



# Local Public Sector Alliance

## Regional and Technical Working Groups

### OPERATIONAL GUIDE FOR LPSA WORKING GROUPS

DECENTRALIZATION.NET

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## LPSA Expert Working Groups (EWGs): Operational Guide

1. LPSA background and organization
2. EWG TORs (leadership, membership and LPSA DEI)
3. Decentralization.Net - regional page/section and blogs
4. LPSA's Member Portal (BuddyBoss)
5. LPSA Working Group membership management & membership communications (MS365 & Brevo)
6. Quarterly meetings (scheduling and meeting structure content) - Zoom
7. LPSA WG knowledge development, knowledge sharing, outreach, convening and field building (incl webinars).

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# 1. Local Public Sector Alliance: Background and organization



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## 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.”



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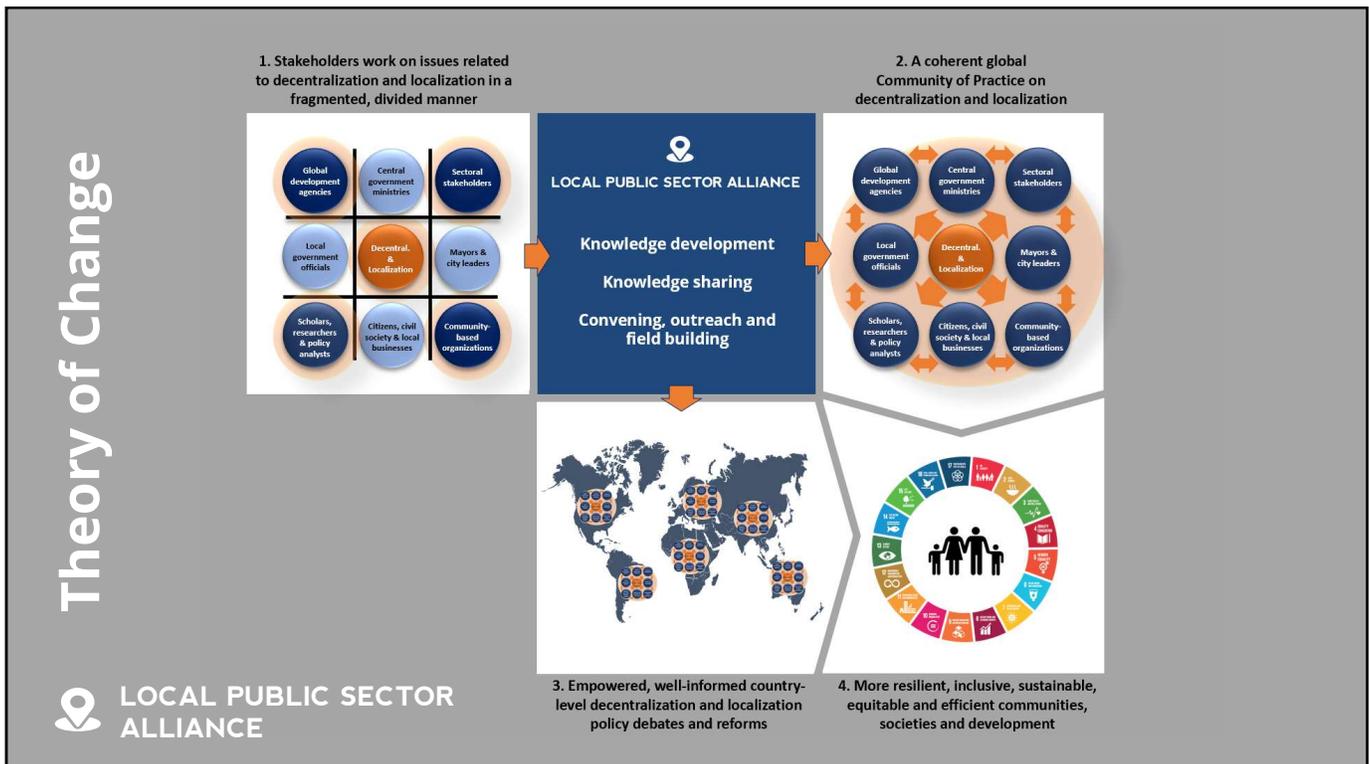
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# Local Public Sector Alliance

