

ANNUAL REPORT 2024

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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 its members to learn from one another, improve their Public Narrative and Organizing practices, and build their leadership capacity to win change on the ground.

LCN emerged from the work of Marshall Ganz, a Harvard University professor, and a 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 constituency-led organizing, social movements, and civic traditions.

The LCN community is committed to a culture of craft, evaluation, and learning across institutional, cultural, and geographical boundaries, toward building people's ability to lead change worldwide.

We achieve this by engaging thousands of participants across multiple learning spaces every year, which 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.



Executive Summary

In November 2024, the LCN team gathered for an in-person retreat, engaging in a visualization exercise to imagine the year 2030. We envisioned a global LCN convening and asked: Who is in the room? What victories are we celebrating?

The vision that emerged was powerful and inspiring. Our team saw a world where our Network achieved transformative campaign successes—shifting power and advancing sustainable change. We imagined LCN as a key driver in seeding and strengthening organizations worldwide, fueling movements that secure historic wins.

This past year, we made significant strides toward that vision. A major highlight of 2024 was the successful launch of the Leading Change Academy, which has strengthened our ability to equip organizers with essential skills. Additionally, we built a solid team, refined our programs, and streamlined our strategies, enhancing LCN's capacity to support movements and organizations effectively.

The challenges of the past two years have tested humanity at large. We have painfully witnessed the failures of traditional institutions to protect and promote dignity and justice in the face of global crises. Yet, we firmly believe that this interconnected network of dedicated organizers, educators, and movement leaders is capable of building the power we need in this era to create a kinder world.

Meaningful change requires a gardener's mindset working with intention, adapting to the landscape, and celebrating every step forward. As we reflect on 2024, we are proud of the member-led groups that created meaningful and timely conversations and learning sessions that spoke to reality. We remain committed to nurturing strong movements, clarifying our strategic direction, and ensuring that the seeds we plant today lead to lasting impact in the years ahead.

We invite you to read this report outlining our journey through 2024.

Mais dogsusi Juman Abujbara

Letter from Marshall Ganz



Friends... We live in a moment in which democracy is under attack—both as a reality and as a promise. In the US, taken-for-granted norms and laws are eroding in ways once unimaginable, and with inestimable harm to lives and livelihoods. In much of the world, these conditions are not new; they are far worse. And the US, because of its global economic, political, military, and cultural power, not only bears some responsibility for these conditions, but its current disarray is also exacerbating them.

So, what do we do?

I've learned that optimism and pessimism are both arrogant. They presume to predict an inherently unpredictable future. But hope is different. Hope is realistic. In the words of Maimonides, the 12th-century scholar, it is a belief in the "plausibility of the possible as opposed to the necessity of the probable". Hope lives in the space between fantasy and certainty, the realm of the "could be." And hope is not out there, in some charismatic leader or a 10-year plan! It's within us.

Consider this: Have you ever had an experience of hurt, as most of us have? How about an experience of hope, as most of us share as well? If we never experienced hurt, we wouldn't feel that the world needed "fixing." And if we hadn't experienced hope, we wouldn't believe we could fix it. We find hope within ourselves and in the collective hope we create together.

So, we all have some choices to make. Do we acquiesce, as some of our universities and law firms have shamefully done? Do we check out by persuading ourselves that nothing can be done? Do we resist by reacting to each new assault? Or do we rise to the occasion to build without a blueprint to guide us?

Given our uncertain future, we must learn how to do what we are doing even as we do it. We must choose who we are committed to building with, how we commit to learning the act of building even as we build, and why we build at all—rooted in the values we share. This is the work of organizing!

For over 20 years, we've equipped communities with the tools to lead—training organizers, coaching movements, and growing the next generation of leadership. Each year, our classrooms, workshops, and campaigns engage hundreds of students, educators, and practitioners. We don't just teach leadership—we learn by leading. That's why our impact reaches far beyond the classroom. We recently launched *People Power Change: Organizing for Democratic Renewal*—a book already reaching thousands in the course of their work. But this work isn't rooted in a book. It's rooted in the people who practice it.

That's what Leading Change Network is about.

In January of 2025, we convened 22 organizers, educators, and researchers from 10 countries, engaged with 13 organizations—many of whom have been practicing, learning, and teaching this work for as much as 15 years—about the time it has taken to construct the Network capable not only of supporting their work, but enhancing it by sharing the learning, developing the craft, and engaging others. This has been a powerful renewal of the place in which the real strength of LCN resides.

So, join us! Join us in celebrating the past, engaging with the present, and preparing for the future.

