



Leading Change Network

Annual Report 2021

Executive Summary



2021 was a vibrant year for the Leading Change Network, a turning point in which the old and the new blended to produce wonders: a strategy innovated; essential relational and infrastructural work conducted; programs initiated and others revamped.

Head, heart and hands came together through the invaluable efforts of dedicated organizers and professionals with whom we collaborated towards our common vision.

LCN kicked off 2021 with a strategizing process that drew on our most valuable resource: our community. We took our existing foundation and built upon it to develop LCN's programs through the year, with dedication to producing a solid infrastructure that supports and nurtures our ambitions for the years to come.

We watched LCN Europe host an exceptional online event to launch the House Meeting Handbook in January 2021. Through 150 square windows joining on Zoom from all over the globe, we witnessed the embodiment of LCN's values of learning across all borders of difference and geography, as organizers across generations gathered to share knowledge and experience, discussing how to harness the power of personal relationships and networks to build leadership and support for organizing purposes.

In July 2021, LCN was in Afrika. In partnership with OSIWA (Open Society Initiative for West Africa), members of LCN Afrika ran an in-person community organizing workshop on July 28-30th in Accra, Ghana.

In response to worsening political and social challenges in the region, twenty-five West African civil society leaders and artist activists gathered to level up their organizing skills.

In October, our talented trainers team from Asia ran an organizing workshop for 24 Malaysian civil society leaders working on urgent local campaigns.

During 2021, we were intent on running more Public Narrative and Organizing learning opportunities. For the sake of higher accessibility to the Community Organizing framework, we also launched our most popular learning space: the quarterly 3-hour orientation to organizing. The Fellowship for Formerly Incarcerated People in the US continued for its second year and built more training and organizing capacity. As a result, we had a total of over 1300 participants from 50 countries throughout the year benefiting from the learning spaces we facilitated.

We aspire for a continuous learning journey full of growth, looking forward to holding ourselves and our community accountable for ongoing learning and support of organizers worldwide, as our global community continues to cross borders and generations, striving towards a just, sustainable, and democratic world.

We invite you to read this report outlining our vision and dream, our revitalized programs based on the community aspirations, as well as milestones and glimpses from our wonderful 2021 journey.

Mais Augustusi

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Global empowerment is LCN's dream.

Centered in the intersection of head, heart and hands, and nurtured with shared values, LCN's framework and strategy manifest and thrive, to be witnessed and experienced in the most inspiring of ways.

As this community of organizers concludes its year, we compile this annual report in the hope of enabling readers to vicariously experience this wondrous journey we set on.

We introduce our new iconographic representation: an array of meticulously designed icons, where each curve, arch, and edge embodies one of our shared concepts and values.

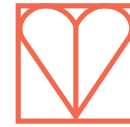
Though understanding the icons is not essential to understand the report, we do hope that the magnificent ways in which they melt together into bigger concepts, or move apart to symbolize fundamental values, would stimulate the wonder of the readers, conveying countless meanings and messages where words fall short.



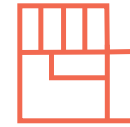
Leadership



Head



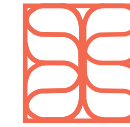
Heart



Hand



Coaching



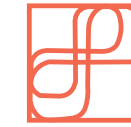
Relationships



Strategy



Snowflake



Action



Seeding



Growing



Learning



Teaching



Pedagogy



1:1



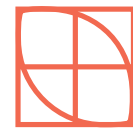
Listening



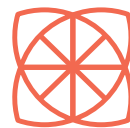
Community of Practice



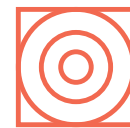
Bicycle



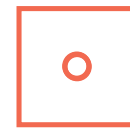
Vision



Mission



Values



Purpose



Impact



Development



Glocal



Community

Letter from Marshall Ganz



Ten years ago, the Leading Change Network hosted its first gathering of organizers, educators and researchers who shared a common approach to the teaching, learning and practice of organizing – and who were at work in diverse campaigns, institutions and countries. With this community, we began to learn how to create the structure to support our rapidly growing network.

And it did grow at an impressive rate, so much so that we couldn't keep up with it – even as it continued to grow.

Five years ago with the election of Donald Trump, a threat to the democratic world we have been trying to build, we set out not only to catch up, but to move ahead, as Ana Babovic led an initiative to relaunch the Leading Change Network in 2018. Just two years ago, Mais Irsusi assumed leadership of a revitalized LCN at just the right time and in just the right way to support a deepening, broadening and strengthening of democratic practice that could not be more critical.

For example, in 2021 alone, LCN pioneered a major US organizing program rooted in the leadership of formerly incarcerated people; Pedja Stojic kicked off People, Power and Health, embedding our work deeply within the health care community; in Jordan, Ahel celebrated its 10th year of organizing across the Arab world; climate crisis initiatives

are a focus of our work in Denmark and Japan, educational projects in Mexico and Argentina, and new initiatives have been launched in Australia, Afrika, India and elsewhere.

For the coming year, the greatest challenge we face is to respond at scale to the need, hunger, and urgency of the moment. In doing so, our priorities are (1) to support those leading promising new initiatives in Europe, Afrika, Australia and Latin America and throughout the US; (2) support growth in the capacity, depth and reach of existing efforts such as Haiyya, COJ and WiLD; and (3) accelerate the innovation, adaptation and effectiveness of our pedagogy of leadership, organizing and action.

Yet, the times require far more. Our source of hope is in the growing number, diversity and experience of those leading the work; our own growing capacity to support the work; and in the unique value we can contribute to sustain learning, integrating people, practices and institutions.

And if not now, when?

Marshall Ganz

Leading Change Network

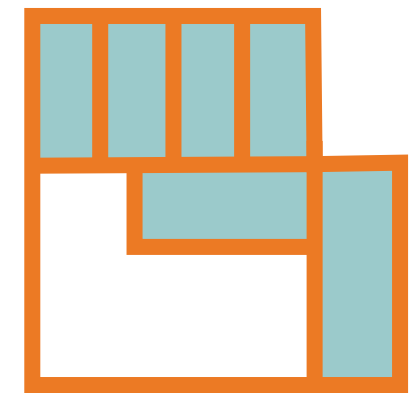
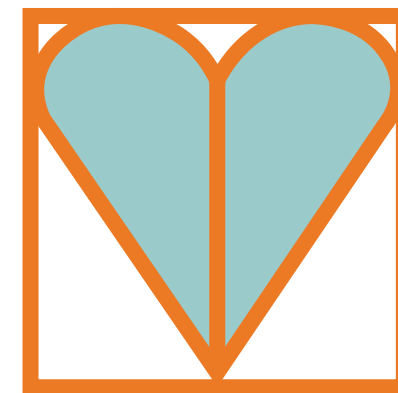
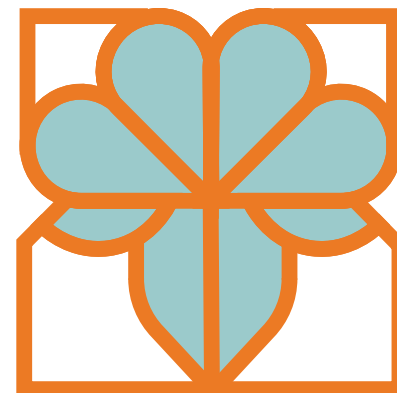
501(c)(3) Founded and Incorporated in 2012

The Leading Change Network is a global community of practice that enables organizers, educators and researchers to learn from one another, improve their practice and engage others in their work.

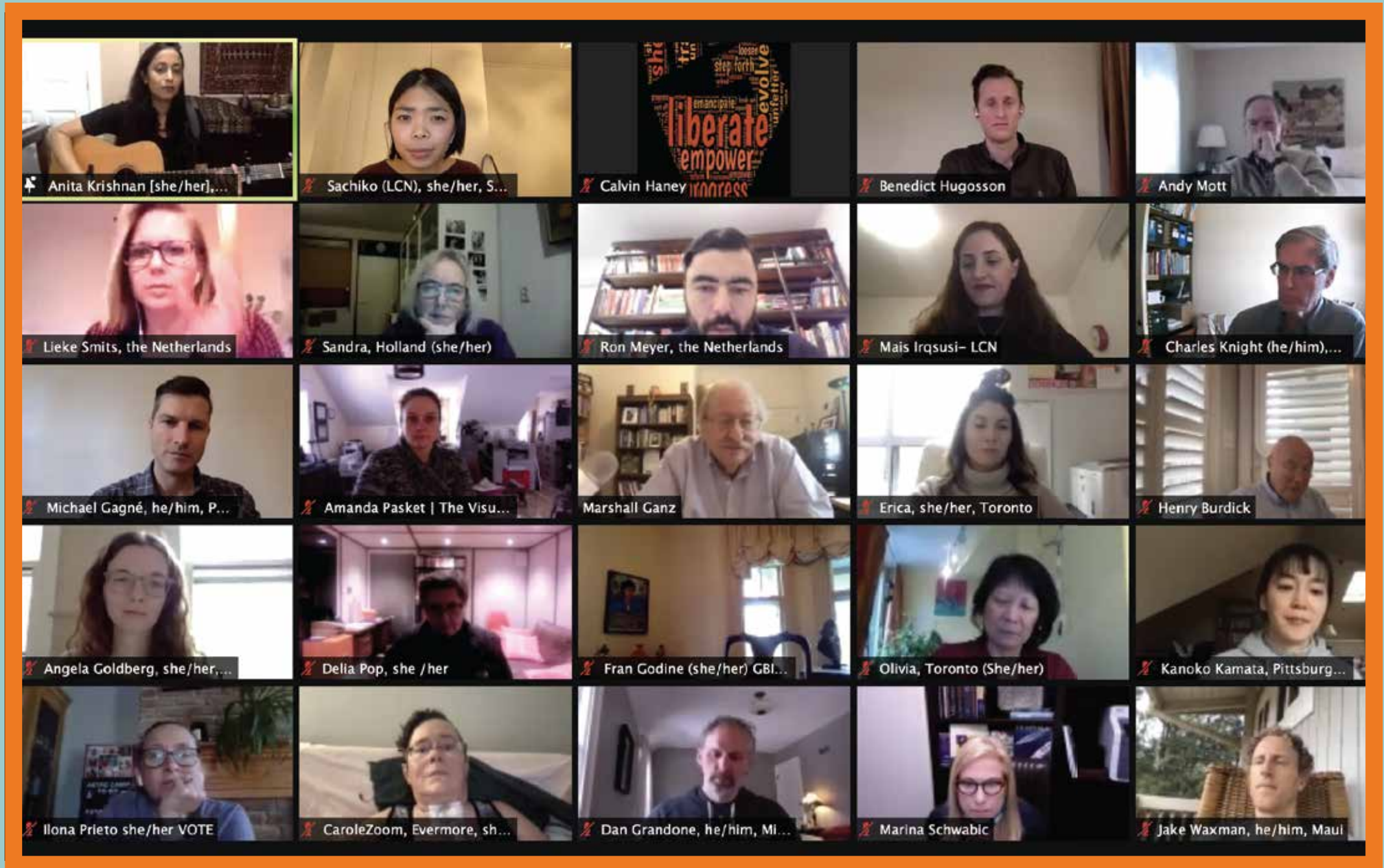
LCN emerged from the work of Marshall Ganz, a Harvard professor and leading thinker and practitioner in the field of community organizing. The work of Ganz and his collaborators, their students and others is rooted in community organizing, social movements and civic traditions.

