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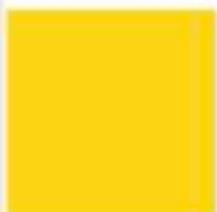
International  
Labour Office

# Time-Bound Programme

## Manual for Action Planning

**T B P**

**M A P**



Paper  
IV-14



Guidelines on  
Good Practices:  
Identification,  
Review, Structuring,  
Dissemination  
and Application

International  
Programme on  
the Elimination  
of Child Labour





*IPEC Guidelines*

**GOOD PRACTICES**

**IDENTIFICATION, REVIEW  
STRUCTURING, DISSEMINATION AND  
APPLICATION**

F I R S T   V E R S I O N

## IPEC Good Practices Guidelines

### I. What Are Good Practices? What Can They Do?

#### 1. What is a good practice?

A good practice can be defined as anything that works in some way in combating child labour, whether fully or in part, and that may have implications for practice at any level elsewhere. The following are implicit in this definition:

- A good practice can represent *any* type of practice, small or large:
  - It can represent a practice at any level. E.g. good practices can range from broad policy-level activities to practices at the grassroots level in the field.
  - It need not represent an overall project or programme. Even if a project overall has not been successful, there still could be good practices that it developed or applied.
  - It could be a very specific “nitty-gritty” process or activity, e.g. a strategy for incorporating questions related to child labour in other household surveys, a means of getting teachers in a rural setting to incorporate child labour considerations into the curriculum, a technique that was successful in getting an employer association on board, an effective communications strategy, an approach that led to the adoption of Convention 182, an innovative legal clause in implementing legislation ...
  - It could also represent something that only emerges after comparison across multiple settings (e.g. what has emerged from analysis of IPEC’s work in numerous settings is that a mix of measures is almost always required) that may be more useful at the policy level than with nitty-gritty programme implementation considerations at the grassroots.
- A key aspect is that a good practice be something that *actually has been tried and shown to work*, i.e. as distinct from what may be a potentially good idea but has not actually been tested. It could, however, represent work in progress, representing preliminary or intermediate findings.
- While there should be some evidence that the practice is indeed effective, definitive “proof” ordinarily is not essential.
- The overriding criteria should be the potential *usefulness* of a good practice to others in stimulating new ideas or providing guidance on how one can be more effective in some aspect related to child labour.

## **2. Levels of good practices**

Good practices can be classified at three different levels, depending upon their degree of substantiation and the number of different situations where the practice has been applied.

### *Level 1: Innovative Practices*

Practices at this level may not be substantiated by data or formal evaluation, but they have actually been tried and a strong logical case can be made about their effectiveness, in accordance with the seven criteria listed above.

### *Level 2: Successfully Demonstrated Practices*

Practices at this level have been demonstrated to be successful, with demonstrable results, at one setting. Although this practice is localised, it has characteristics that are transferable to other settings or situations.

### *Level 3: Replicated Good Practices*

Practices at this level have been demonstrated to work and to lead to desired results at multiple settings. These settings could be across countries, projects, or sectors. But they also could be different settings address by the same project (e.g. in different communities or with different groups).

## **3. Criteria for determining what makes a practice “good”**

Following are key criteria of good practices.

- Innovative or creative
  - What is special about the practice that makes it of potential interest to others? Note that a practice need not be new to fit this criterion. For example, often an approach may have been in use for some time at one setting, but may not be widely known or have been applied elsewhere.
- Effectiveness/impact
  - What evidence is there that the practice actually has made a difference? Can the impact of the practice be documented in some way, through a formal programme evaluation or through other means?
- Replicability
  - Is this a practice that might have applicability in some way to other situations or settings? Note that a practice does not have to be copied or “cloned” to be useful to others.

- Sustainability
  - Is the practice and/or its benefits likely to continue in some way, and to continue being effective, over the medium to long term? This, for example, could involve continuation of a project of activity after its initial funding is expected to expire. But it could also involve the creation of new attitudes, attitudes, ways of working, mainstreaming of child labour considerations, creation of capacity, etc. that could represent legacies of a particular practice. This criterion may not apply to all types of practices.
- Relevance
  - How does the practice contribute, directly or indirectly, to action of some form against child labour?
- Responsive and ethical
  - Is the practice consistent with the needs, has it involved a consensus-building approach, is it respectful of the interests and desires of the participants and others, is it consistent with principles of social and professional conduct, and is it in accordance with ILO labour standards and conventions?
- Efficiency and implementation
  - Were resources (human, financial, material) used in a way to maximise impact?