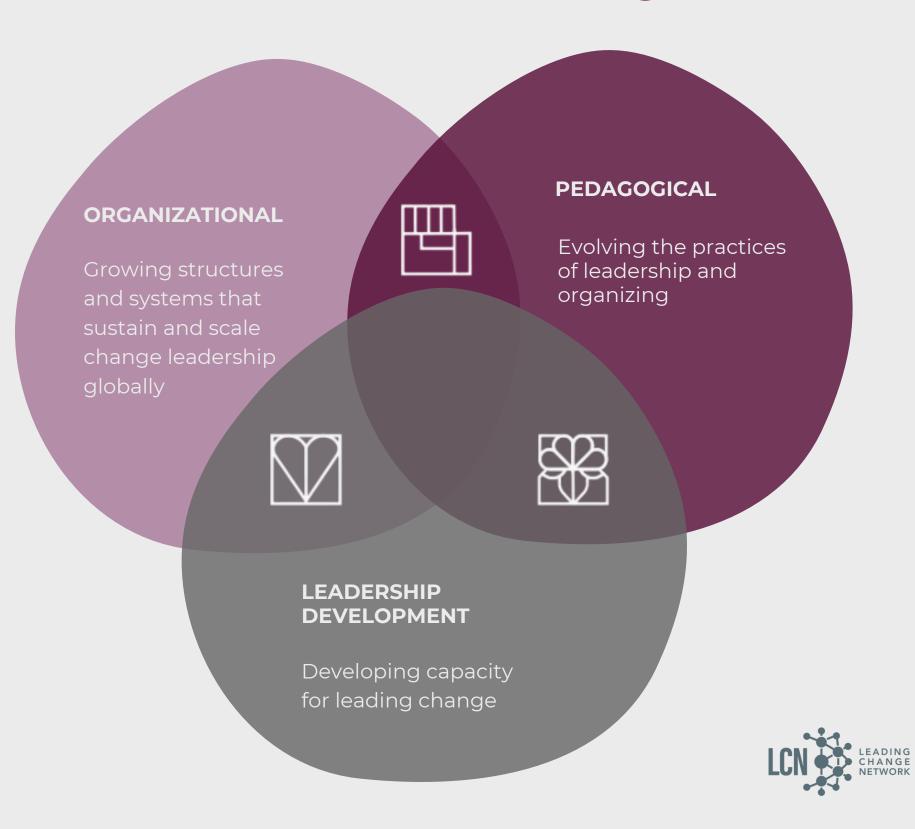
Our Vision

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 toward organized people power.

Theories of change



The Leading Change Network Journey

Our global community is at the core of our mission and vision. As we look ahead, we remain committed to collaborating closely with our members and affiliates, embracing continuous learning, adapting to emerging challenges, and fostering the development of leaders who drive meaningful change worldwide.

Official Launch of the Leading Change Academy 2024

Leading Change Network relaunched and membership

became official

2018

Strategizing and revamping of programs with leadership from LCN community

2021

Piloting of LCN Programs

2022

Building the Foundation

2009-2015

In 2025, our focus will be on stabilizing our growth and forming impactful partnerships with organizations, campaigns, and movements. We are dedicated to expanding our reach through our affiliates, implementing a refreshed membership strategy, and ensuring our communication channels authentically represent our mission, programs, and values.

Our Year in Numbers

554

Active Members

698

Academy Workshops Graduates

30

New Resources

56

New Coaches

62

Organizational Members

1639

Community of Practice Attendees

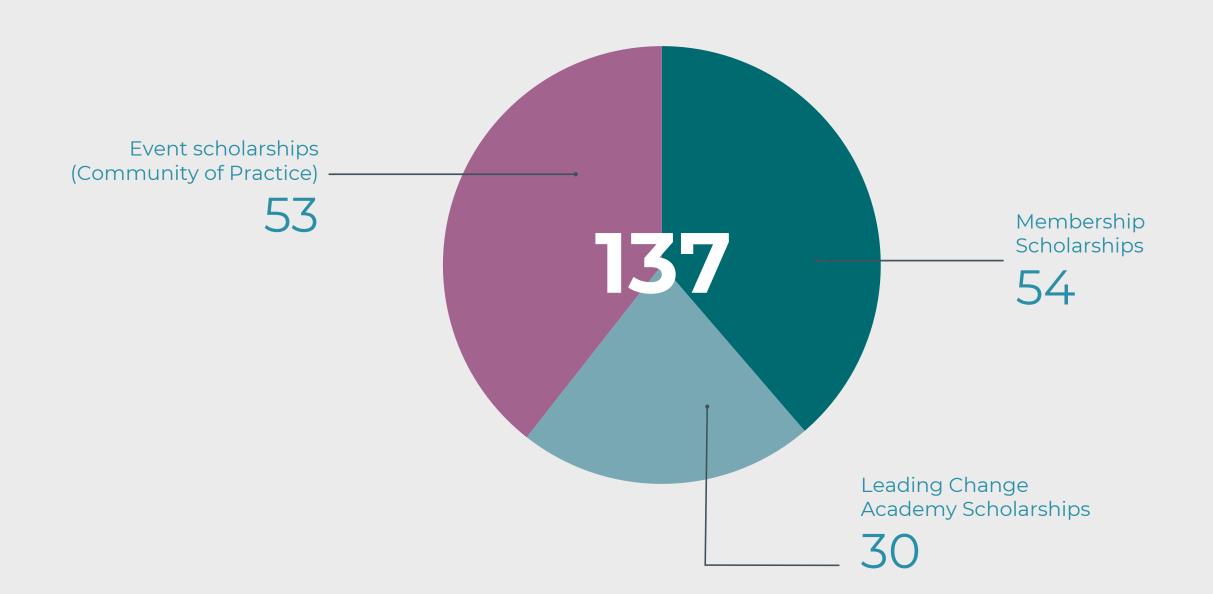
55

Hubs Sessions



Learning Scholarships Granted by LCN During 2024

This year, we were able to provide **137 full and partial scholarships to individuals and organizations across 30 countries** through our Community of Practice Sessions, Memberships, and Leading Change Academy opportunities. We are deeply committed to fostering an inclusive and accessible space for development of global leaders.





