# Local Public Sector Alliance
## Annual Work Plan, 2023-24

**LOCAL PUBLIC SECTOR ALLIANCE**

# LOCAL PUBLIC SECTOR ALLIANCE

## ANNUAL WORK PLAN, 2023-24

## 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 and partners, 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 continued operating support. The Hewlett Foundation's support to the Alliance for 2023/24 is allowing the Local Public Sector Alliance to re-organize itself in an inclusive and responsive manner to service its diverse global membership and 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 include (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 reach colleagues in adjacent practice communities (including sectoral specialists; PFM experts; local climate practitioners; urban development experts; and women's empowerment advocates) 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, 2023-24

## CONTENTS

# LOCAL PUBLIC SECTOR ALLIANCE

## OFFICERS AND BOARD OF DIRECTORS

**Jamie Boex**
**Executive Director, Local Public Sector Alliance**
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**
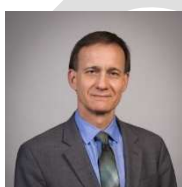**Director and Secretary, Local Public Sector Alliance**
Chas Cadwell is an Institute Fellow at the Urban Institute in Washington, D.C. and was for many years the Director of the IRIS program at the University of Maryland. His current work targets the political economy of intergovernmental decision-making. 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 will join Utrecht University as an Assistant Professor of Economics in January 2024. She is a Director of the Local Public Sector Alliance.

# LOCAL PUBLIC SECTOR ALLIANCE

## GLOBAL SECRETARIAT

**Jamie Boex**
**Executive Director, Local Public Sector Alliance**
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.

**Mirna Dave**
**Director of Communications and Operations**
Mirna Dave is the Director of Communications and Operations at the Local Public Sector Alliance. She further serves as a Senior Program Coordinator at the Duke Center for International Development (DCID) and Sanford School of Public Policy.
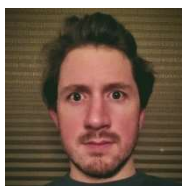
**Limabenla Jamir**
**Working Group Coordinator**
Limabenla Jamir is the Working Group Coordinator for several LPSA Working Groups, including the Asia Reginal Working Group, as well as the Local Democracy, and Conflict and Fragility Working Groups. Limabenla graduated from Duke University with a Master's degree in International Development Policy and works as an International Development consultant. She is based in Nagaland, India.

**Marina Jandrevska**
**Working Group Coordinator**
Marina Jandrevska is the Working Group Coordinator for several LPSA Working Groups, including the ECA Regional Working Group and the Subnational Finance Thematic Working Group. Marina is a Municipal Finance Specialist based in Skopje, North Macedonia, with over 16 years of experience in local government, municipal finance, and internal audit.

**Nick Travis**
**LoGICA Coordinator**
Nick Travis is the LoGICA Coordinator for the Local Public Sector Alliance. Nick is an independent researcher and consultant—based in The Hague, the Netherlands—with over a decade of experience working with governments in Africa and Asia to strengthen public financial management and economic governance.

# LOCAL PUBLIC SECTOR ALLIANCE

## BOARD OF ADVISORS

| | |
|---|---|
| **Position Open** | Position Open |
| **Chair** | LPSA Board of Advisors |

**Members:**

| | |
|---|---|
| **Nicholas Awortwi** | Director, Institute of Local Government Studies (ILGS), Ghana |
| **Emmely Benschop** | Team Manager, The Hague Academy for Local Governance |
| **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** | Former Coordinator, DeLoG Secretariat / GIZ |
| **Kader Makhlouf** | Special Advisor, United Cities and Local Governments (UCLG) |
| **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 |

Note: All LPSA Working Group Co-Chairs are also members of the Board of Advisors.

Note: All LPSA Advisory Board Members and LPSA Working Group Co-Chairs are associated with the Local Public Sector Alliance in their personal or professional capacity, rather than as representatives of their respective institutions.

