



Local Public Sector Alliance

Annual Report, 2022



LOCAL PUBLIC SECTOR
ALLIANCE

LOCAL PUBLIC SECTOR ALLIANCE

ANNUAL REPORT 2022

This annual report summarizes the activities of the Local Public Sector Alliance for 2022, which was the Alliance's first official year of operation.

The Local Public Sector Alliance seeks to promote inclusive, equitable societies and sustainable global development by enhancing the understanding of public sector decentralization and localization as complex, cross-cutting and multi-stakeholder reforms.

We do so by elevating the global debate on public sector decentralization and localization, by (1) **advancing the state of knowledge** on decentralization and localization; (2) ensuring a more informed, interconnected global Community of Practice, where **knowledge sharing** takes place across countries, disciplines, institutions and sectors; and (3) engaging **in convening, outreach and field building** to achieve a larger, more empowered global Community of Practice, with country-level champions well-positioned to champion decentralization and localization reforms.

As a global alliance of advocates for inclusive and efficient decentralization and localization, the activities of the Local Public Sector Alliance are largely shaped by the commitment and contributions of its members, who volunteer to share their knowledge and enthusiasm about different aspects of decentralization, local governance, and localized development with others in the global Community of Practice. We are grateful for the contributions and support received from our members, advisory board members, and partner organizations.

We are further deeply grateful to the Hewlett Foundation for their generous operating support. The Hewlett Foundation's support to the Alliance for 2022/23 is allowing the Local Public Sector Alliance to lay a solid foundation for its programmatic efforts that work towards the goal of more resilient, inclusive, sustainable, equitable and efficient communities, societies, and development.

Jamie Boex
Executive Director, Local Public Sector Alliance
March 19, 2023

LOCAL PUBLIC SECTOR ALLIANCE

OFFICERS AND BOARD OF DIRECTORS



Jamie Boex

Executive Director, Local Public Sector Alliance

Dr. Jamie Boex is the Executive Director of the Local Public Sector Alliance and chairs the Local Public Sector Alliance Board of Directors. He is a senior public finance expert with experience in decentralization, localization and public sector reforms in over 25 countries around the world.



Chas Cadwell

Director and Secretary, Local Public Sector Alliance

Chas Cadwell is an Institute Fellow at the Urban Institute in Washington, D.C. and was for many years the Director of the IRIS program at the University of Maryland. His current work targets the political economy of intergovernmental decision-making. Chas is a Director and the Secretary of the Local Public Sector Alliance.



Astrid Haas

Director, Local Public Sector Alliance

Based in Kampala, Uganda, Astrid is an independent urban economist supporting cities on urbanization strategies. Astrid has worked extensively with city governments across Africa and Asia in diverse roles, including as Policy Director at the International Growth Centre.



Paul Smoke

Director, Local Public Sector Alliance

Professor Paul Smoke is a Professor of Public Finance and Planning and Director of International Programs at NYU's Wagner School of Public Service, and a leading global expert on decentralization. Paul is a member of the Board of Directors of the Local Public Sector Alliance.



Rose Camille Vincent

Director, Local Public Sector Alliance

Dr. Rose Camille Vincent is a Postdoctoral Researcher at the Chair of Public Economics of ETH Zürich. She is a Director of the Local Public Sector Alliance.



Serdar Yilmaz

Chair, Local Public Sector Alliance Advisory Board

Dr. Serdar Yilmaz is the Global Lead for Subnational Governance and Decentralization at the World Bank in Washington, DC. Dr. Yilmaz is Chairman of the Local Public Sector Alliance Board of Advisors.

LOCAL PUBLIC SECTOR ALLIANCE

BOARD OF ADVISORS

Serdar Yilmaz Lead Public Sector Specialist, World Bank
Chair LPSA Board of Advisors

Members:

