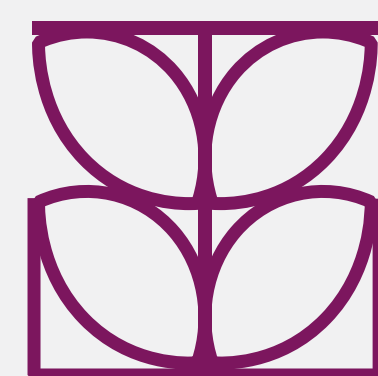
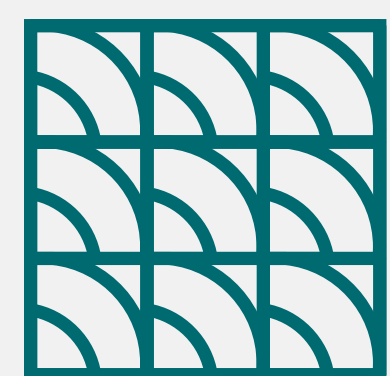
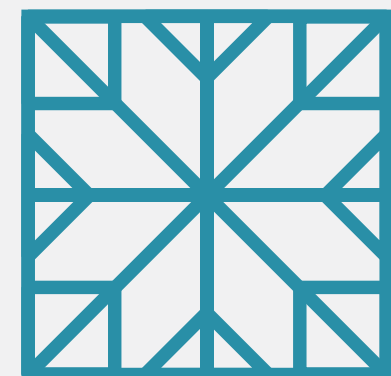
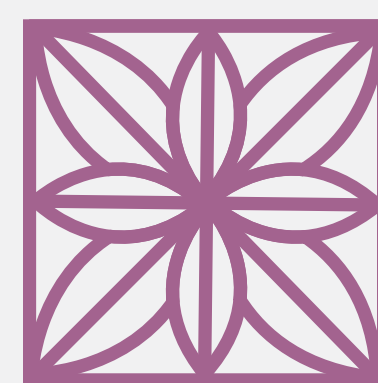
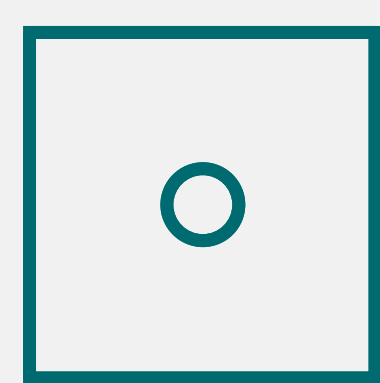
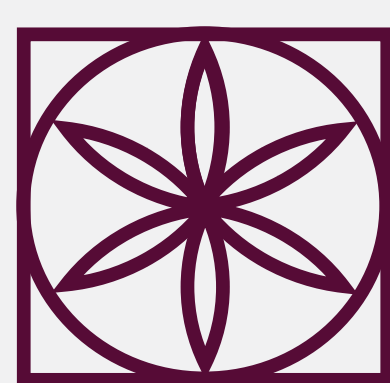
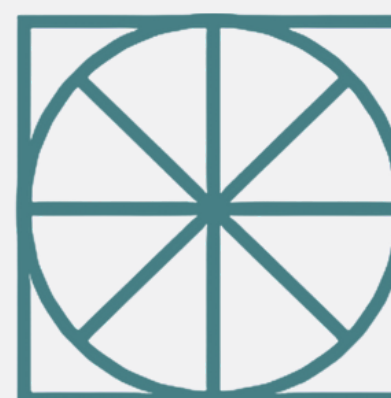
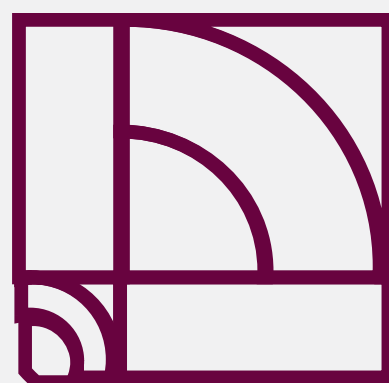
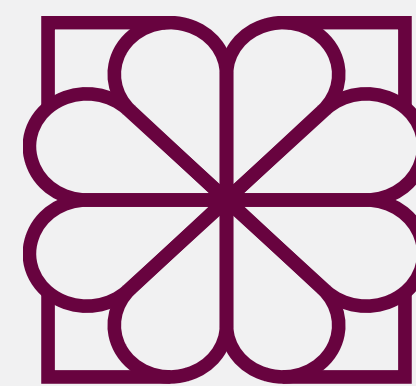
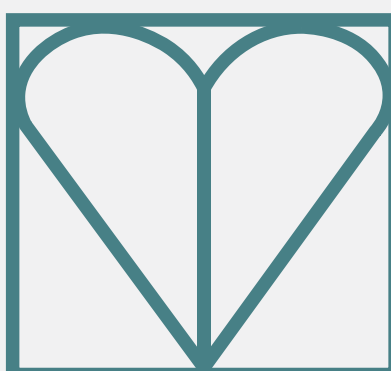
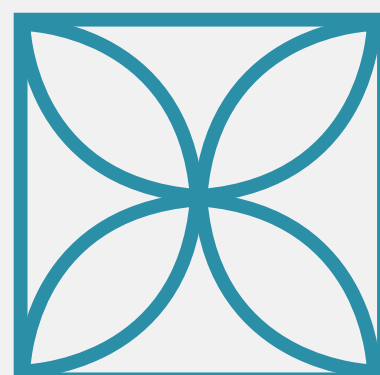
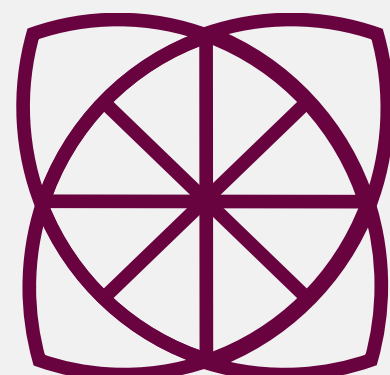


Annual Report 2023



Leading Change Network

The Leading Change Network (LCN) is a global community of organizers, educators, researchers, and organizations committed to freedom and justice.

LCN enables members to learn from one another, improve their Public Narrative and Organizing practices, and build their leadership capacity.

LCN emerged from the work of Marshall Ganz, a Harvard University professor and leading thinker and practitioner in the field of community organizing. Together with many collaborators, their students and others, they cultivated a global community deeply rooted in community organizing, social movements and civic traditions.

