# **MENAPAR Best Practices**

# **Concept and Awards**

# **Terms of Reference**

The Middle East and North Africa Public Administration Research (MENAPAR) was established on 23 of April 2014 by acclamation of participants in its organizational meeting. It was officially announced during the closing ceremony of the MENAPAR conference on 24th of April 2014 and communicated at a subsequent Press conference.

A preliminary meeting was held on June 1, 2013 where the idea of creating a regional network of public administration research was exposed in a workshop that was held as a prelude to the IIAS/IASIA congress. The idea was well accepted by the 50+ attendees and further pursued in a BIPA/UNDP joint workshop in early November 2013 in Kingdom of Bahrain to define what the network should look like, what agenda it should pursue, how it will be governed and how it can become sustainable. MENAPAR’s first conference in spring of 2014 is the crowning of a year-long effort to jump start this initiative at last and it was done!

MENAPAR promotes evidence-based policy and decision-making in public administration through:

* developing thinking and a research culture about strategic issues in Arab Public Administration
* building research capacities within Arab public administration
* building networks and harnessing their collective efforts to set the cause of public administration in the region.

**Objectives of MENAPAR:**

* to promote a research culture and help build research capacities in the region’s public sectors.
* to facilitate the implementation of innovative ideas in the region’s Public Administration.
* to foster contacts and create networks among practitioners, researchers and civil servants in the Arab region.
* to further research and academic/ practitioner exchange on issues of public administration, public policies, and good governance in the Arab region.
* to harness the collective intellect and efforts of organizations in the region to promote evidence-based PA and policy-making.
* to develop an indigenous research discourse on PA; one that tackles the problems of PA in the region as identified by the local actors.
* to provide a resource base for all actors in the Arab PA scene to use evidence for policy and decision-making. Resources can be in terms of people/consultants, research, or networking.

MENAPAR network organized series of annual conferences starting from 2014, which coincided with the launch of the network’s first conference that held in Kingdom of Bahrain, while the second conference was organized in Spring in 2015 hosted by Republic of Tunisia, third conference was hosted by Sultanate of Oman in October 2016, fourth conference was in Palestine in July 2017 and the fifth conference was in Granada in 2018, while the sixth conference will be this year in Algeria 2022.

MENAPAR since its first conference has devoted one day of the conference days to conduct best practices workshop, during which participants from different countries demonstrate their successful experiences through several profound sessions related to public administration

In the pursuit of excellence, competitiveness and sustainable change, many successful initiatives and practices have emerged with a positive outcomes obtained along with scientific and practical approaches adopted. The successful of these practices was a result of institutionalization of institutional work and continuous construction of organizational capacity. Thus, many Arab and foreign countries in various sectors were able to excel in their initiatives and practices that contributed to the achievement of gains that exceeded expectations in some cases, some of these practices started with innovative ideas that changed the course of action and opened new horizons in line with the orientations towards excellence.

These practices that gathered under the MENAPAR conferences are highly appreciated and recognized. Thus, it been decided to crown the remarkable practices in MENAPAR best Practice Award according to the conditions and criteria set out in this terms of reference.

**First: Purpose of the Award**

As part of the Middle East and North Africa Public Administration Research (MENAPAR), to establish foundation of management research, promote exchange, cooperation and partnership of knowledge and research between different organizations. The initiative of observing, documenting and disseminating best practices and making them available to the beneficiaries to contribute in directing the institutions to more competitive and progress and development

The MENAPAR Best Practices Award is an open platform for outstanding and creative practitioners, offering them the opportunity to present the practice and compete for the MENAPAR Award for Best Practices in recognition of their achievements and support for their excellence.

The award aims to encourage, value and highlight the good practices defined by the region, to improve management performance and quality of services provided to beneficiaries.

**Second: Conditions for acceptance of candidacy applications**

* The best practices should be of the Arab region.
* Applications are accepted from institutions, government agencies, local governments and civil society organizations.
* Applications may be submitted in Arabic or English.
* The nomination form for the award must be filled out completely.
* The candidacy subject must match the purpose of the award.
* The nominated practices must meet the award criteria.
* The nominated practices must have been implemented on the ground.
* Approval of the dissemination of practice in the channels of MENAPAR network.
* The practice should not have received a similar award from other entity.
* The acceptance will be only for practices that are presented in the best practices’ session in the MENAPAR or EUROMENA Conference.

**Third: Criteria to participate in MENAPAR best practice award**

1. To be new or developed for the entity, institution or state.
2. To have clear objective.
3. It shall have a direct linkage to the objectives of the entity or institution.
4. It shall be based on a clear methodology and strategic action plan.
5. Should be different experience than the practices and improvements that considered familiar to experts in the field.
6. Shall have clear effects and outcomes after application.
7. Be Sustainable.

**Fourth: The mechanism of practice submission**

1. Filling out the formal forms in Arabic or English.
2. Attach requirements and documents that comply to the terms and criteria.
3. Identify Numbers, addresses and contact channels of the entity that owned the practice.

**Fifth: The mechanism of evaluating the practice**

The evaluation process is carried out through specialized committee of experts and practitioners nominated by MENAPAR board of directors, the committee handles the collection, classification and evaluation of the practices according to the terms and criteria. The evaluation process is done upon two stages, the first stage is to select all the practices that are comply with the terms and criteria, while the second stage is choosing the best three qualified practices to the MENAPAR best practice award. The awards are awarded as gold to the highest score, followed by silver and bronze.

