



Tool kit for development and implementation of
National Action Plans (NAPs)
on Child Labour



Implementation Framework/ Operational Plan

Tool A.3

Template for adaptation
at national level

What a NAP Implementation Framework/Operational Plan is?

A NAP Implementation Framework/Operational Plan is a document that specifies the concrete steps needed to implement a NAP. If this is not already included in the NAP itself, it will also specify which partners will do what and be held accountable on which outcomes. The Implementation Framework/Operational Plan may also include a budget framework (if this is not included in the NAP or developed separately) and will link with the NAP Monitoring and Evaluation Framework ([Tool A.4](#)).

The purpose of the Implementation Framework/Operational Plan is to guide implementation of the NAP by spelling out the specific activities required, identifying the partners responsible for implementing the activities and estimating the costs. Hence, this is not something additional – rather it is a framework that will allow partners to implement the NAP within the framework of their organisational plans and programmes – or in other words: the Implementation Framework/Operational Plan is the key tool for ensuring mainstreaming and actual implementation of the NAP. As illustrated in the figure below, the Implementation Framework/Operational Plan “translates” the NAP into operational parts that can be implemented within the existing framework(s) in place in government, social partners, NGOs and other partners.



The timeframe for the Implementation Framework/Operational Plan should be adjusted to the timeframes in the national development planning framework – it should fit with government planning cycles to allow for the full integration of activities to eliminate child labour within existing programmes and budgets. Often, the timeframe for the Implementation Framework/Operational Plan is one to three years, depending also on the lifespan of the NAP.

The Implementation Framework/Operational Plan may be supplemented with a Memorandum of Understanding (MOU) between partners, spelling out responsibilities for specific components of the NAP and the *modus operandi* for implementation and cooperation among partners. (See [Tool B.1](#) for a generic MOU).

How to use this tool

The Annotated template for adaptation at country level given at the end of this tool, provides suggestions for how a NAP may be operationalized. It is not a blue-print, however, and as NAPs are different in different countries this template must be adjusted to the country where it is used. It is very important, that partners adjust the format to the realities of their own country, rather than trying to fit realities into this format! This also means that cells and entire columns in the template in this document may need to change or can be deleted altogether. The Implementation Framework/Operational Plan should be seen and developed in connection with the NAP itself and with other key documents, not least NAP Costing and Resource Mobilisation([Tool A.2](#)) and Monitoring and Evaluation Framework ([Tool A.4](#)).

The Implementation Framework/Operational Plan tool was developed based on experiences with NAPs on child labour from around the world, but it is important to stress that the format may just as well be used for NAPs on forced labour and NAPs that combine action against forced labour and child labour.

A NOTE ON TERMINOLOGY

Different countries use different names for the NAP and for the programming framework used to operationalize the NAP. Common terms include Implementation Framework and Operational Plan used in this document. The name is not important – it is the content that matters! When it comes to the contents of the NAP and the Implementation Framework/Operational Plan, different terminology also applies. The Implementation Framework/Operational Plan should apply the terminology used in the NAP on which it is based, rather than adjusting to terms used in this note.

Summing up, the Annotated template can be used in the joint programming and negotiation process that translates the NAP objectives into concrete interventions. It must be used with caution as it is not a blue-print and an essential element of using the model is to adjust to the context in any given country.

Further information

Questions on this tool may be directed to ILO Country Office.

You may also ask your Regional Child Labour Specialist or ILO FUNDAMENTALS for further advice and ideas.

Further reading

ILO (2010): *Roadmap to make Central America, Panama and the Dominican Republic a Child Labour Free Zone. Programming, Implementation, Monitoring and Evaluation Guide*, ILO San Jose. Available at: www.ilo.org/ipecc/Informationresources/WCMS_IPEC_PUB_13376

ILO (2013): *Guide for Preparing National Child Labour Policies and Action Plans*, ILO, Geneva.

ILO (2013): *Implementing the Roadmap for Achieving the Elimination of Child Labour by 2016. A Training Guide for Policy Makers*, ILO Geneva. Available at: www.ilo.org/ipecc/Informationresources/WCMS_202336

ILO (2013): *Mainstreaming Child Labour Concerns Into Policy Frameworks: Issues and Guidelines*, ILO, Geneva.

IPEC (2014): *Evaluation and Impact Assessment of National Action Plans on Child Labour*, ILO Geneva.

Other related tools from the tool kit

Tool A.2 – Costing and Resource Mobilisation

Tool A.4 – Monitoring and Evaluation Framework

Tool C.1 – National Ownership

NAP OVERALL/DEVELOPMENT/LONG TERM OBJECTIVE/GOAL (to be copied from NAP document)							NAP TIMEFRAME (to be copied from NAP document)	
Strategic Objective/Immediate objective 1	Expected results/outcomes under objective 1	Key activities related out the results/outcomes	Detailed short-term activities (maximum 12 months)	Targets/benchmarks	Cost estimate for each activity	Funding sources	Responsible/coordinating partner	Other partners implementing
Strategic Objective/Immediate objective 2	Expected results/outcomes under objective 2	Key activities related out the results/outcomes	Detailed short-term activities (maximum 12 months)	Targets/benchmarks	Cost estimate for each activity	Funding sources	Responsible/coordinating partner	Other partners implementing
Strategic Objective/Immediate objective 3	Expected results/outcomes under objective 3	Key activities related out the results/outcomes	Targets/benchmarks	Targets/benchmarks	Cost estimate for each activity	Funding sources	Responsible/coordinating partner	Other partners implementing
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All strategic/immediate objectives from the NAP should be transcribed to ensure consistency.	The expected results/outcomes must also be transcribed from the NAP to ensure consistency	Activities will usually be part of the NAP itself. If they are not, they must be specified at this stage.	Where activities are detailed in the NAP, they should be reviewed when developing this framework. If more detailed activities need to be included in the short term are included they can be inserted in a separate column for each outcome	In this columns, partners can specify what should be achieved/completed by when – e.g. how many awareness events y which date or how many policy dialogue meetings by which date. The more specific the targets are, the easier it is to monitor progress in implementation. These targets concern implementation progress – not impact! Impact indicators should be included in the NAP and/or the NAP M&E Framework	Activity based budgeting is currently widely recognised. Though time demanding it is accurate and is recommended therefore. Moreover, this will allow easy development of proposals and budgets where additional funding is required	Funding should come primarily from existing programmes and budgets (through mainstreaming activities into existing framework). However, additional funding may be required and may not be available when planning. This should be clearly indicated and partners responsible for resource mobilisation should be identified	Several partners may implement activities under each objective and it is important to identify one partner that can coordinate efforts. This is also the partner that be held accountable for progress in implementation firstly	Implementing partners must e identified for each activity to ensure that all activities are in fact implemented