Syed Khaled Ahsan Senior Public Sector Specialist, World Bank
Serge Allou Technical Advisor, United Cities and Local Governments (UCLG)
Nicholas Awortwi Director, Institute of Local Government Studies (ILGS), Ghana
Emmely Benschop Team Manager, The Hague Academy for Local Governance Institute
Joseph J. Capuno Professor, University of the Philippines School of Economics
Isabelle Chatry Head, Decentralization, Subnat. Finance and Infra. Unit, OECD
John Coonrod Executive Vice President, The Hunger Project
Khim Lal Devkota Member of Federal Parliament, Nepal
Amy Gill Team Leader, Core Gov. Functions and Local Governance, UNDP
Tom Hart Senior Research Fellow, ODI
David Jackson Director of Local Dev. Finance, UN Capital Development Fund (UNCDF)
Roy Kelly Professor, Sanford School of Public Policy, Duke University
Gundula Löffler Research Fellow, ODI
Christian Luy Coordinator, DeLoG Secretariat / GIZ
Kader Makhoulouf Special Advisor to the World Secretariat, UCLG
Petar Stoykov Governance Consultant, World Bank
Francois Vaillancourt Professor, Universite de Montreal
Gunjan Veda Senior Manager, Movement for Community-Led Development
Deborah Wetzel Governance and Public Sector Management Expert
Peter Yates Associate Director, The Asia Foundation

LOCAL PUBLIC SECTOR ALLIANCE

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Program 1. Knowledge Development

The Local Public Sector Alliance seeks to promote inclusive, equitable societies and sustainable global development by enhancing the understanding of decentralization and localization as complex, crosscutting and multi-stakeholder reforms. In line with this mission, where appropriate, the Local Public Sector Alliance aims to elevate the debate on public sector decentralization and localization, including by engaging in knowledge development activities.

P 1.1 - General Knowledge Products

Primer on Decentralization, Multi-Level Governance and Intergovernmental Relations. In April 2022, in partnership with the World Bank, the Alliance published a primer on Decentralization, Multi-Level Governance and Intergovernmental Relations. The main objective of this primer is to establish a common framework for understanding decentralization and multilevel governance and to bring common vocabulary to the topic. The primer provides guidance to enable policy makers and policy analysts to systematically identify the strengths and weaknesses of a country's approach(es) to decentralization, multilevel governance, and intergovernmental relations, and to leverage, whenever possible, a country's intergovernmental systems to improve the effectiveness of the public sector's performance in achieving results.

Local Governance Institutions Comparative Assessment (LoGICA) Framework. The revised Local Governance Institutions Comparative Assessment (LoGICA) Framework was finalized in September 2022 based on extensive feedback from the Community of Practice. This tool provides a diagnostic tool to analyze the multilevel governance structure of a country, along with the subnational institutions and intergovernmental systems that contribute to inclusive governance, effective public service delivery and sustainable localized development.

P 1.2 - Specific Knowledge Development

State of Local Governance Institutions in Africa and Asia. With the support of partner institutions in Africa and Asia, the Alliance has begun gathering data for LoGICA profiles for a select number of countries in the two regions, with the aim of preparing regional State of Local Governance Institutions (SOLGI) assessments in Africa and Asia. Mr. Nick Travis was contracted to support the LPSA Secretariat in managing the global rollout of the LoGICA framework.

The countries included in the first round of LoGICA assessments in Africa are Ethiopia, Malawi, South Africa, Tanzania, Uganda, and Zambia. The regional SolGI effort in Africa will be guided by the nascent LPSA Sub-Saharan Africa Expert Working Group and backstopped by the LPSA

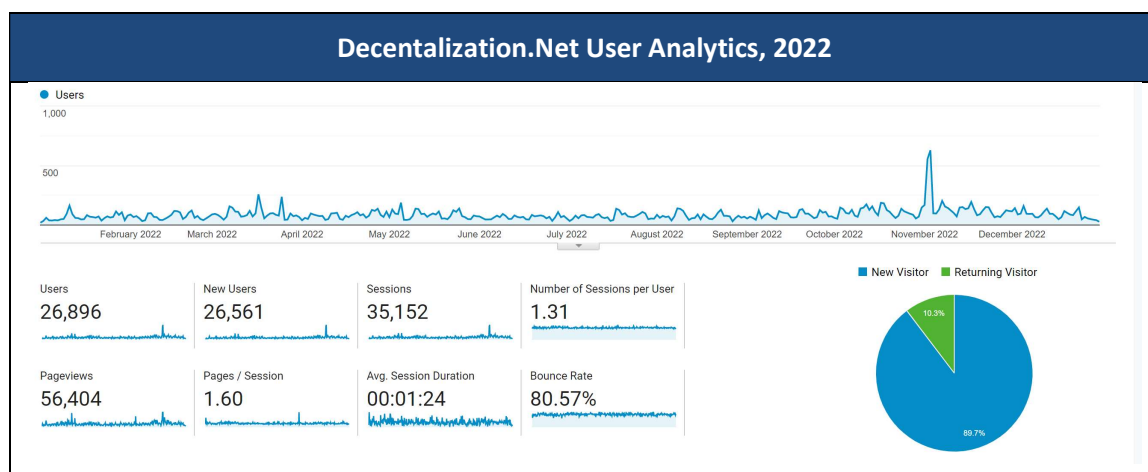
Secretariat. Support is being solicited from UNCDF in support of this first round of LoGICA assessments.

