

## Delivery Challenge Taxonomy

### Cluster: Stakeholders

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

Cluster: Context		
Categories	Subcategories	Definition
<b>Legislation &amp; Regulations</b>	<b>Lack of Regulation &amp; Legislation</b>	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.	<b>Unsupportive Legal &amp; Regulatory Process</b>	Challenges that result from excessive and complicated legal or regulatory processes.
<b>Governance &amp; Politics</b>	<b>Voice &amp; Accountability</b>	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.	<b>Corruption &amp; Patronage</b>	Challenges stemming from the abuse of public power for private gain and/or favoritism toward patrons/clients/associates.
	<b>Political Interference</b>	Challenges caused by steering decisions or projects for political purposes.
	<b>Electoral Cycles</b>	Challenges caused by elections and electoral processes.
	<b>Rule of Law</b>	Challenges caused by stakeholders not abiding by the rules and/or issues with contract or regulation enforcement, including judiciary problems.
<b>Conflict &amp; Instability</b>	<b>Crime &amp; Violence</b>	Challenges stemming from criminal violence and insecurity.
Delivery challenges faced because of disruptions stemming from a conflict/post-conflict situation, insecurity, or civil unrest.	<b>Civil Unrest &amp; Armed Conflict</b>	Challenges caused by protests, contentious mobilization, disputes, or active conflict within a country.
	<b>Post-Conflict Situation</b>	Challenges stemming from instability after armed conflict.
<b>Social &amp; Cultural</b>	<b>Gender</b>	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.	<b>Language</b>	Difficulties caused by language barriers with partners or beneficiaries, or issues with linguistic discrimination.
	<b>Culture, Religion &amp; Ethnicity</b>	Challenges caused by prevailing group practices or accepted social norms.

<b>Environment &amp; Geography</b>	<b>Geographic Access</b>	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.	<b>Ecosystem</b>	Challenges specific to the ecological makeup of an area.
<b>Basic Infrastructure</b>	<b>Information &amp; Communication Technology</b>	Challenges stemming from deficiencies or mismatches in ICT.
Delivery challenges caused by constraints on power infrastructure, or insufficient communications or transportation systems.	<b>Energy &amp; Electricity</b>	Challenges caused by constraints on implementation because of lack of energy and electricity supply.
	<b>Transportation</b>	Challenges stemming from under-developed transportation systems and logistical networks.
<b>Disasters &amp; Emergency Response</b>	<b>Natural Disasters</b>	Challenges stemming from natural disasters.
Delivery challenges caused by natural/man-made disasters or other unexpected emergency situations.	<b>Man-made Disasters</b>	Challenges stemming from man-made disasters.
	<b>Epidemics</b>	Challenges stemming from disruptions caused by epidemics.
<b>Business Environment</b>	<b>Private Sector Regulation</b>	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.	<b>Weak Private Sector</b>	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.
	<b>Informal &amp; Illegal Markets</b>	Challenges caused by distortions of high informality and shadow/parallel markets.
<b>Macroeconomic Environment</b>	<b>Trade Barriers</b>	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.	<b>Financial Instability</b>	Challenges stemming from disruptions in the financial system.
	<b>Market Deterioration</b>	Challenges stemming from the shrinking of market size, or the price anomalies/distortions caused by systematic market failures.
	<b>Forex Volatility</b>	Challenges caused by sudden currency devaluation/depreciation or restrictions relating to transfer of forex

**Cluster: Project**

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