Local Public Sector Alliance
Expert Working Groups

OPERATIONAL GUIDE FOR LPSA WORKING GROUPS

LPSA Expert Working Groups (EWGs): Operational Guide

1. LPSA background and organization
2. EWG TORs (leadership, membership and LPSA DEI)
3. EWG membership management & membership communications (MS365 and Mailchimp)
4. Decentralization.Net - regional page/section and blogs
5. Quarterly meetings (scheduling and meeting structure content) - Zoom
6. EWG Knowledge development, knowledge sharing, outreach, convening and field building (incl webinars).

1. Local Public Sector Alliance: Background and organization

LOCAL PUBLIC SECTOR ALLIANCE

Mission

"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, cross-cutting and multi-stakeholder reforms."

LOCAL PUBLIC SECTOR
ALLIANCE

Local Public Sector Alliance

"An alliance of advocates for inclusive and efficient decentralization and localization"

*The Local Public Sector Alliance aims to elevate the debate on decentralization and localization by <u>informing</u>, <u>connecting</u> and <u>expanding</u> the global Community of Practice,
and by shifting the focus of the Community of Practice
from the global level to the country level.*

LPSA Corporate Governance

- In 2021, the Local Public Sector Alliance was established on the foundation of the Local Public Sector Initiative
- In January 2022, the Local Public Sector Alliance was incorporated as a non-stock corporation in the State of Virginia and recognized by the federal government as a not-for-profit organization ("503(c)(3)")

LPSA Corporate Documents

- Strategy and Policy Documents
  - LPSA Corporate Vision, Principles and Policies
  - LPSA Strategic Plan 2022-2026
  - Annual Plans
  - Annual Reports

- Articles of Incorporation and Bylaws

- Application / Recognition of Exemption (Not-for-Profit Status)

- Annual Financial Disclosures

LPSA is committed to inclusive, transparent, and accountable corporate governance.

All documents are available online:

https://decentralization.net/about-the-local-public-sector-alliance/

Local Public Sector Alliance
Strategic Plan 2022-2026

LOCAL PUBLIC SECTOR
ALLIANCE

Local Public Sector Alliance
Annual Work Plan, 2022-23

LOCAL PUBLIC SECTOR
ALLIANCE

Local Public Sector Alliance
Annual Report, 2022

LOCAL PUBLIC SECTOR
ALLIANCE

Theory of Change

LOCAL PUBLIC SECTOR ALLIANCE

1. Stakeholders work on issues related to decentralization and localization in a fragmented, divided manner

Global development agencies | Central government ministries | Sectoral stakeholders
Local government officials | Decentral. & Localization | Mayors & city leaders
Scholars, researchers & policy analysts | Citizens, civil society & local businesses | Community-based organizations

LOCAL PUBLIC SECTOR ALLIANCE

Knowledge development

Knowledge sharing

Convening, outreach and field building

2. A coherent global Community of Practice on decentralization and localization

Global development agencies | Central government ministries | Sectoral stakeholders
Local government officials | Decentral. & Localization | Mayors & city leaders
Scholars, researchers & policy analysts | Citizens, civil society & local businesses | Community-based organizations

3. Empowered, well-informed country-level decentralization and localization policy debates and reforms

4. More resilient, inclusive, sustainable, equitable and efficient communities, societies and development

LPSA Board of Directors

LPSA Secretariat

LPSA Advisory Board

**Regional
Working Groups**

*Africa, Asia
ECA, LAC, MENA*

**Thematic
Working Groups**

*Subnational finance,
Conflict & fragility,
Cities, Local climate action,
Women's empowerment, etc.*

LPSA Members

LPSA Board of Directors

LPSA Secretariat

LPSA Advisory Board

Regional Expert Working Groups

Sub-Saharan Africa

Asia Region

Europe & Central Asia

Latin Am & Caribbean

MENA Region

Thematic Expert Working Groups

Local democracy

Subnational finance

Localized development

Conflict & fragility

Cities & urban dev.

Local climate action

Women's Empowerment

Program Areas

Program 1. Knowledge Development

P11 - General Knowledge Products
P12 - Specific Knowledge Development

Program 2. Knowledge sharing

P21 – Decentralization.Net
P22 - Newsletter
P23 - Webinars
P24 - Online courses

Program 3. Convening, outreach and field-building

P31 - Global / general outreach
P32 - Research and academic outreach
P33 - Expert Working Groups

Program 0. LPSA Corporate Governance

P01 - Board of Directors and Officers
P02 - Advisory Board
P03 - Core administration
P04 - Fundraising

LOCAL PUBLIC SECTOR ALLIANCE

LPSA Partnerships include...