# LOCAL PUBLIC SECTOR ALLIANCE

## REGIONAL AND THEMATIC WORKING GROUPS (CO-CHAIRS)

### Sub-Saharan Africa Regional Working Group

| | |
|---|---|
| **Jane Kiringai** | Deputy Pres. Office, Kenya |
| **Jaap de Visser** | University of Western Cape, RSA |
| **Kah Walla** | CEO, Strategies!, Cameroon |

### Asia Region Working Group

| | |
|---|---|
| **Madhavi Rajadhyaksha** | Oxford Policy Management, New Delhi |
| **Rachana Shrestha** | Asia Development Bank, Manila |
| **Peter Yates** | The Asia Foundation |

### Europe and Central Asia (ECA) Regional Working Group

| | |
|---|---|
| **Jelena Janevska** | Program Director, NALAS |
| **Gábor Péteri** | Consultant |
| **Glendal Wright** | Municipal Finance Expert |
| **Adrian Ionescu** | Senior Decentralization Advisor |

### Latin American and Caribbean (LAC) Regional Working Group

| | |
|---|---|
| **Matilde Fresa** | Decentralization Specialist, UNDP/LAC |
| **Francisco Vázquez Ahued** | PFM Consultant, Mexico |

### Local Democracy, Inclusive Governance and Community-Led Development

| | |
|---|---|
| **Augustine Magolowondo** | Reg. Dir., Democracy Works Foundation |

### Subnational Finance and PFM Working Group *

| | |
|---|---|
| **Titilola Akindeinde** | Executive Director, LOGRI |
| **Gundula Löffler** | Research Fellow, ODI |
| **Elton Stafa** | Senior Expert, NALAS |

*\* Working Groups indicated with an asterisk are joint LPSA-DeLOG Working Groups.*

# LOCAL PUBLIC SECTOR ALLIANCE

## PROGRAM STRUCTURE

### 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 Institutional Governance and Administration
P01 - Board of Directors and Officers
P02 - Advisory Board
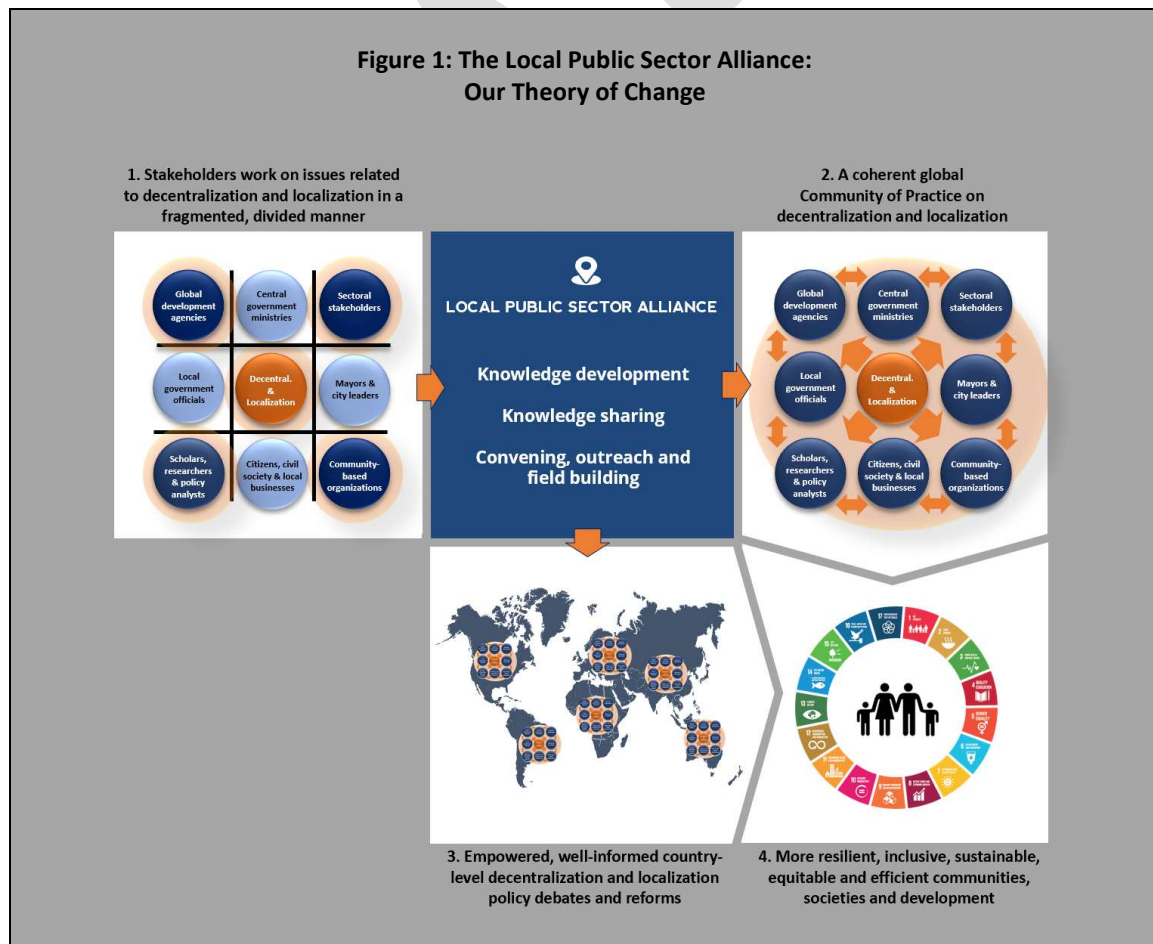P03 - Core administration
P04 - Fundraising