The LCN community remains committed to a culture of craft, evaluation and learning across institutional, cultural and geographical boundaries, in the pursuit of building people’s ability to lead change.

It achieves this by cultivating engagement with thousands of participants across multiple learning spaces which has resulted in community-membership growth across 44 countries and conducting training in 30 different languages.

LCN is a 501(c)(3) organization founded and incorporated in 2012.

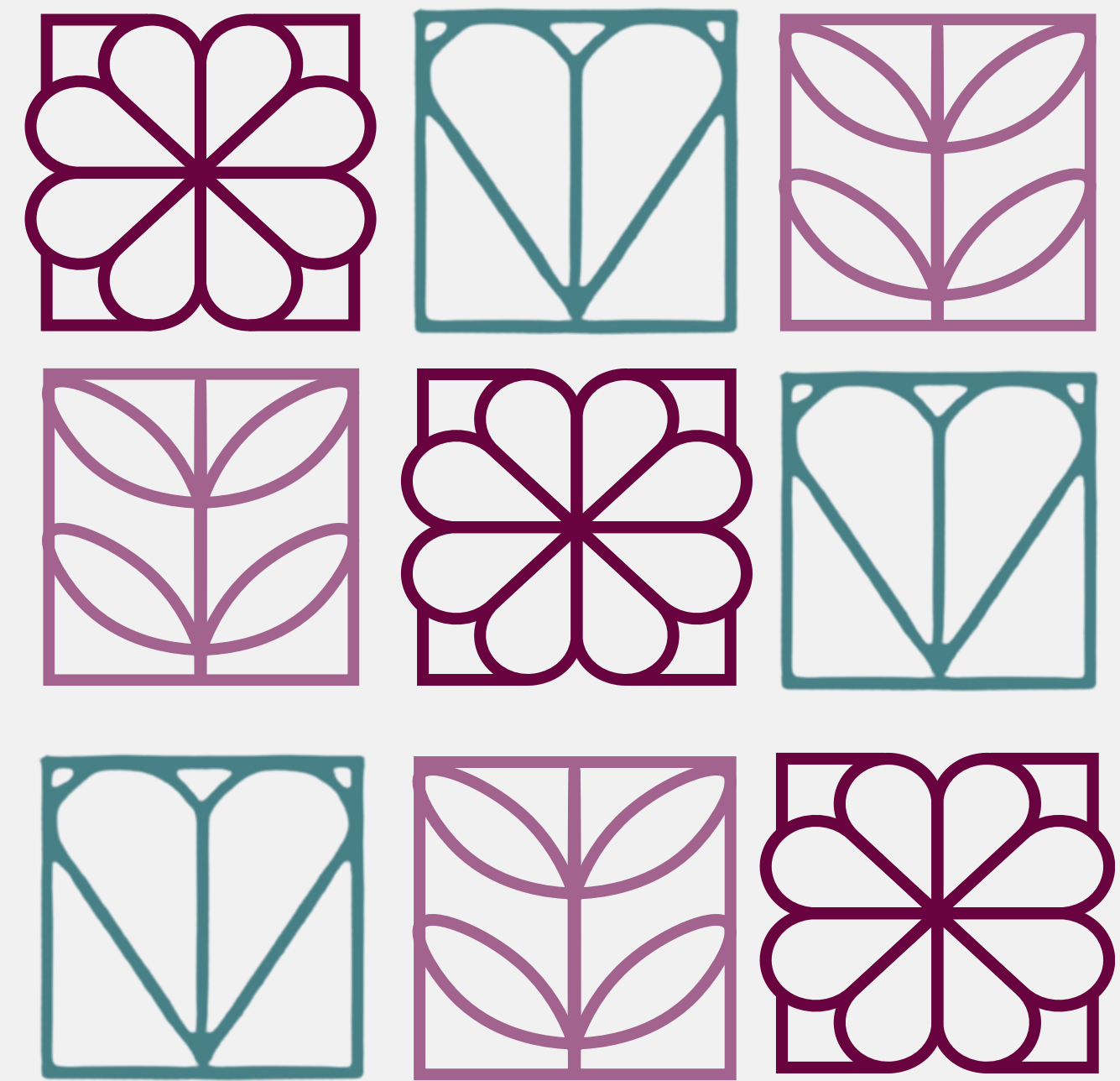


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Executive Summary



Dear Members and Friends of the Leading Change Network,

I am pleased to present the 2023 Annual Report of the Leading Change Network (LCN). We recognize the tough realities of 2023, marked by shrinking civic space and numerous global atrocities. These challenges have underscored the urgency of our mission and strengthened our resolve. We remain committed to creating spaces for learning and collaboration, supporting leaders who drive change even in the face of adversity.

The highlight of this year internally was having a strong team that is dedicated to freedom, justice, and leadership development through organizing and public narrative. We advanced our mission through the new programs of the Leading Change Academy, preparing for its official launch, expanding our reach, and strengthening our programs.

Our reach has expanded to 84 countries, engaging over 953 participants in workshops and skill sessions, and maintaining a community of 1,458 attendees. Our active membership now includes 406 individuals and 193 organizations.

The Leading Change Academy has made significant progress, with multilingual workshops enhancing accessibility. We celebrated the advancement of 40 new coaches and 15 new trainers, reflecting our dedication to leadership development.

Our Resource Center, now hosting 350 resources in 17 languages, remains vital. The "Lost in Translation" event emphasized the importance of cultural contextualization in our work.

Notable initiatives like the Climate Justice Movement Academy in Europe and the Hope in Action Series in the Global South have brought climate to the forefront which is essential to acting in relation to the ticking clock threatening our planet.

Looking ahead, we remain committed to our vision of a just, sustainable, and democratic world.

We will continue to nurture our global community, fostering learning and collaboration, and supporting leaders who drive change.

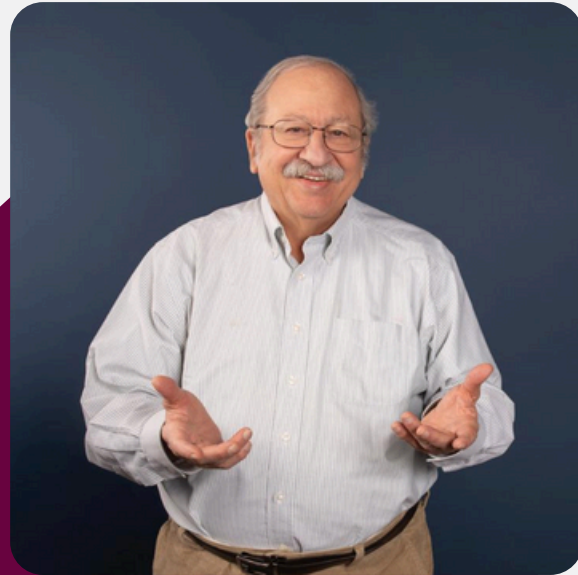
Thank you for your unwavering support and dedication.

