LOCAL PUBLIC SECTOR ALLIANCE

ANNUAL WORK PLAN 2026

Overview: LPSA Work Plan 2026

The LPSA Work Plan 2026 is an internal operational document, guiding the activities of the Local Public Sector Alliance in CY 2026. The LPSA Work Plan should be read together with the (draft) LPSA Budget 2026, the (draft) LPSA Impact Report 2025, as well as the (draft) LPSA Strategic Plan 2026-2030, which provide context—including for ongoing programs and activities.

The work plan identifies the key operational objectives for LPSA during the coming year. During 2025, LPSA consolidated its operations as a global member network by establishing an LPSA Member Portal. With the uncertainty in the global environment (and the Alliance's long-term funding position), the focus will be on strengthening LPSA's communications and outreach, while maintaining the value-for-money proposition that the Alliance has to offer its members and the global community of practice around decentralization, localization, and multilevel governance. Much of this will be accomplished by increasingly leveraging AI tools.

The priority in the coming year will be to build on the exceptional pool of knowledge and expertise that the Alliance brings together, and focus on better communicating this knowledge and bring greater visibility to the Alliance's efforts. At the same time, in doing so, LPSA will pursue greater operational integration across its main programs and across its working groups.

In addition to sustaining its existing operational efforts (including supporting regular online working group meetings), LPSA's priorities for 2026 will concretely include:

➤ *Knowledge development*: Continuation of LPSA's existing knowledge development efforts; launch of a LPSA Policy Briefs series
➤ *Knowledge sharing*: Continuation of LPSA's existing knowledge sharing efforts; launch of a "LPSA Monday Minutes" social media series
➤ *Convening, outreach and field-building*: A Global Roundtable to be hosted in February 2026; possible launch of an annual global meeting (in July, to coincide with the UN HLPF in NY); expansion of our working groups to include a MENA Working Group; and the introduction a LPSA Podcast series, that shares the content of working group meetings to a broader audience.

LPSA Program structure 2026

Program 1. Knowledge Development
P11 - General Knowledge Products
P12 - Specific Knowledge Development

Program 2. Knowledge Sharing
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P22 – Membership and Newsletter
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P24 - Online Courses

Program 3. Convening, Outreach and Field-Building
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Program 4. LPSA Advisory Services

Program 0. Overhead / Administration
P01 - Board of Directors and Officers
P02 - Advisory Board
P03 - Core Administration
P04 - Fundraising

LPSA working group meeting schedule 2026

Regional Working Groups	More Info / Registration
Sub-Saharan Africa *(Judy Oduma, Jaap de Visser, and Kah Walla)*	Tuesday, February 17 (Register) Tuesday, September 15 (Register)
Asia *(Madhavi Rajadhyaksha and Rachana)*	Tuesday, March 24 (Register) Tuesday, September 1 (Register)
Europe & Central Asia (ECA) *(Adrian Ionescu, Gábor Péteri, Glendal Wright, and Tengiz Sultanishvili)*	Tuesday, April 28 (Register) Wednesday, September 30 (Register) Wednesday, November 25 (Register)
Thematic Working Groups	
Local Democracy, Inclusive Governance and Community-Led Development *(John Coonrod, Colin Copus, Augustine Magolowondo, and Giacomo Negrotto)*	Tuesday, March 17 (Register) Tuesday, October 20 (Register)
Subnational Finance *(Titilola Akindeinde, Gundula Löffler, and Elton Stafa)*	Wednesday, February 11 (Register) Wednesday, May 6 (Register) Wednesday, November 11 (Register)
Gender Equity and Women's Empowerment *(Hemanthi Goonasekera, Jacqueline Moustache-Belle and Jacqueline Muthura)*	Tuesday, April 7 (Register) Tuesday, November 3 (Register)

Note: The "Register" links above may be used to register for one, several, or all working group meetings.

