



Online course

# WELL-BEING BEYOND INCOME

COMBOS TOOLKIT +  
RAPID INTEGRATED ASSESSMENT



## UNIT I

A MULTI-DIMENSIONAL FOCUS  
FOR THE 2030 AGENDA

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# I. INTRODUCTION

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[The 2030 Agenda for Sustainable Development is the first universal and holistic global development agenda.](#) This historic agreement, signed by 193 Member States in September 2015, puts forth a broad framework for social, economic and environmental development.<sup>11</sup> This agreement, based on the definition of 17 Sustainable Development Goals (SDG), which include 169 targets, represents a commitment undertaken to eradicate poverty and protect the planet. [The SDGs](#) concretely outline the challenge of transitioning from an economic growth and income-based approach towards a comprehensive approach that includes multiple dimensions that influence individuals' progress, as discussed in the 2016 UNDP Human Development Report for Latin America and the Caribbean.

The 2030 Agenda has a much broader scope, going beyond the predominately “social” objectives of the MDGs to incorporating economic and environmental sustainability to a greater degree, as well as the aspiration of achieving peaceful and inclusive societies.

It is a more ambitious agenda that seeks to do more than reduce poverty, with more demanding objectives in terms of health, education and gender equality. **It is a universal agenda, suitable for every country and person**, with explicit recognition that many issues require international collective action.

The SDGs are based on three principles:



**Universality:** Universality implies that objectives and targets are relevant for each government and actor. This does not mean uniformity, but rather differentiation, applying the principle of common but differentiated responsibilities.

**Integration:** Integration of public policies means balancing the dimensions of social development, economic growth and environmental protection. An integrated approach implies managing trade-offs and maximizing synergies among objectives.

**Leave no one behind:** The principle of “leaving no one behind” makes the case that no objective will be met unless it is enjoyed by everybody. Progress must be independent of income level or the presence of exclusion that is often related to, but not always, ethnic or racial condition, skin colour, sexual orientation and identity, gender, having a physical or mental disability, religion, nationality, migrations status and other elements. To eradicate poverty and break the cycle of inequality, the SDGs must benefit everybody. This challenge fosters the use of disaggregated data to understand each citizen's social obstacles.





Multidimensional Progress: Human resilience beyond income

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[The 17 Sustainable Development Goals](#) (SDGs) form an agenda that goes far beyond the Millennium Development Goals (MDGs), **seeking to eradicate poverty in all its forms, reduce inequality and fight against the effects of climate change and at the same time** guaranteeing that nobody falls behind in their development.



Box 7.3. Regional Human Development Report 2016 (page 240)

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## 2030 Agenda Sustainable Development Goals



Source: United Nations, available at: <http://www.un.org/sustainabledevelopment/es/objetivos-de-desarrollo-sostenible/>.

## The Multidimensional Progress Approach

The concept of multidimensional progress is part of the [human development approach](#), **which understands development as a “being” and “doing”**, a process of enhancing capacities. This approach, proposed by Amartya Sen and Mahbub Ul Haq, was put into operation in

the first Human Development Report that was written in 1990, where the **Human Development Index** was introduced for the first time. This is an approach to measuring development that goes beyond income, wealth, GDP growth and the accumulation of capital.

In recent years, several Latin American and Caribbean countries have created their own **Multidimensional Poverty Index (MPI)**, according to the needs of each country, establishing their own thresholds and indicators. For example, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Honduras and Mexico have their own MPIs, which go beyond simply measuring income and include dimensions that are important to their national contexts, assessed using own measurements developed for their populations in accordance to their level of development. Countries such as Bolivia, the Dominican Republic, Peru and Paraguay are actively working on creating their own MPIs over the next few years.

The application of MPIs in different countries in the region has resulted in many public policy design and assessment contributions. **The methodological innovations of indicators include the following features:**

1. The ability to conduct disaggregation of statistics, which are necessary to improve design and targeting of social services, for example, being able to disaggregate poverty in accordance with population groups, regions and dimension.
2. The promotion of better and increased inter-sectorial coordination and cooperation, as well as improved monitoring, control and assessment of public social spending.
3. The design of comprehensive programs that have an impact on numerous hards-

hips.

4. An increase in the demand of more efficient administrative services to obtain improved data. Likewise, by enabling the measurement of poverty intensity and multidimensional inequality, the applications make it possible to improve implementation, monitoring and assessment of policies aimed at closing gaps.

approach requires the strengthening of capacities and social fabric assets, and must be developed based on careful consideration of the specificities, vulnerabilities and [remaining challenges in each country](#).

Without a doubt, the development of MPIs in the region has represented a great advance in measuring progress that goes beyond income. However, in a region such as Latin America, in which **approximately 6.5% of the population lives under the multidimensional global poverty line** (UNDP, 2015), **and more than 220 million people live in a state of financial vulnerability** (UNDP, 2016), there is growing interest in creating measurements to learn about the situation of population groups that are above the poverty line, but are exposed to vulnerabilities and exclusion that limit their capacities and potential achievements to increase well-being. These population groups' achievements vary from one country to the other, and also within the same country.

The Multidimensional Progress approach looks to transcend the idea that middle-income countries "leave poverty behind" when they reach a certain level of development, and urges them to develop measurements above established poverty thresholds. It proposes gradually creating a multidimensional universal agenda that includes several dimensions that are part of an individual progress, many of which do not necessarily improve by overcoming monetary poverty. Through developing social protection, health-care systems and access to social services in middle-income countries, the multidimensional

## II. TRANSITIONING FROM MDGS TO SDGS: 2030 AGENDA CHALLENGES

The implementation proposal for the SDGs presented in this course is based on four major principles, outlined in the [“Multidimensional Human Development Progress Report: Wellbeing beyond income”](#) and in line with the pillars that govern the 2030 Agenda.

1

The first is **differentiation between countries in the region**, through a contextual analysis of each country, local priorities and the strategy of each government following the conclusion of the MDGs. Latin America is a heterogeneous region that doesn't have one universal “recipe” for success. **Creating a unique strategy for each country according to the structural transformations that it has experienced over recent decades is necessary.** The challenges faced by middle-income countries are different to those of low-income countries.

2

The second principle is creating an agenda to **level the playing field**, with the goal of breaking types of exclusion in the region that go beyond income. Not all Latin Americans benefited from the period of economic and social progress between 2003-2013. **Many people from the region suffer from discriminatory treatment regardless of their income** level, which is due to their ethnic or racial condition, skin colour, sexual orientation and identity, gender, condition of having a physical or mental disability, religion, nationality or migrant status. Many of these forms of discrimination are invisible to statistics and public policy actions.

3

For example, only a few decades ago, ethnic or racial condition weren't considered relevant as a census stratification category in the region. Only recently, in the censuses carried out between 2000 and 2010, were questions about citizens' ethnic or racial identification incorporated. The transition from the idea of miscegenation towards multiculturalism and plurinationality that has occurred in most of the region, has allowed specific people, afro-descendent and indigenous communities, to make specific demands in relation to their ancestral rights. Furthermore, this has guided public attention to these demands and fostered a growing process of statistical data collection on living conditions in these communities. In 2010, it was estimated that the indigenous population in the region (covering 17 countries) stood at 44.8 million people (ECLAC, 2014). With respect to the afro-descendent population in the region, it stands at least 150 million people, according to United Nations estimates.

It is important to consider that no SDG will be achieved until everybody achieves it, which is fundamental for progress across multiple dimensions.

The third is the creation of an agenda **to not lose the progress that has already been made.** In the last decade, 72 million Latin Americans transitioned out of income-based poverty<sup>2</sup>, however, they have not reached the middle class. In the region, there are 224 million people classified as living in a

<sup>2</sup> The population in a situation of income poverty corresponds to those that have a per capita daily income between 0 and 4 dollars and the population in a state of financial vulnerability are those that have a per capita daily income between 4 and 10 dollars, adjusted for purchasing power parity.

financial state of vulnerability, who require support mechanisms to avoid falling back into poverty. The expected economic stagnation over the next few years presents the need for a new strategy, as more of the same will not produce the same results. The objective for the countries in the region needs to transform from eliminating income poverty to enhancing each person's capacities and opportunities, in way that makes progress sustainable over time.

Two factors motivated the region's social transformation in recent years: economic growth, especially between 2003-2008, and an increased and improved redistribution of income in terms of both social policy as well the labour market's own dynamics. The result was an overall increase in income, particularly from wages and public cash transfers. This increase was relatively more accelerated in the lower income strata of the population, which encouraged not only the reduction of income poverty, but also the reduction of wage inequality.



The countries in the region face the double challenge of creating inclusive economies while consolidating the advances made in the dimensions that go beyond income, which strengthen people's lives over the long-term. Innovations in terms of social policy and the work of public institutions in the period 2003-2013 were critical in achieving the significant reduction of poverty and inequality in Latin America and the Caribbean. A new cycle of innovation is now required that responds to new challenges, in order to: design policies that are fiscally and financially sustainable throughout an economic cycle; strengthen institutions at every level of government and not just through the planning systems of central governments; develop a notion of citizenship that focuses on joint respon-

sibility; consolidate universal policies that bring together many wellbeing dimensions throughout the life cycle; and the major challenge of integrating the environment and natural resources into local agendas, in a way that stops compromising the planet's sustainability for development in the region. All of these challenges suggest that in the future, more of the same won't be enough.

Finally, it is essential to have an approach that **recognizes synergies and interconnections** between different targets and dimensions from the 2030 Agenda. As is the case with the previous MDG agenda, **there are no magic solutions for achieving the SDGs**. Every country creates its own policies and implementation strategies and seeks to align international commitments with national planning priorities. However, **one significant difference between the MDGs and the SDGs lies in the scope and ambition of the new agenda**. In this sense, it is not a trivial move going from an agenda of relatively narrow policies, based on eight objectives and 21 targets to an agenda made up of 17 objectives and one 169 targets.

There have been several lessons learned from the MDG agenda, one of which establishes the fundamental difference with the 2030 Agenda: objectives are achieved to the extent in which clearly defined targets are established, bottlenecks are attended to and efficient inter-sectorial and inter-territorial coordination is put into practice to accomplish the above mentioned objectives. The holistic nature of the SDG agenda requires an approach that promotes solutions that go beyond sectorial and territorial targeting, as well as bureaucratic fragmentation, in order to take steps to coordinate and integrate efforts aimed at achieving each country's objectives. The approach taken for the



MDGs was a “gap by gap” approach, which involved establishing indicators, monitoring systems and specific interventions for each objective in order to measure their progress. However, the proposed approach to address the 2030 Agenda is based on grouping or clustering different objectives together. **The change from an agenda of eight objectives such as the MDGs, to an agenda with 17 objectives and 169 targets, as is the case with the SDGs, presents a significant challenge for each country. The 2030 Agenda concretely outlines the challenge of transitioning, towards a comprehensive approach that includes multiple dimensions that influence an individual's progress. This overall approach avoids specific interventions to achieve each objective, but instead uses local priorities to recognize synergies and interconnections among different targets and objectives from the 2030 Agenda.**

Four principles govern the SDG [implementation toolkit.](#)




Source: Prepared by author

Responding to multidimensional problems and addressing the 2030 Agenda involve designing

and implementing solutions that go beyond sectorial and territorial targeting in order to build bridges throughout people’s life cycles. Four elements, which already exist in an early form in almost every country in the region, are key for this new architecture.

1. Greater inter-sectorial coordination between ministries that are responsible for education, healthcare, social development, urban design, living and planning.
2. Greater territorial coordination to respond to each country’s geographic differences.
3. Emphasis on consolidating social protection policies that address different stages of individual life cycles.
4. Greater citizen participation throughout the public policy process, from identifying problems to designing interventions, management, monitoring and assessment of the results.



Challenges and opportunities of the Agenda 2030 in the Caribbean

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## III. Tools for bringing the 2030 Agenda to the region.

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### MAPS

The common framework of agencies, programs and the United Nations Development Group (UNDG) for the 2030 Agenda consists of the **MAPS strategy, which focuses on three fundamental components:**



#### 1. Mainstreaming broad policies

#### 2. Acceleration

**3. Policy support, placing special emphasis on cross-cutting elements related to partnerships, data and monitoring.** Support from UNDP in the implementation of SDGs is found within this management scheme.

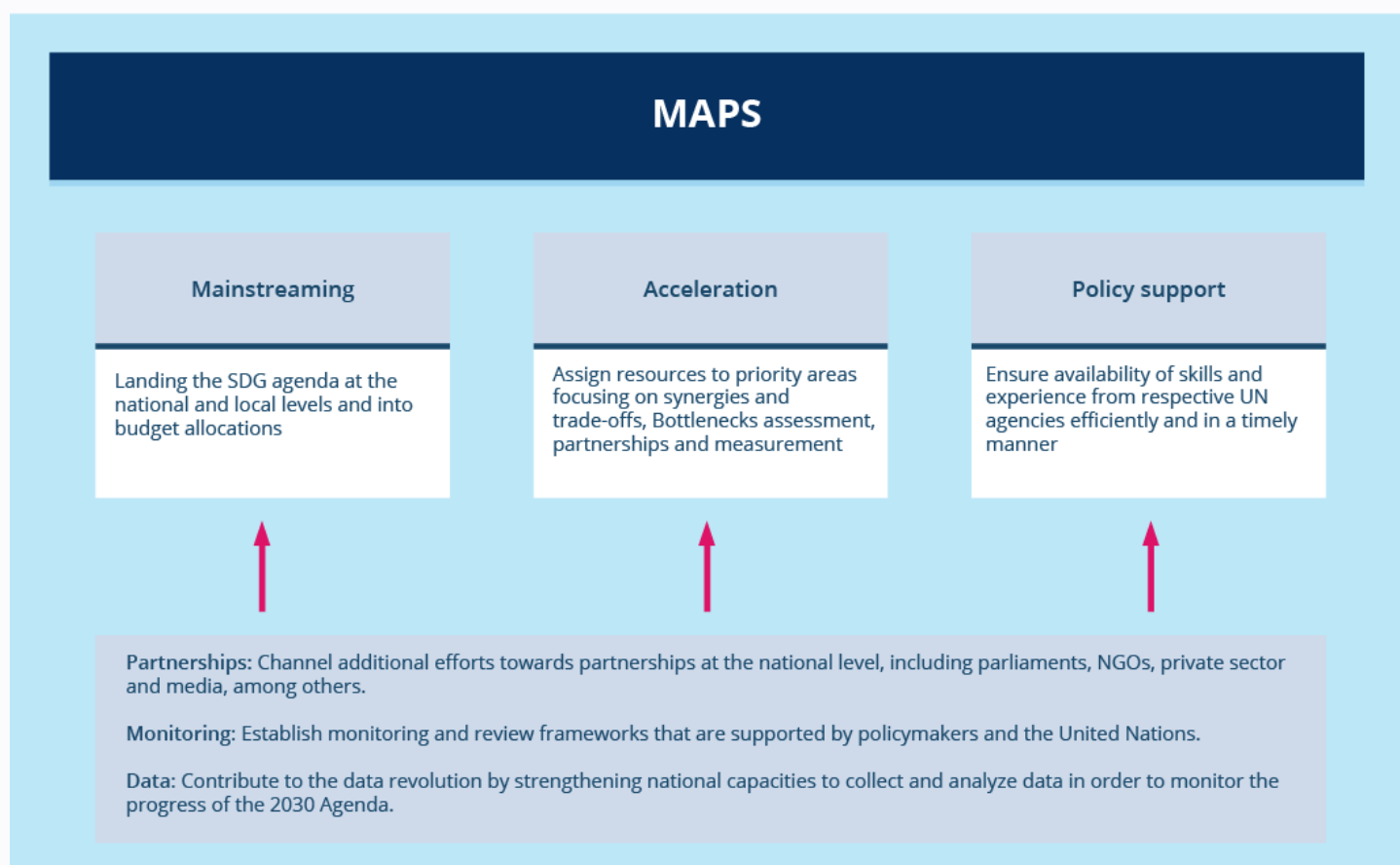
With regards to **general policy integration**, the goal is to create greater dissemination and knowledge of the 2030 Agenda at every level of government, as well as in the private sector and in civil society, and to strategically facilitate the gradual cross-cutting incorporation of the targets and objectives into national development plans, budgets and planning instruments. Integrating the 2030 Agenda involves significant statistical challenges and in many cases, will require collecting new types of information for action monitoring and assessment based on indicators that estimate the level of achievement to be set for SDG targets, given that the majority of countries in the region do not possess this data. Furthermore, implementing the 2030 Agenda also requires a strong effort to compile information from the field on policy implemen-

tation at a local, sub-national and regional level. This work will also promote support from the United Nations Development Assistance Framework (UNDAF) for the implementation of common agendas in each Member State.

With regards to **acceleration**, many targets and objectives from the 2030 Agenda already have ongoing public policy processes, some of which are based on the agenda of the MDGs. The idea is to help governments accelerate progress by providing tools that identify obstacles for reaching targets and targeting objectives that are more relevant to the context of each country.

**To achieve this objective**, [the MDG Acceleration Framework](#) has been created based on the Millennium Development Goals. The MDG Acceleration Framework has let countries design and implement action plans to achieve the MDGs at a national and sub-national level, and through the use of tool, a new set of instruments is being created for the implementation of the 2030 Agenda.

With respect **to policy support**, providing support to policies designed for the implementation of the 2030 Agenda is essential. This requires implementing a cross-cutting approach and greater complexity in order to meet the principles of universality and integration that have been discussed, as well as the “leaving no one behind” principle. These policies must be tied to different targets, with a special emphasis placed on integrating environmental sustainability into the agenda.