LCN is 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.

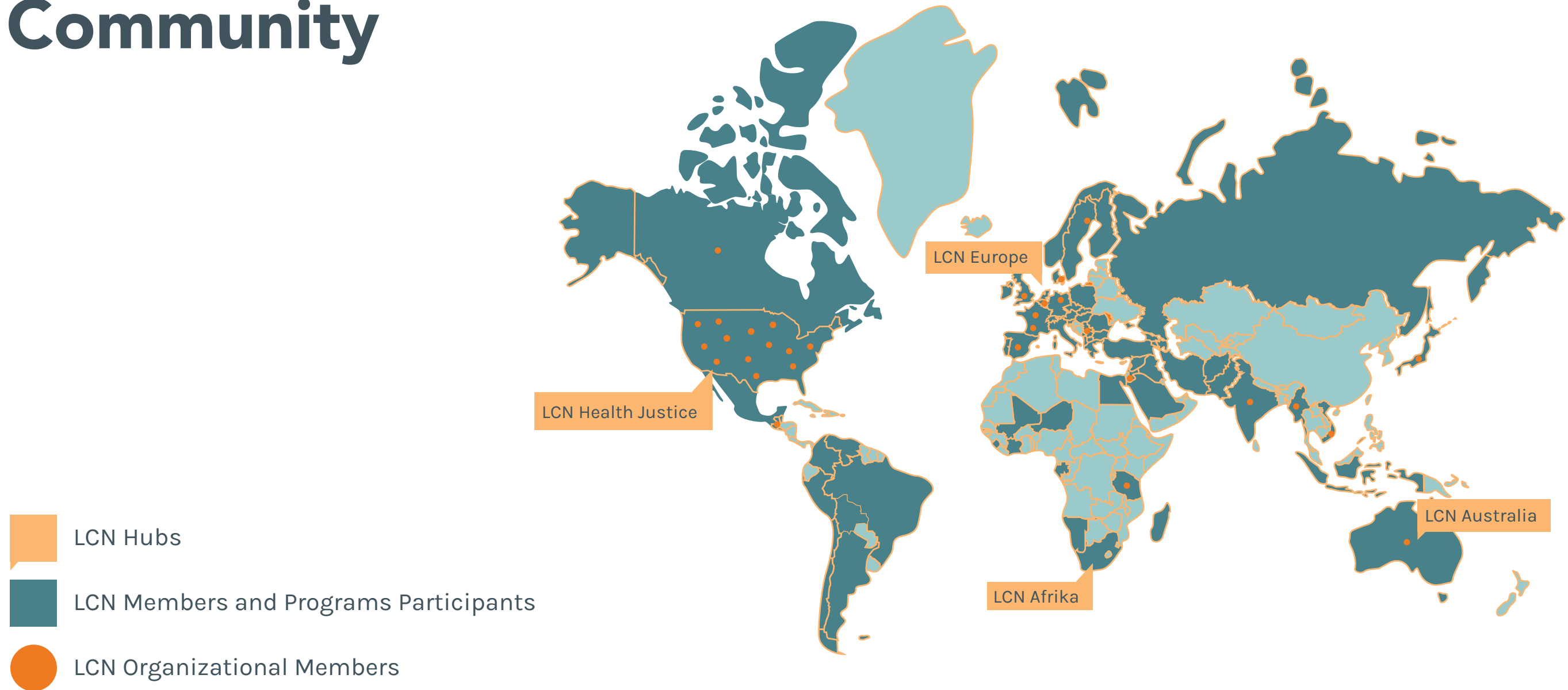
LCN has grown to become a community with members from 38 countries with active communities of practice in 57 countries, leading trainings in 30 different languages.



In the House Meeting Launch event, we shed light on the great community building being done around the world, and launched the house meeting guide developed by LCN Europe to facilitate the move from theory into practice that many organizations struggle with.



LCN Global Community



The Beginnings

It was in the Mississippi Summer Project in 1964 when Marshall Ganz found his calling.

A year before he was due to graduate, Marshall left Harvard University to volunteer in the project aiming to support African American organizers fighting for the right to vote across the U.S. South.

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

Marshall returned home to Bakersfield, California. He was 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 a 28-year ‘leave of absence’ 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.

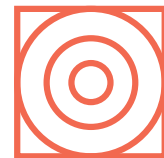
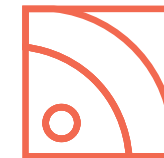
While working on his doctorate, he was asked to develop a course on organizing; this is when he was finally presented with the opportunity to merge his life experience with social science, producing a pedagogical approach to organizing.

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, health care, 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.

At the same time, Marshall’s students and collaborators went on to adapt the organizing pedagogy in communities around the world like Ahel in Jordan and Serbia on the Move in the Balkans.

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.



Seeding the Leading Change Network



The first seed of the Leading Change Network started in 2009. Then, the idea flourished in 2012 from conversations with leaders across the world who identified a need for a global community of practice to enable organizers, educators and researchers to exchange knowledge and engage others.

LCN moved to convene 3 Global Gatherings in 2012, 2013 and 2014 respectively. Global Gatherings were a mixture of offline and online learning spaces where leaders and organizers across the globe gathered to plenaries, one-on-one meetings, and discussion groups, aiming to create a diverse learning environment for leaders across the globe to grow and forge a shared consciousness.

Over 3 days in 2015, LCN convened its first Global Affiliates (GA) Gathering, in Andrevlje, Serbia, gathering community organizing practitioners and trainers across the globe to discuss trends and challenges in community organizing, and to shape the path for future activities of Global Affiliates. It was attended by professor Marshall Ganz, Senior Lecturer in Public Policy at Harvard University, John F. Kennedy School of Government; and sixteen representatives from the following Global Affiliates member organizations: Serbia on the Move (Serbia), Ahel (Jordan, Syria, Palestine, Lebanon), New Organizing Institute (USA), United We Dream (USA), Planned Parenthood (USA), Community Organizing Japan (Japan), Tatua Kenya (Kenya), Haiyya (India) and ReThink Health (USA).

The GA Gathering established that members have jointly trained over 32,000 people in approximately 350 trainings, and have coached and/or led over 200 campaigns, with a total of over 2 million participants.

Committed to a culture of global learning, LCN has grown into a community from over 30 countries, conducting training in 36 countries and 30 languages.

Between 2016 and 2018, LCN became less active as an organization. In an online conference in 2018, attended by 350 people from 24 countries, LCN was relaunched in response to growing global challenges to democracy, with a desire to acquire and master the needed skills to turn these challenges into successful collective action, which resulted in curating 50 learning events, with over 2,900 attendees between 2018 and 2019. This also marked the official start of LCN membership for both individuals and organizations.

Then came 2020, and with it, the organizing landscape as we know it was transformed.

As a new wave of challenges hit with the pandemic, LCN observed the severely health-strained systems, new erosion of workers' rights and a silent swell in domestic violence.

In response, LCN decided to support organizers worldwide through launching a series of sessions during the coronavirus pandemic that engaged a global community of 600 people from 69 countries, with participants sharing their learnings and supporting each other through the global health crisis.

In 2021, LCN took powerful measures to renovate its strategy, embark on wonderful partnerships with various organizations and continue to develop programs to enable and empower: steps that are all detailed in this annual report between your hands.

Today, we continue to look forward, striving to serve our global community in the most effective ways.

LCN Strategizing Process



LCN's Strategy Design Process

In an attempt to re-strategize the organization towards higher levels of empowerment of our global community, LCN drew on its most valuable resource: The members' network.

Together, we started to dream and visualize the strategy that would enable effective people-powered leadership, leading to our common goal of a just sustainable world.

The participatory process started in 2021 by gathering a group of LCN's most committed members from across the globe as a strategy advisory board with the aim of maximizing LCN's potential.

Together, we mapped out LCN's history, outlining all the prospective routes LCN could take: we analyzed the status quo, our future desired goals, where the gaps preventing us from reaching them lie, and how we can potentially bridge those gaps, guided by the lessons we learned along the journey.

