

apolitical foundation

Better Leaders, Better Democracies:

Mapping the Organizations Shaping
21st Century Politicians

May 2022

Reactions to This Report

“All the things we experience on a day-to-day basis... someone took all of this and put it into one report.”

—
Alhelí Partida, Director of Global Programs, LGBTQ Victory Institute

“I think our (political philanthropists’) theories of change need adaptation to include much more explicit intent on improving the content, the approach and the quality and diversity of people who are entering politics as candidates.”

—
Yael Ohana, Executive Advisor to the Managing Director, Europe and Eurasia, Open Society Foundations

“I’m very pleased to see that Apolitical Foundation decided to run towards and not away from ‘political’ in producing this work. A lot of the mindset around project support from donors... has tended to favor civil society and notions of non-partisan in what I think are counter-productive ways.”

—
Scott Mastic, Vice President, Programs, International Republican Institute

“This report brings us very important nuance, success, failures, and middle-of-the-road experiences to help us actually build the future.”

—
Goran Buldioski, Director, the Open Society Foundations’ Berlin office and the Open Society Initiative for Europe

“I think the report put the finger on a phenomenon... (that is) there is a real demand from civil society, not just young people, to take a chance and say, ‘Why not me?’”

—
Audrey Fortassin, Director General, Tous Elus

“The second insight (from the report) for me is... the neglect of politics in general. ... No one focuses on that elected layer.”

—
Lindiwe Mazibuko, Co-Founder, Apolitical Academy Global and CEO, Futurelect

“A lot of elements (in the report) on mental health are important. We really need to be honest as political leaders but we also need to reflect on ourselves.”

—
Nadia Ahmed Abdalla, Chief Administrative Secretary, Ministry of ICT, Innovation & Youth Affairs, Kenya

“It’s so motivating to see a global effort to better democracy worldwide through support for better politicians. Thank you @ApoliticalFound for this wealth of research and for including us as part of the report – we’re proud to be part of this global change.”

—
Elect Her, UK via Twitter

“A very interesting read, esp. as it points to the gaps in training future political leaders on topics such as climate, democracy, and tech regulation. Looking forward to seeing @ApoliticalFound launch a more formalized global network of PLIs.”

—
Bojan Francuz, Program Officer, Center on International Cooperation via Twitter

“So insightful and encouraging! The report is a landmark for the field!!”

—
Laura Oller, VélezReyes+

Table of Contents

Letter from our CEO	4
----------------------------	----------

About this Report	8
--------------------------	----------

Executive Summary	10
--------------------------	-----------

Top 10 Findings	17
-----------------	----

15 Promising Practices and Innovations from PLIs	24
--	----

Next Steps	25
------------	----

Political Leadership Incubators in Numbers	26
--	----

Findings, Promising Practices, and Considerations

Recruitment	30
-------------	----

Selection and Screening	33
-------------------------	----

Training and Transformation	36
-----------------------------	----

Activation and Ongoing Learning	42
---------------------------------	----

Capacity, Support, and Accountability	45
---------------------------------------	----

Funding	47
---------	----

Charging Participants	48
-----------------------	----

Impact	49
--------	----

Collaboration and a Peer-to-Peer Platform	53
---	----

Conclusion	60
-------------------	-----------

Appendix	61
-----------------	-----------

Appendix A: How We Chose Which Organizations Should Be Mapped and Which Should Not	61
--	----

Appendix B: Initial List of PLIs Who Have Expressed Interest in Joining a Global Network	62
--	----

Appendix C: How to Design Impactful Adult Learning Experiences	65
--	----

Appendix D: The Road to Political Office Game — Apolitical Academy Global	66
---	----

Appendix E: Our List of 28 Non-Partisan Political Leadership Incubators to Watch	67
--	----

Appendix F: Survey Respondents and Financing	72
--	----

Appendix G: Research on What Makes a Good Politician	73
--	----

Appendix H: Data on Underrepresented Groups	76
---	----

Appendix I: List of Political Leadership Incubators Found Around The World	78
--	----



Letter from our CEO

Dear Reader,

Twenty-five years ago, Dean Nielsen and I were active in the US Democratic Party when we noticed it didn't have the time, bandwidth, or expertise to properly recruit and prepare diverse and young political leaders. Even the best party training narrowly focused on campaign skills. At the time, I happened to be working at Leadership Tomorrow, a tri-sectoral program working to transform the personal leadership skills of leaders in the greater Seattle area. Dean and I wondered whether we, as young people, could develop an intensive transformational leadership program that included political skills and policymaking, and gave access to the people and ideas new young leadership would need to get elected. We didn't stop at the wonder. We made it happen. Today, 25 classes of diverse, skilled, and connected changemakers have graduated from the Institute for Democratic Future's (IDF) nine-month intensive program.

Two years after IDF's founding, I met Democratic gender advocates wanting to help more women get into politics in California. Based on our experience with IDF, we created a program now known as Emerge: America, which scaled to serve women across the United States under the tireless leadership of Andrea Dew and the many who came after her.

A Call from Sweden

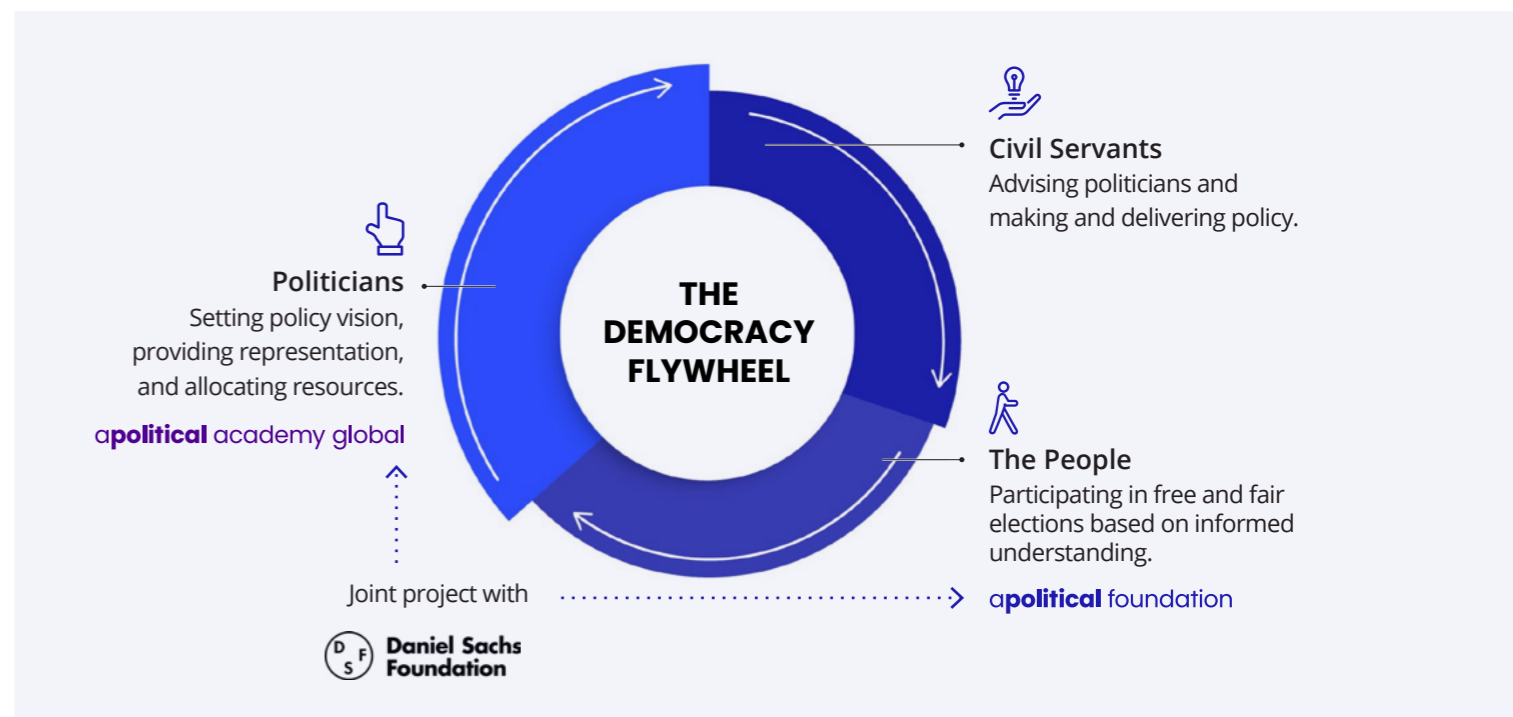
A philanthropist named Daniel Sachs heard me talk about these programs and called me in 2013. He wanted me to help set up a program in Sweden, but he had one condition: it must be non-partisan. After funding Høj Røsten (Raise Your Voice), mostly as a get-out-to-vote campaign aimed at and co-created by young and diverse people, he'd noted that it wasn't enough to get youth to the ballot box. He saw them as potential political leaders who needed support to bridge their community leadership into political power. He wanted to break the vicious underrepresentation cycle. He developed a graphic that represents what a virtuous representation cycle looks like (p.13).

I was aligned with his focus on diversifying politics but pushed back against a non-partisan approach. Politics is partisan by nature. Party politics is the game. This was before the dangerous political polarization we see today, and before I'd grasped that excluding some parties, except the extreme, from accessing new and ready political leaders with democratic values was dangerous. Daniel convinced me of this fact. Høj Røsten Politikerkola was launched in 2016 and has now graduated five classes.

Democracy Flywheel

In 2015, Robyn Scott and I co-founded Apolitical with the big goal of making democracy work for people and the planet in the 21st century. We envisioned the Democracy Flywheel and decided our first focus would be to empower public servants with the inspiration, skills, and knowledge needed to deliver on democracy. That B Corporation now serves 160,000 public servants from more than 170 countries and helps them gain skills ranging from digitization, sustainable finance, and gender equity. In 2018, we were named one of the Most Innovative Companies in the World by Fast Company.

Despite Apolitical's success, we needed to do more to reach our goal of making democracy work in the face of the world's biggest problems. In 2019, we co-founded the Apolitical Foundation to support better political leadership across political parties. Apolitical Foundation has stock in the company and will receive a windfall to fund this work when the company is sold or goes public. Beyond money, Apolitical offers the Apolitical Foundation a great brand, adult-learning expertise, policy and statecraft courses, a technology platform, and an inspired team who care about building better politics.



Apolitical Academy Global

The Foundation's flagship program, Apolitical Academy Global (more information below), was co-founded by the Daniel Sachs Foundation and helps prepare a new generation of transformational political leaders via a network of non-partisan political training academies. Lindiwe Mazibuko, the

first black opposition leader from the Democratic Alliance in South Africa, co-founded the Foundation and was its first leader. She launched 'Futurelect, an Apolitical Academy' for Southern Africa in 2019 and is now expanding this work across the continent.

Talent Pipelines Across Political Parties

I moved from full-time work at Apolitical to be CEO of the Apolitical Foundation in 2020. My goal is to scale our work to wherever people want it around the world. In a way, I've come full circle back to my 25-year-old self. I'm as optimistic about our ability to make change now as I was at 25. I feel an even greater sense of urgency in the face of issues like climate change, polarization, and democratic backsliding.

In the last year we've gone from two academies as part of our network (Høj Røsten Politikerkola and Futurelect) to five (adding Próxima Geração, Nueva Era and Unity) with a pipeline of 11 from Germany to Jamaica. We can feel growing momentum among local champions wanting to start these programs and harness the energy for urgent action in the political space.

State of the Field & Collaboration

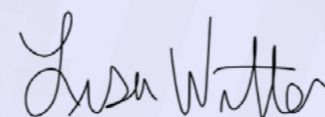
One of the first things I did as CEO was look for a grant that would allow us to step back and assess the state of the field. Who else was doing programs like ours around the world? What could we learn from each other? Could we join forces to get better, bigger, and faster? We're grateful to be supported by a grant from the Open Society Initiative for Europe, which is part of the Open Society Foundations.

We offer the report you are about to read in the spirit of collaboration, humility, and curiosity. With trust in government at an all-time low and politicians routinely facing death threats, those of us working to revitalize democracy have no choice but to work together. Collaborating on better political leadership is a critical pathway to a brighter future.

I want to personally thank everyone who has provided leadership in this space; the Apolitical Foundation team that made this report possible; and, most importantly, the courageous people who choose elected office as a way to serve people and the planet.

We edited this report during record COVID-19 cases in many countries, the release of the IPCC's sixth report on the impacts of climate change, and the Russian invasion of Ukraine. I can't think of stronger arguments for healthy democracies and trusted political leaders.

Sincerely,



Lisa Witter
Co-Founder and CEO, Apolitical Foundation
Co-Founder, Apolitical
4 May, 2022

About this Report

Scope

This report and the research behind it set out to:

- Map the global field of independent political training programs, especially those that are non-partisan, and reveal any gaps in the space.
- Gain an overview of who is in the field and how they function.
- Find out what was being done to attract, retain, nurture, and support more diverse people from traditionally underrepresented groups.
- Share findings.
- Identify promising practices.
- Share considerations that could help strengthen the field's work.

What this report is not:

- A comprehensive overview of what political parties offer in the pre-political and political (once people have been elected) space.
- A deep and scientific analysis of practices and approaches to political training globally.

Methodology

We spent 10 months—June 2021 to April 2022—researching political training organizations around the world and writing this report.

- Mapping 420 political training organizations via desk research.¹
- Sending surveys to 368 organizations, with extensive follow-up and interviews.

- 131 of these organizations were non-partisan. We used desk research to identify, to the best of our abilities, whether an organization was partisan or not.
- Combing through surveys returned from 54 organizations.
 - 36 of which were non-partisan.
 - 45 of which focused on recruiting from underrepresented groups. These organizations were both partisan and non-partisan.
- Surveys by region
 - Former USSR: 46 surveys sent, 5 returned
 - Europe: 132 sent, 17 returned
 - Asia: 16 sent, 2 returned
 - MENA: 28 sent, 2 returned
 - Canada and the US: 50 sent, 8 returned
 - Sub-Saharan Africa: 60 sent, 7 returned
 - Oceania: 12 sent, 3 returned
- Interviewing 62 organizations.
 - 50 were non-partisan.
 - 17 focused exclusively on underrepresented groups. This group was made up of both partisan and non-partisan organizations.

Where possible, this report includes quantifiable data that emerged from our research. It also includes trends that we heard about or saw during the research process.

We mapped all types of political training organizations, with the exceptions of political parties and university-degree programs. Though we mapped organizations across the political spectrum, the findings in this report mostly relate to those that are non-partisan.

Audiences

- **Political entrepreneurs and practitioners** running or thinking about starting non-partisan political training programs.
- **Donors and supporters** who currently, or may, fund the space.
- **Political parties and civil society** will likely find certain parts applicable to their work and be inspired to create partnerships. We particularly hope that the report provides more visibility for political training organizations, which are often disconnected from civic education movements and large-scale governance programs focused on serving politicians and political parties.

Feedback

We wholeheartedly welcome feedback on any aspects of the report. This field is growing, and we are excited to explore new ideas with our colleagues. This report is meant as a humble offering to the many organizations working to make democracy stronger by cultivating better political leaders. If you want to be a part of this work in any way, please write to us at lisa@apolitical.foundation.

Acknowledgments

We are very grateful to the following people (in no particular order) for contributing their time and expertise through expert interviews and valuable advice: Shari Bryan, Whitney Pfeifer, Rachel Mims, Camara Chambers, Anastasia Kalinina, Scott Mastic, Josef Lentsch, Eryon Tase, Lauren Baer, Micky Stuber, Sophie Achermann, Viera Zubrova, Greg Sam, Caren Wakoli, Thilo Schone, Giorgi Badridze, Amanda Conlee,

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¹ See Appendix A for how we chose which organizations were included and which were not.

Executive Summary

There are more autocratic states than democracies around the world for the first time since 2004.²

The 21st century's biggest problems require urgent and innovative solutions. Climate change, polarization, inequality, and war will not be fixed by carrying out business as usual. Courageous and ethical politicians are key. Political entrepreneurship is the source of renewed energy focused on supporting better politics emerging out of these existential challenges.

Political training organizations, especially the ones we are calling *political leadership incubators* are a source of hope for anyone who believes better politicians are an essential part of improving outcomes around the world. The PLI space is building on momentum, has huge growth and impact potential, and is urgently needed to help democracy face existential threats.

Making change through politicians may seem intimidating until one considers that the world's 46,000 members of parliament could fit in the stands of a football stadium.³ There are close to 6.1 million broader elected officials around the world.⁴ Politicians make up a comparatively small sector of the general population and it goes without saying that they have enormous power. OECD countries spent an average 47 percent of GDP on general government spending in 2020.⁵ This figure is likely higher than previous years due to the COVID-19 pandemic. Supporting them to have the skills, mindset, and knowledge they need for the 21st century could mean big impacts from relatively little investment.

Defining political leadership incubators

Groups in this field have been called political training organizations, but we do not think this term accurately describes them. Many organizations go beyond training to cultivate and support ethical politicians. With this in mind, we have started calling them *political leadership incubators* (PLIs). PLIs can be non-partisan or partisan, but they are not run by political parties. Most currently work with people before they are elected to office, but they would ideally also support leaders with ongoing training, mental health support, peer networks, etc. after they have been elected to office (see p. 15: five waypoints to political leadership). We were warned that some funders could be discouraged by the use of the word "political". After much consideration, we decided not to shy away from one of our core beliefs: fixing the 21st century's biggest problems will require investment in good political leaders. Most PLIs are founded by political entrepreneurs. The word "incubator" is commonly used in entrepreneurial circles.

Growing momentum

The PLI field is seeing renewed energy as people across the world head to the streets fueled by fears for their future. More than half of the organizations that answered our question about program age had programs founded in the last ten years. PLIs offer an opportunity to turn frustration into productive political power by supporting passionate activists and community leaders with the skills and the knowledge they need to be effective politicians. In other words, PLIs help bridge the gap between movement leadership and political leadership.

Equipping politicians for impact

PLIs work with leaders in different ways. We believe in an approach that helps participants strengthen their commitment to ethics and equips them with the policy, leadership, political, and self-reflection skills they need to transform into politicians who serve constituents well. Some PLIs also work to ensure power does not go to politicians' heads once elected and that leaders get the support they need to succeed in office. These PLIs impact the world's biggest issues at the root: the lawmakers that shape societies, lives, economies, and ecosystems.

“Many organizations go beyond training to cultivate and support ethical politicians. With this in mind, we have started calling them political leadership incubators (PLIs).”

² "Democracy Report," Bertelsmann Transformation Index, 3 April, 2022, <https://bti-project.org/en/?&cb=00000>.

³ Inter-Parliamentary Union, *National Parliaments*, 3 April, 2022, <https://www.ipu.org/national-parliaments>.

⁴ We calculate this number out of UNW's figure of 2.18 million women making up 36 percent of the world's elected officials.

Facts and figures: Women's leadership and political participation, UN Women, 3 April, 2022, <https://www.unwomen.org/en/what-we-do/leadership-and-political-participation/facts-and-figures>.

⁵ OECD Data, *General Government Spending*, data.oecd.org/gga/general-government-spending.htm

Building trust

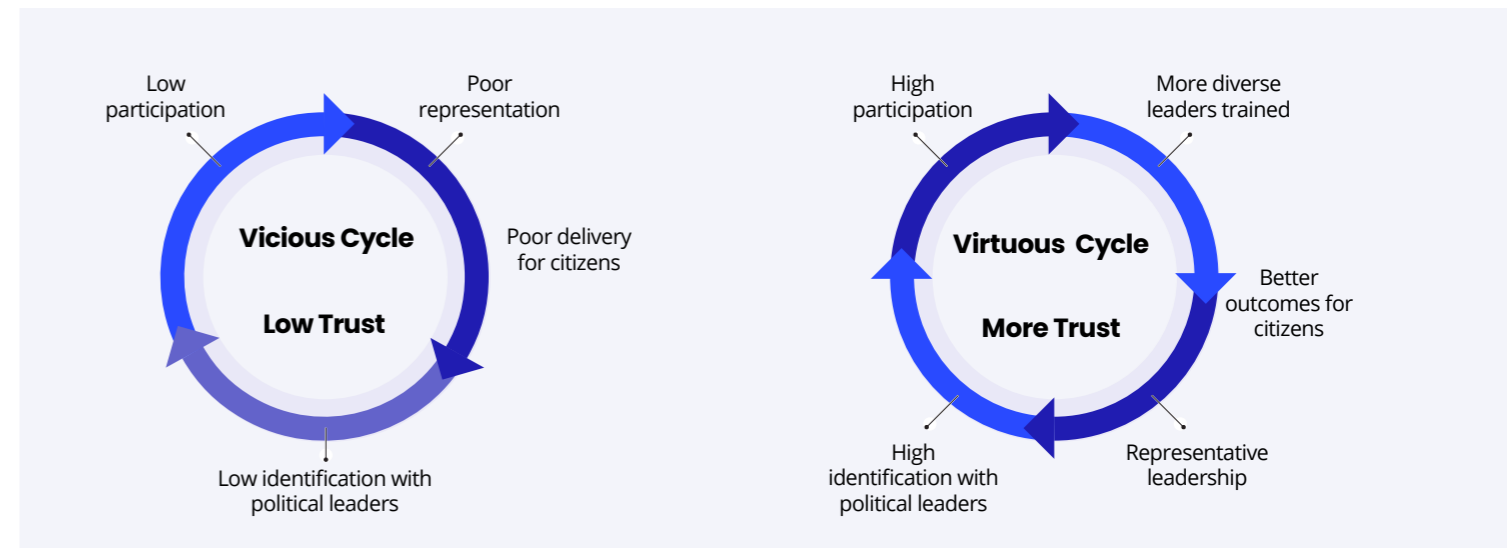
Politicians face a dangerous trust problem. PLIs can give them some of the skills they need to be more trustworthy leaders. Only 52 percent of respondents included in the Edelman Trust Barometer trusted the government in 2022, and 66 percent thought their country's leaders were purposefully trying to mislead the public.⁶ The situation is so bad that many Europeans want to replace some of their politicians with artificial intelligence, according to a recent study.⁷



The good news is that citizens seem to think that trust can be rebuilt. Eighty-four percent of US adults thought it was possible to increase trust in the federal government in 2019. Sixteen percent said more transparency would improve confidence and 15 percent said improving political leadership and government performance was needed.⁸ These findings are in line with a 2021 Deloitte study which found governments could build and sustain trust by focusing on "humanity, transparency, capability, and reliability".⁹ And a 2020 study uncovered the fact that citizens who distrust politicians most often cite lack of authenticity as the key factor.¹⁰ Many PLIs help emerging or current politicians cultivate these traits. Training and supporting politicians across the political spectrum,

but not at the extremes, to be more competent and ethical could be a key non-violent way to help remedy distrust.¹¹

We hypothesize that distrust can also be partly explained by a vicious cycle of poor representation, bad outcomes, low identification, and low participation. If this is true, the introduction of better-trained and supported diverse leaders into the system would create a virtuous cycle which fosters trust in the system. There is research indicating that diverse leaders result in better outcomes in business.¹² We would like to see more research into how well-prepared, diverse politicians influence citizens' trust.



An antidote to polarization?

Done right, we think non-partisan PLIs may serve as an antidote to polarization because participants train and build relationships with people across political divides. We want more research to be done in this area. Finding commonality and gaining insight into the values and identities of those you may not agree with are proven approaches to reducing polarizing attitudes.¹³ Being less partisan was listed as one of the top behavioral changes that Americans thought could help increase trust between one another.¹⁴

Evidence of impact

Some PLIs told us that they collected data on how many graduates go into public or political leadership positions, and we heard anecdotes about graduates' policy success. We did not hear of more formal measurements, nor did we find any longer-term research with approaches like random control trials cited by groups to support their approach. Nearly every group we heard from was hungry for more information and funding to do more impact measurement.

Promising research from Pakistan shows how emphasizing the "pro-social" aspects of public office can attract new types of people to politics, get better policy outcomes, and improve trust in a short amount of time.¹⁵ We need more studies like this on existing programs and approaches, and we will work, ideally with others, to fund more.

No silver bullets for systems change

We are well aware that PLI alumni who enter politics are getting into a system that needs serious updating. Most countries have 18th century style politics and 19th century style institutions in the 21st century. Democratic reform must be taken up by the PLIs, and the PLIs must do their work within the democracy-strengthening system. Better politicians are not a silver bullet but a critical lever to systems change.

"Most countries have 18th century style politics and 19th century style institutions in the 21st century."