2.Local Public Sector Alliance: Expert Working Groups (TORs)

LOCAL PUBLIC SECTOR ALLIANCE

Expert Working Group Terms of Reference

- Expert Working Groups operate under the guidance of the Advisory Board of the Local Public Sector Alliance

- Detailed EWG TORs are part of LPSA's Mission, Vision, Principles and Policies

https://decentralization.net/about-the-local-public-sector-alliance/

LOCAL PUBLIC SECTOR ALLIANCE

LOCAL PUBLIC SECTOR ALLIANCE
MISSION, VISION, PRINCIPLES AND POLICIES

OVERVIEW

Section 1 **Mission, vision, and principles**	Adopted as LPSA Policy by Executive Director: December 30, 2022
Section 2 **Membership policy**	Adopted as LPSA Policy by Executive Director: August 4, 2022
Section 3 **Advisory board policy / TORs**	Based on BoD resolution: February 4, 2022 Issued by LPSA AB Chair: March 12, 2022 Amended and adopted as LPSA Policy by Executive Director: December 30, 2022
Section 4 **Expert working groups**	Issued by Advisory Board Chair: August 6, 2022 Amended and adopted as LPSA Policy by Executive Director: December 30, 2022
Section 5 **Partnership and funding principles**	Adopted as LPSA Policy by Executive Director: December 30, 2022
Section 6 **Good corporate governance practices**	Adopted as LPSA Policy by Executive Director: December 30, 2022
Section 7 **Conflict of interest policy**	Adopted by LPSA Board of Directors: February 4, 2022
Section 8 **Board Approval of Compensation**	Adopted by LPSA Board of Directors: September 22, 2022
Section 9 **LPSA Travel Policy**	Adopted as LPSA Policy by Executive Director: December 30, 2022

Expert Working Group: Composition

- **Co-Chairs (volunteers):** Two or more co-chairs are designated for each working group on recommendation of the LPSA Advisory Board Chair to lead the working group's activities (and prepare the WG's annual work plan)

- **Working Group Coordinator** (part-time): Supports the co-chairs to coordinate, manage and implement the activities of the working group

- **Core Working Group Members:** The co-chairs may designate specific Core Working Group Members, who take an active role in advancing the objectives and activities of the working group

- **Working Group Members:** All LPSA members who opt into the working group (see next section)

How to Elevating the Debate?

- **Knowledge development:** Developing knowledge products (e.g., primers, explainers, analysis) that expands the knowledge and understanding of the global community of practice on issues related to decentralization and localization
- **Knowledge sharing:** Sharing cutting-edge policy research, up to date information on country-level policy reforms, projects, or innovative subnational / intergovernmental practices (e.g., through EWG meetings, blogs, roundtables, webinars, etc.) that expand the knowledge and understanding of the global community of practice on issues related to decentralization and localization
- Elevating the debate by elevating the knowledge of new or junior practitioners in the community of practice, or sharing experiences within and across different global regions
- **Outreach, convening, field-building development and sharing:** Elevating the debate by introducing actors in adjacent practice communities to the importance of multilevel governance and the potential contributions of subnational actors to inclusive governance and sustainable development

Expert Working Group: Main Responsibilities

- Meet on a regular (e.g., bi-monthly or quarterly) basis.

- Propose 4-6 blogs per year on country-level policy reforms, trends, institutional updates, or research relevant to their topic or focus, for sharing to the broader Community of Practice through Decentralization.Net.

- Host at least 1-2 webinars per year on issues relevant to their topic.

- As relevant, prepare, co-produce or share knowledge products that reflect the current state of knowledge in their respective area of focus.

- For instance, regional Expert Working Groups may support the preparation of LoGICA / InFER Assessments within the region, support the preparation of report on the State of Local Governance in the region, and/or the collection of other country level data in the region.

Diversity, Equity and Inclusion of EWGs

- The Local Public Sector Alliance (LPSA) is committed to engaging with all stakeholders (government officials, policy makers, practitioners, scholars, civil society representatives and citizens) without regard to age, ancestry, disability, national or ethnic origin, race, religious belief, sex, sexual orientation, gender identity, marital or veteran status.