At the same time, Bangladesh, East Timor, India, Indonesia, and Nepal are included as part of the first set of LoGICA profiles to be included in the SoLGI assessment in Asia. This effort is being guided by the LPSA Asia Expert Working Group and supported by an NYU Capstone Research Team. The work is being undertaken in close partnership with number organizations, including the Asian Development Bank, The Asia Foundation, Oxford Policy Management, Forum of Federations, the World Bank, UNDP, UNCDF, and others.

Program 2. Knowledge Sharing

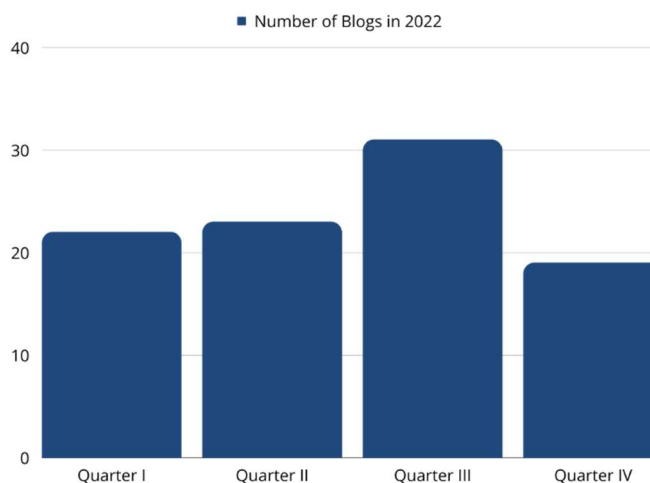
P 2.1 – Decentralization.Net

The Alliance’s online platform, Decentralization.Net (DNet), is the global convening place for policy makers and researchers interested in decentralization and localization. The platform served over 56,000 pageviews during 35,000 web sessions to almost 27,000 users around the world. Website visits reflected an 80% increase vis-à-vis 2021).



	Quarter I	Quarter II	Quarter III	Quarter IV
Number of Users	5,977	6,216	6,050	9,026
Cumulative	5,977	14,021	20,848	26,896
Number of Sessions	7,895	7,724	7,765	11,768
Cumulative	7,895	15,619	23,384	35,152
Number of Pageviews	13,799	11,620	12,272	18,713
Cumulative	13,799	25,419	37,691	56,404

The LPSA Team posted 95 new blog posts in 2022 (389 total posts on DNet). The LPSA Team also posted about Community of Practice events on the LPSA calendar, including the regional knowledge weeks, and other special events such as a virtual broadcast on Territorial-administrative reform in the Republic of Moldova.



Number of Blogs	Quarter I	Quarter II	Quarter III	Quarter IV
	22	23	31	19
Cumulative	22	45	76	95

DNet continues to grow as the leading online platform for the decentralization and localization Community of Practice.

P 2.2 – Newsletter

The Alliance’s main form of communication with the larger Community of Practice is through the LPSA Connections newsletter. The LPSA Team sent 6 newsletters to the full Community of Practice audience (sent bi-monthly starting January 2022) and 6 Special Announcements (in the off-months).

Over the past year, the Alliance has increased its newsletter audience by 479 new members / subscribers (1,068 total members/ subscribers to the newsletter).

Number of New Subscribers	Quarter I	Quarter II	Quarter III	Quarter IV
	113	82	124	160
Cumulative 2022	113	195	319	479
Total	702	784	908	1068

P 2.3 - Webinars

In 2022, the Alliance hosted Knowledge Weeks on Decentralization and Local Development in the Middle East & North Africa (MENA), Latin America and the Caribbean (LAC), and Europe and Central Asia (ECA). Additionally, the Alliance hosted a special webinar on Elevating the Debate on Local Governance Indicators.

