DeCODE

Delivery Challenges in Operations for Development Effectiveness

GDi GLOBAL DELIVERY INITIATIVE
KNOW-HOW THAT WORKS

Context: Global Delivery Initiative

DeCODE Delivery Challenges
Evidence-based system to prioritize delivery challenges in an operations-friendly manner.

Learning Program
2 programs for Intense engagement to **use common methodologies around operational knowledge** and adaptive learning approach for practitioners.

Global Delivery Library
An open access to share operational knowledge using common methodologies and connecting practitioners, projects and partners.

Community for Practitioners
A collaborative space to encourage co-creation and **learn from other organizations**

Operational Support
Active enagagement to provide support in ongoing projects.

What is DeCODE?

An evidence-based system to prioritize and address delivery challenges in an operations friendly manner

Problem Identification

DeCODE is based on a taxonomy that was built after a wide literature review, mining of project data, and extensive stakeholder consultations.

Predicting Challenges

DeCODE uses historical project data to predict the occurrence of delivery challenges in future projects using a frequentist approach.

Bridging Resources

DeCODE filters knowledge products and identifies practitioners with experience of addressing delivery challenges in a closely related context.

Delivery Challenge Taxonomy

Created through Literature Review + Text Analytics of over 2,500 WB Projects + Expert Validation. The taxonomy provides an actionable framework of 50+ sub-categories

Categories

Coordination & Engagement
Commitment & Leadership
Human Resources &
Organizational Capacity
Legislation & Regulations
Governance & Politics
Conflict and Instability
Social & Cultural
Environmental & Geography
Basic Infrastructure
Disasters & Emergency
Response
Macroeconomic Environment
Project Design
Project Finance
Project Data & Monitoring

Subcategories

Roles & Responsibility
Stakeholder Engagement
Awareness & Communication
Strategy
Bureaucratic Structure
Inter & Intra-governmental Relations
Change in Leadership &
Administration
Opposition or Lack of Consensus
Change in Priorities
or Lack of Commitment
Skilled Manpower
Skill Transfer
Staff Turnover
Organizational Capacity
Lack of Regulation & Legislation
Unsupportive Legal & Regulatory
Processes
Voice & Accountability
Corruption & Patronage
Rule of Law

Geographic Access
Ecosystem
Information & Communication Technology
Energy & Electricity
Transportation
Natural Disasters
Man-made Disasters
Epidemics
Private Sector Regulation
Weak Private Sector
Informal & illegal Markets
Trade Barriers
Financial Instability
Market Deterioration
Forex Volatility
Overambitious Objectives
Time Allocation or Task Sequencing
Stakeholder Selection
Beneficiary Targeting
Budgeting
Financing Mechanism

Electoral Cycles
Political Interference
Crime & Violence
Civil Unrest & Armed Conflict
Post-Conflict Situation
Gender
Language
Culture, Religion & Ethnicity
Procurement
Financial Management & Reporting
Auditing
Indicators
Data Availability & Baselines
Reporting & Supervision

Predicting Challenges

DeCODE predicts challenges on future projects based on sector and country using historical data

DeCODE identifies challenges based on the project context, determined by sector and country.

DeCODE computes the likelihood that a challenge will occur in the selected context.

DeCODE utilizes projects across the country and sector to compute likelihood.
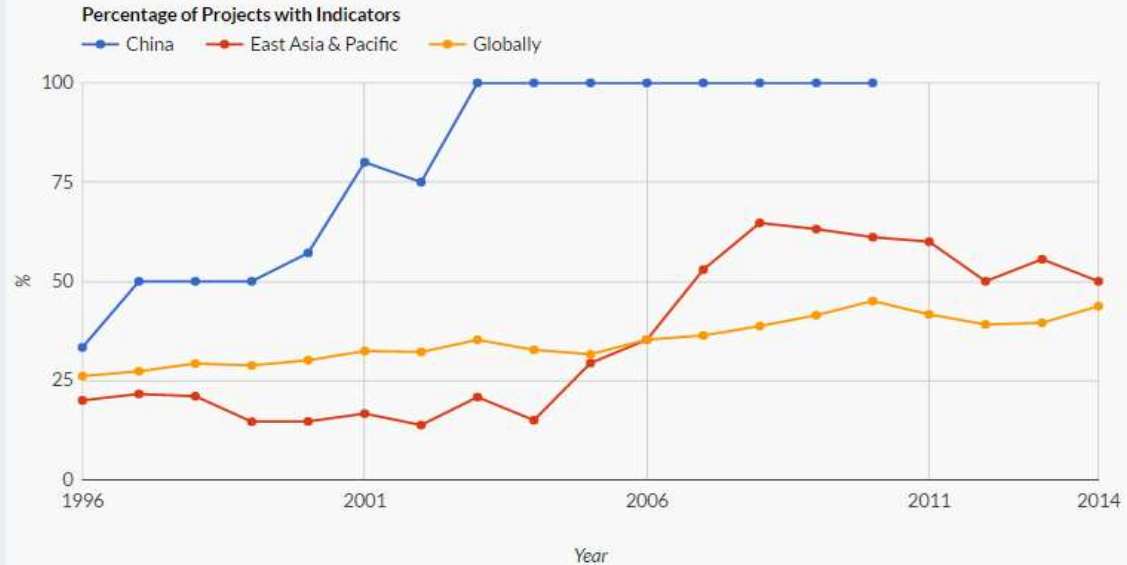
DeCODE enables a deep-dive into trends over time and region to make informed decisions.

