



**LALA**

**LATIN AMERICAN LEADERSHIP ACADEMY  
BOOTCAMPS**

**IMPACT REPORT**

**2019-2020**

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## Acknowledgment

**This report is the labor of love of the brave and excellent work carried out by Jessica Kenny, LALA's former impact measurement lead, our current Alumni Engagement Manager. Additionally, this report could not have been published without the dedicated contributions of Aarati Rao (Impact Evaluation Manager), Rafael Breviglieri (Strategic Initiatives Manager), and the following LALA Alumni Data Team Members-- Mary Ann Arizaga, Yasmin Vasconcelos, Felipe Zuluaga, Ana Pereira.**

**We are grateful for and feel incredibly proud of our Alumni who contributed their skills, time, energy and effort to the data team while learning, building, sharing and applying their quantitative & qualitative analysis and language translation skills through teamwork.**



## ABOUT LALA

Latin America has struggled to achieve sustainable and shared prosperity. In order to succeed, Latin America requires a new generation of values-driven leaders working across borders, ideologies, and backgrounds to address the most pressing issues in their communities and countries.

LALA is developing a new generation of such leaders. We search the entire continent for young leaders (14-20 year olds) from all backgrounds with a demonstrated sense of purpose and the potential to solve the biggest problems in their communities. Through holistic educational programs, partnerships, community-building, mentorship and access to global opportunities, we systematically accompany them on their lifelong leadership journeys.

## MISSION

Our mission is to promote sustainable economic development and strengthen democratic governance in Latin America by developing and connecting a new generation of principled and socially innovative leaders.

## VISION

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

# EXECUTIVE SUMMARY

**530** YOUNG LEADERS  
SINCE INCEPTION

PARTICIPANTS FROM

**16**   
COUNTRIES

**21** BOOTCAMPS  
IN

**6** LATIN  
AMERICAN  
COUNTRIES

CONDUCTED IN



ENGLISH  
SPANISH  
PORTUGUESE



BOOTCAMP SEASONS  
2019-2020 WERE AN  
ABSOLUTE HIT!

AT LEAST

**24** average # of  
participants per  
Bootcamp

**+96**

Overall NET PROMOTER  
SCORE for the  
bootcamps

**1** STUDENT  
PER BOOTCAMP

describes LALA as the  
"BEST EXPERIENCE  
OF THEIR LIFE"



In the June-August 2019 Season, we conducted 7 Bootcamps in 5 countries attended by 172 alumni, and in the December 2019-February 2020 season we conducted 6 Bootcamps in 3 countries attended by 140 alumni, thus, giving back 312 LALums (1) to the Latin American continent.



We conducted a Pre-Bootcamp Baseline Survey and a Post-Bootcamp Impact Survey to measure 5 domains of immediate impact of the program on its participants (read more about methodology on page 11).

## **5** DOMAINS USED TO MEASURE THE IMMEDIATE IMPACT OF BOOTCAMPS

- **COURAGE**
- **COMMUNITY OF SUPPORT**
- **COMMUNICATION**
- **ENTREPRENEURSHIP**
- **SELF-CARE**



We plan to continuously improve our measurement techniques in order to gather long-term data (e.g. 6 months post-bootcamp, 1 year, 3 years, etc.) to test our theory of change and learn what activities to adjust in order to get closer to our mission.

(1) LALums are LALA alumni, a potent species of young leaders committed to social impact in their communities in Latin America.

# NOTE ABOUT NET PROMOTER SCORES

## Exceptionally High NPS Scores!



MLB: Bootcamp in Mexico  
BLB: Bootcamp in Brazil  
CLB: Bootcamp in Colombia  
PLB: Bootcamp in Peru



Detractors: 0%



Passively satisfied: 3%

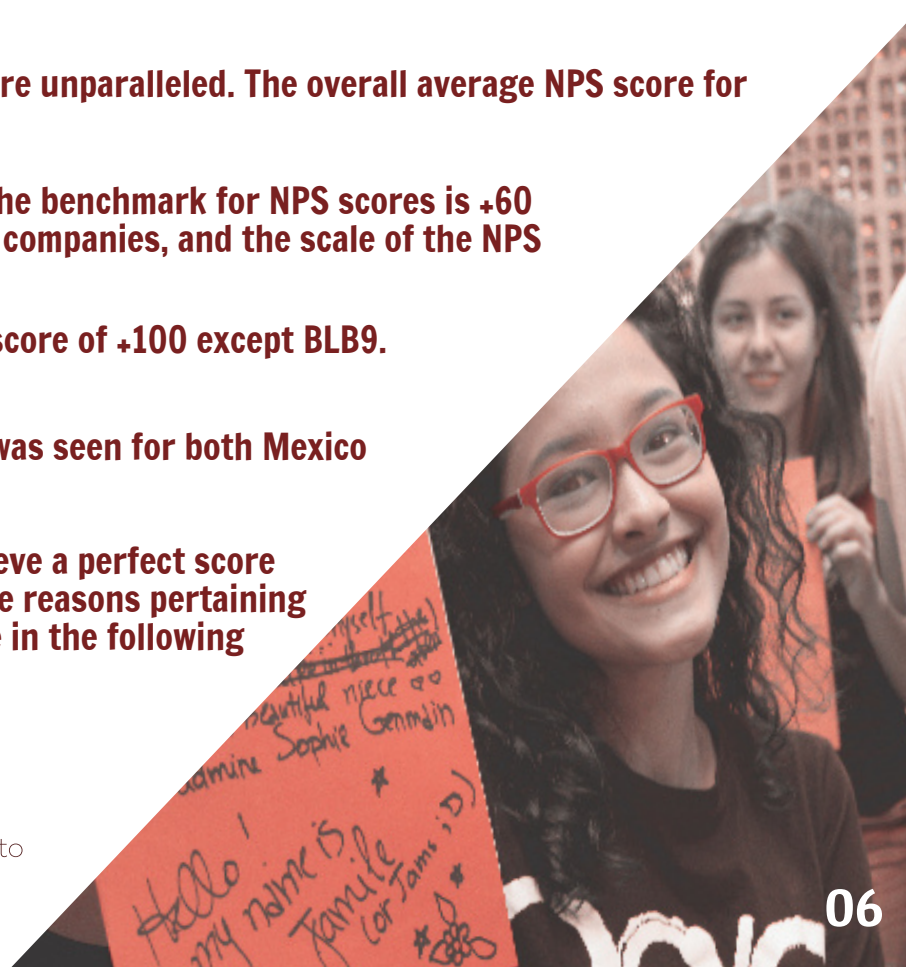


Promoters: 97%

- LALA Bootcamps Net Promoter Scores are unparalleled. The overall average NPS score for LALA bootcamps is +96.
- This is particularly striking given that the benchmark for NPS scores is +60 across industries, even for fortune 500 companies, and the scale of the NPS score ranges from -100 to +100.
- All Brazil bootcamps have seen an NPS score of +100 except BLB9.
- The ever so slight dip in the NPS score was seen for both Mexico bootcamps, for CLB4 and for PLB2.
- Only 5 out of 13 Bootcamps did not achieve a perfect score of +100 and were slightly off for possible reasons pertaining to logistics and facilities, explored more in the following slides.