⁶ Edelman Trust Barometer 2022, (Edelman, 2022), https://www.edelman.com/sites/g/files/aatuss191/files/2022-01/2022%20Edelman%20Trust%20Barometer%20FINAL_Jan25.pdf.
⁷ Sam Shead, "More than half of Europeans want to replace lawmakers with AI, study says," *CNBC*, 27 May 2021, <https://www.cnn.com/2021/05/27/europeans-want-to-replace-lawmakers-with-ai.html>.
⁸ Lee Rainie, Scott Keeter, and Andrew Perrin, *Trust and Distrust in America*, (Pew Research Center, 2019), <https://www.pewresearch.org/politics/2019/07/22/americans-solutions-for-trust-related-problems/>.
⁹ William D. Eggers, Bruce Chew, Joshua Knight, RJ Krawiec and, Mahesh Kelkar, "Rebuilding trust in government," 9 March 2021, <https://www2.deloitte.com/us/en/insights/industry/public-sector/building-trust-in-government.html>.
¹⁰ Valgarðsson, Viktor Orri, Nick Clarke, Will Jennings, and Gerry Stoker, "The Good Politician and Political Trust: An Authenticity Gap in British Politics?" *Political Studies* 69, no. 4 (November 2021): 858-80, <https://journals.sagepub.com/doi/full/10.1177/0032321720928257>.
¹¹ Extremism has different meanings depending on who you talk to. We think about it as "a political term which determines the activities that are not in accordance with norms of the state, are fully intolerant toward others, reject democracy as a means of governance and the way of problem solving and also reject the existing social order". See: <https://www.ojp.gov/pdffiles1/nij/Mesko/208033.pdf>.
¹² Vivian Hunt, Lareina Yee, Sara Prince, and Sundiatu Dixon-Fyle, *Delivering through diversity*, (McKinsey, 2018), <https://www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/delivering-through-diversity>.

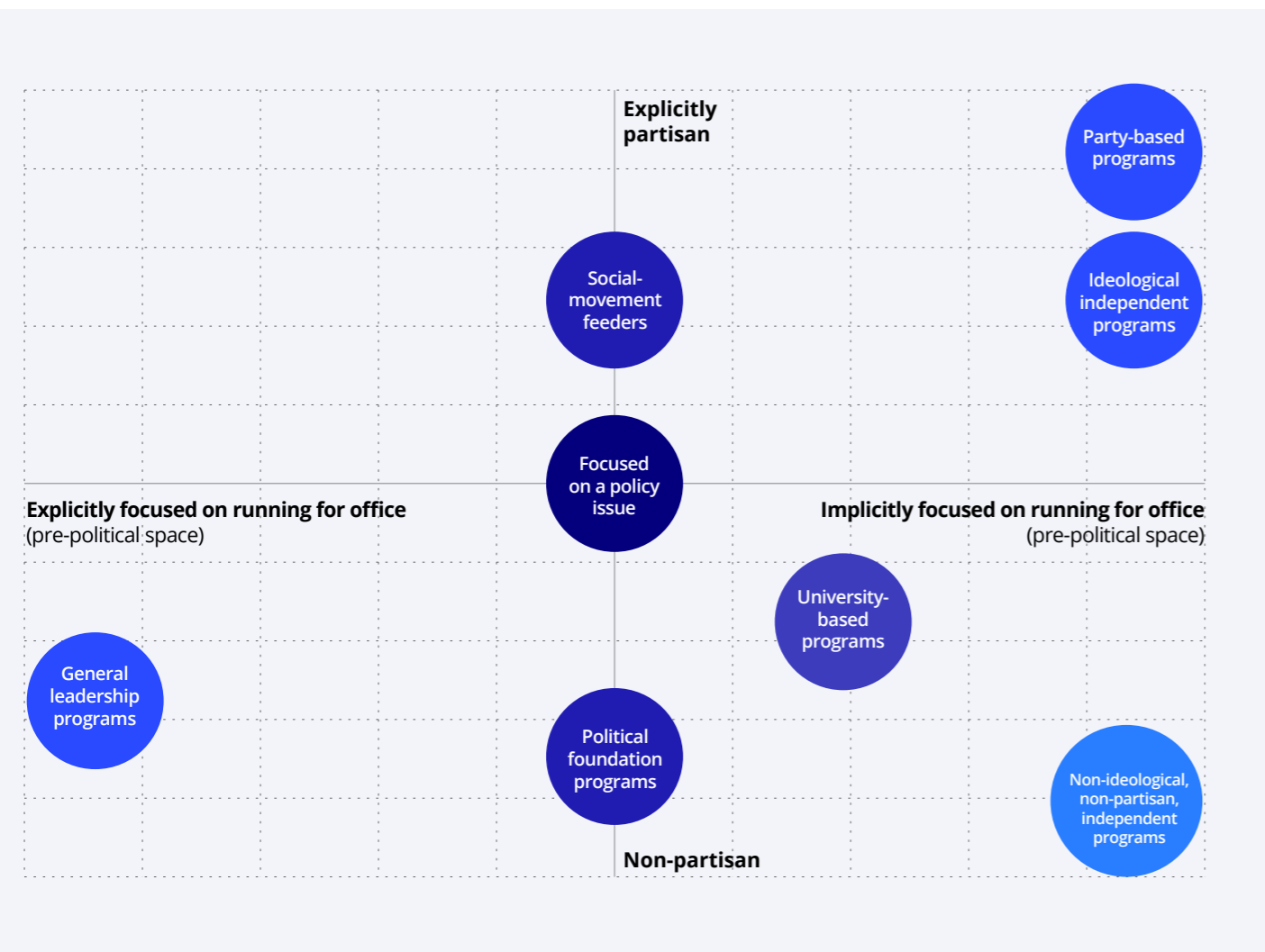
¹³ Wojcieszak, Magdalena & Warner, Benjamin. (2020). "Can Interparty Contact Reduce Affective Polarization? A Systematic Test of Different Forms of Intergroup Contact," *Political Communication*, 37, 1-23. 10.1080/10584609.2020.1760406.
¹⁴ "Americans' solutions for trust-related problems," *Pew Research Center*, 22 July, 2019, <https://www.pewresearch.org/politics/2019/07/22/americans-solutions-for-trust-related-problems/>.
¹⁵ Saad Gulzar and Muhammad Khan, "Good Politicians: Experimental Evidence on Motivations for Political Candidacy and Government Performance," *SSRN* 20 February 2021, <https://ssrn.com/abstract=3826067>.

Conceptual framing

This report is the first global mapping of the PLI field as far as we know. We have developed a few concepts that we hope will help practitioners and donors understand the space.

Political leadership incubators: As mentioned above, we have called organizations in this space PLIs because we think that the term reflects work to cultivate and support politicians.

Field landscape: We have outlined a landscape of political training organizations. Our analysis does not disaggregate based on what level of government each program targets.



The five waypoints to political leadership:

This approach, which was developed by us and discussed during interviews with organizations, highlights the need for PLIs to broaden their thinking beyond training and into recruitment, activation, and support for political leaders. It suggests that PLIs work with leaders well after they have been elected to office, for example by offering mental health support, access to peer networks, ongoing training, etc. PLIs who do not continue to teach, support, and hold accountable elected alumni risk losing their investment.

One incubator does not need to cover all aspects of the journey. Incubators may be able to collaborate, with each specializing in a certain aspect or waypoint. Few of the PLIs we interviewed or surveyed were taking a holistic journey approach like the five waypoints to political leadership.

“PLIs who do not continue to teach, support, and hold accountable elected alumni risk losing their investment.”

Five Waypoints to Political Leadership

1. Recruitment	2. Selection and Screening	3. Training and Transformation	4. Activation and Ongoing Learning	5. Capacity, Support & Accountability
Especially important to recruit intrinsically motivated individuals, sensitive and targeted outreach to underrepresented groups	May be as important as the 'training' – selecting for potential, mindset, and resilience	Intensive engagement with participants	<ul style="list-style-type: none"> In collaboration with parties Leadership skills sharpening Policy knowledge Connections & motivation 	<ul style="list-style-type: none"> Mental health support, make sure power does not go to their head Help navigating the system Access to policy ideas and innovation

'Seeds, soil, and gardeners' approach.

When planting seeds (newly trained political leaders), PLIs must consider where the soil of political systems is fertile and find gardeners within the system or party to help nourish and grow talent. PLIs can plant great potential politicians, but impact will be limited if people within the political system, especially the parties themselves, are not open to receiving and caring for them. Political talent needs long-term tending, both by parties and, ideally, PLIs. The care from non-partisan

PLIs should be limited and apolitical: filling the gaps parties struggle to, and helping parties find people they normally would not. Gardeners hold both formal and informal power to keep the ground fertile and nourish the talent. But the very nature of politics means that they can become antagonistic if seedlings start to pose an existential threat. We would like to see more research into how seeds, soil, and gardeners currently interact, and which areas require further cultivation.



Three gears for democracy:

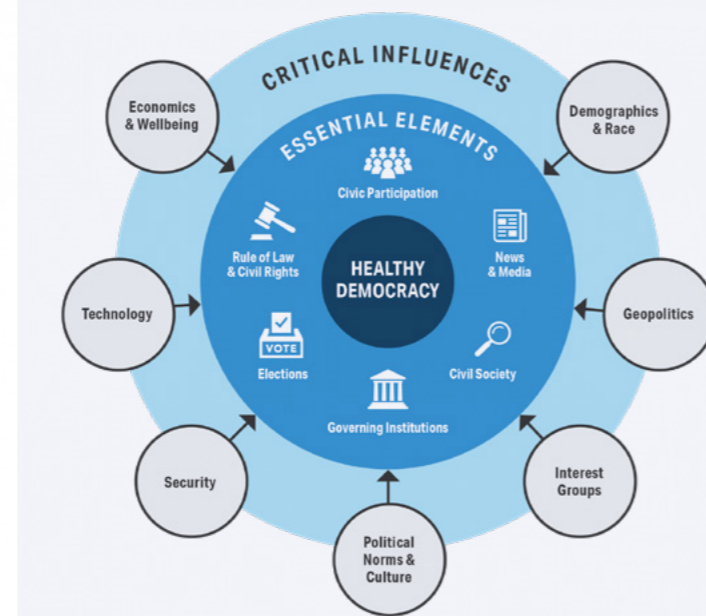
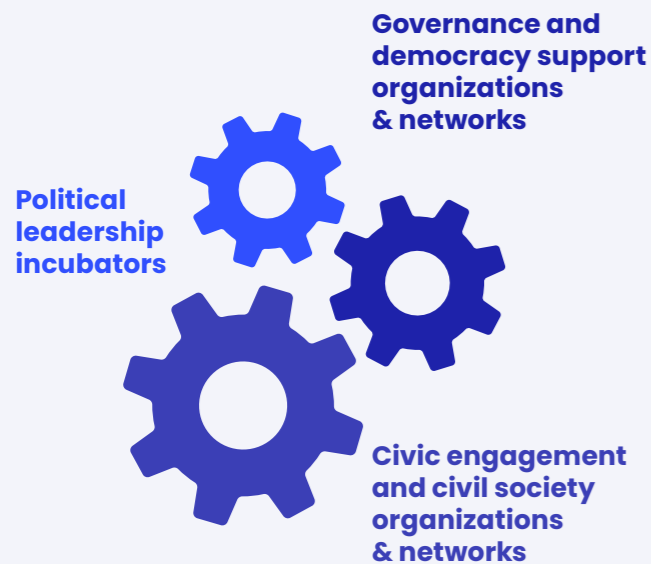
We find it helpful to think about this work as a system. The democracy building space, as we currently understand it, can be thought of as a machine with three gears:

1. Civic engagement and civil society organizations (participant pipeline)
2. Governance and democracy-support organizations (content and programming)
3. PLIs.

We think the ‘three gears’ idea could help others visualize how each is needed to help the democracy-

building machine run well. Supporting collaborations between the three gears could lead to further impact from previous, and sometimes quite large, philanthropic investments and shared learnings.

Interestingly, the ‘Healthy Democracy Framework’ below, created by the Democracy Fund in the US, does not include politicians or elected officials.¹⁶ We hope that writing this report will lead to politicians, and PLIs, being more explicitly included.



¹⁶ Democracy Fund, “Healthy Democracy Framework”, democracyfund.org/who-we-are/healthy-democracy-framework/

Top 10 Findings

This report includes in-depth findings, promising practices, and considerations, mostly for non-partisan PLIs and donors. You will find chapters on each of the five waypoints to political leadership as well as funding, impact, charging participants, and collaboration further on in the report. We have pulled out 10 top findings that we consider especially important. We saw a lot of great and promising work during our interviews with PLIs. In the spirit of impact, most of these findings focus on how things can be improved.

<p>1 Global mapping: we have plotted PLIs around the world for the first time and found growing momentum.</p>	<p>2 Desirable political traits: field needs to get clearer on what it is looking for in participants.</p>	<p>3 Training gaps: there is room for PLIs to work on urgent issues like climate, democratic reform, and technology.</p>	<p>4 Evidence-driven approaches: PLIs could benefit from proven adult learning and pedagogical approaches.</p>
<p>5 Party collaboration: few PLIs are currently working with political parties.</p>	<p>6 Underrepresented groups: a surge of organizations have been created to address underrepresentation, but more needs to be done.</p>	<p>7 Gender gap: a subset of PLIs work on closing the political gender gap but they are still too few for the scale of the problem.</p>	<p>8 Mental health and mindfulness: 21st century leaders need mental health support to make good decisions and build resilience in the face of threats.</p>
<p>9 Missed opportunity: donors are missing the impact and investment opportunities that PLIs present.</p>	<p>10 Field coordination: PLIs want to work together. We are building a network of PLIs to share information and practices.</p>		

1.

Global mapping

We plotted where PLIs were situated around the world via desk research. As far as we know, this is the first time the global PLI field has been mapped. It is important to note that programs and approaches vary greatly in scope, goals, length, depth, and focus. Momentum is growing in the space, and new programs are being founded. Of the survey respondents who answered this question, more than half had programs founded in the last ten years.

By far the most PLIs were found in Europe (158); 27 of these were non-partisan. We found 39 in the former USSR countries, 15 of which were non-partisan. Twenty PLIs were found in Asia, despite the region's large population. Canada and the US and Sub-Saharan Africa had almost the same number: 64 and 65, respectively. We found 32 PLIs in Latin America, and 28 in the Middle East and North Africa (MENA). Fourteen PLIs were found in Oceania, the least populous of all regions mapped. A few organizations, like the LGBT Victory Institute, Netherlands Institute for Multiparty Democracy (NIMD) and Apolitical Academy Global, worked globally. We tried our best to capture the entire field but know that we may have missed some PLIs.

2.

Desirable political traits

PLIs need to know what traits make a good politician in order to know which participants to select. It is important that PLIs are very clear about what they are looking for. Research on what skills and mindsets make a good 21st century politician seems to be limited. In contrast, there are thousands of published papers about business leadership traits. More academic and practical exploration of this topic would help the PLI field. We have included some of the research we did find on this topic in Appendix G. We suggest developing an academic council to advise PLIs on the evidence base related to this and other issues.

In addition, we believe that recruiting people who are driven by intrinsic values and who have the potential to be effective politicians is critical to getting the right people into politics. When intrinsically motivated people do enter the system, they may lack the skills, mindset, and connections to survive and deliver for the people. Research indicates that many political leadership problems may come from the supply side and that intrinsically motivated candidates can win when supported.¹⁷ Most of the programs we spoke to focused much more on the training aspect of their programs than the recruitment and selection parts.

3.

Training gaps

Few PLIs reported covering climate, technology, or democratic reform as policy topics. This result surprised us, given the urgency of these issues. Out of the 420 PLIs mapped, only one is focused exclusively on climate, and it appears that not many have it as a big part of their curriculum. Few if any focus largely on technology and democratic reform. These seem like big gaps for future politicians.

We believe that there is opportunity for more programs that include or solely focus on climate and climate justice. This could help turn some activism in the streets into more climate candidates at elections. It is vital that politicians understand how technology is changing society and how to legislate in the face of it. More training around democratic reform is also vital. There is no point putting passionate people into a broken system if they are not able to reform it.

The nuts and bolts of making policy was also a gap in training. Only 10 percent of PLIs surveyed included policymaking in their curricula.

4.

Evidence-driven approaches

While all organizations want to do world-class work, many have limited experience with evidence-based adult learning techniques and few had stated pedagogical approaches that they used in shaping and delivering their curriculum. This will limit program effectiveness. More focus and information sharing in this space is critical, and we believe even a little more focus on this will have outsized returns.

“Of the surveyed organizations that answered this question, more than half had programs founded in the last ten years.”

¹⁷ Gulzar and Khan, “Good Politicians,” 20 February 2021.

5.

Party collaboration

We found that very few non-partisan PLIs work closely with parties. This lack of collaboration may limit impact (see p. 15: the ‘seeds, soil, and gardeners’ approach). Less than five percent of people around the world claim party affiliation.¹⁸ PLIs could serve as great recruitment grounds for candidates.

Non-partisan PLIs should consider finding ways to work with political parties across the political spectrum. Most alumni will need to enter parties to have a large impact and transform systems. PLIs will be served by researching what parties are looking for, and by having a better understanding of how they “think”, what they want from programs, and their blind spots. This work needs funding for exploration and to pilot win-win solutions.

6.

Underrepresented groups

The political training field has seen a surge of organizations created to address underrepresentation, but much more needs to be done. Of the groups we surveyed, 24 percent said they intentionally recruited people from ethnic minorities, while 12 percent said they recruited people with disabilities and members of the LGBTQI+ community. Women were the most considered group, with 61 percent of survey respondents intentionally recruiting them. Twenty-nine percent said they intentionally recruited young people.

People from underrepresented groups likely need different and additional support to enter and stay in politics. Many do not see politicians that look like them and may feel intimidated, unwelcome, or oppressed by the system. Underrepresented groups also face extra pressure, such as racist or sexist threats, once in office. For example, four in five female politicians report being victims of psychological violence, which includes hostile behavior that causes fear or psychological harm.¹⁹ Women congressional candidates from ethnic minority backgrounds were more likely to receive threats than white women during the US 2020 elections.²⁰ Interestingly, men of minority ethnic backgrounds received similar amounts of abuse as white men, though the abuse they did receive was more likely to be racialized.²¹ While heated political rhetoric impacts all politicians, these studies suggest that women, and especially women from ethnic minorities, bear the brunt of abuse. While we have uncovered some excellent best practices while researching, the political leadership incubator space could further work on supporting underrepresented groups in an intersectional way.

7.

Gender gap

A number of PLIs have been created to close the gender gap in politics, but they are still too few for the scale of the problem. This gender finding could have been included under underrepresented groups, but we pulled it out because of how often the topic, mostly as it related to women, came up during our research. The World Economic Forum estimates that it will take more than 145 years to reach gender parity in politics at current rates of progress. Twenty-six percent of 35,500 parliamentary seats across the world were held by women in 2021, and only 22.6 percent of 3,400 ministers were women.²² Fifteen percent of the total 420 organizations we mapped had programs exclusively for women. Sub-Saharan Africa, the US and Australia seemed to be hotspots for programs focusing exclusively on women. Fifty-nine percent of African-founded PLIs in Sub-Saharan Africa—that is excluding programs run by big international foundations like the Heinrich-Böll-Stiftung — were exclusively for women. Forty-eight percent of all PLIs in the US had programs exclusively for women and many of these were well known in the field. Five of the nine PLIs in Australia (56 percent) were exclusively for women.

The only PLI we found explicitly working with people beyond the gender binary was LGBTQ Victory Institute, which offers political training in partnership with local, mostly rights-based, trans and gender-diverse groups.

8.

Mental health and mindfulness

Being a politician is a tough job. Twenty-first century leaders need mental health support to make good decisions and build resilience in the face of threats. Few of the programs we spoke to addressed mental health at all. More research needs to be done into how to best support politicians’ mental health, whether within PLI training or once leaders have been elected to office. Mindset and mental health support cannot stop once training is over. PLIs risk losing their investment in leaders if they do not open channels for mental health support after election. Additionally, programs that focus on mindfulness and self-reflection are critical to making sure power does not go to leaders’ heads. Deloitte’s 2021 study on building trust found that it is not enough for governments to be competent. They also need to have good intent and should work on humanity and transparency to build and sustain trust.²³

18. UN-DES, *World Youth Report*, (United Nations, 2016).
 19. Guest Blogger for Women Around the World, “Violence Against Female Politicians,” *Council on Foreign Relations*, 11 July 2017, <https://www.cfr.org/article/violence-against-female-politicians>.
 20. Cécile Guerin and Eisha Maharasingam-Shah, “Public Figures, Public Rage: Candidate abuse on social media,” (Institute for Strategic Dialogue, 2020), <https://www.isdglobal.org/wp-content/uploads/2020/10/Public-Figures-Public-Rage-4.pdf>.
 21. Guerin and Maharasingam-Shah, “Public Figures, Public Rage,” (Institute for Strategic Dialogue, 2020).

22. Global Gender Gap Report, (World Economic Forum, 2021), https://www3.weforum.org/docs/WEF_GGGR_2021.pdf.
 23. Eggers, Chew, Knight, Krawiec and Kelkar, “Rebuilding trust in government,” <https://www2.deloitte.com/us/en/insights/industry/public-sector/building-trust-in-government.html>.

9.

Missed opportunity

All the PLIs we talked to said it was difficult to get funding. Philanthropic donors may be shying away because they think this work is too political, even though most PLI work happens before leaders are elected. Making sure that politicians across the political spectrum are capable and trustworthy when they get into office is fundamental to the future of our democracies. Non-partisan PLIs could be a good option for donors concerned about funding political projects because they are not aligned with any party, nor do they engage in elections.

Based on conversations with people in the field, we have estimated that roughly \$40 million is spent on training people in civil society, civil services and social movements on governance and democracy-related topics per year, and \$15 million of that is going to non-partisan PLIs. It would be helpful to the field if we had a more accurate number. This is a research question that should be pursued. In contrast, \$83 billion is spent on corporate training in the US yearly.²⁴ Addressing the world's problems is going to have to involve a push of investment in quality politicians. A donor collaborative is needed to figure out how to bring more money into the space. The newly formed

Reimagine Politics is working on this in Europe, and the Ascend Fund is a good example of this approach in the US. Ascend is a collaborative fund dedicated to accelerating the pace of change toward gender parity in US politics. Nothing exists yet globally.

Investing in political leaders should not just be the job of political philanthropists and civil society. Governments and the private sector, which is recognizing more and more the economic downsides to political instability, should also fund this space.

Another reason why funding PLIs may be hard is because PLIs have trouble measuring impact, generally and in ways that fit donors' expectations. A large portion of philanthropy has moved to data-driven outcomes. Political leadership outcomes are often difficult to package into neat measurements, especially in the short term. Investments in PLIs can sometimes take a long time to see returns, but they can be significant. PLIs need to come together to discuss impact-measurement best practices. The proposed academic council suggested in Finding 2 above could help with this.

10.

Field coordination

Nearly all the PLIs we spoke to expressed interest at the idea of sharing information and practices to increase their capacity and impact. The space is mostly siloed and could achieve more, better, and faster if PLIs worked together. There is evidence that the most successful political movements have groups to convene, attract funders, provide collective care, and share learnings.²⁵ The Apolitical Foundation recently released the "28 Non-Partisan Political Leadership incubators to Watch" to begin to catalyze a movement (see Appendix E). We have also put together a list of organizations that have expressed interest in joining a global network (see Appendix B).

“Investing in political leaders should not just be the job of political philanthropists and civil society. Governments and the private sector, which is recognizing more and more the economic downsides to political instability, should also fund this space.”

²⁴ "Total training expenditures in the United States from 2012 to 2020," *Statista*, 4 April 2022, <https://www.statista.com/statistics/788521/training-expenditures-united-states/>.

²⁵ Laurie Laybourn-Langton, Harry Quilter-Pinner and Nicolas Treloar, *Making Change: What Works?*, (Institute for Public Policy Research and Runnymede, 2021), <https://www.ippr.org/files/2021-11/making-change-what-works-october21.pdf>.

15 Promising Practices and Innovations from Political Leadership Incubators

01. Work on diversity through design councils.

Getting truly diverse candidates requires intentionality. One approach used is to build a design council of people from similar backgrounds to those a PLI wants to reach and who can advise how to reflect diversity of all types. Love Politics is doing this as they plan their new program in the DACH (Germany, Austria, and Switzerland) region.

02. Go big on data.

RenovaBR and IGNITE both have full-time data analysts who bring a data-driven mindset to the organization. ElectHER Nigeria provides an array of data points that capture key races for women in local politics.

03. Use the screening process as a civic education lesson.

RenovaBR requires applicants to take a basic civic education quiz via WhatsApp. This helps to screen out those who do not take the time to complete it, while optimizing the application process as a learning opportunity.

04. Assess how applicants act when they think nobody is looking.

Futurelect screens applicants' egos and character traits during "assessment days". Receptionists and logistics staff at the venue become a part of the evaluation team. Even applicants with the best CV and performance during group exercises can be rejected for patronizing or narcissistic behavior shown to staff.