**“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 and **catalyze action** by informing, connecting and expanding the global Community of Practice, and by shifting the focus of the Community of Practice from the global level to the country level.*

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# Program Areas



## Program 1. Knowledge Development

- P11 - General Knowledge Products
- P12 - Specific Knowledge Development

## Program 2. Knowledge sharing

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

## Program 3. Convening, outreach and field-building

- P31 - Global / general outreach
- P32 - Research and academic outreach
- P33 - Expert Working Groups
- P43 – Localizing Women’s Empowerment

## Program 0. LPSA Corporate Governance

## Program 4. LPSA Advisory Services

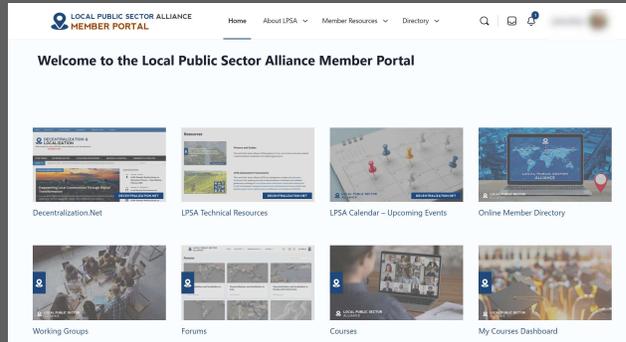
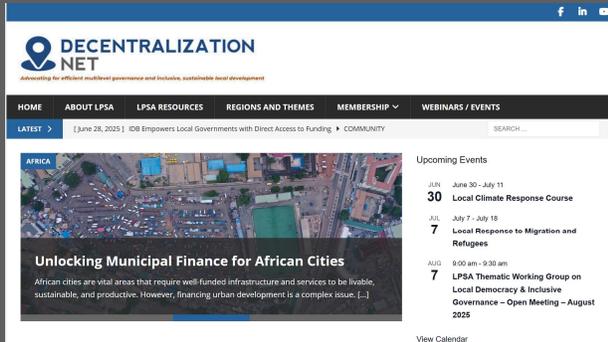
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# One Alliance, Two Websites



FULLY PUBLIC (FREE)

MEMBERS ONLY (FREE)



DECENTRALIZATION.NET

LOCALPUBLICSECTOR.ORG

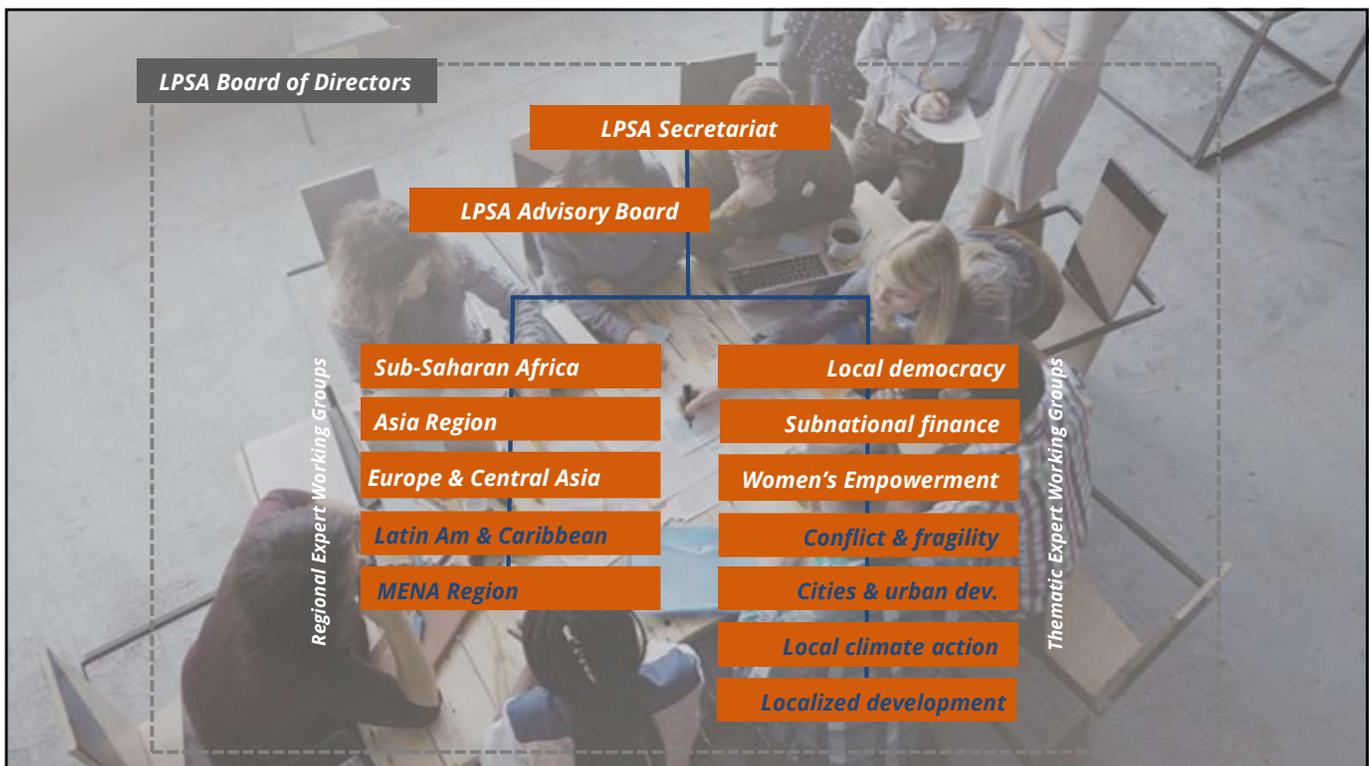
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# LPSA Corporate Governance

