



Local Public Sector Alliance Annual Report, 2023



**LOCAL PUBLIC SECTOR
ALLIANCE**

LOCAL PUBLIC SECTOR ALLIANCE

ANNUAL REPORT 2023

The Local Public Sector Alliance (LPSA) is a global professional network of advocates for inclusive and efficient decentralization and localization. The Alliance seeks to promote inclusive, equitable societies and sustainable global development by enhancing the understanding of public sector decentralization and localization as complex, cross-cutting and multi-stakeholder reforms.

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

This annual report summarizes the activities of the Local Public Sector Alliance for 2023. Although the Alliance launched its activities in June 2021, LPSA was formally incorporated as a non-profit in January 2022. As such, CY 2023 was the Alliance's second official year of operation.

In 2023, LPSA's membership grew over 50% to over 1600 members. In order to accommodate our rapid growth in membership, the Alliance re-structured (in fact, 'decentralized') itself as a truly global and inclusive professional network by establishing 7 Regional and Thematic Working Groups.

The activities of the Alliance are largely shaped by the commitment and contributions of its members, who volunteer to share their knowledge and enthusiasm about different aspects of decentralization, local governance, and localized development with others in the global Community of Practice. We are grateful for the contributions and support received from our members, advisory board members, working group co-chairs, 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 in 2023 has allowed the Local Public Sector Alliance to continue on its trajectory of rapid growth and permitted the Alliance to respond to its rapid growth by restructuring (decentralizing) itself as an inclusive global professional network that recognizes and reflects the diversity of its global Community of Practice.

Jamie Boex
Executive Director, Local Public Sector Alliance
February 9, 2024

LOCAL PUBLIC SECTOR ALLIANCE

OFFICERS AND BOARD OF DIRECTORS 2023



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 an Assistant Professor of Economics at Utrecht University with expertise in Public Economics and Development Economics. She is a Director of the Local Public Sector Alliance.



Enid Slack

Chair, Local Public Sector Alliance Advisory Board

Enid Slack is the Director of the Institute on Municipal Finance and Governance (IMFG) at the School of Cities at the University of Toronto. Dr. Slack is the Chair of the Local Public Sector Alliance Board of Advisors.

LOCAL PUBLIC SECTOR ALLIANCE

BOARD OF ADVISORS

Chair:

Enid Slack Director, Institute on Mun. Finance and Gov., University of Toronto

Members:

Nicholas Awortwi Director, Institute of Local Government Studies (ILGS), Ghana
Emmely Benschop Team Manager, The Hague Academy for Local Governance Institute
Joseph J. Capuno Professor, University of the Philippines School of Economics
Isabelle Chatry Head, Decentralization, Subnat. Finance and Infra. Unit, OECD
John Coonrod Executive Vice President, The Hunger Project
Khim Lal Devkota Member of Federal Parliament, Nepal
Amy Gill Team Leader, Core Gov. Functions and Local Governance, UNDP
Tom Hart Senior Research Fellow, ODI
David Jackson Director of Local Dev. Finance, UN Capital Development Fund (UNCDF)
Roy Kelly Professor, Sanford School of Public Policy, Duke University
Gundula Löffler Research Fellow, ODI
Christian Luy Former Coordinator, DeLoG Secretariat / GIZ
Kader Makhlouf Special Advisor to the World Secretariat, UCLG
Francois Vaillancourt Professor, Université de Montréal
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

REGIONAL AND THEMATIC WORKING GROUPS (CO-CHAIRS)

Sub-Saharan Africa (SSA) Regional Working Group

Judy Oduma	Fmr. CEO, Co. Assem. Forum, Kenya
Jaap de Visser	University of Western Cape, RSA
Kah Walla	CEO, Strategies!, Cameroon

Asia Regional 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 America and Caribbean (LAC) Regional Working Group

Matilde Fresca	Decentr. Coop. Specialist, UNDP LAC
Francisco Vázquez Ahued	Public finance expert, Mexico

Subnational Finance and PFM Working Group

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

Local Democracy, Inclusive Governance and Community-Led Development

Augustine Magolowondo	Reg. Dir., Democracy Works Foundation
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Gender Equity and Women's Empowerment

Jacqueline Muthura	WASH Governance & Gender Specialist
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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