Team Retreat 2024



We held our biennial Team Retreat in Sri Lanka this year from November 24 to December 2, 2024. It was a profound experience of envisioning, connecting, learning, strategizing, and collaborating. It served as a powerful reminder of the purpose behind our work and the impact we strive to achieve together.

From reimagining leadership pipelines to rethinking strategies for amplifying the community organizing framework—as well as strengthening bonds over shared meals—each moment highlighted the strength of teamwork and the collective vision that drives our mission.

















Our Pillars

Community of Practice

A dynamic space that offers continuous opportunities for organizers and their teams to learn, practice, connect with people and ideas, build relationships, and foster global solidarity.

Global Snowflake

A collaborative structure of interconnected global organizations that empowers leaders to seed, scale, adopt, and adapt the Organizing and Narrative framework to their local context to broaden civic engagement and build capacity and power.

Academy

The home of pedagogy adaptation and rigorous leadership training. It offers learning pathways that introduce and upskill organizers, trainers, coaches, and leaders in Organizing and Narrative, taking their skills to the next level.

Resource Center

An interactive platform that bridges the theory and practice of organizing and narrative, while igniting our culture of documentation and learning. It empowers members to sharpen their leadership skills, build collective power, and deepen their confidence in the framework.

Campaign Labs

A powerhouse that enables teams leading grassroots campaigns to amplify the collective power of their communities, troubleshoot their work in real time, and implement winning campaigns on the ground.

Hubs

Regional and thematic member-led structures that bring together leaders to learn and practice organizing and public narrative and spread the framework to their constituencies.



Global Snowflake

At the heart of our approach to long-lasting change is the **organizational theory of change**—the belief that building real people power for justice requires sustaining, strengthening, and seeding local organizations across the world. These groups work directly with their communities, in their languages, and through leadership practices tailored to their contexts.

A major highlight of 2024 was the **Community Organizing Festival in India**, hosted in partnership with our affiliate organization, Haiyya. This event showcased how global-local partnerships advance our collective mission.

Throughout the year, collaboration deepened between our global affiliates, culminating in the **LCN Global Leaders Conference in Cuernavaca, Mexico,** held from January 16–18, 2025. It brought together 22 participants from 14 organizations across 10 countries. The conference was a significant milestone in strengthening our relationships, reinforcing our shared vision, and advancing our joint mission.

In 2025, we aim to build a stronger support structure within the Global Snowflake, bolstering existing organizations, supporting new initiatives in new regions, and making proof of framework success. By working in partnership with Snowflake member-led projects, our **collective impact will be greater than the sum of its parts,** driving meaningful and lasting change.



Community Organizing Festival in India - Haiyya January 2024



LCN Leaders Global Conference January 2025



Leading Change Academy

In 2024, the Leading Change Academy hit new heights, offering 24 workshops and programs on community organizing and public narrative, leadership development, and building coaches. With 698 participants from 34 countries and 52 trainers—including alumni stepping up as facilitators—the Academy showcased its commitment to growing a global community of changemakers. Advanced programs like the Public Narrative and Community Organizing Coach Training supported leaders in adapting these practices to their local contexts, achieving a 92% graduation rate.

A key milestone this year was establishing the Academy as the learning and pedagogy hub of the Leading Change Network, cementing its trust and achieving financial sustainability.

Looking ahead, the Academy aims to go further: expanding access to the Global South, building a robust coaches database, digitized modules, and greater support for underrepresented regions, while fostering a thriving global leadership community for lasting impact.



MS TCDC Action Aid Organizing Workshop in Arusha, Tanzania. January 2024



Australian Progress Organizing Workshop in Melbourne, Australia. September 2024



Community of Practice

This year, over 1639 participants joined 28 online learning spaces in our Community of Practice program to learn together. Led by 52 speakers and facilitators, these sessions brought rich experiences and lessons on organizing, building power, and leading change. In response to 2024 being one of the biggest election years worldwide and the ongoing genocide in Palestine, we hosted learning series on two vital themes: organizing for Palestinian liberation and resistance, and political and electoral campaigns. We also ran a pilot deep dive program exploring Public Narrative in the face of disruptive change. The power of solidarity emerged as our community's greatest strength, as we recognized the interconnectedness of our struggles and the transformative impact of organizing on ourselves and on our communities.

