

#### Annual Report – 2021



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LATIN AMERICAN LEADERSHIP ACADEMY 2021

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#### A LETTER

### FROM OUR FOUNDERS

Dear LALA Community,

#### **Thank you!**

2021 has been an important year for LALA. This is the year that we broke the *1,000 young* leaders-in-network mark.

We launched our first Board of Directors. We piloted the LALA Hub concept in Brazil. We reconnected with our purpose and brought Diversity, Equity, Inclusion, and Access (DEIA) to the center of everything we do. We continued to improve our ability to deliver with excellence through virtual programs. We purchased a building, grew our partner and network base, and made landmark partnerships with Plataforma Velez Reyes (VélezReyes+) and Imaginable Futures (IF).

Most exciting for us, though, is that this is the year that we came back to first principles and crystallized why we're here. There are incredible young people out there who have already found a sense of purpose, of mission—of obligation, even—to dedicate their lives to solving problems around them, but most of them face enormous barriers. LALA exists to find them and to empower and support them to overcome those barriers.





With this student-centric view of our work, we revamped our Theory of Change, refined our strategy, and it became easier to make decisions about what we ought to do and how. This work also made it clear to us that our model requires greater scale to really find and support our young leaders through network effects.

If 2017-21 were the years of proving our concept, getting product-market fit, refining our Theory of Change, and building the first base of support, then the next 3-5 years will be the years of Scaling, Strengthening our Foundations, and Deepening our Impact.

This next phase of our journey starts in 2022. We enter this phase with enthusiasm for the impact we may unlock, and we also enter it with humility.

The challenges ahead will be significant, and we will not be able to do this by ourselves.

So, thank you. Thank you for trusting us, and thank you for joining us on this journey.

With gratitude, David & Diego, on behalf of the LALA Team

#### A LETTER

### FROM OUR FIRST BOARD CHAIRS

#### Dear LALA Community,

Launching LALA's Inaugural Board during this past year has been beyond an honor. On a personal level, we see this as an opportunity of a lifetime to help significantly transform the future of Latin America. The last two years have reminded all of us of the importance of principled and ethical leadership, and we couldn't imagine a better way than to invest in the role that youth can play and to support them as they lead the way forward with hope, resilience, and creativity.

LALA's Board is thrilled and committed to the next phase of growth. We look forward to seeing students from across the region actively participating in V-camps and the upcoming support structures and programs being developed in the LALA Ecosystem. We trust our programmatic investments as we can see the incredible impact that students and alumni are already making. We often underestimate the role that children and youth can play in our communities. LALA's work over the past several years has shown that we can identify future (and current!) leaders all over the continent, provide the support and resources that they need to develop, listen to their wisdom, and follow their lead. Let's continue to work together to help facilitate their confidence, skills, and passion so they can lead the way for a better future for themselves and all of us.

Thank you to everyone that has joined us on this journey and for all of your contributions. We can't wait to see what LALA will accomplish over the next few years with your support and enthusiasm.

With gratitude and optimism for the future,

Alejandra Mejia Restrepo, Board Chair Molly Efrusy, Board Vice-Chair



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#### At LALA, we believe that the people who bear the bulk of our most pressing issues should be at the center of the region's transformation.

It's no secret that Latin America has a serious representation gap in leadership in different sectors and part of our mission is to contribute to closing this gap.

In early 2020 - supported by a project led by a team of INSEAD MBA students, and encouraged by movements from our alumni community - we took steps to bring DEIA (Diversity, Equity, Inclusion and Access) to the center.

On the surface, it seemed that we were successful in bringing more diversity into Latin America's leadership pipeline. Over 70% of our alumni community came from underrepresented populations ([add definition]), students reported a sense of belonging that they could only find in our community, and many felt that LALA offered the environment they needed to thrive.

When we went deeper, however, we had to face a few hard facts that made us rethink everything we do...



Our student community was *far* from representative of Latin America's diversity, especially in terms of race and socioeconomic status.

For instance, at that time, only **28%** of our Brazilian students self-identified as black (negros + pardos, in Brazil), whereas over 50% of the population in the country self-identify in that way.

Additionally, only **33%** of our Brazilian students belonged to classes C, D and E, according to **Criterio Brasil** (these groups represent 76% of the population in Brazil). *Students from these communities shared that they did not feel a strong sense of belonging to the student community, and* <u>potential applicants did not feel welcomed into our</u> <u>ecosystem</u>.