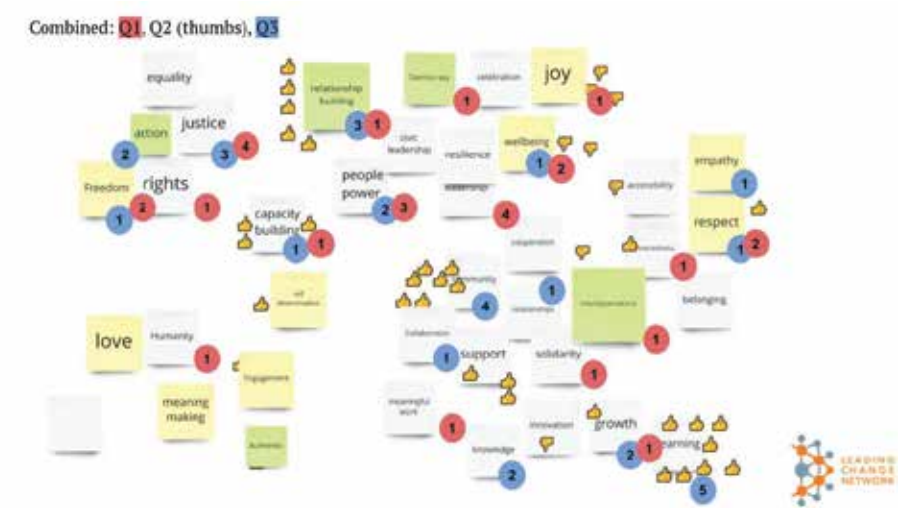
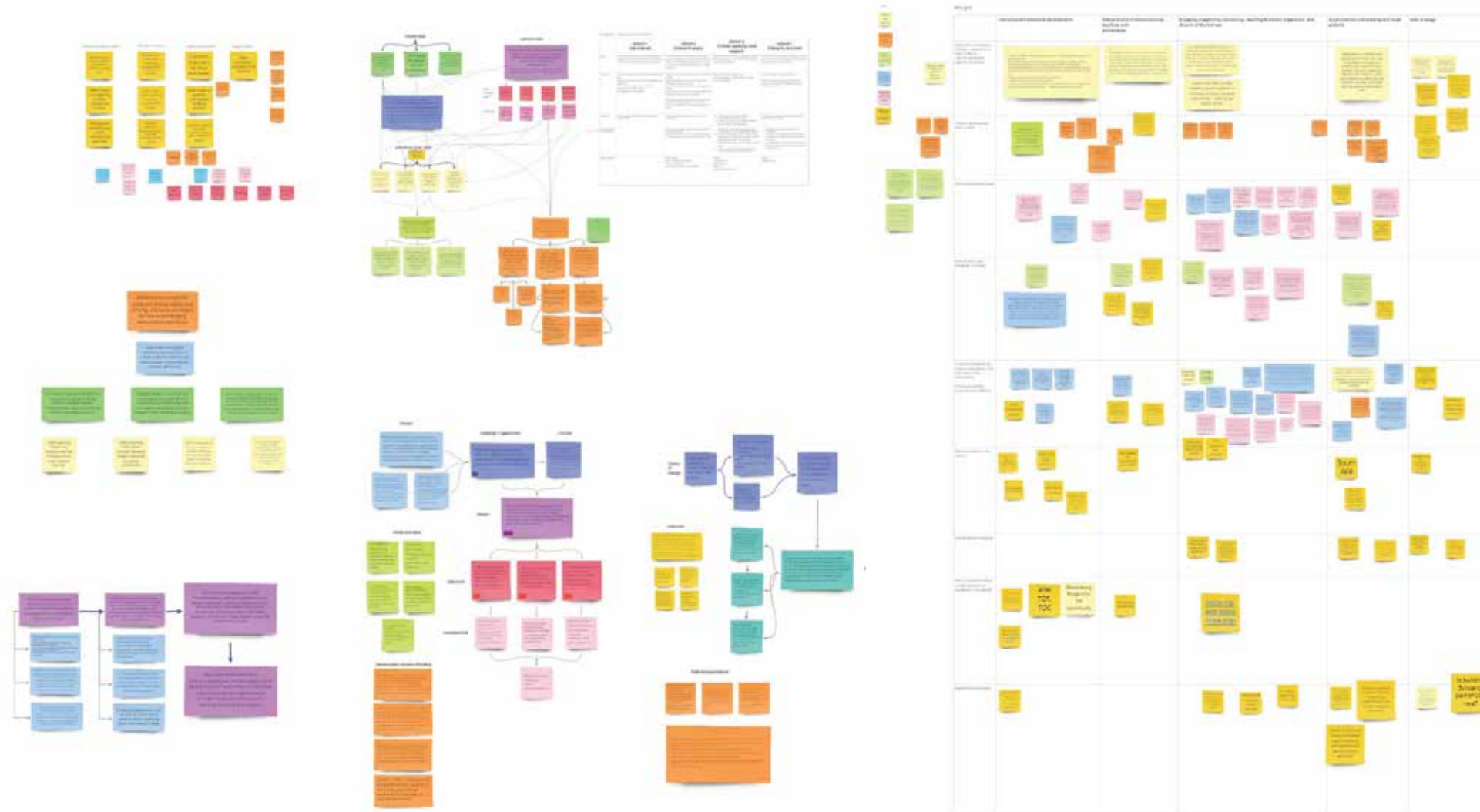
We then scrutinized this data, using the identified patterns and areas of development to serve as a starting point, and curating the data across 5 emergent themes and interests from global lens: activism, research, training and framework development, organizations and local hubs, and work in the USA.

Between January and March, 2021, three strategic sessions were held with sharp focus on setting clear goals, and establishing the organization's vision and mission to strategize towards.

Our strategy team, distributed across the 5 thematic groups, moved into a detailed review to identify the gaps and questions that would enable us to understand the experiences and expectations of past, current and potential members of LCN.



LCN's Strategy Design Process



This collection of post-it notes taken during strategy meetings have been a direct inspiration of this report's design.

We share them as a glimpse into the innovative workshopping conducted across time zones, to make you part of the inspiring journey that has carried us to this moment.

The Strategy Team



Junko
Yoda



Aprajita
Pandey



Nisreen
Hajahmad



Mais
Irsusi



Noorulain
Masood



Pedja
Stojicic



Emilia
Aiello



Anita
Krishnan



Dan
Grandone



Jacob
Waxman



Listening Drive



We then reached out to our community and sought their valuable insights.

We launched and shared a detailed **community survey** with our entire network, that yielded **137 complete responses from 37 countries** in the world, several of which passionately shared stories of their work, elaborating on how LCN assisted them, and the potential areas of development to further perfect this assistance.

Meanwhile, the advisory team conducted **in-depth interviews** within their thematic groups, in which **more than a 100 community members** took part, generously offering their wisdom and expertise for us to learn.

This process was as encouraging as it was illuminating; it helped us realize the various ways we could adapt, offering more support to our community in diverse contexts, while reassuring us that LCN indeed added value to the community's work.

“LCN as a platform where people connect, self-organize, and share their learnings and knowledge with each other”

“Sharing learnings and lessons through communities of practice was most valuable”

“Engaging with trainers and learners in their ongoing learning process could help deepen the impact”

“Learning spaces beyond training and more towards coaching and practice”

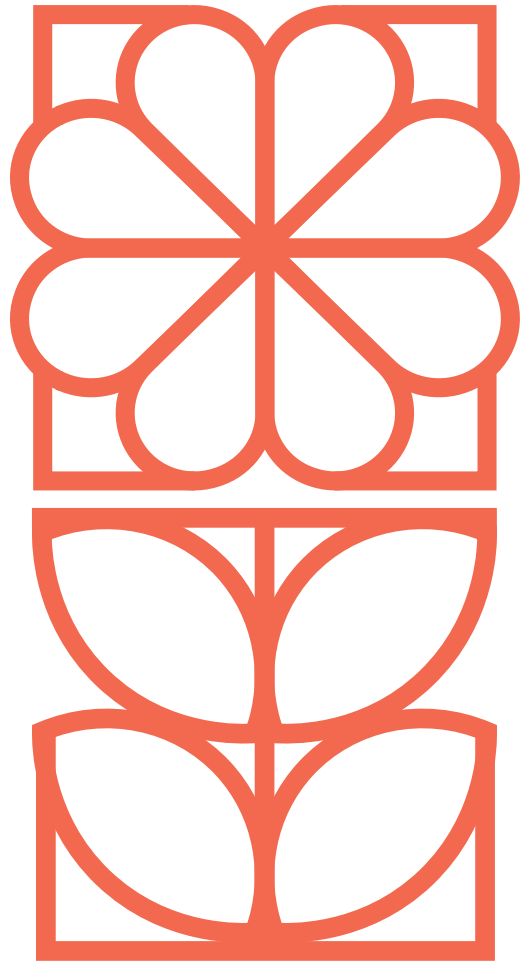
“Local hubs, a clear and simple framework for members to take initiative to run their own small scale events”

“More resource sharing on adaptations of the framework for diverse communities and unique configurations”

“We want more stories of successes and failures”

“Coaching and resource-sharing around network-building, public narrative, community organizing, campaign development, movement building”

Building LCN's Strategy



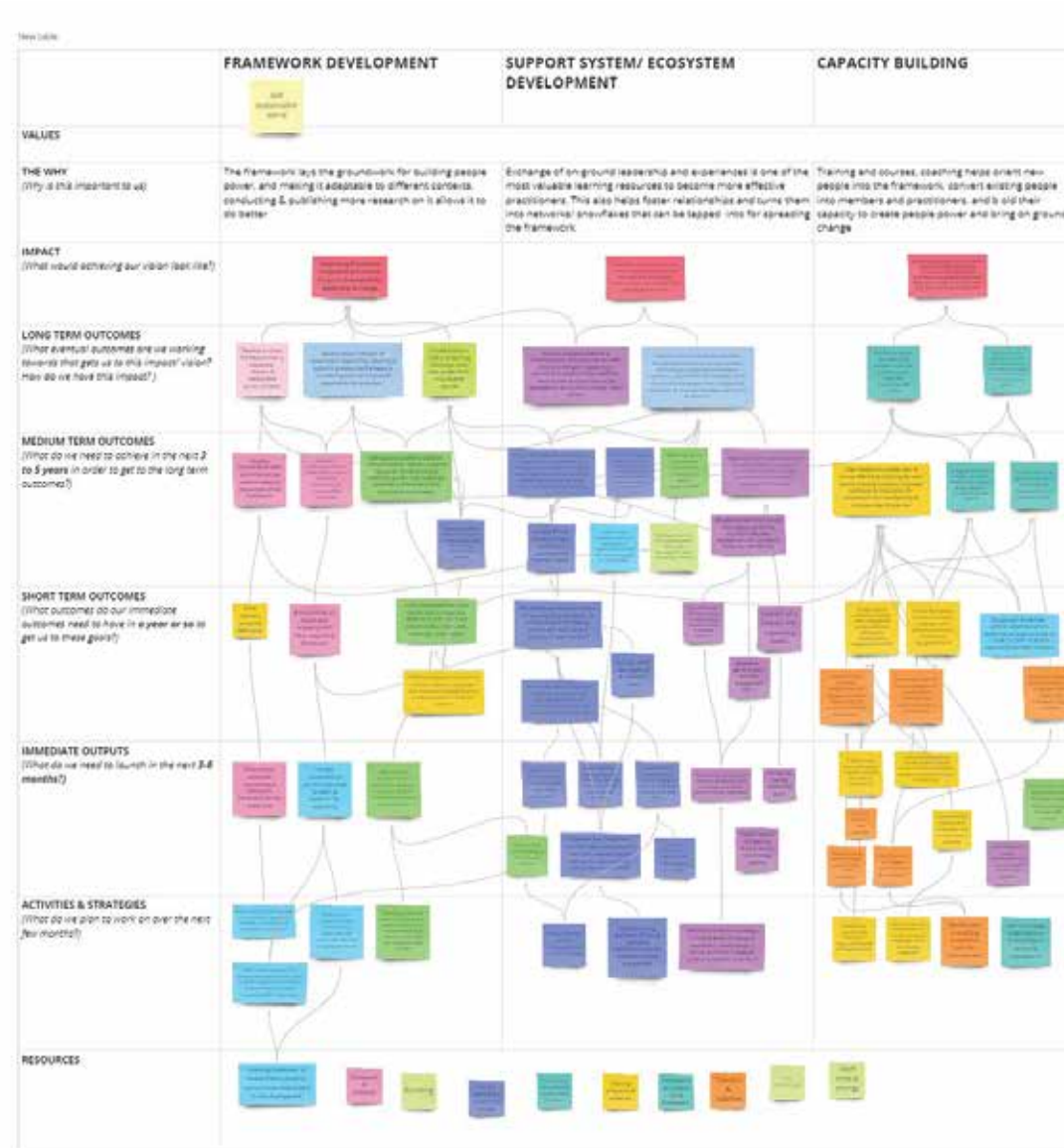
The insights were then meticulously compiled and shared within the group, who felt more energized and determined with the honesty and depth of the responses.

