came to completely different conclusions than we did at our camp. At the same time, we have the opportunity to have an even greater connection and proximity with managers and facilitators. We learned together, walked together and got to know each other a lot. Being a coach also allows you to enjoy and experience many skills you didn't know you had. Exercising communication, administration and the specific tasks of each coach definitely allowed me to recognize many more qualities in myself than I imagined existed.



GABRIEL BALBINO
//TRAINEE MANAGER

It was a remarkable experience and it certainly showed me more positive topics about my education and about socio-emotional skills and those related to interpersonal relationships. Working as a trainee manager is a very tiring job, but it rewards twice as much in terms of improvement and self-discovery, as well as being part of the backstage of something that changes many people's lives, like camp.



VINÍCIUS COSTA
//TRAINEE FACILITATOR

Being a trainee facilitator has changed the way I see education and my perspectives for the future! Today I see that I want to work more and more with education, and I believe in the education that LALA brings- where young people not only learn what leadership is but also learn to see the great leaders they are and that their main projects are themselves. Being part of something as incredible as this motivated me to become a better person and that being a facilitator is already something that is inside me.



HIGH IMPACT CAREERS (HIC) PROGRAM UNIT

As shared on p. 28, **45.6%** of our LALíderes cite a lack of career opportunities as a major barrier they face. LALA's High Impact Careers program unit (HIC) exists to give access to a *career superhighway* where students expand and accelerate their unique leadership and social impact pathways. We accomplish this through deeply understanding our students' needs and dynamically adapting LALA's **curation of resources, connections, and opportunities** to meet them at various stages of their journey.

We want young leaders to autonomously pursue and achieve the pathways to transform them-selves, their lives, their communities, and the region.

Currently HIC houses three high-leverage, scalable initiatives to enable LALíderes to access exciting, rewarding and impactful careers: connecting them to **great mentors**, preparing them to gain access (with the needed funding) to **top universities**, and preparing them for—and placing them—in the **most exciting private and social sector organizations** in the region and globally.



**MENTORSHIP
PROGRAM**



**UNIVERSITY
PLACEMENT**



**CAREER DEVELOPMENT
PROGRAM**



MENTORSHIP PROGRAM

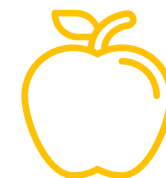
LALA's Mentorship Program is a key initiative to support LALíderes' social impact projects and pathways at different moments of their journeys. So far, **300** LALíderes have participated and received mentorship through the program since its first season in 2020.

Mentorship develops a number of skills, including *networking, fundraising, strategy, project management, team management, self-management, career development, self-confidence, analytical skills, problem solving skills, and growth mindset.*

We currently have **482** mentors in our mentor pool, **228** of whom have already actively mentored a LALíder. Those participating as mentors in the program have stated that they are inspired and impressed by their mentees for their commitment to learn and grow, their sense of purpose, their dedication towards their studies or profession, their values, personal interest, caring nature, and their social skills.



300 MENTEES ACTIVELY PARTICIPATED



228 MENTORS ACTIVELY PARTICIPATED



JULIANA JANOT **//MENTEE**

I was wondering if I should join the mentorship program because my routine was very busy because of the many problems I had to solve with my impact project. Now I'm thrilled that I joined the mentorship program because the hours spent with my mentor helped clarify which actions I should take to solve my project's issues. I ended up saving a lot of time that I would have spent using inefficient methods or trying to find solutions. My mentor has an impressive problem-solving ability. She always had ideas of solutions for every problem I presented in our meetings. Even better, she didn't bring the ready solutions but, through questions, she taught me to build the solutions myself. In the mentorship program, I learned best practices from business to organization to social relationships. I can't describe my gratitude for my mentor and LALA.



ALEJANDRA OCHOA

//MENTOR

One of the most enriching and fastest growing experiences of my adulthood. It's my way of giving back to the community some of how much I've earned.



ADOLFO VIVES

//MENTOR

This is an experience that will change your life. As a mentor, I received way more than I signed up for, and the growth was palpable with both of us at the end of the program. It is a win-win. You won't regret it!



UNIVERSITY PLACEMENT

LALíderes have historically unlocked a large share of resources in access to University- **\$13,270,494 USD** in global scholarships as of May 2022 to be exact. In schools like Dartmouth, LALA students are close to **50%** of the international scholars coming from Latin America. We have noticed that our students offer a unique value proposition (given their background, leadership experience and work in social impact, among other factors) that many universities find highly attractive and are willing to sponsor.

