

Delivery Challenge Taxonomy

Cluster: Stakeholders

Categories	Subcategories	Definition
Coordination & Engagement Delivery challenges stemming from difficulty in coordination and engagement among stakeholders due to issues of administrative/bureaucratic structure, unclear definition of roles, or inadequate engagement and communication strategies.	Roles & Responsibilities	Challenges that emerge when roles and responsibilities of different stakeholders are not clearly defined.
	Stakeholder Engagement	Challenges stemming from failure to adequately and actively engage beneficiaries or relevant stakeholders.
	Awareness & Communication Strategy	Challenges stemming from inability to raise awareness or unwillingness/inability to share relevant information with beneficiaries and/or the general public.
	Bureaucratic Structure	Administrative barriers or bureaucratic structures that impede and/or slow down coordination or engagements.
	Inter & Intra-governmental Relations	Challenges caused by the difficulty of coordinating among different levels and structures of government with differing priorities and/or mismatches of resources, responsibilities, and/or expectations.
Commitment & Leadership Delivery challenges stemming from a change in leadership, shifts in priorities, or the absence of shared commitment and consensus among stakeholders.	Change in Leadership & Administration	Challenges caused by leadership change in the government or relevant stakeholders
	Opposition or Lack of Consensus	Inability to find a solution that is acceptable to all major stakeholders, or opposition from stakeholder groups or individuals to a proposed intervention
	Change in Priorities or Lack of Commitment	Issues caused by sudden changes in organizational priorities or the degree of commitment to a particular intervention.
Human Resources & Organizational Capacity Delivery challenges faced because of constraints caused by lack of skilled human resources, difficulties in acquiring necessary skills, or limited organizational capacity.	Skilled Manpower	Challenges caused by lack of appropriately skilled project staff.
	Skill Transfer	Challenges caused by difficulty of imparting or acquiring new skills needed.
	Staff Turnover	Challenges caused by short tenure of staff on projects.
	Organizational Capacity	Challenges caused by inability of an organization to execute interventions due to its overall institutional arrangements.

Cluster: Context		
Categories	Subcategories	Definition
Legislation & Regulations	Lack of Regulation & Legislation	Challenges stemming from lack of or inadequate laws, regulations, or an appropriate legal framework.
Delivery challenges stemming from an unsupportive legal environment caused by lack of appropriate legal/regulatory framework, inordinate delays in promulgating laws, or complicated and time-consuming regulatory processes.	Unsupportive Legal & Regulatory Process	Challenges that result from excessive and complicated legal or regulatory processes.
Governance & Politics	Voice & Accountability	Challenges caused by the inability of citizens to actively express their opinions and/or insufficient mechanisms to ensure transparency and hold service providers accountable.
Delivery challenges faced because of elections, opaque governance environment characterized by poor accountability, weak rule-of-law, political manipulation of projects, or corruption.	Corruption & Patronage	Challenges stemming from the abuse of public power for private gain and/or favoritism toward patrons/clients/associates.
	Political Interference	Challenges caused by steering decisions or projects for political purposes.
	Electoral Cycles	Challenges caused by elections and electoral processes.
	Rule of Law	Challenges caused by stakeholders not abiding by the rules and/or issues with contract or regulation enforcement, including judiciary problems.
Conflict & Instability	Crime & Violence	Challenges stemming from criminal violence and insecurity.
Delivery challenges faced because of disruptions stemming from a conflict/post-conflict situation, insecurity, or civil unrest.	Civil Unrest & Armed Conflict	Challenges caused by protests, contentious mobilization, disputes, or active conflict within a country.
	Post-Conflict Situation	Challenges stemming from instability after armed conflict.
Social & Cultural	Gender	Challenges related to gender issues, discrimination, or disagreement over appropriate gender roles.
Delivery challenges stemming from language barriers, social or cultural norms and practices, including gender and religion.	Language	Difficulties caused by language barriers with partners or beneficiaries, or issues with linguistic discrimination.
	Culture, Religion & Ethnicity	Challenges caused by prevailing group practices or accepted social norms.