We went through this data with utmost thoughtfulness, empathy, and vulnerability, engaging with the stories, insights, and hopes with a spirit of curiosity and care and a commitment to building meaningful, quality and nuanced strategy catering to a diverse set of members and their varied contexts and interests.

What you see over the next few pages is a result of multiple rich and rigorous conversations that paid careful attention to the urgency of our work towards justice, the complexity inherent in that deeply courageous work and an unabashed and active hopefulness in the impact that global solidarity can have in navigating that.

	ALREADY DOING WELL	NEED TO DO BETTER	NEW IDEA	THINGS TO CONSIDER
TRAINING (WORKSHOPS, WEBINARS, COURSES) + CAPACITY DEVELOPMENT				
COACHING & MENTORING				
CAMPAIGNS + ORGANIZATIONS				
COMMUNITY OF PRACTICE + HUBS (REGIONAL & THEMATIC)				
FURTHERING FRAMEWORK PEDAGOGY & RESOURCES				
OTHER LOGISTICAL SUPPORT				
COMMUNICATION, EVENTS AND MEDIA				
LCN STRUCTURE				

Behind the Screens



With a global strategy team, we had to utilize online resources with creativity, facilitating our collaboration to deconstruct and reconstruct concepts – this is a screenshot of one team-brainstorming meeting

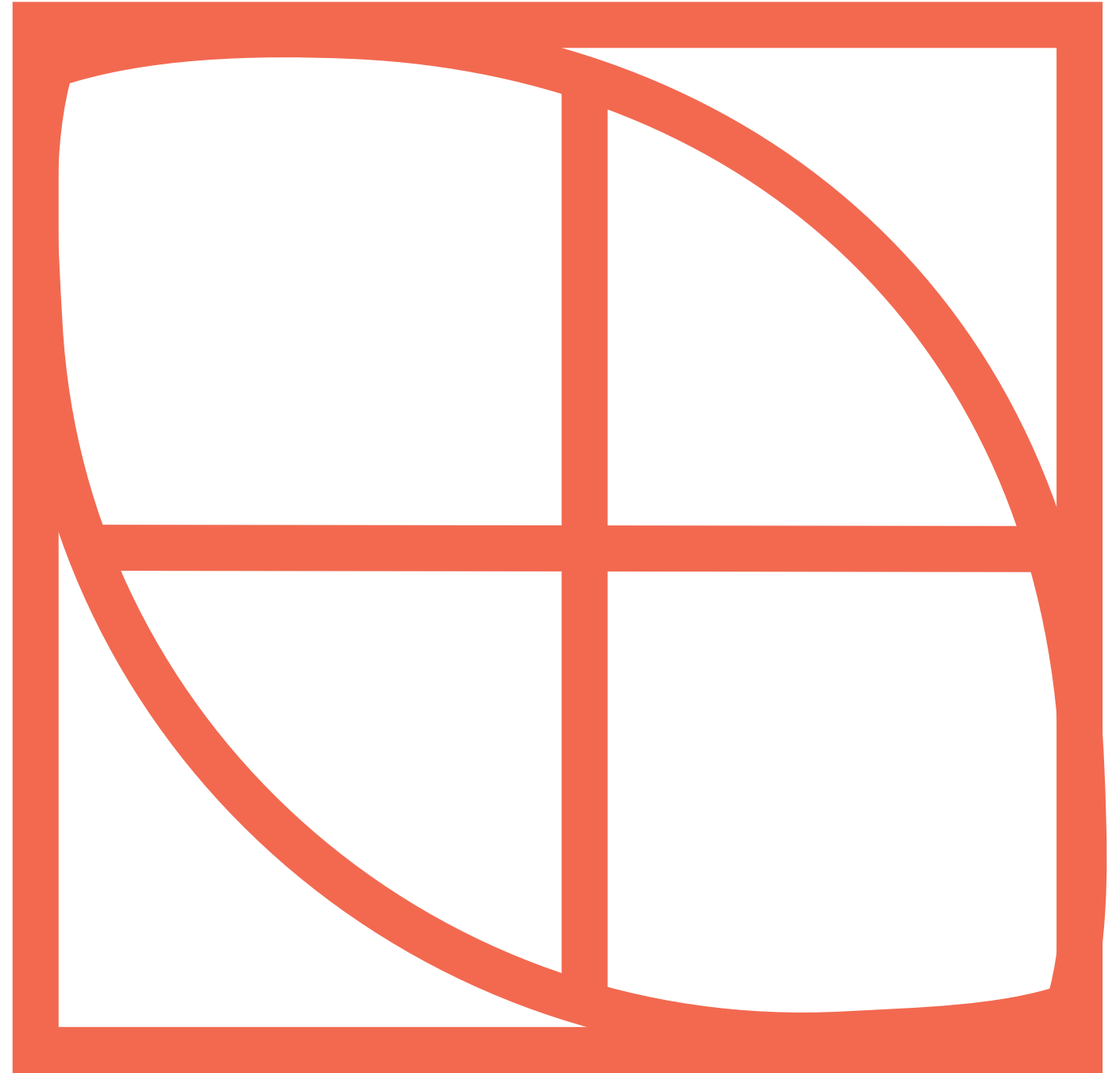


LCN Strategy



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.



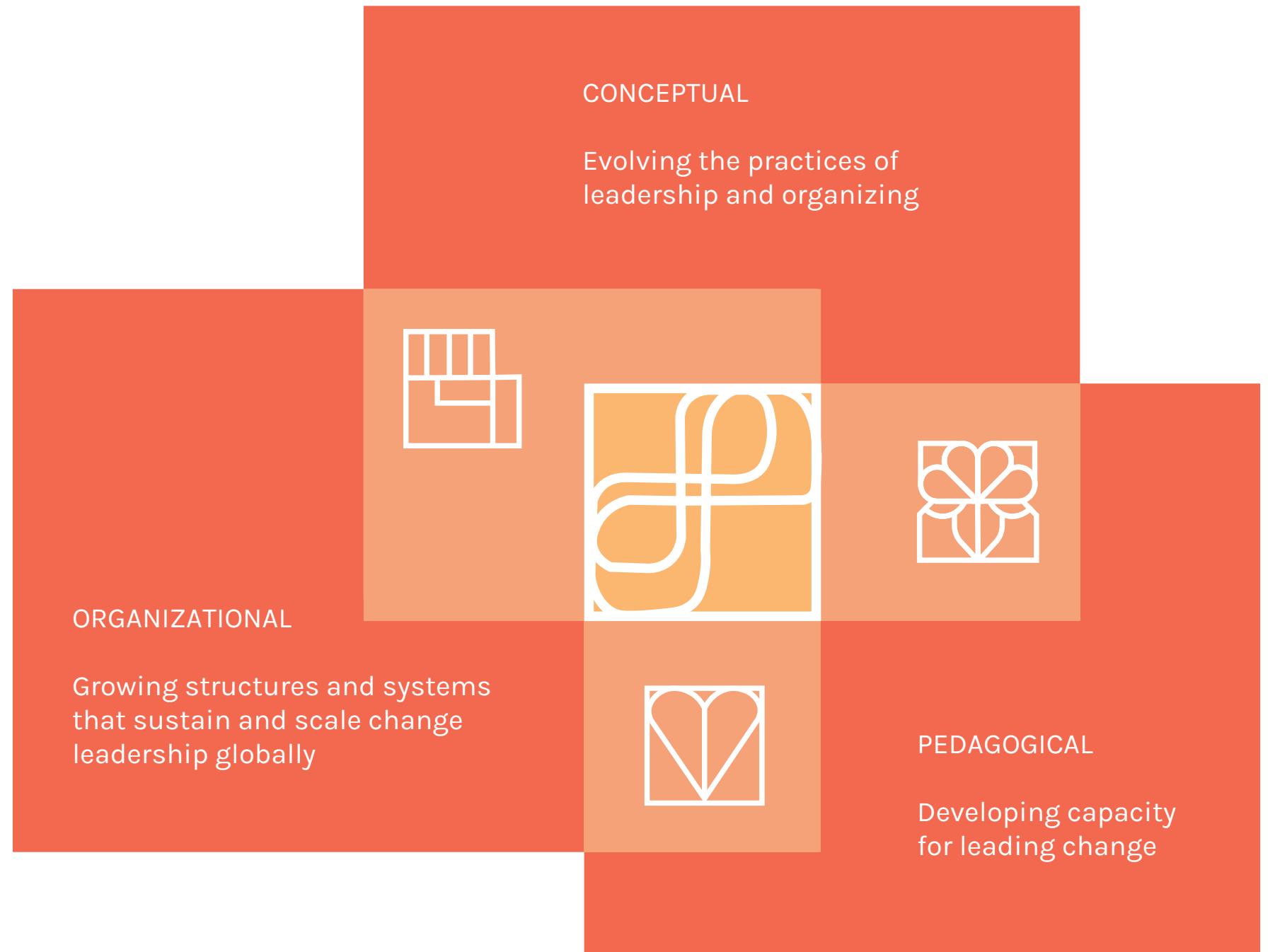
Our Mission

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

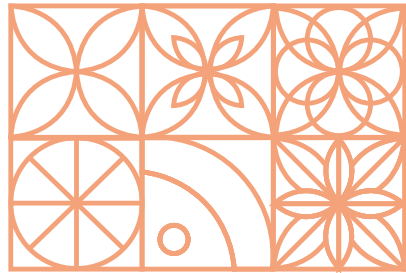


Our Theory of Change

Our theory of change bridges the intellectual work of envisioning change and the relational work of mobilizing people to build structures that can support and sustain long-term progress.