Learning for future bootcamps NPS:  
Invite a qualitative response for NPS to justify the score, for overall feedback



# PANORAMA OF ALUMNI



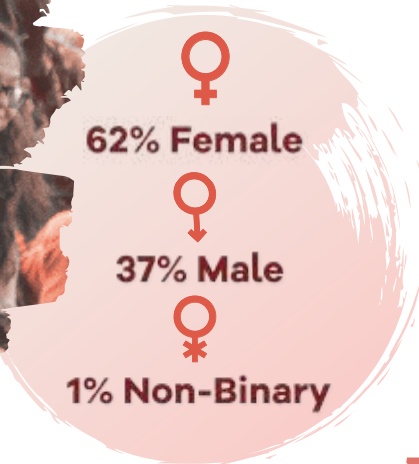
**15%** students are taking a GAP year



**34%** students are the first generation to attend college in their families.



**51%** students are currently working on a social impact venture.



**SCHOOL**  
**44%**

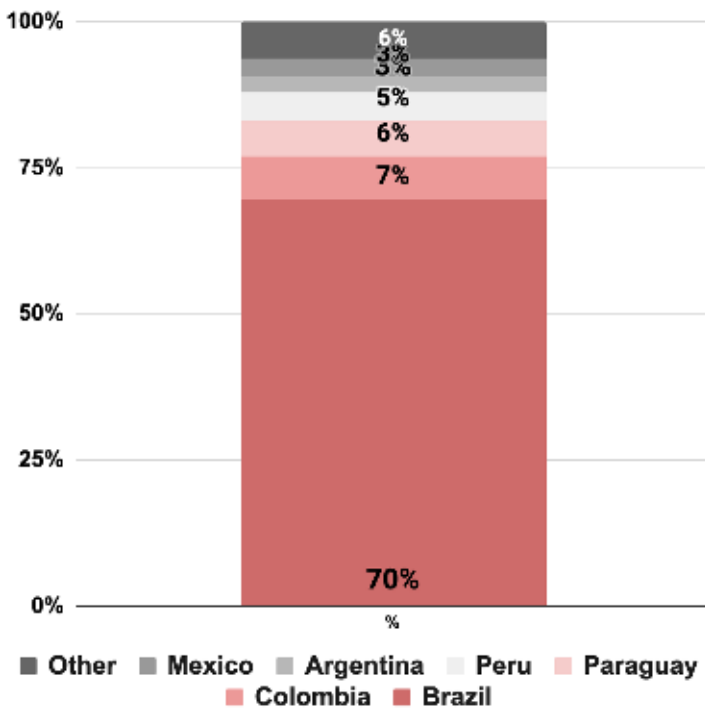


students come from a public school



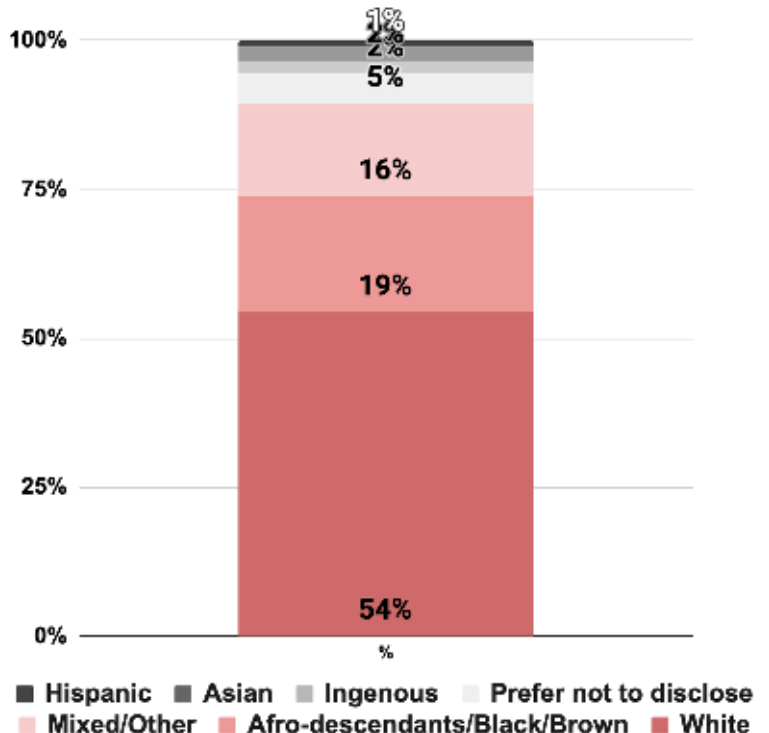
**56%** students come from a private school

## NATIONALITIES



Other countries: Chile, USA, Venezuela, Ecuador, Guatemala, Honduras, Dominican Republic, Bolivia, Uruguay, Jordan

## RACE



## TOP 5 STUDENT'S SDGs PASSIONS



Quality education



Gender equality



Good health and well-being



Reduced inequalities



Peace, justice and strong institutions

# A NOTE ABOUT THIS REPORT



It is a slight misnomer to call this an “impact” report, since “impact” per se, is what we hope to observe in the longer-run, as our alumni go back home and implement their newly acquired courage, community of support, and tools to be the change and lead the change. In fact, we do not believe they will go straight home after a Bootcamp and immediately impact their communities. While some alumni, like Giullia Jaques, might get started right away tinkering with an idea they had at the Bootcamp, and get it started with what they learned through LALA...