- 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)”)



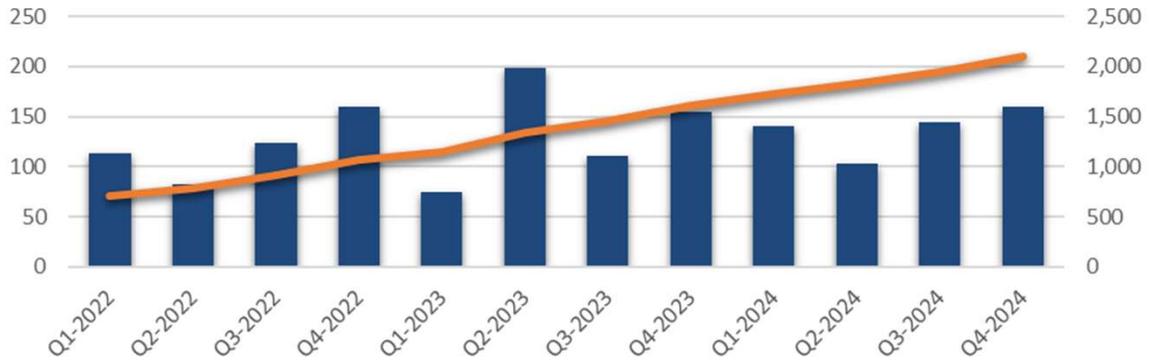
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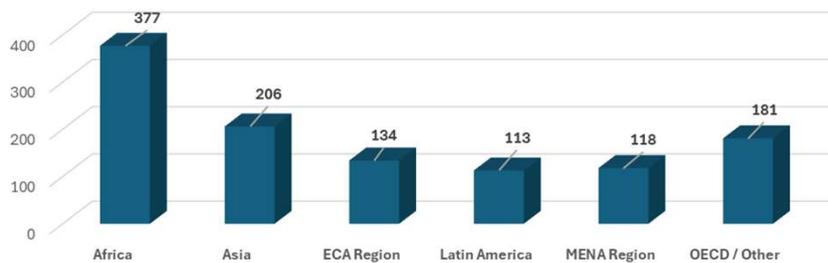
# LPSA Global Membership

LPSA has experienced steady membership growth since 2022

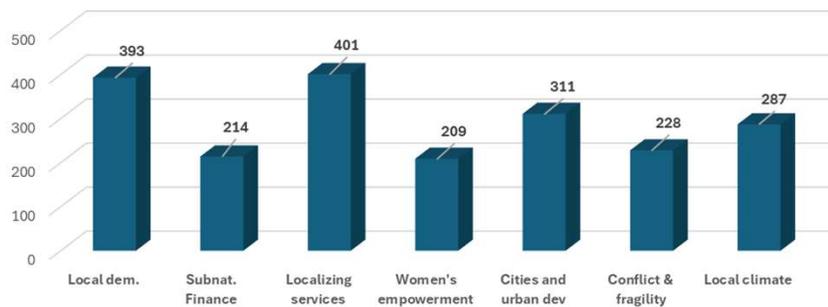


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Regional Working Groups (or Regional Interests)



Thematic Working Groups (or Thematic Interests)



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# 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/>

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# LPSA Partnerships include...