In solidarity,

Mais Irgusi



Letter from Marshall Ganz



Friends,

I'm very happy to have this opportunity to share the good work that LCN is doing in this most challenging of times. Although the development of leadership, adapting pedagogies of practice, and supporting effective organizing contribute mightily to making the promise of democracy real, it is access to hopeful experience that fuels all the rest.

And to be clear, hope resides not in wishing for a charismatic savior, fantasizing a 'correct' blueprint for the future, or imagining "magic moments" in which the world is transformed. Hope is in experiences of being of value, of growing one's capacity, of connecting with others whose values we share, of celebrating our successes (even if "small") and our failures (mistakes are data), of surprise when something worked out that 'shouldn't have', and, like David when he met Goliath, when our resourcefulness can generate more power than vast resources arrayed against us. And as the 12th-century philosopher Maimonides taught, hope is "belief in the plausibility of the possible, as opposed to the necessity of the probable." It is always probable Goliath will win... but sometimes David does. In other words, we live in a world of possibility, not only probability. Hope is located in the space between certainty and fantasy – the world of 'could be' not 'will be'.

LCN's focus is on enabling people to experience learning with others and as a source of learning for others; of learning with the heart, the head, and the hands; of communicating values by sharing stories; of discovering all of us can strategize; of making measurable change on the ground; and by structuring our work with each other, we can benefit from the creativity, yet not be stuck with internal divisions.

So, what about winning the campaign, stopping the abuse, reforming the school, organizing the workers? LCN's contribution is to recognize that these macro shifts in power are far more likely when grounded in the development of our own courage, organization, sacrifice, imagination, and learning.

And we have only begun.

Marshall Ganz

The Beginnings

A year before his graduation, Marshall Ganz left Harvard University to volunteer in a project that aimed to support African American organizers fighting for the right to vote across the south of the U.S.



It was in this tangle of race, power, and politics in America that Marshall absorbed the essence of organizing: collective, trained leadership mobilizing communities to act together in solidarity by providing people under adversity with the necessary resources and tools to empower them to effect change.

Marshall returned home to Bakersfield, California, able through his new 'Mississippi eyes' to see another community of people of color who lacked political rights and economic protection - evidence of California's own rich history of racial discrimination. Mississippi turned out not to be an exception in America, but an aspect of America that needed to change.

After 28 years of organizing communities, unions, and electoral campaigns, Marshall returned to Harvard to complete his undergraduate degree, earn an MPA at the Kennedy School, and a PhD in sociology.

While working on his doctorate, he was asked to develop a course on organizing. The request finally presented him with the opportunity to merge his life experience with social science, producing a pedagogical approach to organizing.

This approach of empowering people by teaching them how to translate their values into effective action stirred a lot of interest across many fields, such as education, healthcare, environmental action, and immigration reform.

Three collaborations, in particular, with the DREAMer movement, the New Organizing Institute (NOI), and the Institute for Healthcare Improvement (IHI), anchored the US-based work of the budding network.

Simultaneously, Marshall's students and collaborators went on to adapt the organizing pedagogy in communities around the world, such as Ahel in Jordan and Serbia on the Move in the Balkans.

In the same year, Marshall launched an online course at Harvard called Leadership, Organizing, and Action: Leading Change to share this approach with emerging leaders around the world.

The LCN Journey



- 2009

Leading Change Network seeded

- 2012 - 2014

Global gatherings create diverse learning environments for leaders and organizers.

- 2015

Global Affiliates Gathering (Andrevlje, Serbia)

- 2018

Online conference relaunches LCN and membership becomes official

- 2020

Online activity increases in response to pandemic

- 2021

Strategizing and revamping of programs with leadership from LCN community

- 2022

Implementation of strategy results in exponential and intentional growth including launch of new programs

- 2023

Piloting the Academy offerings. Building a strong team to carry the programs.

- 2024 onwards

Official Launch of the Leading Change Academy

The inception of the Leading Change Network dates back to 2009 when the first seed was planted. Over the years, the idea gained momentum through conversations with leaders worldwide who recognized the need for a global community of practice that fosters knowledge exchange and engagement among organizers, educators, and researchers.

In 2023, building on the programs developed in 2022 , we continued to grow our network, partnering with diverse organizations, to advance program development towards empowering our members. We continued on professional piloting of Academy offerings to be able to launch the Academy officially in 2024.

Our global community remains at the heart of our mission and vision. Looking ahead, we will continue to work closely with our members and affiliates, as we remain committed to continuous learning, adaptation to challenges, and nurturing the growth of leaders who drive change worldwide.