Source: UNDP (2016)

## Rapid Integrated Assessment - RIA

The *Rapid Integrated Assessment (RIA)* maps out SDGs (targets and objectives) against national/sub-national priorities (based on analysing the vision that encompasses these priorities, national development plans, sectorial plans, and local development agendas) to determine how SDGs are reflected in national objectives and targets. This facilitates the necessary dialogue to move forward with the implementation phase. The RIA reviews current National Development Plans and relevant sectorial strategies, and provides an overall assessment of the level of alignment of these policies and strategies with the SDG targets. The tool has been used in more than ten countries, including Bhutan, Cape Ver-

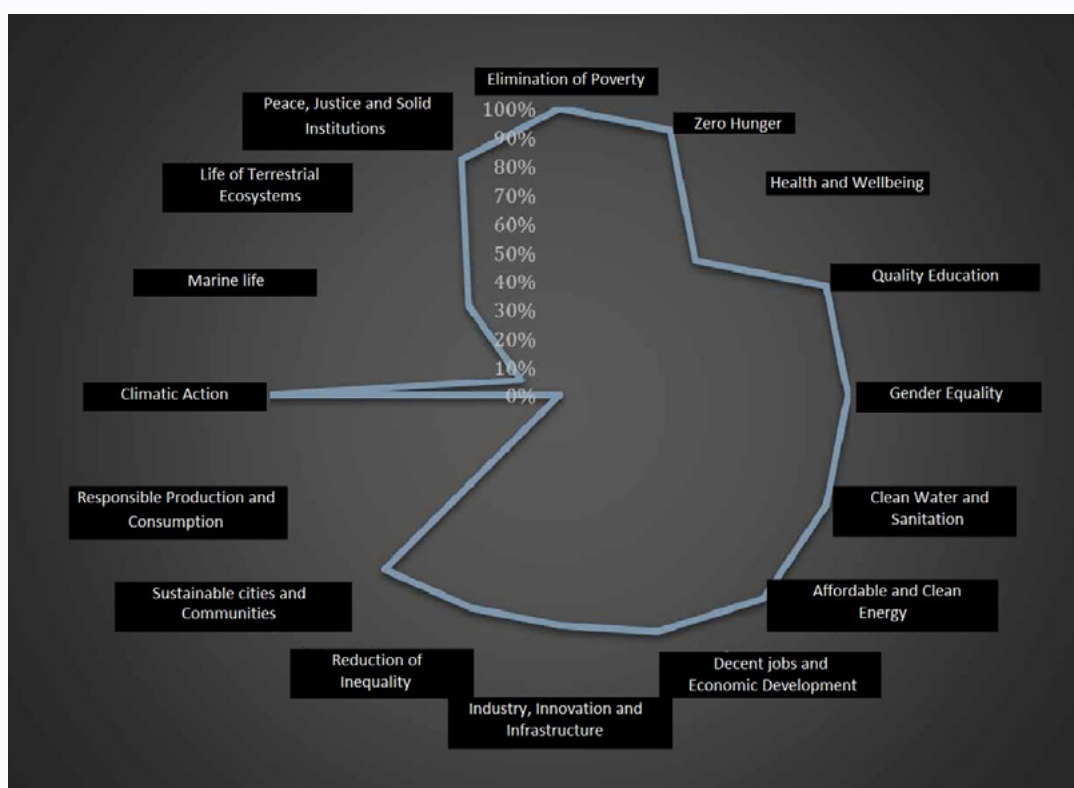
de, the Dominican Republic, Mexico, India (at a sub-national level), Namibia, Panama and Tonga. The following figure illustrates an RIA exercise carried out in the Dominican Republic. In summary, the mapping identifies that 78 out of the 104 targets are prioritized by existing plans, policies and strategies (75%), while there are 29 of the SDG targets that are unaligned along with a high level of sector-specific interests.



Assessing a country readiness to implement the SDGs

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## Example of the Rapid Integrated Assessment (RIA) in the Dominican Republic.



Source: Prepared by author.

## SIGOB

UNDP-SIGOB is a regional team with specialists in management, governance and information systems that works with public institutions to strengthen their effectiveness, coordination, transparency and accountability through innovative methods and work tools.



Bringing current action plans to the SDGs: Using Big Data and the UNDP-SIGOB tool SDG platform.

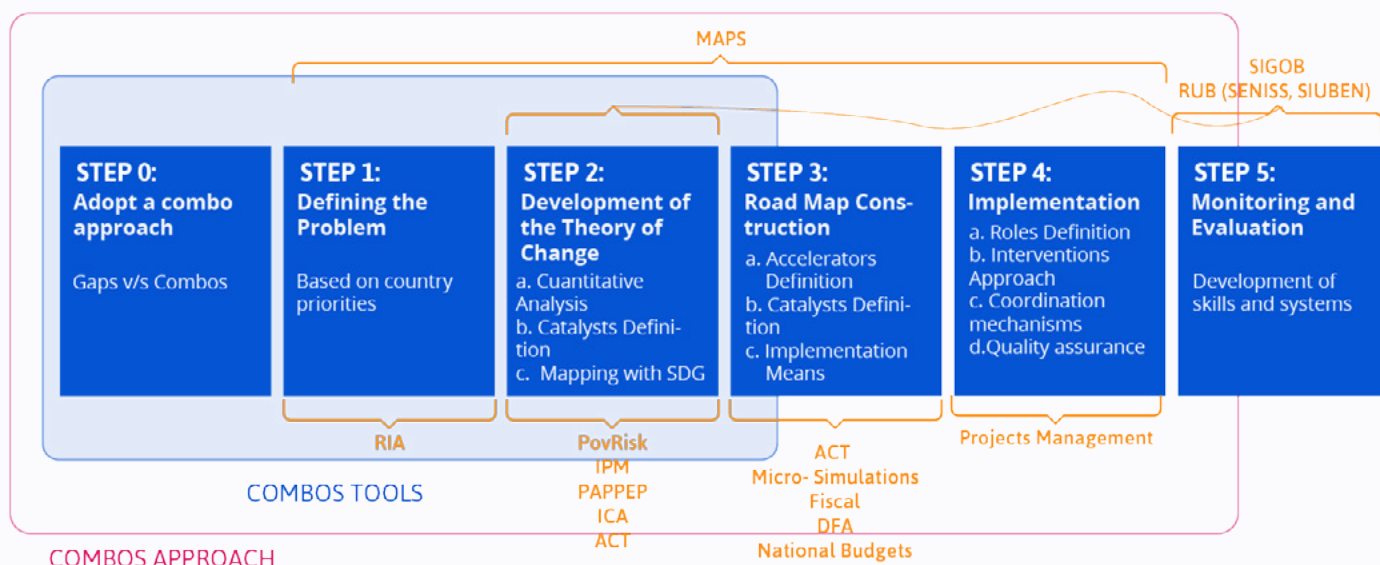
Click to watch the video

**The SIGOB has a public management tool for rapid cross-cutting incorporation of SDGs**, based on the logic that to quickly put a new strategy into practice, it is more effective to start with understanding what is currently being done and how this is already contributing to achieving the SDGs. This clearly identifies what areas need to be strengthened, what should

stay the same and which areas need new projects to be promoted. The technical assistance concept for the cross-cutting incorporation of SDGs is based on lessons learnt from various experiences in which the SIGOB has provided technical support to upper management teams at the beginning of new government terms. The main characteristics of UNDP-SIGOB SDG platform is the use of **mega-data, continuous and systematic updating** of information and **an interoperable platform** that explores data to manage, analyse, monitor and report with the capacity to **combine data from different information sources** and formats. Furthermore, its interface can be adapted to different users and audiences.



# Clusters or Combos Methodology



Source: Prepared by author.

The combos methodology developed by UNDP is a strategy to address the Agenda 2030 in the countries of the region, based on the development priorities of each country. The previous figure summarizes the steps of the combos approach. It shows how the combos tool consists of the first three steps while combos approach or strategy covers the six steps. The figure shows in orange color, how the combos approach groups UNDP tools available for the landing of the Agenda 2030 in the region such as MAPS, RIA, SIGOB, Micro-simulations, PovRisk, among others.

**Step 0 involves the adoption of a combos approach.** The combos approach proposes avoiding specific interventions to achieve each objective. Instead it recommends recognizing synergies and interconnections between the different goals and objectives of the Agenda 2030 based on the priorities of each country.

**Step 1 consists of defining the problem** based on the needs of each government, national

or local, using a participatory and inclusive process.

The type of problem may vary: conflicts of citizen security, eradication of income poverty, environmental degradation, violence against women, teenage pregnancy, etc. Step 1 can be implemented at the national level or for a specific locality, depending on the priorities of each country.

**Step 2 consists in developing the theory of change.** It is necessary to make a quantitative analysis, an inclusive process of dialogue and a mapping of the problem identified with the SDG goals. It is also necessary to analyse the integrity of the theory of change in three dimensions: social, economic and environmental.

**Step 3 consists of the construction of the road map.** It is necessary to identify the impact and feasibility of each intervention or program (with the aim of identifying those “accelerating” interventions of the accomplishment of the combo). Additionally, it is necessary to identify

the bottlenecks of the interventions and their catalytic solutions, and the means of implementation (costs and financing of interventions).

**Step 4 consists of defining key elements for the implementation of the combo:** the roles of each agency, the scope of the interventions, the intervention mechanisms and the quality standards of the interventions to be conducted.

**Step 5 and final step is to define the monitoring and evaluation plan of the combos strategy.** It is key to establish a measurement system for the progress of the combo strategy, to define people accountable for this process, the monitoring and evaluation deadlines and the mechanisms for these processes. An example of the adoption of the combos strategy is the case of El Salvador, where the El Salvador Seguro Plan was developed to combat high levels of violence and criminality in the country. The following video explains part of this combos strategy on citizen security.



Methodology for the construction of citizen security clusters. Case Study: El Salvador

Click to watch the video

## Micro-simulations:Financial Toolkit

The Financial Toolkit is a diagnostic and assessment tool to reduce poverty as well as social and economic inequalities. This toolkit seeks to answer questions, such as, how much does the market and state contribute towards a certain

policy? Or, how progressive or regressive is the policy that is being implemented and what are the alternative scenarios for change?

The analysis carried out may include a breakdown of the determining factors of poverty and inequality, an assessment of current tax and social systems, and an evaluation of the impact of tax and social policy reform through micro-simulation models.

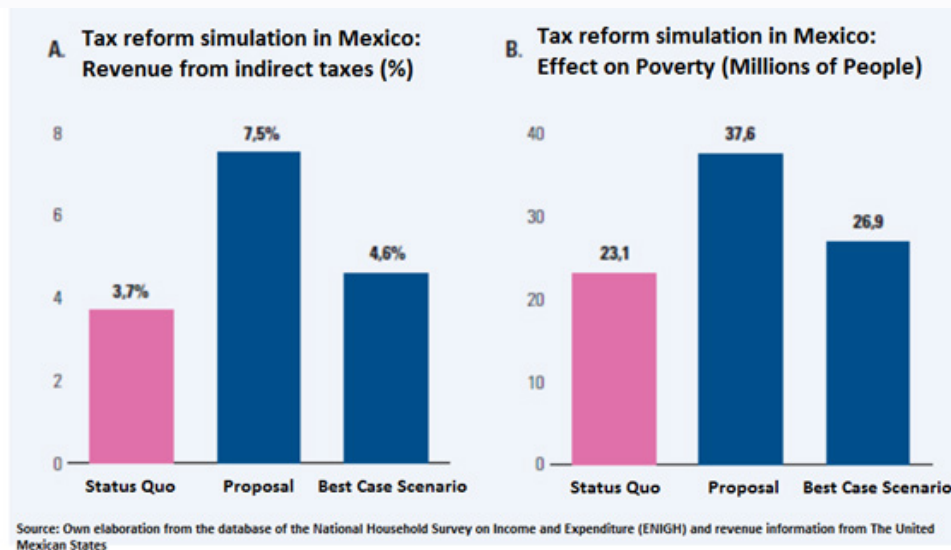
In recent years, UNDP has worked with countries in the region to carry out micro-simulations that evaluate the impact of alternative policies on poverty and inequality trends. The following figure shows an example in Mexico, where micro-simulations were effective in accompanying the government's work on comprehensive tax reform that took place in 2013. The tax simulations, which were carried out in conjunction with the Secretariat of Social Development, emphasized the costs and benefits of collecting value-added taxes on food and medicine. This tax policy resulted in approximately 14 million people not falling back into poverty. Performing this type of analysis involves carrying out micro-simulations on the distributional impact that may result from social, economic and environmental policies.



Financing the Sustainable Developments Goals

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## Example of the tax simulation in Mexico



Source: UNDP (2016)

## Qualitative analysis

The qualitative analysis captures subtle issues not identified in the survey data: the capacity for agency, which describes an individual's capacity, or lack thereof, to take control of the means and purposes of their life.

The team from the Human Development Report for Latin America and the Caribbean, along with teams from UNDP country offices, conducted in-depth interviews in 22 countries in the region with focus groups, in order to understand from people themselves, the significance of their experiences related to progress, as well as the ways that they make progress in their lives. For example, participants from focus groups relate "falling back into poverty" with losing their jobs, natural disasters and neglect from the State during a crisis. This notion is common among middle and low-income strata in the population, but it is exacerbated due to local conditions and initial inequalities of opportunities in homes and communities. This information is a key tool in nurturing a strategy to embark on the 2030 Agenda in each country. This analysis identifies elements that are absent from existing progress

into the process, as well as collecting perceptions from specific population groups, such as indigenous and afro-descendent populations.



Chapter 8, Regional Human Development Report 2016

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## Quantitative toolkit: transitioning from metrics to local agendas

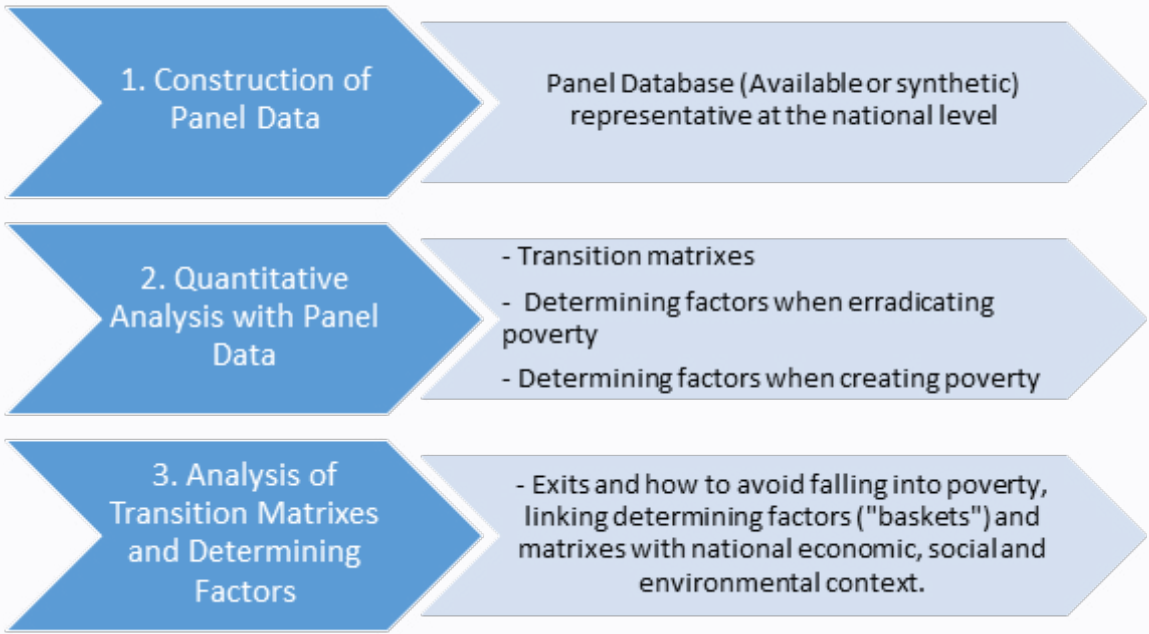
The objective of this tool is to identify the determining factors for escaping or falling into poverty for households in each country, in order to tie these to the economic, social and environmental transformations that each country has experienced in recent decades. Being aware of the different factors associated with upward and downward mobility has significant implications for public policy decisions and helps identify structural factors that impede progress. To eradicate poverty in all its forms, as SDG # 1 sets out to do, it is necessary to create strategies that address relevant factors to avoid downward mobility while promoting upward

mobility using a comprehensive approach that includes multiple dimensions that are part of an individual's progress.

The following figure describes the three steps of the quantitative toolkit, with their respective deliverables. The first step of the toolkit consists of creating a representative panel database, to identify the trajectory of households over time. The second step consists of building a panel database, creating transitional matrices and estimating regressions for household transitions, thus identifying the determining factors

for falling into or escaping poverty. The third step corresponds to analysing the determining factors and matrices gathered from the regressions and ties these to each country's economic, social and environmental context, in order to include the dimensions that are not present in the panel data. The final deliverables are a resilience basket and a basket for escaping poverty. These attributes guide public policy interventions so that they have a greater impact on eradicating household poverty.

Toolkit steps and products.



Source: Prepared by author.