However, until the implementation of the first pilot in University Placement in September 2022, we had never offered any structures to formally support students on this journey.

While similar programs are available elsewhere, they tend to be highly exclusive and not consider students' unique value proposition, specific context and needs in their program design.

Given this scenario, we identified an opportunity to directly support a niche of our students with a pointed program with high ROI potential. We look forward to releasing the results of this program soon and continuing to build it out to support our students in pursuing their university education.



**\$13,270,494 USD IN
GLOBAL SCHOLARSHIPS
AWARDED TO
LALÍDERES TO DATE**



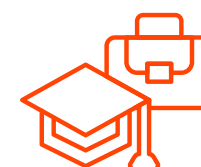
CAREER DEVELOPMENT PROGRAM

LALA's Career Development Program helps LALíderes figure out what is possible for them as they start the process of finding a career pathway through which to grow their impact as leaders.

So far, under the Career Development Program, we have impacted **250** students with our training support and **81** students with paid internship positions since its first edition in 2021. Through these few iterations, **\$85K USD** from internship partners have gone directly in internship stipends to our students.



**250 STUDENTS
TRAINED**



**81 STUDENTS WITH
PAID INTERNSHIPS**



**\$85K USD WENT TO
LALÍDERES IN
INTERNSHIP COMP**



KARINE SARAIVA
//PARTICIPANT

LALA's Internship Program provided me with the necessary resources and challenges so that I had more clarity about my career plan, which positions I want to occupy and in which environments I know I could add positively while I grow and develop. Participating in this program exceeded my expectations, as we were constantly challenged to reflect on the career path we want to follow and what we can do now to make it more achievable and real.

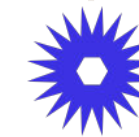


TRAINEE PROGRAMS PROGRAM UNIT

Trainee Programs exist to provide comprehensive and transformative learning experiences that empower LALíderes with the skills, knowledge, and confidence to excel in the fields of work that interest them. We accomplish this by creating opportunities for practical and experiential learning within real-world, supportive, and inclusive work settings.



**PAID WORKING
OPPORTUNITIES @ LALA**



**OTHER TRAINEE
OPPORTUNITIES**



PAID WORKING OPPORTUNITIES @ LALA

LALA offers part-time working opportunities for our LALíderes to join our staff and support our work while gaining key skills and experience. We currently call these roles “Alumni Coordinators” - ACs - and offer them in almost every function across the organization. The LALíderes that have worked with us at LALA have a priceless impact on our work, as their perspectives as young leaders greatly influence how we continue to shape and build our work. We are grateful that LALA often gets to be their first work experience and accelerate their development.

OTHER TRAINEE OPPORTUNITIES

Beyond paid contractual positions, we also offer workplace-training in the areas of STEM and communications, where groups of students receive training and directly support LALA’s Data & Tech and Communications departments.

We recognize that our LALíderes have varying interests and skill sets and for this reason it is important to offer a diverse range of experiences to everyone in our community, as they are building their unique leadership journeys. By providing a variety of opportunities across different fields and functions, we are able to engage a wider portion of our community to apply and carry out the training that is available under the Trainee Program unit.



VALENTINA BENEIT

//AC FOR HISPANIC LATAM EXPANSION

Being able to contribute to an organization that has given me so much while learning skills from the professional world and leadership makes me believe that this role is a dream. One of my favorite parts is facing unknown challenges with a tremendous team, where my perspective as a student is key.



MARCOS CREMASCO

//AC FOR COMMUNITY OPPORTUNITIES

Besides helping me financially, which makes me able to help my family and start saving money for my future plans, the AC program also gave me amazing skills. I cannot stress enough how much I've learned in the last months being an AC. From teamwork skills to time management, you can definitely learn a lot from being an Alumni Coordinator at LALA. Ultimately, I'd define this experience as challenging, pleasing and worthwhile



Our Impact An Individual Perspective.



Outcomes

LALA finds, develops and connects teenagers in Latin America to provide them leadership development; which is understood as a combination of:

- (1) **Skills development** (collaborative capacities, coordination of perspectives, decision-making ability, and context identification),
- (2) **Health, wellness, and personality development** to be able to hold the responsibility of being changemakers, and
- (3) **Transcendence** and **connection** to motivate people to act on behalf of humanity.

