



Local Public Sector Alliance **Annual Work Plan, 2022-23**



**LOCAL PUBLIC SECTOR
ALLIANCE**

LOCAL PUBLIC SECTOR ALLIANCE

ANNUAL WORK PLAN, 2022-23

PREFACE

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.

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 to 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.

Our three programs: (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) convening, outreach and field building to achieve a larger, more empowered global Community of Practice, with country-level champions well-positioned to elevate the debate on decentralization and localization.

LOCAL PUBLIC SECTOR ALLIANCE

ANNUAL WORK PLAN, 2022-23

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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 (ULCG)
Nicholas Awortwi Director, Institute of Local Government Studies (ILGS), Ghana
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
Amy Gill Team Leader, Core Gov. Functions and Local Governance, UNDP
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
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

MISSION, VISION, AND PRINCIPLES

Mission

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

Vision

The Local Public Sector Alliance is envisioned as an alliance of advocates for decentralization and localization that elevates the global debate on decentralization and localization through knowledge development, knowledge sharing, and convening, outreach and field-building.

Fundamental Principles

1. Creating strong and resilient communities and societies requires a commitment to inclusion and equity at every level, especially at the local level.
2. Many of the public services that are needed to achieve inclusive and sustainable development—education, health services, access to clean water and sanitation, basic urban services, and so on—are delivered at the local level.
3. Although different approaches may be suitable in different countries, decentralization and localization are quintessential to achieving resilient, inclusive, sustainable, and efficient development .
4. Intergovernmental systems that empower and encourage local leaders to promote inclusion and equity form an important precondition for resilient, inclusive, sustainable and equitable development.
5. Decentralization and localization are complex, cross-cutting and multi-stakeholder reforms.

LOCAL PUBLIC SECTOR ALLIANCE

PROGRAM STRUCTURE

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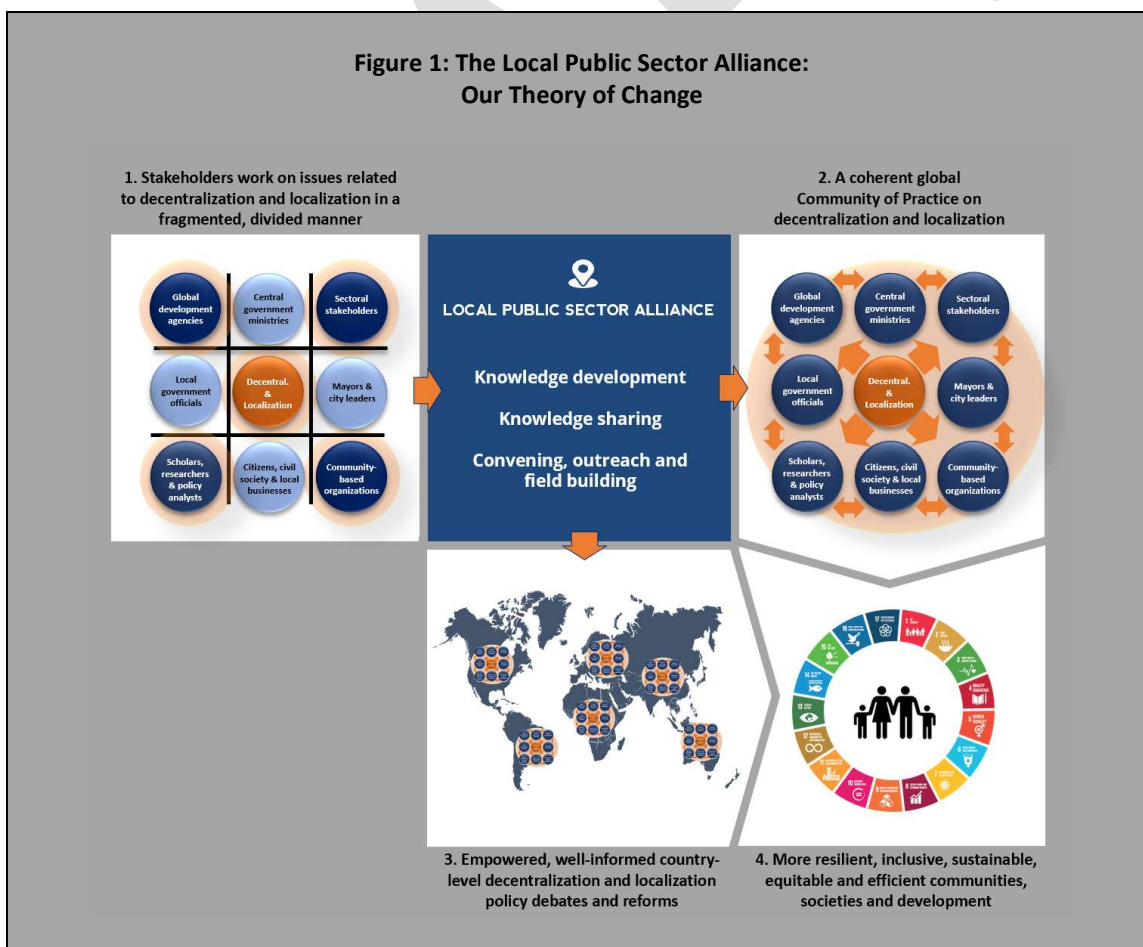
LOCAL PUBLIC SECTOR ALLIANCE