05. Use conversational techniques informed by neuroscience.

Neuroscientific research shows that people operate differently during a "threat" versus "reward" state. A few programs prepare participants to have "brain-based conversations," which increases their awareness of when they might put an audience in a threat state and thereby reduce a message's impact. This training can also help leaders work in a less polarizing way.

06. Prepare politicians for threats.

Active Collective and Elect Her in the UK partner with Glitch to help participants understand how to address online threats and harassment. Netri has a vision for establishing a protective network around newly elected women politicians.

07. Provide work experience opportunities.

Several programs pair participants with alumni who are now working politicians. Alumni open doors, mentor, and provide a reality-check regarding what being a politician entails.

08. Integrate a personal reflection practice.

Journaling, mindfulness, and meditation are built into some programs. The Indian School of Democracy grounds their program in the teachings of Gandhi. This encourages people to go deep into their values and motivation for being a politician. The hope is that this reflective practice stays with alumni when they are in office.

09. Gamify learning.

Research shows that play is an important element in learning, even for adults. While policy and politics are serious business, preparing for a political life does not have to be. Apolitical Academy Global has developed 'The Road to Political Office' game (see Appendix D), modeled off the children's game snakes and ladders. It is a fun and creative way to think through and share participants' pathways to politics.

10. Simulate the job.

Many PLIs take participants through campaign simulations. Several organizations take this further and provide simulations of what the job of a politician is, e.g., making policy decisions, citizen engagement, addressing constituents, and working with other parties.

11. Address power.

PLIs should consider community and political power: who has it, how to get it, and what can be done with it ethically. The DiverseCity Fellows Program and Higher Heights focus on what power means practically for diverse people and women of color. They tackle how to start the process of shifting power.

12. Act like a movement.

Tous Elus & IGNITE are highly effective at getting diverse young people excited about transitioning from activist leadership to political leadership through movement-like approaches. Brand New Bundestag publishes a list of 50 diverse candidates to watch. Académie Des Futurs Leaders recruits people who have successfully organized large movements.

13. Screen out the idealogues.

This is especially relevant for non-partisan programs. Høj Røsten and others put applicants in scenarios where they need to interact with others with different political views. It is often easy to see which applicants can listen, negotiate, or compromise: skills that are much needed in polarized political environments.

14. Recognize current politicians who are doing a good job.

Patchwork Foundation makes inroads with the political system by engaging with non-partisan political offices, such as the Office of the Speaker, during their program. It also hands out annual awards to sitting MPs to cultivate partnerships.

15. Provide seed capital.

JoinPolitics provides seed capital to courageous and promising political talent, entrepreneurs, and innovations.

Next Steps

We invite donors and PLIs to review the considerations in this report, activate them, and share their feedback and insights.

We are setting up a Building Better Politics Network of PLIs out of this research.

We plan to talk to other PLIs and donors about what ideas, innovations, and opportunities this report sparks.

We will put the full list of mapped PLIs online and make it open source.

Political Leadership Incubators in Numbers

Most results are from 54 surveys.

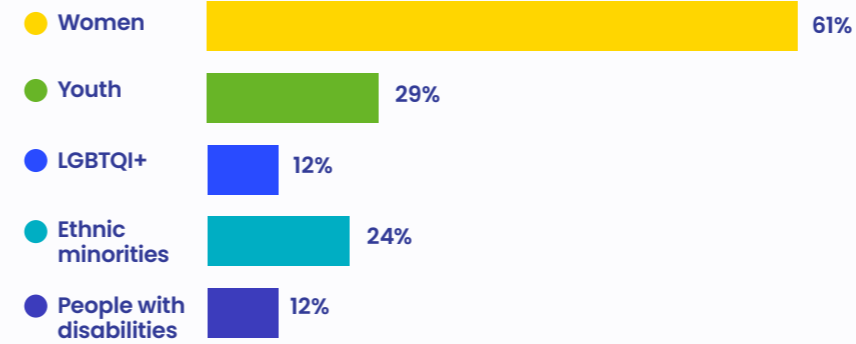
* Figures drawn from 54 survey respondents plus interviewees who made statements about the topic.

** Figures drawn from a mix of interviews, surveys, and desk research.

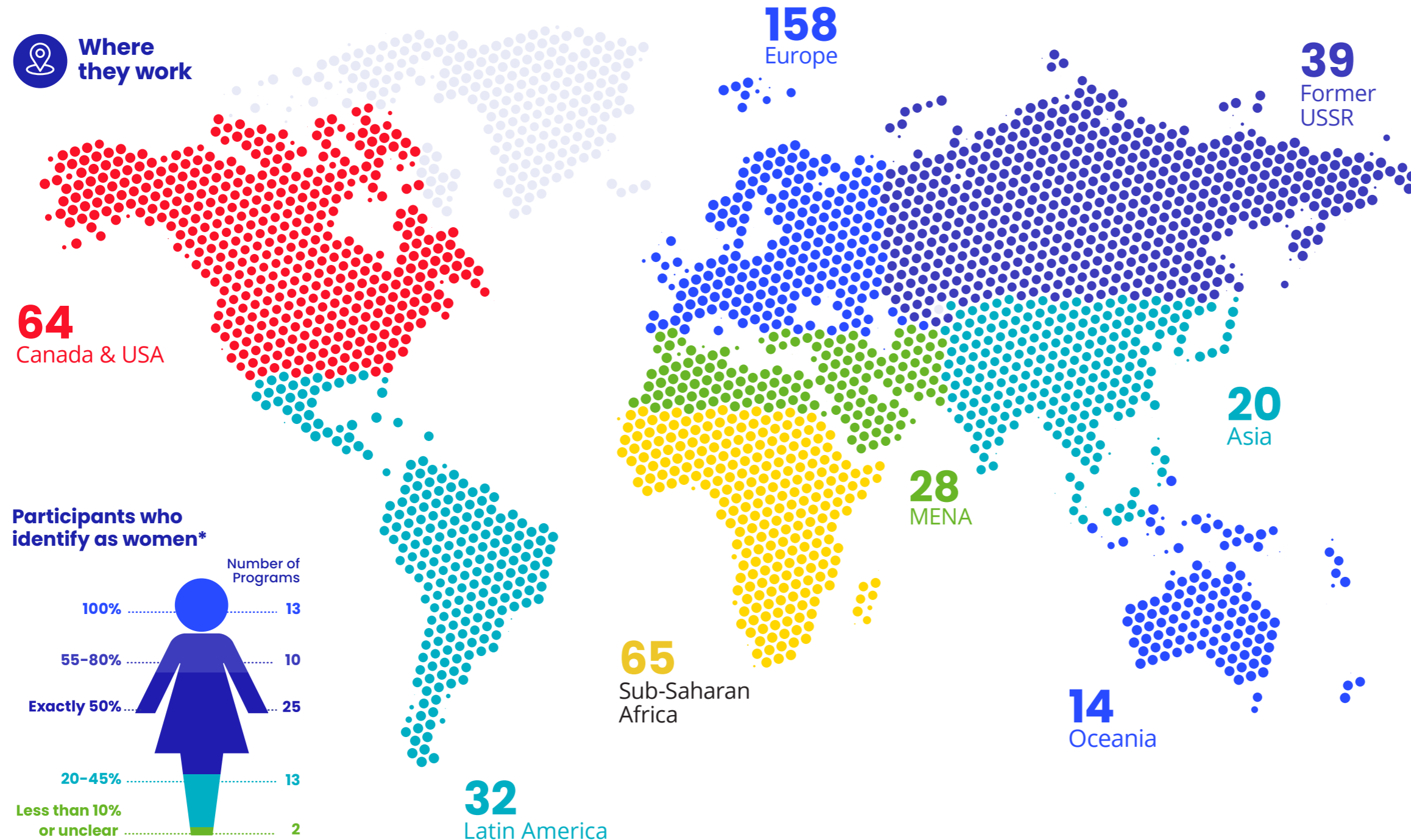
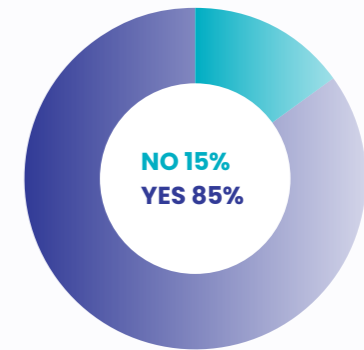


Recruitment from underrepresented groups

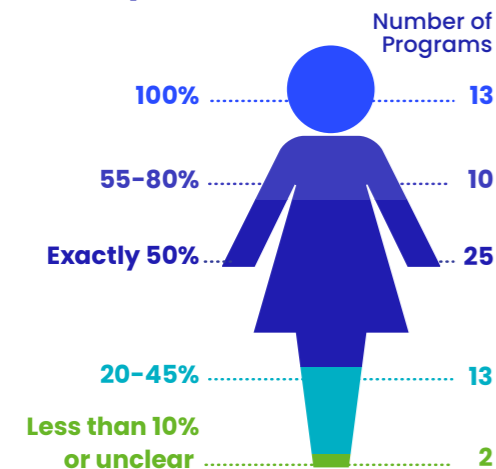
The % of organizations intentionally recruiting from the following groups



Intentionally recruiting from underrepresented groups



Participants who identify as women*



Budgets**

€2.5 million

Highest annual budget

< €250,000

Average annual budget

€1,000-12,000

Cost per participant (not necessarily paid by participants)

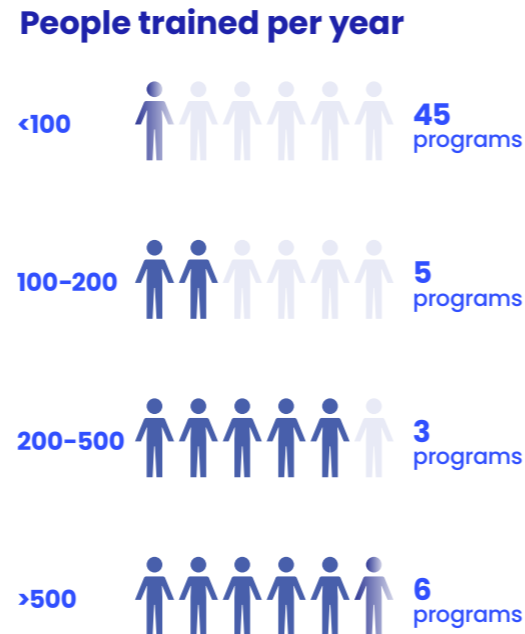
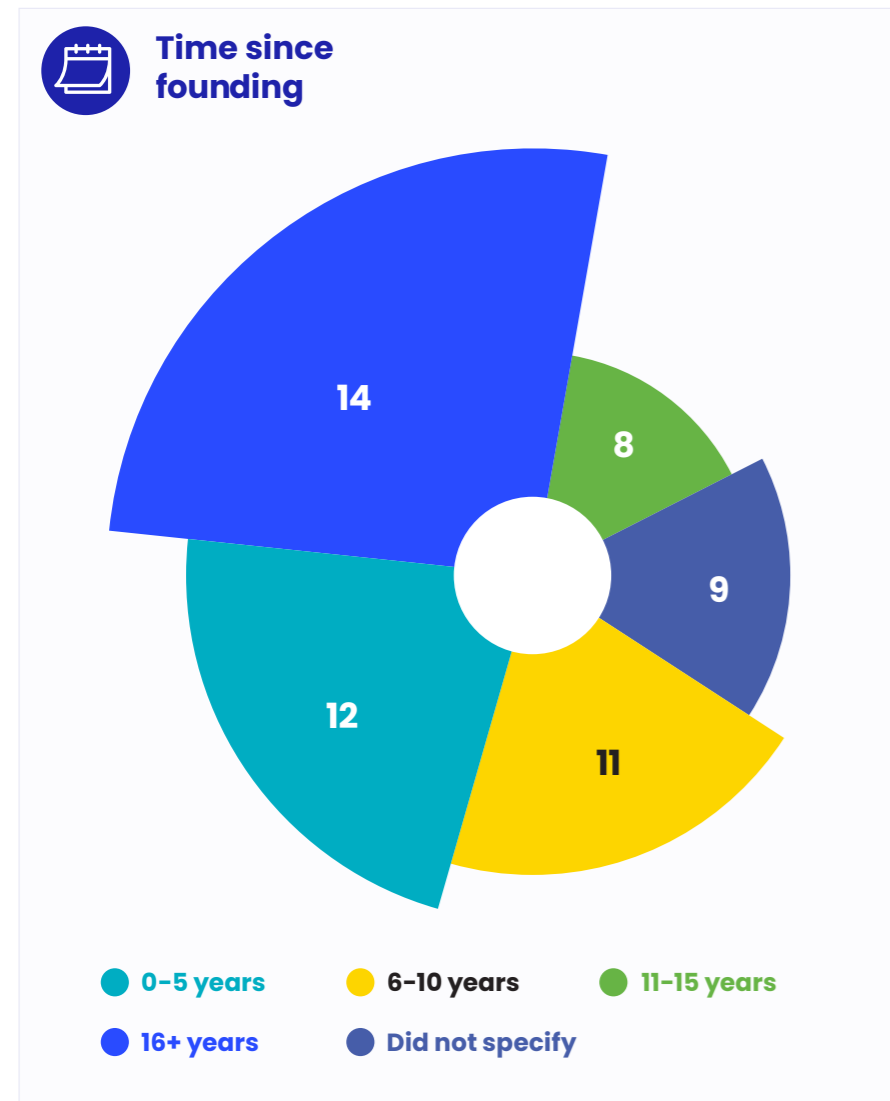
Applicants per program, per year

High

Around 45,000 applicants

Low

Around 100 applicants



MBA versus political training

13,000 business schools

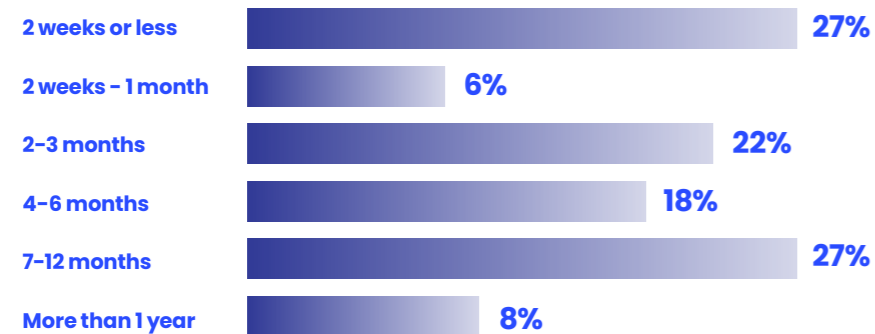
420 non-party political leadership incubators found in our mapping

Executive MBA **\$60k**

Expensive political leadership incubator program **\$12k**

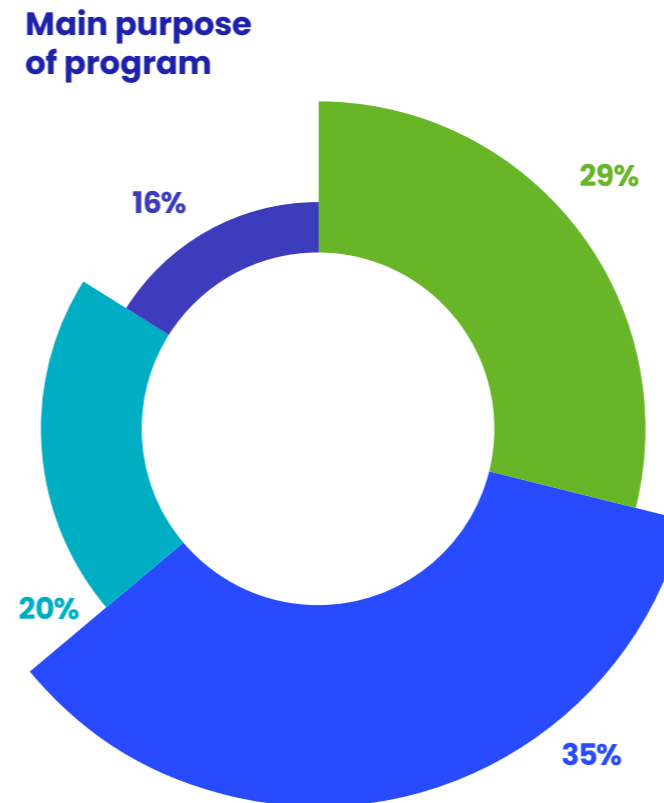
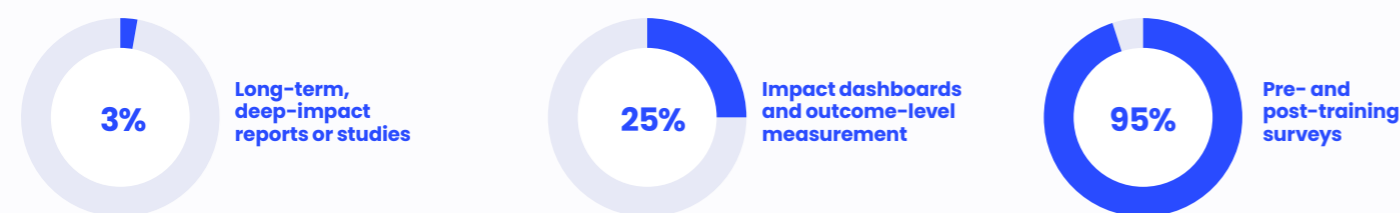
(Note we found one program that had a per participant cost of \$50k)

Average program length



*Some organizations offer programs in more than one category, hence the sum exceeds 100%

Tracking impact

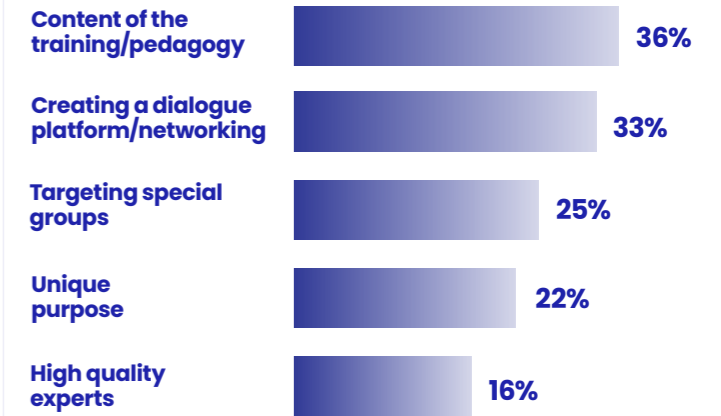


Fewer than 10% focus on deep policymaking skills that will be required on the job.

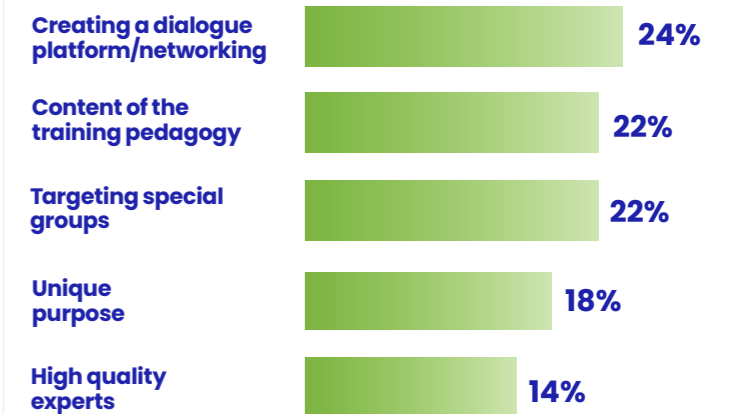
Less than 5% focus deeply on 'personal leadership' skills.

Organizations' selling points (self-assessment)

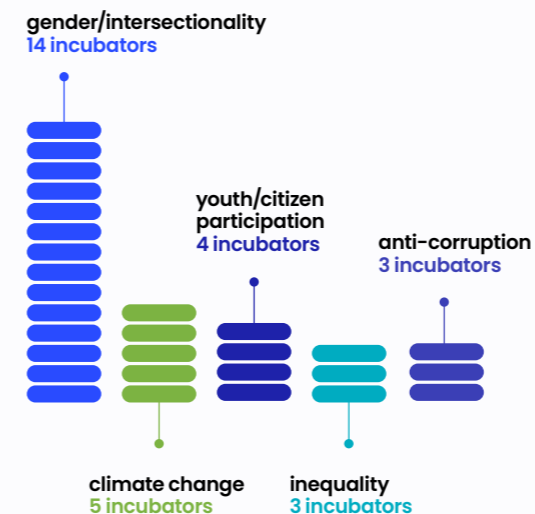
Elements making up PLIs' unique service propositions (USPs) (Between 1 and 5 elements per organization)



Most important element of organizations' unique service propositions (USPs)



Most common policy topics covered in training



18 respondents did not identify a topic.

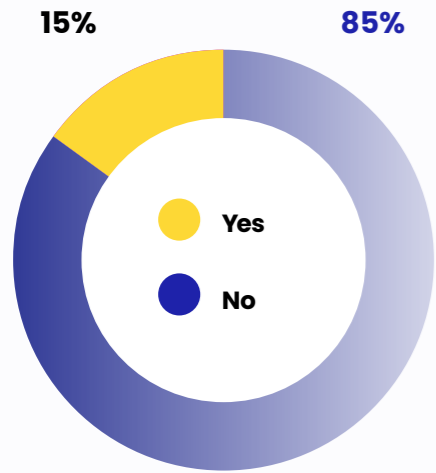
Other policy topics reported include human rights, transparency and accountability, service delivery, national security, cybersecurity, economic policy, environmental policy, energy policy, natural resource management (extractive industries) policy, urban development policy, rule of law, migration policy, inclusion/diversity policy, global challenges/international policy, pluralism, democratic culture, just transition, media freedom, European norms, and conflict transformation.

6.1 million is the number of estimated elected politicians in the world or **0.08%** of the global population.²⁵

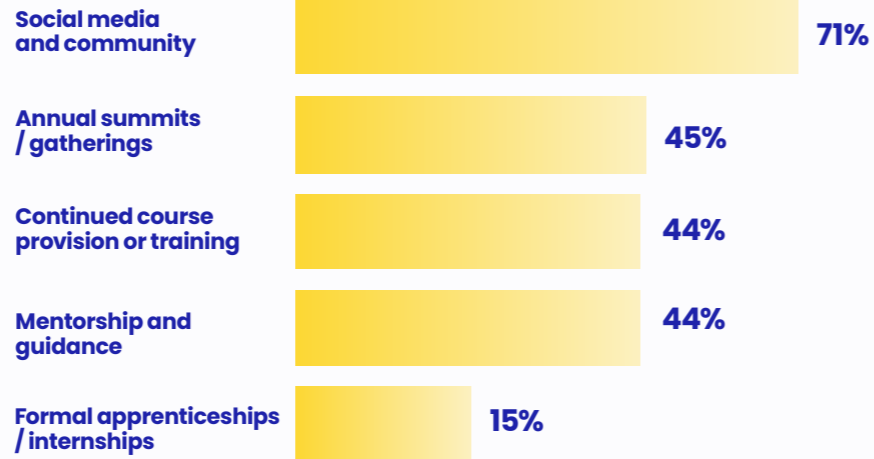
²⁵ We got this through UNW data from early 2020, which stipulates that women (in 133 countries) make up 2.18 million and 36 percent of all elected members in local deliberative bodies. Given the above, we get the total number of elected members in these local governments to be 6.05 million. To this, we add the total of legislative seats held in 134 countries (ranging from hybrid to full democracies as defined by the Economist Intelligence Unit) estimated to be 29,663. The total figure rounded off comes to 6.085 million elected officials.