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Online course

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## UNIT III

# METHODOLOGY OF COMBOS AS A TOOL AND APPROACH: STEPS 0 AND 1

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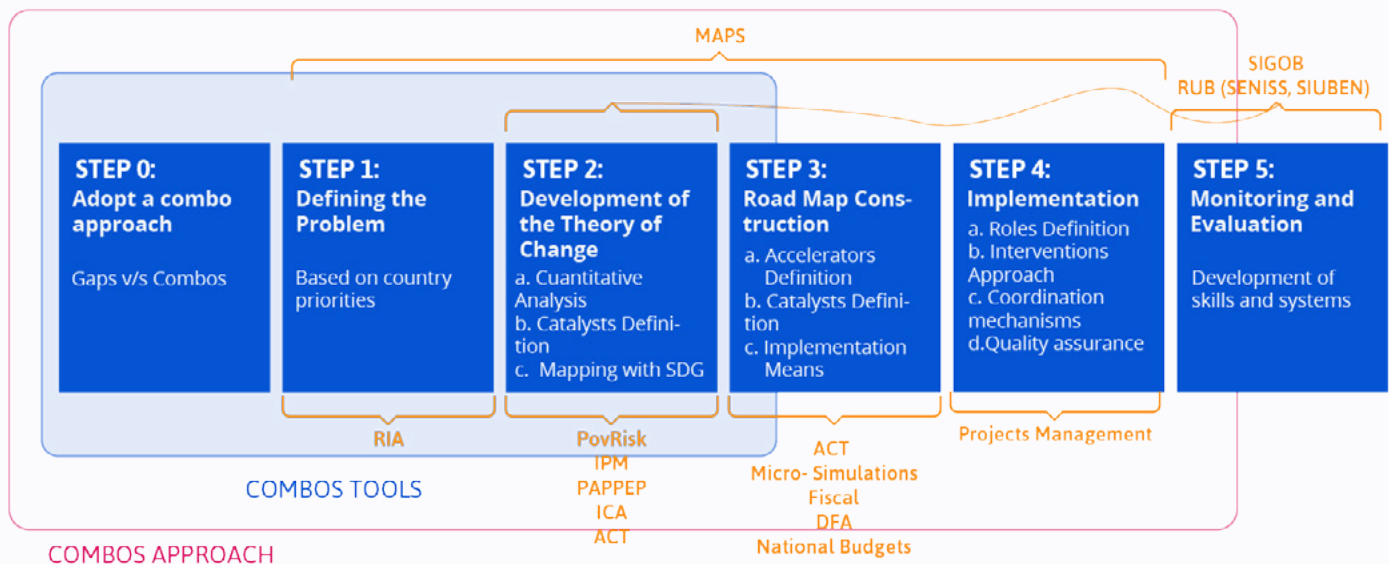


# STEPS 1 AND 2 OF THE COMBOS METHODOLOGY

In the previous Unit we discussed the steps to implement the Rapid Integrated Assessment (RIA), which maps SDG against national / sub-national priorities, to determine how the 2030 Agenda is reflected in the goals and targets of each country.

In this Unit we will study the first steps of the combos approach, a tool developed by UNDP to address the 2030 Agenda initially proposed for the countries of the region, based on the priorities of each country. The following figure summarizes the steps in the combos approach, as noted, the **combos tool consists of the first three steps while the combos approach or strategy covers the six steps:**

Figure 1: The steps of the combos strategy and tool



Source: Compiled by Authors

In this Unit we will **study Step 0 and Step 1 of this strategy. Step 0** is the adoption of a combos approach, based on local priorities recognizing synergies and interconnections between the different goals and objectives of the 2030 Agenda. **Step 1** consists of defining the problem based on the needs of each national or local government, with great emphasis on a participatory and inclusive process.

In Unit 4, we will study **Step 2** of this strategy, which consists of the heart of the combos tool: the development of the theory of change. Finally, in Unit 5, we will analyze **Steps 3, 4 and 5** of the combos approach: the construction of a road map, the implementation of the agenda, and the development of monitoring and evaluation systems.

As shown in Figure 1 (in orange), the combos approach brings together in its various stages the various UNDP tools available to land the 2030 Agenda in the region (discussed in Unit 1) such as MAPS, RIA, SIGOB, Micro simulations, PovRisk, among others.

# 1. Step 0: Adopt a combos approach

The approach to the 2030 Agenda should not be through a “gap-by-gap” approach, i.e. indicators, monitoring systems and specific interventions should not be established for each objective to measure progress. The 2030 Agenda is based on the principle of integrality. The adoption, and more importantly, the implementa-

tion of the Agenda requires strategies and tools that incorporate this principle, which becomes operative when the public policy analysis is done from the multidimensionality and is implemented through the intersectorality and the incorporation of stakeholders beyond the government. The analytical framework proposed in the **accelerators** clustering strategy in this document is an effective way of incorporating multidimensionality and promoting intersectorality.

It is not trivial to move from an agenda of 8 goals like the MDGs to an Agenda comprised of 17 targets and 169 goals, constructed in such a way that **under each objective there are goals of social, environmental and economic dimensions**.

Figure 2: The integrated approach of the 2030 Agenda and its means of implementation



Source: OECD (2014).

The Agenda makes an invitation to move from an approach based on economic growth and income, as it is usually the approach of development that dominates at a global level, towards a comprehensive approach that includes the multiple dimensions that influence the progress of people. The combos approach proposes that, based on national / local priorities, interventions related to this priority be identified, recognizing synergies and interconnections between these interventions, which in turn can be mapped towards the different goals and objectives of the 2030 Agenda.

Some of the learnt lessons from the MDG that we have identified as key to transition to SDG are:



As we will see below, the combos approach can be implemented at a national or local level, as well as to address a problem for a specific population group, a problem affecting the whole population or a problem affecting a locality in particular. The scope of the combos strategy will depend on the needs of each country.

To address the 2030 Agenda from a combos approach, those involved in combos strategy management need to understand and adopt

<sup>1</sup> Given that social aspects in MDG were predominant, the gap approach that was adopted at that time focused primarily on the social dimension.

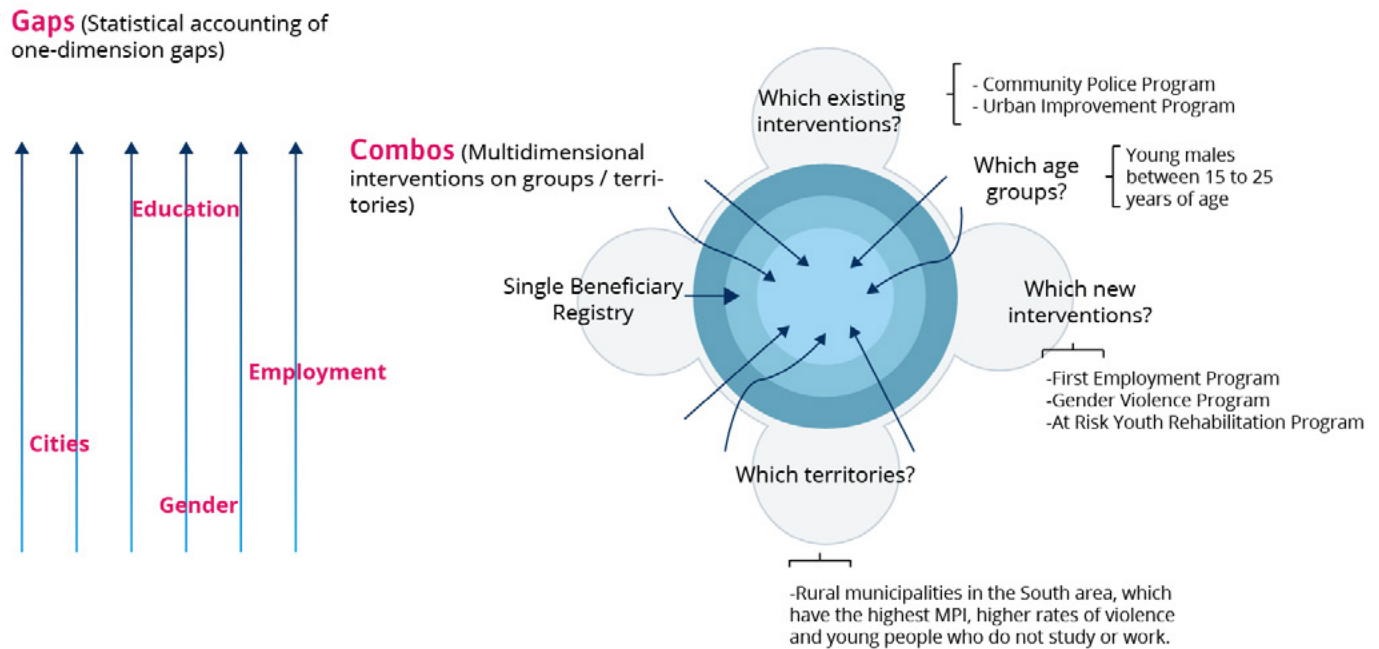
<sup>2</sup> The problem-based approach (in some cases based on people) implies that instead of focusing the analysis under a sectorial logic or institutional mandate, it should be done by placing the problem to be addressed at the center of the analysis. The multidisciplinary approach that involves this type of interventions can be seen more clearly when the landing is territorial.

this approach in the intervention areas, funding and impact, and monitoring and evaluation:

## 1.1 Interventions:

The following figure illustrates the differences between a gap and combos approach to address social, economic and environmental problems. A gap approach focuses on interventions for each social problem<sup>1</sup>, for example, by carrying out specific interventions for the areas of education, employment, gender or citizenship, usually without a connection between these dimensions, with each of these challenges being addressed separately, with independent thematics, aside from existing interactions between them. Instead, a combos approach is thematic<sup>2</sup>. Working with a thematic approach, all those dimensions that are key to progress are identified, and multisectoral and multidisciplinary interventions are generated, addressing at the same time various indicators of the 2030 Agenda in an intervention or program.

Figure 3: Difference in interventions: the gap approach versus the combos approach



Source: Compiled by Author

## 1.2 Financing and impact:

On the same line, the financing of the 2030 Agenda through the combos strategy entails a budgetary integration exercise, which means that the costs and impacts are not fragmented for each SDG, since there are multiple interconnections and interrelations between the different goals. The combos approach seeks to allocate the funding needed to meet a development challenge by identifying all possible synergies and interconnections between different goals of the 2030 Agenda. An integrated financing helps reduce the costs associated with meeting each goal as well as identifying all the possible impacts of fulfilling a social challenge.

For example, poverty eradication is associated with more than 20 goals from different SDG. The following diagram illustrates an integrated approach to financing and measuring impact:

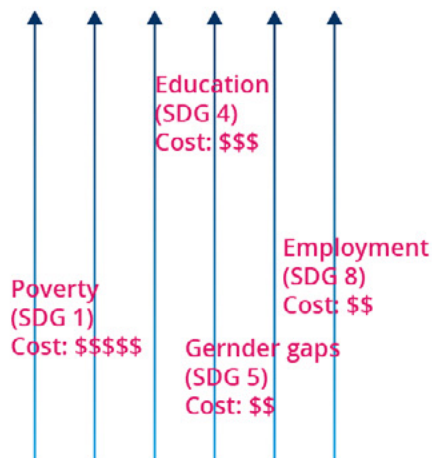


Figure 4: Difference in financing: the gap approach versus the combos approach

**Gaps** (Fragments impact and increases the cost of each SDG)

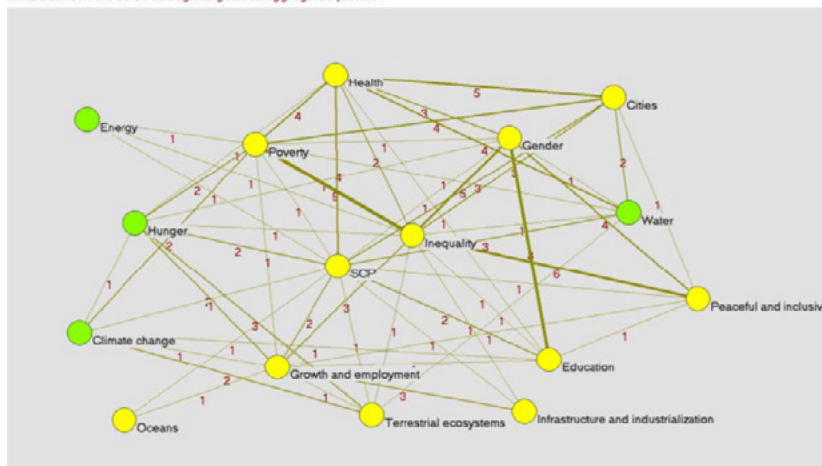
**VS**

**Combos** (Multidimensional approach that reduce the cost of each SDG)



The financing needed is the sum of each gap

Links between the SDGs through targets: an aggregated picture



Investment to meet one SDG targets several goals at a time, reducing the total amount needed

Source: Compiled by author based on Le Blanc (2015)

## 1.2 Monitoring and Evaluation:

Along the same lines, the monitoring and evaluation system of the combos strategy must be integrated, addressing the multiple dimensions that are part of the defined development challenge. The established indicators should address the different areas that are part of the combos strategy, as well as (subject to the availability of data) in order to capture those non-traditional dimensions absent from traditional surveys (such as gender gaps, citizen participation, among others), as well as specific information to the scale of the interventions.

The established indicators will be economic, social, environmental, governance and peace, according to the defined combos strategy. As far as possible, in adopting the combos approach, it is necessary to unify the available information and generate dashboard-style information systems or control panels to measure progress in the population groups identified as priorities, in

the multiple dimensions in which interventions are being carried out, so as to avoid that progress in each indicator is worked separately. In countries such as the Dominican Republic, Honduras and Brazil there are information systems that are close to this proposal.

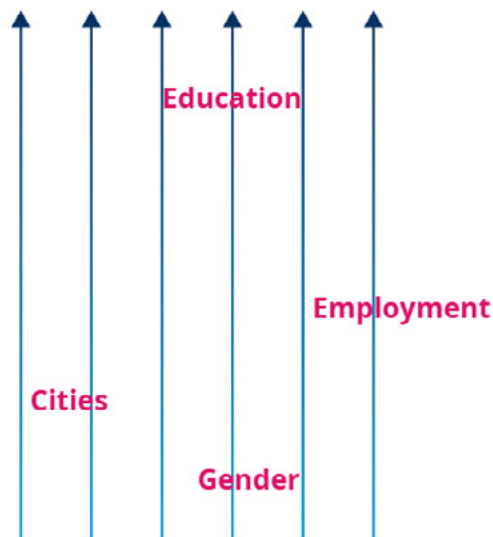
The complexity and detail in the information of these systems depends on the capacities in each country. The control panel composition will depend on the priorities defined. As a result of these priorities, country / SDG indicators will be identified, which will be established at different levels - as it will be seen later: **indicators will be needed for results, outputs, activities and processes.**

Figure 5: Difference in monitoring and evaluation: the gap approach versus the combos approach

**Gaps** Census, special surveys, administrative registries are multiplied.

**VS**

**Combos** Dashboard with Single Beneficiary Registry, Continuous Monitoring



Source: Compiled by Author



Miniclip from George's Presentation about Step 0

Click to see the video

## Summary Step 0:

### SUMMARY STEP 0:

**Objective:** The goal is that public policymakers and decision makers, as well as representatives from the private sector and civil society, technicians, UNS officers and consultants, understand the importance and usefulness of moving from a silos-based gap approach to an integrated approach to address the 2030 Agenda.

**Activities:** Presentations and activities where this approach is made known.

**Involved Stakeholders:** All people who are part of the development of the combos strategy must adopt this approach

**Deliverables:** Optionally, a report can be delivered on activities where the combos strategy is informed.

## 2. Step 1: Definition of the problem based on country priorities.

The first step is to define the public policy problem to be addressed based on the development priorities of each country. It is important that priorities emerge from each government or state: the objective is not to impose a plan of action, but to support the current country development agenda. The long-term vision of the country itself or its development plan represents an excellent starting point. In cases where the combos approach is applied within the framework of a MAPS mission, the application of the Rapid Integrated Assessment tool (RIA), discussed in the previous unit, will provide important inputs for the identification of priorities.

Prioritizing the landing of the 2030 Agenda is



**Further reading**  
On the integrated approach for SDG

Click to see the PDF

key: it is not trivial to tackle an agenda composed of 17 targets and 169 goals such as SDG. The key message at this stage is that priorities must emerge from each government, according to their local needs, circumstantial challenges, obstacles and local social agendas. **The objective is not to impose a problem to solve, but to “help” visualize what the priority challenge is and based on that identified challenge to generate a combos strategy.**

The process of defining the problem must be participatory and inclusive, considering all stakeholders involved in the problem (those involved in the generation of public policies as well as those affected by the identified problem). **Step 2** of this strategy deals in detail with the elements for the construction of social dialogue, which must also collaborate in defining the problem.

## 2.1 The implementation scope of the combos strategy

It is important to consider that the scope of the problem will depend on the needs of each country. The combos approach can be implemented at a national level, in municipality, in rural populations, and also to address a problem for a specific population group (such as child malnutrition in rural areas, employment of indigenous or afro-descendant women), a problem that affects a large part of the population (such as environmental pollution, which mostly affects children, the elderly and the sick), or a problem that affects a particular locality (such as vulnerability to natural disasters in a city). The type

<sup>3</sup> The analysis and definition of the problem is “local / territorial; However, at the solution and response level, the division of government responsibilities must be analyzed.

1) The concept of the local or territorial is not always aimed at a definition of the political-governmental area as a municipality, city and / or state, for example if the definition of the problem is the contamination of a river that includes more than one municipality the solution must include the different levels that have responsibility for that pollution.

2) On the other hand, if the problem is, for example, adolescent pregnancy it can be taken as territorial, but if national legislation does not allow sex education, the definition of intervention should be included up to the level that decides on legislative changes, which in this cases it is always the national levels.

of problem can range from conflicts of citizen security, income poverty, environmental degradation, violence against women, or a combination of them, such as extreme poverty in degraded or vulnerable areas to climate change, for example. The complexity level of the problem to prioritize depends on the challenges and obviously on the scale.

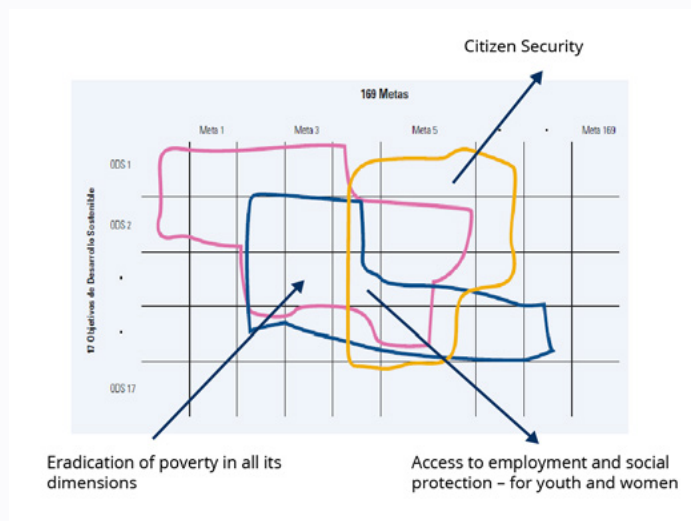
When the combos methodology is applied in the context of a MAPS mission, or as a tool to enable a national development plan, the challenges tend to be at the national level. This adds a layer of complexity, since the multidimensional approach is more evident on a smaller scale - where the various policies converge and adopt the practical form of articulated interventions -, than at a national level where the application of the tool runs the risk of becoming a theoretical exercise. That said, the national view is key to generating a comprehensive vision that should be linked to budget planning.

