Delivery Challenges Taxonomy Validation Process

Objective

The Global Delivery Initiative is finalizing a taxonomy of recurrent delivery challenges that hinder operations. This taxonomy aims to achieve both analytical and practical value by avoiding ambiguity or overly broad references such as "political will" or "institutional weakness" problems.

We have used both tacit and explicit knowledge to design this taxonomy – *see adjacent box*. The categories and subcategories developed in this taxonomy will directly inform DeCODE and the Delivery Case Studies.

Validation Process

The taxonomy is composed of two levels of delivery challenges:

Delivery Challenges Categories. This level describes the broad themes of delivery challenges. There are **15** such unique categories.

Delivery Challenges Subcategories. This level presents the most granular level of delivery challenges that are specific to respective *category*. As of May 2016, there are **52** such unique subcategories.

To continue building the delivery challenge taxonomy, recommendations will be considered when new Categories and/or Subcategories are proposed based on:

(1)   Robust strand of literature;
(2)   Consistent evidence from several projects;
(3)   Proposals by recognized experts.

Next Steps

GDI partners consult internally and send comments/proposals of new Categories/Subcategories **by July 15th**, 2016.
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Literature Review

A three pronged iterative process was followed to develop the taxonomy of delivery challenges.

Text Analytics

Practitioner Consultations

Literature Review. A review of over 160+ publications from development agencies, donor, research institutions, and academics was undertaken to develop a broad understanding of how delivery challenges are defined. This has helped in building the dimensions across which challenges occur.

Text Analytics. Text-analytics techniques, such as word clouds, cluster dendrograms, K-means clusters, were used on 2,200+ World Bank projects to identify Delivery Challenges *Categories and Subcategories*. These themes were further refined through an extensive manual review of 1000+ project reports.

Data Used. Lessons learned data from 2,200+ World Bank project implementation completion reports was utilized for this exercise. Though this data is either descriptive or prescriptive in nature, necessary assumptions about the underlying challenge were made.

Practitioner Consultations. Practitioners are being consulted across sectors and organizations for inclusion of additional challenges missing from project data because of lack of incentives to report. Additionally, these consultations are used to ground-truth the categories and gauge their usefulness.