## GIULLIA'S STORY



At LALA's Peru Leadership Bootcamp this past August, Giullia consolidated her passion for social justice and her networking skills through an idea inspired by a guest lecturer at the camp. “The speaker from X-runner asked us: ‘what things do you have access to that people in your community do not?’ And that was particularly hard for me at that time because the way I saw my background was in a negative way. I was like ‘yeah, I’m poor, I already don’t have access to a lot of things.’ But, then I was like ‘wait, I have access to water and toilets, that’s already a lot... and almost all the time I have access to food and clothes. So... what else am I not thinking about? Period products!”

Back to the hostel after the lecture, Giullia started doing some research on “who in Brazil is suffering from lack of quality healthcare when it comes to menstrual hygiene?” She found two books about the situation of incarcerated women. On Instagram, she texted Nana Queiroz, activist and author of *Presos. que menstruam* (“Inmates who Menstruate”), who responded and helped her see reusable cotton pads as the best solution for the routines of life in prison. When she returned home, Giullia identified a women’s prison in Rio and found partners to supply the pads: the raw materials (cotton) would be donated by the period-underwear company *Herself* and the sewing labor would be done by the inmates in the professional training program run by Fundação Santa Cabrini. In less than two months after the Bootcamp, Giullia had founded *Absorvidas* (read more [here](#)).





...others, like **Bruno Freitas**, might come home and deploy their communication super-powers (like appreciative inquiry, strengths-based approach, and authentic connection through vulnerability) to further investigate the root causes of their community issue and in the future - 3 months, 6 months, 1 or 2 years down the line - found a new venture to tackle this problem at the root and with community allies.

Others yet, like Flavia Iespa, might dedicate the tools they learned at the Bootcamp for their project of self - improving their mental health, actively cultivating their network of mentors, getting into college, building a meaningful career path - so they can first be the change to then lead the change effectively.



## FLAVIA'S STORY

**“When I went to the bootcamp as a participant I wasn’t that happy, bubbly person anymore, I was like, constantly sad,” Flávia said. “But then by really listening to the staff and their teachings I was able to start transitioning back. I started to be happy with myself and I started these new healthy habits with the help of all the mental health talks and activities.**

**Then getting to go back to the Bootcamp as a coach I felt was my opportunity to rescue the old Flávia and put her back into action. “Flávia continued to grow and blossom both personally and with LALA, even helping other students see their beauty when she was a coach, and eventually leading her to the LALA Academy (read more [here](#)).**

# METHODOLOGY

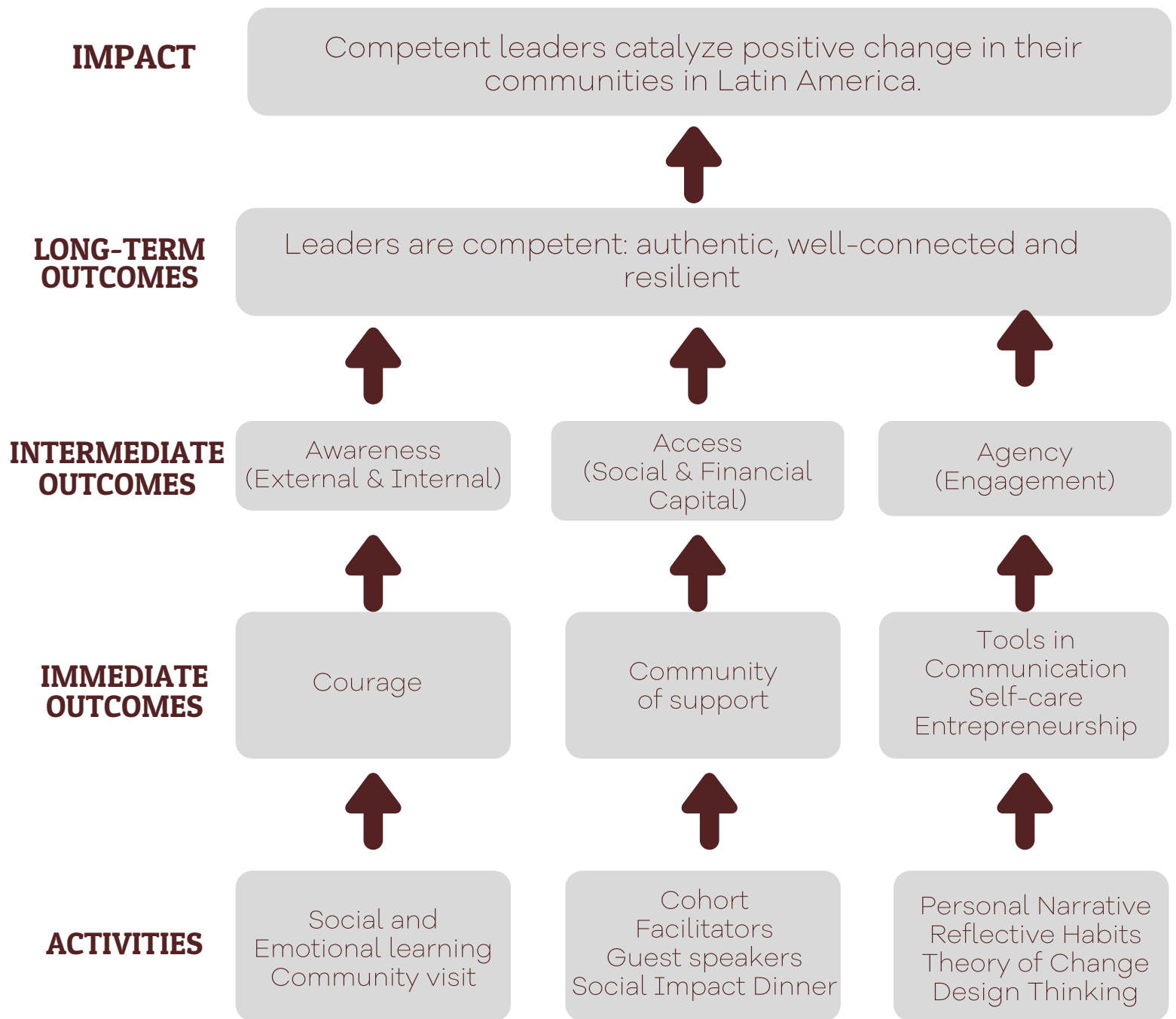
We asked all 312 participants of the Jun-Aug 2019 and Dec '19-Feb 20' Seasons of Bootcamps to fill out three self-administered surveys on Google Forms (see Table 1). Three of these surveys were not anonymous, since we want to be able to accompany our alumni's individual development in the coming months and years. In the Pre-Bootcamp Baseline Survey and the Post-Bootcamp Impact Survey, we developed 37 indicators, assessed in a 7-point Likert Scale, to evaluate the change in the five domains of immediate outcomes: courage (participant's awareness of self, others, and society), community of support (participant's network of support), communication tools, self-care tools, and entrepreneurship tools.