- The composition of the leadership of each Expert Working Group shall follow LPSA's Vision, Organizational Principles, Organizational Values, as well as LPSA's diversity, equity, and inclusion (DEI) and non-discrimination policy.
  - Concretely, we aim for global regional diversity and gender equity in every aspect of LPSA's work, including the leadership of LPSA Working Groups

3. LPSA EWG membership management & communications (MS365 & Mailchimp)

LPSA is a "virtual" global alliance:
MS 365 keeps us organized and connected

Every core LPSA team member (including each EWG Coordinator) has an MS365 account

- SharePoint / OneDrive (file sharing and storage)
  - Public OneDrive folder for EWG, for PPTs, video files, blog subfolder, meeting subfolder
- Microsoft Office Suite (Word, PTT, etc.)
- Outlook Email (…@decentralization.net)
  - *Email can be set up as a forwarding account (e.g., to multiple co-chairs) if desired*
- Teams (video chat, etc.)

In addition, each EWG (both the WG Coordinator as well as one of the co-chairs) is provided with a **LPSA Zoom account** (meetings up to 300 participants)

As part of MS365, every LPSA EWG has its own SharePoint Site

- Facilitates file sharing among group co-chairs and coordinator (and selected members, if desired)

- Allows for file sharing with LPSA Secretariat

- Can be linked for easy access from OneDrive

- Main folder structure is standardized/ aligned with LPSA program structure

e.g., https://decentralization.sharepoint.com/sites/LPSA-Africa
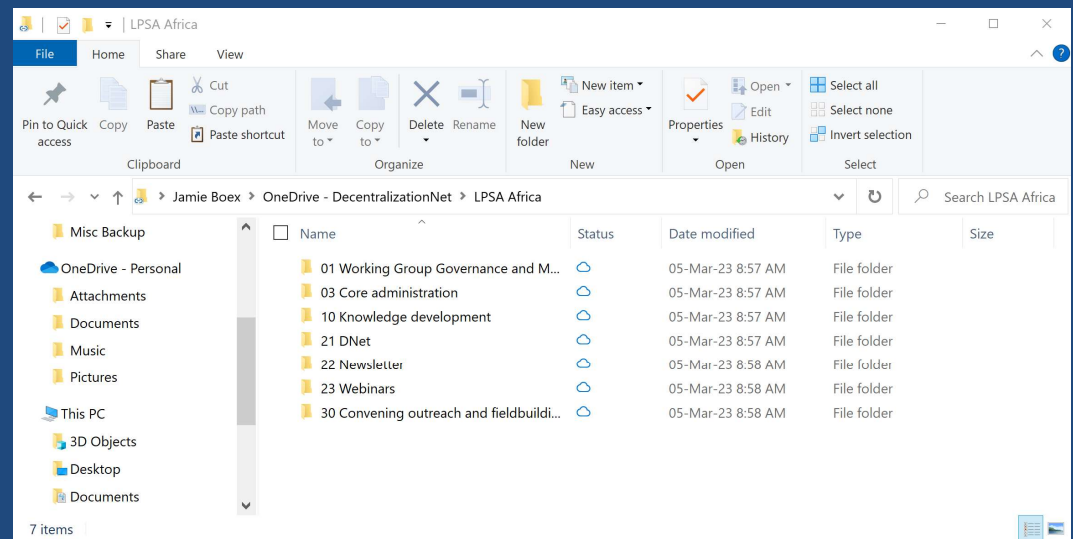
LPSA Membership and EWG Membership is managed through MailChimp

- **Current LPSA Membership (May 2023): 1,350**

- Every LPSA Member opts into one or more Expert Working Groups as part of the registration process

- Members can add/change EWGs using the MailChimp Registration Center

- The Program Manager uses the subscriber database to send LPSA Connections Newsletter (bi-monthly: Jan/Mar/May/Jul/Sep/Nov) as well as Special Announcements (generally in the off-months)

- EWGs can request Program Manager to send out targeted announcements to registered EWG members