ANNUAL WORK PLAN: 2022-23

The Local Public Sector Alliance as a global change agent

The Local Public Sector Alliance aims to be a global catalyst in the field of decentralization and localization by bringing together stakeholders—within and between countries; across institutions and government levels; across disciplines; and across sectors—to promote inclusive, equitable societies and sustainable global development by enhancing the understanding of decentralization and localization as complex, cross-cutting and multi-stakeholder reforms. The Local Public Sector Alliance further seeks to elevate global, regional and country-level debates on decentralization and localization by accelerating learning across contexts and by providing local change agents with colleagues, insights, and opportunities.

Figure 1: The Local Public Sector Alliance:
Our Theory of Change



The Local Public Sector Alliance is a global alliance of advocates for inclusive and efficient decentralization and localization

Our beginning: the Local Public Sector *Initiative*. The precursor to the Local Public Sector Alliance—the Local Public Sector *Initiative*—was initiated in December 2010 by the Urban Institute in Washington, D.C.. LPSI’s mission was to promote international development and to strengthen public sector governance worldwide by advancing the understanding of the local public sector, and by strengthening systems of intergovernmental relations, subnational governance practices, subnational public finance management, local public service delivery and local economic development efforts in developing and transition countries around the world.

Envisioned primarily as a research initiative, LPSI’s efforts focused on better defining and measuring devolved and non-devolved local public sector arrangements; exploring the impact different multi-level governance arrangements on public sector outcomes; and better understanding ways to unlock the local public sector in order to achieve inclusive and sustainable development at different government levels.

From Initiative to Alliance. While LPSI’s collaborative research efforts engaged with—and were supported by—a broad range of bilateral and multi-lateral agencies, its institutional position and its primary focus on research limited its ability to effectively pursue its outreach mission. In response to the changing global environment, the Local Public Sector Initiative began the process of transforming itself from a research initiative into the Local Public Sector Alliance in early 2021.

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

Governance structure. The Local Public Sector Alliance was incorporated in January 2022 as a non-profit organization in the Commonwealth of Virginia, organized exclusively for charitable, educational and scientific research purposes. As a non-profit organization, the IRS determined the Alliance to be exempt from federal income taxes under section 501(c)(3) of the Internal Revenue Code. Contributions to the Alliance are deductible from federal income taxes as charitable contributions in the United States. The Alliance is governed by its Board of Directors and is committed to inclusive and transparent corporate governance in service of its global Community of Practice.