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## 2. Local Public Sector Alliance: Regional and Thematic Working Groups (TORs)



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## LPSA Working Group Terms of Reference

- LPSA's Regional and Thematic Working Groups are formally known as Expert Working Groups
- 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

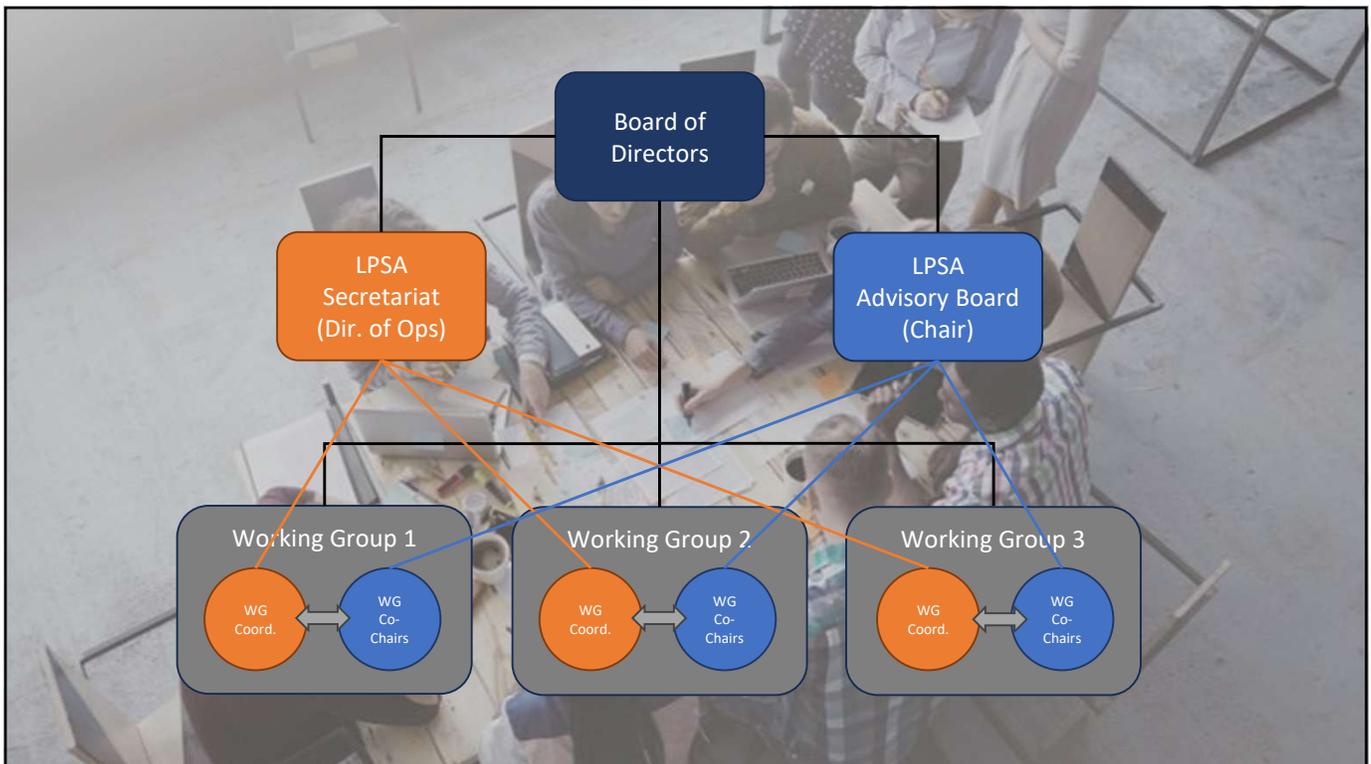
<b>Section 1</b> Mission, vision, and principles	Adopted as LPSA Policy by Executive Director: December 30, 2022
<b>Section 2</b> Membership policy	Adopted as LPSA Policy by Executive Director: August 4, 2022
<b>Section 3</b> Advisory board policy / TORs	Based on BdD resolution: February 4, 2022 Issued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

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# LPSA Working Groups: 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)

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## How to Elevate 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

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## LPSA Working Groups: 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.