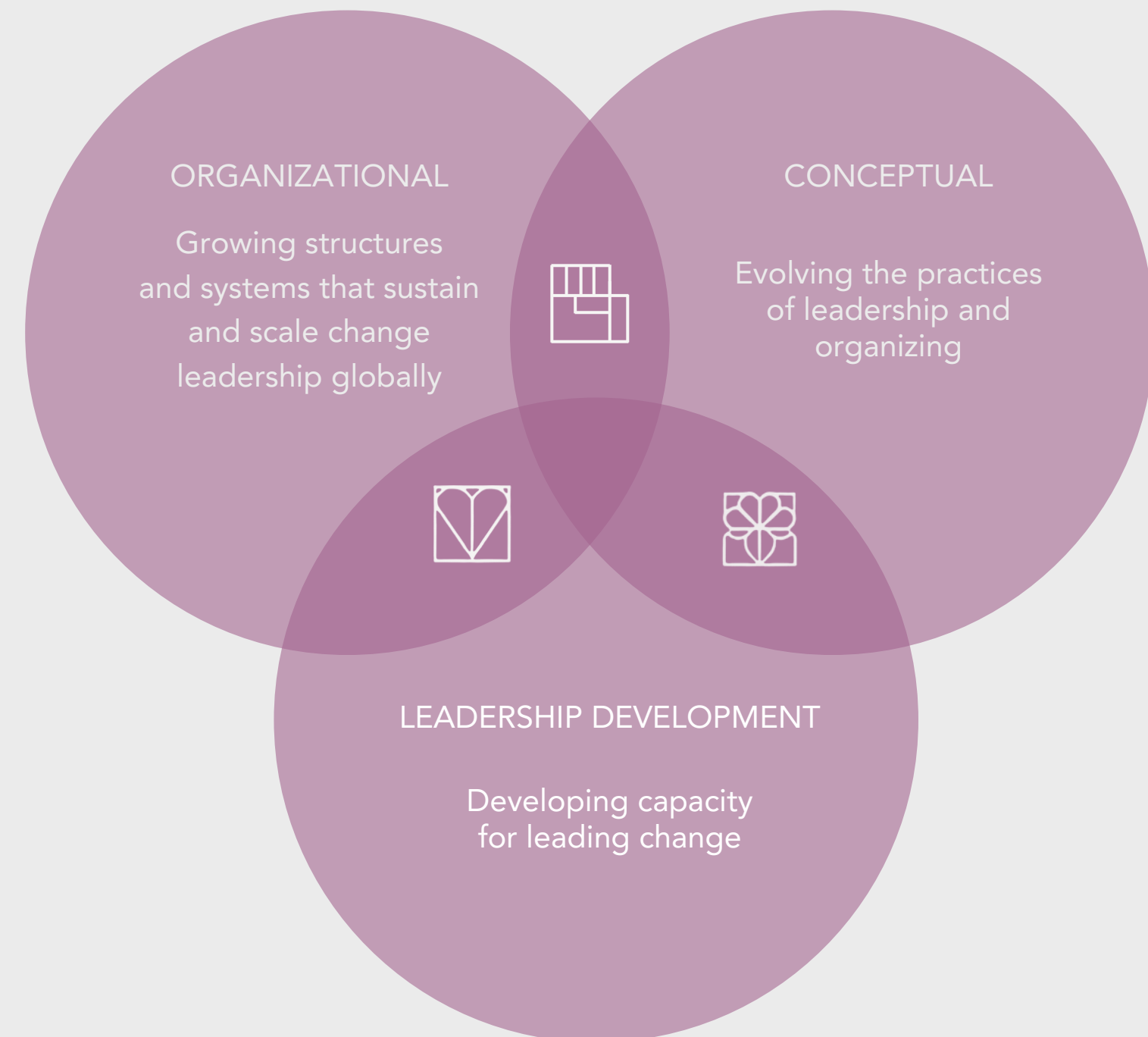
Our Vision

A vibrant global community of organizing practice and learning that develops leadership across borders and generations to build the power of the people towards a far more just, sustainable and democratic world.

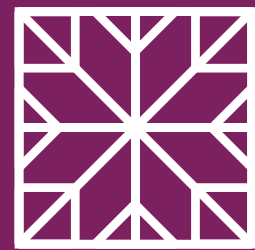
Our Mission

We further the knowledge, capacity and leadership of community organizers by connecting ideas, building learning spaces and developing relationships towards organized people power.

Theories of change

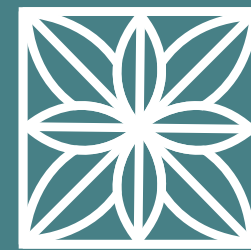


LCN PROGRAMS



LCN Snowflake

Coaching and support for leaders, campaigns, and organisations in their efforts to scale this work and adapt it.



Leading Change Academy

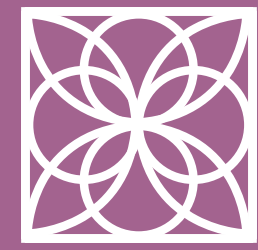
Learning offering that introduces the leadership practices and builds trainers and coaches.



Global Hubs & Community of Practice

A globally-connected community that actively learns from, and supports, each other

Strengthening and seeding the leadership and development of member-led groups that are rooted in specific thematic areas or geographies, in bringing the practice to their people, towards winning campaigns.



Resource Center

Dynamic creation and documentation of resources that is intentional in creating proof of framework success and opportunities of evaluating it, advancing it, and learning from practice.

LCN 2023 in Numbers

5

Global Hubs

193

Organizational
Members

84

Reach Across
Countries

406

Active
Members

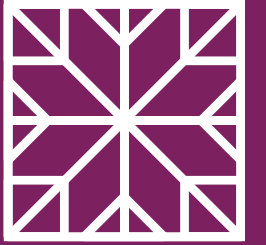
1458+

Community of Practice
Attendees

953

Participants in Public
Narrative, Organizing
Workshops and Skill
Practice Sessions

LCN Snowflake



The aim of LCN Snowflake is to increase access to and depth of organizing practice at various levels of leadership globally, by supporting existing and emerging entities in adapting and scaling organizing efforts.

This year, Marshall Ganz visited the UK, providing an opportunity to connect with LCN members and organizations. The National Education Union (NEU) hosted a special event with around 100 attendees, which was broadcasted live online. The trip also provided a chance to meet with the UK hub, which included several active LCN members.

This event allowed organizers and members of the Leading Change Network to meet in person. It enriched conversations on overcoming organizing challenges, offering a valuable opportunity to continue learning and practicing the craft of community organizing.



LCN UK Community (June , 2023)

Leading Change Academy



Leading Change Academy is dedicated to offer leaders ongoing opportunities for growth, knowledge exchange, and skill enhancement.

In 2023, LCN Academy achieved significant milestones in advancing, supporting, and building leadership capacity.

Our impact expanded across diverse regions, including South East Asia, Australia, South America, and Europe, where we connected with 953 individuals through 11 online workshops and 12 in-person workshops.

We conducted six workshops in languages other than English. This initiative markedly expanded the reach and accessibility of our programs, ensuring a more inclusive and diverse participation.

The year witnessed the progression of 40 new coaches up the leadership ladder, demonstrating enhanced skills in facilitation and coaching. Additionally, 15 new trainers advanced in leading upfront sessions on the five leadership practices.

"This program has offered up a way I feel empowered to be an authentic leader; to lead with authority and experience and also to approach leadership from a place of relationship, connection, and heart. I have something to offer and bring to the table, even in all the imperfections."

-Kate Brennan, ToT graduate, 2023

"The program has encouraged me to draw from my experiences, be authentic, stretch myself, and also be comfortable in trying something out."