In 2025, we aim to deepen this work by fostering stronger connections between Community of Practice sessions and other LCN programs, embracing learning as a collaborative act of building capacity. We envision these sessions as spaces where community members, alongside their teams, can come together to build collective power.



United in Resistance: Lessons in Liberation from South Africa, Turtle Island, and Palestine, November 2024



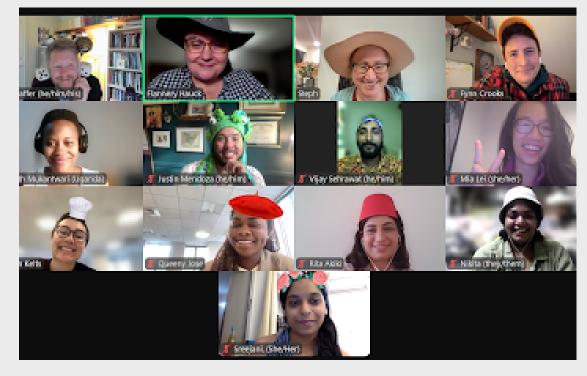
Showcase on AktivAsia's Korean adaptation, September 2024



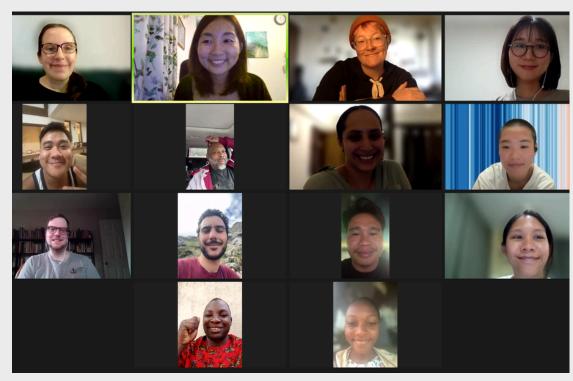
Hubs

This year our members were at the **forefront of building a movement of leaders and community power, hosting 55 sessions of learning and action.** Our community's experience in workshops and actions on the ground inspired us to build on rich histories of popular education: we launched **Lenses** for Action Learning Circles (ALC's), which break down LCN's five leadership practices into smaller modules to build participants' competency incrementally.

In **2025** we are focusing on new ways to build power for measurable change and support organizing in underrepresented regions. We are organizing grassroots leadership teams into a global and interconnected community, collaborating to build collective power and increase the impact of campaigns on the ground so that we can build a movement of organizers who are realizing a more just, sustainable, and equitable world.



Organizers for Health Justice fellowship kickoff September 2024



Hub Leaders Training April 2024





Active Hubs in 2024



Coaching Hub

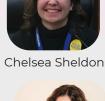
We are graduates of the COCTP (Community Organizing Coach Training Program) who've met every 3 weeks since graduating to continue developing our coaching skills so that we can better serve communities. In 2025 intent to expand our capacity into other communities.

Major Highlights

- Developed a leadership team of 9 facilitators.
- Held 7 practice sessions for graduates of the Academy's COCTP (Community Organizing Coach Training Program).







Lauren

Jacobson







Jake Schlachter



Epstein



Monicah Kamandau



Climate Justice Hub

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

- Held 6 Action Learning Circles throughout 2024 with more than twenty climate organizers from 12 countries to learn with and from each other on climate organizing and leadership practices.
- Recruited 6 members from the Action Learning Circles to the leadership team; re-launched the leadership team in January 2025.



Haruka Sano



Neha Saigal



LCN Australia Hub

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

Major Highlights

- Co-led a 3-day organizing workshop for 78 leaders with Australian Progress and ACTU (Australian Union movement) in September.
- Collaborated with 14 coaches at the workshop.
- Rebuilt our core team, ready to refresh in 2025.
- Facilitated hubs training on Action Learning Circles for the Asia Pacific timezone.













Active Hubs in 2024

Serbia Action Learning Circle (ALC)

As a newly formed ALC of leaders learning the community organizing and public narrative framework, we are committed to continuous learning, skill-building, and empowering leaders to drive positive change in their communities.

Major Highlights

- Ran 4 sessions on team launch, relationship-building, and one-on-one conversations introducing the team to the framework.
- Held 16 one-on-one conversations with community members in the field.
- Gathered insights from our people to inform our 2025 strategy.









Nemanja Jovanović



Ilija Mitić



Jelica Stanisić

Latin American Woman Hub

To inspire and empower thousands of Latin American women to find their voice, connect with others, and build a more just and equitable future together by sharing their stories.

Major Highlights

- Created and strengthened a women-led leadership team.
- Implemented 3 pilot virtual trainings where about 50 women from 4 Latin American countries participated.
- Adapted the Public Narrative framework to address the unique context and realities of Latin American women.