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## Diversity, Equity and Inclusion of LPSA WGs

- 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, LPSA aims for global regional diversity and gender equity in every aspect of LPSA's work, including the leadership of LPSA Working Groups

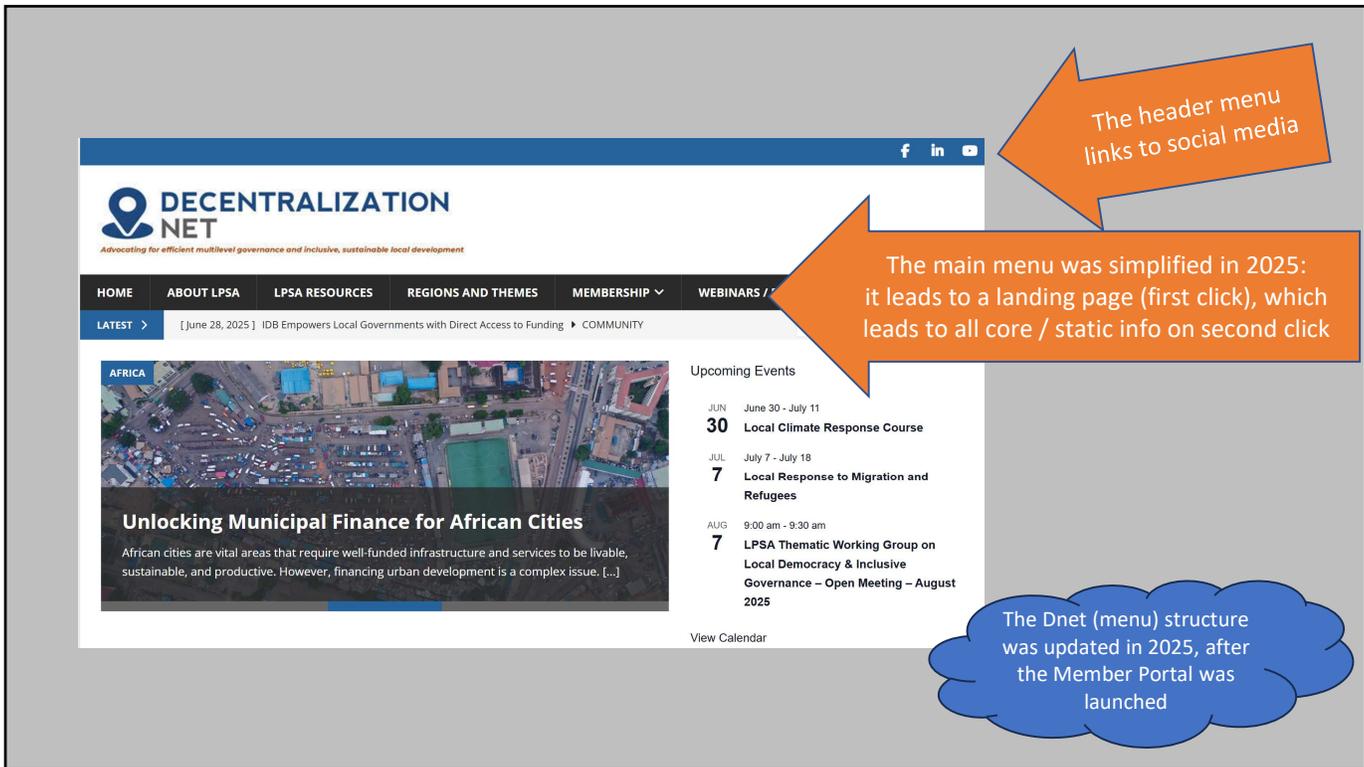
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## 3. LPSA's online platform: Decentralization.Net (WordPress)