Program 1. Knowledge Development

P11 - General Knowledge Products

General knowledge products (primers and frameworks). The Local Public Sector Alliance (LPSA) provides public access to a number of general knowledge products, including primers on (fiscal) decentralization and localization, alongside a number of assessment tools that allow practitioners 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. During the coming year (2026), LPSA will continue to work on an ongoing basis to update or complete the various assessment frameworks.

Global database on decentralization and localization. In addition, in 2026, the Alliance will continue its efforts to build an open access global database on decentralization and localization, which would allow country-level decentralization experts and practitioners to compare their situation to other countries, including neighboring countries in their global region. This global database hopes to bring together data from various partner organizations (such as OECD/UCLG; V-Dem; UN-Women; and so on) as well as indicators developed by LPSA itself. For analytical convenience, it is likely that indicators will be presented in analytical tables on a region-by-region basis. To the extent that data should be reviewed for accuracy, LPSA will work through its respective regional working groups. Indicators and data to be included in the data set may include:

1. The number and size of subnational governance institutions
2. The nature of subnational governance institutions
3. The finances of subnational governance institutions
4. Public employment of subnational governance institutions
5. The functions of subnational governance institutions
6. The (political, administrative, fiscal) empowerment of subnational governance institutions
7. The number and composition of subnationally elected bodies and officials
8. The localization of public services and development (localized development results)

LPSA Policy Briefs. As part of its general knowledge development efforts, LPSA's Secretariat will aim to work with its working groups to develop LPSA Policy Briefs on topics of relevance for the working groups. In principle, LPSA's Secretariat will aim to produce or support 1-2 policy briefs for each work, for a total of 12 policy briefs.

P12 - Specific Knowledge Development

Application of the LoGICA framework. Resources have been carried forward from 2025, allowing Nick Travis to continue to act in the role as LoGICA Secretariat Coordinator to support the development and implementation of the LOGICA and InFER frameworks, with an emphasis on Asia and Latin America.

On-demand knowledge development. 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 funding opportunities for further specific knowledge development on an "on-demand" basis or as funding opportunities arise.

Program 2. Knowledge Sharing

P21 – Decentralization.Net

Maintaining DNet / adding regular blog posts. During 2026, 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 or 2 blog posts per topic or region within every two-month newsletter cycle (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.

Resources have been set aside for Mirna Dave (Director of Communications and Operations) to continue to lead LPSA's communications and operations, with management of Decentraliation.Net as one her main responsibilities. In addition, Marina Jandrevska will backstop Mirna to ensure regular blog posts.

P22 – Membership and Newsletter

LPSA Membership Portal. During 2025, LPSA set up a dedicated member portal at **https://localpublicsector.org/**. Registering as a LPSA member has numerous advantages, including—but not limited to—receiving LPSA's newsletter; registering for—and taking part in—working groups; (optionally) being listed in our online member directory; and access to online discussion forums on issues related to decentralization and localization. In addition, membership gives you access to LPSA Online Courses. The member portal uses a WordPress / BuddyBoss membership platform (with a number of supporting plugins). LPSA will maintain the LPSA Membership Portal. During 2025

Newsletter and Special Announcements. LPSA Connections is the bi-monthly email newsletter of the Local Public Sector Alliance (appearing January, March, May, July, September, and November). In 2025, LPSA moved its membership registration from MailChimp to Brevo, which is fully integrated with its new Member Portal. 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.

P23 – Meetings and Webinars

Webinars. Serving a global Community of Practice in an increasingly online world, webinars are a critical part of LPSA's efforts to engage in knowledge development; knowledge sharing; and convening, outreach, and field-building in the areas of decentralization and localization. LPSA's Regional and Thematic Working Groups are the main interface between the Alliance and its members. With backstopping from LPSA's Global Secretariat, each working group determines their own workplans and meeting schedules. The tentative meeting / webinar schedule for LPSA working groups for the coming year (2024/25) is provided in the front matter of the work plan.

At this time, no LPSA Secretariat-led webinars are planned for 2026. Given competing priorities, an ambition in 2024/25 to launch an "Elevating the Global Debate" webinar series (with perhaps quarterly webinars) was parked.