In a region where a small minority of the population speaks English fluently and access to language learning is extremely restricted, most of our programming and development opportunities were offered in English. This reinforced the sense of exclusion and lack of belonging of students from underprivileged backgrounds in the community and ended up adding barriers for youth to reach their full potential instead of removing them. As an organization that aims to bring systematic and sustained transformation to Latin America, we understood that we could not ignore the systems that impede us from having more representative leadership in different sectors of society.

We must actively <u>fight</u> for a more inclusive and representative generation of leaders — removing barriers and transforming systems, not replicating them.

With that in mind, we put DEIA at the core of our strategy and set to rethink everything that we do at LALA, guided by a few principles:









### Collaboration with alumni community

From the get-go, alumni directly were involved in the design and implementation of new initiatives

#### DEIA at the Center

The DEIA perspective is not a mere checklist that we add to our programs. It is at the center of the work we do from design to evaluation of existing and new programs and initiatives

### Systemic approach

The initiatives implemented are interconnected and part of a system that ties back to our Theory of Change After more than a year of involving the entire team on improving our students' journeys, we have encouraging results which show that we are on the right path, although there is still a lot of work ahead:

### We're changing our community by transforming our pipeline

We developed local partnerships to find students from underserved backgrounds at LALA, such as Gerando Falcões, Redes da Maré, ANAÍ and Plan International. Two of our alumni, **Tássia de Mattos and Alan Lira**, launched an Application Support Program for black and indigenous applicants that has helped 59 students enter LALA and had over 100 people – among mentors and mentees – involved in its latest season



In our two V-Camps in Portuguese (96 students), **46**% of students self-identified as black or indigenous, compared to 28% in our Brazilian community in early 2020.

### We're building capacity to serve students and remove barriers of access

Since the beginning of 2020, in 3 seasons of Virtual Bootcamps, 27% of our students entered LALA through a program in their native language, compared to 19% until then.

We're developing a roster of Portuguese- and Spanishspeaking facilitators and program managers that will be able to multiply our impact by scaling our Camp offerings in local languages.

Around **90%** of our students receive some sort of financial aid and we're developing more sophisticated financial models and processes to remove financial barriers to all students.

We continue to run a need-blind admissions and needbased financial aid program thanks to the generous support of our funders.

### We're going deeper to understand our students' needs

We've created an Alumni Committee for DEIA, which is already organizing to lead initiatives within the alumni community.



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LALA's Theory of Change **(ToC)** is a living, growing theoretical framework that continues to evolve as we do our work, gather data, and understand the evidence that supports the causal pathways in our model and point us in the direction of systemic impact in Latin America.

LALA's ToC shaped our work greatly in 2021. It was at the center of how we designed and aligned our development ecosystem, as well as how we understand our strategic growth going forward.

In 2021, we integrated our ToC into how we understand, align, and build our programs. To reach our final goal of "bottom-up, crosssector transformation of Latin America," we need to "reduce our alumni's barriers toward high impact careers."

We have identified 8 of these barriers and, in 2021, we developed 20 programs to address them. Here are some examples:

Check out our full <u>Ecosystem Catalog of Programs</u> to learn more. We are so **grateful** to our alumni volunteers and LALA staff members that made this possible!



2021 IMPACT REPOR

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#### 1. Equitable access to LALA Admissions Team, Support Program for Black and Indigenous Applicants

### **8 BARRIERS**

and the Ecosystem Programs that address it

2. Financial Resources Fundraising Team

4. Quality Education:

Learning & Skills

Development

V-Camp Staff (Coaches,

Trainee Managers & Trainee Facilitators), LALA Data Team

#### 3. Community of Support + Societal/Familial Expectations

Mentorship Program, DEIA Committee, Family Engagement Program

#### 5. Language

(Access to English or Portuguese / Spanish) Latinx V-Club, Translation Team

#### 6. Career Opportunities

Career Internship Program, Alumni Coordinators

#### 7. University Opportunities

College Application V-Club 8. Mental Health/ Intrapersonal Development

> Compassion Cultivation Training

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2021 IMPACT REPORT 15

In regards to more clearly understanding our strategic growth, a particular evolution of our ToC in 2021 helped to justify and solidify our plans for scale. This evolution was how we understood our Search & Selection Strategy, which we find is different from other leadership development organizations.