When the scope<sup>3</sup> is local, the priority in some localities will be related to the provision of basic services and housing, in others the challenges will be linked to reduction of gender gaps or environmental sustainability. The type of development challenge depends on the context and challenges of each country. Ideally, the priority identified in the territory will have a national impact, so a successful intervention will impact both local and national indicators. One example - which corresponds to a moment prior to the 2030 Agenda - could be the multidimensional approach to citizen security in Medellin, Colombia, which included a comprehensive approach

and prioritized public investment and social inclusion to complement policies that penalize crime. The result in the reduction of homicides in Medellin had a clear impact in the indicators of homicides at national level. Another similar example - also prior to the 2030 Agenda - would be the rehabilitation process of neighborhoods in Port-au-Prince, whose reduction in displaced population had a clear impact on national indicators.

Once the priority problem has been established, in the construction of the theory of change, the interconnection of this proposal with the 2030 Agenda will be studied, with the objective that the solution of the problem has an approach that seeks progress in the social, environmental and economic dimensions, as stated by the SDG. The following figure representatively illustrates the purpose of the combos approach, to identify synergies and interconnections among the different SDG that lead to the solution of a public policy problem.

**Figure 6: Adopting the combos approach: Identification of synergies and interconnections of the 2030 Agenda**



Source: Compiled by Author

tion on the application of combos in MAPS missions; the MAPS strategy lays the groundwork for developing a future combo: it identifies national priorities, and carries out a first approach to the theory of change, identifying possible paths to follow in the future. In appropriate cases, the MAPS mission recommends continuing and implementing the complete combos strategy.

## 2.2 Why the problem-based approach to work

The focus of developing public policy strategies focusing on problems has been widely studied in literature and is convinced that when focusing on a specific problem, public policy makers are forced to think of new alternatives to offer a solution to the problem, instead of simply providing new ways of doing things (Andrews, Pritchett and Woolcock, 2015).

Common problems provide windows through which agents are forced to examine their contexts, identify necessary changes, and explore alternatives to find appropriate solutions. The concept of “problem windows” is based on Kingdon’s approach and postulates that knowledge of problems brings major challenges to the agenda of change (Barzelay and Gallego 2006, Guldbrandsson and Fossum 2009, Ridde 2009). Faced with problems that can no longer be ignored, agents from across the social and political spectrum become aware of structural weaknesses that are generally not considered and work together to resolve such problems.

According to Andrews, Pritchett and Woolcock (2015), the correct definition of the problem must meet the following requirements

The following [link](#) provides access to informa-



A good problem can not be ignored and is important for key change agents;

A good problem is complex: it can not be easily divided nor approached into causal elements;

A good problem allows real, sequenced and strategic answers;

In the construction of the problem the agents involved must be able to answer the following 4 questions:

What is the problem?

Why does the problem matter?

Who cares about the problem?

Who has to worry more about the problem?

The framing or construction of the problem must be carried out by the agents involved with a higher level of decision-making, but also with people who have a specific knowledge of the problem. The aim of the combos manager is to guide the players in the combining process, to identify those priority issues, to promote consensus and to ensure that the identified problem is part of the 2030 Agenda and contributes at a national level to social progress and compliance of the SDG.

In the final phase of the 2015 Agenda, UNDP made an innovative proposal to accelerate results based on the identification of bottlenecks. The Millennium Development Goal (MAF) Framework, the MDG Acceleration Framework, provides a problem-based approach developed by UNDP to achieve the MDGs. MAF does not replace existing national planning processes and frameworks, but builds on them and seeks to complement them by helping to identify actions and actors that could work together to accelerate progress towards the identified MDG.

This approach has inspired the development of the combos strategy.

**Further reading on the problems based approach applied in MAF:**



Reading 1



Reading 2

**Further reading on the problems based approach:**



Reading 1



Reading 2



Reading 3



Reading 3

## 2.3 Positioning the problem in the Public Policy Agenda <sup>4</sup>

The fact that a topic becomes part of the public agenda is usually the result of the dynamic combination of a series of stakeholders, processes and windows of opportunity that function as catalysts and triggers, and which need to be understood and analyzed. Some of the main ones are: the media, strategic stakeholders and interest groups, catalytic events, electoral cycles and the State's response capacity.

**Media:** One of the stakeholders with great power of influence on the public agenda is the media, for its role as an opinion formulator and mobilizer of the social pressure. Therefore, working hand in hand with the media is crucial, to generate a constructive public debate, to generate support and commitment for a new policy, and to promote changes in beliefs and behaviors of respect for differences and peaceful resolution of interpersonal and social conflicts.

<sup>4</sup> Section prepared on the basis of UNDP internal document, "Guided by Experience: Citizen Security Policies"



### **Strategic Stakeholders and Groups of Interest:**

There is always a multiplicity of stakeholders and groups with divergent economic, political, religious, social, and cultural interests that also exert pressure to prioritize their themes or their interpretations of them are the preponderant ones in the debate. They have different mobilization capacities and of access to public spaces to include a topic in the agenda. Some stakeholders in strategic positions in government, legislature and influential economic power can play a key leadership role to strongly include an issue on the agenda.

**Catalytic events:** Catalytic and visible events that erupt in the national life are often factors that suddenly impel a problem to the agenda. A critical event alone can draw momentary attention, but it does not mean that it will maintain the interest of the stakeholders so that the topic effectively becomes part of the agenda. The ability of stakeholders to take advantage of these windows of opportunity will be a determining factor.

**Political and electoral cycles:** The electoral cycles, be they local, national or legislative have a marked influence in the vagaries of the public agenda, determining to some degree the issues that enter and leave the said agenda, depending on those issues that may be closer to the respective partisan platforms, circumstantial issues, whose inclusion has a popular appeal or even polarize the electoral debate in favor of one of the political contenders. The electoral cycles are also of great importance for the delivery of the agenda's topics and therefore critical for the sustainability of actions. A prioritized problem and with a set of adopted solutions under a public policy can be abandoned in the next electoral cycle or problematized in

different ways by a new political stakeholder, resulting in a discontinued policy. This is a particularly critical problem in many countries in the region. The moments of political transition and regime change have also represented windows of opportunity and critical starting points in the region for the inclusion of new issues, with a particular emphasis on security as a result of the political transitions of military dictatorships and civil wars to the democratic period. It is necessary to take advantage of positive and not only negative conjunctures, as a catalyst to include the issue on the local agenda. The 2030 Agenda represents a unique opportunity to promote processes that transcend the electoral cycle.

**State Response Capacity:** An important element in selecting a problem among the multiple issues competing for a place on the public agenda is the perceived capacity of the State to meet those demands. If the problem is perceived as too complex in the context of the capacities and resources of the State, and in particular if its solution transcends a governmental or legislative period, this often discourages its inclusion in the agenda. Here the combos approach opens up a unique opportunity, especially taking into account the third principle of the problem-based approach that recommends a "strategic and sequenced" approach, so that the government that initiates a long process can attribute the merit of its contribution to a result that transcends electoral cycles.

## SUMMARY STEP 1:

**Objective:** The goal of **Step 1** is to define the problem for which a combos strategy is to be developed. This should be a participatory process defined by the stakeholders involved in the construction of the combos strategy through a participatory and inclusive process (public policy makers, public sector authorities, country office members, technicians and consultants part of the project, among others) and the combos manager should guide the stakeholders involved in the definition of the problem.

**Activities:** Depends on the context of each country, they can be presentations explaining how to define the problem, meetings with stakeholders to reach a consensus on the social problem identified.

**Involved Stakeholders:** People who are part of the combos strategy construction, with knowledge on social problems at a national and local level, public policy challenges, national and local social agenda, public policy authorities with decision-making power. UNDP authorities or other local UN agencies.

**Deliverables:** Optionally, a report can be presented explaining the identified development challenge and the four key questions to define the development challenge

In Unit 4, we will study the third step of this strategy, which consists of the heart/core of the combos tool: the development of the theory of change.

To finalize, in this unit we have studied **Step 0 and Step 1** of the combos strategy. **Step 0 is to understand the reason for the adoption of a combos approach.** The way to approach the MDG was in a “gap-by-gap” approach, i.e. by setting indicators, monitoring systems and specific interventions for each objective. The combos approach proposes to avoid specific interventions to achieve each objective; rather, based on local priorities, it recognizes synergies and interconnections between the different goals and objectives of the 2030 Agenda. **Step 1 consists of defining the problem based on the needs of each government, national or local, with a strong emphasis on a participatory and inclusive process.** The aim is not to impose a plan of action, but to support the current local development agenda. The type of problem can range from conflicts of citizen security, eradication of poverty, degradation of the environment, violence against women, teenage pregnancy, etc., which, according to the priorities of each country, can be implemented at the national level or for a specific location.

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## UNIT IV

# COMBOS METHODOLOGY: AS A TOOL AND APPROACH STEP 2

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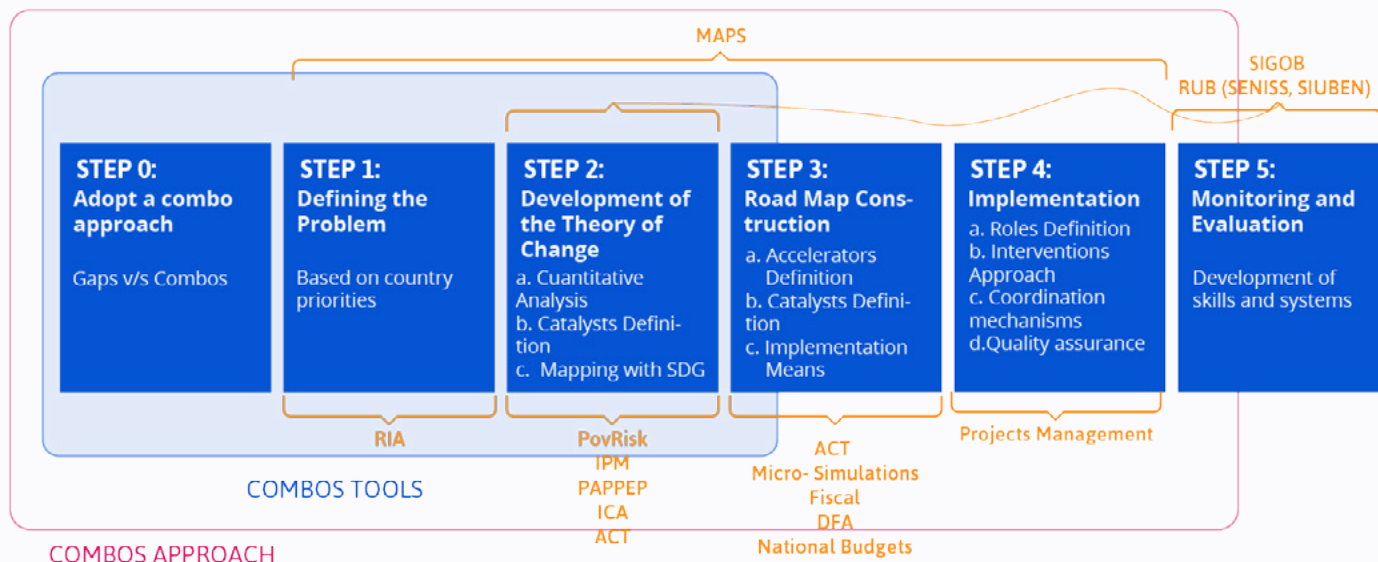
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## STEP 2: DEVELOPMENT OF THE THEORY OF CHANGE

In the previous unit we studied Step 0 and Step 1 of the combos approach, a tool developed by UNDP to address the 2030 Agenda initially proposed for the countries of the region, based on the priorities of each country. In this unit we will approach Step 2 of this strategy which consists of the heart of the combos tool: the development of the theory of change.

Figure 1: The steps of the combos strategy and tool

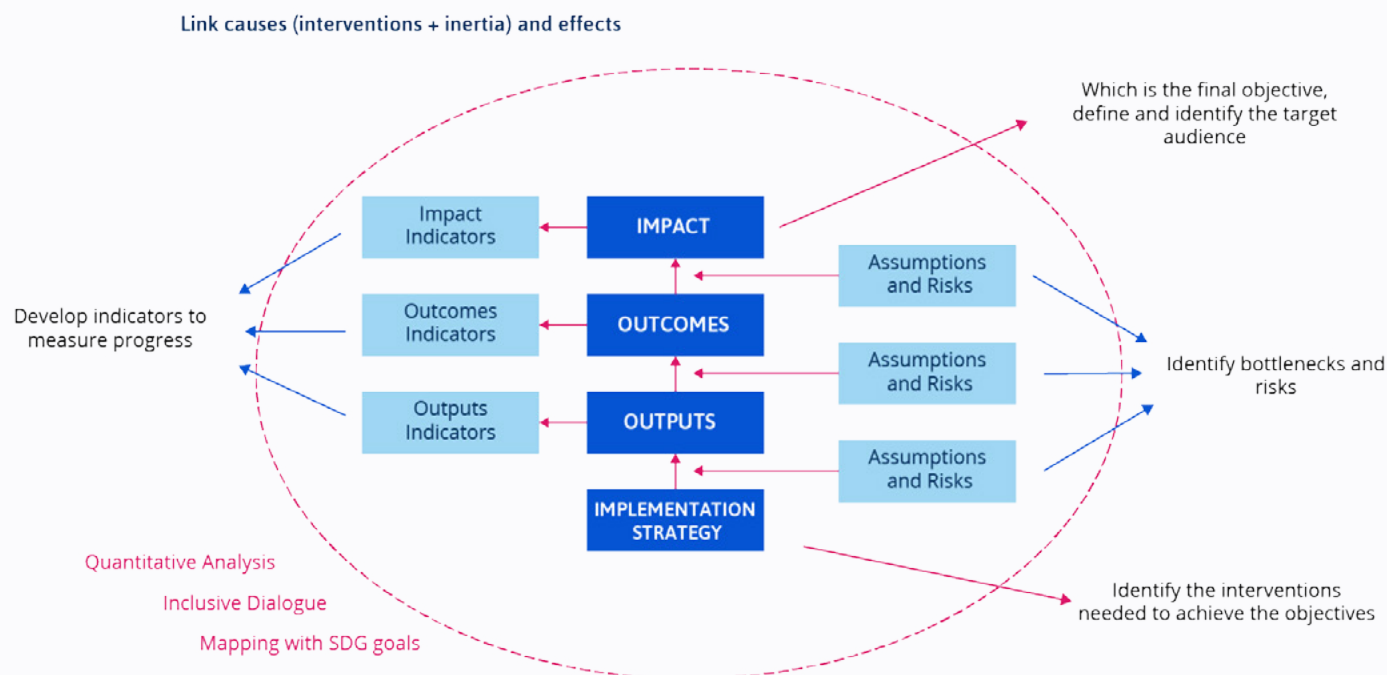


Source: Compiled by author

To develop the theory of change, it is necessary to perform a quantitative analysis, inclusive processes of dialogue and a mapping of the identified problem with the goals for the SDG, analyzing the **integrality of the theory of change in the three dimensions: social, economic and environmental**. These three stages represent an iterative process in which the results feed each other, leading to the definition of the theory of change, as illustrated in Figure 2.

The theory of change explains how activities are understood to produce a series of outcomes that contribute to the expected final impacts. It can be developed for any level of intervention, whether it is an event, a project, a program, a policy, a strategy or an organization. Sometimes the term generically refers to any version of the process; for example, to a chain of results with a series of input charts linked to outcomes, results and impacts or to a logical framework that exposes the same information in a matrix. For the development of the combos strategy, we propose the following scheme to construct the theory of change:

Figure 2: Suggested scheme for the construction of the theory of change of the combos strategy



Source: Compiled by autor base don UNICEF (2016)

The information generated in the identification of the problem, the construction of the dialogue, the quantitative analysis and the mapping of the SDG are fundamental to construct the theory of change. This information should enable us to understand the causes and consequences of the problem, the opportunities, how the strategy advances the achievement of the 2030 Agenda, and the available resources that can be harnessed or strengthened. It is important to consider that the theory of change can be constructed in parallel to the quantitative analysis, the inclusive dialogue and the mapping of the SDG.

At this stage, it is necessary to define which aspects of the problem will face the implementation strategy, and expressly formulate the results and impacts that are pursued. The goal is to construct a theory that explains how to move from the present situation (established in the previous diagnosis) to the desired one. The following elements that make up the theory of

change must be identified, developing indicators for their measurement and identifying associated risks and assumptions:

1. **Impact:** It is necessary to define the ultimate development goal to be addressed through the combos strategy. This should come from both the analysis performed and also from the objectives defined in the national political context. For example, the expected impact may be given by the objectives defined in national development planning. Thus, in the case of a combo focused on citizen security the final impact may be to improve the quality of life of the inhabitants of a specific location. In the case of a poverty combo the final impact may be the reduction of poverty in all its forms. It is necessary to identify how the final impact will be measured and to establish a time period in which the impact will be quantified. For example, in the case of a poverty combo, improvements in the

multidimensional poverty index and welfare surveys can be established as indicators and established how these indicators are expected to progress. Another alternative may be to generate a specific quality of life survey. The indicators established in the SDG mapping can be used to identify and quantify the expected impact. The important thing is to establish what the expected impact is and how it is expected to be measured.