LPSA’s Bylaws, Conflict of Interest Policy, policies and financial disclosures are online at:
<https://decentralization.net/about-the-local-public-sector-alliance/lpsa-public-disclosures/>

Partnerships and activities in 2021. In early 2021, the nascent Local Public Sector Alliance established *Decentralization.Net* as its online platform; set up an initial advisory board and links with partner organizations; established a social media presence (on Facebook and LinkedIn) and launched a bi-monthly newsletter. In order to assess the state of decentralization and localization

around the world, the Alliance further organized a number of webinars on decentralization and localization in Africa and Asia in partnership with a number of global organizations, including the World Bank, the United Nations Development Program (UNDP), the U.N. Capital Development Fund (UNCDF), with additional webinar sessions supported by The Asia Foundation, DeLoG and others.

The response from the Community of Practice to our early efforts has been extremely positive, to the point that our ability to respond to interest from the Community of Practice and partner institutions is limited by our organizational structure, the (largely) volunteer nature of our operations and the financial resources needed for expansion.

Local Public Sector Alliance: our five year strategic vision

The Local Public Sector Alliance seeks to elevate the debate on public sector decentralization and localization by pursuing three inter-related programs: Knowledge development; Knowledge sharing (website, newsletter and webinars; online courses); and Convening, outreach and field building.

In five years, the Local Public Sector Alliance aspires to be the 'go-to' global network for decentralization and localization. This means:

Table 1: Our five year strategic vision	
Program Area	In five years, the Local Public Sector Alliance:
1. Knowledge development	<ul style="list-style-type: none">• aims to have advanced the state of knowledge on decentralization and localization as an intervention to promote inclusive and sustainable development• aims to have built an open access library of up-to-date primers, guidance materials and other knowledge products to guide inclusive and sustainable development through decentralization and localization• aims to have built an open access global database on decentralization and localization• aims to—through its network and partners—be in a position to offer responsive support to country-level knowledge development and research support and to offer on-demand research (including on core decentralization issues as well as thematic issues) and country-level technical assistance
2. Knowledge sharing (website, newsletter and webinars; online courses)	<ul style="list-style-type: none">• aims to serve as the main online knowledge sharing platform for the global Community of Practice through its website, newsletter, webinar and other social media• aims to be able to offer a catalog of online courses, targeting the fundamentals of different aspects of decentralization and localization, as well as online courses specific advanced topics
3. Convening, outreach and field building	<ul style="list-style-type: none">• aims to have regional working groups (starting with Africa, Asia and MENA regions) and thematic working groups (e.g., health, climate, urban), with active involvement of partner institutions and members
Institutional governance and self-sustainability	<ul style="list-style-type: none">• aims to have its institutional governance (Board of Directors, Advisory Board) should reflect our global mission in an inclusive manner• aims to achieve a path towards financial sustainability (through a combination of LT foundation support; contributions by members and partners; and/or contributions by global development actors or governments).

Attaining this vision, and whether we will be able to attain this vision within five years, will depend on the resources that the Alliance will be able to attract during its start-up phase and its transition towards long-term sustainability.

Program 1. Knowledge development

Much of the core literature on decentralization and localization was produced prior to the year 2000 and is increasingly outdated. As noted earlier in this document, the evolving global context for decentralization and localization reforms requires a much more granular understanding of the topic. LPSA aims to advance the state of knowledge on decentralization and localization as an intervention to promote inclusive and sustainable development. In so doing, LPSA will build an open access library of updated primers, methodologies, guidance materials and other knowledge products that will provide broad-based access to practitioners and scholars on the topic of decentralization and localization.

Sub-Program P11 - General Knowledge Products

During 2022/23, LPSA aims to updated/develop the guidance manuals for the Local Governance Institutions Comparative Assessment (LoGICA) Framework and Intergovernmental Fiscal and Expenditure Reviews (InFER). In addition, LPSA aims to complete a Primer on Fiscal Decentralization. In addition to the development of the LoGICA and InFER methodologies themselves (see box), the Alliance aims to build a core team of global experts that can backstop country-level teams and provide quality assurance.