Verónica Martínez



Damaris Domit



Rosa Luz Morales

LCN UK Hub

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

- Ran a full Community Organizing training for the National Education Union in July 2024 for 16 participants with teachers, education leaders, and other organizers from movements for reproductive justice, migrant rights, and others.
- Hosted two follow-up sessions on team structure and the 4C's with roleplay practice to prepare for real-world actions
- Conceptualized the team's story, strategy, and structure and expanded relationships with our people beyond the core team.



Ashraf Hamzah







David Bowden



Hoda Barakat



Shingai Mushavabasa



Active Hubs in 2024

LCN Health Justice Community Hub

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.







Hauck



Sreejani Malakar



Brian Archie

Liberation Action Learning Circle (ALC)

We are a global group of tiny-revolution organizers who are aware of our differing levels of privilege, committed to building intentional relationships, establishing mindful choices, recognizing power and seeking accountability, and creating a kinder and just world, all in the service of our shared global struggle for liberation, with the Palestinian cause as a compass and litmus test. We will do this by showing up for each other to share our worries, pain, hope, and care, learning about liberation struggles together, and orienting our communities and organizing networks to commit to anti-colonialism and antineoliberalism.

Major Highlights

- Held 4 action learning circles in August, September, October, November 2024
- Discussed how to bring our work forward in 2025 and launched our Tiny Revolution Goodie Bags team in January 2025













Sachiko Osawa



Pragya Sikka

Arjama Kalita



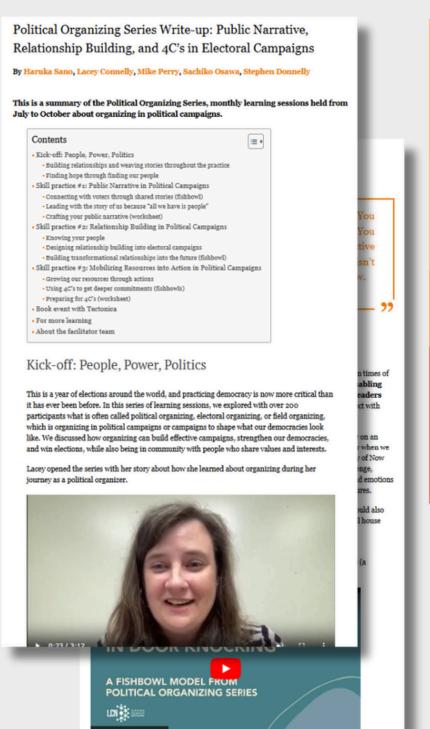
Haruka Sano



Resource Center

2024 was a year of integration for our Resource Center, focusing on its intersections with other LCN programs. Learnings from Community of Practice spaces were thoroughly documented, particularly in two series: organizing for Palestinian liberation and resistance, and political and electoral campaigns. Lessons from the Community Organizing Coach Training Program and the Public Narrative Coach Training Program were also captured in the updates of our workshop guides, especially for coaches and facilitators. Furthermore, among the 30 newly-uploaded resources this year were organizing guides translated to Italian and Korean, enabling more organizers around the world to develop leadership in their local contexts.

In 2025, our Resource Center aims to become more accessible, member-led, and diverse; we will redesign the website so our members can more easily find what they are looking for, build a culture of documenting learnings and innovations, and collaborate with our members to create resources in underrepresented regions and themes.







Building Connections

In 2024, LCN's community was engaged across six social media platforms— Instagram, LinkedIn, Facebook, X, WhatsApp, and YouTube—where the interactions and partnerships expanded the reach of our message toward organized people power. We amplified resources, podcasts, books, ongoing campaigns and work on the ground, collaborative efforts, organizing practices, and innovative contributions from the community.

Looking forward to 2025, we are carrying forward our commitment to highlighting our community's voices and their work. Our strategy will focus on strengthening the relationships we've built, deepening the documentation of community learnings, and creating a digital repository for the larger world to find us and know about our work and our community on Social Media and engage with us in real time!



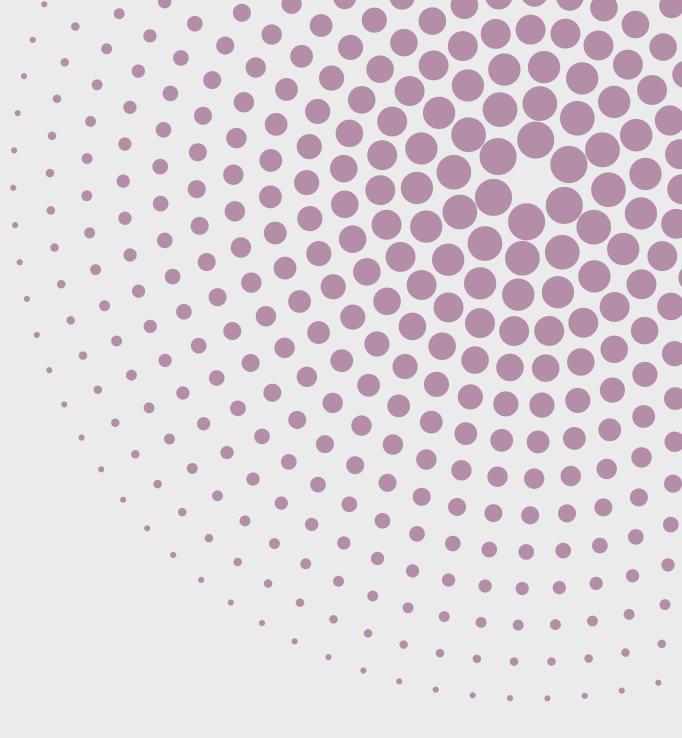














The LCN Board



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



Andrew Manuel Crespo Morris Wasserstein Public Interest Professor of Law



Samar Dudin Regional Director at Ruwwad



Ian Simmons
Founder and President of the
Foundation for Civic Leadership



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



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 Senior Consultant (Leadership Development & OD) at The King's Fund



