

Disclaimer: The views expressed in this document are those of the author, and do not necessarily reflect the views and policies of the Asian Development Bank (ADB), its Board of Directors, or the governments they represent. ADB does not guarantee the accuracy of the data included in this document, and accept no responsibility for any consequence of their use. By making any designation or reference to a particular territory or geographical area, or by using the term “country” in this document, ADB does not intend to make any judgments as to the legal or other status of any territory or area.

# DeCODE

Delivery Challenges in Operations for Development Effectiveness

# 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.

## Community for Practitioners

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



## Global Delivery Library

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

## Operational Support

Active engagement 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.

Education   
China   
DeCODE

Delivery challenges sorted by likelihood of occurrence  
Filter by title



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

## Delivery Challenge: Indicators

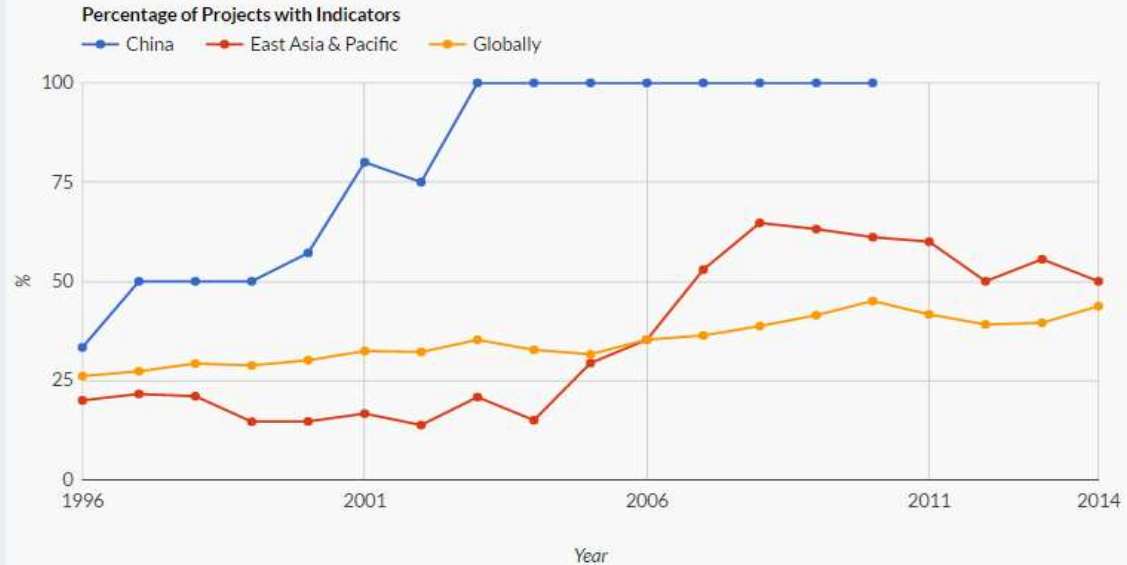
Challenges caused by lack of realistic indicators, or duplicating/overlapping indicators, or poorly designed indicators that are mis-aligned with project objectives.

# 566

Projects were used to compute the likelihoods

DeCODE utilizes projects across the country and sector to compute likelihood.

## Interactive



DeCODE enables a deep-dive into trends over time and region to make informed decisions.

# 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.

The screenshot displays a user interface for DeCODE. It is divided into several sections:

- Practitioners Who Faced This Challenge:** This section lists three individuals:
  - Jacqueline Devine**, Sr Water & Sanitation Spec. at World Bank.
  - Neeraj Dhingra**, Deputy Director General at the Department of Aids Control, Ministry of Health & Family Affairs, Govt. of India.
  - Sameh El-Saharty**, Program Leader at World Bank.
- Relevant Resources for this Delivery Challenge:** This section lists three types of resources:
  - TOOLKIT:** "How to assess the size of key population groups in a defined geographical area?"
  - MULTIMEDIA:** "Adaptive Implementation in World Bank Operation- Sameh El Saharty"
  - CASE STUDY:** "Reducing the Risk of HIV/AIDS among Female Sex Workers in India"
- Projects in this country and sector:** This section lists three projects:
  - Immunization Strengthening Project:** Sector: Health, Nutrition, and Population, Country: India, FY: 2000. Description: "The Immunization Strengthening Project for India aims to eradicate poliomyelitis; and reduce vaccine-preventable diseases by strengthening the routine immunization program. The project is the first phase of support for immunization, with a second project anticipated about two years after this..."
  - Second National HIV/AIDS Control Project:** Sector: Health, Nutrition, and Population, Country: India, FY: 1999. Description: "The Second National HIV/AIDS (Human Immunodeficiency Virus and Acquired Immune Deficiency Syndrome) Control Project aims to implement selected parts of the second phase of India's national program, namely to reduce the rate of growth of HIV infection in India; and to strengthen India's capacity to..."
  - State Health Systems Development Project (02):** Sector: Health, Nutrition, and Population, Country: India, FY: 1996. Description: "The objectives of the Second State Health Systems Development Project are to assist the governments of Karnataka, Punjab and West Bengal to: 1) improve efficiency in the allocation and use of health resources through policy and institutional development; and 2) improve the performance of the health..."

At the bottom of the page, there are navigation links: [Previous](#) | [Next](#).

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.

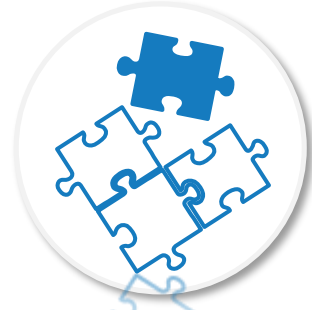
# Use Cases

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