SURVEY TITLE	ANONYMOUS	WHEN ADMINISTERED	DOMAINS MEASURED	RESPONSE RATE
Pre-Bootcamp Baseline Survey	No	Sent to participants 1-3 weeks prior to their arrival at the Bootcamp. Due on Day 1 of the Bootcamp, prior to the start of activities.	Courage Community Communication Self-Care Entrepreneurship	Season 1 Response Rate: 53%  Season 2 Response Rate: 59%
Post-Bootcamp Impact Survey	No	Sent to participants on the last day of the Bootcamp. Recommended deadline up to 1 week after the Bootcamp, though late responses were accepted.	Courage Community Communication Self-Care Entrepreneurship	
Bootcamp Quality Survey	Yes	Sent to participants on the last day of the Bootcamp. Recommended deadline up to 1 week after the Bootcamp, though late responses were accepted.	People Programming Facilities NPS	The overall response rate is 73%

**Table 1. Surveys self-administered on Google Forms by participants of the Jun-Aug 2019 and Dec '19- Feb '20 Seasons of Bootcamps**

We don't have to wait for 5-10 years to know if we are on the right path for continental social change. We can measure our immediate and intermediate outcomes to evaluate how we are performing against our theory of change and learn quickly - rather than too late - whether our hypotheses are supported, or whether they are rejected and we need to change our approach. That is what this "Bootcamps Impact Report" is about. We sent 3 self-administered surveys to the Bootcamp cohorts of the Jun-Aug 2019 Season and Dec'19-Feb '20 Season and analyzed the responses in order to produce a snapshot of LALA's performance at the "Immediate Outcomes" stage of our logic model (see Figure 1).

**Figure 1**  
● ● ● ●



# OUR HYPOTHESES

We hypothesized that within one week after the Bootcamp, we would observe the following immediate outcomes by domain and sub-domain:

## COURAGE

- a. Internal Awareness (Self):
  - i. Increase in indicators of internal awareness (higher self-confidence, authenticity, & more importance given to a self-transcendent purpose).
- b. External Awareness (Others & Society):
  - i. Decrease in indicators of external awareness (as a sign of intellectual humility & expanding perspectives, recognizing biases & reviewing assumptions).

## COMMUNITY OF SUPPORT

- a. Access to Social Capital
  - i. Increase in feelings of belonging.
  - ii. Increase in indicators of support (mentors, role-models & friends).
  - iii. Increase in indicators of diversity in the participant's network.
- b. Access to Financial Capital
  - i. No change or minimal increase in access to financial capital.

## COMMUNICATION

- a. Agency in Communication:
  - i. Increase in confidence to connect & express vulnerability.

## SELF-CARE

- a. Agency in Self-Care:
  - i. Decrease in self-reported stress & anxiety levels.
  - ii. Increase in participant's confidence to recognize and manage emotions.

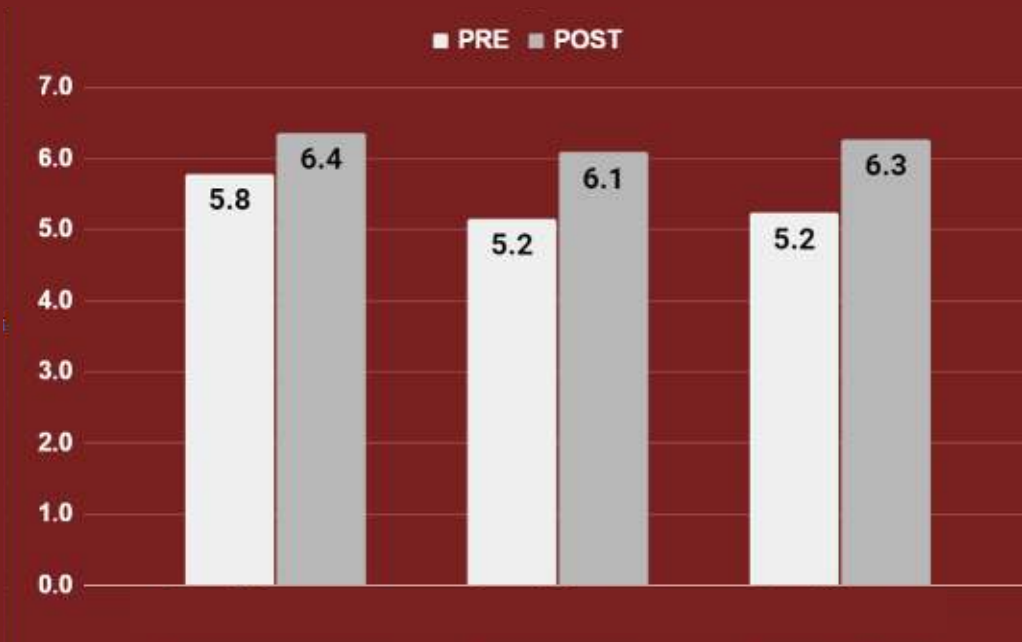
## ENTREPRENEURSHIP

- a. Agency in Entrepreneurship:
  - i. Increase in confidence about future goals and social-impact career
  - ii. Increase in indicators of an entrepreneurial mindset (confidence to start a venture)
  - iii. No change or minimal increase in engagement (the actual act of starting a venture).



# OVERALL GROWTH IN EACH DOMAIN

## JUNE-AUGUST BOOTCAMPS SEASON



### AWARENESS

The category awareness had the lowest growth of 0.6. Nevertheless, after the qualitative analysis, internal awareness denoted 44 students out of 91 who believe their confidence for working on social projects has raised in a significant amount.

In addition, 39 students out of 91 understand their self-recognition and self-discovery process as a relevant step to find their own purpose and goals.