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



The LCN Team



Mais Irqsusi Executive Director



Juman Abujbara Chief Operating Officer



Sarah El-Raheb Head of Academy



Alyssa Constant Accountant



Sachiko Osawa Community of Practice Lead



Masha Burina Campaign Coaching Lead



Cynthia Jaramillo Global Partnerships Lead



Salma Sameh LCN Academy Lead



Haruka Sano Resource Center Lead



Mariana Garza Learning Development Coordinator



Jafrin Akthar Social Media Coordinator



Pilar Garza Office Manager



Sakher Ghaben Data & Web Analytics Specialist



Meet LCN's Coaches & Trainers for 2024!

Abel Cano, Abhishek Desai, Aditi Parekh, Alyssa Molina, Ana Babovic, Andrea Ornelas, Anita Krishnan, Anjali Rodrigues, Antoinette Kokenis, Aprajita Pandey, Ben Hugosson, Celine Lebrun, Charles Seaca, Cynthia Jaramillo, Jacob Waxman, Jacob Xavier, Juman Abujbara, Khadija Amer, Kortni Malone, Lacey Connelly, Lisa Judge, Markella Los, Mariana Garza, Marya Wegman, Mais Irqsusi, Mustafa Monir, Nneka Akubeze, Noa Yammer, Noorulain Masood, Rawan Zeine, Rosi Greenberg, Sadie Dean, Salma Sameh, Sam Garcia, Samah Saeed, Sarah ElRaheb, Sachiko Osawa, Sapna Saleem, Shingai Mushayabasa, Tanvi Girotra, Yomna Ahmed, Yunqi Zhang.



2024 Organizational Collaborations with LCN

- Australian Progress
- Howard County Public Library
- ChangeLab Global
- ICJS
- DoSomething.org
- IJM

- Instituto Natura
- Mothers Out Front
- MS TCDC

- NEID Global
- The Barack Obama Foundation
- The Philanthropy Workshop



Our Inspiring Speakers & Facilitators of 2024...