The aim of most programs and organizations is to pick "a few winners" and hope for a large return on investment. LALA believes that the best strategy is not to pick just a few winners, but to bring in a volume that creates a critical mass and allows us to make sure we are invested in the **average growth** of the larger leadership network over time. This larger network spans entrepreneurs, public servants, artists, educators, scientists, and more, to generate greater leverage in the Latin American system.





Refining our ToC has taught us that in order for network effects to take place and to ensure systemic impacts across all of Latin America, scale is absolutely necessary.

To get there, we aim to grow our student intake from

**400-500/year** to **1500** incoming students a year by 2024, and to build decentralized hubs that organize local leaders and partner organizations into regenerative sub-ecosystems that continually increase LALA's capacity to find, fund, and support purpose-driven youth in their communities across Latin America.



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We understand that, while much of our strategy can be executed on continentally and virtually, there is additional power in localizing and decentralizing some of our strategies. This is why we are developing a decentralized and localized Hub model that organizes local leaders and partner organizations in self-reinforcing cycles that continually increase our capacity to find, fund, and support purpose-driven youth in their communities. We are piloting the first LALA Hub in Brazil.

The LALA 'Hub', organizes local leaders and partner organizations to increase our capacity to *find*, *fund*, and *support* purpose-driven youth in their communities. This will allow us to increase representation and diversity of local students, expand the execution of our programs in local languages, and generate specific educational opportunities in partnership with trusted local organizations or companies.

What makes our Hubs powerful and unique is that they bridge social divides (urban-rural, rich-poor, white-BIPOC, industries, public-private-social, old-young, etc.) by creating a new collective shared identity: of Latin American leaders who are driven by values and self-transcendent purpose to transform their countries.

This is *crucial*: our mentors and donors do not see young, underprivileged LALA students as charity cases, but as awe-inspiring future leaders they can relate to. This is how we get highest-level leaders to connect deeply with our students, because—in spite of all their differences—they can see themselves in our students. As a quick example, we are working with Paulo Passoni, Managing Investment Partner at Softbank, to find an initial cohort of 13 young leaders from Sao Paulo favelas, whom he wishes to personally mentor and support post-Bootcamp. The next step will be to mobilize Mr. Passoni to introduce us to other potential mentors, funders, and connectors—all of whom can also help us get connected to other potential feeder partners, strengthening our ability to find more young leaders.



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 LALA 'Hub', organizes local leaders and partner organizations to increase our capacity to *find*, *fund*, and *support* purpose-driven youth in their communities. This will allow us to **increase representation** and **diversity** of local students, expand the execution of our programs in **local languages**, and generate specific educational opportunities in partnership with trusted local organizations or companies. In a decade or two, with LALA hubs spread throughout the continent, we expect our continent-wide ecosystem and movement to transform the leadership landscape in Latin America- mobilizing a new generation of welldeveloped, purpose-driven leaders who are closest to the problems in their communities and most qualified to serve as the regions' next generation of social innovation and high impact career leaders.

Our Brazil Hub already employs **two Alumni Coordinators**. Our vision is that Hubs will be another mechanism through which our alumni can gain professional experience (as employees and volunteers, and eventually as Board members, champions, and more) and build powerful connections to accelerate their careers.



### An exciting update: LALA's model is being replicated in India!

A group of Indian entrepreneurs, philanthropists, and partner organizations (including the people responsible for replicating the KIPP and Teach for America model in India) have decided to replicate and adapt LALA's model. Meet the <u>Indian School of Leadership (ISL)</u>!

We are thrilled to see how the ISL team is leveraging LALA's education, impact and business models as force multipliers in India's education and social impact landscape. As we are doing in Latin America, they are fitting around and complementing the existing ecosystem to systematically find and supercharge a new generation of socially responsible leaders.

Among the reasons they highlighted for their interest in LALA, three stood out to us:

- 1. "You guys have found a way to systematically get kids out of poverty."
- 2."You have found a way to make social impact cool!"
- 3. "The Indian kids I supported all followed the traditional path out (engineering or medicine), and **they never returned.** It broke my heart. I can see how LALA's model can revert this trend."