- Shingai Mushayabasa, ToT graduate, 2023



Participants of the Training of Trainers Program (September - December, 2023)

Community of Practice

Spaces for our community to come together, connect, and learn from each other & their experiences on the ground.

Building on the momentum of the previous year, over 1458 participants joined our 25 events, featuring 56 speakers and facilitators.

We celebrated the seeding and spreading of organizing practices across various contexts. This included the translation into other languages, such as the launch of Marshall Ganz's work in Spanish, adaptation within indigenous youths in India, institutionalization of Public Narrative for survivor leadership, and integration within advocacy and service NGOs.

Climate justice organizing remained a critical focus, and we heard stories of hope and resilience from the Global South, and explored the campaign for green neighborhoods in Denmark. We also showcased successful campaigns, including a campaign challenging the carceral system in the US, and a campaign for gender equality in Nigeria.

We focused on developing the narrative capacity of our community, and expanded our skill practice spaces with sessions on Story of Us and Story of Now.

Reflecting the urgency of the moment, we organized the Palestinian series, a three-part series to explore how local and global movements are using nonviolence to resist occupation and apartheid and strive for freedom, justice, and equality.

Our commitment to fostering community spaces remained strong. The Annual Community Meet-Up was our flagship event, while regular meetups facilitated sharing and reflection throughout the year.

Looking forward, we are excited to co-create learning spaces with our members to build our community's capacity to lead change.



¡Sí se puede! Launch of Marshall Ganz's works in Spanish, January 2023



Annual Community Meet, March 2023



LCN Active Hubs in 2023



LCN Europe

Since 2020, grassroots leaders in Europe have been building a community organizing infrastructure. In 2023, efforts pivoted towards building resilient, creative, diverse, caring, and powerful movements aimed at achieving climate protection and improving policies at local, national, and international levels.

Major Highlights

- Launched a 4-month Climate Justice Movement Academy with leaders from 9 countries. Using insights from this model for future iterations!
- Kicked off with 3-day community organizing training in Czechia's coal region in May 2023.
- Followed by one-on-one coaching, workshops for presenting Story, Structure, Strategy, and
- Bi-weekly community meetups to apply skills.



Masha Burina



Rawan Zeine



Jens Kristian
Vittrup Rasmussen



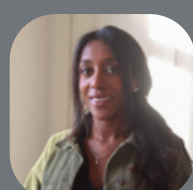
Céline Lebrun Shaath



Hoda Barakat



Gorana Jovanovic



Samah Elous

Climate Justice

Creating an inclusive community of hope and resilience that reflects experiences of people in the Global North and Global South where we collaborate, learn, and grow with one another.

Major Highlights

- Conducted "Hope in Action: Climate Justice Organizing in the Global South," exploring challenges like restricted civic spaces and resource scarcity.
- Conducted "Green Neighborhoods", showcasing Denmark's 200+ local groups responding to the urgency of the climate crisis.



Haruka Sano



Neha Saigal



Alex Ryan



Rebecca Harris



Haneef Rehman

LCN Australia

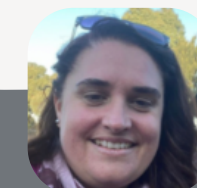
Building a community of practice in Australia for organizers working across diverse fields and campaigns, with the aim to build deeper capacity of organizers to lead, build networks, and take the organizing practice forward in the Australian context.

Major Highlights

- Conducted Orientation to Organizing Session with nearly 100 participants.
- Regular meet-ups and gatherings with the community to coach specific campaign challenges, build community, and share learnings on the organizing practice.



Anita Tang



Eleisha Mullane



Emma Lowe



Alex Ryan

LCN Active Hubs in 2023

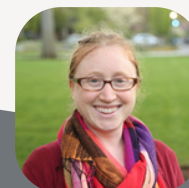


Organizers for Health Justice!

Building a powerful sustainable structure of health justice workers, and enabling leaders to organize and win campaigns bringing change in the global health narrative.

Major Highlights

- Conducted two Orientation to Organizing sessions specifically for health professionals.
- Led two workshops for health justice campaigns diving into story, structure, and strategy.
- Hosted four “coaching clinics” with health justice organizer leaders to workshop challenges faced across campaigns and organizations.



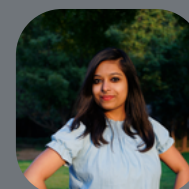
Stepanie Anies



Jon Shaffer



Flannery Hauck



Sreejani Malakar



Brian Archie

LCN UK

Strengthening people's potential to build power by assisting them in organizing their communities, and supporting the learning and practice of a growing collaborative community of leaders who are fighting for their social, economic, gender, and racial power in the UK.

Major Highlights

- Organizers from across the UK, including LCN members and Marshall Ganz, came together for the first time in March 2023, starting an exciting conversation on building an organizing infrastructure across the country and bringing LCN UK to life!



Ashraf Hamzah



Dan Firth



Emily Butler



David Bowden

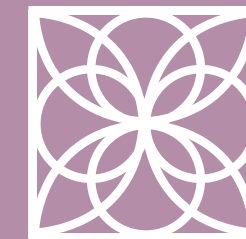


Hoda Barakat



Shingai Mushayabasa

Resource Center



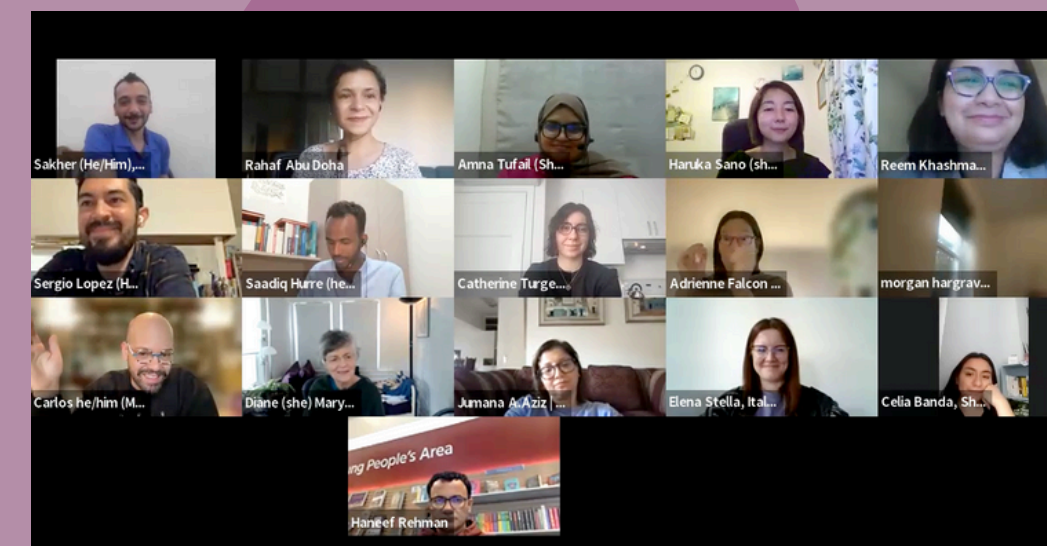
In 2023, the Resource Center continued its mission of support the learning journey of organizers around the world.