# LOCAL PUBLIC SECTOR ALLIANCE

## ANNUAL WORK PLAN: 2023-24

### 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**

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

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

LOCAL PUBLIC SECTOR ALLIANCE

Knowledge development

Knowledge sharing

Convening, outreach and field building

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

# 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/**

**LPSA Working Groups.** LPSA aims to serve the global Community of Practice on decentralization and localization in an inclusive and responsive manner by practicing what it preaches: by transforming the Alliance into a globally decentralized organization, with Regional Working Groups in every global region leading discussions on decentralization and localization within each global region. In addition, the Alliance is in the process of establishing a number of Thematic

Working Groups to serve the diverse interests and demands from the global Community of Practice (see Sub-Program P33 – Working Groups).

As such, LPSA is currently in the process of identifying suitable co-chairs for a number of nascent regional and thematic working groups, including for the MENA region as well as in the areas of Gender Equity / Women's Empowerment; Localization of services and development; Conflict, fragility and migration; Local Climate Action; and Cities and Urban Development. The LPSA Working Group on Local Democracy and Inclusive Governance is also looking for additional co-chairs.

**Partnerships.** Although LPSA is primarily a global professional network, the Alliance partners with numerous global and regional organizations with a keen interest in decentralization and localization, including the World Bank, the United Nations Development Program (UNDP), the U.N. Capital Development Fund (UNCDF), the Development Partner Working Group on Decentralization and Local Governance (DeLOG), the Forum of Federations, The Asia Foundation, The Hague Academy for Local Governance, Oxford Policy Management, and others.

# 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** | • aims to have advanced the state of knowledge on decentralization and localization as an intervention to promote inclusive and sustainable development<br>• 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<br>• aims to have built an open access global database on decentralization and localization<br>• 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)** | • 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<br>• 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** | • 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** | • aims to have its institutional governance (Board of Directors, Advisory Board) should reflect our global mission in an inclusive manner<br>• 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. 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, both by deepening the knowledge on core decentralization issues as well as by applying this knowledge to adjacent policy areas. 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 updated the guidance manual for the Local Governance Institutions Comparative Assessment (LoGICA) Framework, along with additional supporting materials. Based on the roll-out of this guide in selected countries in Africa and Asia, LPSA aims to further update the guidance manual for the Local Governance Institutions Comparative Assessment (LoGICA) Framework in 2023/24. LPSA—together with the World Bank and other partners—also aims to finalize guidance materials for its Intergovernmental Fiscal and Expenditure Review (InFER) framework.

---

**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.

---

The LoGICA and InFER framework should be actively marketed to the World Bank, UNDP, UCLG, bilateral development agencies and others as a critical knowledge input for decentralization / localization reforms; the preparation of project operations; and/or Voluntary Subnational Reviews.