Box. Updating the methodologies for understanding and measuring decentralization and localization (LoGICA and InFER)

In 2012, the Local Public Sector Initiative developed the first set of detailed metrics to capture the institutional and fiscal aspects of the local public sector as part of its *Local Public Sector Country Profile Handbook*. While this methodology was applied to close to a dozen countries, the global application of this methodology was limited, in part because of the complexity of completing the fiscal part of the profile, and in part because the completion of the institutional and fiscal parts of the profile requires different skills sets. A derivative tool produced in 2015—the **Local Governance Institutions Comparative Assessment (LoGICA)**—resolved these challenges but lacked the depth of the full country profile.

The Local Public Sector Alliance is now in the process of reviewing and refining its existing methodologies to arrive at two up-to-date comparative tools for measuring and analyzing decentralization, multi-level governance and finance: first, an **updated LoGICA framework** and, second, the **Intergovernmental Fiscal and Expenditure Review (InFER)**.

These two methodologies are designed not only to inform country level policy debates and reforms on decentralization and localization (based on the ultimate goal of achieving resilient, inclusive, sustainable and efficient development), but also to provide inputs in global comparative data set which will allow countries to assess their state of decentralization and localization with other countries in a comparative manner.

Resources have been specifically set aside to have Nick Travis act as LoGICA Secretariat Coordinator to support the development and implementation of the LOGICA and InFER frameworks.

In coming years, the Alliance aims to serve as the online repository of completed country profiles and aims to build an open access global database on decentralization and localization indicators, which would allow country-level decentralization experts and practitioners to compare their situation to other countries, including neighboring countries in their global region.

Sub-Program P12 - Specific Knowledge Development

In addition to the development of global knowledge products such as primers, methodologies and datasets, the Local Public Sector Alliance plans to support country-level knowledge development and the development of evidence-based policy research.

At the country level, this activity will generally involve providing support to country-level teams to apply LPSA's LoGICA and InFER methodologies (as well as other methodological tools). To the extent possible, these profiles and reviews will be conducted (with an initial focus on Africa, Asia and the MENA region) in a collaborative and participatory manner by multi-disciplinary teams of country-level stakeholders, including development practitioners, policy makers, local government representatives, academics/researchers and civil society organizations.

During 2022/23, LPSA hopes to support the roll-out of the LoGICA framework—together with partners, such as The Asia Foundation, the Asian Development Bank, Forum of Federations, DeLOG, and others, in approximately 10-12 countries (mainly in Africa and Asia), possibly including:

Global region	Countries
Sub-Saharan Africa (First batch)	South Africa, Nigeria, Ethiopia, Tanzania, Kenya Ghana, Uganda, Senegal, Burkina Faso, Mozambique
South Asia / East Asia	India, Pakistan, Nepal, Bangladesh, Sri Lanka Cambodia, Philippines, Indonesia
North America	USA, Canada, Mexico

Although regional and country-level partners are generally expected to support the implementation of LoGICA Country Profile and Score Cards, resources have been specifically set aside for LPSA to support the roll-out of the LoGICA framework in selected countries.

In coming years, an area of targeted knowledge development will be the application of LPSA's general knowledge of decentralization, multi-level governance and intergovernmental relations to specific sectors (including health, water and sanitation, urban services) and thematic issues, including issues such as localization of the SDGs, climate change, urbanization, equitable territorial development, community-led development, and fragility, conflict and social inclusion. The Alliance will pursue these opportunities on an “on-demand” basis or as funding opportunities arise.

In addition to these efforts, the Alliance will make itself available on an “on-demand” basis (or as funding opportunities arise) to provide country-level technical assistance on decentralization and localization reforms, and to conduct thematic research on sectoral localization efforts.

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Program 2. Knowledge sharing

The Local Public Sector Alliance seeks to elevate the debate on public sector decentralization and localization by maintaining *Decentralization.Net* as an information hub for policy makers and researchers interested in decentralization and localization; by providing opportunities for information exchange through our newsletter, social media presence and webinars.

The topics and content focus of the website, newsletter and webinars will be determined annually in a consultative manner with LPSA's Advisory Board, institutional partners, and open consultations with the Community of Practice in order to reach and serve the widest global audience possible. As such, the knowledge sharing agenda of the Alliance will be developed hand-in-hand with its convening, outreach and field building agenda (Program 3).