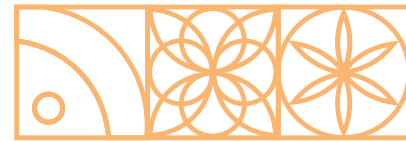


LCN Programs



Teaching Organizing and Increasing Teaching Capacity

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



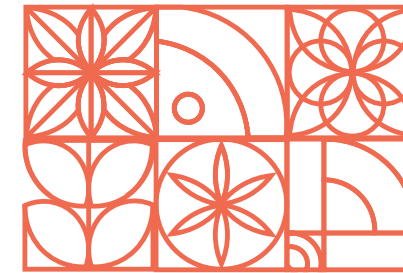
Coaching & Support

Direct support coaching leaders, campaigns and organisations in their work



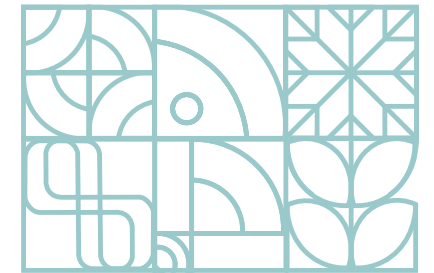
Community of Practice

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



Advancing Leadership Practices

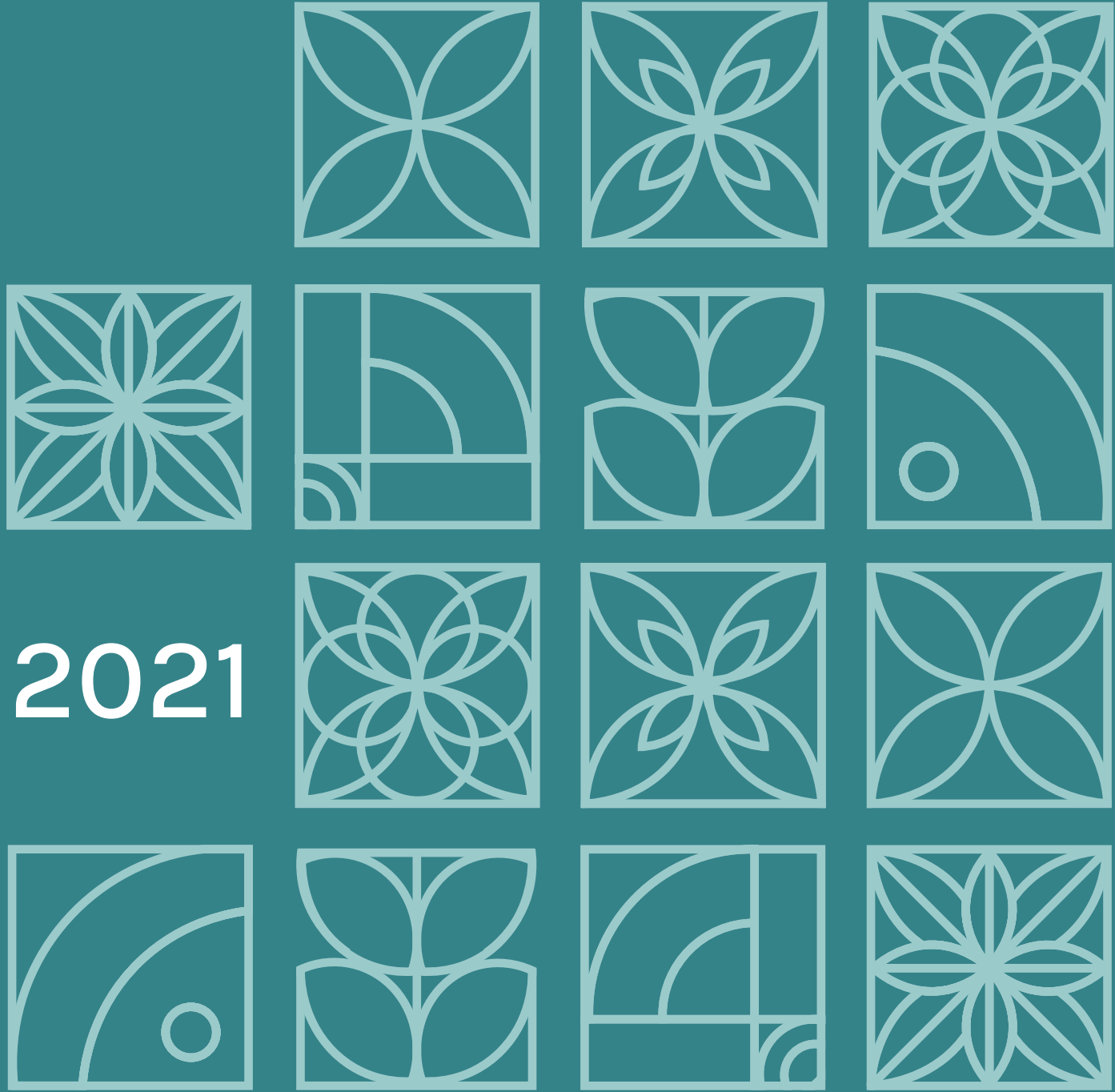
Create proof of framework success and opportunities of evaluating it, advancing it, and learning from adaptations



Seeding Global Structures

Support decentralization by supporting regional and thematic entities that reach a wider audience

Glimpses Into 2021
Programs



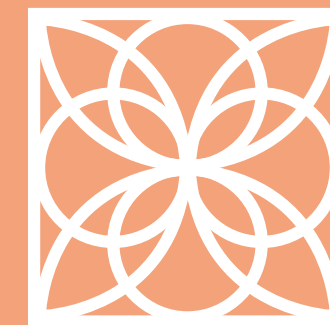
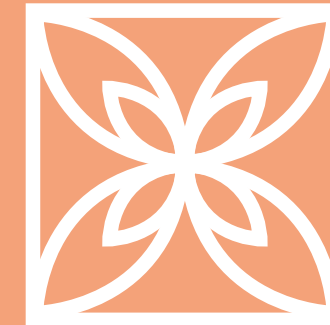
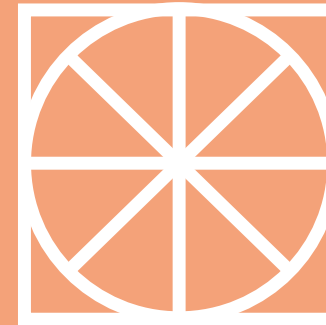
Teaching Organizing and Increasing Teaching Capacity

LCN's teaching mission is to start from the learner and tailor our capacity building programs to their needs.

Our years of knowledge and practical experience is shared through online courses, workshops and our resource center.

LCN provides the following learning opportunities around the globe and in different languages:

- Quarterly Orientation to Organizing
- Quarterly Skills Sessions
- Tailored Community Organizing Workshops
- Tailored Public Narrative Workshops
- Advanced Training of Trainers
- Advanced Training of Coaches



Teaching Organizing and Increasing Teaching Capacity in 2021

During 2021, LCN conducted 37 learning opportunities, ranging from skill sessions, to larger fellowship programs across the globe.

Here, we shed light on some of these programs:

In January 2021, we officially launched Orientation to Organizing, a quarterly-held introductory session on community organizing practices. The course is a 3-hour session that uses real campaign examples to introduce the fundamentals of power-based organizing approach, illustrating the five key leadership practices (Public Narrative, Relationship Building, Team Structure, Strategy, and Action), and teaching attendees the theory and practice of coaching.

Four sessions were held during 2021, with roughly 100-150 participants in each.

The sessions have shown that there is an ongoing need for accessible opportunities to learn organizing. Many of the attendees were sent from our member organizations, our donors and partner organizations, or were referred to by LCN members.



“The workshop was very effective in introducing us to concepts, principles, and lived experiences of community organizing. A well structured and diversely integrated group of individuals from different parts of the world to orchestrate a valuable discussion, with powerful ground stories from the facilitators.”

Achalika, India

“This was absolutely perfect training for me as I'm new to campaigning. They went through a lot of theory in a short time, and gave great examples so I could see how it works in the real world.”

Heather, UK

Organizing Fellowship for FIP

For the second year, LCN designed and led a tailored made program for the FICPFM.

The fellowship is a two-phase certified online program for system impacted people, aimed to equip participants with leadership skills and the capacity to respond with agency in order to rise up and challenge the criminal justice system.

In Phase 1, participants go through a six-week online fellowship to learn how to organize more effectively and to build power to transform the criminal justice system.

In Phase 2, selected alumni of Phase 1 start an intensive Training for Trainers online program to develop a deeper understanding of the content and the pedagogy. this leads to building and maximizing their leadership capacity in order to effectively coach and train new leaders on the ground. A proud leadership development moment for our community in 2021 was that our fellowship was co-led by 2020 alumni alongside our LCN trainers.



“Beyonds The Bars is a year old and since its inception has vowed to provide support to incarcerated persons and their families. listening to their concerns we decided to take on the free phone calls campaign. We won the battle but not yet the war. the calls have been reduced 70% a change that corrections haven't seen since the 90's. Since taking the course I was asked and led a campaigns educational session for the Miami Dream Defenders. I was also asked to be a panelist for the Color of Change "Health, Wealth, Power" conference. I'm grateful that I was selected to be a participant in the FICPFM training program. I have learned and developed so much! I can't wait to continue to use the knowledge I obtained”

Katherine Passley
Deputy Director, Beyond The Bars
FICPFM Fellowship participant



In partnership with OSIWA (Open Society Initiative for West Africa), members of LCN Afrika ran an in-person community organizing workshop on July 28-30th in Accra, Ghana.

Twenty-five West African civil society leaders and artist activists from Guinea, Niger, Sierra Leone, Liberia, Senegal, Benin, Nigeria, Mali, Côte d'Ivoire, Ghana, and Nigeria gathered to improve their abilities to organize communities in response to worsening political and social challenges in the region, including increasing political repression and shrinking civic spaces.