Education

China

DeCODE

Delivery Challenge: Indicators

Challenges caused by lack of realistic indicators, or duplicating/overlapping indicators, or poorly designed indicators that are mis-aligned with project objectives.

566 Projects were used to compute the likelihoods

Delivery challenges sorted by likelihood of occurrence

Filter by title

Challenge	%
Indicators	29%
Reporting and supervision	25%
Time allocation or task sequencing	24%
Overambitious objectives	23%
Roles and responsibilities	22%
Skill transfer	21%
Change in priorities or lack of commitment	20%
Inter and intra-governmental relations	15%

Interactive

Percentage of Projects with Indicators
— China — East Asia & Pacific — Globally

Bridging Resources

DeCODE bridges resources by connecting practitioners and identifying relevant knowledge products

DeCODE identifies practitioners that have faced the selected delivery challenge in a closely related context.

DeCODE sorts curated content from the Global Delivery Library based on the delivery challenge.

DeCODE links out to projects that have faced the delivery challenge.

Use Cases

DeCODE can be used by international development practitioners in a multiple ways

Project Design

To identify useful resources and take potential preemptive actions.
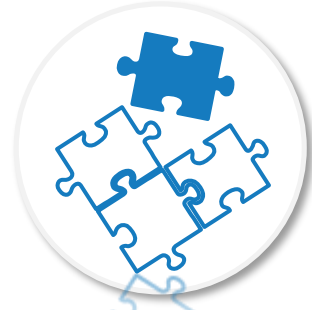
Portfolio Management

Sectoral or regional overview of delivery challenges that require attention.

Research

To identify critical challenges that require in-depth research.

Skills Development

To identify areas where staff's skills could be augmented.

A Collaborative Effort

Led by World Bank, DeCODE is working on including data from multilateral and bilateral organizations

DeCODE Action Committee

Potential New Members

Next Steps

DeCODE is being improved for both accuracy of results and breadth of data

Improving Accuracy

Additional measures for computing probabilities are currently underway.

Partner Data

Data from four organizations – **ADB, AfDB, DFID, IADB** – is being reviewed for incorporation into DeCODE.

New Partners

DeCODE is scouting for partners with comparable data to be increase the volume of projects.

Survey Tool

DeCODE will pilot a survey tool to address inherent biases in project reports and establish a real-time system.

Summary

DeCODE is unique in that it leverages data to identify, classify, and help solve delivery challenges

Evidence to Help Identify and Solve Delivery Challenges

○ Delivery Challenges Perspective

- First global effort that uses data to identify, classify, and understand delivery challenges
- Problem-driven approach that responds to frontline staffs' knowledge demands
- Validated Taxonomy for a consistent and common language for referring to delivery challenges
- Establish the analytical scaffolding for identifying and discussing delivery challenges

○ Predictive Analytics

- Leverage historical data to help practitioners make more informed decisions
- Identifies relevant issues for research and learning agendas
- Enables cross-regional and cross-sectoral learning

○ Operational Perspective

- Identifies practitioners on the basis of challenges and links to wealth of knowledge on Global Delivery Library
- Operations-friendly user interface
- Possibility of establishing a real-time data collection system based on existing organizational processes

GDI: Multi-agency Collaboration

Task Manager: Daniel Ortega Nieto
dorteganieto@worldbank.org