Note: to ensure we don't overextend ourselves, and so they can have freedom to experiment and localize our strategy, the ISL team has been running independently of us (after an initial phase of support & guidance). We'd be happy to connect you with them if you want to get involved!



#### How we're doing it

We are building our Hub concept around a "flywheel" that gets stronger with each iteration, so that LALA may not only become an enduring institution in each location, but so that our operations become simpler and more cost-effective over time, and so that our impact may increasingly scale beyond our budget as we evolve.

By building local ecosystems of values- and purposealigned exceptional leaders and partner organizations, our entire model becomes stronger year after year.

- This Flywheel begins by finding exceptional young leaders, often hidden gems from underrepresented backgrounds...
- ...it gains energy when we connect them to values- and purpose-aligned mentors and employers, who are often inspired by our young leaders from historically underrepresented backgrounds. We often hear a mix of surprise ("how did you find X?!") and inspiration ("I can't believe X is doing / thinking about these things at such a young age!!")...





- ... it picks up speed when we create opportunities for these more established leaders to contribute to the movement, such as becoming organizers (e.g. local advisors and board members) and connectors. The key here is connecting to their intrinsic motivations (to improve their country, to pay it forward, etc.) and giving them focused roles they can inhabit (leader, champion, connector, funder, mentor, speaker, etc.)...
- ... collectively, their involvement builds a stronger community and ecosystem, enhances our wraparound support model, and strengthens our local brand...
- ... through a stronger value proposition, deeper networks, targeted introductions to decisionmakers at potential feeder partners, and a more trusted brand, we are able to find even more of these hidden gems.

Importantly, this is not a concept we are inventing. We have seen it at play from afar in the Endeavor model, and it seems to be quite **powerful**, **scalable**, **replicable**, **and self-reinforcing**. We are fascinated by the potential to build something that can have similar features, but which can also be more inclusive of BIPOC and lowincome youth.

And from what we are seeing so far, it is possible!



"I thought LALA would be a formal place where I should behave in the best possible way (which is often not authentic), but I was wrong.

I learned that leadership is about community, not about one person alone changing the world.

I learned that being human is not about doing, but about being and understanding what is around you and yourself. (...) I opened up to people who understand and accept me. Especially in this new phase of my life I have a connection to Latin America and the world. I have cleansed my spirit and with it I bring hope and new challenges."

- LALA alumni



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Brazil has emerged as the country where our model has gained the most traction and where we see the earliest signals of the impact we envision long-term. Over **70%** of our alumni to date are Brazilian, and LALA has developed strong relationships with key organizations in the country's education space. Our Brazilian alumni are on their way to take leadership roles in different sectors, and many of them have founded dozens of organizations that impact thousands of people.

In order to accelerate the impact in Brazil and strengthen our local presence, in 2021 we started experimenting with the creation of a local Hub, with its own legal entity and a dedicated staff member. So far, the efforts have been focused on outreach and presence in local networks of youth development, always with replication in mind, following the flywheel mechanism described in the previous section.

The early results from our efforts to decentralize our work in Brazil are encouraging. We have dramatically expanded our network in the youth development ecosystem in Brazil, establishing relationships with organizations serving youth from underserved communities in favelas and indigenous communities, and are on our way to developing a pipeline that represents the diversity and cultural richness of the country. In our last season, 48% of applicants to our Bootcamps in Portuguese selfidentified as pardo, black or indigenous, and we had applicants from over 250 cities in 26 states of the country, with our reach also boosted by the lower barriers of access to our virtual programs.



We were invited to become an inaugural member of **Rede Empodera**, a network of education nonprofits that aims to identify, support and scale innovative solutions with the potential to transform the lives of millions of youth in Brazil.

Finally, as we gain awareness and strengthen our brand as an important organization for the development of young leaders, we have also been able to attract top talent from Brazil, both to our core staff and program staff.

In 2022, we'll keep building momentum and accelerating our flywheel in Brazil. As we consolidate our pipeline with dozens of outreach partners and a strong mobilization of the local alumni community, we'll be able to focus on the institutional development of LALA in Brazil, strengthening our governance, our network of local supporters and providing more opportunities for our alumni within LALA's ecosystem.