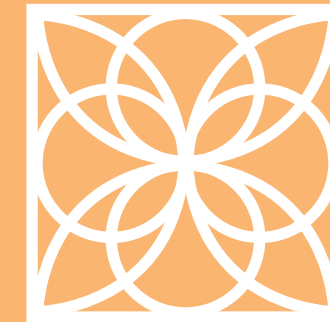


Coaching and Support

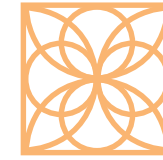
In our Coaching and Support program, LCN offers expert coaching opportunities for organizations and individuals, such as:

- Public Narrative Coaching
- Campaign Coaching
- Curriculum and Framework Adaptation Coaching
- Building Upfront Teaching Capacity Coaching

In 2021, we redesigned the coaching and support program to better support the coaching needs of the community and grow our coaches network. The new program will be relaunched in 2022.



Coaching and Support Partnerships in 2021



During 2021, LCN worked with three organizations on longer term coaching and support partnerships.

The first was to support IJM - Latin America on curriculum adaptation.

Led by Anita Krishnan, the project took place from November 2020 to December 2021, working with the course development team to support curriculum design, pedagogy and planning, and to train a cohort of coaches within IJM to facilitate the virtual course. In addition to translating the curriculum, other adaptations were necessary for the context and constituency:

- Making academic language and concepts clear and more accessible
- Translating materials from English to Spanish
- Shifting from western-based model videos to more context-relevant ones
- Tailoring the course for a range of literacy levels

- Coordinating synchronous and asynchronous work to accommodate access to internet while ensuring live coaching support for participants

LCN also partnered with movement builders working on climate in the US and Denmark.

In the US, a coaching team lead by Marshall Ganz, including Jacob Waxman, Rohit Gawande and Vera Parra, worked with the frontloading team of the Sunrise Movement to develop a new movement structure. It was an intensive learning journey during which the team surveyed and listened to the Sunrise community, drew lessons from previous movements and workshopped solutions to solve a core challenge for Sunrise: how to use structure to engage members and develop leaders.

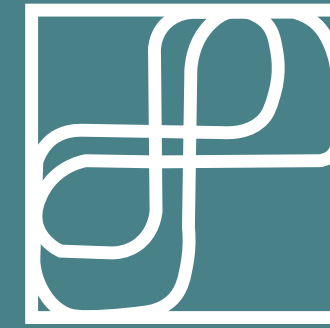
In Denmark, LCN worked with DeltagerDanmark to build the team's capacity to train and organize. This project was led by Mais Irsusi to support the organization in its mission of building green neighborhoods through collective community actions that aim at reducing CO2 emissions across Denmark.

Growing a Community of Practice

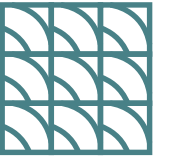
Every day, all around the world, our members organize communities to achieve change, and adapt the practices to fit different contexts. Through our Community of Practice program, we connect a passionate global community of leaders to enable ongoing learning and empowerment.

LCN's diverse community is spread across more than 75 countries and multiple domains.

We have individuals and organizations working on issues like labor rights, climate change, health care, gender rights and gun violence. Others use Public Narrative or Community Organizing to change complex systems from within. We create learning spaces for our community to come together, connect, and exchange knowledge and experience.



Growing a Community of Practice in 2021



During 2021, LCN organized a total of 23 learning events.

We had 34 speakers, from both within and outside the LCN community, representing 15 organizations and campaigns from 11 countries.

The program covered five main thematic areas: Health, Climate Justice, Gender, Movement & Capacity Building, and Technology & Data. The focus on health reflected the heightened relevance of organizing work around health equity and justice, particularly in response to the COVID-19 pandemic. Together with LCN member Pedja Stojicic from People Power Health, we planned the first session of our Organizing for Health series, featuring three grassroots campaigns from two countries that were building power and developing the capacity of communities to achieve health equity and justice.

With the community increasingly leaning towards the emerging online-based organizing and learning, we partnered with Maggie Hughes to organize a series of sessions focused on using technology and data in organizing and training.

Recognizing the diversity of our community members, we designed special sessions accommodating the learning needs of trainers and coaches, as well as organizational members, rather than solely focusing on organizers and practitioners who will continue to remain at the core of our work.

Based on the lessons and challenges of organizations adopting the Organizing and Public Narrative framework, we launched our new initiative, Organizations Learn series, in which we organized two sessions this year one with Community Organizing Japan, and the second with Mothers Out Front.

For trainers and coaches, a session was held on explorations around data and technology in the Harvard Kennedy School organizing course, as well as a closed meetup for experienced Public Narrative coaches.



Learning from successes and challenges of failures by organizations training and practicing the organizing and Public Narrative pedagogy



Exploring the dangers, advantages and possibilities of organizing online in our “Tech and data in organizing and teaching organizing series”

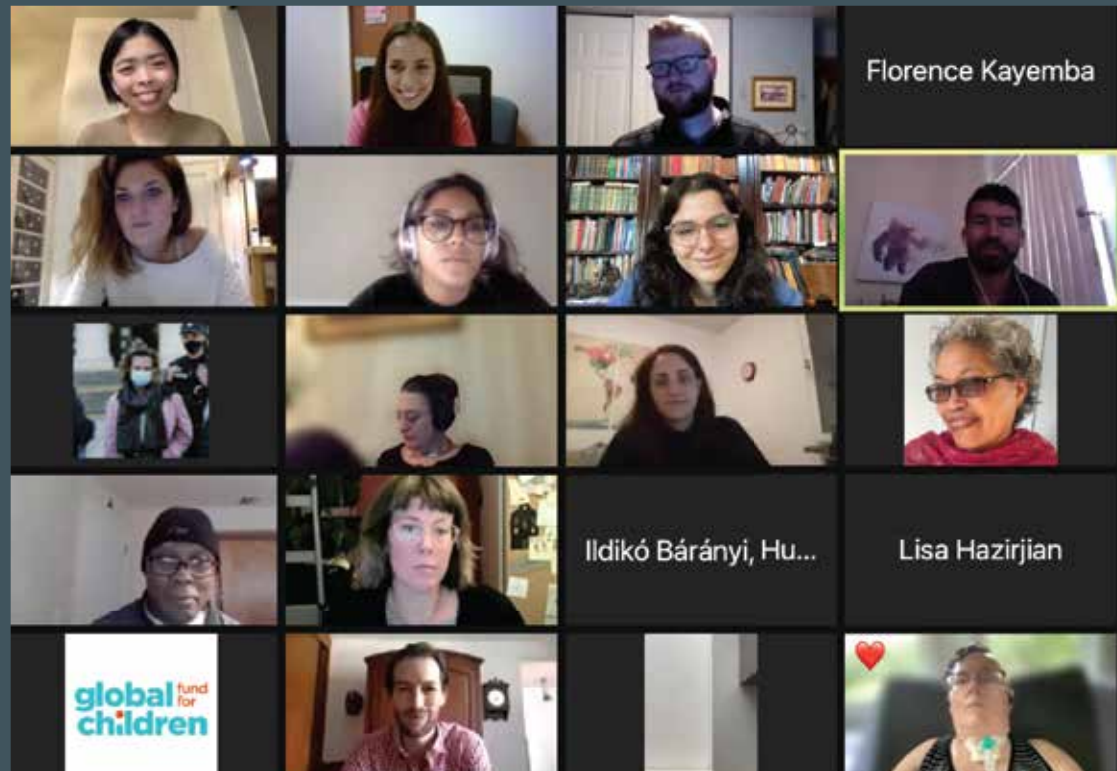




Book Event: 'Prisms of the People: Power & Organizing In Twenty-First-Century America' with Liz McKenna

Getting on the bike for a skill practice session on relationship building





Sharing stories, reflections and lessons around how Public Narrative can be used and adapted into different contexts

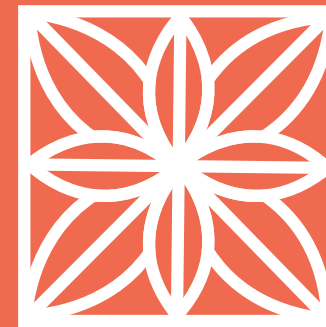
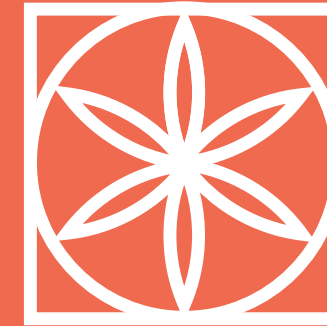
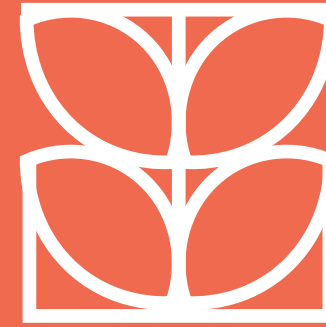


Connecting inspiring organizers and leaders from around the world to meet each other in our September 'Meet & Connect' session



Advancing Leadership Practices

As a global network, LCN takes on the integral role of documenting and showcasing framework successes, establishing effective evaluation channels, and learning from adaptations and developments of the framework.



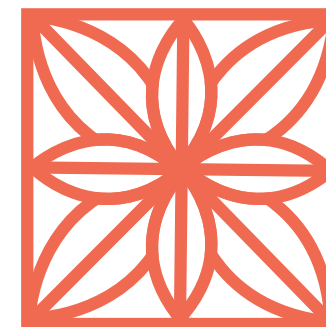
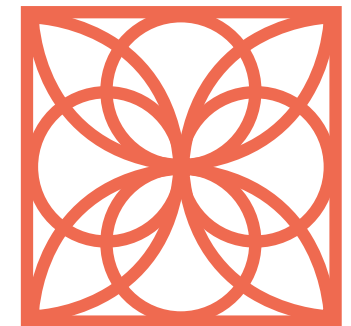
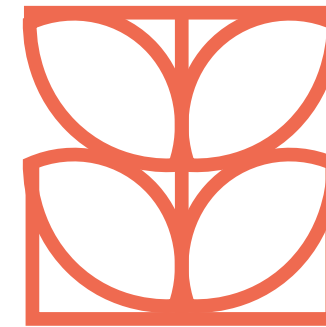
Advancing Leadership Practices in 2021

One of the highlights of 2021 was the development of the online resource center. LCN partnered with the Commons Social Change Library to revamp LCN's Resource Center. The partnership was tremendously successful in bringing the needed expertise to this mission.

LCN recruited a professional developer to support in creating the back-end technicalities of the new LCN website, ensuring a user-friendly presentation of the content to our members and the public, enabling them to expand their knowledge and expertise.

From a programmatic lens, advancing and documenting the leadership practices, their adaptations and relevant teaching tools have been an integral part of our programs, enriching the center with LCN's recently developed curriculums and guides, as well as international programs that shed light on framework success and adaptations.