Number of Webinars	Quarter I	Quarter II	Quarter III	Quarter IV
	4	0	2	5
Cumulative	4	4	6	11

Overall, these webinars were attended by over 370 attendees (unique views) and over 1200 views of the recordings of YouTube.

Quarter I	MENA Knowledge Week	
	Day 1	49 Attendees
	Day 2	46 Attendees
	Day 3	25 Attendees
	Day 4	40 Attendees
Quarter III	LAC Knowledge Week	
	Day 1	40 Attendees
	Day 2	46 Attendees
Quarter IV	Elevating the Debate: Local Governance Indicators	
	Day 1	120 Attendees
	ECA Knowledge Week	
	Day 1	38 Attendees
	Day 2	27 Attendees
	Day 3	22 Attendees
	Day 4	20 Attendees

In addition to webinars hosted by the LPSA Team, in November 2022, by invitation from UNDP/Moldova and the Government of Moldova, LPSA co-hosted a webinar on territorial-administrative reforms in Moldova, opened by Prime Minister Natalia Gavrilița.

P 2.4 - Online courses

The online mini-course “Decentralization: Why and What?” – which was prepared in partnership with The Hague Academy of Local Governance – launched on September 8, 2022. So far, 106 participants have registered for the self-guided online course.

Program 3. Convening, outreach, and field-building

P 3.1 - Global /general outreach

In 2022, LPSA concluded partnerships with The Hague Academy of Local Governance, Forum of Federations, and the DeLOG Development Partner Network. The Alliance also met and discussed a partnership opportunity with UNCDF in December, with the aim of establishing a partnership arrangement with them in early 2023.

P 3.2 - Research and academic outreach

The Alliance presented Outstanding Paper Awards to young scholars for outstanding research on decentralization and local governance in Asia, Africa, LAC and ECA Regions during 2021 and 2022. In addition to the regional awards, LPSA will also present the Global Outstanding Paper Award in early 2023.

P 3.3 - Expert Working Groups

LPSA Expert Working Groups consist of groups of practitioners and scholars who bring together skills and expertise in a specific sub-topic or cross-cutting issue within the field of decentralization and localization. Each working group seeks to assess, advance, and share the state of global knowledge within their topic area, with the objective of providing the global community with best-practice conceptual and operational knowledge to address development challenges on that particular topic.

The Alliance is currently in the process of forming a number of Expert Working Groups for key global regions as well as in key areas of interest to the Community of Practice. In order to plan events and advance the general state of knowledge on decentralization and localization, each working group aims to meet at least once every quarter.

In 2022, the Alliance tentatively established the regional LPSA Expert Working Groups (EWG) in Asia, Europe and Central Asia (ECA), and Sub-Saharan Africa (SSA):

- The LPSA EWG in Asia will be led in partnership with ADB, The Asia Foundation, and Oxford Policy Management. This EWG is jointly co-chaired by Madhavi Rajadhyaksha (OPM India); Rachana Shrestha (ADB); and Peter Yates (The Asia Foundation).
- The LPSA EWG in the ECA Region will be led in partnership with NALAS. This EWG is jointly co-chaired a number of leading decentralization and local governance experts in the region, including Adrian Ionescu, Jelena Janevska, Gábor Péteri, and Glendal Wright.
- In its initial stages, the LPSA EWG in the SSA Region is coordinated by LPSA Director, Astrid Haas, a leading decentralization and local governance expert from the region.

Program 0. Inclusive governance of the Alliance

P 0.1 - Board of Directors and Officers

The Local Public Sector Alliance was established and incorporated as non-for-profit corporation in the Commonwealth of Virginia in January 2022 with Jamie Boex, Charles Cadwell and Paul Smoke as its founding directors. The Board appointed Jamie Boex as the Alliance's Executive Director. LPSA received its designation as a not-for-profit 501(c)3 entity from the Internal Revenue Service in March 2022. Upon adopting its bylaws, the Board of Directors move to expand the board to five directors and recruiting Astrid Haas and Rose Vincent as directors to ensure a globally inclusive, highly expert, and active Board of Directors.