Alumni engagement

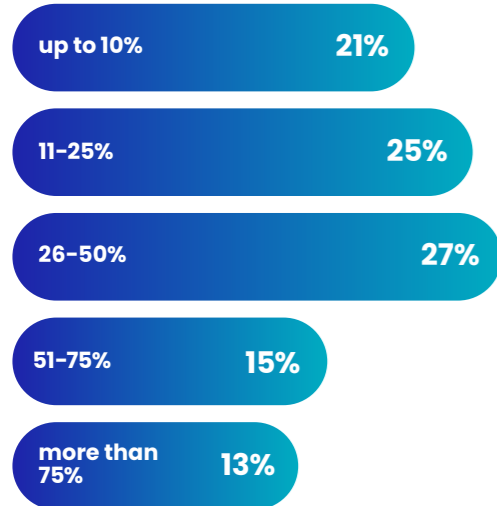
Formal alumni network in place



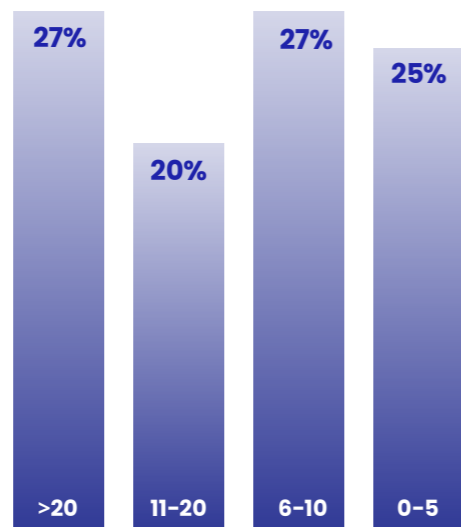
Types of alumni engagement
(Organizations could choose all relevant answers)



% of program alumni running for public office



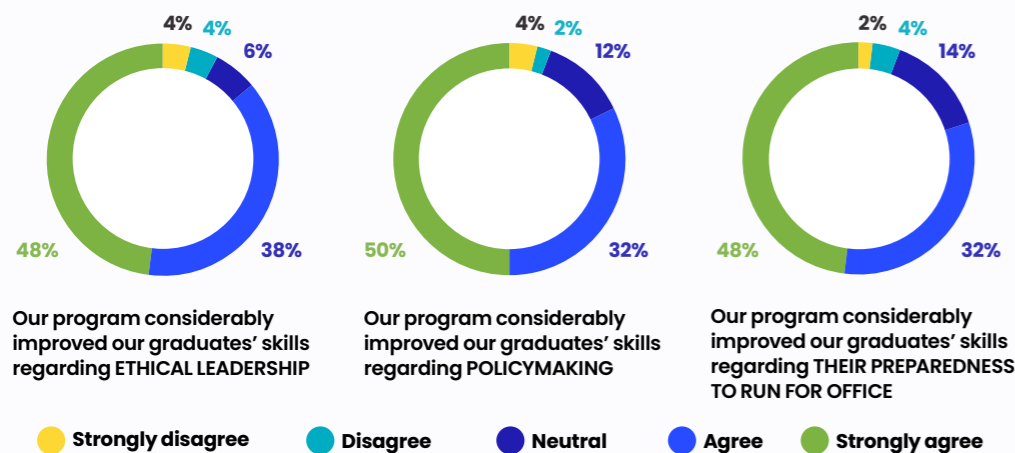
Number of facilitators



Staff*



Do you agree with the following statements?



Program fees*



“Addressing the world’s problems is going to have to involve a push of investment in quality politicians.”

Findings, Promising Practices, and Considerations

Recruitment

This section focuses on the first waypoint: recruitment. It takes a look at how PLIs attract the right candidates to their programs, outlines current promising practices, and includes considerations for the field and donors.

Findings

- Most PLIs we spoke to see the value in recruitment and want to spend more time doing it but feel they do not have the resources. Even if they had time, most do not have solid recruitment approaches.
- Many PLIs working closely with underrepresented groups report having a 10-15 percent “conversion rate”. That is, 10-15 percent of people who express interest go on to apply for their programs.
- A few PLIs use recruitment as a 'civic education' opportunity. Topics are raised that get applicants thinking about civics and the state of democratic culture in their societies. This civic engagement grounding during initial recruitment becomes a powerful way to gauge applicants' knowledge.

Findings Relating to Underrepresented Groups

- PLIs targeting underrepresented groups often find it hard to recruit because members of these groups do not see themselves reflected in politics and may even feel threatened by the system.

- There are more programs actively recruiting women than other underrepresented groups, e.g., people living with disabilities and the LGBTQI+ community.
- PLIs are removing requirements for university education. This helps recruit leaders from all kinds of backgrounds and lived experiences.
- Some PLIs have opened classes to anyone, which helps with recruitment. The benefit is that they get many and diverse candidates and can operate at scale by reducing key barriers to entry. The downside is that a smaller percentage of participants will go on to run for office or work in politics.
- Almost all PLIs targeting underrepresented groups offer some kind of financial assistance or do not charge course fees in an effort to eliminate barriers to entry.
- Some PLIs directly ask certain community leaders if they would like to take part in programming. This can help offset the motivation gap that hinders many talented underrepresented people from entering politics. This “shoulder tapping” is done in conjunction with normal open recruitment processes.

Promising Practices

- Using intrinsic recruitment messaging, i.e., messaging that prompts applicants' internal rewards systems.
- Using reflective messengers. Potential candidates should be able to see themselves in recruiters.
- Partnering with civil society to tap into grassroots political energy and expand the recruitment pool.
- When appropriate, framing PLIs so that they act like movements and are thus good at attracting passionate and diverse young people.

Promising Practices Relating to Underrepresented Groups

- Partnering with community organizers or social movements that reflect the change-making aims of target recruitment groups.
- Using 'design councils' to help with recruitment and program design. Design councils are made up of diverse members of the community and can help lend legitimacy, point out blind spots, and recruit.
- Employing an intersectional approach to recruitment. It is not enough to have men and women recruiters if you want diverse participants. Truly diverse processes require people who represent the entire community and are at the intersections of numerous underrepresented groups.

Considerations

- Regard recruitment as important as screening and training.
- Partner with other programs in the same country or region on recruitment and direct unsuccessful candidates to more suitable PLIs. A referral relationship could be a powerful way to connect equally motivated programs.
- Use alumni to help with recruitment.

Considerations Relating to Underrepresented Groups

- Employ an intersectional lens to get truly diverse participants.
- Consider removing barriers to entry like age limits, education levels, and fees where possible.
- Form deep partnerships with community and civic organizations to strengthen the recruitment of talented underrepresented leaders and help support their career in a culturally sensitive way.

Programs to Learn From

Identifying Candidates with Strong Policy Positions on Climate, Social Justice, Sustainable Business, and the Future of Europe with Brand New Bundestag (BNB)

Brand New Bundestag's (BNB) goal is to build a more progressive parliament in Germany. It provides young (18-45), diverse, progressive candidates customized training on political skills and supports them on their path to elected office.

BNB actively scouts progressive participants via its community networks and social media, and by searching electoral party lists. All identified candidates are thoroughly screened via desk research. There is no strict requirement regarding political affiliation, though all selected finalists must agree with certain progressive policy positions on climate, social justice, sustainable business, and the future of Europe. Other important characteristics for successful participants include strong motivation, integrity, and good public speaking skills.

BNB creates campaigns highlighting '50 progressive candidates' and amplifies them through media campaigns and events. These campaigns foster exchange, networking, and mutual support for candidates, with the primary goal of accelerating and attracting attention and support from various parties. The profile BNB creates with these candidate campaigns helps with future recruiting.

Investing in Building a Respected Brand and Attracting Talent with RenovaBR

RenovaBR has great success recruiting candidates via media and social media. The organization is well known in Brazil and has 124,000 Instagram followers. The organization usually receives thousands of applications following online/social media posts about courses accommodating up to 150 students at a time. RenovaBR points to trailblazing alumni when looking for further talented applicants who happen to have a physical disability or come from an indigenous background. By doing so, the organization models the inclusion the program wishes to see in Brazil's political landscape.

Selection and Screening

The individuals who PLIs select for programs and how they screen them may be just as important as recruitment and the training provided.²⁶ As mentioned in the top ten findings, we want more research to be done into which traits make a good politician. It is important that each PLI has a strong understanding of what they are looking for in applicants. This section focuses on waypoint two: selection and screening.

Findings

- Screening and selection do not usually get the same attention as training. PLIs often operate with small teams and lean budgets and have had to create priorities.
- Few organizations are using scientifically robust or evidence-based screening procedures and criteria.
- The most common selection criteria are civic engagement, leadership potential, cross-partisanship, previous organizing success, open-mindedness, and group diversity.

Findings Relating to Underrepresented Groups

- There is more work to do on solidifying the best ways to screen and select from underrepresented groups in an empowering way.
- People from different backgrounds have had different opportunities for service, and assessors should take this into account. One applicant's experience looking after siblings or a sick family member should be considered on a similar footing to another applicant's completed UN internship, for example.

Promising Practices

- Ensuring selection staff are representative of the target community.

- Using multiple-step selection and screening processes that include scenario-based assessment and group work. These processes go beyond CVs, letters of intent, and normal interviews to get into the soft skills and values required to be a great politician.
- Uncovering and assessing how applicants interact with less powerful people and what character they demonstrate when they think 'no one is looking'.
- Screening processes that assess civic values, e.g., through simple quizzes.
- Screening for and selecting candidates who can have constructive conversations across political parties and divides.
- Screening for candidates who have a track record of being able to mobilize people.
- Screening and selecting based on a blend of skills beyond formal education, such as mindset, political potential, and ability to meet the political needs of the community.

Promising Practices Relating to Underrepresented Groups

- Selection panels that are diverse and representative of everyone an incubator is trying to serve.
- Using a dashboard to assess the diversity of the applicant pool and perhaps delaying screening and selection until it is diverse enough.

Considerations

- Convene a committee made up of diverse practitioners and experts, such as behavioral scientists, to review current processes and come up with recommendations for the field as a whole.
- Ensure any committee recommendations or best practices are and feel safe for underrepresented groups.

²⁶ Saad Gulzar, 'Who Enters Politics and Why?', in *Annual Review of Political Science*, (2021), 253-257, <https://www.annualreviews.org/doi/pdf/10.1146/annurev-polisci-051418-051214>

☆ **Programs to Learn From**

Screening for Integrity and Character with Futurelect

Futurelect, an Apolitical Academy's seven-to-nine-month program, is described as having the intensity of an executive master's course. It focuses on personal leadership development alongside the political and policymaking skills that future politicians will need on the job. A strong emphasis is placed on assessment days, during which candidates' character, ethics, and mindsets are evaluated.

Around 70 applicants gather in person for a day of panel interviews and group scenarios. The assessment day marks the conclusion of a four-month recruitment process. Alumni, staff, and other stakeholders with expertise in areas such as psychology, politics and policy collaborate to decide the cohort. They make sure cohorts are diverse in ideologies and lived experiences.

Scenarios test emotional resilience/stress and openness to other viewpoints and enable the program to find a mix of extroverts and introverts. Evaluators rank candidates against the following characteristics: engagement and dedication to public service; a deep individual purpose; authentic reasons to serve; a growth mindset; genuine ambition to improve society; political talent and potential; creativity; emotional stability; clarity of values and ideals; ability to show vulnerability; and level of narcissism. The Futurelect team finds it helpful to have someone with an organizational psychology background as part of the evaluating team.

On assessment day, the Futurelect team also asks support staff (waiters, receptionists, ground keepers, janitors, etc.) to record and submit feedback if candidates act dismissively, rudely, or

insensitively. Otherwise stellar candidates have been rejected because they were rude to staff. Futurelect operates under the belief that great political leaders are as kind and respectful to staff as they are to the most powerful people in the room, especially when no one is looking.

Screening for Transparency, Democratic Values, and Knowledge with RenovaBR

“The selection process is also a test to see how much you want this, how much you want to be a politician. It’s not easy to be a politician, so if you’re not willing to do a video, follow a course in civic education, then you’re not going to finish 200 hours of courses.”

(from an interview with RenovaBR)

RenovaBR has built a comprehensive system to select the best candidates and ensure that they are fully committed to the program. From registration to the final decision, applicants go through more than seven steps, including:

- A civic education course. Course videos are distributed via WhatsApp during the initial screening phase. Applicants are asked to respond with what they learn from the videos. This screens out those who do not want to put in the required effort, or do not have a basic level of, and commitment to, civics.
- A video assignment. Applicants introduce themselves in short videos submitted through the organization's online platform. Reviewers look for hints about candidates' personality, motivation, and passion for public service.

- Panels. Applicants undergo panel interviews with a RenovaBR staff member, an alumnus (usually female), and a member of a partner association. This step further tests candidates' personality, screens out people with extremist views, and probes commitment and respect for the organization's three pillars of transparency, democracy, and knowledge.
- Immersion. This includes a lecture and an exercise to see how applicants make decisions and work in a team. After that, a simulation is held in person or online, depending on COVID-19 restrictions.

Selecting Diverse Young African Leaders at the Moremi Initiative

The **Moremi Initiative** in Ghana runs public leadership training programs for international groups of African women. Although not exclusively designed to prepare women for public office, Moremi has a large proportion of alumni running for politics or going on to serve in public leadership roles. The recruitment process is complex because they coordinate across 46 different countries via local partnerships that complete the initial candidate screening.

As national diversity of the group is a key selection criterion, carefully screened and selected partners

across the continent conduct most of the initial recruitment.

The headquarters' team only interviews two to three finalists from each country.

The second important selection criterion is age. Only applicants between the age of 19 and 25 are usually accepted, though students up to the age of 40 have been admitted in exceptional cases. This age criterion reflects Moremi's goal of having the strongest possible impact on the mindsets of young people.

“You have to have an open mind, you have to be open to new ideas and other cultures, because we have people coming from different backgrounds.”

(from an interview with Moremi Initiative Ghana)

Open-mindedness and community service are key criteria. Applicants are also evaluated through written essays, interviews, in-depth background checks, and community project work. All applicants bring a ready idea or plan for a project. Candidates with previous leadership experience are favored.

Training and Transformation

Despite intense efforts to deliver quality programs, the field lacks consensus on what works to transform participants into the great political leaders we need. Few PLIs reference scientific, evidence-based programs, and it seems many have been focused on unit-to-unit delivery rather than an overall pedagogical, adult-learning approach. This section focuses on waypoint three: training and transformation. It identifies exciting opportunities to come together and create even better programs.

Findings

Program Details

- Thirty-two percent conducted long training (7-12+ months), 37 percent conducted medium-length training, and 31 percent conducted short training (2-4 weeks).
- The vast majority of programs offer their graduates either certification (69 percent), formal accreditation (2 percent), or both (4 percent).
- Fifty-two percent of programs offered deep learning (50-100+ hours) and 48 percent offered condensed and targeted training (0-50 hours).

Pedagogy

- Of the four Ds of adult learning (doing, didact, discourse, and discovery), most PLIs seem to put their focus attention on “didact” and “doing” (see Appendix C).
- Where there were recognizable approaches, they were Marshall Ganz’ Public Narrative curriculum and Otto Scharmer’s Theory U: Leading from the Future as it Emerges curriculum.
- Some PLIs have formalized relationships with academic institutions or individual academics for content and delivery.
- Some PLIs use voter registration drives and civic education of the community as part of their program.

Parties

- Despite the need in most places to run in a party or party-affiliated position, few non-partisan PLIs work directly with parties or require participants to join or try a party.

Level of Government

- Few programs focus on a particular level of government, for example exclusively on local, state, or federal. Those that do are able to include contextualized insights on, and ways to improve, public service delivery.

Skills and Topics

Communication

- Most programs surveyed placed a large focus on communication, speechwriting and delivery, and social media skills.
- Within communication, there was a further focus on developing and maintaining a personal narrative in public.

Self-reflection and Holistic Health

- A few programs ask participants to frequently question why political or public leadership is for them, what their motivations and values are, and what mindsets they lack and need to develop. We believe this ‘inner leadership work’ is often just as vital as, if not more important than, the ‘outer work’ of skills and policy orientation.
- Few programs provide training around mental health and ongoing resilience. These topics can be essential for keeping good politicians in the system long term, especially when it comes to underrepresented groups.
- Few PLIs provide insights or support on how to fund life as a political candidate. This can be a major barrier for people wanting to enter politics.
- Only five percent of programs focused deeply on personal leadership skills.

Topics covered

- Fewer than 10 percent focused on the art and science of making policy itself.
- Few programs explicitly address how to advance the public interest during times of polarization.
- There is little training regarding technology: both the skills required to use new technologies and those needed to meet the social challenges new technologies cause.
- Few organizations cover the principles of democracy and opportunities for democratic reform.
- Despite major interest in climate, only one of the programs focused on running on a “climate agenda.”
- Multilateral issues, the role of diplomacy, transnational trade deals and other forms of global collaboration were a low priority. Only 27 percent of organizations surveyed said they work in this space.

Alumni

- Most incubators only offer training during the program stage, with very few offering ongoing or lifelong learning in a structured way that responds to alumni’s leadership journeys after they graduate.
- There is a big opportunity to use alumni surveys and evaluations to identify what participants need at each stage of their political journey and why.

Findings Relating to Underrepresented Groups

- Programs gave underrepresented or marginalized groups skills and mentorship to help manage discrimination in their political career.
- Programs that include visits to places where politics happens (city hall, legislative halls, etc.) help underrepresented communities see themselves in the halls of power and form a different relationship with the system that may have caused structural oppression or harm.
- Curricula addressing power and allyship are critical components.

- Strong examples exist of programs which offer an in-culture approach to delivery, such as land-based approaches in indigenous programming. This can create a sense of safety, as well as a valuable and relevant grounding for participants looking to navigate political institutions with oppressive histories and structures.
- Programs informed by movements often offer impactful and tailored training that prepares participants for entry into police commissions and other strategic political institutions requiring reform. More programs like this are needed and can be adapted to any political institution in which elections may tip the representation gap.

Promising Practices

Pedagogy and Delivery

- The use and continual review of a pedagogical approach incorporating available evidence on adult learning.
- Some form of candid conversation with a politician from a particular underrepresented group as part of the program.
- Blending online, in-person, and self-paced learning.
- Having participants interrogate why they are getting into politics, training them in ethics, and creating strategies that prevent participants from letting power go to their head once in office.
- Simulations and field trips so that participants can try to experience the emotions and challenges of daily political life.
- Mentorship and peer-to-peer support networks.
- If in a non/multi-partisan setting, prioritizing a sense of community within each cohort so that participants feel committed to each other beyond party and political divides.
- Holistic care within training programs: giving enough time to prepare healthy meals, time to journal, reflection etc.

Skills and Topics

- Teaching the theory of politics, what democracy is, and democratic values.
- Teaching a blend of politics, leadership, and policymaking.
- Teaching mental and financial health skills.
- Heavily contextualizing training to local political systems and issues.

Promising Practices Relating to Underrepresented Groups

- Historical and cultural perspectives in the curriculum. This helps participants feel part of a political community and build a sense of solidarity.
- Separate safe spaces for underrepresented groups to explore topics related to their lived experiences.
- Connect with civic education movements and their platforms to help young leaders envision the jump from activism to politics as feasible, supported, and positive.
- Ensure members of underrepresented groups get credit for their work and ideas during discussions, including case studies that are informed by experiences they might face on the job by those who have come before. Create space for identities to be declared and honored at the start of any module or cohort.
- Ensure facilitators have a deep understanding of biases within themselves, and use tools and techniques to foster inclusion.

Considerations

Pedagogy and Delivery

- Explore opportunities for incubator staff to learn more about the art and science of adult learning, facilitation, program design, and overall pedagogy.
- Develop curricula based on scientific, evidence-based approaches, including when it comes to program length and cohort sizes.

Skills and Topics

- Include the role and impact of social media and technology beyond campaigns in training. Get into

policies and societies and what can and should be done regarding disinformation, election interference, mental health impact, cyber attacks, etc.

- Train participants in the process of making policy and statecraft, not just policy topics.
- Include deep transformational leadership work, mindfulness, and mental health support in programs to address the possible impacts of power on the brain and what to do about it.
- Create programs that primarily focus on running as climate candidates in order to capture the energy and avoid the frustration of the youth climate movements.

Other

- Share best practices on pedagogy and training approaches in real time. Crowdfund amongst the field ideas regarding great speakers, ready-made content, how-tos, etc.
- Require participants to join a party.
- Experiment with focusing programs at a particular level of government. For example, local or city-level.
- Build more formal and informal bridges between PLIs and academics working in relevant spaces.

Considerations Relating to Underrepresented Groups

- Develop and pilot ways to best support underrepresented groups, ideally based on available research.
- Create safe and healing spaces, and offer additional pastoral care for especially marginalized groups, who face additional challenges when entering politics.
- Help participants and their families be prepared for the challenges running for office. Ensure they have resilience support, tips, tools, and access to mental health support tools. While this is relevant for anyone running for office, it is especially relevant for members of underrepresented groups, who may face more abuse.
- Include extra pastoral care and side events for underrepresented groups, e.g., special women's weekends in mixed gender cohorts.

Programs to Learn From

Political Engagement Plans and Mentorship with Høj Røsten Politikerskola

The Swedish Apolitical academy, Høj Røsten Politikerskola, is focused on learning and developing by doing. A key aspect of this is that fellows must take active steps towards increased political involvement during the program and receive support in this process to accelerate the transition.

The first session of the program is designed to help fellows find a political party to join and then actively join in-session. Individual development plans are drawn up for the duration of the program defining steps towards increased political engagement that each fellow commits to. The individual plans are followed up continuously throughout the program.

Three dedicated sessions for peer coaching and mentoring outside the regular modules are conducted during the year. On these occasions, fellows are given the opportunity to describe how far they have come in their plan and activation, and what challenges they have encountered. They get to discuss with other fellows and facilitators how these can be managed in order for them to move forward in their political journey.

Another programmatic element that aims to facilitate the transition into politics is the use of political mentors. A group of experienced politicians—members of parliament, party secretaries and local politicians—from across the political spectrum are asked to help fellows navigate their path into entering a political party and provide long-term political networking, organizing, and alliance-building strategies.

The facilitator team breaks the cohort into small groups that are composed on the basis of individual needs and aspirations. Each group

is then matched with a political mentor. This mentor gives fellows the opportunity to deeply understand the role of a political leader by posing all and any possible questions they may have about political engagement. They meet for two longer sessions during the program. Furthermore, if fellows ask for additional political mentoring, the program supports them in finding an individual mentor within the party they seek to engage.

Legislative Simulations at the University of British Columbia's Institute for Future Legislators and Apolitical Academy Global

“We see ourselves at the pre-running-for-office stage. We want people to get a chance to think about it, think about what the experience would be like, before they actually run for office.”

(from an interview with UBC)

Simulations are a key teaching tool at the University of British Columbia's Institute for Future Legislators in Canada. The program starts with preparatory exercises then moves towards intensive simulations, culminating in a three-day parliamentary simulation in which participants engage in 'Question Period,' committee hearings, and legislative debates. Participants considering running for office have the opportunity to experience what it feels like to be in parliament and government. One of the most popular simulations is about managing crisis communications. Trainees take on the role of cabinet minister defending their personal virtue in the face of contradictory evidence raised by a tenacious reporter played by a guest journalist. Another simulation called “a minister's inbox” teaches participants how to prioritize the flood of urgent and often contradictory tasks facing elected officials.

Simulations also play a key role in Apolitical Academy Global's training. Simulations include climate talks, digitizing public services, and campaigning. New simulations on advancing the public interest in times of polarization and what it is like to be a 'politician for a day' will be rolled out soon.

Apolitical Academy Global also works to use games and play where possible. For instance, participants explore their pathway to political office through an online board game called "The Road to Political Office." The game was developed with the help of graphic artist and visual facilitator Peter Durand and uses the real-life journeys of 30 Academy alumni (see Appendix D).

Art Education at Friedrich-Ebert-Stiftung Côte d'Ivoire

"We're all more sensitized by non-cognitive measures or methodologies, so we try to do that. It works very well and it has this nice side effect, that it also reinforces self-confidence of the young people, especially women."

(from an interview with FES Côte d'Ivoire)

Over the years, Friedrich-Ebert-Stiftung Côte d'Ivoire has modified its training methodology from traditional lecturing to very interactive sessions. It began including art education in 2017. Art teachers train participants in political theater, poetry slams, photography, and videography, thus equipping them with the tools to influence political debate, communicate public policy issues in an accessible way, and deliver their message to various communities. This artistic approach also helps participants open up during training sessions, which enriches discussion and builds their self-

confidence as potential public leaders and future elected officials.

Mental Health and Financial Management Skills for Long-term Resilience at Blue Leadership Collaborative in the US

Blue Leadership Collaborative (BLC) has built strategies to attract, train and retain diverse campaign staff to surround candidates and support their resilience over the long term. BLC is partisan and focuses its efforts on creating a group of capable political managers able to operate at the highest levels of US politics. It has a deep focus on single state races. Despite more candidates from minority and LGBTQI+ backgrounds and more women, senior leadership within US political campaigns remains unrepresentative. BLC believes this is due to three key factors:

1. A lack of financial stability created by election cycles and the cyclical unemployment of political campaign managers.
2. The limited access people from underrepresented groups have to the existing political networks where many of these jobs are shared.
3. A lack of focused individual training.

BLC attempts to overcome the financial barriers that young people from rural and challenging economic backgrounds face in accessing quality training programs in politics by providing a 12-month full-time job with a competitive salary of over \$70,000 (USD) to all participants. Their employment within campaigns is coupled with intensive leadership and skills training that pushes participants into deeply engaged political alumni networks located across the US. BLC is also unique in the emphasis it places on 'non-traditional support'. For example, in addition to hard skills like fundraising and social media, its programs focus deeply on networking and personal wellbeing. Equally unique, BLC provides all of its participants with

funded therapy to help them deal with the mental pressures of campaign politics. It also partners them with a financial advisor to help plan for the cyclical unemployment typical between campaigns in politics. BLC places a strong focus on getting its graduates employed and then continues to train them once they are working in campaigns or as political staffers. Their commitment to continued learning is reflected in the fact that alumni are able to request training on the specific challenges they face once they are in politics, building skills as they need them. This innovative approach to tackling some of the structural barriers that rural young people face in becoming future political and campaign staff results in meaningful and sustainable outcomes for its talented graduates.