**Sixth: Best practice criteria form**

To participate in the Best Practices Award you must complete the following data:

**Basic information**

Information about the nominated institution (owner of the practice)

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| --- | --- |
| Institution Name |  |
| Practice Name |  |
| Organization Work Scope (global, regional, local) |  |
| Applicant’s Name |  |
| Job Title |  |
| Gender (F/M) |  |
| Mail Address |  |
| Country |  |
| Phone Number |  |
| Direct phone number |  |
| E-mail Address |  |
| institution’s/project’s website |  |
| In brief, define the roles and scope of the organization |  |
| Date of application / implementation of the practice  (Note: the practice requires an application period of not less than one year in order to qualify for the evaluation) |  |
| Partners - Suppliers who have been engaged in building or developing practice |  |
| How long does it take to build the practice? |  |
| Have the practice ever received an award? Mention if yes |  |
| What is the scope of application of the practice by level (section, department, organization, several organizations)? |  |
| Provide a brief definition of the practice and mention its purpose and effect |  |

**Note:**

Points mentioned in this form; are guidance points to enable participants to fill them and arbitrators/evaluator to assess the practice in best way.

**Criteria Form**

1. Describe the practice – Needs (5% methodology)

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| --- |
| 1. What was the problem before implementation of the practice? |
| - Why was this practice developed? Explain briefly the circumstances that led to the adoption of this practice (new leadership, strong competition, direct revenue, reducing problems, filling gaps, using information technology in an innovative way ...)  - How was the problem or opportunity identified on which the practice was designed and developed to address this issue?  - What is the common linkage between this practice and the current situation of the organization or its strategic objectives?  - What tools or methods are used to assess the suitability of this practice with the business development needs?  -What are the lessons learned during the need’s identification and analysis phase? |
| Answer: |

1. Describe the practice – Solutions (25% methodology)

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| 1. Who suggested the solution and how did the experience handle and solve the problem? |
| - Describe the adopted design method in dealing with this practice and what steps have been taken starting from the stage of identifying needs until the stage of designing the solution?  - Describe the design and overall framework or key elements  - What are the other suitable options as solutions for this practice that were not adopted and why?  - How was the participation or cooperation done with other bodies, both inside and outside the organization, to design and develop the practice? |
| Answer: |

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| 1. In what ways the practice is considered creative and innovative? |
| - Explain what makes the practice unique and how can it address or handle the problem in a new and different way with creative and innovative methods that have led to its success? |
| Answer: |

1. Implementation and Achievement – (30% form the general classification)

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| 1. How the strategy was implemented? |
| - Describe elements of the action plan developed for the strategy implementation including key developments and steps, main activities and time line. |
| Answer: |

**Note:** Required to attach the implementation plan, file size should not exceed 5 MB in pdf Format.

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| 1. Who are the stakeholders involved in the implementation process? |
| - Identify who contributed to the design and / or implementation of the experiment, including employees, public institutions, organizations, citizens, non-governmental organizations, the private sector, etc. |
| Answer: |

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| 1. What resources were used during the practice and how they were transferred and used? |
| - Identify the financial, technical and human resources costs related to the practice implementation. How was the project financed and who contributed to the funding? |
| Answer: |

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| 1. What are the most successful outcomes? |
| - What are the most important tangible outcomes that contributed to the success of the experiment? |
| Answer: |

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| 1. What systems have been used to monitor and observe the progress and to evaluate the activities? |
| - Describe the method used in the evaluation, including the used evaluation framework and explain the reason for the selection. |
| Answer: |

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| 1. What are the main obstacles and obstructions that have been encountered and how they have been mitigated or avoided? |
| - Describe the main problems encountered during the application and how they were treated, curtailed, and exceeded. |
| Answer: |

1. Impact and Sustainability (40% of the overall rating)

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| 1. What are the main benefits (advantages) of the experiment? |
| - Have the organization objectives been achieved through this practice?   * Identify short and long-term outcomes * Describe the impact of practice, give several tangible examples of how the practice can change the delivery and conveyance of public services * What indicators are used to validate these outputs?   Please include a list of return and financial and non-financial costs to the organization and stakeholders. |
| Answer: |

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| 1. Is this practice sustainable and transferable? |
| - Describe that the practice is sustainable (for example, financial, social, economic, heritage, environmental, institutional and legislative sustainability).  - What are the steps and procedures for continuity and sustainability of the practice? |
| Answer: |

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| 1. What are the lessons learned? |
| - What are the lessons learned from designing and development of the practice?  - What are the means to carry out the outcomes across the organization and individuals?  - What other organizations can learn from this practice? |
| Answer: |

# Best Practices Form

## Basic Information

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| --- | --- |
| Organization Name |  |
| Title of Practice |  |
| Full Name |  |
| Job Title |  |
| Email Address |  |
| Country |  |
| Telephone |  |
| Direct Phone |  |
| Date of Practice Implementation/Application  (Note: The practice requires an application period of no less than one year in order to qualify for appraisal) |  |
| Duration of the Development of the Practice |  |
| Brief Explanation of the Practice, its Objective and Overall Impact |  |

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| --- |
| 1. Explain the problem prior to the implementation of the practice. |
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| 2. Explain the process for the development of the solution and its methodology. |
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| 3. What makes the practice an innovative and creative solution? |
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| 4. What are the most important factors that contributed to the success of the practice? |
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| 5. What were the difficulties and challenges faced and how were they mitigated or overcome? |
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| 6. What were the main impacts and results of the experience? |
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| 7. What were the lessons learned? |
|  |
| 8. What are the main recommendations? |
|  |

##### Filled application form and send it to [info@menapar.org](mailto:info@menapar.org)