2. Results: the results are the short and medium term effects of the products of a program or policy. Following the example of a combo focused on citizen security, the expected results may be the reduction in a certain percentage of rates of violence, robbery and homicide. As in the case of Impact, it is necessary to establish the indicators to measure the results and identify associated risks.
3. Products: products are the immediate effects of the activities of a program or policy, the direct deliverables of these activities. For example, in the case of a family violence prevention program where information is given to the community about what to do if they are a victim of violence, the product could be the execution of the program.
4. Execution Strategy: The implementation strategy is to define the necessary interventions to achieve the expected impact, it may be the case that the interventions are currently being developed and that the theory of change is built on the current programs, as it may also be the case that in this stage new interventions are defined and are to be performed. The size of the execution strategy will vary from country to country according to the scope of the

problem defined, as we saw in the previous unit the strategy of combos can have different levels and scope. For example, in the case of a reform at national level, the implementation strategy will consist of different lines of action composed of various interventions, unlike the case of a program for a specific locality. The execution strategy is the heart of the combos strategy, since it is comprised of defined actions to solve the identified problem.

At this stage of the development of the combo, it is sufficient to identify the actions necessary to achieve the expected impact (without delving into detail of terms, financing and necessary inputs, etc.), the following steps will view the elements necessary for the construction of the execution strategy.

**To define which actions are optimal to achieve the expected objective, it is essential to have experts in the formulation of public policies, as well as to investigate the existing literature and cases of success in other countries in solving the identified problem.**

Quantitative analysis and inclusive dialogue are key to defining the type of interventions. The following criteria are key to define the type of interventions:

- The level of impact on the lives of individuals and communities.
- Interventions addressed to those who present greater vulnerabilities, exclusions and deficiencies.
- Contribution to the interruption of cycles of poverty and impoverishment traps.
- Have the support of the involved sectors.
- Have the financing or the interest to be financed.



**Further reading**  
On the Theory of Change for Child Subsidy  
Program in South Africa

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## Summary Theory of Change Development

**Objective:** to define which aspects of the problem will face the implementation strategy, and expressly formulate the impact, results and products that are pursued.

**Activities:** The development of theory of change can be done by the team part of the combos strategy through working meetings.

**Stakeholders involved:** equipment part of the construction of the combo, it is crucial to have people with knowledge of the local context and the functioning of the public sector, who can identify possible risks, assumptions and bottlenecks.

**Deliverables:** report in which they present the elements that make up the theory of change.

As noted above, there are three key elements to nurturing the theory of change: quantitative analysis, inclusive dialogue and SDG mapping. It is advisable to carry out this analysis in parallel to the construction of the theory of change, as also the results of each analysis should be nurtured with each other.

### 1. Quantitative Analysis

The quantitative analysis is key to make a diagnosis of the problem as well as to identify those areas and populations that need prioritization.

The level of detail and complexity of the quantitative analysis is subject to the type of data available, the greater the disaggregation of the data by geographical area and other socioeconomic indicators, the greater and better the quantitative analysis can be performed. It is necessary to identify available surveys and databases, developed indexes, available diagnostic reports, among others. It is key to consider that the analysis should include dimensions that are not

always possible to capture with the data as protection of the environment and discriminations by gender, ethnicity, among others.

The following diagram exemplifies some types of quantitative analysis, without pretending to offer an exhaustive list of all possibilities but an orientation. The challenge is, where possible, to expand the boundary of what is measurable, incorporating dimensions absent from welfare. For example, in the analysis of poverty eradication in all its forms, it is essential to consider dimensions such as labor quality, social protection, citizen security, environmental vulnerability, access to public services, empowerment, physical and psychological well-being, use of time, feelings of humiliation and shame, and data that quantify gender gaps, among others.



Figure 3: Examples of possible quantitative analysis to be carried out in the combos strategy



Source: Compiled by author

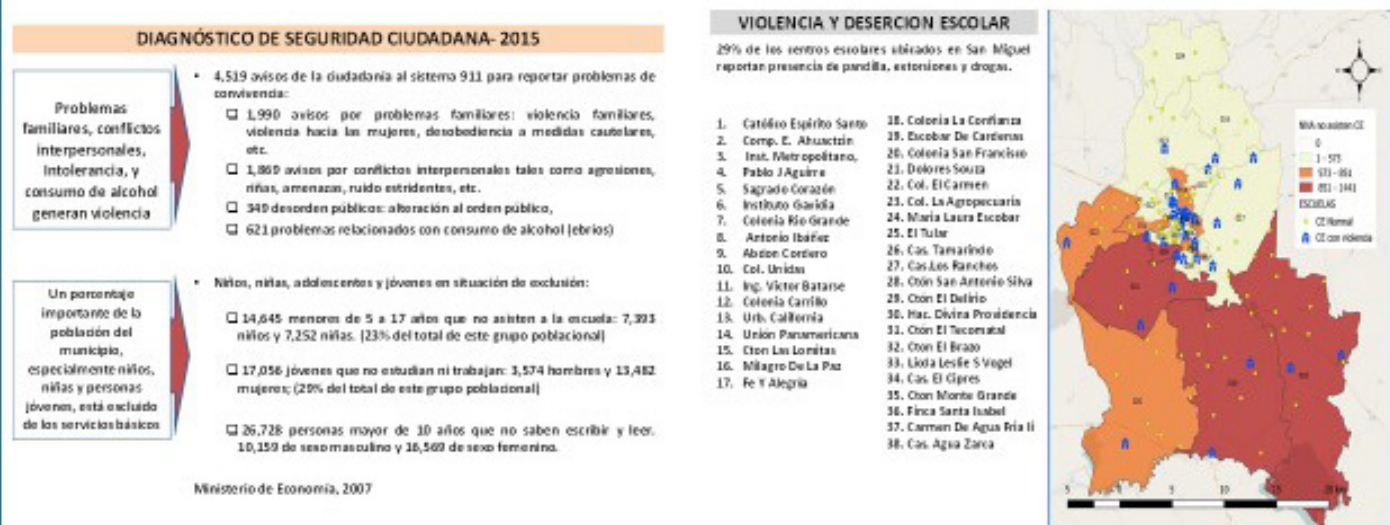
The analysis to be performed may vary from country to country and according to the identified problem. In countries with a robust system of statistics and data they will be able to generate more complex and precise analyzes, while countries with less resources or with less capacity or investment in statistical systems will be able to perform less complex quantitative analyzes. Likewise, the type of problem identified will require different analyzes, for example, addressing gender gaps or protecting the environment requires greater complexity than addressing the provision of basic services in a given locality. Also, the quantitative analysis depends on the analytical human resources available, both from the local UNDP office, from analysts provided by the government or external consultants.

Finally, it is important to mention that, in addition to self-generated information such as household surveys or national studies, other repositories of available data generated by other organizations should also be investigated. For

example, in the case of environmental information, there is climate and satellite information that is currently used in scientific research and could be used to complement the design of public policies. The following are examples of quantitative analysis carried out in different countries of the region:

**1.1 Maps by regions, municipalities and neighborhoods:** This analysis allows identifying the most urgent actions, as well as the territories and groups with the greatest need. For example, for the Plan El Salvador Seguro, an exhaustive analysis was carried out on citizen security at the municipal and neighborhood level, making maps on different indicators. The following is an example of the analysis carried out in the Municipality of San Miguel and the proposal of targeting 13 priority sectors within the Municipality.

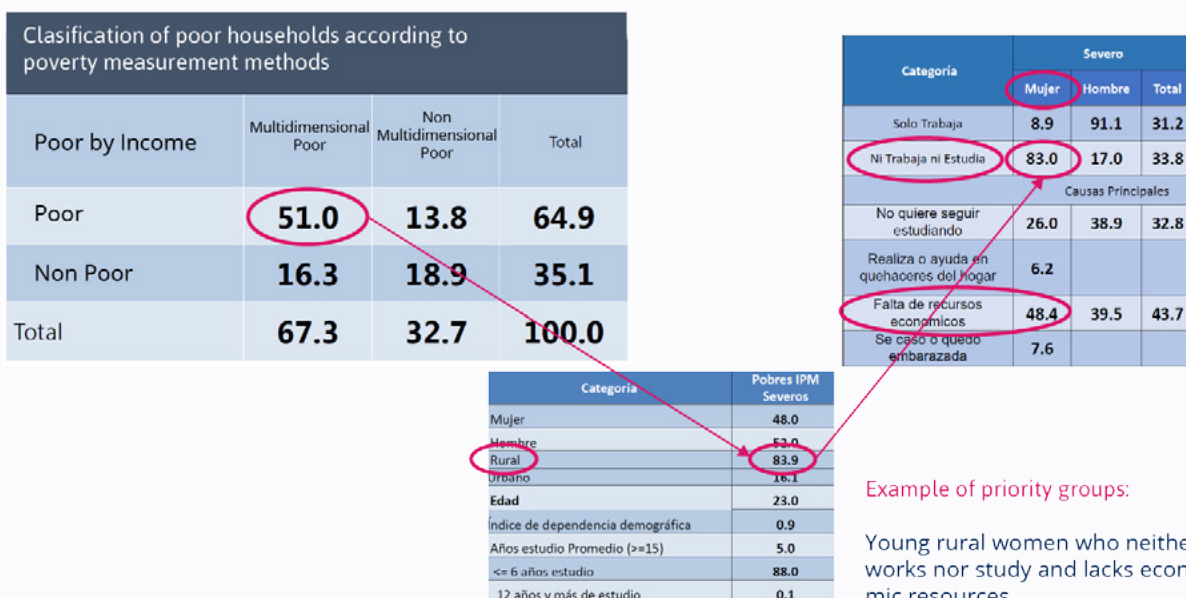
Figure 4: Example of the diagnosis made by the Plan El Salvador Seguro in the Municipality of San Miguel in El Salvador.



Source: Plan El Salvador Seguro

**1.2 Multidimensional Poverty Index (MPI):** The MPI of each country makes it possible to diagnose certain social deficiencies and to disaggregate data at the territorial level, allowing the quantitative analysis to be nurtured. Some innovative MPIs such as the Dominican Republic or El Salvador, for example, include environmental variables or catastrophe exposure. In case of absence of national MPI, the construction may be done by the team of analysts in the strategy of combos. The following figure illustrates as an example the utility of the Honduras MPI to identify groups with a higher level of deficiencies. As can be seen, the data allow disaggregation by sex, region, geographical area and dimension of the MPI:

Figure 5: Example of MPI utility to perform decompositions by population groups, by region and by dimension



Source: Compiled by author

In this example, where the prioritized group are young rural women who do not study or work for lack of economic resources, the analysis should be deepened to capture whether these women are engaged in unpaid housework and care.

**1.3 Corelations between indicators:** Analyzing the correlations between different indicators is an exercise that allows us to identify how some indicators of progress are “moved” together. For example, the following figure illustrates the correlation between two citizen safety indicators with a set of development indicators, identifying those correlations in desired direc-

tions (potential synergies) as well as those in undesired (potential trades-offs) directions. **For this exercise, data from 188 countries were used to analyze the trend.** This same exercise can be done within the same country using time series of development indicators to see correlations over time. The following example demonstrates that low rates of homicide and violence against women correlate with high levels of average education, reduction of infant and maternal mortality, less vulnerable work, longer life expectancy, and lower levels of income inequality. This analysis suggests that reducing violence may imply greater social progress.

Figure 6: Example of correlations between development indicators and citizen safety indicators

Low rates of homicide and violence against women in most countries are correlated with **high levels of average education, reduction of infant and maternal mortality, less vulnerable work, longer life expectancy and lower levels of income inequality**, among others Indicators of social progress.

Correlation	Homicides Rate	Violence Women
Lack of Natural Resources	0.0	0.2
Electricity	-0.2	-0.3
Employment Rate	0.1	0.1
Tertiary Education Tuition	-0.3	-0.2
Work Payment Gap Men/Women	0.0	-0.1
Care Gap Men/Women	0.1	-0.1
Gini	0.5	0.1
Life Expectancy	-0.3	-0.3
Maternal Mortality	0.2	0.3
Natural Disasters Effects	0.2	0.1
NEETs	0.2	-0.3
Child Malnutrition	0.1	0.2
Renewable Energy	0.2	0.3
Average Years of Education	-0.2	-0.2
Social Assistance (%)	0.2	0.4
Social Protection (%)	-0.1	0.2
Child Mortality	0.1	0.2
Vulnerable Labour	0.1	0.3
Access to Water	-0.2	-0.3

Source: Compiled by Author

**1.4 Quantitative Toolkit PovRisk:** Based on the econometric analysis carried out by UNDP in the Regional Human Development Report 2016, the PovRisk tool was developed, which identifies (through an econometric analysis using data from national households) those factors correlated with the exit and fall into poverty of the households of each country, and links them to the economic, social and environmental transformation experienced by each nation in recent decades. The information obtained in

the PovRisk can be very useful to identify those interventions necessary to include in the execution strategy. The following is a summary of the results for Chile, for example, a household with a head of household with a secondary education increases its probability by 13 percentage points by leaving income poverty in the period 2006-2009. This suggests that interventions aimed at increasing / improving the level of secondary education of the head of household have a positive impact on poverty reduction.

Figure 7: Example of PovRisk results in Chile



Source: Compiled by author

the specific problem both at the level of academic literature, as case studies and documents systematizing similar experiences. This analysis will, in the first place, reinforce or question some findings of the quantitative analysis and be more certain about the causal relationships of the problem in question. On the other hand, it will also allow identifying and initiating learning processes (Policy Learning) on possible solutions and interventions to the problem, which will be useful for the later steps of the theory of change and the construction of the Roadmap.

**1.6. SIGOB:** UNDP-SIGOB is a regional team with specialists in management, governance and information systems that works with pu-



**Further reading**  
On PovRisk methodology and results

Click to see the PDF

**1.5 Review of specialized bibliography / case studies:** while it is true that the analysis of correlations, and in general the aforementioned quantitative analyzes are useful for identifying how various components of economic, social and environmental development move, they do not necessarily imply the existence of causal processes. In this sense, in order to carry out a more robust analysis, it is important to be able to review the specialized literature on



blic institutions to strengthen the effectiveness, coordination, transparency and accountability of institutions through innovations in methods and work tools. SIGOB has a public management tool to visualize the contributions of existing initiatives towards the achievement of SDG. Through this, and in addition to other tools, a cross-cutting of SDG can be carried out in planning, budgeting, and public and private execution. Allowing you to visualize what needs to be strengthened, what needs to be maintained, and in what areas new projects need to be promoted. The main features of the UNDP-SIGOB SDG platform are the use of mega-data, the systematic and recurrent updating of information, a platform for exploring data for management, analysis, monitoring and reporting purposes, it can combine data from different information sources and in different formats, and its interface can be adapted to different users and audiences.

Below, we can see two examples of how empirical evidence becomes indispensable when it comes to defining informed public policies. It is crucial to define the relevant data that can guide the interventions, take them into account and, when necessary, generate them. The exposure of citizens to threats of various kinds, such as catastrophe or situations of violence, requires a detailed understanding of the phenomenon, its causes and its consequences. In some cases the linkage is evident and in others it requires a deeper analysis. Urban planning should be linked to risk prevention plans; the consequences of their absence can impact on deaths, displacement, damage to infrastructure, livelihoods, diseases, power relations and a long chain of effects. The reasons for their absence are equally relevant and vary from the secondary consideration of some of these aspects and the need to prioritize scarce resources,

prioritizing the relevance of the inhabitants according to their area of residence, or factors such as knowledge in the field, capacity to implement it, legislative frameworks that support this type of interventions, and a long etc. which should be considered in each case.



[Link to IVACC of República Dominicana](#)

[Click to see the PDF](#)



## Plan El Salvador Seguro Risk, Threat and Vulnerability Index (IRAV)

In order to achieve an effective focus on the interventions of the Plan, the selection of the municipalities to be intervened has been carried out based on the analysis of the threats and vulnerabilities in the municipalities through the construction of a Risk Index, Vulnerability and Threat (IRAV). The IRAV is composed of fourteen indicators grouped into four categories, which vary in priority according to the importance assigned to it, classified as follows: (i) crimes against life, (ii) crimes against integrity, (lii) crimes against property and (iv) risk factors.

The category of crimes against life uses the number of total homicides during 2014 giving within that figure a preponderant value to the events occurred against the woman through the number of homicides of women occurred in the same year. In the category of crimes against integrity, the number of denunciations repor-

ted by the PNC in cases of: injuries, domestic violence and missing persons is used. In the latter case, the data used is the total balance of complaints less the cases found alive and the deceased. The crimes against property category includes complaints received in 2014 for: extortion, robbery, theft, robbery and theft of vehicles, theft and theft of merchandise. Within the category of risk factors, three variables are included: the number of deprived residents of each municipality. The proportion of the population living in conditions of high and extreme vulnerability in the municipality, according to the 2007 UNDP, MINEC and FLACSO urban poverty map. Estimated percentage of middle-age population outside the educational system in the municipality. Year 2013. This figure was calculated from data of final enrollment in 2013 of the MINED and the projections of population by municipality of the General Direction of Statistics and Censuses. 50 municipalities were established to be prioritized as a result of this index:

Ponderaciones asignadas en el Índice de Riesgo, Vulnerabilidad y Amenaza según categoría y variables

CATEGORÍA Y VARIABLE		PESO	PORCENTAJE
I	Delitos contra la vida	13	20.3%
1	Homicidios totales en 2014	10	15.6%
2	Homicidios de mujeres en 2014	3	4.7%
II	Delitos contra la integridad	9	14.1%
3	Lesiones	2	3.1%
4	Violencia intrafamiliar	2	3.1%
5	Personas desaparecidas	5	7.8%
III	Delitos contra el patrimonio	25	39.1%
6	Extorsión	5	7.8%
7	Robo	3	4.7%
8	Hurto	2	3.1%
9	Robo de vehículos	5	7.8%
10	Hurto de vehículos	5	7.8%
11	Robo, hurto de mercadería	5	7.8%
IV	Factores de riesgo	17	26.6%
12	Privados de libertad	7	10.9%
13	Proporción de población en vulnerabilidad alta y extrema	5	7.8%
14	Porcentaje de población fuera de media	5	7.8%
Total		64	100.0%

As noted above, the level of detail and complexity of the quantitative analysis is subject to the type of data available. So in case of absence or little availability of data one can review available literature on the subject that covers the combo, hopefully on experiences in countries of the region with similar characteristics. It is also important to consider in the analysis available qualitative studies, to complement the results of the quantitative analysis.