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
- P34 – Specific Outreach: Gender Equity and Women’s Empowerment

Program 0. Overhead / Administration

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

LOCAL PUBLIC SECTOR ALLIANCE

ANNUAL REPORT 2023

Program 1. Knowledge Development

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

P 1.1 - General Knowledge Products

Local Governance Institutions Comparative Assessment (LoGICA) Framework: Intergovernmental Profile. LPSA's Local Governance Institutions Comparative Assessment (LoGICA) Framework was revised in September 2022 based on extensive feedback from the Community of Practice. This diagnostic tool helps to analyze the multilevel governance structure of a country, along with the subnational institutions and intergovernmental systems that contribute to inclusive governance, effective public service delivery and sustainable localized development. In 2023, based on the initial application of the revised framework, LoGICA's Intergovernmental Profile was further refined to ensure consistent global applicability.

Learn More: <https://decentralization.net/resources/logica-igp/>

Intergovernmental Fiscal and Expenditure Review (InFER). LPSA's continues work on its Intergovernmental Fiscal and Expenditure Review (InFER) Framework, which aims to provide a diagnostic framework to examine the public sector's institutional structure and fiscal patterns across all government levels.

Learn More:

Multilevel Governance as an Opportunity or Obstacle to Development (MOOD Assessment). Inclusive and effective multilevel governance systems are needed to ensure that stakeholders at all levels of society can work together effectively to address key global challenges. This is true whether the problem being faced is growing inequality in wealth and economic opportunity; climate change and the impact of environmental disasters; public health crises or pandemic responses; urban crowding and congestion; gender inequity and social exclusion; or political polarization and the rising threat of authoritarianism. As such, ineffective multilevel governance

systems or intergovernmental arrangements often form a major obstacle to achieving sustainable development or social transformation.

The idea of the MOOD assessment framework – the assessment of Multilevel governance as an Opportunity or Obstacle to Development – is to guide policy makers, sector specialists and/or policy advocates in a particular sector or area of development to systematically identify the strengths and weaknesses of a country’s approach(es) to multilevel governance, decentralization, and intergovernmental relations, and to leverage, whenever possible, a country’s intergovernmental systems to improve the effectiveness of the public sector’s performance in achieving specific development results. The MOOD assessment guides users through a multilevel governance stakeholder analysis, situation analysis, SWOT analysis, and political economy combined into one, and can form a critical input into achieving policy consensus across different government levels as part of an iterative, adaptive process of policy reform.

Learn More:

P 1.2 - Specific Knowledge Development

Mr. Nick Travis led LPSA’s effort in managing the global rollout of the LoGICA framework, with a particular focus on Africa and Asia.

State of Local Governance Institutions in Africa. With the support of country experts and partner institutions, the Alliance has continued its efforts to gather data for LoGICA profiles for a select number of countries in Africa. An initial State of Local Governance Institutions (SOLGI) in Sub-Saharan Africa was produced in December 2023. The countries included in the first round of LoGICA assessments in Africa include Ethiopia, Kenya, Malawi, South Africa, Tanzania, and Uganda. Support was provided by UNCDF in support of this first round of LoGICA assessments.