Environment & Geography	Geographic Access	Challenges stemming from problems accessing populations due to geographical barriers and remoteness.
Delivery challenges faced because of environmental characteristics, or difficulty accessing areas or populations.	Ecosystem	Challenges specific to the ecological makeup of an area.
Basic Infrastructure	Information & Communication Technology	Challenges stemming from deficiencies or mismatches in ICT.
Delivery challenges caused by constraints on power infrastructure, or insufficient communications or transportation systems.	Energy & Electricity	Challenges caused by constraints on implementation because of lack of energy and electricity supply.
	Transportation	Challenges stemming from under-developed transportation systems and logistical networks.
Disasters & Emergency Response	Natural Disasters	Challenges stemming from natural disasters.
Delivery challenges caused by natural/man-made disasters or other unexpected emergency situations.	Man-made Disasters	Challenges stemming from man-made disasters.
	Epidemics	Challenges stemming from disruptions caused by epidemics.
Business Environment	Private Sector Regulation	Challenges caused by the absence of regulations, or restrictive regulations, in the private sector.
Delivery challenges caused by a weak private sector, or weak sector regulations.	Weak Private Sector	Challenges stemming from the insufficient volume and/or lack of service delivery capacity of private sector entities, or the unestablished situation of the overall private sector.
	Informal & Illegal Markets	Challenges caused by distortions of high informality and shadow/parallel markets.
Macroeconomic Environment	Trade Barriers	Challenges caused by international or domestic restrictions on cross-border exchange of goods or services.
Delivery challenges caused by instability, volatility, or interruptions in trade, market conditions, or financial systems.	Financial Instability	Challenges stemming from disruptions in the financial system.
	Market Deterioration	Challenges stemming from the shrinking of market size, or the price anomalies/distortions caused by systematic market failures.
	Forex Volatility	Challenges caused by sudden currency devaluation/depreciation or restrictions relating to transfer of forex

Cluster: Project

Categories	Subcategories	Definition
Project Design Delivery challenges stemming from flaws in project design, including overly complicated design, overambitious objectives, inappropriate time allocation, or issues in identifying and selecting/targeting stakeholders and beneficiaries.	Overambitious Objectives	Challenges caused by setting targets that are unrealistically ambitious, or making the project design overly complex.
	Time Allocation or Task Sequencing	Challenges related to insufficient/excessive duration of a component, or inappropriate timing and sequence of task
	Stakeholder Selection	Challenges caused by problems identifying/selecting appropriate stakeholders to engage.
	Beneficiary Targeting	Challenges with ensuring that the appropriate beneficiary group is targeted.
Project Finance Delivery challenges related to procurement, or fiduciary arrangements such as planning and budgeting, financing mechanisms, financial reporting, and auditing.	Procurement	Challenges caused by issues with procurement management systems, including poor contract management and delays.
	Financing Mechanism	Challenges related to the choice of financing mechanism or instrument.
	Budgeting	Challenges related to insufficient/inappropriate budget allocation, or caused by complex budget processes and management.
	Financial Management & Reporting	Challenges related to disbursement, financial control, and financial reporting.
	Auditing	Challenges caused by weak auditing processes, or excessive auditing procedures.
Project Data & Monitoring Delivery challenges caused by ineffective monitoring and evaluation because of poor data collection and management, lack of or inappropriate indicators, or inadequate project supervision.	Indicators	Challenges caused by lack of realistic indicators, or duplicating/overlapping indicators, or poorly designed indicators that are misaligned with project objectives.
	Data Availability & Baselines	Challenges that stem from a lack of current or accurate data, as well as inability to produce baselines.
	Reporting & Supervision	Challenges caused by obstacles in capturing relevant information and reporting it in a timely fashion.