“Meta-changemaking capacity” is LALA’s big bet. It reflects that LALA’s end game is not to place students in universities or get them scholarships, but to nurture a generation of high-quality leaders that will be influential in diverse sectors (private, public, social), and promote outsized impact to address multiple problems in Latin America.

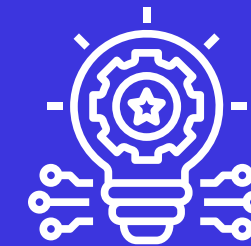
While this can only be measured in time, the key assumption is that “leadership development” is the pathway to this goal.



Participants come out of the Leadership Bootcamp with a stronger sense of self-worth, self-confidence, and agency and begin to dream up and act on ideas to address problems in their communities. They become more resilient as they reframe their history and begin to tell an empowering narrative instead, by being more purpose-driven, by reducing their fear of failure, by beginning to change their definition of "success", by learning to ask for help, and by developing a suite of intrapersonal skills (e.g. self-awareness, self-regulation, and mindfulness). The size, diversity, and strength of their network grows rapidly, and they feel a strong sense of belonging and psychological safety. Examples of other gains among past participants:



92% OF STUDENTS ARE CONFIDENT THAT THEY WILL PURSUE A SOCIAL IMPACT CAREER FOR THE REST OF THEIR LIVES



OVER 90% OF STUDENTS ARE HOPEFUL ABOUT THE FUTURE AND CONFIDENT THAT THEY CAN FULFILL THEIR DREAMS



MORE THAN 94% OF STUDENTS BELIEVE THAT THEY CAN OVERCOME THEIR STRUGGLES



91% OF STUDENTS HAVE AN UNDERSTANDING OF WHAT IT MEANS TO MANAGE THEIR EMOTIONS, STRESS & ANXIETY IN A HEALTHY WAY AND OVER 86% OF THEM CHOOSE TO DO SO



AFTER LALA V-CAMP, OVER 80% OF STUDENTS REPORTED A STRONGER PSYCHOLOGICAL SAFETY STATUS, SUCH AS FEELING COMFORTABLE SHARING THEIR STORIES WITH OTHERS AND BEING ABLE TO HAVE CHALLENGING CONVERSATIONS



Medium-long term outcomes

The above effects combine to increase the likelihood that participants will take pro-social actions in their communities. In doing so, they accelerate their own growth, and gain access to developmental opportunities, networks and resources that were previously unknown or inaccessible to them.

Through their continued engagement with LALA, our community, and opportunities, Lalíderes develop a larger and more diverse network. They report having peers and mentors locally, internationally, and from different socioeconomic backgrounds.