### Quantitative Analysis Summary:

**Objective:** the objective is based on quantitative analysis and available studies identify priorities (in terms of population, needs and priority needs) and make a diagnosis of the problem.

**Activities:** the cases presented are examples of the quantitative analysis that can be performed. The type of analysis depends on the data available, the level of complexity of the problem, available resources and analytical capacity of the combos strategy team.

**Stakeholders involved:** statesmen and analysts part of the project combos, public sector technicians and the UNDP Country Office involved in data processing.

**Deliverables:** report on the quantitative analysis with graphs, maps and tables presenting the main conclusions that emerge from the data.

## 2. Inclusive dialogue process

The communication, consultation and negotiation of the different agents involved in the combos strategy is a key element for the elaboration of the strategy. **The objective is to involve the citizens, the different levels of government, institutions involved in the priority problem, the private sector, experts in the field, among others.** The better and wider the call and consultation, the greater the quality of the strategy developed, with a more strategic approach, with a more sophisticated preventive approach and a more solid programmatic proposal.

Findings from the quantitative analysis will be key inputs to fuel the process of dialogue. Likewise, the discussions carried out and hypotheses shared by the participants will guide quantitative research.

Some of the elements that can be useful in the construction of the dialogue - without intending to offer an exhaustive list of all possibilities but an orientation - are the following:

**2.1 Strategic mapping of stakeholders:** Having clearly identified the stakeholder's interests and positions in a more precise and specific way will allow for the establishment of call and involvement strategies that will avoid, on the one hand, the bias of convening only traditional actors (such as the government) or those with greater power, as well as to foresee the obstruction by influential stakeholders or that are part of the problem. A good strategy of call and involvement must start from a strategic analysis of the actors and other interested parties, seeking to understand in particular three dimensions: **the interest rate** (positive or negative) they have on a given topic, the **degree of importance** they give and the **degree of influence** they have on the subject. The strategy of working with the actors in each of the themes should therefore be differentiated according to the interest rate, influence and importance.

Figure 8: Example of the elements to be considered in a Strategic Mapping of the Stakeholders

1. Identifying stakeholders and their interests

Partes interesadas (ejemplos)	Interés en la actividad	Naturaleza del interés (+ o -)*
Presidencia u Oficina del Primer Ministro	Mayor participación ciudadana	+
Universidades	Cultura política y comportamiento cívico	+
Principales Partidos Políticos	Elecciones libres e imparciales • Oportunidades de una mayor influencia	+ / -
Organizaciones de índole religiosa	Ética en la política, imparcialidad	+
Grupos de ONG (p.ej. una ONG de control)	Imparcialidad, mayor influencia	+
Organizaciones del sector privado	Oportunidades de influencia, imparcialidad	+ / -
Representantes de grupos minoritarios	Oportunidades de participar	+
Organizaciones juveniles	Oportunidades de participar	+
Órgano administrativo electoral	Mantener la propia neutralidad	+
Grupo de observadores internacionales	Imparcialidad	+
Organizaciones ciudadanas	Derechos de los ciudadanos, imparcialidad	+
Organizaciones de mujeres	Derechos de la mujer, imparcialidad	+
Líderes políticos informales	Amenazas a su poder	-

2. Identifying their importance and influence

Partes interesadas (ejemplos)	Importancia (Escala de 1 a 5, 5 = a la más alta)	Influencia (Escala de 1 a 5, 5 = a la más alta)
Presidencia u Oficina del Primer Ministro	5	5
Universidades	3	2
Principales Partidos Políticos	5	4
Organizaciones de índole religiosa	3	2
Grupos de ONG (p.ej. una ONG de control)	3	3
Organizaciones del sector privado	3	4
Representantes de grupos minoritarios	5	1
Organizaciones juveniles	5	1
Órgano administrativo electoral	4	3
Grupo de observadores internacionales	1	3
Organizaciones ciudadanas	5	2
Organizaciones de mujeres	5	2
Líderes políticos informales	2	4

3. Mapping of stakeholders by their importance and influence



Source: UNDP (2014)

**2.1 The call of stakeholders:** the call and involvement strategy can significantly determine the success or failure of a public policy. **These are the main considerations since the practice:**

- Not just the traditional actors involved in the problem, but the entire range of stakeholders broadly.
- Citizenship is key to modeling and understanding the problem.
- The different levels of public administration (national, regional municipal) and Ministries related to the problem must be part of the dialogue process.
- The parties interested in the consultation should not be limited to those with an implementation role, but all those with in-

fluence and / or interest in a given action.

- Parliament is key.
- The media can be allies or obstacles of great weight.
- The private sector is another key player often left out.

**2.2 Participation processes and mechanisms:**

As in everything, not only who participates is important, but also the how. A good strategy is to counteract mapped actors with existing mechanisms (e.g. commissions and councils at national and local level, sectoral mechanisms such as coordination tables and cabinets, neighborhood councils, development councils, etc.), and analyze whether The existing mechanisms are a good way to discuss the problem identified in

the combos strategy. These mechanisms can be reformed to ensure that all relevant actors are included.

In case the existing mechanisms are not enough, space planning and consultation tools are necessary to bring the different actors and segments of the citizenry closer to the process. The combination of consultation methodologies, such as the combination of the use of forums and face-to-face spaces with the use of virtual and communication media, has gradually been seen in practice.

Further readings on inclusive dialogue initiatives carried out by UNDP:



#### Further reading

UNDP Strategy on Civil Society and Civic Engagement

Click to see the PDF



#### Further reading

Institucionalidad para el dialogo y la prevención de conflictos, El caso peruano

Click to see the PDF



#### Further reading

Informe Regional de Desarrollo Humano 2013-2014. Seguridad Ciudadana con rostro humano: diagnóstico y propuestas para América Latina

Click to see the PDF



#### Further reading

Experiencia de diálogo, transformación de conflictos y construcción de consensos: Sistematización de la Mesa de Diálogo de Moquegua

Click to see the PDF

## Summary of the inclusive dialogue process:

**Objective:** The objective of the construction of the dialogue is to involve all stakeholders in the identified problem (citizenship, different levels of government, institutions involved in the problem, local leaders, the private sector, experts in the field, among Others) in order to understand the needs of the different actors, their interests, their perception of the problem, level of negotiation, among other elements.

**Activities:** it depends on the context of each country, examples of activities are territorial and sectoral consultations, focus groups, interviews, local meetings, among others.

**Stakeholders involved:** stakeholders that are part of the identified problem.

**Deliverables:** optionally, a report can be provided explaining the activities carried out, the topics discussed and the main conclusions.

## 3. Mapping with SDG

The mapping of the problem with the Goals of the Sustainable Development Objective is to link the public policy problem identified with the 2030 Agenda with the objective of helping public policy makers to land the 2030 Agenda on their national and local agendas. The complexity and extent of SDG often hinders how to develop a strategy for its implementation. In the case of the MDG, the common approach was to identify indicators for each objective and to advance gap by gap. However, in an Agenda with 169 goals it is not possible to use this approach. Therefore, it is proposed to **identify all those goals that are related to the achievement of the problem, identifying trades-offs and synergies of the strategy with the ODS goals as well as the integrality of the combos strategy in the three dimensions of Agenda 2030.** This allows generating a concrete action plan to address the 2030 Agenda and to understand how the combos strategy allows the achievement of SDG. The following are the steps to follow to carry out the mapping, which should be elaborated by a group of experts in the 2030 Agenda:



**3.1 Establish drivers:** Drivers are defined as those dimensions to which the ultimate goal of the combos strategy responds. **The identification of the drivers is done with inputs from the theory of change: the definition of the expected impact, the definition of the results and the interventions to be performed.**

These elements allow the identification of the different areas in which the final objective of the combos strategy influences. Also, the analysis of correlations performed in the quantitative analysis can be quite useful to establish those areas interrelated with the target of combos. For example, for the case of a combo on poverty, framed in **SDG 1**, some of the drivers are: education, social protection, gender equity, labor market, among others.

**3.2 Mapping between drivers and targets in the 2030 Agenda:** Once defined the drivers it is necessary to identify which of the 169 SDG targets relate to these drivers.

The Bottleneck Analysis and Assessment Tool (BAAT) is a tool developed by UNDP that identifies policy interventions (called “accelerators”) that can trigger positive multiplier effects through SDG goals, and identifies solutions to bottlenecks which impede the optimum performance of the identified accelerators. **The BAAT performs a mapping of interventions (accelerators) identified against the 169 targets of the SDG.**

For the combos strategy, it is proposed based on the BAAT methodology to map the drivers identified against the 169 targets of the SDG. To identify the relationships of the drivers with the different targets, it is necessary to have a team with knowledge on the topics to be analyzed, such as gender, employment, safety, environment, among others, since the identification of

relationships requires a level of discretion, so a knowledge on the subject is necessary. The following figure proposes a scheme to perform this mapping, illustrates part of the mapping for the case of a poverty combo:



Figure 9: Scheme to identify the impact of drivers on each goal and the balance in the three dimensions of the 2030 Agenda

<b>Combos strategy development challenge</b>	Eradicate poverty by income
<b>SDG in which it is framed</b>	SDG 1

	Economic SDG
	Social SDG
	Environmental SDG
	Positive Impact
	Neutral Impact
	Negative Impact

Drivers	SDG Goals																		
	1.1	1.2	1.3	1.4	1.5	2.1	2.2	2.3	2.4	2.5	3.1	3.2	6.3	6.4	7.1	7.2	7.3		
Labor Market																			
Education																			
Social Protection																			
.....																			

Note: The information provided in the table is in order to illustrate the scheme so an analysis of the information should not be performed. Source: Compiled by author based on BAAT

In the above table, for each goal, the three dimensions of the 2030 Agenda have been identified as being more predominant. For each driver, the impact type must be identified for each of the 169 targets. **This analysis will allow us to understand the integrality of the combos strategy, as well as synergies (positive impact) and trades-offs (negative impact) with the 2030 Agenda.** It is important to consider that not necessarily the combos strategy is balanced between the three social, economic or environmental dimensions, due to the nature of the combo. For example, a combo focused on teenage pregnancy will have greater action in the social and economic dimension than the environmental one. In order to understand na-

tionally the integrality in addressing the 2030 Agenda, it is necessary to analyze the set of national and sectorial plans and strategies, such as the exercise carried out by the Rapid Integrated Assessment (RIA) studied in Unit 2. The following table summarizes the results found in the previous year.

Figure 10: Scheme to summarize the effect of the combos strategy in the 2030 Agenda

Drivers	Positive Impact (# of SDG targets)	Neutral Impact (# of SDG targets)	Negative Impact (# of SDG targets)	In general	Balance in all three dimensions			In general (balance in all three dimensions)
					Economic	Social	Environmental	
Laboral Market	12	2	0	●	✓	✓	X	●
Education	11	5		●	✓	✓	X	●
Social Protection	5	9	1	●	✓	✓	✓	●
....					✓	✓	✓	

Note: The numbers and information provided in the table are in order to illustrate the scheme so an analysis of the information should not be performed. Source: Compiled by author based on BAAT

### 3.3 Analysis of synergies and trade-offs between goals:

Once the goals in the previous step are identified for which the combos strategy has some kind of impact (either positive or negative), it is necessary to understand the relationship between the different goals. Correlation exercises can be performed to understand how certain goals relate and also consult existing literature to understand how certain developmental indicators relate. Table 5 of Unit 2 presents potential interconnections of each goal with the rest of the 2030 Agenda. For example, there is empirical evidence that older years of education reduce delinquency levels, a relationship that needs to be considered in the mapping of a combo Security. It is important to consider that there are certain social achievements for which there are no data, but if they are key in the 2030 Agenda as is the case of environmental protection for which an expert in this subject is required to incorporate in the mapping achievements In environmental sustainability. This exercise can be done in a table, such as Figure 11, which includes only those

goals identified in the previous step and identifies whether the relationship produces positive, negative or neutral impact.

Figure 11: Scheme to identify the relationship between identified SDG targets

[illegible]

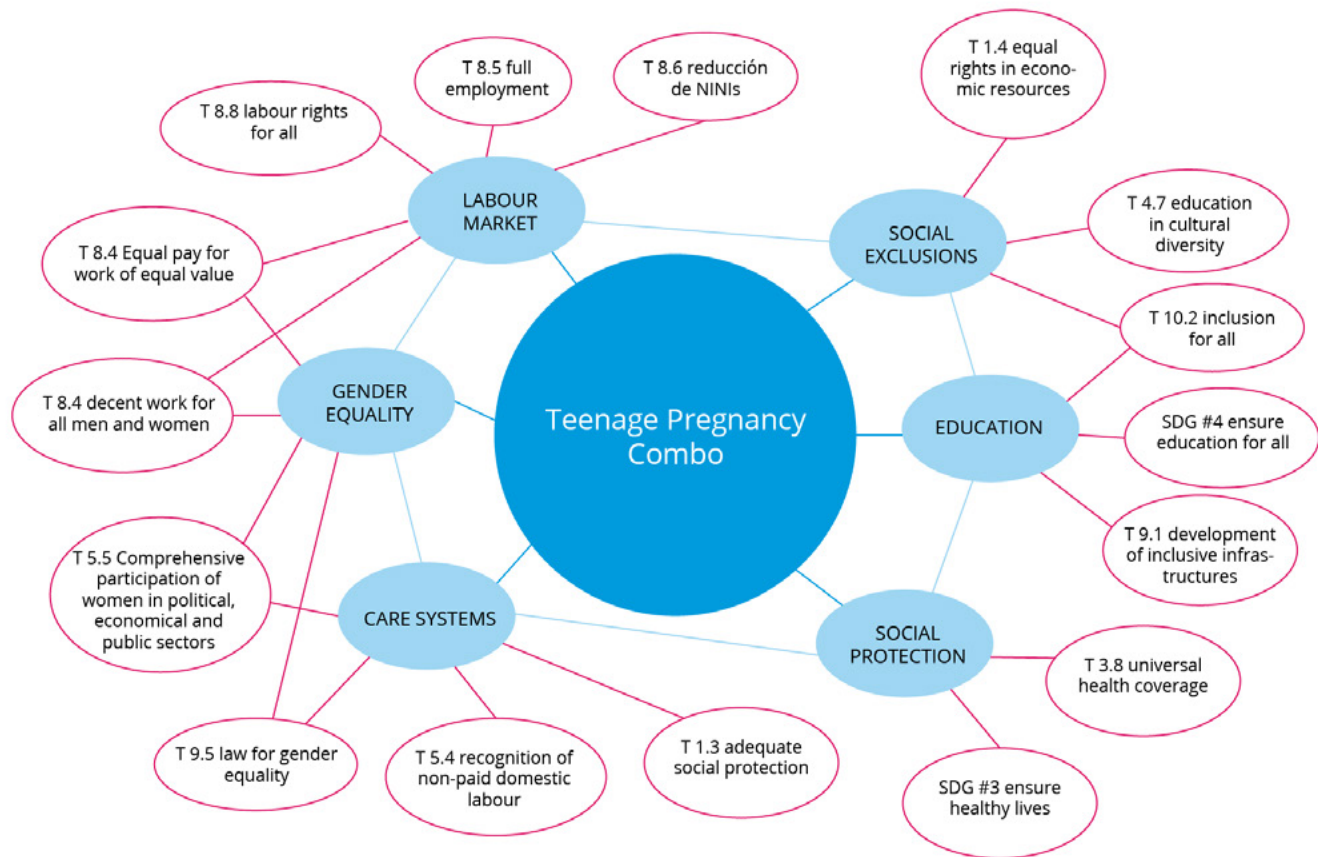
Note: The information provided in the table is in order to illustrate the scheme so an analysis of the information should not be performed. Source: Compiled by autor

### 3.4 Establish indicators, based on available

**data:** Establish indicators, based on available data. For each goal identified in the mapping, it is necessary to establish one or more indicators that allow a diagnosis to be made in the fulfillment of that goal. The type of indicator depends on the data available in each country. Certain targets may be difficult or there is no data to establish an indicator. For example, Goal 4.7 is aimed at cultural education, an objective that is not so easy to quantify through an indicator, the challenge is to generate or identify data to capture these types of goals.

The mapping exercise can be illustrated by the following diagram. In this example we present a teenage pregnancy combo, in gray the drivers of this strategy and in yellow the goals identified in the mapping for which the drivers have a positive impact. The color of the edge of the goal identifies the dimension of the 2030 Agenda (social, economic or environmental).

Figure 12: Representation of Combos Strategy Mapping with the 2030 Agenda



Source: Compiled by author

## Summary Mapping with SDG

**Objective:** to link the public policy problem identified with the 2030 Agenda to make a concrete landing of the 2030 Agenda and to understand how the combos strategy contributes to the fulfillment of the SDG.

**Activities:** the development of the mapping can be carried out in teams through meetings of work.

**Actors involved:** a team of experts on the 2030 Agenda and key SDG development issues such as gender, citizen safety, environment, among others.

**Deliverables:** the final result can be presented by the scheme suggested in Figures 9,10,11 and 12. This mapping can be accompanied by a brief results report.

**with the SDG.** In the next unit we will study the last three steps of the combos tool: Roadmap Development (**Step 3**), Implementation (**Step 4**), and Monitoring and Evaluation (**Step 5**).