Meetings (in person). In order to avoid "Zoom fatigue", rather than hosting additional webinars, LPSA's Secretariat is placing greater emphasis on conducting in-person meetings (when possible) and facilitating and supporting Working Group webinars and meetings. Specifically, LPSA— together with NYU, Forum of Federations, and other partners—will host a Global Roundtable on decentralization and localization February 2026. In addition, it will explore the possibility of hosting a joint HLPF Side Event on MLG in New York in July 2026 (which might turn into an annual event). LPSA will further explore—together with partners—regular in-person meetings, training programs, or convenings in Europe, Africa, and Asia.

P24 - Online Courses

Online courses. While LPSA's initial intent was to offer a combination of free and fee-based courses (so that these courses would provide an ongoing revenue stream for the Alliance), it does not appear that there is a sufficient market for fee-based online course content. LPSA has consolidated its (free) online course on its new membership portal, which has a free, integrated online learning platform.

LPSA Monday Minute (social media videos). In 2026, as part of ramped-up knowledge sharing efforts, LPSA plans to leverage the increased availability of AI tools to launch a series of "LPSA Monday Minute" social media videos. The series would allow up to four videos to be prepared and posted each month. An AI platform (Descript) will be used to produce the series, allowing a combination of human-presented and avatar-presented videos. Tentatively, between 12-48 videos are likely to be produced during 2026.

LPSA Podcasts (in support of working groups). During 2026, as part of its efforts to increase LPSA's visibility and knowledge sharing, the LPSA Secretariat aims to produce regular podcast series, summarizing the topics covered by LPSA Working Group meetings (and linking back to the working group meeting videos). The podcasts will be generated with the help of the NoteGPT.AI platform. The podcasts will bring a larger, more diverse audience to the knowledge already being generated by the Alliance.

Program 3. Convening, Outreach and Field-Building

P31 - Global / General Outreach

In 2026, LPSA will strengthen its role as a visible, trusted convener in global debates on decentralization, localization, and multilevel governance. Building on its growing membership and working group structure, the Alliance will prioritize targeted global outreach that amplifies member expertise, strengthens partnerships, and positions LPSA as a connector across policy, practice, and research communities.

Key outreach efforts will include strategic engagement with partner organizations; participation in major global policy moments (including UN-related processes where relevant); and proactive dissemination of LPSA knowledge products through digital channels, events, and collaborative platforms. Outreach activities will be designed to complement—rather than duplicate—the efforts of peer organizations, while keeping LPSA's core focus on bottom-up, country- and region-driven reform dynamics.

P32 - Research and Academic Outreach

LPSA will continue to engage researchers and academic institutions as integral partners in its work, recognizing their central role in advancing evidence-based decentralization and multilevel governance reform. In 2026, the Alliance will strengthen linkages with academic networks, journals, and research centers working on public finance, governance, and territorial development.

This will include encouraging contributions from scholars to LPSA policy briefs and blogs; facilitating researcher participation in working groups and global convenings; and promoting dialogue between academic research and practitioner experience. Where feasible, LPSA will support the translation of academic research into accessible formats that inform policy debates and operational decision-making.

P33 – Regional and Thematic Working Groups

Regional and Thematic Working Groups remain the backbone of LPSA's convening and field-building efforts. In 2026, the Alliance will focus on consolidating and strengthening existing working groups, ensuring regular meetings, high-quality discussions, and stronger outward-facing communication of insights generated through these forums (including through LPSA Podcasts, as noted under Program 2.4). Working with partners in the regional, LPSA will establish a Regional Working Group for the MENA Region in January 2026.

The Secretariat will continue to provide coordination, communications support, and light-touch facilitation, while allowing working groups to retain substantive autonomy over agendas and priorities. Emphasis will be placed on better integration across working groups and across LPSA programs, so that knowledge development, knowledge sharing, and outreach reinforce one another more systematically. In addition, the LPSA Secretariat will work with each working group to produce 1-2 Policy Briefs in the coming year.