These criteria should be treated as general guidelines. They may vary in applicability depending upon the level or nature of the specific practice, e.g. one would expect specific criteria to be of a different nature for a GP with respect to a legal approach to action on the Convention than of a policy approach in a district, or of a particular technique used by educators to get parents to agree to send their children to school.

Also, GPs do not have to be perfect in every respect (what is perfect in life?). Indeed, information about inhibiting factors, or circumstances limiting the applicability or impact of a practice can be even more useful to others than a 100 percent “success” story.

#### **4. Why good practices? How can they be used, and by whom?**

IPEC is active in over 70 different countries, working with a multitude of different partners. Other organisations also are active in the child labour arena around the world. Good practices provide a means of being able to learn from and to apply experiences of others. Otherwise, one may devote considerable effort in “reinventing the wheel” or in repeating mistakes that others already have made.

Good practices can be used most appropriately to stimulate thinking and to suggest ideas for consideration. It is *not* expected that good practices necessarily should be copied from one setting to another. The context can vary across settings, and thus

even highly successful interventions may not “travel” well. At the least, however, these can provide “food for thought” and ideas about possible adaptations. The more that a similar approach has been tried and shown to work in multiple and varied settings, the more likely that it might also apply in some respect elsewhere as well.

Good practices can be used for a variety of different purposes. For example, these purposes can include:

- Informing and improving practice, learning from experience about what approaches work best.
- “Practice” can include policy, planning and research activities, legislation, programmes and projects, as well as “on-the-ground” delivery of programmes.
- Providing guidance for *how* to do good work, how to improve what we do, as one person put it, how “we can change the way we work in order to be more effective, strategic, and cost-efficient.”
- Contributing to the knowledge base internationally about what is effective in child labour.
- Influencing donors and public opinion about the value and impact of efforts to eradicate child labour.

Key users of GPs are expected to include:

- IPEC staff, in both Policy and Operations.
- Other ILO staff.
- IPEC’s partners (including governments, NGOs, and other regional/national/local organisations, as well as beneficiaries).
- Other organisations working in the child labour area.
- Researchers.

## ***II. How To Propose Good Practices***

### **1. Who can propose good practices?**

As suggested above, good practices can represent any kind of activity related in some way to child labour. They can be practices of IPEC’s policy staff, as well as of staff working at the grassroots level. They can be practices of IPEC’s partners, whether or not they are directly funded by IPEC. They can also represent practices of other organisations.

All of the above are encouraged to identify potential good practices. These can be practices that they themselves have been involved with. It could also be promising practices of others that they know about and that they think could be more widely known.

### **Good Practices Submission/Database Entry Format**

Please keep the total entry to no more than 2-3 pages, using the guidelines for each item suggested below.

1. Descriptive title.
2. When was the practice initiated (and completed, if applicable)?
3. Brief description of the practice – e.g. background, purpose and objectives, nature of the practice. [1-2 paragraphs]
4. Achievements/accomplishments – i.e. what makes this practice “good”, and on what basis can one determine this (e.g. any formal or informal evaluations or assessments), what can one expect this practice to do? [1-3 paragraphs]
5. Necessary conditions – what are the circumstances in which this practice took place and which it can be used, any cautions, limitations, or “words of advice” that might affect its applicability in other settings or situations, are there other factors that could support even further the use and impact of this practice? [1-2 paragraphs]
6. How was this practice carried out, with particular emphasis on ideas or hints one could suggest to others who might be thinking about doing something similar? [1-3 paragraphs]
7. For more information:
  - Other related documentation about the practice that might be of interest to others:
    - Electronic documents [links should be provided from the database if possible]
    - Hard copy documents, including both formal (e.g. reports or studies) and informal (e.g. notes, newspaper clippings) information
    - Multi media (e.g. videos) or other information
  - Contacts:
    - IPEC staff familiar with the practice (if applicable), e-mail and telephone
    - Others (e.g. partners) with e-mail and telephone
8. Reference:
  - Name of person who provided the information and/or edited it
  - Dates: initially presented, revised