The collection has grown, currently comprising 350 resources covering public narrative, organizing, and campaign and movement building. Available in 17 languages, these resources include training guides, manuals, case studies, and recordings.

Resource Center Coordinators, Reem Khashman (until autumn 2023) and Haruka Sano (from autumn 2023), play a pivotal role in compiling, publishing, tracking resources and ensuring easier navigation and optimal resource provision.

In September 2023, The Resource Center hosted a significant event: "Lost in Translation: What Does it Mean to Organize Across Languages?" This session brought together participants from 21 countries joining five panelists in an insightful discussion of the challenges of translating the organizing framework into different languages, emphasizing the necessity for not just linguistic translation but also cultural contextualization.

We extend our sincere thanks to The Resource Center Committee, experts, and LCN volunteers, whose dedication significantly enhances the Center's impact.



Lost in Translation: What Does it Mean to Organize Across Languages?, September, 2023



The Resource Center Committee

The LCN Board



Mariali Cárdenas
Founding member of Via
Education- Nationwide nonprofit
organization based in Mexico



Andrew Manuel Crespo
Morris Wasserstein Public Interest
Professor of Law



Marshall Ganz
Senior Lecturer in Public
Policy at John F. Kennedy
School of Government,
Harvard University



Samar Dudin
Regional Director &
Head of Programs at
Ruwwad



Jennifer McCrea
Senior Research Fellow at the Hauser
Institute for Civil Society at Harvard
University and a Faculty Chair for
Exponential Fundraising Course at
Harvard University



Kathryn Perera
Director within the
National Health Service
(the NHS). Leads NHS
Horizons



Ian Simmons
Founder and President of the
Foundation for Civic Leadership



Junko Yoda
Organizing and public
narrative trainer and a
community organizing
campaign coach

The LCN Team



Mais Irqusi
Executive Director



Benedict Hugosson
Chief Operating
Officer



Salma Sameh
Leading Change
Academy Coordinator



Alyssa Constant
Accountant



Jafrin Akthar
Social Media
Coordinator



Sachiko Osawa
Community of Practice
Coordinator



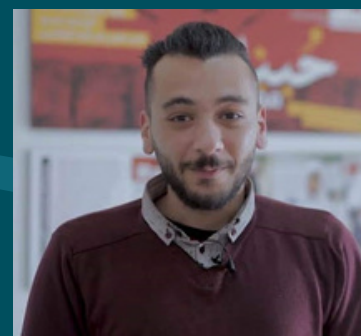
Aditi Parekh
Leading Change Academy
(Workshops)



Masha Burina
Hubs & Individual
Membership Coordinator



Haruka Sano
Resource Center
Coordinator



Sakher Ghaben
Data & Web
Analytics Specialist



Pilar Garza
Administrative
Assistant

LCN Coaches and Trainers in 2023

Angellica Aribam, Nneka Akubeze, Hoda Barakat, Masha Burina, Dominique Cantwell, Mariali Cárdenas, Lacey Connelly, James Croft, Sadie Dean, Stephen Donnelly, Sarah El-Raheb, Samah Elous, Marshall Ganz, Mariana Garza, Tanvi Girotra, Samuel Gonzalez, Dan Grandone, Rosi Greenberg, Fatemeh Haghighatjoo, Priyanka Hafeez, Jazib Haider, Ashraf Hamzeh, Benedict Hugosson, Ignacio Ibarzábal, Mais Irqsusi, Gorana Jovanovic, Yong Jung, Reem Khashman, Shivani Kumar, Celine Lebrun, Emma Lowe, Noorulain Masood, Yomna Mohamad, Nadia Montague, Tejas Motwani, Eleisha Mullane, Shingai Mushayabasa, Sachiko Osawa, Aprajita Pandey, Aditi Parekh, Marina Pavlic, Jens Kristian Vittrup Rasmussen, Anjali Rodrigues, Alex Ryan, Sapna Saleem, Salma Sameh, Carlos Santos, Sofie Rose Seymour, Negin Shiraghaei, Maya Skagegård, Anita Tang, Stephanie Wong, Jacob Xavier, Noa Yammer, Junko Yoda, Rawan Zeine, Nada Zohdy