P34 – Specific Outreach: Gender Equity and Women's Empowerment

In 2025, the efforts of Localizing Women's Economic Empowerment and Childcare in Africa have increasingly focused on ensuring a meaningful county role in childcare by informing the policy debate and by identifying and eliminating binding constraints to effective multilevel governance in the childcare sector in Kenya. Although LPSA will not be in a position to invest further core resources, it is carrying forward the project's funding balance into 2026. In addition, the project will seek to attract external funds to continue its efforts in 2026 and beyond.

In 2026, LPSA will continue targeted outreach at the intersection of decentralization, multilevel governance, and gender equity, building on lessons and networks established through prior work on women's economic empowerment. This outreach will aim to connect gender advocates, local government practitioners, and multilevel governance experts in ways that elevate gender-responsive policy design and implementation.

Activities will include knowledge dissemination, convening around specific gender-responsive governance challenges, and integration of gender perspectives across working group discussions and LPSA communications. Where opportunities arise, LPSA will align this outreach with partner-led initiatives and funded projects that advance inclusive and equitable local development. The working group will maintain its series of Technical Working Group (TWG) meetings, which serve as a "thinking-and-doing" platform within Kenya. The TWG will further contribute to the Lake Region Economic Bloc's efforts to support counties in developing structural frameworks that enhance access to affordable childcare, in partnership with Strathmore University. The project will also continue to produce practical resources such as policy notes to inform policymaking and childcare inspection tools that counties can readily adopt. The project will further organize one global webinar co-hosted by the GEWE Working Group and the LWEEA TWG, possibly in partnership with CEMR and UCLG, focusing on localizing care. The initiative also aims to share insights from this work at the UCLG World Congress through a proposed side event hosted by UCLG. In Ghana, the project will complete its research on women's economic empowerment at the local government level, undertaken in partnership with national stakeholders.

Program "4". LPSA Advisory Services

In 2024/25, LPSA was unsuccessful in securing a competitive bid for a UNDP Project in Kenya that was closely aligned with LPSA's mission. LPSA was able to secure a number of other assignments on a sole-source basis.

In 2026, LPSA will continue pursuing external funding opportunities when activities are closely aligned with LPSA's mission, especially when opportunities are closely aligned with the ambitions and interests of LPSA working groups. LPSA's secretariat will generally not unilaterally pursue funding opportunities that require competitive bids.

Program 0. Overhead / Administration

P01 - Board of Directors and Officers

The Board of Directors will continue to direct the operations of the Alliance in line with LPSA bylaws. In 2026, among others, the Board will adopt the LPSA Budget 2026; oversee the audit of the financial statements for 2025; and adopt the LSPA Strategic Plan 2026-2030 as well as the LPSA Fundraising Strategy 2026-2030. As appropriate, the Board will consider expanding the Board to better reflect the global diversity of the community of practice, and/or to better connect global funding sources with local action.

P02 - Advisory Board

The Advisory Board will continue to guide the operations of the Alliance in accordance with LPSA bylaws and the LPSA Advisory Board Policy / Terms of Reference. As appropriate, the Advisory Board may consider, in consultation with the Board of Directors, to restructure, expand, or realign the Advisory Board in 2026 to better reflect the global diversity of the community of practice, and/or to better align with the activities of the various working groups.

P03 - Core Administration

The overall administration and operation of the Local Public Sector Alliance is the general responsibility of the Global Secretariat, led by the Executive Director (Dr. Jamie Boex) and the Director of Communications and Operation (Ms. Mirna Dave). The operation of LPSA's Working Groups is supported by a group of dedicated Working Group Coordinators located in different global regions (Africa, Asia, and ECA). Knowledge development efforts—particularly related to the application of the LoGICA framework—will continue to be supported by Nick Travis. All team members are engaged and compensated on a part-time basis.

P04 - Fundraising

LPSA is expected to complete is LPSA Fundraising Strategy, 2025-26. Despite the current global funding environment, LPSA is hopeful that it may benefit from the outreach efforts by Connective Impact.