In partnership with organizations and individuals in the field who supported us to collate and curate invaluable community organizing resources and present them, we hope that the launch of the center is but the beginning, and that together we can ensure its continuous growth and evolvment.



LCN's Website and Resource Center

www.leadingchangenetwork.org

“In many ways, the resource center reflects the collective knowledge and work of this movement. It is the footprints of the campaigns and trainings we leave behind but also a starting point of our next ones. I love reading through each resource knowing who wrote it and understanding each organizer a little better. I love being inspired by others and I'm indebted to everyone that has contributed”

Benedict Hugosson, Sweden



Seeding Global Structures

We champion decentralization by supporting the formation and development of regional and thematic entities to bring the community organizing framework to a broader audience.

At the same time, the journeys of those entities would provide the wider organizing community with a wealth of local knowledge, practices and adaptations beneficial to the continuous development and advancement of our framework.

Almost in every field, decentralization brings autonomy, agility and growth. At LCN, we believe that it also unleashes creativity, leadership development, and most importantly, it empowers those in the field working passionately towards their goals.

LCN is proud to be an umbrella for seven regional and thematic groups deeply rooted in our network along with over 20 member organizations adopting the leadership practices and are flourishing through our unwavering support.



Seeding Global Structures in 2021



In 2021, LCN was thrilled to introduce 2 new groups that emerged from its programs and activities:

The LCN Health Justice Community

Led by Pedja Stojicic, the group emerged from a Community of Practice event in March 2021 and launched their leadership team.

They are currently planning their strategy and activities for 2022 to build and support the community, which include:

- Intro to Organizing sessions specifically tailored to healthcare community organizers and activists.
- LCN Health Justice Resource Center
- Online community organizing workshop(s) for health justice campaigns and organizers.

A Group for Experienced Public Narrative Coaches and Trainers

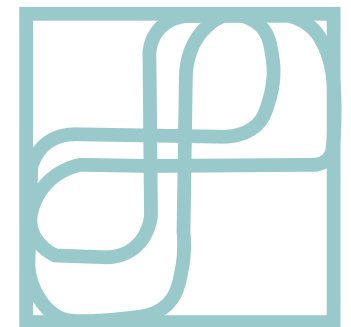
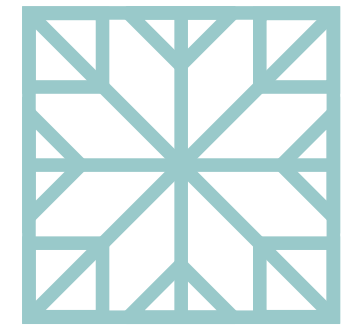
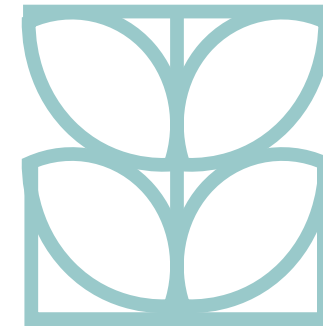
Initiated by LCN Member Noa Yammer, the group organized their first meetup in November 2021, led by a leadership team of 5 members and attended by 20 coaches.

Aside from the new groups, LCN Europe, LCN Afrika and LCN Australia continued to develop the organizing and training capacity in their regions.

In February, LCN Europe ran a Public Narrative workshop with 70 attendees representing 10 organizations from 15 countries and supported by 22 coaches. The group continues to refine its strategy and structure to take the practice across Europe. Members of LCN Africa, in partnership with OSIWA (Open Society Initiative for West Africa), ran an in-person community organizing workshop for 25 West African civil society leaders and artist activists in July 2021. LCN Australia organized regular sessions around organizing and Public Narrative for their community members.

“We reached out to LCN, and began thinking, how can we build this African network and be a support system or community of practice for us. It's a work in progress, and LCN has helped us think about our strategy to build this kind of network. I'm hoping that in a year or two, we can be proud that we also built this network, like LCN Europe (that we have also learned from)”

Jakob Okumu, Kenya



LCN 2021 in Numbers

1,361

Participants in Public Narrative
and Organizing Workshops

890+

Community of Practice
Attendees



278

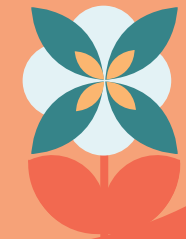
Individual
Members

83

countries
reached

21

Organizational
Members



The LCN Team

Alyssa Constant
Accountant



Mais Irsusi
Executive Director

Sachiko Osawa
Membership Engagement
& CoP Coordinator



Imran Sarwar
Head of
Expansion

Mariana Garza
Communications
Coordinator



Jafrin Akhtar
Administrative
Assistant

Team doubled and
diversified geographically
over the course of 2021

LCN Projects' Collaborators

Céline Lebrun Shaat

Training of Trainers
Program Coordinator



Thaer Zuriekat

IT Infrastructure
Manager and
Web Development



Andrea Ornelas

Operations
Coordinator



Jayati Doshi

Collaborative
Strategy Process



Abdelrahman ElGendy

Content Writer
and Editor



Reem Khashman

Resource Center
Coordinator



Sarah ElRaheb

Pedagogy
and Learning



Nneka Akubeze

Fellowship
Program Manager





Coaches that worked with LCN during 2021

Abel Cano | Anjali Rodrigues | Anisah Sabur | Andrea Ornelas | Anita Krishnan | Aprajita Pandey | Ashley McCarty | Ashraf Hamzah | Benedith Kessany | Bridget Cervelli | Cassandra Bensahih | Cecilia Barja | Celine Lebrun Saath | Charlene Mack | Charlotte Garnes | David Ayala | Dulce Saenz | Federica Vinci | Greg Whittington | Ignacio Ibarzabal | Jacob Omondi Otieno | Jake Waxman | Jeremiah Nelson | Jose Marantes | Juman Abu Jbaara | Kenneth Chomba | Kortni Malone | LaTonya Tate | Mais Irqsusi | Marissa Ocampo | Matthew Coffey | Megan Bock | Miea Walker | Miya Cain | Natasha Soto | Nneka Akubeze | Noorulain Masood | Pedja Stojicic | Quiana Malone | Reem Khasman | Robert H. Martin | Rohit Gawande | Ronald Simpson-Bey | Rosario Molina | Rosi Greenberg | Sachiko Osawa | Sadie Dean | Salma Sameh | Samah Elous | Sarah ElRaheb | Sasha Kinney | Serge Sivyavugha | Shivani Kumar | Simon Peter | Steve Huerta | Tanvi Girotra | Tommy Morris | Valeria Cerda | Vera Parra