75% OF LALÍDERES IN COLLEGE COME FROM UNDERREPRESENTED BACKGROUNDS



OUT OF THE POPULATION IN COLLEGE, 26% STUDY ABROAD, WHERE 68% OF THEM COME FROM UNDERREPRESENTED BACKGROUNDS



28% OF LALÍDERES OLDER THAN 18 YEARS OLD ARE WORKING, AND 66% OF THEM ATTRIBUTE THEIR CURRENT WORK OPPORTUNITIES TO LALA



OUT OF THE WORKING POPULATION (OVER 18), 48% OF THEM WORK WITHIN IMPACT-FOCUSED SECTORS



100+ LALÍDERES HAVE LAUNCHED SOCIAL IMPACT PROJECTS, IMPACTING 100,000+ PEOPLE



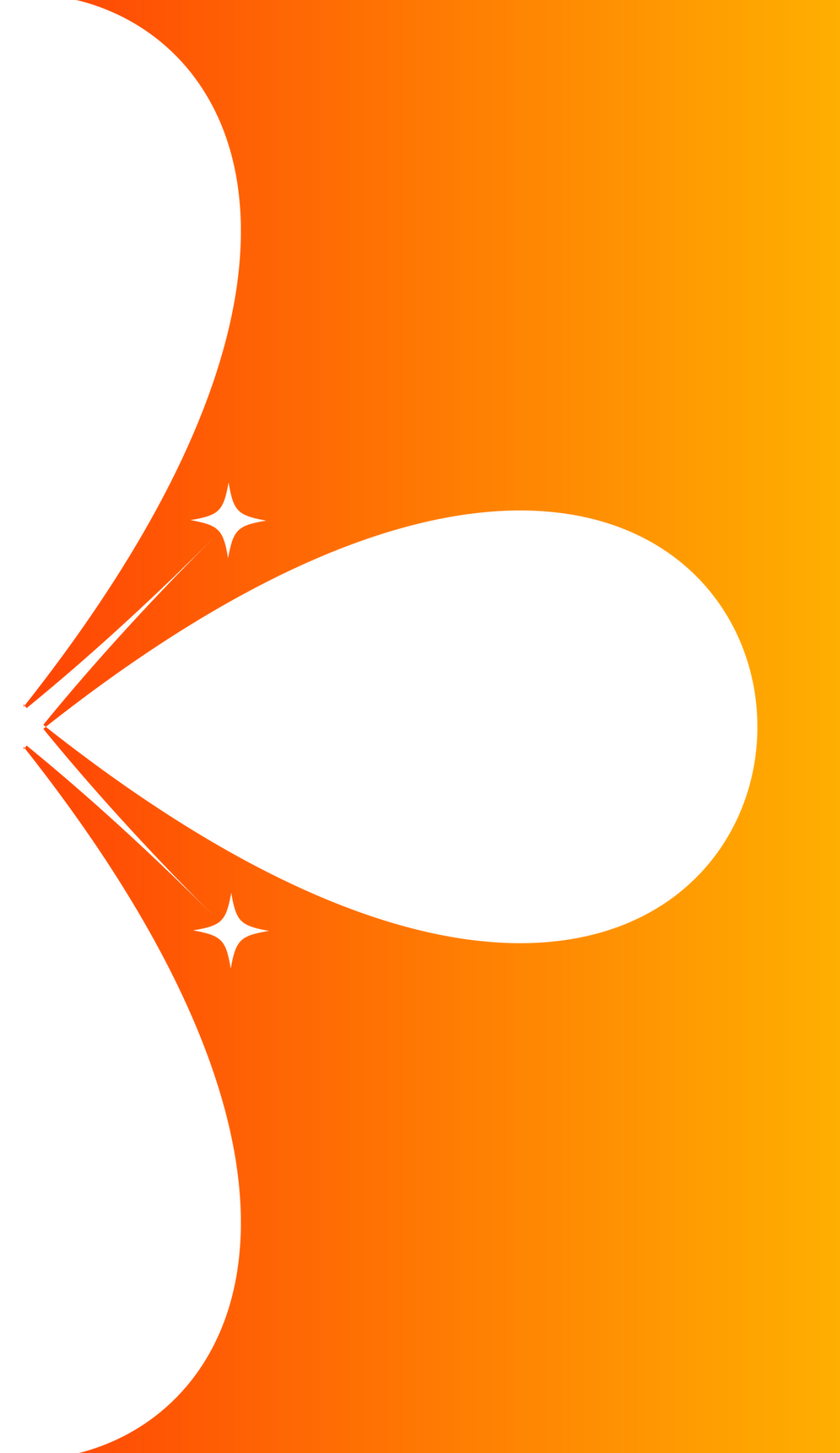
LALÍDERES HAVE WON SCHOLARSHIPS ADDING UP TO US\$13+ MILLION IN LOCAL AND INTERNATIONAL UNIVERSITIES



LEADERSHIP PATHWAYS

We've mentioned the word “**pathways**” about six times already in this report. This is essentially what LALA's programs are all about: systematically enabling LALíderes to overcome the barriers in their journeys to self-actualization and becoming transformational leaders in Latin America. In order to maximize our impact per dollar spent, we are constantly updating our understanding of what these leadership journeys look like, and what the main barriers are. These hypotheses, frameworks and personas then help us design our suite of interventions and—ideally—allow us to allocate them to the right LALíder at the right moment in their journey.

LALA is young, and so are our LALíderes. We are just at the beginning of understanding what new leadership pathways can look like in Latin America, but we are already accomplishing and learning much in this direction!





Belen Cabello.

“At some point in our life, we have all heard the phrase “escaping from Latin America” to refer to something we should aim for. I used to believe the same too, and I did everything in my power to get opportunities to study abroad, which is how I ended up living in Thailand for the past year and a half. This desire to leave and never come back was deeply rooted in the belief that there was virtually no hope for my country and the region to change into a place where I could live safely and have a good future.