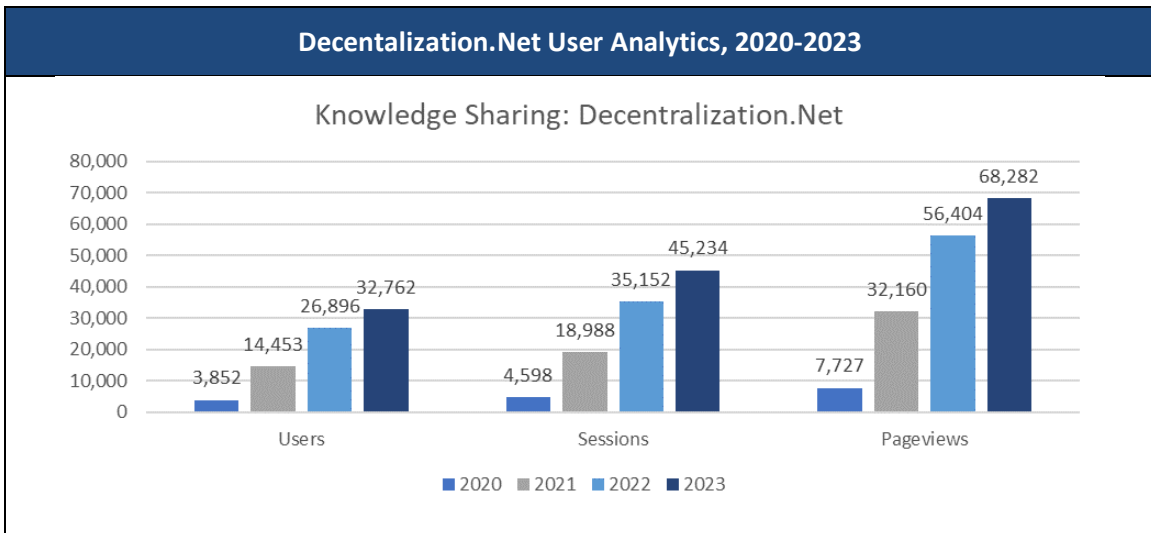
State of Local Governance Institutions in Asia. LoGICA Intergovernmental Profiles were produced for Bangladesh, East Timor, and Indonesia as part of the first set of LoGICA profiles to be included in the SOLGI assessment in Asia. Profiles for Cambodia, India, Nepal, Sri Lanka and Vietnam are at an advanced state of preparation. This effort is being guided by LPSA’s Asia Regional Working Group and supported by an NYU Capstone Research Team (Michael Carrady, Nicole Eason, Sandon Mims, Alondra Payan, and Angelica Zundel). The work is being undertaken in close partnership with a number of organizations, including the Asian Development Bank, The Asia Foundation, Oxford Policy Management, Forum of Federations, the World Bank, UNDP, UNCDF, and others.

State of Local Governance Institutions in Latin America and the Caribbean. In partnership with the Inter-American Development Bank, LPSA is in the process of preparing an assessment of the state of local governance institutions in Latin America and the Caribbean. This effort is being led by Francisco Vázquez Ahued (LPSA’s Latin America and the Caribbean (LAC) Regional Working Group), building on the Outlook of Fiscal Relations between Levels of Government in Latin America and the Caribbean (*Panorama de las relaciones fiscales entre niveles de gobierno en países de América Latina y el Caribe*).

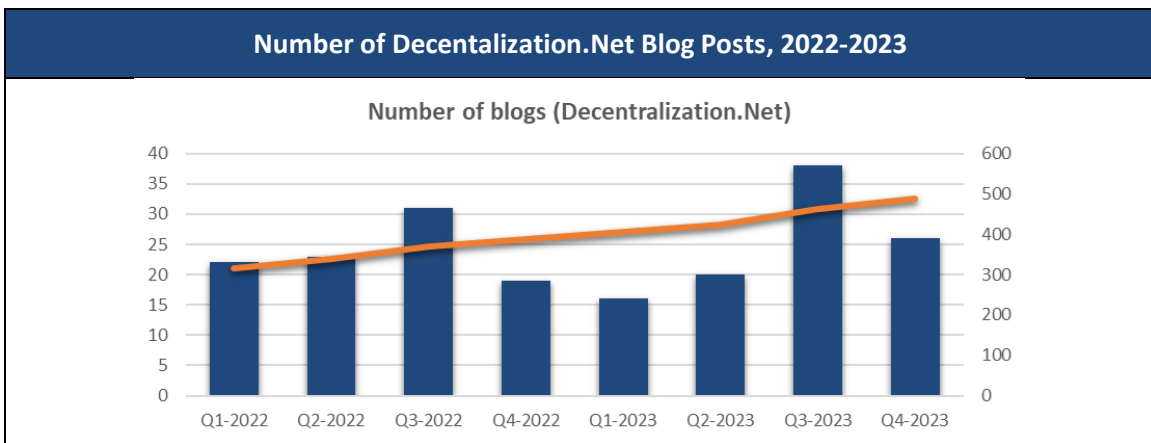
Program 2. Knowledge Sharing

P 2.1 – Decentralization.Net

The Alliance’s online platform, Decentralization.Net (DNet), is the global convening place for policy makers, local government official, researchers, civil society leaders, and development practitioners interested in decentralization and localization. The platform is managed by Mirna Dave, LPSA’s Director of Communications and Operations. DNet served over 68,000 pageviews during 45,000 web sessions to over 32,000 users around the world. Website visits reflected a doubling of knowledge sharing impact vis-à-vis 2021).