On the other side, external awareness is manifested by social issues recognition and social impact awareness expressed by 39 students out of 91 in their answers.

“

After LALA I have more confidence in myself and have things more clear on my mind on how to be a good leader, start and make a project.

“

“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”

### ACCESS

The category overall access demonstrated a growth of 0.9. The qualitative data tracked 48 students out of 91 who recognized an improvement on their access to social capital. After the bootcamp, students have a sense of belonging to a supportive community which give them confidence to lead a social transformation in their communities.

“

LALA helped me connect people from all over Latin America, being able to realize that I am not alone in this purpose and that together we will lead the change

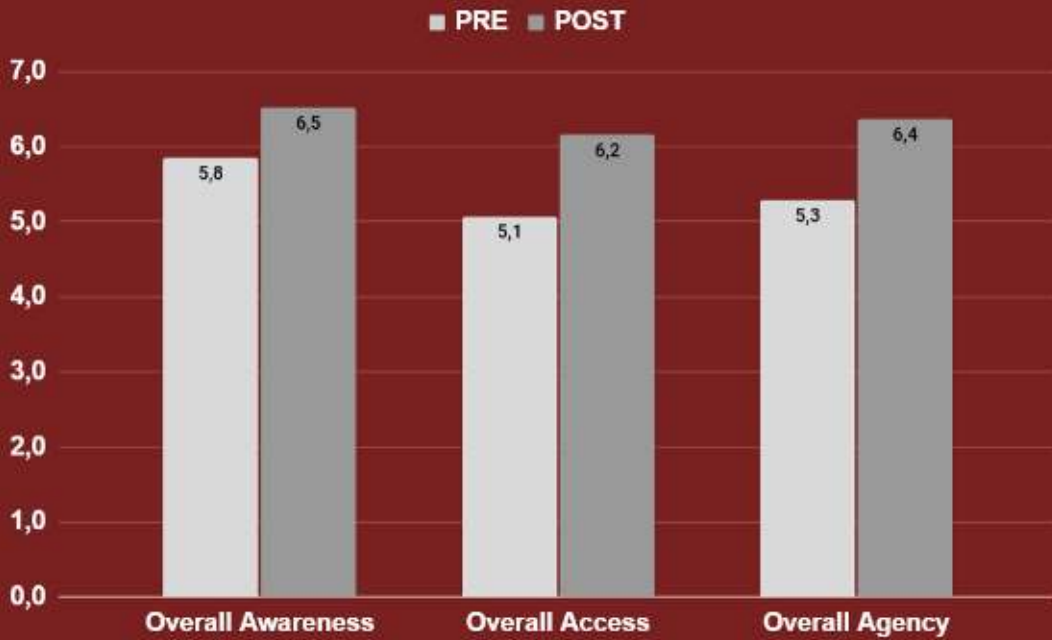
### AGENCY

Agency registered the highest growth, by 1.1. Overall, 45 out of 91 students mentioned an improvement in self-care practices in their routines and highlighted the importance of it. Besides, 53 declares that LALA allowed them to improve their network, perspectives and thus help them in their entrepreneurship role.

“

The academy gave me tools to expand my paradigm and knowledge that will undeniably help me in the future. I was able to build strong networking with big social entrepreneurs in Mexico that are now my new role models, but also within my cohort and the staff.

# DEC-FEB BOOTCAMPS



## AWARENESS

The quantitative data demonstrated a 0.7 growth in students overall awareness after the bootcamp. The qualitative data confirms this by the 53 responses out 80 students related to external and internal awareness where students indicated how their self-care, social issues and networking awareness increased after their participation.

I'd describe it as an exploration, an exploration through your feelings, skills, leadership potential, and how to impact our communities within this process.

-PLB1 student-

## ACCESS

The category access had the lower baseline answer (5.1) and demonstrated 1.1 growth. The qualitative analysis tracked 41 responses that mention improvement on students access to social and financial capital. Access to social capital had the highest growth 1.1 and financial capital demonstrated a 0.8 growth. The responses suggest students are aware that after the bootcamp, their social networks have expanded as well as the sense of belonging from a community of support.

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.

-MLB1 student-

## AGENCY

The overall agency has increased in 1.1. Confidence was a constant in the student answers. 48 students highlighted an increase on decisiveness and confidence to start a social entrepreneurship after the bootcamp. There were several responses that related confidence with a development of fundamental skills such as storytelling, leadership and communication.

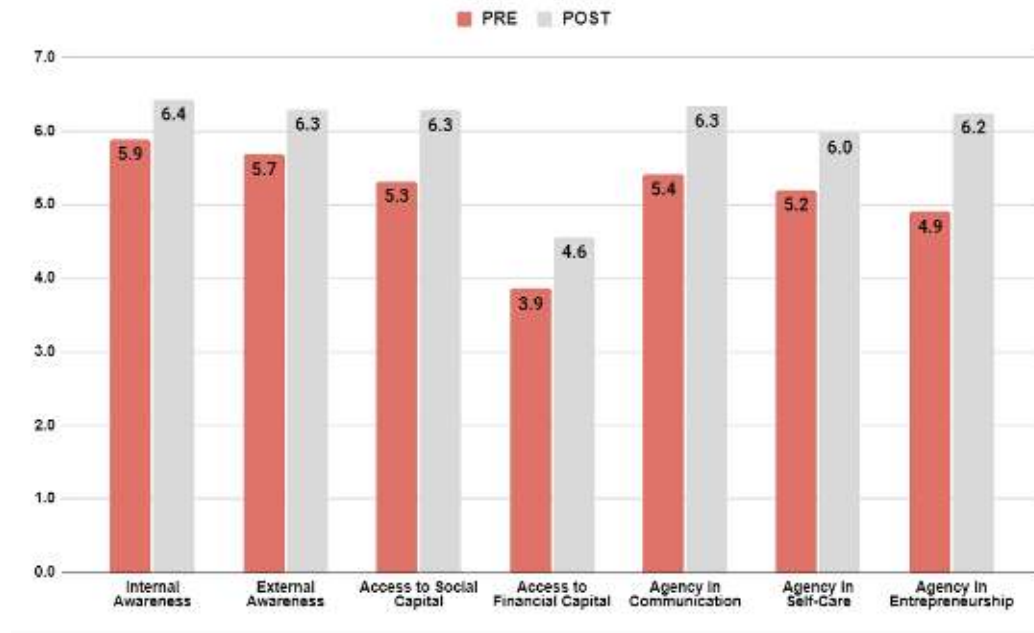
I knew I could lead big changes in the society but I didn't know how to start or had the confidence I needed to it, but after the bootcamp I learned how to do the first steps and that my fights have value and so do I".