Sub-Program P21 – Decentralization.Net

During 2022/23, LPSA will continue to maintain *Decentralization.Net* as an information hub for policy makers and researchers interested in decentralization and localization. The general ambition is to post 1-2 blogs per week, so that the lead stories for each main category are updated roughly every two months (e.g., 15-20 posts every two months).

Decentralization.Net has been updated during July 2022 in order to more effectively serve the Community of Practice, including by the additional of an Upcoming Events Calendar.

Resources have been set aside for Mirna Dave to continue in her role as LPSA Program Manager, with management of Decentralization.Net as one her main responsibilities. Additional resources have been set aside (and an IT specialist—Harwinder Kumar—has been engaged) to ensure the continued effective operation of the website.

Sub-Program P22 – Newsletter (and Membership Management)

LPSA Connections is the bi-monthly email newsletter of the Local Public Sector Alliance (appearing January, March, May, July, September, and November). In addition to the bimonthly newsletter, periodic special announcements keep the Community of Practice informed of news and information on decentralization and local government reform around the world, as well as updates regarding events, activities and updates relevant to the Community of Practice.

In August 2022, LPSA's MailChimp subscription and membership process was updated in order to more effectively serve the Community of Practice, by allowing subscribers to become LPSA Members, and to allow members to indicate regional as well as topical areas of interest (thereby linking them to available Expert Working Groups, when possible).

During 2022/23, *LPSA Connections* will continue to be prepared by Mirna Dave, as part of her responsibilities as LPSA Program Manager.

Sub-Program P23 - Webinars

Serving a global Community of Practice in an increasingly online world, webinars are a critical part of LPSA's efforts to engage in knowledge development; knowledge sharing; and convening, outreach, and field-building in the areas of decentralization and localization. The webinars hosted by LPSA during 2021/22 have given the Alliance considerable experience in using webinars as a mechanism for global knowledge sharing within the global community of Practice on decentralization and localization. Different aspect of managing webinars involve not only bringing together relevant content, but also involves managing issues such as audience outreach; interpretation; and post-webinar sharing of webinar content.

In August 2022, LPSA updates its Zoom platform license, allowing it to host both large Zoom meetings (up to 300 participants) as well as Zoom webinars (up to 500 participants). This upgrade will also allow Expert Working Groups to host their own meetings and offer webinars.

During 2022/23, LPSA will continue to pursue an active webinar schedule, bringing scholars and practitioners together along three separate lines of discussion:

- Decentralization around the World (Regional / country webinars)
- Localizing Development (Thematic / sectoral webinars)
- Elevating the Decentralization Debate (Academic / research seminar series)

Month	Topic / Presenter(s)	Moderator / host	D. around the world	Localizing Dev.	Elevating the Debate	Partner event
Jul 2022	Decentralization in LAC (2 sessions)	IADB	X			
Oct 12, 2022 TBC	Local Governance Indicators: The Global State of Knowledge	Chas Cadwell			X	
Oct 24, 2022	Launch SNG WOFI October 24, 2022	OECD				X
Nov 7-11, 2022 TBC	Decentralization in Eastern Europe and Central Asia	ECA Working Group NALAS	X			
Dec 2022 TBD	Localizing Development? (Patrick Duong, Leonardo R.)	DeLOG / TBD		X		
Apr 2023	State of Local Governance Institutions in Africa	Africa EWG	X			
May 2023	State of Local Governance Institutions in South Asia	Asia EWG	X			
TBD	Local Governance in the EU (Council of Euro. Munis /Regions)	CEMR TBD	X		X	
Possibly 2023/24	Local government reform in the Philippines	Joseph Capuno	X			

Whenever possible, LPSA Expert Working Groups will lead webinars related to their global region or thematic area. In addition to LPSA-led webinars, LPSA will work closely with partner institutions with an aim to co-host and partner for other webinars.