"Primarily, we teach people to know their rights. In Mexico every nine out of ten persons do not know their rights."

(from an interview with Nosotrxs)

Collective Action and Project-based Learning at Nosotrxs

The Mexico-based Nosotrxs Leadership and Innovation for Democracy Program expects participants to give back to their communities. Participants enter the program with project ideas about how to defend citizens' rights through collective action. During training, they learn how to create relevant community organizations. The program is based on three pillars: know your rights, identify needs, and organize and incentivize people to defend their rights. Theoretical and practical sessions help participants learn how to build and nurture trust among their communities and how to leverage this trust to mobilize people. Nosotrxs also mentors participants over the course of its program.

DiverseCity Fellows' Approach to Allyship and Power at the Civic Action Leadership Foundation

The DiverseCity Fellows program in Canada directly tackles power and allyship in its more than 100-

hour program targeting emerging leaders in the Greater Toronto & Hamilton Area. Many DiverseCity participants come from underrepresented groups from across all sectors and communities, including the LGBTQI+ community, newcomers to Canada, and racialized groups. The program includes weekend and evening sessions, and fellows are invited to co-design sessions to ensure mutual accountability. The program has also started offering smaller group sessions for racialized fellows as part of the curriculum. These smaller sessions allow a deeper dive into issues of power and allyship. DiverseCity Fellows' flexible use of approaches and delivery methods, i.e., by mixing various pedagogical approaches and basing topics and facilitators on the needs of each cohort, make it an example for all programs seeking to address the needs of underrepresented leaders.

Solidarity and Political Responsibility at the Yellowhead Institute's Freedom School

Yellowhead Institute's Freedom School in Canada designs its program around political responsibility and accountability, especially from the vantage point of young indigenous people from diverse communities across the country. Its leadership school is grounded in sound and deeply researched policy papers regarding matters of national concern that particularly impact indigenous communities. Its pedagogy intimately supports young policy leaders with in-culture and land-focused approaches. This enables indigenous participants to meaningfully engage with topics related to solidarity, political responsibility and accountability, and environmental justice. The program's approach has enabled it to address intersectionality in a more intentional way with both band and traditional leadership councils. The Freedom School also offers a practical way of responding to the needs of emerging youth leaders, who often feel as if traditional leadership approaches can be reformed in key ways that will help indigenous communities unite and implement key policies.

Activation and Ongoing Learning

PLIs across the field are missing the opportunity to engage alumni in the task of helping improve training and increase impact. Part of this problem can be fixed with more money, and part can be fixed with increased collaboration between programs. The overwhelming majority of surveyed PLIs said they had some kind of formal alumni programming but nothing robust. Only a tiny percentage felt they were doing alumni programming ‘right’, with none believing they had the staff and financial resources to do what they would like. Changing this fact is not just important for supporting future cohorts but also because participants in the alumni stage are most ready and able to be activated to run for office.

This section looks at waypoint four: activation and ongoing learning. Its findings fall into four categories: how PLIs work with alumni and how they want to do it better; the role alumni can play in the program itself, including fundraising; the potential alumni activation holds; and how long it takes for programs to get a critical mass of alumni.

Findings

- More than 80 percent of survey respondents had some formal alumni programming.
- A minority of respondents thought they were designating enough attention and capacity to getting alumni programming ‘right’.
- Many expressed a strong desire to collaborate with other PLIs on how to continue supporting alumni throughout their political leadership journeys.
- PLIs often found alumni programming difficult to fund and appropriately staff.
- Alumni programs that look like movements create networks with more fervor and are more likely to sustain deep connections. In most cases, these derived from programs that reached deep into civic engagement programming with youth.
- Those PLIs who had alumni numbering in the thousands were often putting in huge effort to get diverse and talented aspiring candidates on the radar of party recruiters across the political spectrum. Most non-partisan programs faced resistance and reluctance from political party recruiters and training programs, even when presenting candidates who had the exact profile the party was seeking.
- Alumni can be used as facilitators, mentors and ‘door openers’ into public institutions and political parties for future participants.
- In addition to supporting new participants, alumni can also support each other on the road into, and also once they are in, politics. In this way, they act as a supportive accountability peer network.
- In non- or multi-partisan programs, alumni networks made across ideologies, parties and backgrounds can translate into collegial and cross-party collaboration once alumni enter office.
- We were told that it usually takes five to ten years for alumni to reach a critical mass and start playing a big role within PLIs.

Findings Relating to Underrepresented Groups

- Alumni from underrepresented groups can be important sources of recruitment and modeling for other young people from the same communities.
- Alumni from underrepresented groups can meaningfully shape program delivery in several PLIs, particularly when it comes to delivering case studies of shifting power and how allyship can work in politics. They do so by drawing from their own experiences from once they were elected.
- The PLI space needs to find more collaborative approaches to building ‘bridges’ into the party system, with the goal of working with parties to reform how they source talented and diverse candidates.

Promising Practices

- Offering post-program support for graduates, such as tailored coaching and mentoring, educational events, trips, masterclasses, introductions to other institutions, potential employers, or political parties.
- Using alumni to serve as assessors/evaluators of program applicants and as facilitators during program delivery. Alumni were also sources of important case studies within various programs’ curriculum.
- Referring alumni to other organizations’ practical courses or support services. This creates connections across the field and may decrease the burden on single PLIs to ‘do everything.’



Programs to Learn From

Plugging Alumni into Existing Networks at Politics in Colour, Australia

Instead of running their own alumni activities, Politics in Colour has adopted a different approach that, by all accounts, accomplishes the same goal. It focuses on plugging its incubator graduates and aspirants into existing networks of women politicians of color in areas where alumni reside or could potentially represent. They focus their support on alumni who are 12-18 months away from their first election, recognizing that limited education and loss of motivation are common barriers to participation. They have experienced that these negative effects can be mitigated by engaging with other accelerator programs providing further education, networking, mentoring, and timely support.

“We want to invest in people who will give back to their community.”

(from an interview with Moremi Initiative)

Learning from Service at the Moremi Initiative

All Moremi Initiative participants bring a project idea with them when they travel to Ghana from around Africa. Each year, 50 young women who aspire to be public leaders acquire the skills necessary to

- Using alumni as sources of future facilitators, staff, governance, and fundraising.
- Using alumni as mentors and door-openers for new participants, especially for those from underrepresented groups.

Considerations

- Treat alumni as importantly as new classes. They are where the ongoing political change is going to happen.
- Strengthen and formalize structures around alumni networks.
- When relevant, consider joined-up approaches between PLIs on alumni programming.

implement their project. They also receive direct support and coaching to design and develop their project during their time as participants.

After returning to their communities, alumni commit to implementing their projects. Sometimes the Moremi Initiative helps fund them, though never with more than 50 percent of the required budget. Participants must submit six and 12-month progress reports. Alumni often ask Moremi for advice even after this period.

Moremi’s notable alumni and networks support participants throughout the process. Alumni are especially good at supporting each other’s careers. They help their colleagues strategize political campaigns, advise on how to fundraise, and endorse each other on social media. Since alumni come from different countries, they rarely compete.

Kindergarten to Politician with IGNITE

Alumni networking is an important part of IGNITE’s work. The US organization has two goals: train young women to become political leaders and accelerate the existing culture shift so young women can see themselves as political leaders.

The organization offers girls and young women different ways to engage at various stages of their educational and professional development. For example, a girl can learn IGNITE's K-8 (kindergarten to eighth grade) curriculum and participate in its high school political leadership program. She can then join an IGNITE college chapter. Finally, she can tap into programs to either run for office or choose another type of political engagement. Some graduates come back to work with the organization, and many become active in the alumni network. In this way, IGNITE has a political 'lifecycle' approach to continued engagement with alumni.

IGNITE uses several types of alumni activities to keep people in its network. It organizes periodic trainings that include professional development elements, offers follow-up training, sends invitations to conferences and events, and uses social media extensively. The program also provides mentorship and even connects alumni with formal employment offers.

Advancing to Higher Office with Ascend Fund

In the past year, Ascend Fund's portfolio members have made deliberate moves to stay in touch with women alumni when they enter office in the US. They help alumni advance to a higher position within their party or to a higher office. The fund hopes to facilitate more adapted mentoring-based approaches—such as coaching, signposting, and guiding alumni through the process and system—to increase the proportion of women who are truly outstanding future public leaders. Accordingly, a majority of Ascend's funding is based on expanding pathways for more women to run and win. This includes connecting women to mentors, ensuring they have access to supportive coaches, and engaging program alumni over the long term.

“All of this requires going deeper with individuals, rather than simply going wider. I don't care if you train a million women if only 100 women run for office. I would much rather train a thousand women and have 900 of them run and win, because we're providing a higher quality of support they need, not just to be successful when they are running for office, but also for when they are in office.”

—From an interview with Ascend Fund

Action and Learning with Alma Cívica

Alma Cívica is a Paraguayan organization that aims to promote a network of citizens who contribute to developing their cities and democracy. Its work takes a local development approach and equips rural youth and women with the tools to effect positive change in their communities.

Since its beginning during the pandemic, Alma Cívica has focused on two key areas: action and training. Regarding action, the organization designed the City Lab, which joins forces with groups of citizens seeking to develop various projects in their cities. Alma Cívica provides the know-how and correct tools to make this happen. The Lab is now present in more than 20 rural cities of Paraguay. Regarding training, Alma Cívica is designing and implementing two of its most important projects: Tava Apo and Nueva Era (A New Era), an Apolitical Academy.

Tava Apo consists of two education, training, and coaching programs for 160 local political leaders. These programs will enable them to develop their theoretical and personal skills to lead projects in their communities and implement effective public policies in their cities.

Nueva Era ('New Era'), an Apolitical Academy, identifies, trains and accompanies future leaders who seek to influence public affairs in Paraguay. Alma Cívica has partnered with Apolitical Foundation and Apolitical Global Academy to develop a dynamic and innovative program that will support the leadership growth of predominantly rural and peri-urban participants in Paraguay's 17 departments (or states).

Capacity, Support, and Accountability

Without increased capacity and ongoing support, good leaders are likely to be ineffective or leave politics prematurely. Small teams and lean budgets have so far left PLIs ineffective at carrying out waypoint five: capacity, support, and accountability.

Findings

- Robust and ongoing capacity, support and accountability work was lacking across the field.
- PLIs with well-known and respected brands indirectly help graduates with credentialing and sometimes raise money more easily.
- Mental health is one topic that PLIs could provide ongoing support with (likely through partnerships with mental health groups and specialists). We heard from many alumni that peer-to-peer speaking opportunities helped their mental state and that being able to speak to political leaders outside their own context was incredibly important.
- There is a big gap in financing emerging politicians' lives (not their political campaigns). Entering politics is expensive, and many people take a significant pay cut to do so. In the United Kingdom, the average cost of running for MP is £33,000 with an expected salary of £79,000.²⁷ PLIs can consider how to support alumni financially within ethical and legal limitations.

Findings Relating to Underrepresented Groups

- Supportive structures for underrepresented alumni once they are elected present a huge opportunity for collective impact and impact measurement.
- Few PLIs incorporate “healing” or “safe spaces” for underrepresented alumni to discuss and examine ongoing racial discrimination or structural barriers.
- The financial costs of being a politician may be an extra deterrent for members of underrepresented groups.

Considerations

- Create a taskforce to look at how PLIs can do ongoing capacity, support and accountability work most effectively in a non-political way.
- Study how to best support the mental health of alumni and pilot programs to that end.
- Set up a taskforce to look at how PLIs can do ongoing capacity, support and accountability work most effectively using collaboration and economies of scale.
- Review financial structure, and consider charging alumni for programming if they do not do so already.

²⁷ Isabel Hardman, *Why We Get the Wrong Politicians*, (Atlantic Books, 2018), www.goodreads.com/en/book/show/39968298-why-we-get-the-wrong-politicians

Programs to Learn From

Helping Retain Good Politicians at Netri (India)

Netri is an incubator and aggregator providing training and support for women to take up positions within India's political system: from elected office to policy development and political entrepreneurship.

Netri's political training is structured around four key "gaps" that it believes are holding women back: gaps in knowledge, resources, motivations, and behaviors. Netri puts the high attrition rate of women politicians down to several factors:

1. Politics in India is overwhelmingly male and an often toxic environment.
2. Political projects have extremely long and convoluted gestation periods.
3. There is a huge degree of uncertainty in politics.
4. Women's physical safety cannot be guaranteed once they enter the political sphere. These factors present a real challenge for Netri and its aim of getting women into the political system for a minimum of 15 years.

Netri's approach to this problem involves two strands. First, they describe the political system as an iceberg, with elected officials above the water, supported by a huge mass of "political professionals" (campaigners, trainers, and community/cadre organizers) and "political entrepreneurs" (consultants, campaigning organizations, etc.) below the water. Many of the problems identified above are caused or exacerbated by the fact that, even when a woman goes out to campaign, she is still surrounded by men. Netri, therefore, aims to provide bespoke training to people who want to play different roles

in this political ecosystem. By building a broader network of women throughout the political sphere, Netri hopes to provide the foundations for women to have longer careers in politics.

Netri's second approach is more direct: to provide women with the mental, financial and physical security they need to sustain themselves throughout their careers. This is done by building political networks of women who can provide practical and emotional support. Support might include sharing knowledge on how to file a police complaint after threats of violence or carving out space in which to celebrate small wins. At present, this network is managed by Netri's central staff, but this will become an unsustainable workload. Its plan is to decentralize operations, with independent Netri chapters across India operating in different languages and different local areas. Netri's role at the center will then be to "train the trainers", ensure that any gaps in knowledge or skills within the support networks are filled from outside, and aggregate funds and disperse them to areas where they are most needed.

Underpinning Netri's envisioned role is its belief in the importance of building and maintaining the momentum of motivation, where one small step leads to the next and where people's ambitions and confidence grow over time. The sense that people are growing, developing, and building a career is one of the essential things that they seek to provide through their support networks and training.

The key takeaway is that building a base of women in politics means more than just elected officials. So-called background roles are essential to keeping women in the political sphere over the long term.

Funding

We believe there is no way to strengthen democracy and fully restore trust in institutions without great political leadership. PLIs need more resources if we are going to get the politicians we need; the vast majority of surveyed organizations said this. We do not have hard numbers on how much money the field attracts or spends a year but, based on conversations, we have estimated that \$40 million is spent on training people in civil society, civil services, and social movements on governance and democracy-related topics. That is just \$6.56 for each of the world's 6.1 million politicians.

The good news is that there are new PLIs dedicated to creating great political leaders popping up around the world. This section outlines how they are currently funded, what is working the best, and what PLIs and donors should do to improve the situation.

Findings

- Organizations' budgets range from less than €250,000 to just over €2.5 million and, per participant costs range from €1,000 to €12,000.
- Fundraising is a, if not the, major challenge for most PLIs.
- PLIs' work does not fit the categories funders use, and feels too political for some.
- PLIs are small compared to party democracy-support initiatives and even smaller compared to civil society investments.
- Fundraising is made difficult by the fact that impact is hard to articulate, measure, and track.
- Scaling programs is a big issue. For this reason, PLIs are interested in innovations and learning to scale effectively to better leverage the funds they do have.
- Funding sources include governments, philanthropies, companies, and individuals.
- Organizations have struggled to attract long-term stable funding. Some organizations choose to keep programs very lean so that they do not have to spend time fundraising, but they make tradeoffs to do so.

Promising Practices

- Having participants sponsored, as some PLIs have done. They market a per participant cost and donors underwrite them.
- Asking alumni for donations or connections to donors.
- Finding multiple donors that give funds over multiple years.

- Getting celebrity names to back programs, which helps with fundraising.
- Using data, storytelling, and big names to communicate impact to donors.
- Exploring the possibility of no-strings-attached funding from political parties.
- Keeping or having programs be non-partisan, which opens opportunities for philanthropic funding.

Considerations

- Convene donors to discuss and understand why they are funding the space, what good impact looks like, and how PLIs can make the case to other donors.
- Look for economies of scale within a network of PLIs, e.g., through shared costs, shared research, etc., to bring down costs.
- Bring willing PLIs, and perhaps consultancies, together to help develop earned income models.
- Many donors are uncomfortable with the word "political". Come together to communicate that non-partisan programs, on their own, do not get people elected, do not keep people elected nor do they support successful candidates in lobbying for positions they are qualified to hold. Frame PLIs as feeders into existing party programs and act as capacity builders for appropriate parties. This may help attract individual donors who normally directly fund politics.
- Build a collective narrative on the case for investing in these programs.

Charging Participants

PLIs vary greatly in how and if they charge participants. We pulled this section out because there are divergent views on making participants pay to be part of the programs. We did not write promising practices for this section, as what works best depends on a range of factors, including the incubator’s resources, target group and business model.

Findings

- Fee models range from completely free to participants paying the full cost. Those PLIs that charge nothing are mostly driven by a commitment to equity and diversity, and believe that charging is a barrier for participants.
- Even when participants were charged, the fees did not cover what was spent by any of the PLIs.
- Many PLIs considered charging a fee as a way to ensure participants were dedicated to the program.
- Many programs offer some type of financial support like scholarships or waivers.

- Many programs pay for travel costs. Others make participants pay their own way and/or provide partial coverage.
- Many PLIs working with underrepresented groups offer courses for free or a symbolic fee.

Considerations

- Gather PLIs to discuss and formally document what is and is not working when it comes to charging participants for training, and to pilot new ideas.

“PLIs need more resources if we are going to get the politicians we need.”

Photo by wes lewis

Impact

Measuring and communicating impact effectively is fundamental to knowing what works, what needs to change, where innovation needs to happen, and to making the case to funders and participants. Many PLIs do not have the resources to think about or communicate impact beyond donor reports. Some PLIs do measure how many of their alumni have been elected. We fear that is not enough. The field has not come together to discuss how best to measure and communicate impact.

Findings

- All PLIs surveyed monitor their program inputs, outputs, and longer-term outcomes to some degree, but long-term impact assessment is almost entirely absent. PLIs identified this as the biggest missed opportunity in their work.
- PLIs need long-term impact measurements, particularly of whether training and ongoing support helped alumni withstand the tests of political life.
- Some measure whether participants have new skills, new mindsets, knowledge, and the support they need.
- Very few programs have dedicated staff for monitoring or evaluation.
- Most programs said that values and character are the traits and mindsets the sector most needs to track long term.
- Part of the reason there is so little longitudinal data is because many organizations are young and simply have not been around long enough to measure long-term impact.

Impact Framework

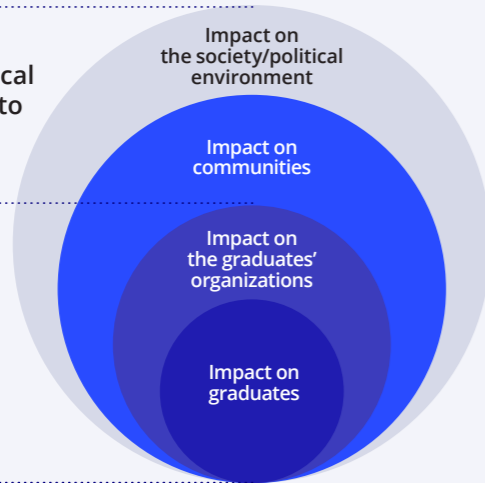


Here is an example of how Apolitical Academy Global thinks about and measures impact.

Impact On Different Levels²⁸

This is where most political training programs want to have their impact

This is where most impact is assessed



Promising Practices

- Monitoring performance of trained vs untrained electoral candidates.
- Use of pre- and post-surveys with participants.
- Collecting data about alumni's career paths, including how many run for office and how many collaborate, and alumni's impact on policy and government (money saved, laws passed, constituents' needs met, etc.).

Considerations

- Develop an impact framework/dashboard that is affordable to administer, not too taxing to implement, and can be shared and adapted across the field in the short, medium, and long term.
- Explore how impact could be better communicated and measured as a field, especially alongside governance and civic education programs.

²⁸ Developed from 54 survey responses and interviews conducted with mapped organizations.

Programs to Learn From

Freeze-frame Impact Dashboard at Tous Elus

Tous Elus was founded by a group of young people in France in 2018 to reconcile citizens and politics, thereby reinvigorating politics. After 18 months, it undertook a time-bound impact study to look at the effect of its political training program on participants ('freeze-frame' capture approach). The study measured the organization's immediate impact on the outcome of France's 2020 municipal elections, including how many people registered and participated in the training program (2,500) versus how many went on to become candidates (200) and how many were elected (30). It included participant testimonies and measured data on why some participants did not become candidates, the number of women involved in the program, where participants lived in France (to account for underrepresented areas or neighborhoods), and the impact of its training weekends. The report is published on Tous Elus' website, along with yearly reports that compare impact year on year.

Surveys to Measure Short-term Impact at Trawalla

The Trawalla Foundation in Australia uses thorough surveys to measure various types of short-term impact. To evaluate skills acquired during training, it compares baseline and end-of-training surveys. It uses other surveys to see if the content of the training is well received and fits participants' needs. Trawalla intends to conduct annual surveys of its over 250 alumni to evaluate other topics. As its main goal is to build a critical mass of women in politics, the number of alumni elected to office is also used as a success metric.

Raise Our Voice's Online Transparency From the Start

Although it is a very new program, Raise Our Voice in Australia started collecting basic impact statistics from the start, and even publishes them online. The organization's website features an "our impact" section, which includes the number of graduates and end-of-training vs. baseline survey results about their willingness to become leaders, understanding of domestic and foreign policies, confidence in their ability to influence public decision-making and networking.

Curriculum Redesign at Konrad-Adenauer-Stiftung Singapore

"The goal of making them political leaders is that they run for office. That's the reason why we redesigned the program."

(from an interview with KAS Singapore)

Konrad Adenauer Stiftung (KAS) Singapore has been evaluating its training programs' impact for over a decade. It systematically collects data, including participants' feedback about the training, what they learned during the training, and what they did afterwards.

KAS Singapore believes the best way to influence the country's politics is to have its alumni run for office. Twenty to twenty-five percent of graduates ran for office, which KAS considered unsatisfactory. It analyzed the collected data to find what was missing from its curriculum. Then, the organization redesigned it from focusing on project management to "bridging democratic leadership". Results are yet to be seen, but KAS' targeted approach could be valuable to track.

Tracer Study at the Netherlands Institute for Multiparty Democracy

The Netherlands Institute for Multiparty Democracy (NIMD) has established a network of Democracy Schools spread across Europe, Asia, Africa, and Latin America. The Democracy Schools provide a safe space where aspiring politicians (civic and community leaders) from different social and educational backgrounds can come together in the spirit of openness, to exchange ideas and learn to respect others' views. NIMD's evaluations are mostly conducted online, by phone or via written post-training surveys. Questions focus on the quality of training and students' educational gains. Most evidence about alumni career achievements and their impact on national politics is collected anecdotally and by monitoring social media and national reports. Larger impact evaluations are undertaken within funding portfolios that NIMD is a part of and through projects that it implements with funding from the Netherlands Ministry of Foreign Affairs.

Starting next year, the organization is planning on running an ambitious, qualitative impact tracer study that will sample a wide range of alumni across all countries of operation. Tracer studies offer a retrospective analysis of a program or intervention by looking at a sample of participants and analyzing the changes that have transpired in their lives. Studies such as this typically take place one to eight years after an intervention, which will enable NIMD to follow up with many alumni across its Democracy School ecosystem. The purpose of tracer studies is to explore changes that have occurred through participants' actions, whether the program influenced these changes and to what degree. Information from retrospective reviews can help document and analyze which training program characteristics tend to result in longer-term impacts on one's individual leadership trajectory.

They also determine whether any key aspects of the program are particularly impactful in aiding this change. NIMD intends to conduct a series of interviews and focus groups to better understand how training programs affect alumni—including their values and behaviors—and ultimately contribute to democratization in different countries. Knowing what approaches work and under what circumstances is valuable to any future program planning or decision-making and helps connect changes in the local political contexts to the emphasis and focus of the Democracy Schools' curriculum and approach.

RenovaBR's Electoral Indicators and Money Saved

RenovaBR in Brazil prioritized data collection early. It primarily uses electoral indicators. According to its data, over 75 percent of its 1,958 alumni have run for election, 170 (close to 10 percent) of whom have been elected. RenovaBR has also recorded two major electoral breakthroughs: the first indigenous congresswoman and the first blind congressman in Brazil. As a proxy of its training program's success, it is working on tracking the number of alumni who are re-elected, which would indicate that their governance skills and effectiveness work in the Brazilian context.