It was partially also rooted in the feeling that there were no other people that wanted to change what was wrong, making me think that the only viable way for me to achieve my dreams was to leave. Having been away from home for a while now, I have come to realize that this is neither true nor something that I actually want for my life.

Through my participation in LALA's Bootcamps and then in other programs, I got to know people from all around the region that inspired me to continue fighting for the causes I believe in, as it is possible for positive change to happen when we collaborate and come together to address issues that we care about. Although there is still a long way to go to solve all the issues that we have, I realized that it is possible to do so, and that I want to be part of the solution along with all the amazing young people that I met in just a few months.”

Restored faith that change is possible.



Luiza Salek.

"David [Baptista] has been such a blessing in my life, and has really transformed my life and my opportunities. I am confident that I got the job that I have right now because of him. I applied for 10+ jobs and there was one that I wanted the most. I put professors from University for most of my applications, and put David down for that one job. I got rejected from all of the other jobs. When the supervisor called me he told me 'so I talked to this guy David...' It turned out that his recommendation was the game-changer. He was the one that got me this job, and I know that. Because he was like 'I trust this girl, this girl has potential' and he's such a magician."

Accessing dream opportunities.



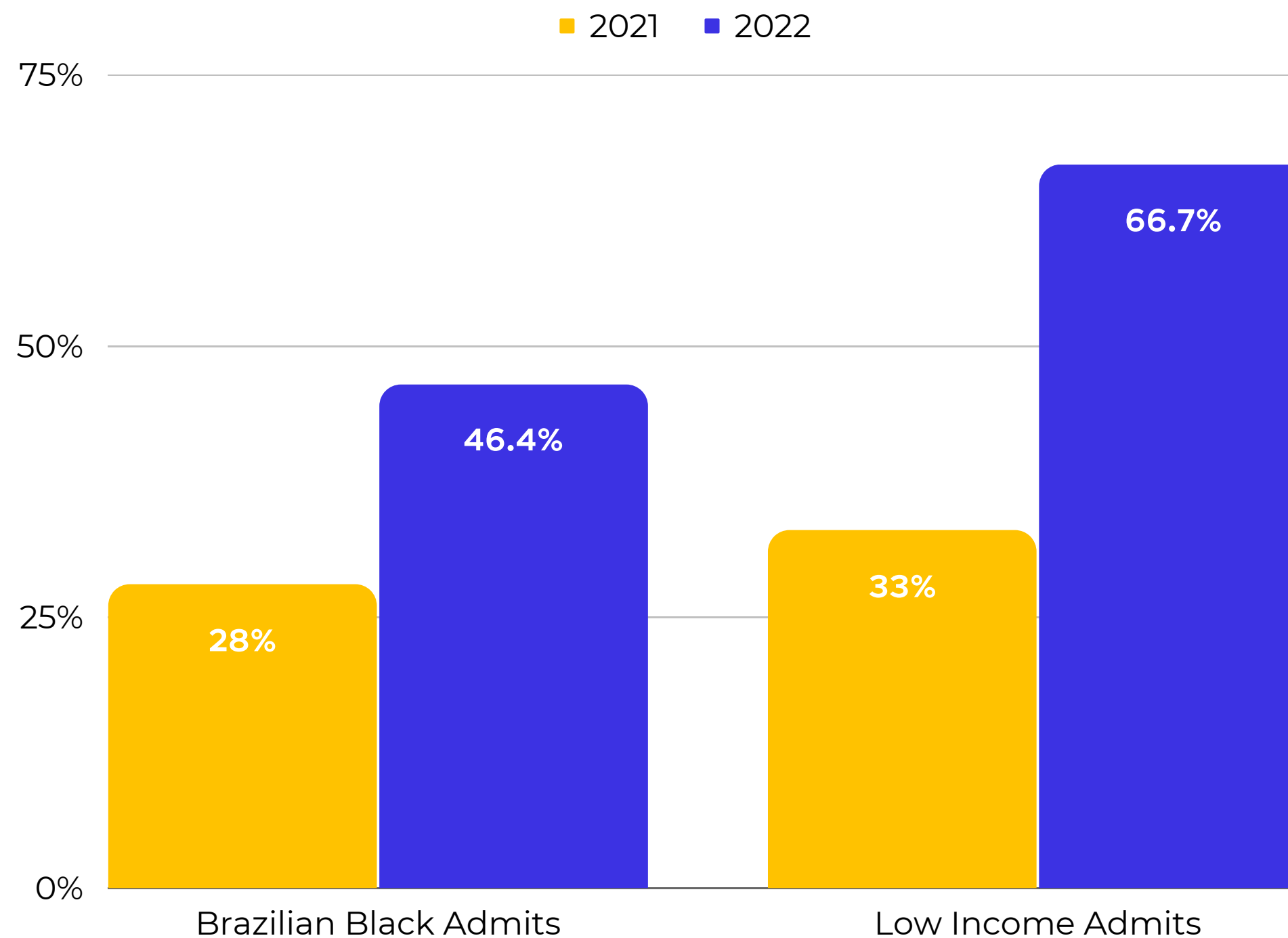
DEIA.