To conclude, in this unit we approach **Step 2 of the combos strategy which consists of the theory of change development, which is nourished by the quantitative analysis, inclusive dialogue and the mapping of the strategy**

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## UNIT V

### METHODOLOGY OF COMBOS AS A TOOL AND APPROACH: STEP 3, 4 AND 5

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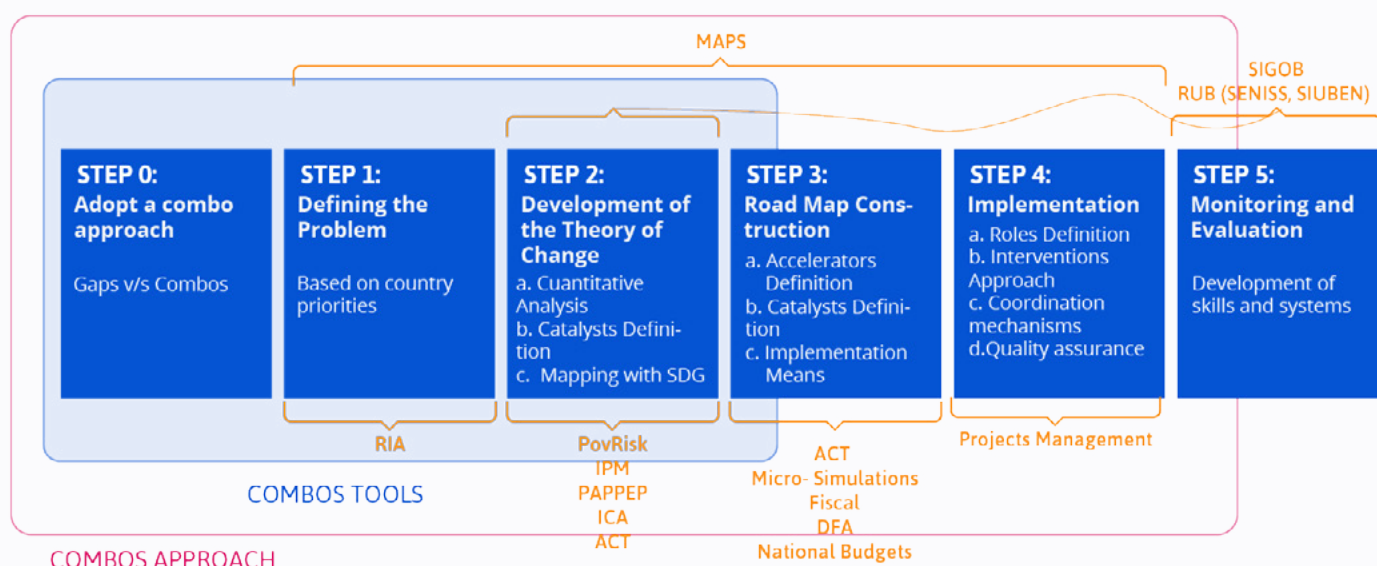
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# ROADMAP DEVELOPMENT (STEP 3), COMBOS IMPLEMENTATION (STEP 4), AND DEVELOPMENT OF MONITORING AND EVALUATION SYSTEMS (STEP 5)

In the previous unit we studied Step 2 of the combos strategy, which consists of the theory of change development. **In this unit we will discuss the three final steps of the combos strategy, which consists of: roadmap development, strategy implementation, and development of monitoring and evaluation systems.**

Figure 1: Strategy Steps and Combos Tool



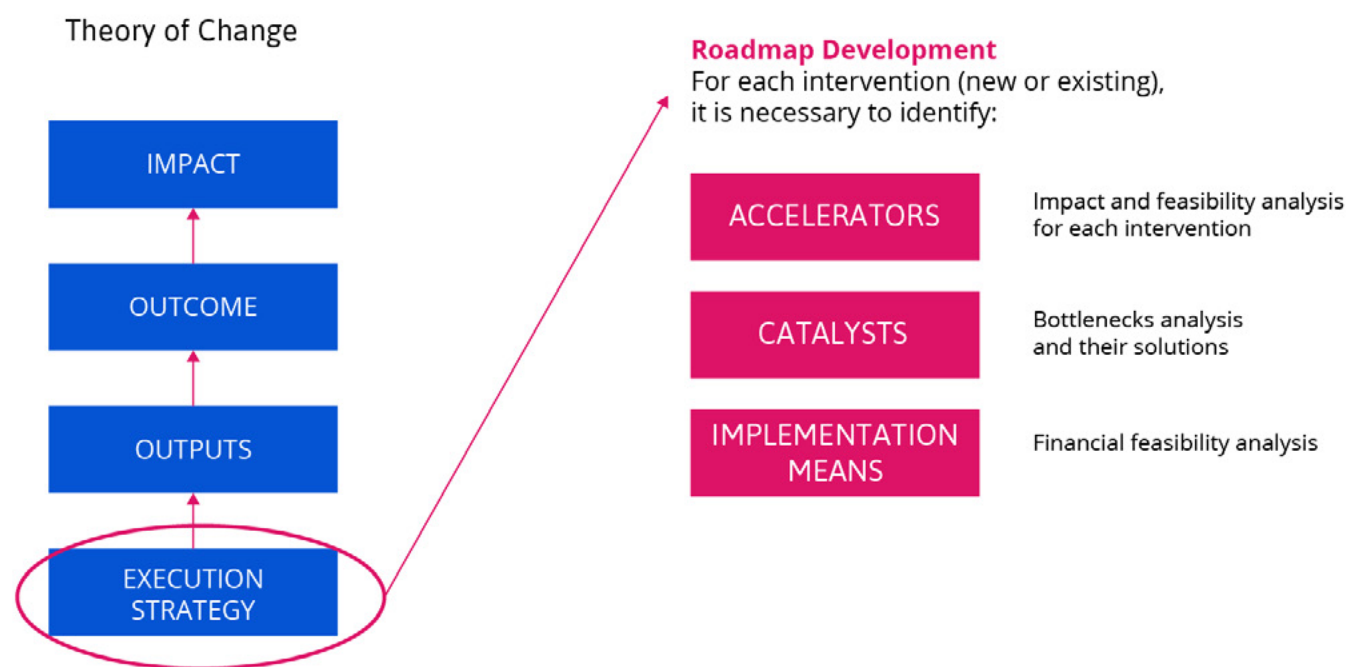
Source: Compiled by Author

## 1. Step 3: Roadmap Development

Next, we will elaborate the roadmap for the implementation of the combos' strategy. In the theory of change development, we define the interventions to be performed, which may be new interventions, existing interventions that need modifications (for example, they need a new component, reach a new target population or it is necessary to work certain existing bottlenecks that do not allow the intervention to achieve the desired impact) or a combination of both. **At this stage, impact and feasibility need to be identified for each intervention or program (in order to identify those "accelerating" interventions of the combos accomplishment), bottlenecks of the interventions need to be identified, as well, their catalytic solutions and the means of implementation (costs and financing of interventions).** The following figure illustrates the roadmap elements.



Figure 2: Roadmap Elements



Source: Compiled by Author

## 1.1 Identification of accelerating interventions

Based on the proposed methodology, *Bottleneck Analysis and Assessment Tool* (BAAT)<sup>1</sup>, we will include a profile on impact and feasibility for each intervention of the combos strategy, with the objective of defining all the key elements in the implementation as well as what are those “accelerating” interventions of the combos strategy accomplishment. The set of interventions defined in the theory of change, probably can’t all be executed at once, due to budget constraints, necessary resources or capacity to implement them, among other limitations. Therefore it is necessary to carry out a prioritization analysis of actions, to start with those interventions that have a greater impact and are more feasible to perform.

To complete these profiles, information and data from existing sources (eg, statistical agencies, ministry reports, NGO and international agencies reviews), as well as interviews and focus groups with relevant experts, need to be collected. For this step, the inclusive dialogue created for the theory of change development is relevant. It is essential that experts from all relevant fields, including members of civil society and the academic world, be consulted and that profiles are completed through a consultative process. The following template may be used to prepare profiles for each intervention<sup>2</sup>, which uses mapping information with the SDG performed in the previous step, such as: which is the intervention’s *driver*, which are the goals linked to the driver and the balance between to the three dimensions of the 2030 Agenda. Also at this stage, the impact anal-

<sup>1</sup> BAAT is a tool developed by UNDP that allows us to identify policy interventions (called “accelerators”) that can trigger positive multiplier effects through SDG goals, and identifies solutions to bottlenecks that impede the optimal performance of accelerators.

<sup>2</sup> The following worksheet is a modification to the one presented by the BAAT methodology, which has been developed for the implementation of the 2030 Agenda. For the combos methodology, some of the tools used by BAAT have been adapted, such as the identification of accelerators and bottlenecks. However, it is important to note that the methodology presented differs from the work carried out by BAAT in the sense that BAAT aims at the achievements of the 2030 Agenda, while the combos strategy points to a specific development strategy.



ysis needs to analyze existing interventions. The objective is not to duplicate efforts, but rather to identify possible alliances and synergies with existing programs.

It is necessary to complete each section and then you can generate a score or assign a col-

or (such as the color chart in Figure 4, depending on how well the impact and feasibility is achieved) in each section, finally based on the scores / colors of each area an average of impact and of feasibility is determined.

Figure 3: Impact and Feasibility Intervention Profile

<b>Intervention description:</b> Educational workshops to be held at vulnerable schools <b>Intervention Driver:</b> EDUCATION <b>Combo:</b> Chronic Childhood Malnutrition			
Impact Analysis		Feasibility analysis	
SDG Goals linked to the driver: ...		Political and Economic Context: ...	
Balance between the three dimensions of the 2030 Agenda: ...		Stakeholders (organizations in charge of each action, work instances between different administrative levels): ....	
Expected outcomes and outputs: ...		Administrative Capacity: ...	
Beneficiaries (impacted population): ...		Estimated Costs: ....	
Impact Ratio: ...		Available Funds: ...	
Impact Speed and Acceleration Skill: ....		Estimated Implementation Terms: ...	
Existing Interventions: ....		Necessary Supplies: ....	

Source: Compiled by Author based on BAAT

Prioritization of interventions based on impact and feasibility criteria











After completing this profile for each intervention, a summary table should be prepared with the set of interventions, such as the one presented in Figure 4, which summarizes the potential and feasibility of each intervention. Priority will be given to interventions with greater potential for impact and also considered feasible, taking into account the country’s context, development priorities and systemic challenges. It

is important to consider in the prioritization the balance between the different *drivers* identified in the previous step. As far as possible, the set of priority (accelerating) interventions must address all the *drivers* of the combos’ strategy.

It is recommended that the classification and prioritization process should be conducted during a workshop with all members of the working group to ensure consensus on prioritized interventions. The advantages and disadvantages of the intervention should be assessed and, in this

context, consideration should be given to mitigation measures. Techniques such as social impact analysis, cost-benefit analysis, and cost-effectiveness analysis could help identify the most optimal interventions. The result of this process will be a summary table that will determine the list of prioritized interventions, which correspond to the accelerators of the combos' strategy.

### Figure 4: Summary Chart of Interventions

<b>Combo: Chronic Childhood Malnutrition</b>					
		Accelerates Progress			
		Potentially achieves acceleration			
		Probably does not help acceleration			
		Not useful for acceleration			
<b>Interventions</b>	<b>Im- pact</b>	<b>Feasi- bility</b>	<b>Rank- ing</b>	<b>Driver</b>	<b>Elected in- tervention? (yes/no)</b>
Educational work- shops to be held at vulnerable schools			1	EDUCATION	YES
Food Supplies to vul- nerable families			2	HEALTH	YES
Information work- shops to the commu- nity			3	EDUCATION	NO

Source: Compiled by author based on BAAT.

Note: The information provided in the table illustrates the scheme, so an analysis of the information should not be performed.

It is important to consider, when performing the prioritization exercise, that consensus will not always be met on best practices to achieve the goal of combos strategy. It may also occur that the minimum data (or data are not of sufficient quality) does not exist to determine which interventions are successful and which have failed. If data is not available, expert working groups may need to conduct surveys, interviews or discussion groups to analyze the success of interventions, as well as to analyze good international practices, always taking into account the context of each country. Once the accelerating

interventions are established, it is suggested to generate a diagram with the links between the involved stakeholder organizations (identified in Figure 3), considering those mechanisms for interministerial, intersectoral and territorial coordination.

## 1.2 Identification of catalysts (solutions to bottlenecks)

Once those accelerating interventions have been identified, it is necessary to determine the existing bottlenecks and solutions to the bott-

lenecks; those solutions will be referred as catalysts.

**Bottle necks are immediate and removable constraints that impede optimal performance of interventions so they may obtain maximum impact.** A bottleneck solution is defined as a short-term catalyst action that resolves a bottleneck to produce a rapid impact. The catalysts try to ensure the successful implementation of the interventions.

For interventions that are already being implemented, bottlenecks can be identified on the basis of experience in the field. If the proposed intervention is new, the idea is to design interventions that consider possible bottlenecks and try to overcome them. Understanding these bottlenecks will allow the implementation plan to be based on local conditions, opportunities and

constraints.

The methodology for identifying bottlenecks is based on the MAF (MDG Acceleration Framework) (link). Bottlenecks can occur at different stages of the policy-making and policy-implementation process. Figure 5 presents five broad categories of bottlenecks in the formulation process. These categories are by no means exhaustive, but only illustrate the most frequent types of bottlenecks in policy-making processes. For example, bureaucratic barriers (eg. public budget approvals) or political barriers (interests of the current government and the opposition) should be considered in policy or planning barriers. The mapping of stakeholders previously developed for the inclusive dialogue can serve to be very useful in identifying bottlenecks.

Figure 5: Example of types of bottlenecks

Bottleneck Category	Planning and Policy	Financing and Budget	Provision of Services (offer)	Use of Services (demand)	Cross-Cutting
Sub-category	Interest and political will	Resources Mobilization	Geography and Demography	Empowerment and Self-Efficiency	Commitment and Advocacy
	Strategies, policies and plans	Resources Allocation	Human Resources and Skills	Acceptability	Coordination and Alignment
	Legislation and Enforcement	Resources Expenditures	Equipment and Supplies	Accessibility and Affordability	Responsibility and Transparency
	Institutional Capacity		Quality and Equity		Communication
	Coordination and alignment				
	Responsibility and Transparency				

Source: BAAT

Identifying bottlenecks for each accelerating intervention requires mapping the implementation stages of these interventions, based on defined activities. The number of steps in the mapping process will vary greatly between interventions and countries. These steps should be mapped to the bottleneck categories in Figure 5, to identify potential or existing difficulties at each step of the intervention. The following is an example for the identification of bottlenecks.

Figure 6: Example of mapping to identify bottlenecks

Accelerating Intervention: Educational workshops to be held at vulnerable schools					
	STEP 1 Coordination and agreements between stakeholders	STEP 2 Selection of schools for workshops	STEP 3 Definition of equipment im- plementing work- shops	STEP 4 Invitation to participate in the community	STEP 5 .....
<b>Bottlenecks categories</b>					
<b>Planning and policy</b>	Lack of local stakeholders				
<b>Financing and budget</b>			No public budget available		
<b>Provision of services (offer)</b>			No capacity		
<b>Use of ser- vices (demand)</b>				Low commu- nity interest	
<b>Transversal</b>					Intervention is not part of national planning

Source: Compiled by author based on BAAT.

Note: The information provided in the table illustrates the scheme, so an analysis of the information should not be performed.




Once the bottlenecks for each accelerating intervention have been identified, these should be evaluated based on the potential impact and the availability of potential solutions to be overcome. The following figures illustrate the criteria for determining the impact of eliminating bottlenecks as well as a template for identifying potential solutions.

Figure 7: Criteria to assess the impact of removing bottlenecks

Criteria	Green	Light Green	Orange	Red
<b>Impact of removing bottleneck</b>	Substantial positive im- pact on inter- vention	Positive im- pact on inter- vention	Limited pos- itive impact on interven- tion	There is no positive im- pact on inter- vention

Source: BAAT

Figure 8: Worksheet for the prioritization of bottlenecks

Accelerating Intervention	Bottleneck	Potential Solutions	Impact of removing bottleneck
<b>Educational workshops to be held at vulnerable schools</b>	Lack of local stakeholders	Deliver technical assistance through a local program coordinator	
<b>Educational workshops to be held at vulnerable schools</b>	No local capacity to carry out the workshop	Offer incentives for local instructors to conduct the workshop	
<b>Educational workshops to be held at vulnerable schools</b>	Intervention is not part of national planning	Meetings with government authorities to make workshop benefits known	

Source: Compiled by author based on BAAT.

Note: The information provided in the table illustrates the scheme, so an analysis of the information should not be performed.

In the previous step, we identified an initial set of potential solutions for each bottleneck, it is also necessary to analyze the feasibility of the solution as well as the expected consequences or impacts of the proposed solution. It is important to consider that a bottleneck may have more than one solution and it is not necessary to solve all the bottlenecks of the prioritized interventions, but those that, when resolved, have a significant positive effect on the implementation of the intervention. The expert working group should examine proposed solutions to bottlenecks and confirm that the solutions address the appropriate bottleneck and that these are feasible.

### 1.3 Means of Implementation

From the impact and feasibility profile generated for each intervention, key information will emerge to define the expenses required for the execution of each of the actions, as well as the possible financing sources.

**The combos strategy financing must have an**

**integrated approach, identifying all possible synergies and interconnections between the combo and the different goals of the 2030 Agenda according to the information generated by mapping SDGs. An integrated financing, allows a reduction of costs associated with meeting each goal** as well as identifying all possible impacts of meeting a development challenge. If the necessary analytical resources and interest on the part of the government exist, it is recommended to carry out a cost-effectiveness study of the interventions and exercises of tax micro simulations to understand the impact of the action plan. Studies of this type show the importance and impact of interventions, provide highly useful information to seek financing sources, support from the government and other institutions for the implementation of the strategy.

#### Example of costs and financing of El Salvador Seguro Plan:

In the case of the El Salvador Seguro Plan, the estimate is distributed according to the needs



of five working axes plus an amount destined for operations, communications and accountability. **Out of the required \$ 2,100 million, it is estimated that most of the resources will be focused on violence prevention actions within the first axis, requiring a total of \$ 1,550 million equivalent to 73.8% of the resources, which will be allocated to youth employment; school retention and reintegration of children and adolescents; provision of dynamic, safe and inclusive public spaces; among other similar interventions.** In addition to identifying the costs associated with each intervention area, the objective is also to identify how each intervention contributes to the 2030 Agenda and quantify the cost of achieving said goal. **In the case of the El Salvador Seguro Plan, four financing sources were classified according to their origin:**

- 1** Funds from state institutions
- 2** Funds from multilateral and cooperation agencies, and
- 3** Funds from private agents, including, but not limited to: private enterprise, churches, NGOs, among others, and
- 4** Innovative financing mechanisms, such as those from seized assets.