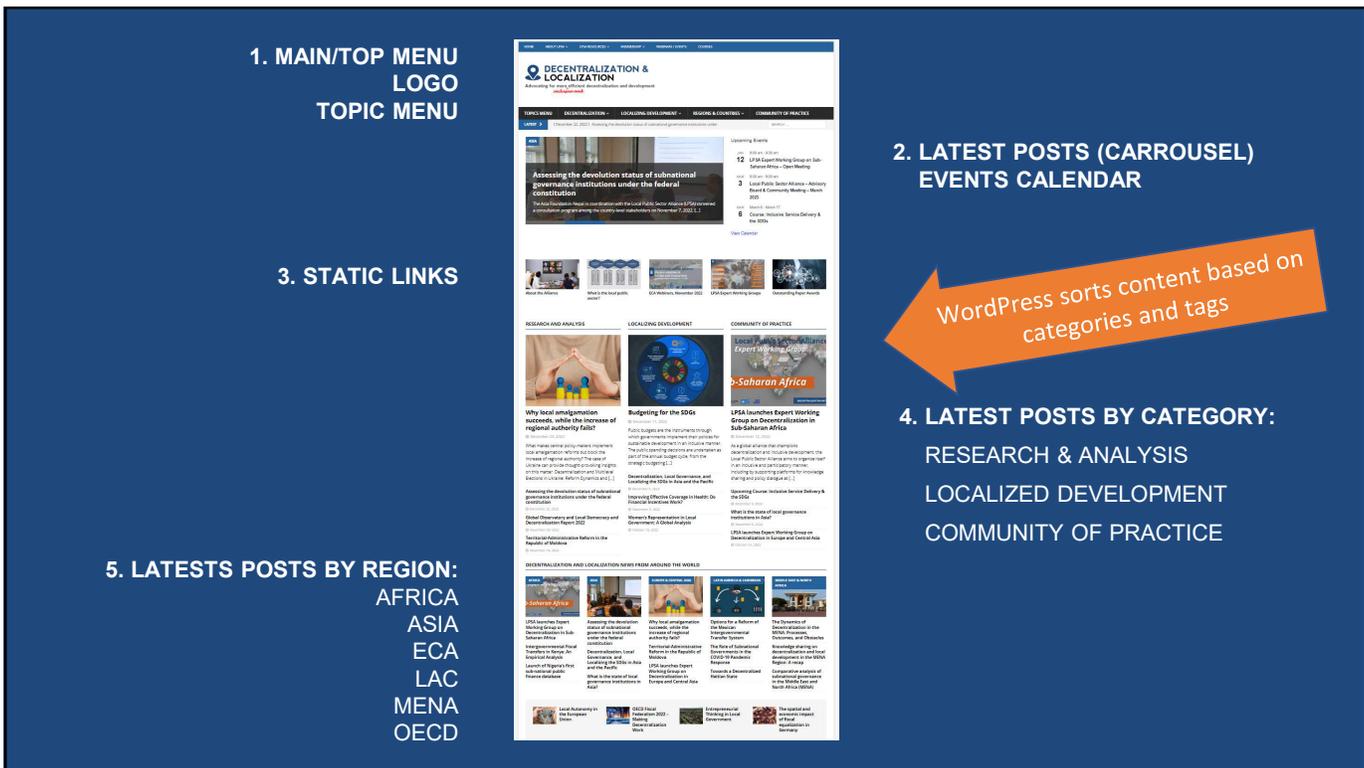


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## LPSA's online platform: Decentralization.Net

- 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 assist 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

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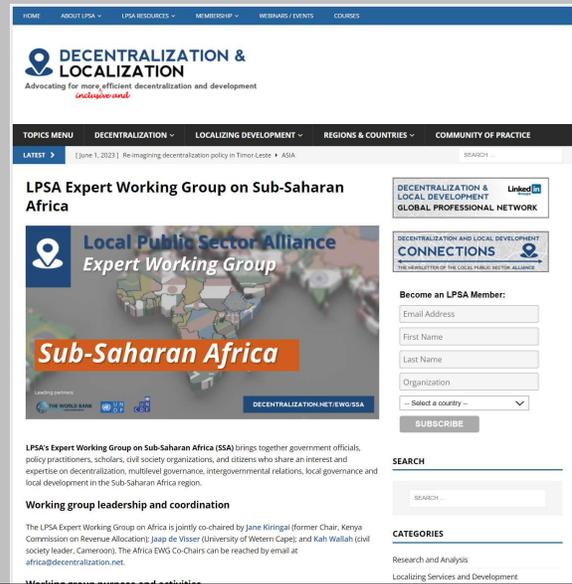
## Every (nascent) EWG has (1) a static EWG Page and (2) a EWG Landing Page

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(*)

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# Static Regional / Thematic EWG Page