In addition, LPSA aims to complete a Primer on Fiscal Decentralization during 2023/24 (based on a document by Boex, Yilmaz and Williamson, 2022). In addition to the development of these knowledge products, the Alliance aims to build a core team of global experts that can backstop country-level teams and provide quality assurance.

Resources have been set aside to have Nick Travis continue to act in the role as LoGICA Secretariat Coordinator to support the development and implementation of the LOGICA and InFER frameworks. Collaboration with the World Bank in this area is anticipated.

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 piloted the roll-out of the updated LoGICA framework in close to a dozen countries in Africa and Asia. In partnership with the World Bank, the LoGICA framework is also being applied in a number of (francophone) countries in West Africa. Lessons from the application of the LoGICA framework during 2022/23 (informing the finetuning of the framework in 2023/24) include:

- *Diversity of country experiences requires more granular questions.* Given the diversity of country experiences, questions or indicators that may appear to be clear from a devolved perspective (e.g., "Does the local governance institution have its own budget?") may be interpreted differently in non-devolved countries.
- *Staying close to the plain meaning of questions/indicators.* In some cases, there is a divergence between the "plain meaning" of certain questions and indicators, and the more technical implications. For instance, the question whether a subnational governance

institution is a "corporate body" has implications beyond the plain reading of the question. This opens the door for confusion and inconsistency in the application of the instrument. Whenever possible, questions and indicators should be phrased in a way (or should be split into multiple questions/indicators) that the plain meaning of indicators/questions coincides with their technical meaning.

- *Country bias by assessors.* When LoGICA assessments are prepared by country experts for one country at a time, there is a tendency for country experts to follow country-level definitions, thereby sometimes overlooking technical and definitional guidance contained in the LoGICA framework. A more consistent and objective assessment may result when LoGICA assessments are prepared by one or more consultants in a comparative manner for groups of countries in a regional context. Applying a smaller part of the LoGICA framework to a larger number of countries may also enhance the efficiency of the assessment process.

During 2023/24, LPSA aims to finalize these Intergovernmental Profiles, and pursue a two-pronged approach in assessing the State of Local Governance Institutions in different global regions. In order to move as quickly as possible to achieving a global picture on the state of local governance institutions, LPSA aims to build on existing research efforts (e.g., by V-Dem, SNG-WOFI, IADB, CEMR, UNIL, UN-Women and others) and apply the (refined version of the) *LoGICA Intergovernmental Profile* (especially the Subnational Structure and Nature of Subnational Governance segments) across groups of countries (typically global regions or subregions). In addition, based on funding availability, LPSA hopes to continue the roll-out of the LoGICA framework at the country level to provide a deeper-dive assessment of subnational governance institutions—together with partners, such as UNCDF, The Asia Foundation, the Asian Development Bank, Forum of Federations, DeLOG, World Bank, and others (mainly in Africa and Asia).

| Global region | Countries |
|---|---|
| Sub-Saharan Africa | South Africa*, Nigeria, Ethiopia*, Tanzania[+], Kenya Ghana, Uganda[+], Zambia[+], Senegal, Burkina Faso, Mali, Mozambique |
| Asia (incl. South Asia,  East Asia and South-East Asia) | India[+], Pakistan, Nepal[+], Bangladesh*, Sri Lanka[+] Cambodia, Vietnam[+], Philippines, Indonesia*, Timor-Leste* LoGICA SoLGI for all countries in the region (Asia WG with partners). |
| North America | USA*, Canada, Mexico (LoGICA SoLGI; in partnership with UNIL) |
| Europa & Central Asia | LoGICA SoLGI for all countries in the region (in partnership with CEMR, UNIL & ECA WG) |
| Latin America & Caribbean | LoGICA SoLGI for all countries in the region (in partnership with IADB, ECLAC, UNIL & nascent LAC WG) |

Note: SIT = Subnational Institutional Typology; (+) started in 2022/23; (*) IGP completed in 2022/23.

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 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.

# 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 2023/24, LPSA will continue to maintain *Decentralization.Net* as an information hub for policy makers, policy analysts, 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). In addition, events relevant to the Community of Practice will be posted on DNet's Events Calendar.

During the first half of 2023, regional and thematic landing pages have been set up for all nascent working groups.