-MLB1 student-

# GROWTH ON EACH SUB-DOMAIN

## JUNE-AUGUST BOOTCAMPS

Access to Social Capital and Agency in Entrepreneurship showed the highest growth in post-reported scores of 1pt and 1.3 pts each. In addition, Agency in Communication demonstrate a significant growth as well with a score of 0.9. The qualitative data reveals a strong connection between the three sub-domains. Most of the participants recognize their communication skills as a powerful method for creating social connections and for receiving support for their ventures.



“

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

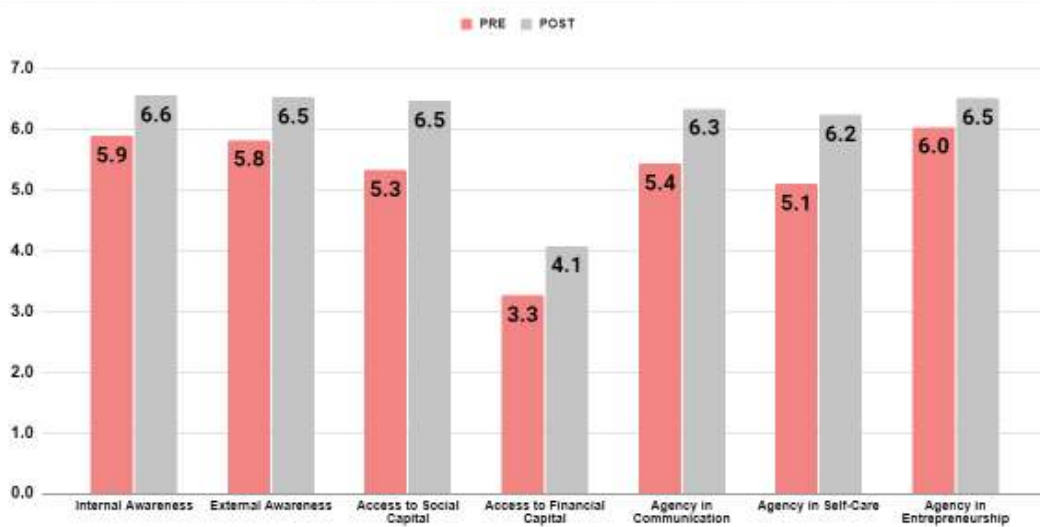
-CLB1 student-

”

\*Access to financial capital had the lowest baseline and shows a comparatively higher growth than internal & external awareness.

## DECEMBER-FEBRUARY BOOTCAMPS

In the graph, access to social capital and agency in self care evidenced the highest growth (1.1). The qualitative analysis confirmed that after the bootcamp, 45 out of 80 students demonstrated they have learned self care practices which have fostered their internal awareness, and that they have continued to use them after the experience.



“

"LALA gave me tools and perspectives to take care of myself and deal with this issue and also gave me a new family where I feel safe and loved."

-BLB6 student-

”

Like this student mentioned, the bootcamp also increased participants access to social capital, which also had a 1.1 growth. Even though agency in entrepreneurship has shown the smallest growth (0.5), students have correlated their improved access to social capital as a key factor for starting or joining social ventures.

“LALA gave me the means to actually start and make a change. I met incredible and talented people and made friends for life; that alone is already enough, but LALA also allowed me to meet people fit to help me in any projects in my area in the future.”

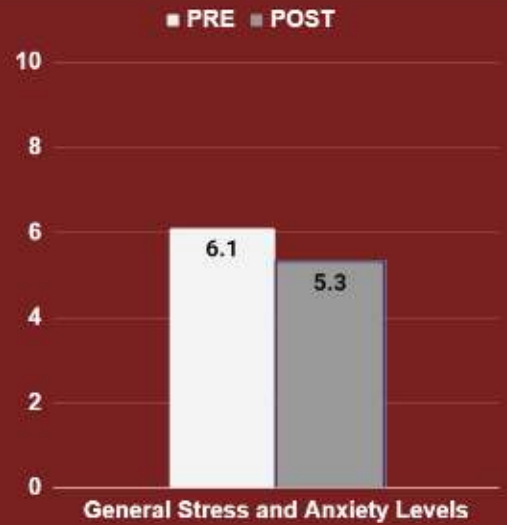
-BLB8 student-

# AGENCY IN SELF-CARE AND MENTAL HEALTH

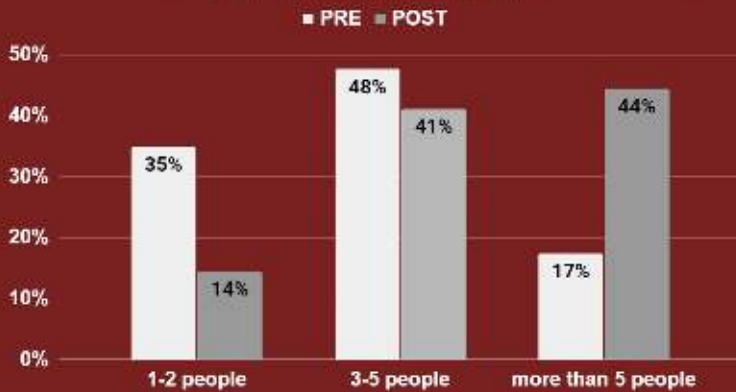
## JUNE-AUGUST BOOTCAMPS



How do you rate your general stress and anxiety levels?