4. LPSA's online platform: Decentralization.Net (WordPress)

The header menu links to content about LPSA itself

The topic menu (and below) links to posts within different topic areas (global region / thematic area) relevant for a global / external audience
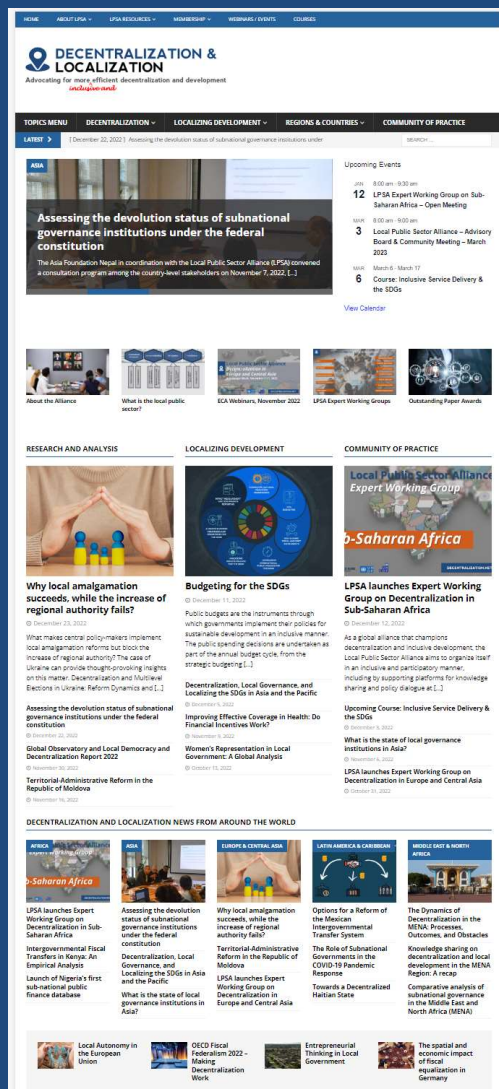
The topic menu link to landing pages for every working group / topic

HOME   ABOUT LPSA ⌄   LPSA RESOURCES ⌄   MEMBERSHIP ⌄   WEBINARS / EVENTS   COURSES

DECENTRALIZATION & LOCALIZATION
Advocating for more efficient decentralization and development
inclusive and

TOPICS MENU   DECENTRALIZATION ⌄   LOCALIZING DEVELOPMENT ⌄   REGIONS & COUNTRIES ⌄

LATEST ❯   [December 22, 2022] Assessing the devolution status of subnational governance

AFRICA

ASIA

ECA

LAC

MENA

OECD

DECENTRALIZATION

Why local amalgamation succeeds, while the increase of regional authority fails?

What makes central policy-makers implement local amalgamation reforms but block the increase of regional authority? The case of Ukraine can provide thought-provoking insights on

Events

:00 am - am

PS   t Working Group on Sub-
             ng

MAR   March - March 17

1. MAIN/TOP MENU
LOGO
TOPIC MENU

2. LATEST POSTS (CARROUSEL)
EVENTS CALENDAR

3. STATIC LINKS

WordPress sorts content based on categories and tags

4. LATEST POSTS BY CATEGORY:

RESEARCH & ANALYSIS

LOCALIZED DEVELOPMENT

COMMUNITY OF PRACTICE

5. LATESTS POSTS BY REGION:
AFRICA
ASIA
ECA
LAC
MENA
OECD

LPSA's online platform: Decentralization.Net

- Decentralization.Net is a WordPress website

- The current ambition of the LPSA Secretariat is to post at least one blog for every region and one blog for every thematic/research area every two months on Decentralization.Net (aligned with newsletter cycle)

- In principle, the EWG Coordinator will post blogs to D.Net on behalf of the EWG; the DNEt Editor (Program Manager) can assists in posting blogs

- Alternatively, any EWG (co-)chair (or any LPSA Member) can be made a DNet Contributor (and be provided with a WordPress account)
  - *Draft blogs reviewed and approved by the DNet Editor (Program Manager)*

Detailed guidance for DNet Contributors is available separately

Every (nascent) EWG has
(1) a static EWG Page and (2) a EWG Landing Page

Working Group	Static EWG page	Landing page
Sub-Saharan Africa	ewg/ssa	africa
East and South Asia	ewg/asia	asia
Europe & Central Asia	ewg/eca	eca
Latin America & Caribbean	ewg/lac	lac (*)
Middle East & North Africa	ewg/mena	mena (*)
Local democracy, inclusive governance, and community-led development	ewg/localdem	localdem (*)
Fiscal decentralization and Subnational Finance	ewg/finance	finance (*)
Localizing Services and Development	ewg/localization	localizeddev (*)
Local women's empowerment	ewg/women	women (*)
Cities and urban development	ewg/cities	cities(*)
Conflict, fragility, and migration	ewg/conflict	conflict(*)
Local climate action and environmental stewardship	ewg/climate	climate(*)