Resources have been set aside for Mirna Dave to continue to lead LPSA's communications and operations, with management of Decentraliation.Net as one her main responsibilities. Going forward, she will be supported in this role by the Working Group Coordinators. 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.

LPSA uses MailChimp as its subscription platform, enabling subscribers to become LPSA Members (and receive LPSA Connections free of charge), while allowing members to indicate regional as

well as thematic areas of interest (thereby linking them to available Expert Working Groups, when possible).

During 2023/24, *LPSA Connections* will continue to be prepared by Mirna Dave, as part of her responsibilities as LPSA's Director of Communications and Operations.

**Sub-Program P23 – Webinars, Roundtables, and Meetings**

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 since 2021 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. In August 2022, LPSA updated its Zoom platform license, allowing its working groups to host both large Zoom meetings (up to 300 participants) and for the as well as for LPSA to host Zoom webinars (up to 500 participants).

In order to avoid "Zoom fatigue", LPSA is emphasizing greater interaction during Working Group meetings (which often include substantive knowledge sharing segments), instead of standalone webinars. Each working group is asked to co-organize one webinar per year. During 2023/24, LPSA will continue to pursue an active webinar schedule, bringing scholars and practitioners together along three separate lines of discussion:

- Decentralization around the World: State of Local Governance Institutions (Regional / country webinars/roundtable discussions)
- Localizing Development (Thematic / sectoral webinars)
- Elevating the Decentralization Debate (Academic / research seminar series)

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 launched its first (free) online course, ***Decentralization: Why and What?***, using the Thinkific online learning platform.

Going forward, LPSA—together with The Hague Academy of Local Governance—aims to develop further online course materials, including a course on ***Fundamentals of Decentralization and Localization***. 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.

Given the phenomenal growth of LPSA's membership and the enthusiasm shown by its members to contribute to LPSA's activities (for instance, by volunteering to co-chair working groups), LPSA wishes to position the Alliance more clearly as a thought-leader in the policy discussions in various aspects of decentralization and localization. In doing so, LPSA will aim to work alongside (and complement, where possible) existing organizations in the field, including UCLG (representing the interests of local governments) and DeLOG (representing the interests of development partners).

As an emerging thought-leader in the field, LPSA is well-positioned to work alongside UCLG and DeLOG. Many of the knowledge development, knowledge sharing, and outreach, convening, and field-building activities pursued by the Alliance (including its working groups) should be of considerable interest to UCLG and DeLOG members. In this light, LPSA will explore the possibility of having joint working groups, as well as the possibility of LPSA organizing one or more sessions to coincide with the UCLG-CIB / DeLOG annual meetings scheduled to take place in Barcelona in May 2024.

**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 around the world in 2021/22. In partnership with its nascent Expert Working Groups, LPSA will explore continued use of research awards in its research and academic outreach.

**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 tentatively announced the establishment of Expert Working Groups in August 2022 as an integral part of the Local Public Sector Alliance's organizational structure. This reform allows LPSA to serve its globally diverse Community of Practice in a more inclusive and responsive manner. In March 2023, this process received additional support from a OE/DEI grant from the Hewlett Foundation, which provides targeted support for the formation, establishment and operation of LPSA 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. 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.

Three regional working groups were tentatively established during 2022/23: Africa, Asia and ECA Region. During the coming year, the Local Public Sector Alliance plan to launch the remaining regional Expert Working Groups (for the LAC and the MENA regions).

In addition, LPSA has initiated the process of establishing sectoral or thematic working groups in up to seven areas, including (i) Local democracy, inclusive governance and community-led development; (ii) subnational finance; (iii) localizing services and development; (iv) women's empowerment; (v) Cities and urban development; (vi) Local climate action; and (vii) Conflict and fragility.

With an eye on sustainability, the Secretariat expects to establish three thematic working groups during 2023/24, for a total of eight LPSA Working Groups. The formation and establishment of Expert Working Groups will be a demand-led process and will prioritize themes where a clear commitment exists on the part of one or more professionals or institutions. As such, the formation of working groups in different regional and thematic areas may proceed with different levels of depth and/or at different speeds.