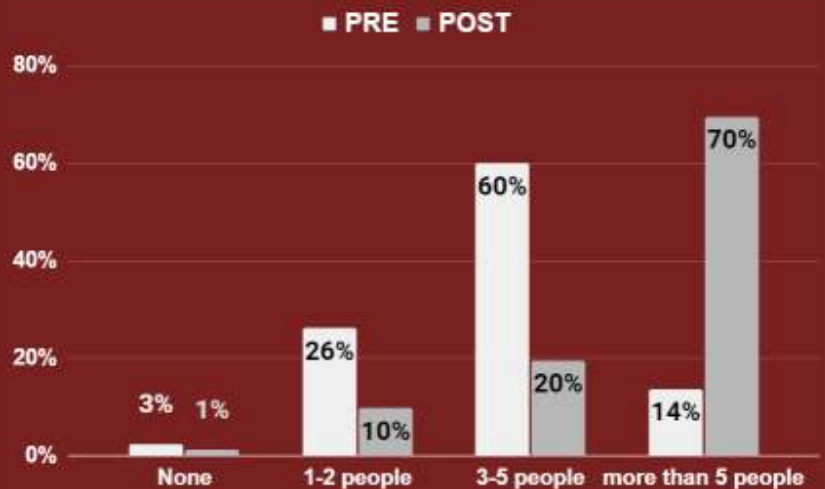
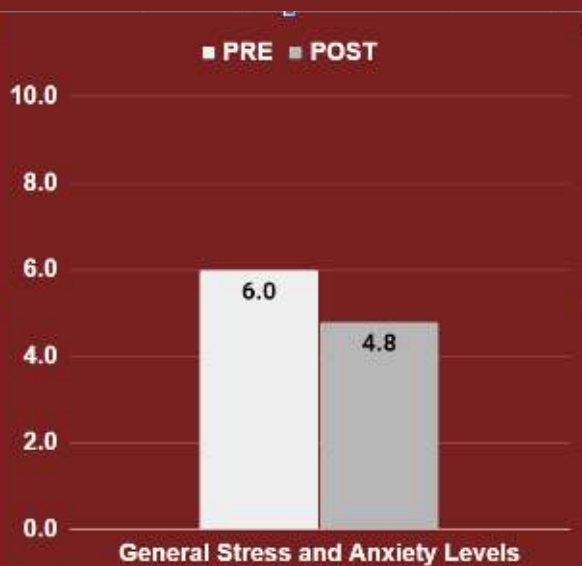


NOT counting family members, from how many people in your life right now WOULD you ask for help in a situation of high stress?



On average, students report a 0.8 points lower stress/anxiety level post a bootcamp. While self-reporting on anxiety and stress levels is time stamp on general moods multiple factors both personal & professional and its effect cannot be directly associated with Bootcamps, students do go back from bootcamps and report lower stress levels. Multiple research studies show that quality of social relationships is a major risk factor for depression and strong social ties strongly correlate with lower depression rates. After attending the bootcamps, there was a 27% increase in the number of students who reported having "more than 5 people" they can reach out to in high stress/difficult situation. This also correlates with lower reported stress and anxiety levels.

## DECEMBER-FEBRUARY BOOTCAMPS



On average, students report a 1.8 points lower stress/anxiety level post a bootcamp. While self-reporting on anxiety and stress levels is time stamped on general moods & multiple factors both personal & professional and it's effect cannot be directly associated with Bootcamps, students do go back from bootcamps and report lower stress levels.

Multiple research studies show that quality of social relationships is a major risk factor for depression and strong social ties strongly correlate with lower depression rates.

After attending the bootcamps, there was a 56% increase in the number of students who reported having "more than 5 people" they can reach out to in high stress/difficult situation (a much higher % increase than season 1). This goes to speak much about the sense of belonging and accompaniment cultivated during bootcamps, which in turn possibly led to much lower reported stress and anxiety levels.

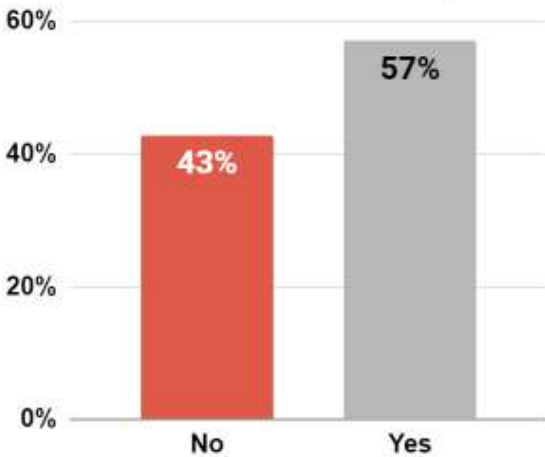




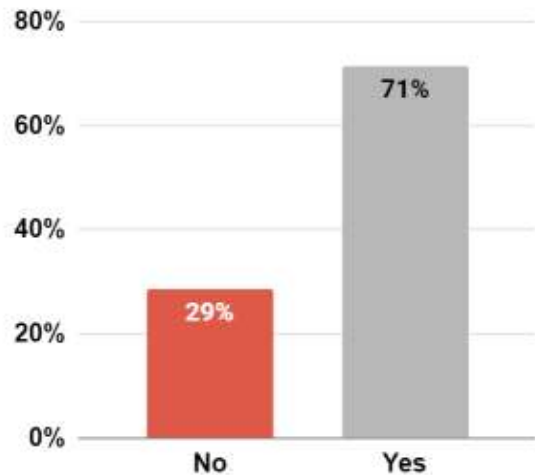
# VENTURES

## JUNE - AUGUST BOOTCAMPS

Are you planning to significantly change an existing venture after the bootcamp?



Are you planning to launch a NEW venture after the bootcamp?



As stated by the quantitative data, 57% of students plan to change and/or improve an existing venture while 71% are willing to launch a new venture after the bootcamp. According to the qualitative data, 51 out of 91 students believe their participation at LALA helped them develop an entrepreneurial mindset, allowing them feel capable to develop and/or start a new project.



**"After LALA I feel motivated and ready to lead the change more than ever. I know that I'm capable and I have the tools I need"**

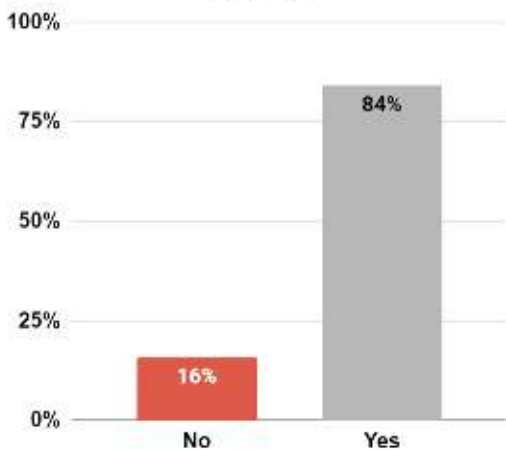
This analysis also directly correlates with the high growth in Agency of Entrepreneurship and Access to Social Capital (see page 16), 39 out of 91 students relate their confidence of starting a venture, with the network support and social connections they were able to make.