DIVERSITY, EQUITY, INCLUSION AND ACCESSIBILITY (DEIA)

Considering the ambition of LALA's mission in a region entrenched with systemic inequality, we have a responsibility to center DEIA (Diversity, Equity, Inclusion, and Accessibility) in every step of how we **find, develop, and connect** our young leaders, and how we do our work more broadly.

The past two years, LALA invested in a series of outreach and support initiatives to find more proximate, Black, Indigenous, and other People of Color (BIPOC) young leaders. The most recent analysis of our programs shows hopeful growth.



BLACK AND LOW INCOME ADMITS GROWTH

P.S.: this was a huge improvement for us, yet still lacking considering that more than 50% of the Brazilian population self-identify as such.



It is one thing to have a diverse collective of students, but it is another to really **understand and address the barriers and difficulties** they have faced before even joining our community, as well as within our community. We are continually improving our practices around support for BIPOC applicants, financial aid, representative mentorship opportunities, and continued high representation within all the various programs within the LALA ecosystem. To highlight two programs making this effort: **Support Program for Black & Indigenous Applicants** and **Fundraising Program**.



**SUPPORT PROGRAM FOR
BLACK & INDIGENOUS
APPLICANTS**



**FUNDRAISING
PROGRAM**



SUPPORT PROGRAM FOR BLACK & INDIGENOUS APPLICANTS

This program is run by BIPOC LALíderes and has continually supported an increasing number of Black and Indigenous applicants to access LALA. In its most recent iteration, the program supported 80 Black and Indigenous applicants from across the region to access LALA through close mentorship. Overall, the program has reached over 200 applicants since its inception and now has 25 mentors, many of whom were students who joined LALA through the help of the program.



**200 APPLICANTS
AND 25 MENTORS**



**80 BLACK AND
INDIGENOUS
APPLICANTS SUPPORTED**



FUNDRAISING PROGRAM

LALA's Fundraising Program was born to support our growing number of admitted applicants from lower socioeconomic backgrounds. We found that—even after receiving our generous need-based financial aid—many of their families still struggled to pay our Bootcamp fees. These challenges were exacerbated by the Pandemic and, now, the recession.

We found an opportunity to turn adversity into opportunity: we teach admitted students how to raise the funds, and support them through the process. This program is co-run by LALíderes who act as mentors. In our most recent cycle of the program, students were able to raise a total of **\$15K USD**, with **30%** of students able to raise **100%** of their Bootcamp fees through individual campaigns that used their personal stories to mobilize resources towards their continued development.

There is always more work to be done and LALA is still just at the beginning of a long journey of developing, connecting, and growing a network of proximate leaders. However, we do celebrate the progress we have made, and the strategies and people that made it possible. We look forward to continuing to share our journey as we take on the transformation of leadership and systems in Latin America!



**STUDENTS RAISED
\$15K USD**



**30% OF STUDENTS
RAISED 100% OF THEIR
BOOTCAMP COSTS**



Talent.

New hires

2022 was a year of laying the foundations to really turn LALA into a rocketship for impact in Latin America.

We attracted exceptional talent and filled in some key positions for the first time, like our first Director of HR, our first Finance Manager, our first Data & Tech Manager, our first University Placement Manager, among others. Furthermore, we confirmed our first Director of Development & Strategic Partnerships, who joined us in Quarter 1 of 2023.