## arcoinstituto

Having seen the success of our flywheel in Brazil (and to a smaller extent in Peru, Paraguay and Colombia), we will now explore in earnest how to continue decentralizing and localizing more elements of our model. In particular, we are excited to explore the creation of the next two Hubs, which will likely be in Mexico and Peru.

That being said, given our investments in multiple other parts of our model, it is not a top priority right now to hire Country Managers who will push the creation of these Hubs. A concept we wish to experiment with is to create a "Steering Committee" in each of these countries, and begin laying the groundwork for a Hub with them.

These Steering Committees will focus on a few key objectives, like establishing Outreach Partners, growing our brand, identifying potential funding partners, studying the costs & benefits of incorporating a new non-profit entity in their country, and if/when the time is right, partnering with us to recruit and support an inaugural Country Manager, and then forming an inaugural Board of Directors.

If you know anyone who would be an excellent candidate for such a Steering Committee, please refer them to us at Juntos@somosLALA.org!





We are thrilled to announce five exciting new partnerships that emerged this year

### VélezReyes+

Also known as Plataforma Velez Reyes, the philanthropic vehicle founded by David Velez and Mariel Reyes, is now partnering with LALA. They have offered us a lead grant of US\$50K and an additional 30% matching grant to individual donors who support us in 2022 (with a US\$200K cap). If you still want to support LALA, the time is now!

Imaginable Futures, one of the leading and most selective education-focused foundations in the world, is now also a LALA funder and partner. Joining their portfolio is a major recognition of our team's work, and will bring valuable networks and expertise to our work.



ACCEL is launching its philanthropic arm, and has pledged a generous US\$150K commitment **PARTNERS** per year for the next three years!



**RAPPI** is developing a multi-pronged partnership with LALA, through which they will fund scholarships, hire interns, and recruit mentors. We will also explore ways for LALA to raise funds through their platform.

(Indian School of Leadership) is a new institution that is being modeled after LALA. We are beyond honored to see our model replicated & exported around the world!

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# GROWING OUR NETVORK

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Since LALA's founding, we've relied on building a network of allies, advisors, volunteers and funders who enabled our team to amplify our impact dramatically. But crucially, this has always been fundamental to our Theory of Change: for our young leaders to reach their full potential and be able to fight the biggest fights, they will need critical masses of allies. Our model cannot wait decades until our alumni alone can become that critical network of influential and connected leaders, and thus we've hacked the creation of such a network by inviting you all into our community since Day One!

As LALA approaches our 5th birthday (July 10th, 2022!), we'd like to give a quick shoutout to some special members of our Community. But expect to hear many more stories of the People of LALA as we approach our birthday!





First of all, to our funders who have been with us multiple years and renewed yet again their commitment to our mission. Thank you for your ongoing trust and support!

Molly & Kevin Efrusy David Velez & Mariel Reyes Familia Belmont Graña Temp & Kerry Keller Gabi & Oliver Mizne Poler Weitzman Family Nancy Hardesty & John Parker Andrew Moore Bernadette Clavier Robyn Sweetman Kraft & Kate Kraft Daniel Noriega Eduardo Briceño Sasha Sommer Daniel Uribe Sithara Kodali Connor Toohill Omar Gonzalez Next, to the funders who joined our ranks this past year! Thank you for believing in us, and for helping us enter this next phase of institutional strength, scale, and impact! Paulo Passoni **Pierpaolo Barbieri** José Stella **Rafael** "Pochito" Somoza **OMC International Ricardo Villela Marino Julia Averbuck & Dave Sherry Micky Malka** Luis Arbulú **Matt Glickman Felipe Medina Familia Rehder Fabricio Pettená Guto Araujo** 

Luis E. García de Brigard **Sergio Furio Brian Requarth & Andrea Palacios** Fabio Armaganijan **McIntosh Family** Erica Jannini Macedo & **Andre Macedo** Deepak Chhugani **Tawingo Foundation Eric Perez-Grovas** Sebastian Mejía **Imaginable Futures Accel Partners Alex Teixeira Actium Partners Roberto Dagnoni** 

And thank you to everyone who gifted your time and talent to enable our work!



#### Thank you to the 453 alumni who have been active volunteers in 2021 across the following programs and beyond:

Admissions Team, V-Camp Coaches, Trainee Facilitators, Trainee Managers, Audiovisual Team, Care Guides, DEIA Committee, Family Engagement Program, Fundraising Mentors, LALA Data Team, Mentorship Initiatives Team, Opportunities Team, Storytelling Team, Support Program for Black and Indigenous Applicants, Translation Team, V-Clubs, Alumni Coordinators, Virtual Community Leaders and LALA Clubs.