Organizations that collaborated with LCN in 2023

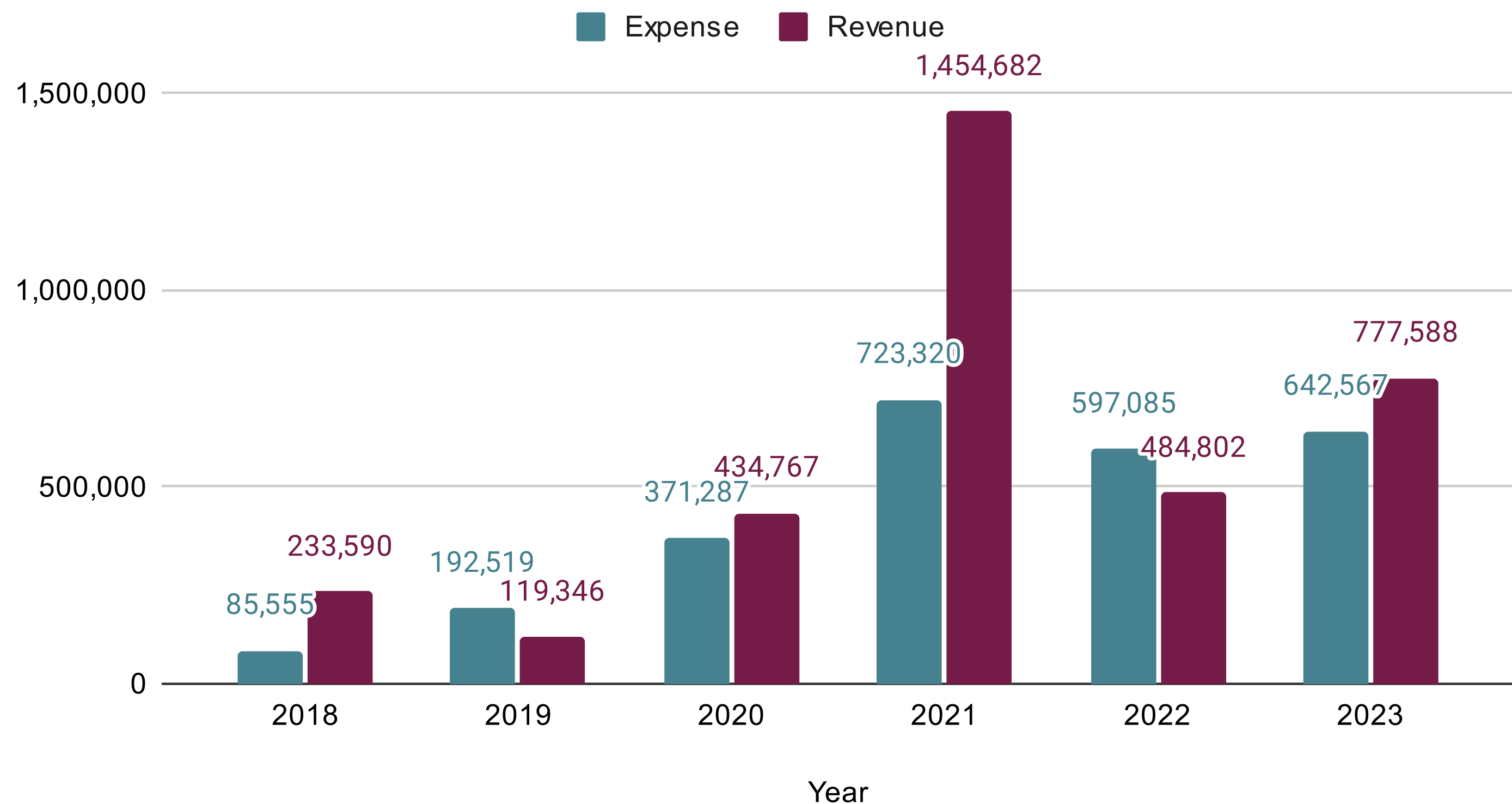
- | | | | |
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| America Walks
Australian Labor International
China Medical Board/Equity Initiative
ECON | El-Hibri Foundation
Faith in Action Bay Area
L'Arche USA
Musawah Global Vision Berhad | Nonviolent Initiative for Democracy Inc
Tempo Film Festival
The Barack Obama Foundation | The Clean Slate Initiative - A Project of New Venture Fund
The Commonwealth Fund
Vía Educación |
|--|--|---|--|

Speakers/Facilitators in 2023

Abdulrahman Abunahel, Nisreen Haj Ahmad, Jafrin Akthar, Tami Alvarez, Dhuha Alvi, Kholida Annisa, Josephine Aparo, Rune Baasterup, Vanessa Bautista, Angela Beltres, Ali Bloomgarden, Eileen Campbell, Dominique Cantwell, Ingrid Caputo, Fiona Ben Checkroun, Madhura Dasgupta, Sadie Dean, Rahaf Abo Doha, Stephen Donelly, Tierney Ducharme, Rubby Emir, Khaled Farraj, Marshall Ganz, Rosi Greenberg, Apoorva G, Karam Hilly, Sami Huraini, Jamal Juma, Reem Khashman, Yu Kobayashi, Frances Kraft, Celine Lebrun, Emma Lowe, Jack Madden, Norulain Masood, Janet Merlo, Prathicksha Moorthy, Tejas Motwani, Eleisha Mullane, Goris Mustaqim, Mahmoud Nawajaa, Maryjacob Okwuosa, Sachiko Osawa, Katherine Passley, Freddy Pierre, Angela Pinder, Carlos Quintero, Maya Ragsdale, Alex Ryan, Neha Saiga, Haruka Sano, Edie Shepherd, Leah Siepel, Marina Janell Søndergaard, Elena Stella, Anita Tang, T Thirumurthi, Amna Tufail, Prabhakran Veeraarasu, Akeel Williams, Jacob Xavier, Noa Yammer.