The static EWG page gives basic background about the Expert Working Group  
e.g., [decentralization.net/ewg/ssa/](https://decentralization.net/ewg/ssa/)

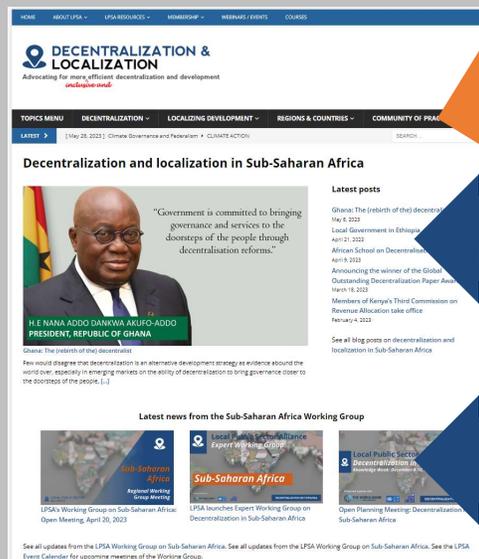


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# EWG Landing Pages for each region / thematic area

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



'Regions and Themes' 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')

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## D.Net 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 (which has been provided access to Dnet WordPress) can post events on their own
  - *Detailed guidance for DNet Contributors developed separately*
  - *Draft events reviewed and approved by the Program Manager*

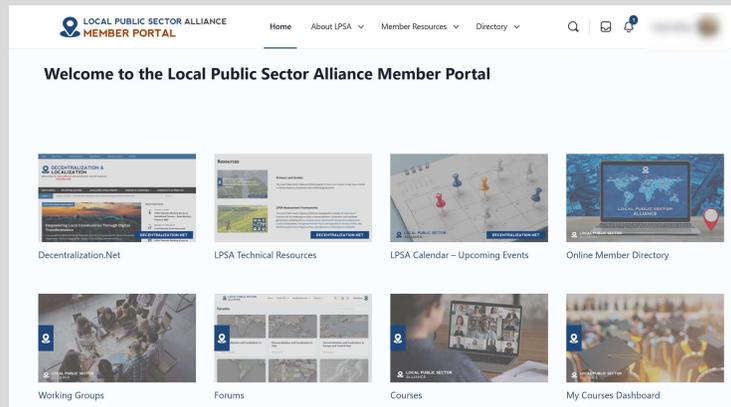
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## 4. LPSA's Member Portal: [localpublicsector.org](http://localpublicsector.org) (BuddyBoss)



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- Allows users to register as LPSA Members (after the user verifies their email)
- Members automatically receive newsletters and reminders (unless they opt out through the portal)
- Allows members to opt into working groups
- Allows members to prepare bio and be included in LPSA's online member directory
- Members can access online forums and connect directly with other members
- Provides access to LPSA Online Courses
- Enables LPSA to set up additional groups as needed (e.g., training program groups)

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## LPSA's Member Portal (technical background)

- LPSA set up the Member Portal in March 2025
  - Pros: Provides integrated member services (as opposed to separate platforms for different functions: e.g., MailChimp and Thinkific LMS)
  - Cons: Requires account set-up (and email verification); less public access
- Operates on a WordPress website using the BuddyBoss platform
- Member communications aspects (newsletter opt-out and working group preferences are linked to Brevo through an integration)
- Compared to other solutions, BuddyBoss is affordable for our scale and purpose (e.g., fixed annual pricing rather than per-member pricing)
- Full functionality achieved with a limited number of additional non-free plug-ins (e.g., MemberMap, BuddyPage; Bit Integration)

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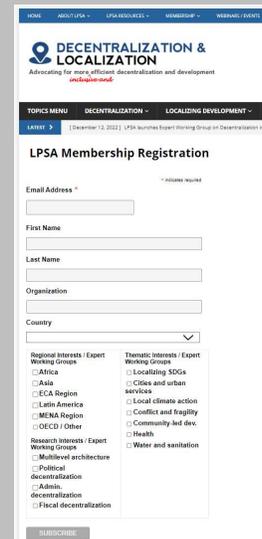
# LPSA's Member Portal: transition and privacy