#### Next, thank you to everyone who gifted your time and talent to enable our work!

**Alejandro Maldonado Allison King Christa Perez** Maria Cristina Martinez Armas **Juan Felipe Riachi** Sofia Giraldo Sara Echeverri **Kelly Zuniga** Sasha Sommer Karen Sun Lorena Gonzalez **Juan Pablo Villarreal Alfredo Lopez** Krista Widman **Benjamin Santos Nicholas Reighard Daniel Uribe Maureen Herman Michael McCabe** 

**Marco Herndon Miguel Armaza Agatha Samudio Gabriella Florner Paulina Cho Pravin Rodrigues Robyn Sweetman Kraft Akbar Jumabhov Amy Lin** Tina Zhu Juan Jacobo "Jota" Bernal **Andres Gonzalez Karalea** Davis Sara Surani **Victoria Foley Ben Kingston Melina Santiago Taylor "TK" Klinefelter** Maria "Toto"Perez


Thank you to these psychologists who have dedicated countless hours to supporting the mental health of our students

Danielle Mayall Kike Javier Perez Luciana Barahona Nícolas Pinho André Teixeira Aline Vaz Naiara Rocha Lorenço Agnes Britto Henrique Breviglieri Dr. Rebecca Johnson Giselle Domingues Andrea Ocares



# A last, huge, thank you to our Board members,

Ale Mejía **(Chair)** Molly Efrusy **(Vice Chair)** Mariana Donangelo Rodolfo Lara Andrew Moore **(Secretary)** Kevin Efrusy **(Observer)** 

as well as all the mentors in our network that invest in and support our students.



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#### Leadership Camps

10 Virtual Bootcamps ("V-Camps") conducted in 2021, 523 participants, NPS score per camp.



#### Number of Alumni and NPS per year

LALA has run a total of 30 bootcamps & V-camps since our founding in 2017 and August 2021, which collectively brought in 1015 young leaders into our network. As LALA has grown, we've maintained world-class NPS scores.



### "LALA helped me to understand myself better,

not only with the idea of being a community leader, but a leader of my own life, and how this impacts in the way I want to construct my life and make good actions for society. I started seeing things differently and in a more mature way, listening to others, and my mind too, better and truly. I wish everyone could pass through this life-changing experience at least once."

— LALA alumni



#### **Higher Education**

• Of those enrolled in university programs, 24% study abroad in institutions **outside of Latin America**, 74% in their home countries, and 2% study abroad **inside Latin America**.



#### LALumni studying in universities...

- 57%+ (153) of those pursuing/graduated from an undergraduate degree receive scholarships.
- The total amount of scholarships unlocked by LALumni both at high-school and undergraduate level per annum adds up to US\$7,235,629. These scholarships add up to US\$20,360,965 when we consider the duration of their respective programs.
- Overall, alumni unlocked US\$4,018,582 per annum in undergraduate scholarships, where 69% of that amount (US\$2,774,138 per year) is attributed to LALA.

#### Jobs

• LALumni career choices are healthily diversified, which already bodes well for the diverse network we aspire to build.



#### Sector or job of alumni

- The Education field is the single largest target industry, perhaps reflecting our alumni body's proximity to the sector and its challenges. A full fifth of alumni are working in private, public or non-profit education institutions!
- Excitingly, 4.5% of alumni are already venturing into the public sector, which gives us confidence that we will be able to seed a new generation of public sector leaders, too.

#### Ventures

- 56% of students currently collaborating with any Venture
- Out of which, 70% of alumni co-founded ventures or collaborating with other alumni

#### Top alumni interests of ventures SDGS



- GOAL 4: Quality Education
  - 🛉 GOAL 5: Gender Equality
- GOAL 10: Reduced Inequalities ∢=>

#### Interests



- Social inequality
- Communications

LALA alumni ventures have collectively impacted 85,000+ people across Latin America(and the world).

Note: These figures are self-reported measures of LALumni's direct impact on others through their ventures.



## **Ecosystem spotlight Internships Program**

The LALA Career Internship is a unique opportunity for LALA alumni to gain relevant work experience in a remote and paid internship with a LALA partner organization.