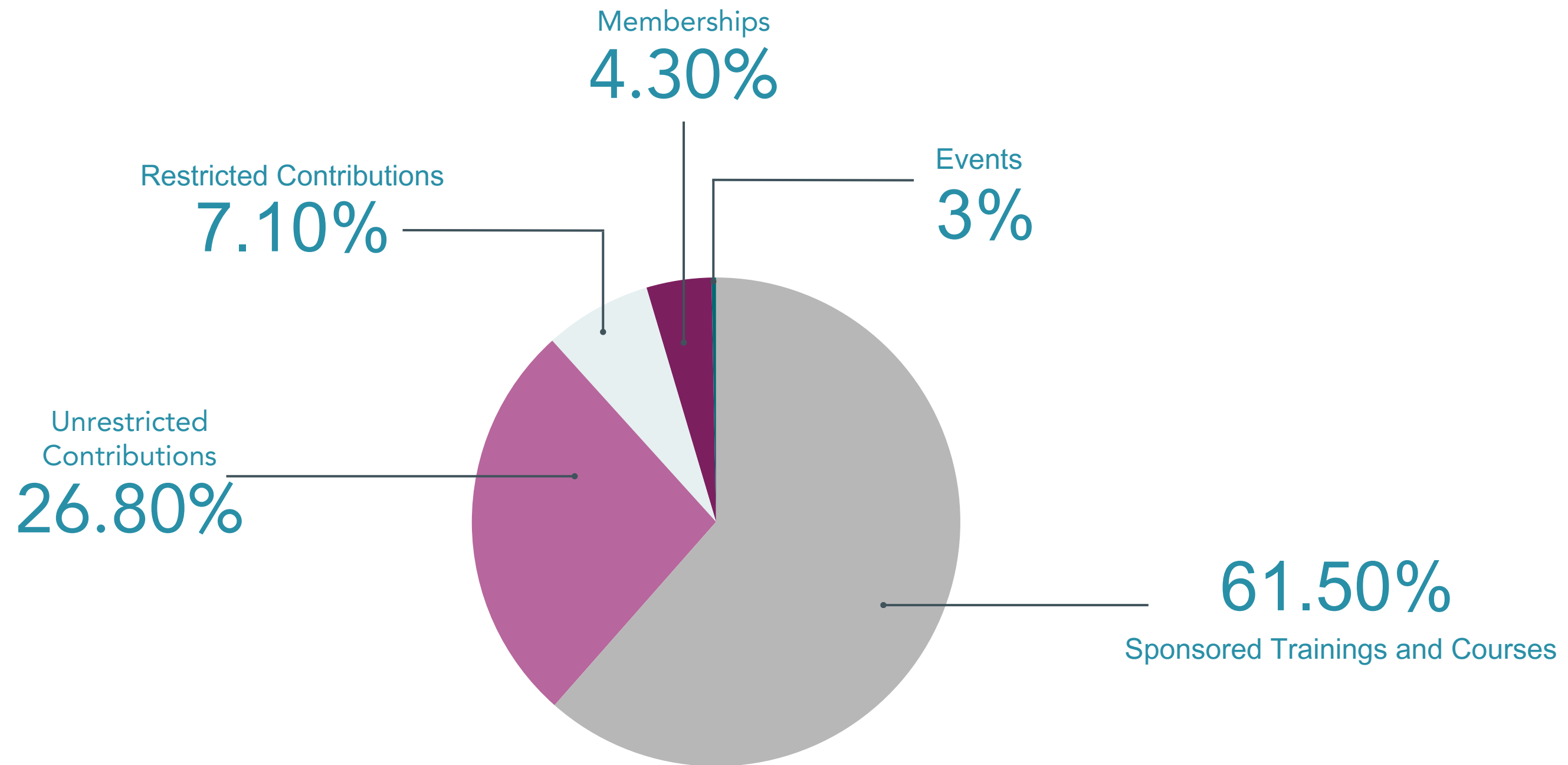


Revenue and Expense Growth

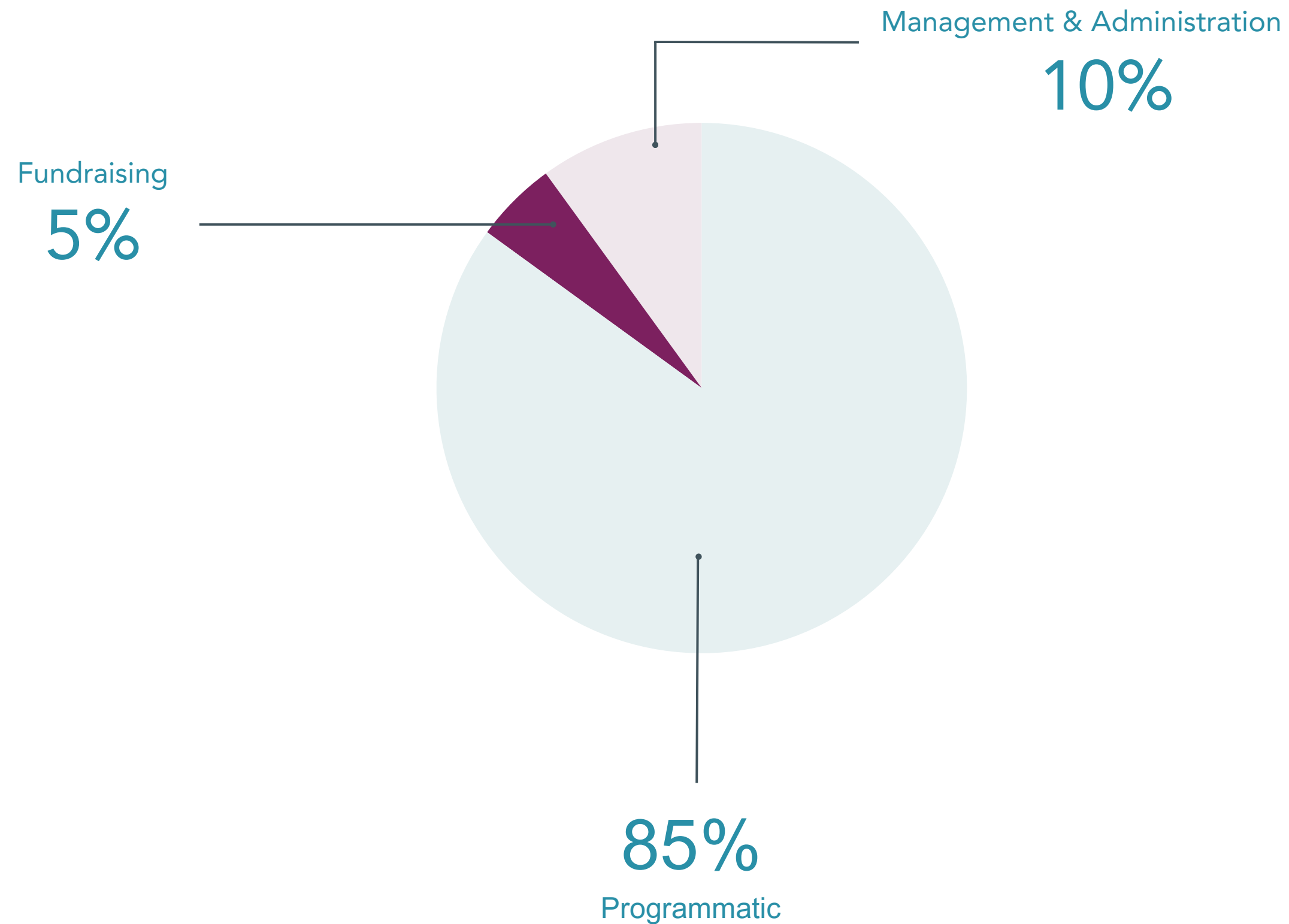


*Part of the revenue received in 2021 is for projects and work that extends until 2022.

Revenue Sources 2023



Expenses Breakdown 2023



Our Donors

Marshall Ganz
Ian Simmons via Impact Assets
Kelsey Wirth & Samuel Myers
Jennifer McCrea
Mark Herz

The work of LCN would not be possible without the generous support from our donors.

Your contributions build capacity within the organization so we can continue to grow leadership and organizing globally.



Organizations and partners we collaborated with throughout 2023



To all of you who have given your support, enthusiasm and expertise,
keeping our community alive, we express our sincere gratitude.

Thank You!



We'd love to hear from you

Let's continue to build people's power for a more just and sustainable world!



Contact us

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INSTAGRAM

[@leadingchangenetwork](https://www.instagram.com/leadingchangenetwork)

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