Excitingly, LALíderes continue to take over LALA, one job at a time. **Bruno Carmo** became our Associate for Brazil Operations, **Diana Poma** joined as HR Associate, as **Victor Parra** joined us (remotely, from Poland!) as Associate for Camps Operations. They are now part of a total of 20 LALíderes who work on LALA's team in full- & part-time roles.



These critical roles will enable a series of virtuous cycles to kick into motion starting in 2023. By strengthening and professionalizing our internal operations (ops, comms, finance, etc.), we become unleashed to scale our programming: both in scale and depth. Better programming, at more scale, and more follow-on interventions for LALíderes lead to more impact, which we will be better equipped to capture and communicate thanks to our investments in data and technology. Finally, with more measurable impact and a more professional organization to “sell”—and having a Director of Development and Strategic Partnerships—we’ll be able to grow and diversify our funder base. The cycle feeds itself as we turn more funding into more impact and an even stronger organization!



New Board members

We also strengthened our Board, bringing in two outstanding Brazilian leaders: **Paulo Passoni** and **Zé Dias**. Both are exemplars of the leadership and values that LALA is championing, and are bringing in crucial expertise to enable this next phase of growth.

Overall, we are thrilled to keep attracting outstandingly talented and driven individuals to our mission, and are proud to keep building such a diverse team to build the LALA dream together!