- With (very) limited exceptions, users need to be logged in as members in order to see Member Portal content – mainly to ensure member privacy
- Member Portal has two membership types: Global Member and Private Member
  - Global Members are included in the public member directory, and can be contacted by other members
  - Private Members are not included in the public member directory, but \*do\* show up in working groups (if opted in) to other logged-in members
- In March 2025, LPSA's existing members were moved from MailChimp to LPSA's Member Portal (BuddyBoss) and Brevo.
  - All their details (name, email, country, and working group setting) were retained in Brevo
  - For privacy reasons, LPSA members were not automatically opted into the Member Portal working groups

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## LPSA Membership and WG Membership is managed through the LPSA Member Portal

- **Current LPSA Membership (July 2025): 2,250**
- Prior to March 2025, LPSA Members opted into one or more Expert Working Groups as part of the MailChimp registration process
- Now, LPSA Members opt into Working Groups after registration on the LPSA Member Portal
- Members can add/change Working Groups using the Member Portal at any time – these settings are automatically updated in Brevo



The screenshot shows the 'LPSA Membership Registration' form. At the top, there is a navigation bar with 'HOME', 'ABOUT LPSA', 'LPSA WORKING GROUPS', 'MEMBERSHIP', and 'CONTACT US'. Below this is the LPSA logo and tagline: 'Advocating for more efficient decentralization and development'. The form itself has a 'LPSA Membership Registration' title and a 'SUBSCRIBE' button at the bottom. The form fields include: 'Email Address \*' (with a 'passwords required' note), 'First Name', 'Last Name', 'Organization', and 'Country'. Below these are two columns of checkboxes for 'Regional Interests / Expert Working Groups' and 'Thematic Interests / Expert Working Groups'. The regional interests include Africa, Asia, ECA Region, Latin America, MENA Region, and OECD / Other. The thematic interests include Localizing SDGs, Cities and urban services, Local climate action, Conflict and fragility, Community led dev., Health, and Waste and sanitation.

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## 5. LPSA Working Group membership management & communications (MS365, BuddyBoss and Brevo)



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### LPSA is a “virtual” global alliance: MS 365 keeps us internally organized and connected

**Every core LPSA team member (including each Working Group 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, PPT, 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 Working Group (through their WG Coordinator) is provided with a **LPSA Zoom account** (meetings up to 300 participants)

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## LPSA Member Portal (BuddyBoss) Groups

To the extent that members have opted into working groups through the Member Portal, Working Group Coordinators and Co-Chairs can communicate directly with their members.

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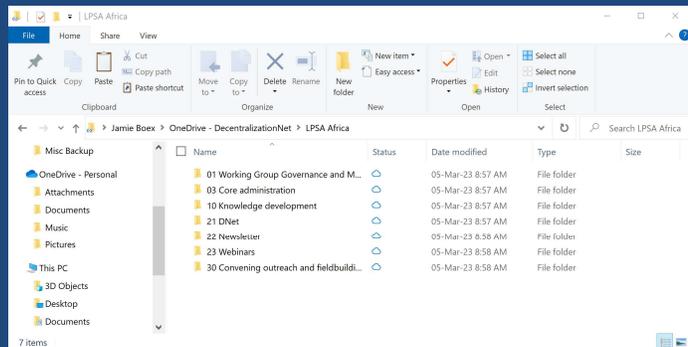
## Brevo / Newsletter

- Brevo is a digital marketing platform—somewhat similar to MailChimp—that offers a comprehensive suite of tools for businesses to manage customer relationships and streamline communication.
- The Director of Operations and Communications (Mirna Dave) manages LPSA's Brevo account (one seat)
- The Director of Operations & Communication uses the member 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

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## As part of MS365, every LPSA WG 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>

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## 6. Quarterly LPSA WG meetings: scheduling and meeting structure content (Zoom or Teams)

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## 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-registration)
  - 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

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## 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**

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## 7. LPSA WG knowledge development, knowledge sharing, outreach, convening and field building (including webinars)



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### 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)

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## LPSA EWG Meetings: Planning & Scheduling

- Preferably 1-2 per year; preferably plan and schedule webinar (and/or roundtable, etc. ) as a part of LPSA's annual webinar schedule
- Schedule webinar in EWG Zoom Meeting Account
- Line up interpreter(s) as needed
- 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

**There is a Standard Operating Procedure for WG Coordinators that guides the operation aspects of setting up and managing working group meetings / webinars**

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## LPSA EWG Workplan Guidance

- Each working group is encouraged to prepare a written annual workplan (typically November-December) 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

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