## **2. How can one identify good practices?**

Identifying potential good practices to be included in IPEC’s Good Practices database is easy. There are two basic ways in which this can be done:

1. Bring these to the attention of IPEC’s Good Practices Coordinator or any of the other staff with specific responsibilities for good practices.<sup>1</sup> You can do this in whatever way is easiest for you (e.g. telephone call, e-mail). They will follow up

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<sup>1</sup> These people should be listed here, probably in a box, showing names, areas of responsibilities and coordinates.

with you and with others in order to find out more information about the practice, and take it from there.

2. Use the good practices form (see the box above), or complete this online.<sup>2</sup> Or just try to answer these questions, to the extent that you can, in whatever way is easiest for you. In most cases, the GPs Coordinator, or someone else, will check back to gather additional information. They will also draft or edit good practice entries for the database so that they are as consistent with others as possible and as easy to use as possible.

Proposed good practices will be classified into Levels 1, 2 or 3 as part of the review process. Generally, it is expected that most good practices that will be proposed would be at Levels 1 or 2.

### ***III. How Will Proposed Good Practices Be Reviewed and Entered into the Database?***

The nature and extent of the review process will depend upon the level of the proposed good practice. The overall intent is to keep the process as quick and simple as possible, while ensuring the integrity and credibility of those good practices that are included in the database.

#### **1. Preliminary follow-up and editing**

As indicated earlier follow up of some form generally will be needed in order to seek out additional information. This will be required in particular when rough or incomplete ideas for a potential good practice have been identified. This would be the responsibility of the GPs coordinator or of the other technical staff designated with responsibility for seeing that GPs are identified and entered.

The GPs coordinator will make a preliminary assessment of the level of a proposed GP, and arrange for review as indicated below. The GPs coordinator should also take responsibility to ensure that all proposed good practices are acknowledged immediately, and that following the review, the results are communicated as soon as possible.

#### **2. Level 1 (Innovative Practices)**

Focus of review:

- To review the proposed good practice for relevance to child labour, that it does not appear to be in conflict with policies or raise ethical concerns, and that the logical argument makes sense

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<sup>2</sup> Indicate the URL for this, with a hyperlink.

- Given the desire to encourage people to identify good practices, and taking into account that the primary purpose of good practices is to serve as “food for thought” rather than as models one necessarily should copy, one should err on the side inclusion rather than exclusion for Level 1 submissions.
- Identify promising entries that might be priority candidates for more extensive evaluation.
- Submissions should be edited and rewritten as necessary to make them as easy to read.

Responsibility:

- The GP coordinator, who can ask for advice from someone else if need be, particularly if there are questions about the suitability of the proposed practice.

Time frame for review:

- Normally within two weeks.
- This could be extended if it is necessary to track down additional information about the good practice.

### **3. Level 2 (Successfully Demonstrated Practices)**

Focus of review:

- Level 2 practices must have been evaluated in some form, in order to be able to document their impact and effectiveness, and preferably to be able to identify which mechanisms or approaches have been responsible for these.
- Thus review of proposals at this level should check to be sure that there has been an evaluation of some form and that this evaluation appears credible and valid, and also to check that proposed good practice for overall consistency with the good practices criteria listed above.
- The nature of “evaluation” should depend upon the nature of the practice. While normally this would consist of a programme evaluation, in some situations (e.g. legal innovations) other forms of evaluations might be appropriate, e.g. expert or even peer review. What is important is that there be convincing objective evidence documenting the value of the practice in some way.
- Promising entries that might be suitable for replication or inclusion as part of a thematic evaluation should be identified.
- The emphasis, as with proposed Level 1 practices, should be on simplicity, but with a higher standard of review.

Responsibility:

- The GPs coordinator should arrange for review, normally involving a content expert and an evaluator where applicable (e.g. if the evaluation consists of an expert review of legal process, than a legal person might be more appropriate) in order to review the adequacy of the evaluation.
- As need be, the GPs Coordinator can select reviewers from IPEC staff in Policy and Operations, ILO staff, and/or others as applicable.