Sub-Program P24 - Online courses

In addition to the core operational efforts to knowledge sharing, the Alliance also aims to offer a portfolio of online courses on decentralization and localization in the future. Although there are several organizations that provide in-person training courses on different aspects of decentralization and localization, there is no global standard, qualifications or accreditation for the basic knowledge needed to work on issues related to decentralization and localization. We aim to set this global standard by developing a catalogue of online courses, which will provide an entry-point to newcomers in the global Community of Practice, and which will help elevate the debate among more senior practitioners. As the courses will be offered as a combination of free and fee-based courses, these courses will provide an ongoing revenue stream for the Alliance.

The Local Public Sector Alliance formally concluded a partnership with ***The Hague Academy of Local Governance*** on June 30, 2022. In September 2022, LPSA will formally launch its first (free) online course, ***Decentralization: Why and What?***, using the Thinkific online learning platform.

During 2022/23, LPSA—together with The Hague Academy of Local Governance—will develop the online course, ***Fundamentals of Decentralization and Localization***. The course is currently expected to be launched in early 2023.

In addition, LPSA expects to use its online learning platform to develop training courses in support of the LoGICA and InFER frameworks.

Program 3. Convening, outreach, and field building

In order to accomplish real-world policy changes, the Local Public Sector Alliance can't focus exclusively on knowledge development and knowledge sharing: the Local Public Sector Alliance will have to shift the focus of the decentralization debate from the halls of academia and international development agencies towards country-level policy debates, where empowered and well-informed central, local and civil society stakeholders are able to join forces and—through their combined efforts—gradually effect policy change or prepare to take advantage of periods of openness to change.

Unlike existing organizations active in the field, the Local Public Sector Alliance does not see itself as an alliance of institutions, but rather, as a global alliance of policy makers, government officials, development practitioners, scholars, policy researchers, other professionals, civil society representatives, and citizens. As such, the Alliance will actively reach out, bring together, convene and empower global, regional, country-level and local and civil society actors in their quest to achieve inclusive and efficient decentralization and localization.

The Alliance's global-level convening efforts will focus on partnering and bringing together diverse global voices, including global and regional development organizations and foundations; leading global universities scholars and research organizations; local government organizations; as well as and global actors promoting good (local) governance and community-led development.

Sub-Program P31 - Global /general outreach

The Local Public Sector Alliance expects to engage in global / general outreach efforts as part of its entire range of activities. When appropriate, LinkedIn Campaigns are used to make the professional community of practice aware of LPSA's webinars and other activities.

Sub-Program P32 - Research and academic outreach

The Local Public Sector Alliance wishes to engage in outreach efforts towards the research and academic community as part of all of its activities. This includes efforts to include leading researchers and scholars in its Advisory Board, Expert Working Groups, webinars, and in country-level efforts, such as the conduct of LoGICA assessments.

As part of its efforts to elevate the global decentralization debate, LPSA supported an Outstanding Paper Award aimed at emerging scholars for 2021/22. In partnership with its nascent Expert Working Groups, LPSA will explore continued use of research awards in its research and academic outreach. For 2022/23, LPSA has set aside (limited) resources for this purpose.

Sub-Program P33 - Expert Working Groups

In line with its ambition to organize itself in an inclusive and participatory manner, the Local Public Sector Alliance announced the establishment of Expert Working Groups in August 2022 as an integral part of the Local Public Sector Alliance's organizational structure.¹

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. Expert Working Groups can focus on topic-based issues which can be regional, sectoral, or thematic in nature. Each working group will seek 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.

Over the next few months, the Local Public Sector Alliance hopes to support the establishment of a number of regional Expert Working Groups (including in the Africa, Asia, and the MENA regions) as well as sectoral or thematic working groups (for instance, in areas such as Local democracy and inclusive governance; Community-led development; Cities and urban development; Local climate action; and Conflict and fragility). However, the formation and establishment of Expert Working Groups will be a demand-led process.

For 2022/23, the Alliance hopes to work with partners to support the establishment of a regional working groups—particularly in Africa and Asia—that can effectively function as semi-independent chapters of the Alliance. LPSA has set aside resources to spur the establishment of these regional Expert Working Groups.

¹ This organizational reform is accompanied by the Alliance's new membership policy, which allows LPSA members to identify topics, regions and sectors of interest as part of the LPSA registration process.