PAULO

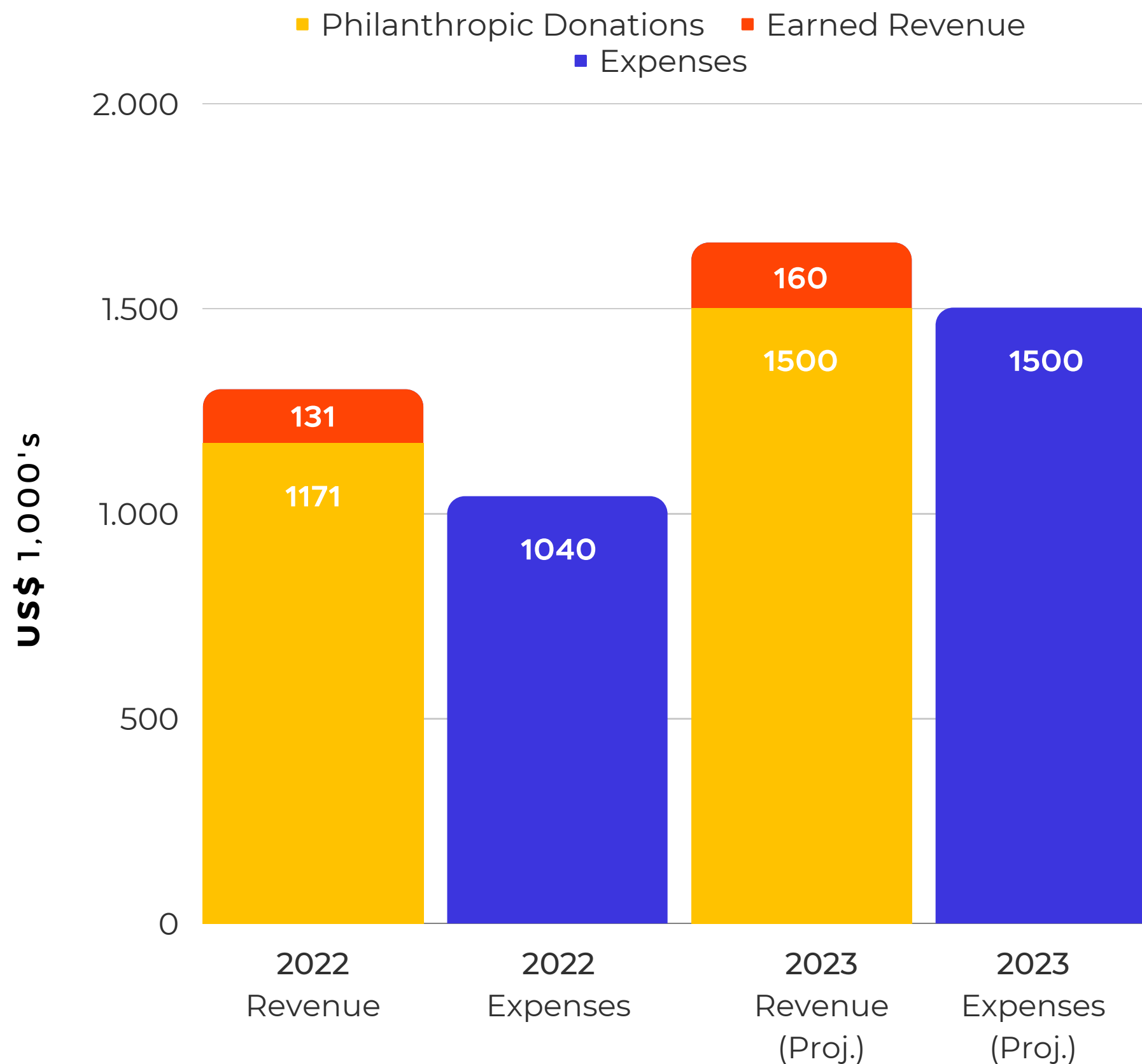


ZÉ





Financials.



LALA'S FINANCIAL EVOLUTION SINCE 2021



LALA's financial strength has continued to grow these past years, in large part thanks to the generosity of our donors, who *increased* their support during the Pandemic.

In 2022, our total budget was US\$1.04M, of which US\$131K (~12%) was covered by student fees and the rest by philanthropy. We started the year with US\$334K in our bank accounts and ended the year with US\$513K—a necessary buffer given the more negative external economic climate marked by the collapse of Silicon Valley Bank (SVB).

OUR CAPEX

At the end of 2021, we raised US\$850K in CAPEX, which was used to purchase the LALA House building in Medellin (acquired at the beginning of 2022) and to cover legal and other fees related to the purchase.

Disclaimer: we are exploring adjusting our fiscal years to better match our operating and funding cycles, which may lead to changes in future reports.



Historically, LALA has counted with the support of close to 60 donors, the majority of them individuals. Philanthropic support is obtained from mission-aligned individuals and organizations that recognize in LALA a strong social innovation that contributes to their theories of change. Please refer to our Thank You section to get to know our 2022 donors. For 2023 onwards, LALA's development team has the goal to grow and diversify our funder base, fostering greater balance in the amount of individual and institutional givers, ideally via high-fit, multi-year partnerships.

When it comes to Earned Revenue, at LALA, it's obtained from our customers (LALíderes) paying for their participation on selected LALA programs (mainly Bootcamps and the Leadership Academy, which has been on hold since the Pandemic). We employ a dual strategy of charging premium rates to full-fee students, and offering need-based financial aid to most (~95%) of our students. We run need-based admissions to preserve the integrity of the model.

At scale and longer term, the network of LALíderes will likely fund a very significant portion of LALA's budget, which is exciting because they will be a net new philanthropic pool for us and for the region!



Thank
You.



Donors: our driving sustainability force

We want to thank our 2022 Funders, who through individual and institutional contributions, have joined the movement of leadership development! With Latin America standing as the region with the second lowest Global Philanthropy Environment Index⁴ in 2022 (only after Middle East & Northern Africa) we feel fortunate to count on such a progressive team of visionaries who not only believe in LALA, but who are inspiring others to join the movement for social change in the region!

⁴Lilly Family School of Philanthropy, Indiana University.

P.S.: If you donated in 2022 and do not see your name listed or see it inappropriately displayed, please let us know at juntos@somoslala.org.

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And also our biggest gratitude to all others who generously opted to donate **anonymously**!



Advisors, mentors and **volunteers**

Analogous to AirBnB's logic (underutilized real estate assets can become valuable if connected to users through a trust-rich marketplace), LALA activates underutilized assets—the wisdom, experience and spare hours of people who can be mentors and volunteers—through a trust-rich marketplace: our LALA Ecosystem. We want to thank all of our mentors and volunteers who are "turning the lights on" for many of our students. They develop a growth mindset and gain access to support networks and learning opportunities, which they can use independently to accelerate their own growth.





Board Members

LALA's Board helps us stay aligned with our mission by advising on strategy, supporting fundraising efforts, connecting us to partners and resources, and helping inform our work as a whole. We wouldn't be here without their commitment and trust in our team.



Alejandra **Mejia**
// Co-chair



Molly **Efrusy**
// Co-chair



Kevin **Efrusy** //
Board Observer



Andrew **Moore**



José (Zé) **Dias**



Rodolfo **Lara**



Mariana **Donangelo**



Paulo **Passoni**