**"LALA gave us the network we needed to reflect on what it means to be a social entrepreneur and how to work on it"**

## DECEMBER - FEBRUARY BOOTCAMPS


Are you planning to launch a NEW venture or significantly CHANGE an existing venture after the bootcamp?



84% of the students stated that they plan to launch or significantly change an existing venture after attending the bootcamp. In the quantitative analysis, agency in entrepreneurship demonstrated a 0.5 growth, supporting this data.

**"I didn't know how I could start to make a difference and create projects that would have an impact. At LALA I got in touch with people and organizations that serve me as a guide for making this things real. Also the participants, who gave me so much support, also shared with me tools and contacts that will help me become a social entrepreneur"**

# LEADERSHIP ANALYSIS



The qualitative data demonstrated that after the bootcamp students recognized effective communication and community connection as essential concepts for defining leadership. In addition, internal awareness, was also categorized by the students as a necessary process before starting leading a social initiative.

“ **The effective leader is the one who knows how to present his story, to connect with his community, but before this, be the leader of his/her life.** ”

## Community connection

Students agree with social issues awareness and close communication with their communities as relevant for determining the meaning of leadership and social impact.

“ **An effective leader is not only someone who is passionate about the problem they are trying to solve, but also someone who is willing to work WITH the community and not FOR the community.** ”

- BLB8 student -

In addition, values such as listening and empathy have been mentioned several times by the students, maintaining a strong connection with community connection awareness evidenced by students.

“ **An effective leader in Latin America is someone who can listen and practice, someone who is open to understanding their society's problems and perspectives.** ”

- MLB2 student -

## Self - recognition

Participants believe self-discovery, recognition of their purpose and passion for working with their communities, is a key step for developing their leadership skills.

“ **A Latin American leader is one who, before wanting to change the world, changes himself. An effective leader in Latin America is someone who clearly understands their passions, desires and the why.** ”

- CLB3 student -

## Effective communication

Storytelling skills developed by participants at the bootcamp are considered by students as a crucial concept in defining leadership.

“ **An effective leader in Latin America is someone who knows how to touch people and make them empathize with his/her cause.** ”

- MLB1 student -

# LEARNINGS



The learning & feedback from the Quality survey is valuable to us for informing future programming. The Bootcamp Feedback survey has been above 4 out of 5 rating on every aspect: People (Facilitators, Classmates, Guests on Panel, Guest speakers at social impact dinner, LALA coaches and staff), Programming (Content (WHAT they studied), Methodology (How topics were introduced, the community visits), Facilities (Sleeping facilities, classroom facilities).

## THINGS WE GOT RIGHT / WE SHOULD CONTINUE DOING

- A parent whatsapp group was a win and helped in keeping parents in the loop about the wards! A student's whatsapp group 2 weeks before would've helped with communications & connections prior to the bootcamps.
- We received a raving comment about how an afro-latina student felt represented by the guests at the Social Impact Dinner & Panel. Diversity, Equity & Inclusion is definitely something that we want to more mindfully continue to do with thinking about programming and content.

## THINGS WE CAN IMPROVE NEXT TIME

- Send program schedules with the Arrival guides prior to beginning the camp.
- Continue Parents whatsapp with one dedicated coach responsible for interaction with parents.
- Consider giving "LALA water bottles" for future bootcamps for both environmental reasons and group hydration.
- Curate a diverse guest and community visit portfolio per country prior to the start of bootcamps; have coaches work on pre-sharing guest profiles.
- Overall Average matched response rate for the impact survey for both seasons is 56% which is low. For future bootcamps, we might want to pay extra attention and consideration to get complete baselines and end-lines (both). Additionally, we will aim at "Closing the Loop" i.e. analyze the data and share a report summary with the surveyor to increase future engagement and share how their filled surveys are informing our work. Further, implement feedback surveys during the camp in the future to get higher response rates.

# FINAL CONSIDERATIONS

We know that it is imperfect to measure self-reported changes in attitudes and behavior. But we want to learn. That's why we're experimenting with these indicators, but also not relying solely on those numbers. After all, the statistical significance of our data at this point in LALA's journey is limited by relatively low sample sizes and response rates. That's why we've paired our surveys with qualitative open responses to help us interpret the data. And the work has only just begun! We'd like to accompany our LALums' development long term and we'd also like to look deeper into the data for information about sub-populations by gender, ethnicity and socioeconomic status. If you'd like to support this effort, please email Aarati Rao at [aarati.rao@somoslala.org](mailto:aarati.rao@somoslala.org), she'd love to hear your input.



# WINS AND SPARKS



# PROGRAM

“

"LALA let me be who I really am, I wasn't judged, I felt safe, I felt loved."

“

"I completely loved the experience, it changed my mind and myself in really good ways."

“

"I really enjoyed the methodology, it made learning how it should be: natural, fun and filled with love. Receiving a journal was absolutely thoughtful, because by the end of the week it was full of inspiring quotes and lessons. The way LALA connects you and the other students is also amazing, by the second day I felt like they were my brothers"

## PEOPLE

“

..it was like select the biggest hearts in the world and put in the same place, there's something magical in the air."

“

"I wanted to highlight the great work you do in the selection of the participants and coaches, I don't think the bootcamp would be half as incredible if I couldn't see the passion, the determination, the willingness to learn, that I saw in the participants"

“

"We didn't just made contacts, we made friends. And friendship is the strongest relationship in the world"

“

"I have never felt so welcomed and happy in one place and meeting so many people who are similar and yet so different to me! "

## FACILITIES

“

"I cannot think on a single thing that needed to be improved. The entire experience was amazing"

## ENDORSEMENTS AND SHOUT OUTS



“

"felt accepted and loved (and still feel) and charged with new energy and motivation since I came back to my country because I see hope for the future of Latin America thanks to this network of young leaders"

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"Thank you for making my life better, for giving me hope, for teaching me that even the smallest things can have a huge impact. I love LALA, I love you, and we will lead this change!"

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I really enjoyed the bootcamp. The people from the dinner were SUPER inspiring. One of the best experiences of my life.