Static Regional / Thematic EWG Page

The static EWG page gives basic background about the Expert Working Group

e.g., decentralization.net/ewg/ssa/

EWG Landing Pages for each region / thematic area

Each EWG has its own dynamic landing page on DNet. Each EWG landing page:

1. Links to recent blog posts on the region / topic (dynamic content)

2. Links to Expert Working Group news and updates (e.g.,upcoming meetings, meeting minutes, etc.), (dynamic content)

3. Any other content (static or dynamic) can be added based on EWG inputs (and within what is possible by WordPress) – e.g., links to recent EWG webinars

This menu takes you to your thematic or regional landing page

All blog posts identified by relevant category (e.g., 'Africa')

Identified by separate category (e.g., 'LPSA Updates Africa')

Events Calendar

- Decentralization.Net features an events calendar

- The EWG Coordinator (or DNet Editor or LPSA Program Manager) can add EWG meetings, webinars, or other related events to the Dnet Events Calendar

- Alternatively, any DNet Contributor can post events on their own
  - *Detailed guidance for DNet Contributors developed separately*
  - *Draft events reviewed and approved by the Program Manager*

5. Quarterly EWG meetings: scheduling and meeting structure content (Zoom or Teams)

Quarterly EWG Meetings / Scheduling

- LPSA EWGs are requested to plan their meeting approximately one year ahead (to prevent conflicts with other LPSA activities)
- The EWG Coordinator will
  - Set up Zoom meeting (with pre-registatrion)
  - Line up interpreter as needed
  - Add EWG meetings to LPSA's Events Calendar
- LPSA Program Manager will send out reminder to EWG members about 1-2 weeks in advance
- It is suggested the each EWG records their regular meetings
  - LPSA Program Manager can assist with post-production and upload to YouTube;
- EWG can prepare *LPSA Update* blog post to either share video (or meeting summary) with Working Group members

Regional EWG Meeting Agenda (Illustrative)

1. Meeting Opening (EWG co-chairs)

2. Updates from the Community of Practice (designated rapporteurs)

   a. LPSA Updates (Updates from LPSA Secretariat; other EWGs)

   b. General regional news and updates (e.g., new/ongoing country reforms)

   c. Development Partner updates (major new projects; project highlight)

   d. Research, thematic reforms and NGO updates (major new studies/campaigns; research highlights)

3. Topic Discussions (50 minutes) (EWG activities; LoGICA; Webinars; other topics of interest to EWG members)

4. Any other business / next steps (10-20 minutes) (upcoming EWG events; topics for next meeting; etc.)

Each working group can decide how / whether to mix working group discussions and content discussions, or whether to have separate content-related events

6. EWG Knowledge development, knowledge sharing, outreach, convening and field building (including webinars)

LPSA organizes two types of webinars

1. Global webinars (more formal / managed by LPSA Secretariat)
   - Typically in partnership with others (Forum of Federation; DeLOG; etc.)
   - Hosted on LPSA's Zoom webinar account / managed by Secretariat
   - E.g., Elevating the Decentralization Debate webinar series (3-4 / year)
   - Could be used to 'elevate' selected regional/thematic webinars for global audience
2. Regional / Thematic webinars (more informal / managed by EWGs)
   - Preferably at least 1-2 per year [1 may be elevated to global webinar]
   - On topics identified by EWG (but open to global public)
   - Hosted on EWG's Zoom meeting account / managed by EWG
   - Backstopping provided by LPSA Secretariat (Webinar Coordinator/Program Manager)

LPSA EWG Webinars: Planning & Scheduling

- Preferably 1-2 per year; preferably plan and schedule webinar (and/or roundtable, etc.) 2-3 months ahead

- Schedule webinar in EWG Zoom Meeting Account

- Line up interpreter(s) as needed

- EWG prepare LPSA Update blog post to announce webinar / event

- Inform LPSA Webinar Coordinator (Program Manager) to ensure added to Events Calendar; Newsletter announcements; Reminder emails

- EWG is encouraged to record webinars (LPSA Secretariat supports post-production and posting to Youtube)

- EWG prepares blog post with link to video and/or event summary

LPSA EWG Workplan Guidance

- Each working group is encouraged to prepare a written annual workplan (typiocally July-June) to clarify:
  - Objective of working group
  - Identify priority areas for the working group to 'elevate the decentralization and localization debate'
  - Key (potential) stakeholders / audience
  - Proposed working group knowledge development, knowledge sharing, and outreach activities, including dates for quarterly meetings
- An optional / illustrative template is available for LPSA Working Groups