LCN Volunteers Communications

Megan Duffy and Diva Shrestha

Collaborators

Commons Social Change Library - Resource Center

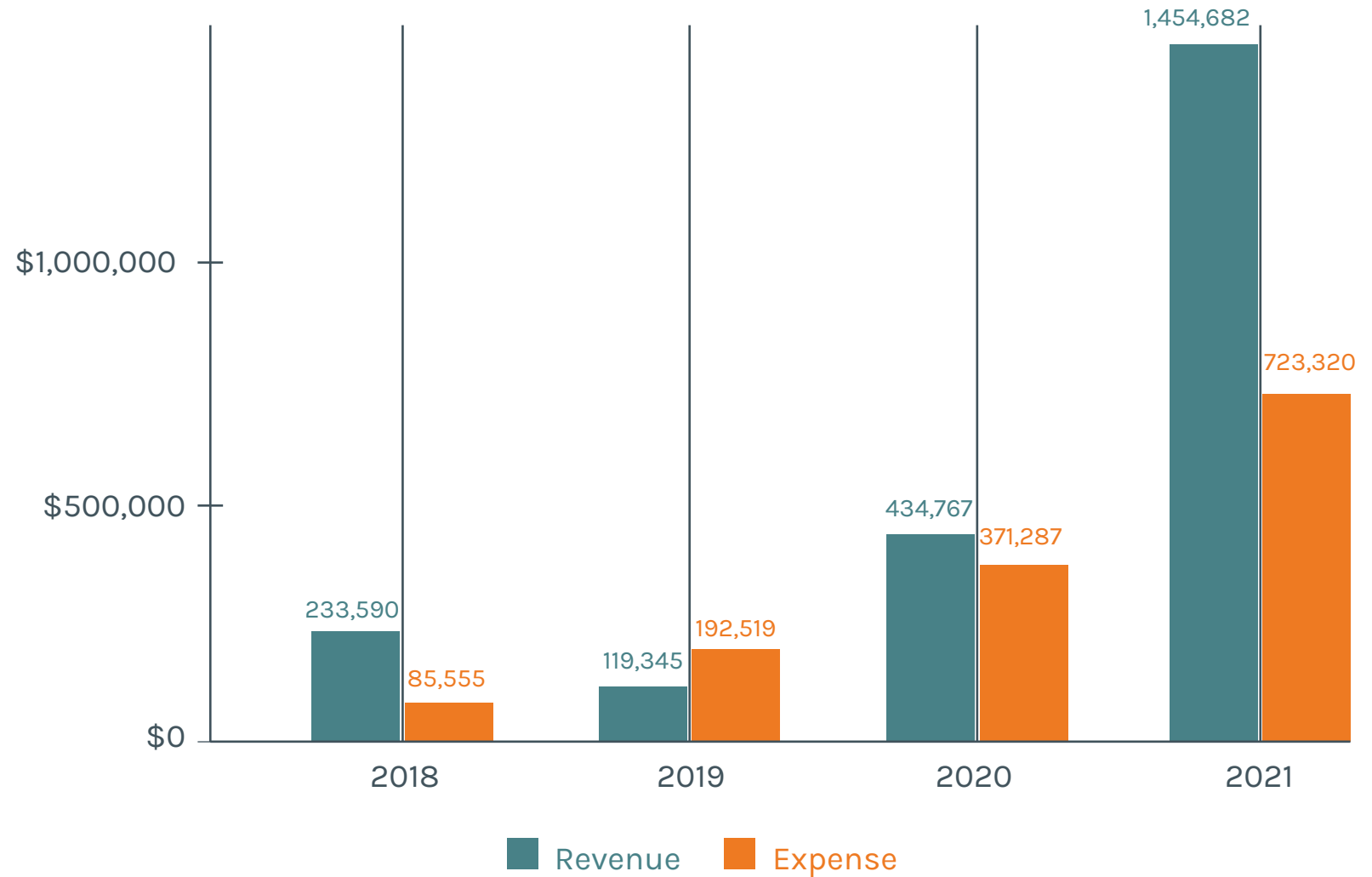
Workshop PoV - Design

Chazin & Company - Finance

Financial Overview

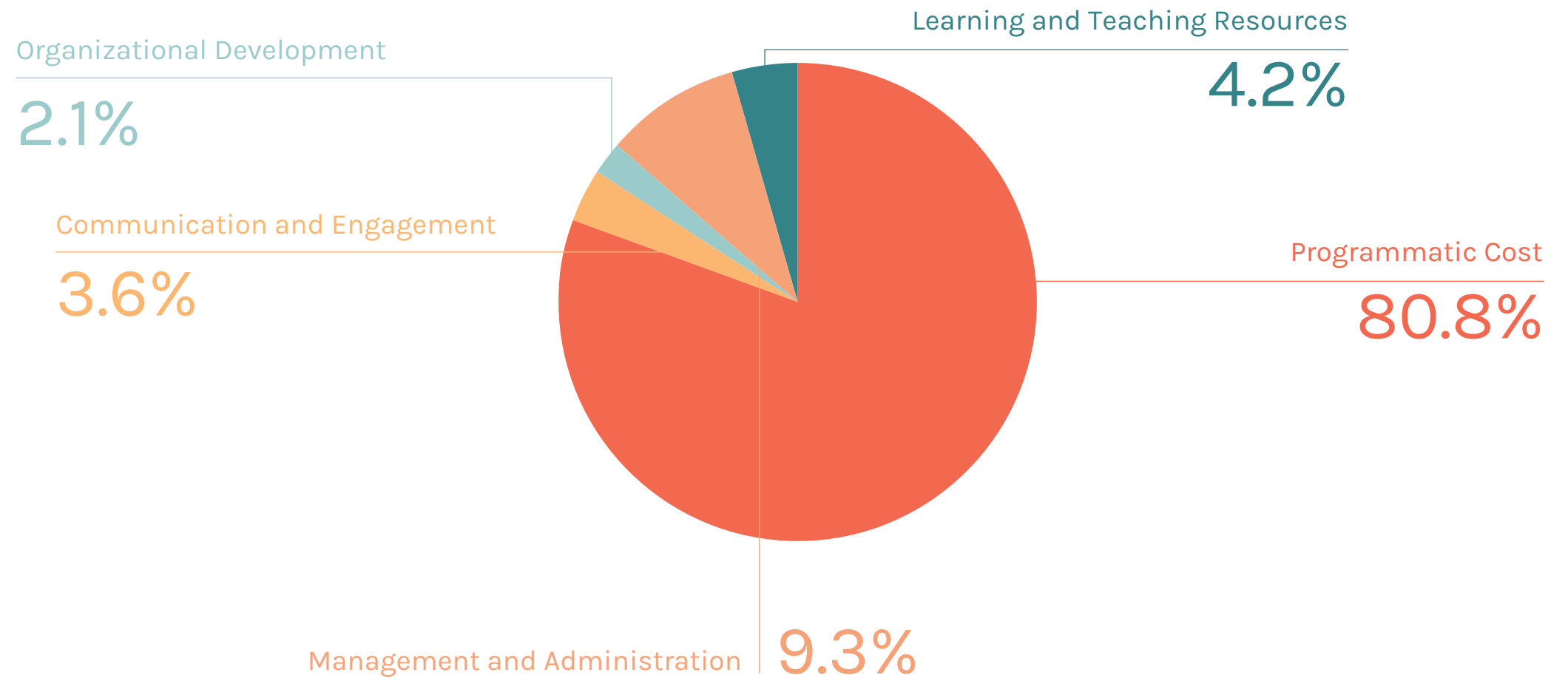


Revenue and Expense Growth

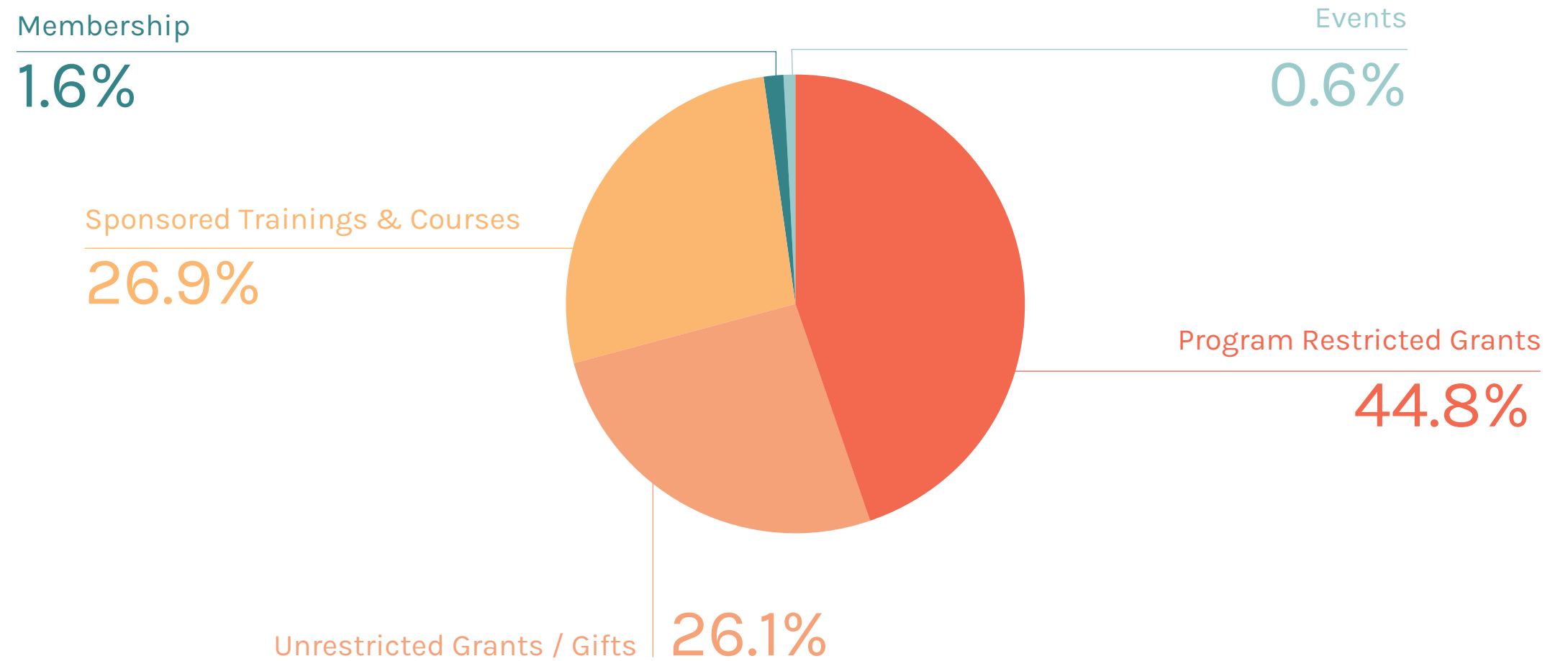


Part of the revenue received in 2021
is for projects and work that extends until 2022

Expenses Breakdown 2021



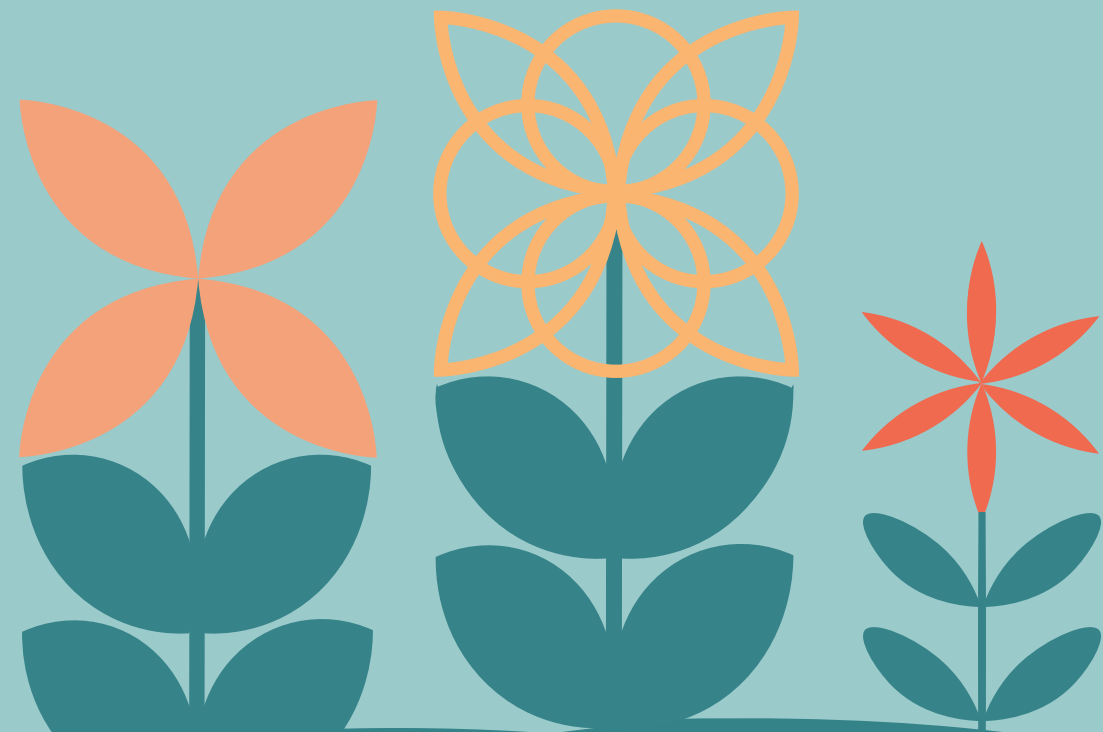
Revenue Sources 2021



Thank you

We are deeply grateful to everyone who contributed to this success: our generous donors, our global partners with an inspiring eagerness to adopt and implement the organizing framework, our committed and engaged members, and the LCN dream team that embodies this organization's values, carrying the mission forward with a brilliant combination of dedication and innovation.

We thank you all.



Our Donors

2021

The Chan Zuckerberg Initiative CZI | Marshall Ganz |
Ian Simmons via ImpactAssets | Jennifer McCrea |
Rebecca Henderson | Kelsey Wirth & Samuel Myers |
Linda Stone | Shelly J London | Tim Quigley |
Charles F Bolden Jr



Our Partners and Member Organizations



Contact

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

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