P 0.2 - Advisory Board

The LPSA Advisory Board was formally established by LPSA's Board of Directors as part of the Board initial meeting on February 4, 2022, as a mechanism for receiving regular input from the global community of practice on decentralization and localization. The Board of Directors appointed Serdar Yilmaz as Chairperson of LPSA Advisory Board. The Advisory Board meets on a quarterly basis and has quickly grown to become a globally inclusive, highly expert, and active Advisory Board (with 20 members in addition to the chair), ensuring regular feedback from the global community of practice on the Alliance's programs and activities.

P 0.3 - Core administration

In July 2022, Ms. Mirna Dave was contracted by the Alliance as the LPSA Program Manager. Together with the Executive Director, Ms. Dave manages all aspects of LPSA's administration and operation. Among others, during its first year of operation, the Local Public Sector Alliance developed LPSA's Strategic Plan 2022-2026, and adopted LPSA's corporate Mission, Vision, Principles and Policies. Based on feedback from the Advisory Board and Open Community meetings, the Alliance prepared its Annual Workplan 2022/23. All corporate documents and disclosures are available on LPSA's website at:
decentralization.net/about-the-local-public-sector-alliance/

P 0.4 - Fundraising

In addition to contributions from its Board members, the Local Public Sector Alliance secured a general operating grant for 2022/23 from the Hewlett Foundation's Inclusive Governance Program. LPSA is working towards achieving long-term financial sustainability.

LOCAL PUBLIC SECTOR ALLIANCE

STATEMENT OF ACTIVITY BY PROGRAM (CLASS)

January - December 2022

	Total Program 0 Overhead/Admi nistration	Total Program 1 Knowledge Development	Total Program 2 Knowledge Sharing	Total Program 3 Outreach and Fieldbuilding	TOTAL
Revenue					
Contributed income	0.00	0.00	0.00	0.00	0.00
Corporate & foundation grants	60,000.00	0.00	0.00	0.00	60,000.00
Donations directed by individuals	10,000.00	0.00	0.00	0.00	10,000.00
Total Contributed income	\$ 70,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 70,000.00
Program Service Revenue	0.00	0.00	0.00	0.00	0.00
Technical assistance revenue	0.00	0.00	1,000.00	0.00	1,000.00
Total Program Service Revenue	\$ 0.00	\$ 0.00	\$ 1,000.00	\$ 0.00	\$ 1,000.00
Total Revenue	\$ 70,000.00	\$ 0.00	\$ 1,000.00	\$ 0.00	\$ 71,000.00
Gross Profit	\$ 70,000.00	\$ 0.00	\$ 1,000.00	\$ 0.00	\$ 71,000.00
Expenditures					
Advertising & marketing	0.00	0.00	0.00	600.00	600.00
Grants and awards to others	0.00	0.00	0.00	1,004.98	1,004.98
Office and operating expenses	0.00	0.00	0.00	0.00	0.00
Bank fees & service charges	90.87	0.00	0.00	0.00	90.87
Computer and internet services	569.39	60.00	4,588.93	0.00	5,218.32
Federal / Virginia government fees and charges	135.00	0.00	0.00	0.00	135.00
Office supplies	0.00	95.00	0.00	0.00	95.00
Total Office and operating expenses	\$ 795.26	\$ 155.00	\$ 4,588.93	\$ 0.00	\$ 5,539.19
Professional fees and contractors	0.00	0.00	0.00	0.00	0.00
IT and Support	0.00	0.00	1,938.61	0.00	1,938.61
Program management	0.00	0.00	5,280.00	0.00	5,280.00
Research and technical support	0.00	0.00	1,000.00	0.00	1,000.00
Total Professional fees and contractors	\$ 0.00	\$ 0.00	\$ 8,218.61	\$ 0.00	\$ 8,218.61
Unapplied Cash Bill Payment Expenditure	0.00	0.00	0.00	0.00	0.00
Total Expenditures	\$ 795.26	\$ 155.00	\$ 12,807.54	\$ 1,604.98	\$ 15,362.78
Net Operating Revenue	\$ 69,204.74	-\$ 155.00	-\$ 11,807.54	-\$ 1,604.98	\$ 55,637.22
Net Revenue	\$ 69,204.74	-\$ 155.00	-\$ 11,807.54	-\$ 1,604.98	\$ 55,637.22