The organization also measures public money saved by alumni. RenovaBR tracks the spending of politicians who get elected with their support to see how they implement values in practice, i.e., if they avoid favoritism, nepotism, and corruption, and spend public money with integrity and due caution. It has a database and dashboards that attempt to show this data in real time, with dedicated staff to manage these assets. As a large-scale program, RenovaBR's experience in data collection and indicator development could be valuable to other organizations looking to track their impact.

Collaboration and a Peer-to-Peer Platform

There is tremendous room and desire for increased collaboration. All PLIs we spoke to saw the value in doing so. This section includes findings, promising practices, and considerations for current and future collaboration.

Findings

Between Political Leadership Incubators

- This field is full of highly committed, driven, visionary, pragmatic, and deeply knowledgeable political entrepreneurs. All those we spoke to were open to sharing resources, know-how, and efforts. Importantly, everyone we spoke to was open to a 'systems orchestrator' role,²⁹ which would help the field to coordinate and collaborate.
- Slightly less than half of surveyed organizations currently collaborate with other political training programs in informal ways. However, 71 percent plan on doing so in the future, with another 25 percent being open to the possibility.
- Main drivers for collaboration were sharing promising practices and making the case for investment.
- There is little collaboration on recruitment, participant activation, and alumni programming.
- Few groups that share geographies are sharing information about open political leadership opportunities and/or how to work with parties.
- Every incubator we interviewed was severely restricted in the amount of time they could spend seeking out collaborative opportunities because their few staff were focused almost exclusively on delivering quality programs. We identified over 62 strong potential partners interested in forming a network of institutions for future program development.
- The open sharing of program models has occurred. The Good Politician Program from the Indian School of Democracy is being adapted for Kenya by the Emerging Leaders Foundation. RenovaBR is in active

- conversations with other countries in Latin America. The Apolitical Academy Global model is all about helping Local Champions adapt a common model with deep local contextualization and ownership.
- PLIs from different parts of the world expressed interest in learning from each other, as democracy is threatened globally, and local findings may apply to or inspire solutions elsewhere.
- Alumni want the opportunity to speak to other people in politics around the world, especially because they often feel safer talking about political situations outside of their context. This reinforces the upside of groups collaborating on alumni programming and could result in cost savings.

Between PLIs and Political Parties

- There are some PLIs who have found out how to facilitate greater collaboration with key government offices. Further lessons can be learned and replicated here.
- Ways to engage parties and turn their attention towards incubator alumni need to be further explored.
- While parties, for the most part, do not ask PLIs to build political-talent pipelines, some do ask for help understanding particular groups or issues, e.g., youth. This serves as a great entry point for further collaboration.
- An opportunity exists for non-partisan PLIs and political party training programs to discuss how they might team up to provide better orientation, support, and in-service learning to candidates upon first entering elected office.

²⁹ Lija Farnham, Emma Nothmann, Zoe Tamaki, Nate Harding and Cora Daniels, "How Philanthropy Can Support Systems-Change Leaders," *The Bridgespan Group*, 14 January 2021, <https://www.bridgespan.org/insights/library/philanthropy/how-philanthropy-can-support-systems-change>.

Considerations

- Build a network of organizations at all levels and geographies. Come together to collaborate globally, locally, and across the board.
- Collaborate with political parties and their training while remaining non-partisan.
- Ensure that any collaboration is highly valuable and time efficient, remembering that programs often have few resources.
- Develop a compendium of best practices and effective pedagogical approaches. Regularly share these practices.
- Explore peer-to-peer, network-wide professional development opportunities for staff.

Considerations Relating to Underrepresented Groups

- Come together to discuss and formalize best practices on how to recruit, train and support participants and alumni. There are many opportunities for this work across the field.
- Help political parties understand how to create safe and nurturing spaces for underrepresented groups.
- Collaborate with movements and community organizations. This is critical to making sure programs reflect the people they are trying to serve.

Programs to Learn From

Connecting Individuals and Institutions at the Patchwork Foundation

The Patchwork Foundation works in the UK to equip young people from underrepresented backgrounds with the skills, experience, and network to become active participants in democracy. It focuses on developing five core values in its graduates: courage, empathy, openness, curiosity, and collaboration. Every year, it tailors its group and individual coursework to participants' strengths and weaknesses. Beyond personal development, its goal is to have alumni who can counter the "old boys club" that dominates UK politics. To do so, Patchwork puts a lot of effort into continuously developing alumni, and where possible, inviting them to teach training modules.

In order to build relationships beyond a particular legislative period, Patchwork formalizes its relationship with state offices (such as the Speaker of the House of Commons and Permanent Secretaries' Offices), rather than directly with senior staff. It also builds relationships with politicians.

Every year, it hands out an "MP of the Year" award to recognize the impact of politicians from both governing and non-governing parties. It invites these politicians to speak and engage with trainees. Before politicians meet fellows, Patchwork ensures that they and their staff are thoroughly briefed. This helps them to be comfortable and eager to return.

Conscious Collaboration with Politics in Colour

Politics in Colour, which emerged from Women for Election Australia, supports women of color who enter politics. Although now independent, collaboration remains central to Politics in Colour's work. Many of its training courses are done in partnership with other organizations, including the Trawalla Foundation and Women's Leadership Institute Australia, Dubbo Regional Council, Asylum Seeker Resource Centre, Allies in Colour, Kimberley Birds, Star Observer, Deadly Politics, Australian Federation of Disability Organizations, and Women for Election Australia. Some of its connections came from pre-existing networks; others came

from organizations that approached Politics in Colour after it put on workshops.

This collaborative approach provides several key advantages. It allows organizations with expertise and lived experience to deliver targeted training to particular groups, which is seen as a political imperative. It also addresses intersecting and overlapping dimensions of discrimination. Politics in Colour can access resources such as speakers, module content and introductions to elected politicians from marginalized demographics via its partners. This has been particularly helpful for its Candid Conversations webinar series, which invites three to four politicians or candidates across the political spectrum who are members of a particular underrepresented group to an open and honest conversation with aspiring politicians.

Partnerships are also crucial to recruiting for workshops and training, allowing Politics in Colour to diversify its participants. Some partners also provide regional peer mentoring, to which Politics in Colour refers graduates—notably the Pathways to Politics Program for Women currently running across three universities. Finally, the organization saw outsourcing as a way to scale its training and overcome limited resources. It is looking at outsourcing the webinar and training to a university or corporate partner, which would free staff to concentrate on face-to-face events.

Instead of using traditional complex legal contracts, Politics in Colour uses conscious contracts to formalize its relationships with partner organizations. Conscious contracts are based on shared values and provide clear guidance about what organizations expect from each other. They are designed to foster good faith collaboration and creativity rather than competition, and could provide a model for others.

Partnering with Grassroots Groups at Ascend Fund

The Ascend Fund noted that the US political training landscape becomes "like whack-a-mole" with every election cycle, and then a host of new campaigning and political programs pop up to fill specific gaps, last for a few election cycles and then close.

Organizations asked if they could join existing networks or link up more purposefully with others under one umbrella. Ascend Fund decided to take on this convening role. This seems like a logical way forward, given the increasing number of collaborations and networks, especially working with women and people of color.

Ascend is interested in what changes could make it easier for women, particularly lower- and middle-class candidates, to run for election. This could be achieved, for example, by increasing legislative pay for elected officials, or even by offering a cost of living stipend for candidates during their campaign. Campaign finance laws prohibit the organization from funding candidates. They do, however, fund a program that allows parents to use campaign money to pay for childcare, which is another example of removing a financial barrier, allowing more women, particularly those with young children, to run. It often comes down to underrepresented candidates "being able to afford to run for office and being able to afford to serve in office." This problem has been largely unaddressed in the pre-party stage of candidates' journeys to political office.

"Rather than have women self-select in, we need to work with grassroots organizations on the ground to identify who those really stellar community leaders are, and then bring those women in to move them along."

—Interview with Ascend Fund

Strategic Partnerships to Support Pathways to Elected Leadership at Activate

The Activate Collective in the UK is one of the few PLIs that has been established to serve both activists and aspiring politicians. Accordingly, it has two pathways: one for activists and one for candidates. Activate builds in partnerships with other PLIs and organizations that hold specific expertise needed by candidates and activists need. This is a unique model and a highly impactful way to bring together expertise in this space. For example, Activate has partnered with Elect Her UK to provide in-depth political training in its candidates pathway. Elect Her is a non-partisan training program in the UK open to any woman who wants to run for office. It takes on a “complement not compete” approach towards the ecosystem and actively seeks partners to provide specialized training. The organization is also developing a bank of free resources from multiple sources. Its partnership with Glitch tackles one of the key barriers for women in choosing to run as a potential political candidate: the fear of online harassment and abuse. Activate plays the role of a navigator, helping candidates move between each step of their political journey. They point the way to an aligned partner’s course offerings instead of trying to be a one-stop-shop for all specialized training that candidates require. Activate’s pathway approach offers a smart way for organizations to avoid being ‘stretched thin’ and adopts economies of scale in sharing and referring their cohorts to other values and mission-aligned partners in the space.

Joining Forces to Dismantle Structural Barriers in RepresentWomen and Emerge

The collaboration between RepresentWomen, a research-focused ‘think and do tank’, and Emerge, a political leadership incubator in the US, provides an example of how partnerships can help address some of the structural barriers that underrepresented candidates face trying to enter politics. RepresentWomen focuses on researching races, the electoral system, and state-level offices, thereby identifying where women candidates could potentially shift representation. It offers advice to PLIs such as Emerge about how to obtain leverage for new candidates and which ballots might provide positions for reform-minded women to drive change. RepresentWomen’s research has uncovered that 92 percent of incumbents—both men and women—won when they ran in recent US elections. Its research demonstrates how the ‘first past the post’ or ‘winner takes all’ system hinders the potential for new and more diverse challengers to enter the fray. By contrast, 40 percent of women running for open seats typically won, which is a good result. Focusing on open seats rather than races against incumbents has become a recommendation for many programs working to get more women into elected office. The research has also shown that 185 women spent a collective \$350 million running as challengers for seats in the US House of Representatives in 2020. Only three percent of them won their races. These insights provide valuable return-on-investment lessons for PLIs focusing on women candidates in the US, and steer them towards more ‘winnable’ races and strategies.

“The way we run our elections has a profound impact on outcomes for candidates who are women and people of color”.

—Interview with RepresentWomen

Organizations such as RepresentWomen, which focuses on understanding and removing the structural barriers facing women candidates, can also serve as a valuable research and evidence backbone for larger collectives of PLIs by helping them navigate structures and identify reform opportunities. Depending on local context, such partnerships may be strengthened by a history of other successful reforms achieved through collaboration. RepresentWomen noted a tradition in the US of tackling representation barriers for underrepresented groups through substantive packages of structural reforms, such as Title IX in the education movement, the Americans with Disability Act, and universal suffrage. They have molded on their work around this tradition in service of helping PLIs get more women into elected office.

“We are providing a platform where for the first time the opposition and the majority sit at the same table to discuss the best implementation of the project which is run in their municipality. We try to normalize the relationship between them to make sure that if we are involved in a long term commitment of a change program, then regardless of how the political situation evolves (in Sweden or internationally), it shouldn’t matter for the implementation of the project.”

(from an interview with ICLD Sweden)

Long-term Change Through Municipal Partnerships at the International Centre for Local Democracy

The International Centre for Local Democracy runs programs to spark change in municipalities in Sweden and partner countries, as well as among aspiring and current local councilors. It focuses on local-government policymaking and adopts a practical real-time approach to working together across party lines and municipalities around the world. Each project includes a Swedish municipality and international partner municipality in Southern Africa, East Africa, Eastern Europe, or Asia. Its four-phase training, spread over 18 months, includes developing the project, workshops, site visits to Swedish municipalities, and a final workshop which includes joint presentations. The organization says the key to successfully and sustainably implementing projects within its training program is active dialogue and cooperation between different political positions in municipalities with very different contexts around the world. Their focus is immediately applicable to future local councilors and the PLIs who train them. Transnational and bilateral partnerships between PLIs based on key principles of equity and exchange are rare but can offer important opportunities to discuss common challenges in governing. Using real-life projects in service delivery as the core focus of training and partnership in this way also helps to reinforce a public service and delivery ethos, which is often de-emphasized in political training.

Conclusion

The PLI space is building on momentum, has huge growth and impact potential, and is urgently needed to help democracy face existential threats. Opportunities exist for PLIs to collaborate with civic engagement organizations and help convert movement leaders into political leaders. Work to get leaders from underrepresented groups into politics has been increasing in parts of the field, yet more clearly needs to be done.

Non-partisan PLIs could benefit from much more collaboration with political parties across the political spectrum. We suggest that working with parties while remaining non- or multi-partisan is possible. PLIs could also benefit from even closer coordination with civic engagement, civil society, governance, and democracy organizations and networks.

We were surprised how rarely PLIs focused on preparing ‘climate candidates’, given the urgency of climate change. Other pressing topics like democratic reform and technology were also rarely covered. We were also surprised by the scarcity of deeply transformational programs that screen and prepare leaders to withstand

political threats and pressure, and teach participants how to not let power go to their heads.

A journey approach, like our five waypoints to political leadership, seems to be the best for retaining PLIs’ investment in leaders. This approach asks PLIs to support, teach and hold accountable alumni throughout their career. PLIs might be able to avoid doing it all by coming together and exploring whether they can share tasks and refer participants and alumni to each other.

Bringing the field together to learn how to work better and faster will have a wide range of positive impacts and may even be the injection of action we need to protect and strengthen democracy via a new generation of diverse and trusted politicians.

At the Apolitical Foundation, we have been asking “What if we loved politicians?” What would that look like, and what would it take? The career of a politician is one of the least admired in the world. We salute all those doing urgent work to change that and call for others to join.

Appendix A

How We Chose Which Organizations Should Be Mapped and Which Should Not

We included:

- Institutions that train people interested in public or political leadership, with heavy weighting towards those that prepare people to run for elected office.
- Some programs that were not explicitly political but which promote diverse leadership and have a good number of alumni going into political leadership. These exceptions also largely included groups we interviewed as part of our underrepresented groups deep dive, such as POMOC, Yellowhead Institute, DiverseCity Fellows Program and others.

We excluded:

- Party programs. A few exceptions were made, usually because the program directly addressed diversity challenges and had things to teach us about working with underrepresented groups. Exception examples

- are the UK Labour Party’s The Bernie Grant and Jo Cox Funds. We also talked to Volt: a new Pan-European party that had not set up any training and wished to learn from us. We did include partisan organizations with party roots who do not prepare candidates for a particular party (i.e., German foundations like FES and KAS). We also talked to a group of US-focused PLIs that targeted Democratic leaders (i.e. Arena, IDF, Emerge, Blue Leadership Collaborative and others).
- University programs unless the public could participate without having to be an enrolled student.
- Programs that exclusively work with existing officials. However, we did leave in organizations that work with both existing officials and those aspiring to run for office (e.g., Westminster Foundation for Democracy, NIMD, FES, KAS).

Appendix B

Initial List of Political Leadership Incubators Who Have Expressed Interest in Joining a Global Network

North America

- 1 Institute for Future Legislators, UBC (Canada)**
 - Non-partisan
 - Train potential candidates
- 2 Higher Heights Leadership Fund (US)**
 - Non-partisan
 - Train potential candidates*
- 3 IGNITE (US)**
 - Non-partisan
 - Train potential candidates and staff
- 4 Arena (US)**
 - Train potential staff*
- Institute for a Democratic Future (IDF) (US)**
 - Train potential candidates
- 5 RepresentWomen**
 - Non-partisan
 - Mainly provide evidence and research for PLIs working with women across the US*
- 6**

Latin America

- 7 RenovaBR (Brazil)**
 - Non-partisan
 - Train potential candidates
- 8 Nueva Era, an Apolitical Academy (Paraguay)**
 - Non-partisan
 - Train potential candidates
- 9 Rede a Ponte (Brazil)**
 - Non-partisan
 - Train potential candidates and current women local councilors in policymaking

Europe

- 10 Bratislava Policy Institute (Slovakia)**
 - Non-partisan
 - Train potential candidates and staff
- 11 Collège Citoyen de France (France)**
 - Non-partisan
 - Train potential candidates
- 12 Tous Elus (France)**
 - Non-partisan
 - Train potential candidates*
- 13 Académie des Futurs Leaders (France)**
 - Non-partisan
 - Train potential candidates
- 14 Patchwork Foundation (UK)**
 - Non-partisan
 - Train potential candidates
- 15 Elect Her (UK)**
 - Non-partisan
 - Train potential candidates
- 16 Activate Collective (UK)**
 - Non-partisan
 - Train potential candidates
- 17 Brand New Bundestag (Germany)**
 - Non-partisan
 - Train potential candidates*
- 18 Join Politics (Germany)**
 - Non-partisan
 - Train potential candidates*
- 19 Próxima Geração, an Apolitical Academy (Portugal)**
 - Non-partisan
 - Train potential candidates
- 20 Høj Røsten, an Apolitical Academy (Sweden)**
 - Non-partisan
 - Train potential candidates
- 21 Unity, an Apolitical Academy (Caucasus region)**
 - Non-partisan
 - Train potential candidates
- 22 We Belong Europe**
 - Non-partisan
 - A platform and safe space for people of color to share and reflect on their experiences, their histories and identities, and develop their own narratives in public leadership and politics

Global

- 23 LGBTQ Victory Institute (US, The Balkans, Colombia, Dominican Republic, Honduras, India, Peru, Brazil, and South Africa)**
 - Non-partisan
 - Train potential candidates and staff
- 24 Netherlands Institute for Multi-party Democracy (NIMD)**
 - Non-partisan
 - Train potential candidates and staff
- 25 NDI (National Democratic Institute-US-based)-Political Inclusion of Marginalized Groups Program (global)**
 - Non-partisan
 - Network, donor and supporter of training for potential candidates and staff, and movements to support marginalized groups in politics and social movements globally*
- 26 IRI (International Republican Institute-US-based)**
 - Non-partisan
 - Network, donor, and supporter of training for potential candidates and staff globally*

* beside a non-partisan listing denotes that the organization does not exclude anyone based on their ideology but tends to typically attract and recruit participants from the center and left of the ideological spectrum.

Initial List of Political Leadership Incubators Who Have Expressed Interest in Joining a Global Network



Appendix C

How to Design Impactful Adult Learning Experiences: 10 Evidence-Based Considerations

apolitical academy global | apolitical foundation

How to Design Impactful Adult Learning Experiences: 10 Evidence-Based Considerations

- 1 Co-Design**
Do you want to ensure the curriculum hits the spot for the learner? Co-design with them. It's that simple. Surveys, committees, sharing draft agendas, having them test activities are all good ways to get feedback on your learning program.
- 2 Adult Learning Theories.**
Consider and blend different methods, making sure to hit the 4 D's: Doing; Didactic, Discovery and Discourse.
- 3 Un > Learn**
"Unlearning is not about forgetting. It's about the ability to choose an alternative mental model or paradigm. When we learn, we add new skills or knowledge to what we already know. When we unlearn, we step outside the mental model in order to choose a different one." It's important to identify what the current mental model is before replacing it with a new one.
- 4 Better > Together**
We learn better when we learn together. Research shows that social and emotional learning can change brain function and structure which allows for adaptive emotional and cognitive functioning. Build in opportunities for group work or projects. Behavioral science and research by Apolitical.co shows that peer-to-peer learning can be the most impactful because of its relevance.
- 5 Intrinsic & Fun > More Attention**
People generally have a longer attention span when they are doing something that they find enjoyable or intrinsically motivating. Design for delight. Learn and prime the learner's intrinsic motivations.
- 6 Emotions > The Whole Person**
Some believe that emotions get in the way of learning. The contrary is true. Emotions, even negative ones, when harnessed properly can improve attention, motivation and memory. The stress hormone cortisol, however, can be harmful to your body, memory, and brain function if it spikes and for too long. Anxiety can be a significant hindrance for learning and memory.
- 7 Scarcity > Interest**
Behavioral economics shows us that scarcity makes opportunities more valuable. Similarly, adult learners are likely to have more interest in learning if the opportunity is or feels scarce. An application process is a good screening for motivation. You can't force people to learn; you want them to want to learn for themselves.
- 8 Make it Real**
Adults need learning experiences relevant to and reflective of their own lived experiences and acute problems. Pre-learning surveys can be a good way to understand and plan for this. They may also identify a participant as an instructor.
- 9 Different Learning Styles**
Recognize and design for different learning styles in mind:
Visual (spatial)
Aural (auditory)
Verbal (linguistic)
Physical (kinesthetic)
Logical (mathematical)
Social (interpersonal)
Solitary (intrapersonal)
And don't forget to design for introverts and extroverts as well.
- 10 Blend It**
A combination of 'classroom' (online or off) with self-paced learning often works best for adult learners. Why? Easier to fit into busy schedules, can be more personalized, provides for a more varied experience and takes advantage of tech (gaming, video content, VR, etc.). It can also be a cost and time saver (on space, food and travel time, for example).

Contact for source information: info@apolitical.foundation

Contact to explore: lisa@apolitical.foundation

Appendix D

The Road to Political Office Game — Apolitical Academy Global

The Road to Political Office



Appendix E

Our List of 28 Non-Partisan Political Leadership Incubators to Watch³⁰

Africa



ELLEN JOHNSON SIRLEAF
PRESIDENTIAL CENTER FOR
WOMEN AND DEVELOPMENT



Amujae Initiative–Ellen Johnson Sirleaf Presidential Center for Women and Development

Liberia

Mission: “To inspire and prepare women to unapologetically take up roles and excel in the highest echelons of public leadership, and to bring other women along.”

Why we included them: For strengthening ties among a growing, experienced, and capable network of women public leaders; for their work changing public perceptions of women’s leadership and building a wave of support for greater women’s representation in Africa.



Emerging Leaders Foundation

Kenya

Mission: “The Emerging Leaders Foundation Africa (ELF-Africa) exists to empower, support and accompany young women and men to achieve meaningful, dignified and impactful participation in governance, economy and public affairs at all levels of society.”

Why we included them: For focusing on positive politics and providing a deep program preparing young people to run in Kenya’s 2022 elections.

³⁰. From our website: apolitical.foundation/resources/28politicalleadershipincubators.

Echo Network Africa via their partnership with Democracy Trust Fund

Kenya

Mission: “To partner with women, (including young women, women with disabilities and women from marginalized communities) to create a better society.”

Why we included them: For offering networking opportunities, political training, capacity building and civic engagement for Kenyan women.



Futurelect, an Apolitical Academy

Southern Africa

Mission: “Our goal is to empower a new generation of ethical political and government leaders to solve the great challenges of our time and restore trust in elected officials and democratic systems.”

Why we included them: For their regional approach, focus on ethics, and inclusion of social and emotional support for public leaders.

Asia



Indian School of Democracy

India

Mission: "Indian School of Democracy is a non-partisan organization that conducts programs for aspiring, grassroots political leaders. We want to nurture principled leaders, with moral courage and imagination, to achieve sarvodaya (the economic and social development of a community as a whole, especially as advocated by Mahatma Gandhi)."

Why we included them: For a deep and varied approach to personal leadership development and for their intentional inclusion of marginalized groups.

Netri

India

Mission: "NETRI is India's first incubator and aggregator for women in the political ecosystem that equips women to run for elections, become political professionals or political entrepreneurs, thereby increasing women's participation in decision-making."

Why we included them: For their vision of a protective and empowering support structure for women in politics at every stage of their career.

Europe



Académie des Futurs Leaders

France

Mission: "The Academy of Future Leaders accompanies citizen leaders fighting for social and environmental justice along their entry into politics."

Why we included them: For their approach to selecting people with a proven record with community organizing and helping people leverage that work for political change.

Europe



Collège Citoyen de France

France

Mission: "The new school that prepares the public leaders of tomorrow. A course of excellence, with 200 hours to develop your project of civic engagement."

Why we included them: For their deep commitment to recruiting people who normally don't see themselves as having political potential and for their project-based approach.



Elect Her

United Kingdom

Mission: "Elect Her is a non-partisan organization working to motivate, support and equip women in all their diversity to stand for political office in Britain. We support women throughout their political journey up until and including standing for election and also hold events focused on bringing specific communities of women into politics, such as Women of Colour, women with disabilities and women in rural locations."

Why we included them: For working to make political training accessible to all women at scale via online programs.



Høj Røsten, an Apolitical Academy

Sweden

Mission: "The Høj Røsten Foundation revitalizes Swedish democracy by transforming the great community involvement that exists among young people today into political influence."