Program “0”. LPSA institutional governance and self-sustainability

Beyond our programmatic ambitions, we want to ensure that our institutional governance responds to the needs of (and increasingly reflects) our global Community of Practice and reflects our organizational ambitions—to shift focus of the decentralization debate from organizations in Washington, New York, London and Paris to countries, cities, towns, and communities around the world.

Beyond the expectation that the gradual increase in the size and composition of the Alliance’s Board of Directors will reflect its global mission, the Alliance aims to develop an increasingly involved and wide-reaching global Advisory Board alongside (as noted above) the development of regional and/or country level chapters, as appropriate.

Sub-Program P01 - Board of Directors and Officers

The Local Public Sector Alliance is honored to be led by an experienced Board of Directors and Officers. At this time, the Board and Officers and Executive serve exclusively on a volunteer basis and are not compensated for their contributions to the Alliance.

For 2022/23, Board of Directors meetings are expected to take place (virtually) on a quarterly basis. Tentatively, Board meetings will take place (every second or third week) in September 2022, December 2022, March 2023, June 2023.

At the end of CY 2022, the Board expects to consider the size and composition of the LPSA Board of Directors for CY 2023 on the basis of the desire to ensure inclusive, responsive leadership to the Alliance, reflecting the global, multi-disciplinary and cross-cutting nature of the global Community of Practice on decentralization and localization.

For future years, the LPSA aspires to secure funding to compensate the Executive Director on a part-time basis (e.g., 20% FTE).

Sub-Program P02 - Advisory Board

The Local Public Sector Alliance is grateful to be guided by an experienced Board of Advisors, led by Dr. Serdar Yilmaz. Advisory Board / Community meetings are expected to take place on a quarterly basis. Tentatively, these meetings will take place on the first Friday of the month in September 2022, December 2022, March 2023, and June 2023. These meetings will be publicly announced on *Decentralization.Net*.

The Advisory Board will pursue the possibility of an in-person conference on decentralization and localization (possibly in Washington, D.C.). If appropriate, this conference may be co-hosted with DeLOG and/or other partners.

Sub-Program P03 - Core administration

The overall administration and operation of the Local Public Sector Alliance is the general responsibility of the Executive Director, Dr. Jamie Boex. Ms. Mirna Dave (Program Manager) supports the general administration and operation of the Local Public Sector Alliance.

As a not-for-profit organization that benefits extensively from the volunteer contributions of its members in its activities, the Alliance strives to minimize its administrative overhead costs.

In addition to guidance and supervision by its Board of Directors, LPSA expects to retain Mr. Brandon Coleman (CPA) to ensure that all LPSA filings (including LPSA's IRS Form 990-EZ filing) comply with applicable law and accounting standards,

For future years, in order to better serve its members and the global Community of Practice on decentralization and localization, the LPSA aspires to secure funding to have a full-time Program Manager.

Sub-Program P04 – Fundraising

The strength of the Alliance is the professional expertise and the technical commitment of the development professionals, policy practitioners, government officials, and researchers and scholars that are united behind its mission.

Although the confirmed contributions and the general support grant from the Hewlett Foundation will be sufficient to support the Alliance's initial programmatic efforts during 2022/23, the Alliance hopes to engage with the Hewlett Foundation during the grant period to explore future funding opportunities—both internal and external to Hewlett—in order to ensure the long-term sustainability of the Alliance's activities through a mix of funding sources.

In addition to implementing its program efforts as contained in this workplan, the Alliance will seek opportunities for funding the operation of the Alliance, including by making itself available on an “on-demand” basis (or as funding opportunities arise) to provide country-level technical assistance on decentralization and localization reforms, and to conduct thematic research on sectoral localization efforts.

In the short term, the most significant challenge faced by the Alliance is the organizational transition from an all-volunteer effort to a sustainable professional organization. In the slightly longer term, the most significant challenge faced by the Alliance is to identify the mix of activities and funding support necessary to fund the provision of public goods (including knowledge development; knowledge sharing; and field building) to an emerging global Community of Practice on a complex, cross-cutting area of public policy that currently lacks centralized institutional funders or champions.