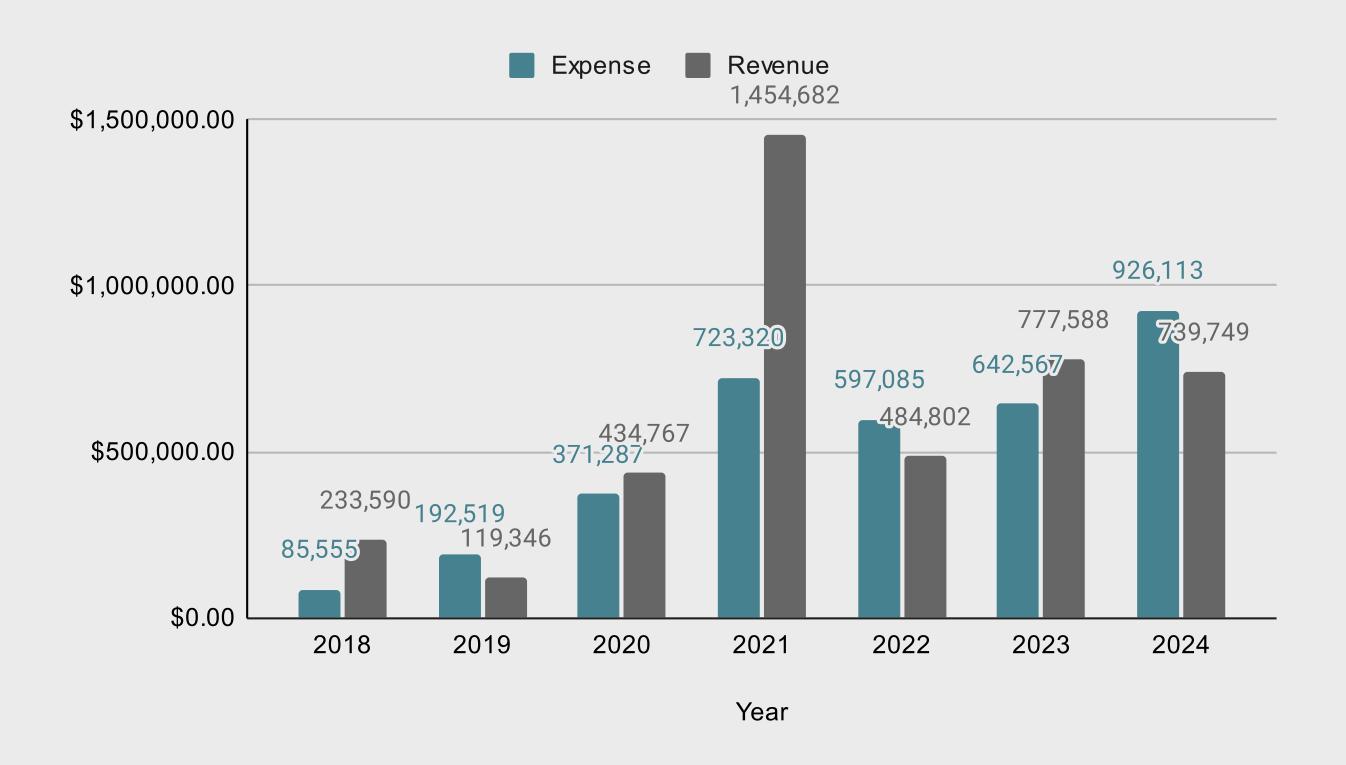
Amna Tufail, Amanda Harvey Sanchez, Anaru Ryall, Besan Jaber, Corinne Shanahan, Cynthia Jaramillo, Dominique Cantwell, Dr. Jennifer Villinevue, Dr. Megan Scribe, Dr. Salim Vally, Elena Stella, Erin Filby, Falastine Dwikat, Hyesung An, Jayati Doshi, Jihun Jang, Junko Yoda, Katrina T. Johnson, Khaled Abu-Qare, Lacey Connelly, Mandy Hartz, Mariali Cardenas, Marshall Ganz, Marvi Latifi, Mike Perry, Nadine Tkatchevskaia, Ned Howey, Neha Saigal, Nisreen Haj Ahmad, Noa Yammer, Pietro Mensi, Raul Ramirez, Reem Manna, Regina Schwartz, Rosi Greenberg, Ryna Workman, Sam Gonzalez, Sara Rasikh, Shingai Mushayabasa, Simon Bayingana, Sreejani M, Stefano Zordan, Stephen Donnelly, Tabatha Pilgrim Thompson, Tom Mulcair, Yeti Khim





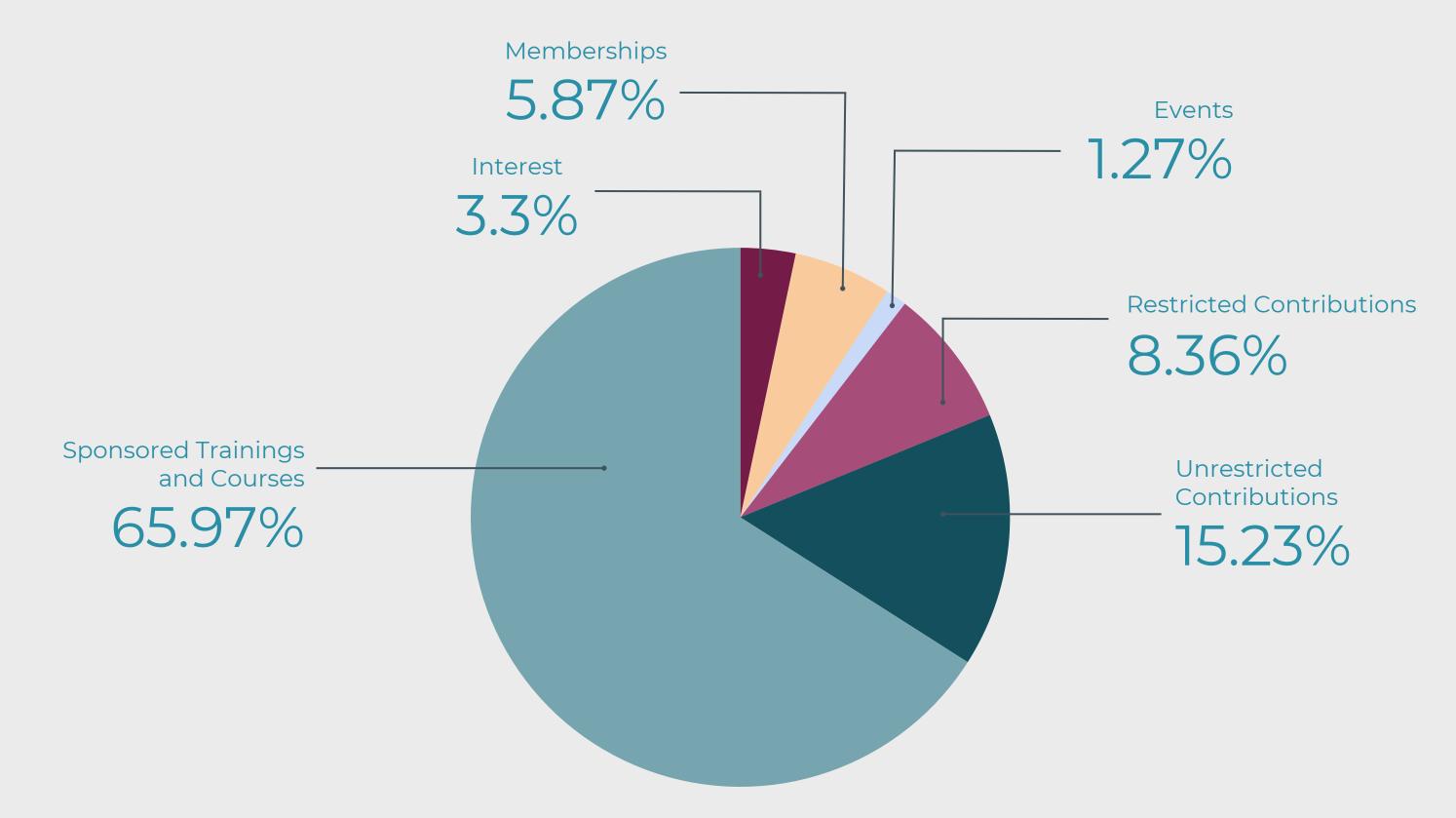
...from 20 countries!