Working groups for the remaining thematic areas are expected to be established during the second half of 2024. As time and resources allow, thematic roundtables will be organized for all topics in 2023/24 in order to bring together stakeholders and to assess the interest of the Community of Practice in forming viable working groups.

## 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 the diversity of) 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 thematic working groups.

### 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. LPSA's Board of Directors serves exclusively on a volunteer basis and are not compensated for their contributions to the Alliance.

For 2023/24, Board of Directors meetings are expected to take place (virtually) on a quarterly basis. Tentatively, Board meetings are expected to take place in August 2023, December 2023, March 2024, June 2024.

At the end of CY 2023, the Board expects to consider the size and composition of the LPSA Board of Directors for CY 2024 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.

During the past year, the all-volunteer nature of LPSA's leadership and management was identified as a binding constraint to the organization's future growth. For the coming year, LPSA has secured funding to compensate the Executive Director on a part-time basis (20% FTE).

### Sub-Program P02 - Advisory Board

The Local Public Sector Alliance is grateful to be guided by an experienced, diverse, and inclusive Board of Advisors, which—until recently—was led by Dr. Serdar Yilmaz. During the most recent LPSA Advisory Board meeting (June 2023), LPSA Advisory Board Chair Serdar Yilmaz announced that he will be stepping back from his function at the Alliance as he will be taking up the role of Practice Manager (Public Finance & Procurement) for the World Bank's Governance Global Practice.

The Local Public Sector Alliance (LPSA) is now actively looking to identify a passionate and dedicated individual to service as its Advisory Board Chair going forward. In selecting an Advisory Board Chair, the Board of Directors will particularly consider nominations and applications that will help LPSA achieve gender equity and equitable representation of viewpoints from around the world, especially from countries in the Global South.

Going forward, Advisory Board / Community meetings are expected to take place on a quarterly basis. Tentatively, these meetings will (generally) take place on the first Friday of the month in September 2023, January 2024, March 2024, and June 2024. These meetings will be publicly announced on *Decentralization.Net*'s Event Calendar.

As appropriate, the Advisory Board will pursue the possibility of an in-person conference on decentralization and localization during the coming year. If appropriate, this conference may be co-hosted with the World Bank, UCLG, 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, Jamie Boex. Ms. Mirna Dave (Director of Communications and Operations) supports the general administration and operation of the Local Public Sector Alliance. The operation of LPSA's Working Groups will be supported by a number of dedicated Working Group Coordinators. Knowledge development efforts (particularly related to the application of the LoGICA framework) will be supported by Nick Travis. All team members are engaged and compensated on a part-time basis.

LPSA is growing its team to accommodate the growth of the organization's membership, and to be able to support the increase in working group-led activities. In doing so, Standard Operating Procedures, guidance documents, as well as monitoring and reporting systems are being put in place to ensure that the organization—including all working groups—continue to serve its membership in an inclusive and responsive manner and engage in well-informed policy conversations and/or high-quality outputs.

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 will 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, as the Alliance continues to grow in membership and activities, 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 or Director of Communications and Operations.

**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 and other funders will be sufficient to support the Alliance's initial programmatic efforts during 2023/24, 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. LPSA's ambition should be to move from year-to-year funding to longer-term funding arrangements.

During the coming year, the Alliance will be focused on managing its organizational transition from an all-volunteer effort to a nible but 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 to an emerging global Community of Practice on a complex, cross-cutting area of public policy that currently lacks centralized institutional funders or champions. As such, the Alliance will focus on securing base funding for its core operations for at least a three-year period, so that the bulk of the Secretariat's effort can focus on the Alliance's programmatic efforts (knowledge development, knowledge sharing, and convening, outreach, and field-building).

In addition, for 2023/24, limited time and resources have been set aside to pursue proposal development (concept notes and proposals) in a number of areas, including:

- Inclusive Governance, Localizing Development, and Decentralized Cooperation: The state of local governance institutions in Africa;
- Inclusive Governance, Localizing Development, and Decentralized Cooperation: The state of local governance institutions in Asia;
- Multilevel governance as a binding constraint to women's economic empowerment;
- The case for real devolution in India: Beyond the 73rd and 74th Amendments (with Janaagraha).

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.