The LPSA Team posted 100 new blog posts in 2023 (489 total posts on DNet). The LPSA Team also posted about Community of Practice events on the LPSA calendar, including LPSA webinars, partner events, and working group activities.



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

P 2.2 – Membership and Newsletter

In 2023, the Alliance increased its membership by 538 new members / subscribers (1,606 total members/ subscribers by December 31, 2023). This reflects an annual increase in membership in excess of 50%, compared to LPSA’s membership of 1,068 at the end of December 2022.



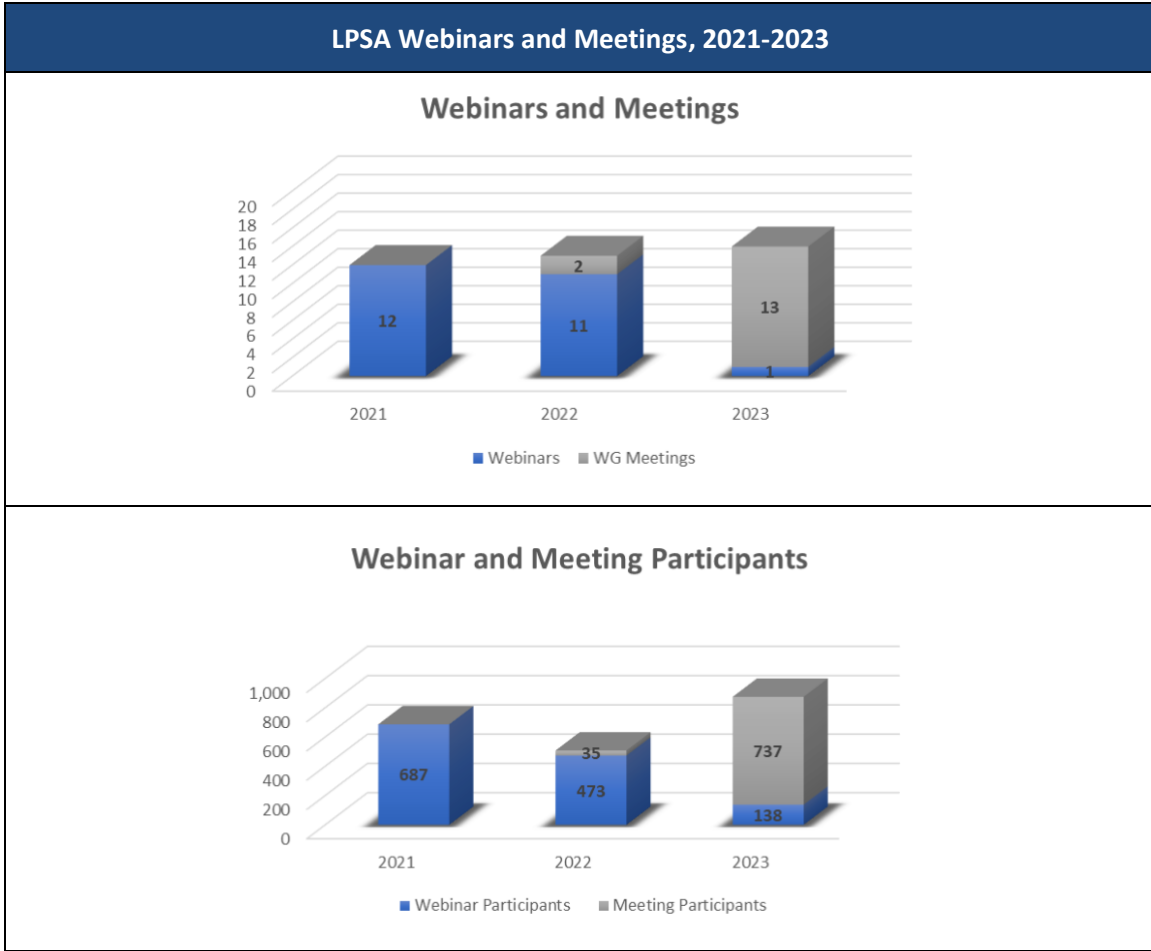
The Alliance’s main form of communication with its membership is through the LPSA Connections newsletter. The LPSA Team sent 6 newsletters to the full Community of Practice audience (sent bi-monthly) and 4 Special Announcements (in most off-months).