Plan El Salvador Seguro

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## Tax Micro Simulations:

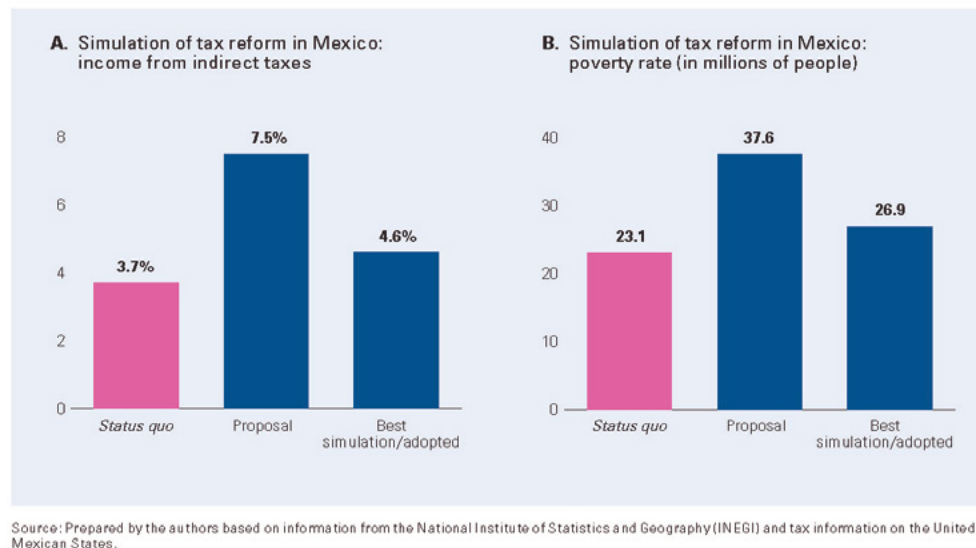
The fiscal toolkit is a tool available by UNDP for diagnosis and evaluation to reduce poverty and social and economic inequities. This tool seeks

to solve questions such as how much does the market and State contribute to a certain policy? How progressive or regressive is the policy being implemented? What are the alternative scenarios for change?

The analysis can include the decomposition of poverty and inequality determinants, the evaluation of current tax and social systems, and the evaluation of the impact of reforms to tax and social policies through micro simulation models. **In recent years, UNDP has worked with countries in the region to conduct micro simulations to assess the impact of tax policy proposals on trends in poverty and inequality.** The following figure illustrates the example of Mexico, where micro simulations served to accompany the government's work on comprehensive social reform in 2013. Fiscal simulations, which were carried out jointly with the Secretariat of Social Development, emphasized on costs and benefits of collecting value-added taxes on food and drug baskets. This social policy prevented approximately 14 million people from falling into poverty. **Executing this type of analysis may allow microsimulation of the distributional impact of social, economic and environmental policies.**

Figure 9: Example of tax microsimulation in Mexico

During recent years, UNDP has worked with the region's countries to carry out microsimulations analysing the impact of alternative policies on poverty and inequality trends



Source: UNDP (2016)

UNDP has developed different program cost analysis in the region. For example, in the Dominican Republic, the ILO, UN Women and UNDP have developed an initiative to contribute to the redefinition of a social protection floor that considers the inequality of people both in socioeconomic and gender terms throughout their life cycle, ensuring universality from a human rights approach. For this, an analysis of the implementation cost is being executed on the new measures to close gender gaps in social protection and security.

For more information:



Piso de protección social y género

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## Roadmap Construction Summary

**Objective:** to elaborate the combos strategy roadmap, defining for each intervention its impact and feasibility (to define the accelerating interventions), identify the existing bottlenecks and their potential solutions, and define costs and sources of financing.

**Activities:** It is necessary to complete the forms proposed in this unit through meetings as well as to carry out a cost analysis. It may be necessary to conduct focus groups and interviews to understand the feasibility and bottlenecks of interventions.

**Stakeholders involved:** expert team part of the combo development, it is crucial to involve people with local context and public sector functioning knowledge, who can identify possible risks, assumptions and bottlenecks.

**Deliverables:** report detailing roadmap.

## 2. Step 4: Combo Implementation

Once priority interventions (accelerators) and solutions to bottlenecks (catalysts) have been defined, it is necessary to define key elements for the implementation of the combo: the roles, interventions' scope, intervention mechanisms and quality standards of interventions to be executed. Most of these elements emerge from the previous step, the impact and feasibility analysis of each intervention.

## 2.1 Defining roles

There are three possible roles for UNDP (or the agency developing the combos strategy), the role assumed depends on government requirements as well as resources available to the agency developing the combo.

**The first case is that a direct implementation is executed by the government without request of support,** this means that once the plan to develop the combos strategy has been developed, the country decides to implement it on its own or the agency that developed the combos strategy if there are no resources to support the implementation of the combo. In this case, external support can be provided through implementation monitoring, for example.

**The second case is that an implementation by government is provided with support / accompaniment of the managing entity of the combo,** in this case there are joint efforts in the combos' implementation. The accompaniment and support degree depends on the resources available and the context of each country. This can be done through missions, field visits, support with technical staff in the development of interventions, analysis of the impact of interventions, for example.

**Finally, the direct implementation may also be executed by the agency that developed the combo;** generally this happens when it is an intervention at territorial level. In this case the interventions are implemented by the agency that has developed the combo strategy, always in coordination with the central and local government. The implementation must be performed in line with the local government agenda and with the support of local authorities.

In the event that UNDP is the agency developing the combo, and is part of the implementation process, the dynamics of working with an implementation partner can take place, which could be a government agency, a United Nations agency, civil society organizations or other international organizations.

## 2.2 Interventions Scope:

The combos implementation may require changes in existing legal frameworks, that is, that the execution of a certain intervention requires a change in the current legislation or regulatory framework of a country. For example, in implementing a combo on adolescent pregnancy prevention, one of the interventions may be to provide vulnerable adolescents with information on contraceptive methods. If it were the case that in the country where this combo will be developed, there is no statutory right to the free provision of contraceptive methods, then the current legislative framework may require modifications.

It is also important to develop and strengthen local skills for combos implementation. Some countries need to develop training for local implementation officials and to provide information on the combos strategy, (its objectives and stages), as well as if training required on project management, results assessment, and other key elements to consider in the implementation.

## 2.3 Intervention Mechanisms:

Building inclusive dialogue should be part of the implementation of combos' strategy. As we saw for the theory of change development, an exhaustive consultation and participation process of the different involved stakeholders was de-

veloped. At this stage it is necessary to resume this process, but at an intervention level, identifying all those agents part of this stage. Dialogue is important to build consensus among stakeholders, better coordinate implementation, and identify synergies and bottlenecks during implementation. Also, engaging stakeholders of the local community creates a better environment for implementation. Examples of dialogue instances of are the developing of community tables, inter-institutional tables or territorial tables. For more information on the inclusive dialogue process see section 2 of Unit 4.

### Further reading of inclusive dialogue initiatives undertaken by UNDP:



#### Further reading

UNDP Strategy on Civil Society and Civic Engagement

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#### Further reading

Institutionality for dialogue and conflict prevention, The Peruvian case

[Click to see the PDF](#)



#### Further reading

Regional Human Development Report 2013-2014. Citizen Security with a human face: diagnosis and proposals for Latin America

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#### Further reading

Experience of dialogue, conflict transformation and consensus building: Systematization of the Moquegua Dialogue Table

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It is important to consider that it is key that there is a local appropriation of the interventions to be implemented, as well as the combos' strate-

gy. **In no case should a specific action plan be imposed, but rather, as outlined in step 1 of the combos strategy, the problem to be solved must emerge from the local needs of each country.**

## 2.4 Quality Assurance:

The interventions implementation must be accompanied by quality assurance of the interventions, both during their development and after they are completed. Examples of mechanisms for quality assurance are user satisfaction surveys, periodic field visits or mechanisms that promote transparency and accountability (such as having a virtual platform on combos strategy that collects all information, E-government initiatives, among others). Quality assurance systems are key both in the implementation process and also in the monitoring and evaluation systems of the combos strategy, as will be seen in the next step.

## 3. STEP 5: MONITORING AND EVALUATION

Throughout the combos strategy formulation we have defined indicators to measure progress in achieving the combos strategy, indicators to measure progress on the 2030 Agenda and indicators to measure the impact of accelerating interventions. This final stage consists in defining the monitoring and evaluation system, which defines the systems, mechanisms and capacities available for this process.

**Monitoring**<sup>3</sup> is an ongoing process that will be performed throughout the implementation process of the combos' strategy and its associated plans, programs and projects at different levels. It consists of monitoring the progress of the same through the collection of information

3 Section prepared on the basis of UNDP's internal document: "Guided by Experience: Citizens Security Policies"

and data analysis, based on a system of information recording and periodic reporting. Good monitoring focused on results is mainly focused on monitoring indicators defined in the theory of change in three main levels: impact, outcomes and outputs to ensure that the processes are actually generating changes expected by politics.

Follow-up should be done at different levels; these levels may vary depending on the characteristics and scope of the combos strategy:

- Based on the policy objectives, both the general and specific objectives, on the basis of which key indicators were identified according to impact level.
- Based on the expected effects of the policy and the selected effect indicators in the results framework.
- Based on the policy's lines of action, for which product indicators should be developed, that is, what the policy through its actions, programs and projects will concretely generate: laws, protocols, capacities and skills, infrastructure, equipment, services, systems, procedures, mechanisms, etc.

The **evaluation** is a process that assesses the pertinence, effectiveness, efficiency and sustainability of policies in achieving their purposed (objectives, effects and products). Evaluations are usually made after a sufficient period of implementation time has elapsed that allows for concrete changes in the situation of the target population. Evaluations are recommended not only at the end but also at least halfway through the implementation period.

Through high quality and participatory evalua-

tion exercises we can truly assess with concrete and measurable evidence the true contribution of politics to change trends, when analyzing the effectiveness of different approaches and focuses, lines of action, specific programs and their territorial scope. The participatory approach also encourages democratic ownership and accountability of citizen security policy, as well as public resources invested in them.

The evaluation is not reduced to presenting changes in outcome indicators, but rather presenting the link between the different levels, that is, to what extent was the intervention really responsible in changing the situation. It deepens the analysis that may have been done internally with the annual reviews, but this time with methodological rigour, internationally standardized evaluation techniques, and with total impartiality, since those who carry out the assessment are external to the decision makers, managers, implementers or beneficiaries, although all of these are consulted during the evaluation.

**An evaluation should basically answer the following main questions:**

**How did the policy verifiably contribute to improving the safety of people in the country? How did it verifiably contribute to changing developmental conditions, spatial contexts, social behaviors and institutional performance (associated factors)?**



### Relevance - Are we doing the right thing?

An evaluation will not only measure whether the national citizen security policy and its plans / programs / derivative projects were well implemented, but also will question the very design of these instruments and determine if what was formulated was truly relevant and necessary, and if during the period implemented that relevance was maintained. It will assess if the security issues were the most relevant and / or given the changing patterns of insecurity in the country and its priorities, that relevance was maintained or whether the policy made the corresponding changes of re-prioritization.

### Efficiency - Are we doing it well?

The evaluation here will seek to determine if what was planned was achieved, at different levels of impact, effect and strategic lines of action, and should establish the causal chain between the different levels. Determining this requires a combination of quantitative and qualitative methods that can rebuild the logical chain of actions -> effects -> impact. It will examine how well the targets for closing gaps and reducing insecurity were met, how policy interventions contributed to achieving them, and how much other factors contributed to both enhancing and limiting them.

### Efficiency - How are we achieving it?

Here the evaluation should examine how cost-effective the interventions have been and how efficiently they have been implemented. It will therefore focus on the processes of coordination, decision-making, management, administrative mechanisms and synergies that have been fostered. It will be assessed whether women and men were effectively involved as well as the priority groups in the different processes, whether the resources benefited in the same way to one another and whether there were differences in efficiency depending on gender and the other prioritized segments such as children, girls and young people, at a local level.

### Sustainability - Is it sustainable in the future?

The evaluation exercise should assess whether achievements in improving insecurity have been directed and appropriated by the target population to such a degree that there is a good likelihood that they will be maintained and / or continue to improve over the long term. Likewise, it will need to assess whether the reduction of the factors of insecurity is substantive, whether trends have only been reversed temporarily or there are real structural changes that will prevent them from being replicated, and whether capacities have been strengthened in an incremental and feedback to generate a sustainable and equitable human development process.

For example, for the El Salvador Seguro Plan, the following tools were generated for the monitoring and evaluation of the strategy: a tab for each indicator (each indicator has its own tab that includes information about the source of information, responsible for the collection, periodicity, indicator's calculation form, etc.), a global indicators matrix (administrative and perception indicators matrix), surveys (to collect information on population perception, both for municipalities in which the El Salvador Seguro Plan was developed as well as in those where it was not developed to measure the plan's impact) and a computer platform that allows vi-

ualization of the evaluation system.

**For more information on the monitoring and evaluation system of the El Salvador Seguro Plan see:**



El Salvador Insurance Plan

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## Monitoring the 2030 Agenda

For the monitoring of the 2030 Agenda UNDG, UNDP and other agencies have developed support mechanisms to measure progress in SDG at a national level. This information can be very useful in guiding the monitoring of goals identified in the SDG's combos strategy mapping in the previous step.

In March 2017, the United Nations Statistical Commission adopted a framework of 232 unique global indicators, proposed by the Inter-Agency and Expert Group on Indicators of SDGs (IAEG-SDGs), which represents the outcome of consultations among members, observers and other stakeholders. **These indicators have been categorized into three levels according to the efforts required to be developed:**

### LEVEL 1

Indicators where an established methodology exists and the data are widely available (83 indicators correspond to this group)

### LEVEL 2

There is an established methodology, but data is not readily available (59 indicators in this group)

### LEVEL 3

An internationally agreed methodology (83 indicators in this group) has not yet been developed.



#### Further reading

For more information on the work of IAEG-SDGs

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#### Further reading

Guide for support in the monitoring and evaluation of SDG

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#### Further reading

UNDG System for Monitoring Reporting and Accountability

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#### Further reading

UNDP Handbook for Monitoring and Evaluation

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#### Further reading

UNDP document guiding the generation of new data

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## 3.1 Capacity Building and Systems:

As noted in Step 0, the monitoring and evaluation system of the combos strategy must be integrated, addressing the multiple dimensions that are part of the defined development challenge. The established indicators should address the different areas that are part of the combos strategy, as well as (subject to the availability of data) in the possible capture of non-traditional dimensions absent in traditional surveys (such as gender gaps, citizen participation, among others). The established indicators will be economic, social, environmental and governance and peace, according to the defined combos strategy.

The complexity and detail in the information of these systems depends on the local capaci-

ties in each country. To the extent possible, the adoption of the combos approach requires the pooling of available information and the generation of dashboard or dashboard-style information systems to measure progress in population groups identified as priorities, in multiple dimensions in That interventions are being developed in order to avoid separate actions for the progress of each indicator. It is important that the monitoring and evaluation system respects the prioritization of accelerating interventions identified in the previous step.

In countries like Dominican Republic and Honduras there are information systems that resemble this style. In the case of the Dominican Republic's Unique System of Beneficiaries (SIUBEN), the information gathered allows a database of all the poor households in the country to ensure their access to the benefits offered by different social programs and / or to the granting of monetary subsidies provided by the Government. The socioeconomic information of poor households allows generating statistics and indicators, and monitoring progress over time. [SIUBEN](#)

In the same vein, the National Social Sector Information Center (CENISS) of Honduras identifies the current and potential beneficiaries of all the available Social Programs and Projects, promoting the articulation of the institutional supply with the demand of the social sector. [CENISS](#)

Tools like SIGOB can also be useful at this stage. The SIGOB is a UNDP work system oriented to the development of management capacities for governance, which can be very useful for the construction of the theory of change (as we saw in Unit 3) as well as to strengthen institutional , increase the efficiency of processes and policies, and foster external and internal transparency. For more information on SIGOB see: [SIGOB](#)

## The challenge of generating systems that capture absent dimensions of multidimensional well-being

Household surveys, censuses and administrative records have natural limitations regarding the type of information collected, their frequency and their statistical representativeness. In recent years, however, in the countries of the region there has been an explosion of new sources of information that allow new approaches to multidimensional welfare. From happiness surveys to household time measurements and novel approaches to living well or well living, the absent dimensions of well-being suggest an important area of information to be discovered.

Measures of the use of time as well as the distribution of its use in the case of men and women are part of the academic agenda and the scope of public policies in several countries of the region. Time-use surveys and the inclusion of time poverty in the measurement of multidimensional poverty allow visualizing activities that integrate domestic work and care, calculating the volume of total paid and unpaid workload, measuring gender inequalities and, finally, to learn about the real poverty conditions of women. The contribution of women's productive, domestic and care work to the generation of wealth in the countries, to the well-being and to the reduction of poverty has been amply demonstrated. The services provided by domestic work and care allows the monetary income to be supplemented, and its valuation provides an expanded welfare measure.

### Monitoring and Evaluation Summary

**Objective:** to define the systems, mechanisms and capacities available to the monitoring and evaluation systems.

**Activities:** Activities depend on the context of each country, the type of combos' strategy being developed and the resources available to develop information systems for monitoring and evaluation. The basic activities are working meetings to define the tools and monitoring and evaluation strategy.

**Stakeholders involved:** team part of the combo construction, people with knowledge of the local context.

**Deliverables:** report detailing the monitoring and evaluation strategy, which defines those responsible for this process, the monitoring and evaluation deadlines and also the mechanisms for these processes.

country. This methodology is complementary to the MAPS strategy and to the various tools developed by the United Nations to address the 2030 Agenda, promoting an approach where no one is left behind and which includes the multiple dimensions that are part of people's progress.

To summarize, in this Unit we approach the final three steps of the combos' strategy, which consist of the roadmap development (Step 3), the implementation of the strategy (Step 4), and the development of monitoring and evaluation systems (Step 5). The combos approach provides a methodology for the implementation of the 2030 Agenda in the region, based on the identification of development problems in each

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