Why we included them: For their deep and transformative approach to political leadership and track record of including people from diverse communities driving community change.

Europe



Activate

United Kingdom

Mission: "We're on a mission to get brilliant women the funding they need to stand for election, and win."

Why we included them: For developing partnerships with like-minded organizations to offer women clear pathways and support on their journey to elected office.



Brand New Bundestag

Germany

Mission: "We find the most capable, credible people in our country. We help them to be politically successful in our parliaments. Because only together, only if we stand together, can we overcome the immense challenges of our time. It's about more than political success—it's about our future."

Why we included them: For their pioneering work highlighting talented, diverse candidates that German political parties may otherwise miss.



Bratislava Policy Institute

Slovakia

Mission: "BPI's mission is to create and improve public policies, open debates on actual narratives, and consult trends and scenarios through independent, objective, non-partisan research."

Why we included them: For their important work breaking down barriers to Roma communities running for politics.

Europe



JoinPolitics

Germany

Mission: "JoinPolitics empowers political talents who develop innovative solutions to the big challenges of our times and implement them politically. We support with seed capital, network and know-how."

Why we included them: For providing seed capital to courageous and promising political talent, entrepreneurs and innovators.



Patchwork Foundation

United Kingdom

Mission: "We promote, encourage and support the active participation of young people from disadvantaged and minority communities in British democracy and civil society."

Why we included them: For their leading role in breaking down institutional barriers hindering young people from underrepresented communities and backgrounds in the UK.



Próxima Geração, an Apolitical Academy

Portugal

Mission: "A Próxima Geração, an Apolitical Academy, is the first academy with a global context, non-partisan and non-profit in Portugal with the aim of revitalizing Portuguese democracy. At the moment, our main focus is to reinforce the role of young people, between 16 and 30 years old, as actors of democracy, through training programs."

Why we included them: For their recognition of young people, focus on scientific literacy as a key skill in political leadership, and entrepreneurial approach to programming.

Europe



Tous Elus

France

Mission: “REINVENT DEMOCRACY WITH US! A non-partisan movement to raise awareness and train all those who are far from democracy!”

Why we included them: For getting youth interested in running for local elections in France, especially in often left-out and disengaged communities.



Unity, an Apolitical Academy

Caucasus

Mission: “We want to inspire, empower and connect young people across the Caucasus to go into the political career path by giving them practical tools through a global program that is built on 25+ years of experience and state-of-the-art pedagogy.”

Why we included them: For advancing unifying political leadership training in a politically tense region.

North America



Higher Heights Leadership Fund

United States

Mission: “Higher Heights Leadership Fund is building a national civic engagement infrastructure and network to strengthen Black women’s leadership capacity. Higher Heights Leadership Fund is investing in a long-term strategy to expand and support Black women’s leadership pipeline at all levels and strengthen their civic participation beyond just Election Day.”

Why we included them: For their leadership in advancing the position of black women in key political leadership positions across the US.

Oceania



Politics in Colour

Australia

Mission: “Designed specifically to address the challenges and barriers facing people from under-served communities, our online workshops assist diverse Australians considering a career in politics.”

Why we included them: For their quality programming and political mentorship designed for Indigenous women, migrant women and women of color.



Women for Election

Australia

Mission: “To provide non-partisan training events, workshops and networking opportunities to inspire and equip more women to run for public office in Australia.”

Why we included them: For their growing list of thousands of qualified women, who have been given the skills and confidence to run for office.

South America



Alma Cívica, An Apolitical Academy

Paraguay

Mission: “Building the new generation of public leaders that Paraguay needs.”

Why we included them: For finding innovative ways to promote the inclusion of rural women and men in politics and to bridge the urban-rural political representation divide in the country.

North America



IGNITE

United States

Mission: “IGNITE is a movement of young women who are ready and eager to become the next generation of political leaders. IGNITE’s model moves young women to run and win, and it also dramatically increases their political engagement on every level. We know that programming is not enough: we need inspiring messages consistently reinforced and reflected in our culture – words which convey and compel young women to be politically motivated, and to declare their political ambition.”

Why we included them: For inspiring a movement of young, diverse women and offering new ways to engage in political change through the Power to the People, Police Oversight bootcamps and a partnership with SnapChat that reaches new audiences of young women and encourages them to become political leaders.



Institute for Future Legislators, The University of British Columbia

Canada

Mission: “The Institute provides intensive hands-on mentoring and training for anyone who seeks the experience and knowledge necessary to make a difference—whether at the local, provincial, or federal level.”

Why we included them: For offering effective and practical scenario-based learning on what it takes to be in Parliament.



Run for Something

United States

Mission: “We provide a safety net for new and exciting progressive leaders—at all stages of their journey—helping them run efficient, strategic, grassroots, driven campaigns while feeling supported throughout the process.”

Why we included them: For offering quality, accessible online content to aspiring politicians and resources to peer organizations during the pandemic.

South America



RenovaBR

Brazil

Mission: “RenovaBR is a political training school maintained by ordinary citizens who believe in a healthier, more participatory and representative democracy.”

Why we included them: For their commitment to rigorous recruitment and screening processes that attract ethical and service-oriented leaders.

Global



LGBTQI+ Victory Institute

United States

Mission: “Victory Institute works to achieve and sustain global equality through leadership development, training, and convening to increase the number, expand the diversity, and ensure the success of openly LGBTQI+ elected and appointed officials at all levels of government.”

Why we included them: For building partnerships around the world with LGBTQI+ communities with the goal of turning activism into inclusive political change in the US, The Balkans, Colombia, Dominican Republic, Honduras, India, Peru, Brazil and South Africa.



Netherlands Institute for Multiparty Democracy

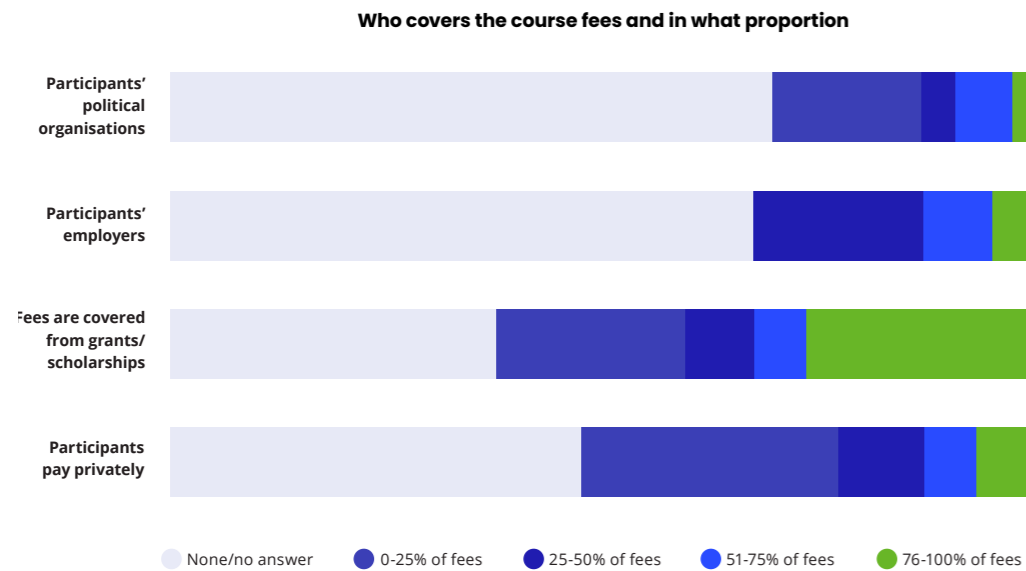
Netherlands

Mission: “The Netherlands Institute for Multiparty Democracy (NIMD) works to promote peaceful, just and inclusive politics worldwide. Our approach across all our programs is unique and characterized by dialogue: we bring politicians from across the political spectrum together.”

Why we included them: For their worldwide network of democracy schools that inspire future politicians and nurture democratic culture.

Appendix F

Survey Respondents and Financing



Appendix G

Research on What Makes a Good Politician

Our interviews and surveys returned no clear consensus on which traits PLIs thought made a good politician. A clear consensus among political parties or civil society is also lacking. We have conducted our own research into this vital question and hope more work is done in this area.

In 2021, we surveyed social media users, asking them "what is the one unique skill needed for 21st century politicians that hasn't been needed before?" We then plotted answers in a word cloud. The most common response was *empathy*, followed by *humility*,

authenticity, *ability*, *collaboration*, and *systems thinking*. Other entries included *transparency*, *scientific literacy*, *communications technology*, and *collective wisdom*. Survey participants were most likely a bit younger than the votership as a whole due to the poll being held on social media.

We also conducted desk research. A December 2021 report by the Center for Strategic and International Studies titled *A New Political Leadership for the Twenty-First Century*³¹ outlines the following necessary traits and habits:

Self-awareness and resilience	Physical endurance and self-care	Presence and communication
Connection with nature	Ability to manage character and fame	Digital understanding and digital health
Ability to have perspective	Ability to work with others on a common goal	Knowing when to leave politics and long-term thinking

³¹ Marcos Peña, *A New Political Leadership for the Twenty-First Century*, (Center for Strategic and International Studies, 2021), <https://www.csis.org/analysis/new-political-leadership-twenty-first-century>.

We think PLIs are missing a big opportunity to assist political parties with their search for new, representative, and trustworthy talent. What political parties are looking for in candidates is often not clear or available to the public.

Work by psychologist Jo Silvester shows that different parties value different things in leaders.

Though she found that UK Conservatives and UK Liberal Democrats shared many similar ideas about what traits made a good candidate, they often interpreted those traits differently. The information in the table below is taken from Silvester's *Recruiting politicians: Designing competency-based selection for UK parliamentary candidates* published in 2011.³²

What traits political parties deem necessary in a good political leader

UK Conservatives	UK Liberal Democrats
Communication Skills: The capacity to communicate messages clearly and persuasively across a variety of audiences and media contexts.	Communication Skills: Communicates clearly and persuasively with a variety of audiences and in a variety of contexts, generates opportunities for communication for self and others.
Leading and Motivating: The capacity for leading and motivating people by recognizing their contribution and providing support when required.	Leadership: Motivates self and others, delegates and provides support as appropriate, demonstrates flexibility, accepts responsibility for outcomes, and has integrity.
Intellectual Skills: The ability to understand, learn and prioritize complex information quickly and present ideas in a transparent manner.	Strategic Thinking and Judgment: Understands and prioritizes complex information; looks at the bigger picture and promotes overall team and campaign objectives.
Relating to People: The capacity to relate easily to people from all backgrounds, demonstrate tolerance, approachability, and the ability to inspire trust in others.	Representing People: Relates well to people from all backgrounds by being aware of their effect on others, demonstrating tolerance, approachability, and by inspiring trust.
Resilience and Drive: An ability to cope effectively and positively with, and remain persistent in, the face of challenge, setbacks, and criticism.	Resilience: Copes effectively with pressure and remains positive and pro-active in the face of challenge, setbacks, and criticism.
Political Conviction: A commitment to party principles and public service, including integrity and courage in disseminating and defending beliefs.	Values in Action: Works hard to develop a campaign team, secure resources, promote Liberal Democrat values, and maximize party profile.

Riddell's principles of good party selection

Inclusiveness: by adopting and publishing policies to encourage selection of a broad range of candidates for all levels of elected representation.	Diversity: by encouraging a balance of gender, ages, ethnic groups and occupations among individuals on their approved lists.	Community Activity: by aiming to recruit people who are active in their localities, for example, in community groups or as volunteers.	Transparency: by taking a professional approach to candidate selection that specifies the skills sought, and the responsibilities of the elected representative.
Suitability: by looking beyond political activity to the skills needed to hold elected office and give effective representation to their constituents.	Collegiality: by offering candidates full support and training.	Participation: by enabling as many party members as possible to participate in the selection process.	

³² Jo Silvester, *Recruiting politicians: Designing competency-based selection for UK parliamentary candidates*, in A. Weinberg *The Psychology Of Politicians* (Cambridge University Press, 2012), 21-38

Appendix H

Data on Underrepresented Groups

- 2% of parliamentarians worldwide are under 30. Yet 15% of the world's population is aged 20-30.³³
- One in four political seats are held by women around the world. It is estimated to take 145 years to close the representation gender gap.³⁴
- The average median age of Africa's population in 2016 was 20. The average age of African heads of state is 55.³⁵
- 6% of the UK House of Lords are from ethnic minority backgrounds, even though 14% of the country's population is from an ethnic minority background.³⁶
- In the EU, about 15% of people have a disability, but only around 1% of politicians do.³⁷

³³ One Young World Politician of the Year Award 2020 (Fully Funded), *Youth Opportunities*, 4 April 2022, <https://www.youthop.com/competitions/one-young-world-politician-of-the-year-award-2020-fully-funded>

³⁴ *Global Gender Gap Report 2021*, (World Economic Forum, 2021), <https://www.weforum.org/reports/global-gender-gap-report-2021>

³⁵ Joseph Olusegun Adebayo, "Gerontocracy in African Politics: Youth and the Quest for Political Participation," *Journal of African Elections* 17, no. 1, <https://doi.org/10.20940/jae/2018/v17i1a7>

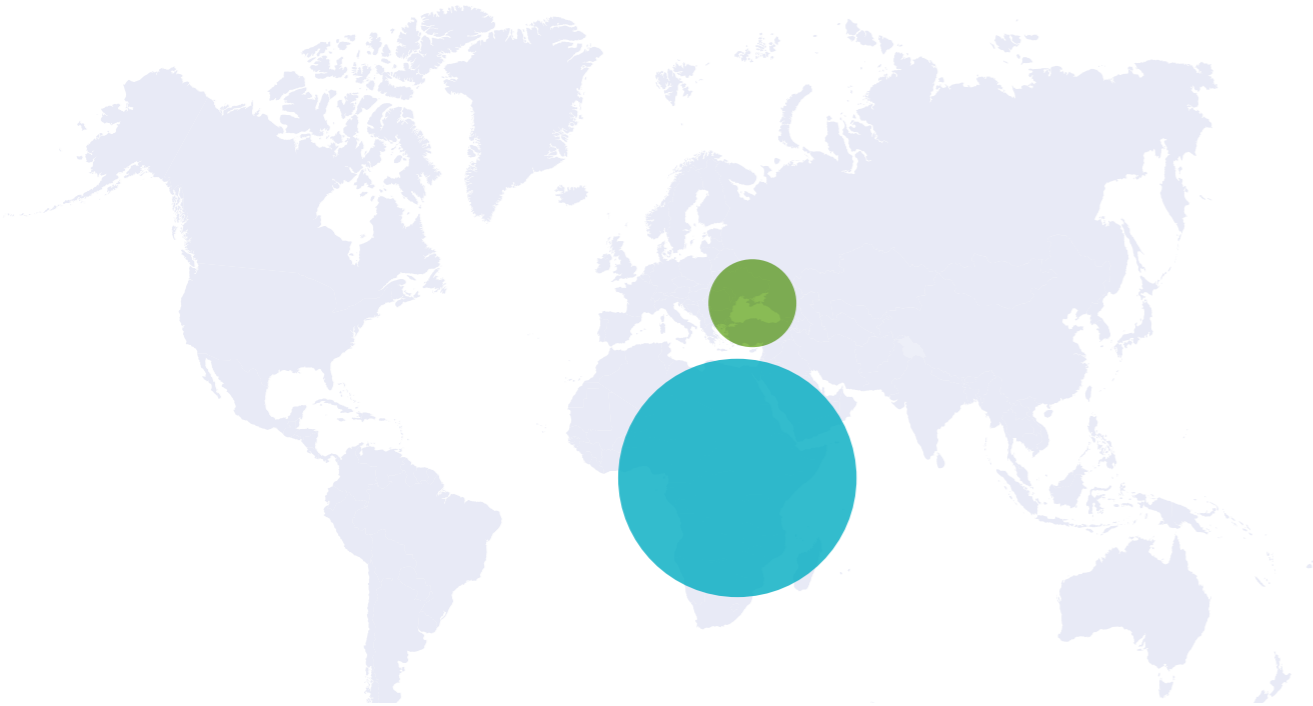
³⁶ Éric Grenier, "When it comes to leadership, Canada's political parties aren't getting more diverse," *CBC*, 9 June 2020, <https://www.cbc.ca/news/politics/grenier-leadership-diversity-1.5603626>

³⁷ Mitzi Waltz and Alice Schippers, "Politically disabled: barriers and facilitating factors affecting people with disabilities in political life within the European Union", *Disability & Society*, 36:4, 517-540, <https://www.tandfonline.com/doi/full/10.1080/09687599.2020.175107>

“We think PLIs are missing a big opportunity to assist political parties with their search for new, representative, and trustworthy talent. What political parties are looking for in candidates is often not clear or available to the public.”

Appendix I

List of Political Leadership Incubators Found Around The World



MENA

- Friedrich-Ebert-Stiftung Referat MENA
 - Political Academy
 - Hanns-Seidel-Stiftung Naher Osten, Nordafrika
 - MENA
 - Heinrich-Böll-Stiftung Middle East and North Africa Division
 - Konrad-Adenauer-Stiftung Naher Osten und Nordafrika
 - MENA
- Algeria**
- Friedrich-Ebert-Stiftung Algeria
- Egypt**
- Friedrich-Ebert-Stiftung Egypt
- Israel**
- Friedrich Naumann Foundation Jerusalem
 - Friedrich-Ebert-Stiftung Israel
 - Heinrich-Böll-Stiftung Israel
 - Thec (ICPT)

- Jordan**
- Jordan School of Politics (Democracy School - NIMB)
 - Friedrich-Naumann-Stiftung MENA
 - Friedrich-Ebert-Stiftung Jordan and Iraq
 - Preparing Global Leaders Forum
- Lebanon**
- Friedrich Naumann Foundation Lebanon and Syria
 - Friedrich-Ebert-Stiftung Lebanon
 - Heinrich-Böll-Stiftung Lebanon, Syria, Iraq
- Morocco**
- Friedrich-Naumann-Stiftung Morocco and Algeria
 - Friedrich-Ebert-Stiftung Morocco
 - Heinrich-Böll-Stiftung Morocco
 - The Citizen School of Political Studies

- Palestine**
- Friedrich-Ebert-Stiftung Palestine
 - Heinrich-Böll-Stiftung Palestine, Jordan
- Sudan**
- Friedrich-Ebert-Stiftung Sudan
- Tunisia**
- Center of Mediterranean and International Studies (CEMI)
 - Tunis School of Politics (Democracy School - NIMD)
 - Friedrich-Naumann-Stiftung Tunisia and Libya
 - Friedrich-Ebert-Stiftung Tunisia
 - Heinrich-Böll-Stiftung Tunisia
- Yemen**
- Friedrich-Ebert-Stiftung Yemen

Sub-Saharan Africa

- Friedrich-Ebert-Stiftung Referat Afrika
 - Political Academy
- Hanns-Seidel-Stiftung Sub-Saharan Africa
 - Sub-Saharan Africa
- Heinrich-Böll-Stiftung Africa Department
 - Africa Department
- Konrad-Adenauer-Stiftung Abteilung Subsahara-Afrika
 - Africa
- Futurelect, an Apolitical Academy

- Benin**
- Friedrich-Ebert-Stiftung Benin

- Botswana**
- Friedrich-Ebert-Stiftung Botswana

- Burundi**
- Burundi Leadership Training Program (Democracy School - NIMD)

- Cameroon**
- Friedrich-Ebert-Stiftung Kamerun
 - Jeunes Leaders

- Côte D'ivoire (Ivory Coast)**
- Fondation Friedrich Naumann pour la Liberté Côte d'Ivoire
 - Friedrich-Ebert-Stiftung Côte D'ivoire

- Democratic Republic of Congo**
- Konrad-Adenauer-Stiftung Democratic Republic of the Congo

- Ethiopia**
- Friedrich-Ebert-Stiftung Ethiopia
 - Konrad-Adenauer-Stiftung Ethiopia/African Union
 - Network of Ethiopian Women's Associations
 - Promoting Women's Leadership

- Ghana**
- African Women's Development Fund (AWDF)
 - Capacity Building
 - Friedrich-Ebert-Stiftung Ghana
 - Konrad-Adenauer-Stiftung Ghana
 - Moremi Initiative: Women's Leadership in Africa
 - MILEAD Young Professional & Organizational Leadership
 - The Institute of Economic Affairs Ghana (IEA)
 - Capacity Building
 - YALI Regional Leadership Center West Africa
 - Leadership Training

- Kenya**
- Center for Multiparty Democracy Kenya (CMD-Kenya) (established by NIMD)
 - Echo Network Africa, in partnership with the Democracy Trust Fund
 - Positioning/Democracy program
 - Friedrich-Ebert-Stiftung Kenya
 - The Political Leadership and Governance program
 - Heinrich-Böll-Stiftung Kenya
 - Gender Democratic Leadership
 - Kenya Women Parliamentary Association (KEWOPA)
 - Leadership and Mentorship training for female parliamentarians
 - Mentorship program for women members of county assembly
 - Mentorship training for community aspiring women leaders and youth
 - Konrad-Adenauer-Stiftung Kenya
 - The African Leadership Centre
 - Currently they are only sending fellows for training at King's College/UK
 - YALI Regional Leadership Center East Africa
 - Leadership training
 - Emerging Leaders Foundation

- Liberia**
- Ellen Johnson Sirleaf Presidential Center for Women and Development (the EJS Center)
 - The Amujae Initiative

- Madagascar**
- Friedrich-Ebert-Stiftung Madagascar

- Malawi**
- The Centre for Multiparty Democracy (CMD-M)
 - Women's active participation in political leadership and decision-making in political parties in Malawi
 - Strengthening Political Parties Project

- Mali**
- Friedrich-Ebert-Stiftung Mali

- Mozambique**
- Friedrich-Ebert-Stiftung Mozambique
 - Instituto para Democracia Multipartidária (IMD) (former program of NIMD)

- Namibia**
- Friedrich-Ebert-Stiftung Namibia
 - Konrad-Adenauer-Stiftung Namibia and Angola
 - Namibia Institute for Democracy

- Nigeria**
- Friedrich-Ebert-Stiftung Nigeria
 - Heinrich-Böll-Stiftung Nigeria
 - Konrad-Adenauer-Stiftung Nigeria
 - ElectHER

- Rwanda**
- Friedrich-Ebert-Stiftung Rwanda

- Senegal**
- Friedrich-Naumann-Foundation Senegal
 - Friedrich-Ebert-Stiftung Senegal
 - Heinrich-Böll-Stiftung Senegal
 - Konrad-Adenauer-Stiftung Senegal
 - YALI Regional Leadership Center West Africa
 - Leadership training

- South Africa**
- Friedrich-Naumann-Stiftung Sub/Saharan Africa
 - Friedrich-Ebert-Stiftung South Africa
 - Heinrich-Böll-Stiftung South Africa, Namibia, Zimbabwe
 - Konrad-Adenauer-Stiftung South Africa
 - YALI Regional Leadership Center Southern Africa

- South Sudan**
- Friedrich-Ebert-Stiftung South Sudan

- Tanzania**
- Konrad-Adenauer-Stiftung Tanzania

- Uganda**
- The Tanzania Centre for Democracy (TCD)
 - African Women's Leadership Institute (AWLI)
 - Friedrich-Ebert-Stiftung Uganda
 - Young Leaders Forum
 - Interparty Youth Platform (IYOP)
 - Konrad-Adenauer-Stiftung Uganda

- Zambia**
- Friedrich-Ebert-Stiftung Zambia
 - Friedrich-Ebert-Stiftung Zimbabwe
 - Konrad-Adenauer-Stiftung Zimbabwe

Former Soviet Union

Armenia

- Friedrich-Ebert-Stiftung Armenia
- Yerevan School of Political Studies
- Youth Initiative Centre (YIC)
 - UPSHIFT Armenia GLOW (Girls Leading Our World)

Estonia

- Friedrich-Ebert-Stiftung Baltic States
- Konrad-Adenauer-Stiftung Estonia
- The Estonian School of Diplomacy (ESD)

Georgia

- Eastern European Centre for Multiparty Democracy (EECMD) (former program of NIMD)
 - Democracy Leader Awards
 - Democracy Schools
- Friedrich-Naumann-Stiftung South Caucasus
- Friedrich-Ebert-Stiftung South Caucasus
- Georgian Foundation for Strategic and International Studies (Rondeli Foundation)
 - Youth for Changes
 - Enhancing National Minority agenda
 - Capacity Building of the Georgian Leadership
 - Community for improved decision-making and negotiation skills

- Training Program in National Security and Public Policy
- and others

- Heinrich-Böll-Stiftung South Caucasus
- Konrad-Adenauer-Stiftung South Caucasus
- Tbilisi School of Political Studies
- Unity, an Apolitical Academy

Kazakhstan

- Friedrich-Ebert-Stiftung Kazakhstan
- Kazakhstan Parliamentary Development Fund