P 2.3 – Webinars and Meeting Attendance

As WHO formally declared an end to COVID-19 as a global public health emergency in 2023, the Alliance reduced its reliance on global webinars as a mechanism for knowledge sharing compared to previous years. This coincided with an organizational shift with LPSA’s working groups increasingly taking the lead in knowledge sharing within regions and thematic areas.

On Wednesday, May 10, 2023, LPSA hosted a global webinar on *Two Decades of (Fiscal) Decentralization in Indonesia: Lessons for Decentralization Champions in Asia*. The webinar brought together a panel of leading experts on decentralization in Indonesia and Asia, and was co-hosted together with the USAID Economic Growth Support Activity (EGSA), along with the Forum of Federations, The Asia Foundation, UCLG, Oxford Policy Management (OPM) and DeLoG. The webinar was attended by 138 participants.

Learn More:



P 2.4 - Online Courses

The online mini-course “Decentralization: Why and What?” – which was prepared in partnership with The Hague Academy of Local Governance – launched in September 2022. So far, 175 participants have registered for the self-guided online course.

Program 3. Convening, Outreach and Field-Building

P 3.1 - Global / General Outreach

In 2022, LPSA concluded partnerships with The Hague Academy of Local Governance, Forum of Federations, and the DeLoG Development Partner Network. Unfortunately, the DeLoG Secretariat

was effectively defunded in 2023, disrupting the coordination of development partners interested in decentralization and local governance. LPSA participated in several in-person outreach events, including the Annual UCLG-CIB Meeting in Marrakech (May 2023) and the *High-Level Policy Dialogue on the Malaga Global Coalition for Municipal Finance* organized by UCLG, UNCDF and FMDV in Malaga (October 2023).

P 3.2 - Research and Academic Outreach

The Alliance aims to pursue more active outreach within the research and academic community. Through the guidance of the Advisory Board, now led by Dr. Enid Slack (Director of the Institute on Municipal Finance and Governance (IMFG) at the School of Cities at the University of Toronto), LPSA aims to renew efforts to engage more systematically with academics and researchers.

P 3.3 - Expert Working Groups

As an alliance that champions decentralization and inclusive development around the world, the LPSA aims to ‘practice what is preached’ by organizing itself in an inclusive, participatory and decentralized manner. As such, LPSA Regional and Thematic Working Groups were launched as a critical interface between the Alliance and its growing global membership.

Starting in 2022 and into 2023, LPSA worked to establish four Regional Working Groups (Sub-Saharan Africa, Asia, ECA, and LAC) and three Thematic Working Groups (subnational finance, local democracy, and gender equity and women’s empowerment). Additional working groups are expected to be established in the future.

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

Each of LPSA’s working groups is typically led by 2-4 enthusiastic volunteer co-chairs, who – as leading practitioners, scholars, or civil society representatives – want to “elevate the global debate on decentralization and localization” by engaging with colleagues from different countries, institutions, and disciplines. Generally, LPSA’s working groups host 3-4 meetings per year, which are free and open to all LPSA members and non-members alike. Each working group is further provided with a small budget for ‘elevating the debate’ (knowledge development, knowledge sharing and outreach). Each working group is further supported by a part-time working group coordinator.

Learn More:

P 3.4 – Specific Outreach – Localizing Women’s Economic Empowerment

Beyond convening, outreach and field-building within the core Community of Practice, LPSA aims to pursue opportunities to reach out to ‘adjacent practice communities’ where the Alliance’s knowledge about multilevel governance provides added-value in solving development challenges. For instance, lack of effective intergovernmental systems can have a major negative impact on the ability of the public sector to support women’s (economic) empowerment efforts, such as supporting the provision of affordable, safe, quality childcare. With this in mind, LPSA started the preparation of project proposals for engagement in the field of (localized) gender equity and women’s empowerment.