The program has 6-month cycles. It starts with a 10-week training to prepare alumni for internships and then matches them with opportunities with companies and non-profits around Latin America and globally.

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#### Year One key statistics :



career partner organizations

countries (AUS, BRA, COL, MEX, PER, US)

**NPS Score** (Partner orgs)



interns)

"The enthusiasm and dedication were incredible. The material generated also made it possible for the entire team to learn and will be used for future actions." Luiza Serpa - Instituto Phi

"It truly made me grow professionally and academically in a safe, nurturing environment. It was essential to my development and entry on the market." **Bianca Freire** 





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LALA is enjoying a healthy financial position. We started 2021 with US\$370K in the bank, and ended the year with US\$350K. Starting the year with several months' worth of runway puts us in a comfortable position to operate and to think about growth. This cushion also gives us the ability to weather unexpected shocks—something we must be vigilant about given the global pandemic.

Our total budget in 2021 was US\$560K, of which US\$150K (~25%) was covered by student fees, and the rest by philanthropy.

## We are entering 2022 strong, and committed to laying the foundations for our scaling plans.

We already have US\$900K committed in philanthropic funding for the year (US\$250K of which have already been disbursed and are included in the US\$350K EOY cash position). Given this starting support, our Board has approved an ambitious (but we believe realistic) US\$1.4M budget for 2022—a budget that will allow us to invest in the team, technology, and operations required to enter our path to scale. We are also hopeful that PVR's 30% match (see details in the <u>Announcing Key Partners section</u>) will encourage more funders to join the table.

Our strategy, our model and our excellence continue to be driven by people, which is why we are comfortable sharing that our payroll is by far the biggest budget item (70% next year), and that part of our investments in our team include improving our team's compensation to make working at LALA more sustainable.

Another important note: Our earned revenue and our program operations' expenses have both been artificially lowered since the Pandemic. Since we shifted all programs to the virtual space, we were able to reduce operating expenses (e.g. housing, travel, and food), but we also passed on most of those savings to our students, reducing our fees by 66%. Note that the Pandemic's direct effects and currency devaluations in Latin America have still created hardships for many students who seek to attend LALA, even at these reduced rates.





## **Working with Alumni**

In March 2021 LALA tried a new experiment: What if we paid our alumni to work with us, 20h per week, in different departments? We needed their talent & expertise. They needed valuable skills, income, and a kickstart to their professional careers. Thus, the Alumni Coordinators (ACs) Program was born! We hired 10 alumni for the first 6 months to work in 4 departments: Communications, Data, Alumni Engagement, and LALA Brazil.

It was a resounding success. Managers (full-time LALA staff members) loved working with their ACs, seeing their rapid growth and learning that they add so much value. We have since expanded to having 19 Alumni Coordinators in 7 departments, including Outreach, Admissions, and Human Resources. Some of them are about to graduate from university and may take on positions as full-time staff members. Our dream of having alumni take over LALA and run the show is already starting to become a reality!



## L O O K I N G F O R W A R D

It feels surreal to think we are approaching our fifth birthday this year. Even more, to think that we have not only survived (as a startup, as a non-profit in Latin America, and through the Pandemic), but that we are now entering a scaling phase.

We would not be here without so many people who have come together to make it happen: team, alumni, volunteers, advisors, Board members, mentors, donors, connectors, speakers, partners, parents, family members.

#### **Thank you all.** We are building this together.

Look out for our 5th Anniversary Special Edition Report, where we will include many more reflections, lessons learnt, celebrations of more People of LALA, and updates on our future plans.



## Hiring

As people are what build and sustain LALA, hiring and developing worldclass talent is a priority for LALA as we scale.

2021 was an important year for Human Resources at LALA, and positioned us to welcome incredible new staff in 2022 (as of the writing of this Report, five new team members have accepted offers to join LALA in early 2022!). We carried out two hiring cycles, hosted a retreat season, stepped up our recruitment efforts, and started building more strategic teams. In 2022, we have whole new teams emerging in the Ecosystem to lead our work. We are incredibly excited about our current and future incoming staff, the things they will build, and the legacy they will leave at LALA in this critical growth period.



# **NWARD!**

David & Diego, on behalf of the LALA Team

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