Revenue and Expense Growth



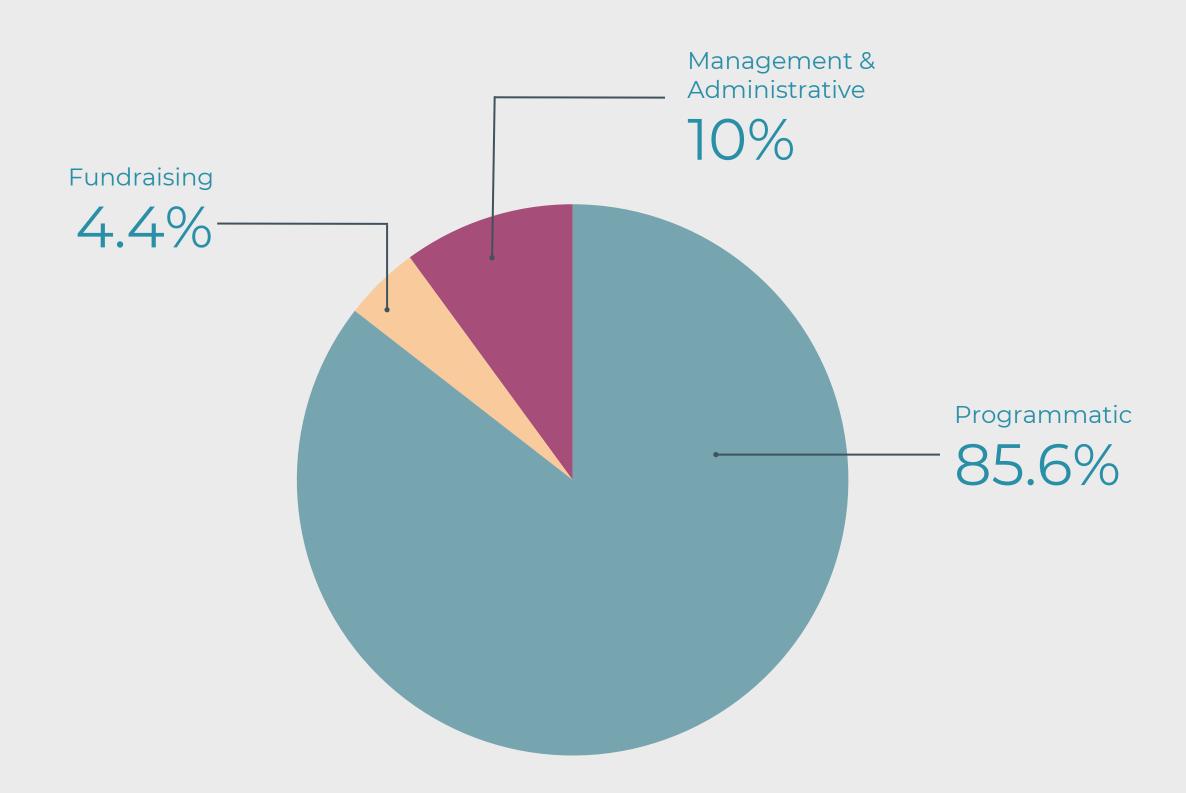


Revenue Sources 2024





Expenses Breakdown 2024





Our donors

Marshall Ganz
Impact Assets
Aileen Adams via Weingart Foundation
Roselyne Swig
Jennifer McCrea
Kelsey Wirth & Samuel Myers via Fidelity Charitable DAF
Diane Teichert
Kathryn Perera
Mike Perry

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 2024





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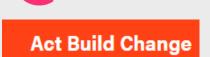












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MS TCDC



















FORWARD TN



THE PATIENT REVOLUTION























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CLIMATE ADVOCACY LAB











MOBILIZE











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Thank You!

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



Stay connected with us!





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