Time frame for review:

- A maximum of 30 days, unless extensive follow-up is required.

#### **4. Level 3 (Replicated Good Practices)**

Focus of review:

- To qualify at this level, a good practice requires demonstration at multiple sites, preferably with credible evaluation of some form.
- Level 3 good practices could arise in the following ways:
  - Evaluation syntheses or thematic reviews.
  - From combining a number of good practices that have been independently identified, which may or may not have already been in the GPs database as Level 1 or Level 2 good practices.
  - Proposals where the presenter is aware of a practice that has been used at multiple setting is possible (e.g. in different communities in a country or district).
- Level 3 good practices require a higher level of confidence than those at Levels 1 or 2, and thus may warrant a higher level of review.
- At a minimum, one should check that a proposed Level 3 good practice is not inconsistent with any other similar good practice in the database, at any level. If so, these should all be reviewed in some way, with entries combined, modified or deleted as need be.
- Where there may be potential inconsistencies but the overall picture emerging from across settings nevertheless can provide useful guidance to others, the good practices description can be modified, as necessary, to include appropriate qualifications or questions one should take into account if considering doing something similar.
- Particularly significant practices should be identified that might be appropriate for dissemination through other means, ranging from an item in the IPEC newsletter to more extensive treatment in a separate publication.

- Nevertheless, all necessary information for carrying out the review should be contained in the proposal summary and/or supplementary documentation, and thus the review should be able to proceed in a straightforward manner.

Responsibility:

- A small panel of reviewers can be identified by the GPs Coordinator, drawn from IPEC staff in Policy and Operations, other ILO staff, and/or others as applicable.

## **5. Entry into the database**

Once the review process is complete, one of the IPEC persons designated with responsibility for good practices should make the actual entry into the good practices database, which normally should be no longer than the equivalent of two to three pages. As well, the entry should be coded, using the categories in the classification system, to facilitate searching and organisation of the database. This should be done within the timelines as indicated above. The GPs Coordinator should maintain a tracking system of proposed good practices, and follow up as necessary to ensure that entries do not get “forgotten” along the way.

## **IV. Updating the Database**

The IPEC’s good practices database is designed to be dynamic rather than static. This means that it will require periodic review and revision in order to keep the information in the database relevant, accurate, and up to date. As well, good practices can and should be “promoted” from Levels 1 or 2 to a higher level when further evidence can be provided. Conversely, entries may be dropped if there is evidence subsequently calling into question the initial assumptions of the practice, or if it is no longer relevant.

Periodic reviews can consist of the following:

- Review of particularly promising Level 1 entries that might serve as priorities for subsequent research or evaluation and/or potential replication elsewhere (i.e. which might become targets for potential elevation to higher level GP).
- Review of particularly promising Level 1 and Level 2 entries that might serve as priorities for potential replication elsewhere, and/or for queries (the newsletter and communities of practice could serve as two potential means of doing this, other informal and formal approaches are also possible) to see if other similar activities that are not yet included in the database are taking place in other settings (within IPEC as well as elsewhere). They may then have the potential for combining into a Level 3 entry.
- Level 1 and Level 2 entries that appear to deal with similar issues should be reviewed to see if it would be appropriate to combine these into Level 3 entries.

- Entries that have become inconsistent with newer information (e.g. new Level 3 syntheses) should be deleted.
- Identification of areas that might be appropriate for more extensive evaluation, in particular thematic evaluations and syntheses, as well as of major gaps that emerge from the good practices that have and have not been identified or validated.
- Priority topics for compendiums, guides, and other publications or resources that can draw upon information in the database.

This form of review generally would be more intensive than for proposed individual entries as discussed above. A committee approach, with representatives drawn from different sectors as indicated above, may be appropriate. Depending upon the focus, such a review could be labour intensive and difficult to fit into ongoing responsibilities and priorities. Thus it might be appropriate to assign lead responsibility for specific reviews to a staff person, or possibly to hire someone on contract to carry out reviews, with reporting to the review committee.