Program 0. Inclusive Governance of the Alliance

P 0.1 - Board of Directors and Officers

The Local Public Sector Alliance was established and incorporated as not-for-profit corporation in the Commonwealth of Virginia in January 2022. LPSA received its designation as a not-for-profit 501(c)3 entity from the Internal Revenue Service in March 2022. The Board of Directors is formed by five Directors: Jamie Boex, Charles Cadwell, Astrid Haas, Paul Smoke and Rose Vincent. The Board expects to expand the board further in the future to ensure a globally inclusive, highly expert, and active Board of Directors. The Board appointed Jamie Boex as the Alliance’s Executive Director.

The Board of Directors ensures the efficient and transparent operation of the Alliance, guided by its mission, vision, principles and policies. Based on the Universal Declaration of Human Rights, our work reflects our respect for fundamental human rights, the dignity and worth of all people, equal rights of men and women, and respect for all cultures. We believe that every person has a right to be safe and a right to a sense of belonging—and a voice—in the local community where they live and work. The Alliance aims to achieve a similarly inclusive organizational culture for itself.

Learn More:

Guided by the Board of Directors, and with an organizational effectiveness grant from the Hewlett Foundation, LPSA is in the final stages of an institutional re-organization that has put our ability to serve our diverse global community in an inclusive manner front and center. In terms of the de-colonization and localization of global development efforts, the Local Public Sector Alliance has formally committed to ‘practicing what it preaches’ within its own organization in terms of adherence to concepts of inclusive and effective decentralization and localization, both advocating for—and following—the subsidiarity principle, which calls for collective challenges to be solved as close to the grassroots as efficiently possible. The establishment of a number of Regional and Thematic Expert Working Groups—each led by co-chairs from diverse professional and regional backgrounds, including academics, civil society leaders, and policy practitioners—

has helped reshape the Alliance into a truly inclusive global organization. The Alliance has further committed to achieving gender parity and global (national and/or regional) diversity in all its main organizational bodies, including its Board of Directors, Board of Advisors, as well as in the leadership of Regional and Thematic Working Groups.

P 0.2 - Advisory Board

The Local Public Sector Alliance is pleased to have an active Advisory Board that includes some of the most experienced practitioners and renowned scholars of decentralization and localization from around the world. The LPSA Advisory Board was formally established in February 2022 by LPSA's Board of Directors as a mechanism for receiving regular input from the global Community of Practice on decentralization and localization. The Advisory Board meets on a quarterly basis to ensure regular feedback on the Alliance's programs and activities. From February 2022 through June 2023, the role of LPSA Advisory Board Chair was held by Dr. Serdar Yilmaz. Dr. Yilmaz will continue to support LPSA in the role of Advisory Board Chair Emeritus.

After an extensive search, LPSA's Board of Directors welcomed Dr. Enid Slack as its new Advisory Board Chair in October 2023. Dr. Slack is the Director of the Institute on Municipal Finance and Governance (IMFG) at the School of Cities at the University of Toronto. IMFG focuses on the fiscal health and governance challenges facing cities and city-regions in Canada and around the world. Dr. Slack's research interests focus on property taxation, intergovernmental transfers, metropolitan governance, and infrastructure finance.

Learn More:

P 0.3 - Core Administration

While we are on our way to achieving our five-year strategic vision, our rapid growth—faster than anticipated—overwhelmed the LPSA Secretariat's ability to lead LPSA's programmatic efforts in an inclusive manner, and in a way that responds to the diversity of interests and needs of our Community of Practice, as well as adjacent practice communities.

With the support of a Hewlett Foundation Organizational Effectiveness/DEI grant, we have been able to face this challenge by transforming the structure of the Alliance in 2023 from a tiny (and therefore: centralized, Global North-led) start-up into a decentralized global professional network—with Regional Working Groups in (almost) every global region alongside a number of Thematic Working Groups, thus serving the diverse interests and demands from the global Community of Practice in a decentralized manner—with support from a small, central leadership and administration team. The establishment of Regional and Thematic Expert Working Groups—each led in an inclusive manner by volunteer co-chairs from around the world—has reshaped the organization into a truly global, inclusive Alliance of advocates for decentralization and localization, where members and working group co-chairs set the agenda.