Latvia

- Freedom and Solidarity Foundation
 - Unsure if they run a regular training program
- Friedrich-Ebert-Stiftung Baltic States
- Konrad-Adenauer-Stiftung Latvia

Lithuania

- Friedrich-Ebert-Stiftung Baltic States
- Konrad-Adenauer-Stiftung Lithuania

Moldova

- Friedrich-Ebert-Stiftung Moldova
- IPRE-European Institute for Political Studies
 - Unsure if they currently run a regular political training program
- Konrad-Adenauer-Stiftung Moldova

Russian Federation

- Friedrich-Naumann-Stiftung Russia and Central Asia
- Friedrich-Ebert-Stiftung Russia
- Heinrich-Böll-Stiftung Russia
- Konrad-Adenauer-Stiftung Russian Federation
- The Moscow School of Civic Education

Tajikistan

- Friedrich-Ebert-Stiftung Tajikistan

Ukraine

- Democracy School-Ukraine and Caucasus (NIMD)
- Friedrich Naumann Foundation Ukraine and Belarus
- Friedrich-Ebert-Stiftung Ukraine & Belarus
- Heinrich-Böll-Stiftung Ukraine
- International Republican Institute Ukraine
 - Youth Civic Academy
 - The School of Young Politicians
 - The Academy of Political Leadership
- Konrad-Adenauer-Stiftung Ukraine
- The Ukrainian School of Political Studies
- Zelena molod' Ukrayiny
 - Politecology 2.0 training

Uzbekistan

- Friedrich-Ebert-Stiftung Uzbekistan

Europe

Albania

- Academy of Political Studies
 - Albanian School of Political Studies
- Friedrich-Ebert-Stiftung Albania
- Konrad-Adenauer-Stiftung Albania

Austria

- Konrad-Adenauer-Stiftung Austria
- The Innovation in Politics Institute
 - Polis Project
- Konrad-Adenauer-Stiftung Belarus

Belgium

- Etopia
 - Saturdays in Etopia, Green Academy, Etopia CARGO, The New Worlds Meeting, Collaborative University
- European Center for Electoral Support
- Master in Electoral Policy and Administration
 - Leadership and Conflict Management Skills for Electoral Stakeholders (LEAD) trainings
 - Leadership and Quality Management Skills for Electoral Administrators (LEAD-Q) trainings
 - Effective electoral assistance trainings
 - Building Resources in Democracy, Governance and Elections (BRIDGE) trainings;
 - Training on the steps of the electoral cycle
 - ISO certification process
- European Partnership for Democracy
 - REACH for Democracy
- Federation of Young European Greens (FYEG)
- Friedrich-Naumann-Stiftung Europe
 - EU programs and Outreach
- Heinrich-Böll Stiftung EU
 - Country offices
- Konrad-Adenauer-Stiftung European Union
- The Green European Foundation (GEF)
- Wilfried Martens Centre for European Studies

Bosnia and Herzegovina

- Friedrich-Ebert-Stiftung Bosnia and Herzegovina
- Heinrich-Böll-Stiftung Bosnia and Herzegovina, Albania, North Macedonia
 - Country offices
- Konrad-Adenauer-Stiftung Bosnia and Herzegovina

Bulgaria

- Bulgarian School of Politics "Dimitry Panitza"
 - Governing Skills
- Friedrich-Naumann-Stiftung East and Southeast Europe
- Friedrich-Ebert-Stiftung Bulgaria
- Konrad-Adenauer-Stiftung Bulgaria

Croatia

- Academy for Political Development
- Friedrich-Ebert-Stiftung Croatia
- Konrad-Adenauer-Stiftung Croatia and Slovenia

Cyprus

- Friedrich-Ebert-Stiftung Cyprus

Czech Republic

- Evropska Akademie pro Democracii-The European Academy for Democracy
 - The Women's Election Academy
- Friedrich-Naumann-Stiftung Central Europe and the Baltic States
- Friedrich-Ebert-Stiftung Czech Republic
- Heinrich-Böll-Stiftung Czech Republic, Slovakia, Hungary, Croatia
- Konrad-Adenauer-Stiftung Czech Republic

Denmark

- Danish Institute for Parties and Democracy (DIPD)

Finland

- Bridge 47
 - Local political leadership for sustainable development training
- Demo Finland
 - Democracy Academies
- Finnish National Commission on Sustainable Development
 - The Finnish Agenda 2030 Youth Group
- Vihreät nuoret Green Youth International Influencer Course

France

- Friedrich-Ebert-Stiftung France
- Heinrich-Böll-Stiftung France
- Konrad-Adenauer-Stiftung France
- Tous Elus
- Elues Locales
 - Supporting and promoting female elected leaders through training programs and local networks
- Académie des Futurs Leaders

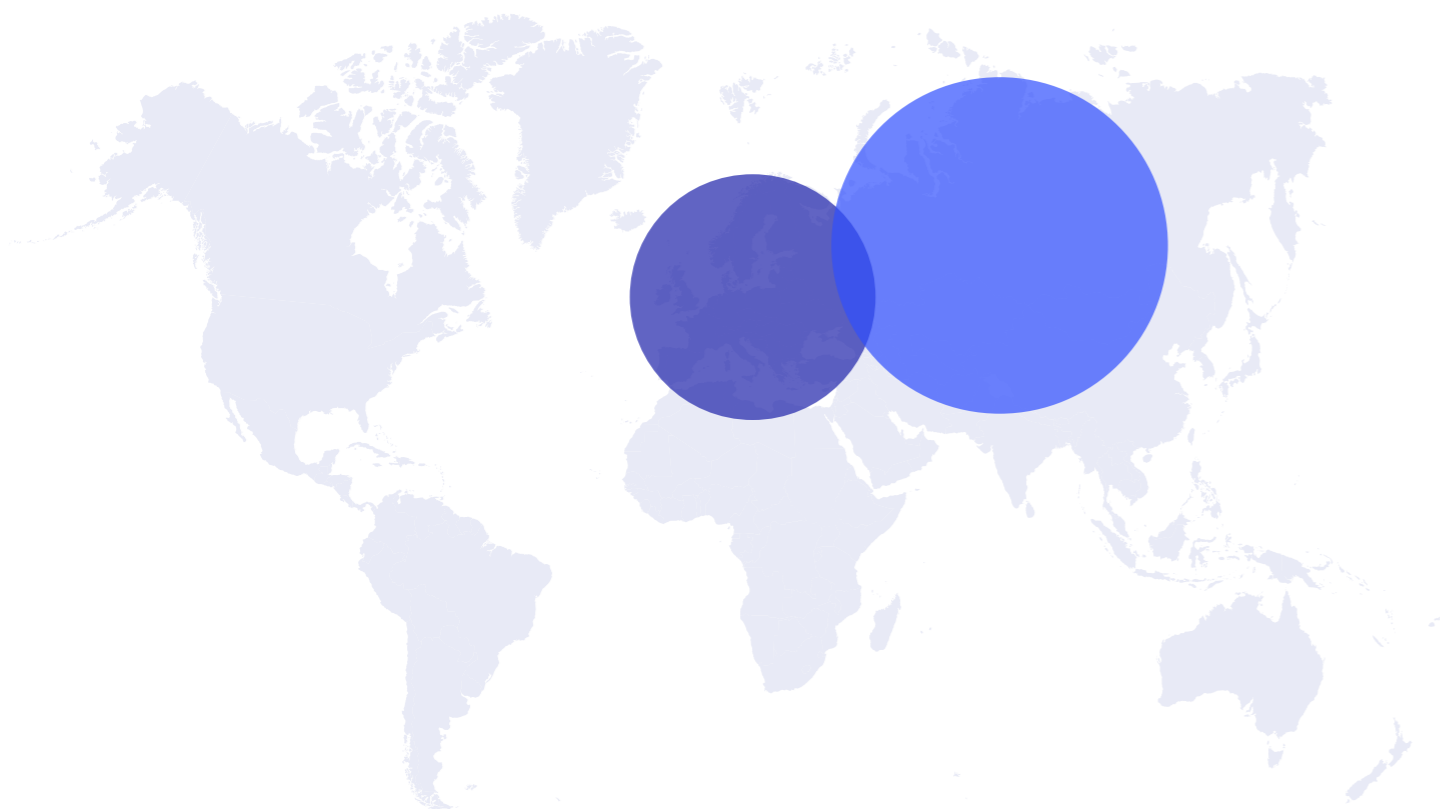
- The Citizen College of France
- The Notre Europe Academy

Germany

- Brand New Bundestag
- Friedrich-Naumann-Stiftung East & Southeast Europe
- Friedrich-Naumann-Stiftung International Academy for Leadership
- Friedrich-Naumann-Stiftung International exchange and education
- Friedrich-Ebert-Stiftung Politische Akademie
- Friedrich-Ebert-Stiftung Referat Europäische Union/Nordamerika
- Friedrich-Ebert-Stiftung Referat Osteuropa
- Grüne Jugend
 - Green Youth Summer Academy
- Hanns-Seidel-Stiftung Institut für Internationale Zusammenarbeit
- Hanns-Seidel-Stiftung Jugend, Bildung, Generationen
- Heinrich-Böll-Stiftung East and Southeast Europe Division
- Heinrich-Böll-Stiftung European Union and North America Division
- Heinrich-Böll-Stiftung International Democracy / Global Support for Democracy
- Konrad-Adenauer-Stiftung Abteilung Europa und Nordamerika
- Konrad-Adenauer-Stiftung Department Civic Education
- Konrad-Adenauer-Stiftung Politische Bildung / Politische Bildungsforen
- Rosa-Luxemburg-Stiftung
 - Politische Akademie
- JoinPolitics

Greece

- Friedrich-Naumann-Stiftung Greece
- Friedrich-Ebert-Stiftung Greece
- Heinrich-Böll-Stiftung Greece-Country office
- Konrad-Adenauer-Stiftung Greece and Cyprus
- Konstantinos Karamanlis Institute for Democracy
- The Political Academy Greece
- Symbiosis
 - The School of Political Studies



Europe (Continued)

Hungary

- Friedrich-Ebert-Stiftung Hungary
- Jövőképző
- Konrad-Adenauer-Stiftung Hungary

Ireland

- LIFT—Leading Ireland’s Future Together
 - The Better Leadership Forum
- Ireland Women for Election

Italy

- Friedrich-Ebert-Stiftung Italy
- Italian Institute for International Political Studies
 - Master in Diplomacy
 - Master in International Cooperation
- Italianieuropei
- Konrad-Adenauer-Stiftung Italy
- Ti Candido
- La Scuola Di Politiche
- European Agora

Kosovo

- Friedrich-Ebert-Stiftung Kosovo
- Konrad-Adenauer-Stiftung Kosovo
- Prishtina Institute for Political Studies (PIPS)
 - School for Political Studies

Montenegro

- School for Political Studies (at Civic Alliance)

Netherlands

- BKB Academy
- Scientific Bureau GroenLinks (Wetenschappelijk Bureau GroenLinks)
 - Young WB
- The Netherlands Institute for Multiparty Democracy (NIMD)
 - School of Politics, Democracy Schools (global)
 - Youth and Women programs in Mali, Ethiopia, Uganda, Burundi

North Macedonia

- Center for Policy Research and Policy Making
- Friedrich-Ebert-Stiftung North Macedonia

Poland

- European Academy of Diplomacy Academy of Young Diplomats
- Friedrich-Ebert-Stiftung Poland
- Heinrich-Böll-Stiftung Poland
- Konrad-Adenauer-Stiftung Poland

Portugal

- Friedrich-Ebert-Stiftung Portugal
- Próxima Geração, an Apolitical Academy
- Res Publica Foundation (Fundação Res Publica)
 - José Fontana Center of Studies
 - Antero de Quental Center of Studies
 - Institute of Political Studies

Romania

- Aspire Academy
- Expert Forum
 - School for Democracy
 - The Human Rights Film Festival, “Why Democracy?”
- Friedrich-Ebert-Stiftung Romania
- Konrad-Adenauer-Stiftung Romania
- Political Leadership Academy Romania
- Scoala Europeana “Ovidiu Sincai”

Serbia

- Belgrade Fund for Political Excellence—BFPE Foundation & BFPE Leadership Program
- Friedrich-Naumann-Stiftung Western Balkans
- Friedrich-Ebert-Stiftung Serbia
- Heinrich-Böll-Stiftung Serbia, Montenegro, Kosovo—Country offices
- Konrad-Adenauer-Stiftung Serbia and Montenegro

Slovak Republic

- Bratislava Policy Institute
 - ETHOS
 - Survival kit for young leaders (SKOL)
- Political Academy for Women
- European Democracy Youth Network—EDYN
- Friedrich-Ebert-Stiftung Slovakia
- Konrad-Adenauer-Stiftung Slovak Republic

- Mladí progresívci Young Progressive
- Partners for Democratic Change Slovakia (PDCS)
 - Various programs ranging from leadership training, negotiation training, nonviolent communication training, Dialogue Academy etc.

Spain

- Club de Madrid
 - Advancing Democracy Worldwide
- FAES—Foundation for Social Studies and Analysis (José María Aznar Foundation)
 - Formación de Líderes Latinoamericanos
- Friedrich-Ebert-Stiftung Spain
- Friedrich-Naumann-Stiftung Spain, Italy Portugal, Mediterranean Dialogue
- Konrad-Adenauer-Stiftung Spain and Portugal
- Academia Europea Leadership

Sweden

- Sweden Folke Bernadotte Academy (FBA) of Sweden
- Friedrich-Ebert-Stiftung Nordic Countries
- ICLD—Swedish Intl. Centre for Local Democracy
 - Women’s Political Leadership Program
 - Leadership in Local Governance
 - Human Rights Based Approach Program
 - Zimbabwe Leadership program and Gender Mainstreaming Program
- International IDEA—Institute for Democracy and Electoral Assistance, Youth Democracy Academy
- Høj Røsten Politikerskola, an Apolitical Academy
- Konrad-Adenauer-Stiftung Nordic Countries

Switzerland

- Allianz F
 - Helvetia ruft!
- Center for Humanitarian Dialogue
 - Training on peace, security & mediation only

- Diplo
- Re-State Foundation
- The Forum of Young Global Leaders

Turkey

- Friedrich-Naumann-Stiftung Turkey
- Friedrich-Ebert-Stiftung Turkey
- Heinrich-Böll-Stiftung Turkey
- The European School of Politics (ESP)
- Boğaziçi European School of Politics

United Kingdom

- Centre for Political and Diplomatic Studies (CPDS)
- Compassion Academy
- Democracy Matters

- Friedrich-Ebert-Stiftung United Kingdom
- Green Economics Institute
 - Climate Feminist Summer School
- Konrad-Adenauer-Stiftung United Kingdom and Ireland
- Scottish Young Greens
 - Webinars on political participation and engagement for young people with green views
- Campaign Bootcamp
- Act Build Change
- Westminster Foundation for Democracy (WFD)
 - Women’s Leadership (Academy for Africa)

- Youth Leadership
- People with Disabilities Leadership
- Young Greens of England and Wales
 - Political Education
- The Bernie Grant Leadership Program (The Labour Party)
- The Activate Collective
 - Equip her (Elect Her and Glitch)
- Elect Her
- Patchwork Foundation
- Polish Migrants Organise for Change (POMOC)
- We Can Win
- Reclaim UK

Europe-Wide

- VOLT Academy



North America

Canada

- Apathy is Boring
 - Build
- Civic Action Leadership Foundation
 - DiverseCity Fellows
 - YouthSummit
 - Reaction forum
 - Anti-racism directorate
- Democratic Engagement Exchange
 - Democracy Talks
- Future Majority
- Bootcamps
- Equal Voices
 - National Campaign School
- Institute for Future Legislators
 - Institute for Future Legislators at UBC
- McGill
 - Building Parliamentary Capacity
- Ryerson Leadership Lab
- Operation Black Vote Canada
 - Leadership Training & Education
- Progress Toronto
 - Training Series
- The Samara Centre for Democracy
 - Resources for Elected Leaders
- Yellowhead Institute

United States

- Al Gore Foundation
 - Climate Reality Leaders
- American Majority
 - Training and Online Courses
- Arena
- Asian Pan American Institute Congress
 - National Leadership Academy
 - Regional Leadership Academy
- BLUE Institute Crash Course
- Blue Leadership Collaborative
- BOLD Progressive Change Campaign Committee
 - National Candidate Training
- Bush Center
 - We Lead
- Candidate Bootcamp
 - Political Campaign Blueprint.
- Climate Candidates
 - Climate Candidates Accelerator
- Coalition Communities of Color
 - Bridges
- Collective Political Action Committee–Justice for All Initiative
- Dare to Run
- Democracy for America
 - Trainings
- EMERGE America
 - Signature Program
- Higher Heights
- IGNITE
- Institute for a Democratic Future (IDF)
- International Republican Institute (IRI)
 - Arab Women's Leadership Institute
 - Women's Democracy Network
- Justice Democrats
 - Movement School
- Latino Victory
- Leadership Institute
 - Trainings
- LGBTQ Victory Fund & Institute
 - Candidate and Campaign Training
- Maverick PAC Maverick Women
- McCain Institute for International Leadership at Arizona State University
 - Next Generation Leaders
- National Democratic Institute (NDI)
- National Federation of Republican Women
 - Regents
- National Women's Political Caucus
 - Education & Training
- New American Leaders
 - Ready to Lead
- New Leaders Council
- Public Leadership Education Network
- re:power
- The Ascend Fund
- Reflect US Coalition
 - Network
- Run for Something
 - Run
- She Should Run
 - She Should Run Incubator
- Train Democrats
 - Truman National Security Project
 - Trucon
- Veterans Campaign
- Vote, Run, Lead
 - Run 51
- Winning for Women
- Women's Public Leadership Network
- March For Our Lives
- Latinas Represent
- WePower
 - Chisholms' Chair Fellowship
- RepresentWomen
- Virginia Organizing
- The Movement School
- Citizen University
 - Civic Saturday Fellowship
 - Citizen Redefined
 - Youth Collaboratory
 - Civic Collaboratory

Latin America & The Caribbean

- Caribbean Women in Leadership (CIWIL)
 - Young Women in Leadership
- Konrad Adenauer Stiftung (Latam)
 - Programa Regional Partidos Políticos y Democracia en América Latina (KAS Partidos)
- ParIAmericas Women's Political Leadership Project

Argentina

- Asuntos del Sur
 - Academia de Innovación Política
- CIAS
 - Escuela de Liderazgo Político
- FLACSO
 - Atenea
- Gobierno de Buenos Aires, Argentina
 - Instituto de Formación Política

Brazil

- RenovaBR
 - Political leadership training
- Tenda das Candidatas
 - Rede A Ponte
 - Elas no Poder Goianas na urna
- Centro de Estudios de Centro Izquierda
 - Capacitación Campaña en Redes Sociales
- Comunidad Mujer
 - Escuela Mujeres Jóvenes Líderes: Formación Política y Social

Colombia

- Centro de Análisis y Entrenamiento Político
- Colombia Lider
 - Ruta de formación 21
- Exstituto Política Abierta
 - Ocupar la Política

Ecuador

- Escuela de Gobierno UHE
 - Programa De Liderazgo y Gerencia Pública Para Mujeres
- McKinnon Institute

Guatemala

- CAREP
- Centro Ricardo Salinas Pliego
 - Kybernus

Mexico

- DCA Mexico
 - Ciudadanitos
- Lideratium Capacitación en Política y Gobierno
 - Liderazgo Social
- Nosotrxs
 - Programa ILD
- Ollin A.C.
 - Civic Engagement Workshops
- Organization of American States
 - Female Candidates
- Red Para el Avance Político Mujeres Guerrerenses

Panama

- Foro Nacional de Mujeres de Partidos Políticos (FONAMUPP)
 - Escuela de Formación Política Brújula Mujer

Paraguay

- Alma Cívica, an Apolitical Academy

Peru

- Centro de Liderazgo para Mujeres de las Américas, Escuela de Liderazgo Político de las Américas
- Colectivo Tejiendo Saberes-PDTG
- Educación Popular
- Programa Democracia y Transformación Global

Uruguay

- Dialogo Político
 - A Konrad-Adenauer-Stiftung program

Asia

India

- Institute of Political Leadership
- MIT School of Governance
 - Master of Political Leadership and Government
- NETRI
 - Samaanta Ambassador Program
 - Pathways to Politics
 - Bootcamps for Panchayats: Political Training Programme
- Indian School of Democracy
 - The Good Politician
 - Democracy Express
 - She Represents

Japan

- Academy for Gender Parity
- Japanese Women's Watch
- Fusae Ichikawa Center for Women and Governance
- Matsushita Institute of Government and Management
 - Matsushita Seikei Juku
- Sasakawa Peace Foundation

Korea, Republic of (South Korea)

- Center for Korean Women & Politics
- Korean Institute for Gender Equality Promotion and Education
 - Gender Training for Public Officials
- Korean Women's Association United (KWAU)

Myanmar, Thailand, Malaysia, Philippines, Indonesia, and Timor Leste

- SocDem Asia
 - Political Management Training for Young Progressives (PMT)

Myanmar

- Demo Finland Myanmar School of Politics

Philippines

- Friedrich-Ebert-Stiftung Philippine Office
- Academy of Political Management

Singapore

- Konrad-Adenauer-Stiftung
 - Regional program Political Dialogue Asia/Singapore
 - Konrad Adenauer School for Young Politicians (KASYP)

Southeast Asia

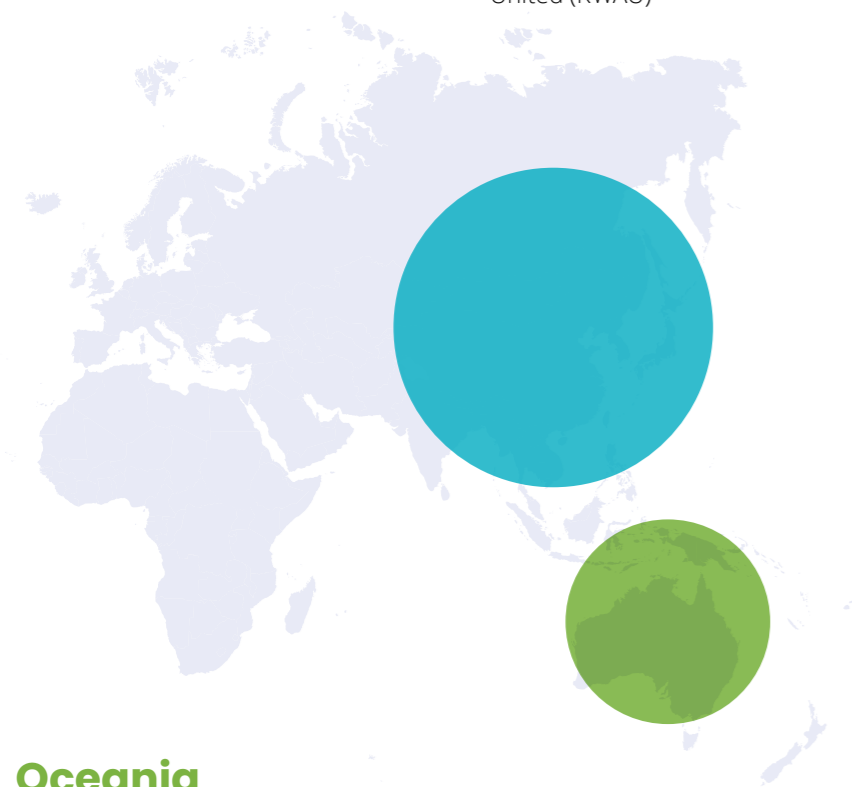
- U.S Mission to ASEAN
 - Young Southeast Asian Leaders Initiative (YSEALI)
- Taiwan Foundation for Democracy

Sri Lanka

- One Text Initiative

Vietnam

- Vietnam Women's Union
 - Vietnam Central Women's Training School



Oceania

Australia

- Women for Election Australia (WFEA)
- Australian Government-Department of Finance
 - Australian Political Exchange Council
- Trawalla Foundation/Women's Leadership Institute Australia
 - Pathways to Politics Program for Women at three different universities
- Melbourne School of Government
- University of New South Wales (UNSW) Sydney
 - Diplomacy Training Program (DTP)
- Queensland University of Technology
 - Raise our Voice
 - Training, Mentoring and Workshops
- Victoria Local Governance Association
- Democracy in Colour
 - Melbourne Create Change Fellowship
 - People of Colour Placement Program
- Politics in Colour
- Not Too Young To
- Country to Canberra
 - Leadership Competition & Power Trip
 - Project Empower Road Trip
 - Blogger Team
 - Mentoring Program
- Run4It
- She Runs
- Next25

“The career of a politician is one of the least admired in the world. We salute all those doing urgent work to change that and call for others to join.”

apolitical foundation

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