As part of our organizational restructuring, Ms. Mirna Dave was elevated by the Alliance as LPSA's Director of Communication and Operations in August 2023. Together with the Executive Director, Ms. Dave manages all aspects of LPSA's administration and operation. In addition, she manages, oversees, and backstops the LPSA's global team of working group coordinators: Matilde Fresa in Florida and Francisco Vázquez Ahued in Mexico City (LAC Regional Working Group); Marina Jandrevska, based in Skopje, North Macedonia (ECA Region and Subnational Finance Working Groups); Limabenla Jamir, based in Nagaland, India (Sub-Saharan Africa, Asia and Local Democracy Working Groups); and Jacqueline Muthura based in Nairobi, Kenya (Gender Equity and Women's Empowerment Working Group).

P 0.4 - Fundraising

We are further deeply grateful to the Hewlett Foundation for their continued operating support. In 2023, the Local Public Sector Alliance secured an additional general operating grant as well as an organizational effectiveness grant (with DEI focus) from the Hewlett Foundation's Gender Equity and Governance Program.

In addition to this core support, a project grant was received from UNCDF in support of LPSA's assessment of the State of Local Governance Institutions in Africa.

LPSA is on a medium-term trajectory towards diversifying its revenue sources and achieving long-term financial sustainability.

LOCAL PUBLIC SECTOR ALLIANCE

STATEMENT OF ACTIVITY BY PROGRAM (CLASS)

January - December 2023

	Total Program 0 Overhead/Administ ration	Total Program 1 Knowledge Development	Total Program 2 Knowledge Sharing	Total Program 3 Outreach and Fieldbuilding	TOTAL
Revenue					
Contributed income	0.00	0.00	0.00	0.00	0.00
Corporate & foundation grants	170,000.00	0.00	0.00	0.00	170,000.00
Total Contributed income	\$ 170,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 170,000.00
Total Revenue	\$ 170,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 170,000.00
Gross Profit					
	\$ 170,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 170,000.00
Expenditures					
Grants and awards to others	0.00	0.00	0.00	500.00	500.00
Occupancy	0.00	0.00	0.00	0.00	0.00
Rent	1,200.00	0.00	0.00	0.00	1,200.00
Total Occupancy	\$ 1,200.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 1,200.00
Office and operating expenses	0.00	0.00	0.00	0.00	0.00
Bank fees & service charges	661.78	0.00	0.00	10.43	672.21
Computer and internet services	1,150.70	0.00	5,698.57	86.24	6,935.51
Federal / Virginia government fees and charges	125.00	0.00	0.00	0.00	125.00
Office supplies	0.00	31.04	0.00	0.00	31.04
Total Office and operating expenses	\$ 1,937.48	\$ 31.04	\$ 5,698.57	\$ 96.67	\$ 7,763.76
Professional fees and contractors	0.00	0.00	0.00	0.00	0.00
Accounting fees	717.00	0.00	0.00	0.00	717.00
IT and Support	0.00	0.00	433.35	1,114.61	1,547.96
Program management	0.00	0.00	10,240.00	14,200.00	24,440.00
Research and technical support	2,000.00	26,250.00	0.00	31,500.00	59,750.00
Total Professional fees and contractors	\$ 2,717.00	\$ 26,250.00	\$ 10,673.35	\$ 46,814.61	\$ 86,454.96
Travel	0.00	5,000.00	0.00	2,107.51	7,107.51
Airfare	0.00	0.00	0.00	1,741.38	1,741.38
Hotels	0.00	0.00	0.00	380.77	380.77
M&IE	0.00	0.00	0.00	535.00	535.00
Other Travel	0.00	357.00	0.00	313.79	670.79
Total Travel	\$ 0.00	\$ 5,357.00	\$ 0.00	\$ 5,078.45	\$ 10,435.45
Total Expenditures	\$ 5,854.48	\$ 31,638.04	\$ 16,371.92	\$ 52,489.73	\$ 106,354.17
Net Operating Revenue	\$ 164,145.52	-\$ 31,638.04	-\$ 16,371.92	\$ 52,489.73	\$ 63,645.83
Net Revenue	\$ 164,145.52	-\$ 31,638.04	-\$ 16,371.92	\$ 52,489.73	\$ 63,645.83