

GD_i GLOBAL DELIVERY INITIATIVE

KNOW-HOW THAT WORKS

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Washington DC

- 2015, Launch of GDI at Spring Meeting
- 2015, Workshop with Grassroots Organization
- 2015, Delivery Challenges Working Group
- 2016, Smart Summit

New York

- GDI & the SDGs,
UN Headquarters

Mexico City

- 2015, Preparatory Meeting on
Learning from Operations

Brasilia

- 2017, GDI Training delivered
to ENAP and WWP

Chile

- 2016, Workshop at CEPAL on Learning,
Iterating and Adapting to Achieve Results

Bonn

- 2017, 2nd Delivery Challenges
Working Group

Berlin

- 2014, Deliberations on GDI
with 30+ Organizations

Accra, Ghana

- 2017, GDI Training delivered to ACET

Tokyo

- 2017, GDI Training delivered to JICA

Seoul

- 2013, Conceptualization of Science of Delivery
- 2016, GDI Training delivered to KDI
- 2017, GDI-KDIS Case Studies Dissemination Event on Learning, Iterating and Adapting for Better Development Impact

Chongqing, China

- 2016, Launch of the
GDI Platform



8th Regional Knowledge Sharing Event, Nov 2016,
China



GDI-KDIS Case Studies Dissemination Event,
Dec 2017, Republic of Korea

What Is the Global Delivery Initiative?

The Global Delivery Initiative is a collaboration across a growing group of organizations that seeks to bring development practitioners together to share and leverage delivery know-how and operational knowledge. This effort has created a common set of methodologies for capturing and using delivery know-how, and a common taxonomy for identifying and analyzing delivery challenges.

The initiative seeks to bring together existing, but fragmented, knowledge of what works in international development—why and most importantly how—and to support practitioners in using these insights to deliver consistent results on the ground. By connecting perspectives, people, and organizations across sectors and regions, the initiative supports the co-creation of an evidence base of delivery know-how: a science of delivery for development.

Building on the wealth of experience of its partners, and drawing on common methodologies, the initiative will unlock the potential of this cumulative delivery know-how, helping to bring actors together to solve complex and multisectoral problems, and enabling more effective delivery. With the GDI providing a platform to facilitate ready access to these insights, practitioners everywhere can make better-informed decisions, systematically, every time, and in every country.



Why Focus on Delivery?



Development organizations and governments around the world deploy substantial resources and sophisticated technical solutions to address stubborn problems: from ensuring that children learn, to providing clean water for all, to reducing maternal mortality. Yet the impact of these efforts on peoples' lives remains inconsistent, and interventions don't always have their intended effects.

Development interventions are often hindered by delivery challenges: non-technical obstacles and difficulties during implementation, such as capacity shortfalls, misaligned incentives, or lack of coordination among stakeholders, to name a few. Technical solutions alone are insufficient to navigate these complexities, and practitioners need access to a wider range of know-how on how to tackle delivery challenges.

Five Emerging Approaches

These mutually reinforcing approaches represent part of the delivery know-how that practitioners use on the ground to achieve results, and which are systematized within a cumulative body of knowledge on "the how": a science of delivery for development.

Relentless focus on citizen outcomes

- Identify the nature of the problem based on a thorough understanding of citizens' demands and the local context.
- Design a context-sensitive strategy to relentlessly focus on outcomes, defined as measurable welfare gains of citizens.
- Pay attention to other factors, beyond the project, that influence citizen outcomes.

Multi-dimensional response

- Facilitate multi-stakeholder coalitions and multisectoral perspectives to identify problems and solutions.
- Convene development partners and build on their comparative advantages.

Whether supporting a health reform or building public infrastructure, the international development community must be able to achieve transformational impacts—kids learning, people getting healthier—in a more consistent and timely manner. Getting to this next level of impact requires better integration of the right technical “what” with the right delivery “how.”



The Global Delivery Initiative is a partnership of international development institutions, practitioners, implementing agencies, nongovernmental organizations, academic institutions and the private sector that aims to tackle this critical question: how can we harness delivery know-how to improve development impact?

Evidence to achieve results

- Use the best available evidence to identify the nature of problems and to develop solutions.
- Develop local evidence, through experimentation and other strategies, to refine solutions.
- Collect, throughout the project cycle, evidence of results to enable course correction.
- Contribute to the global body of knowledge with the evidence accumulated during implementation.

Leadership for change

- Identify the incentives that motivate individual behavior change and integrate them in solution design.
- Understand the political economy and drivers of change to determine how and when to best engage with the client.
- Ensure leadership support and facilitate coalition building among different stakeholders.

Adaptive implementation

- Develop an adaptive implementation strategy that allows for iterative experimentation, feedback loops, and course correction.
- Build a committed multidisciplinary team with the right skills, experience, and muscle memory.
- Maintain the capacity for reflection and a diagnostic mindset. Take action, step back, and assess the results of the action.

The GDI Platform

GDI's online platform was created to enable practitioners to connect with each other and share cutting-edge knowledge about how to navigate delivery challenges and adaptive implementation. This platform integrates multiple GDI work programs: using project data to help prioritize and address delivery challenges; sharing delivery knowledge through a variety of products contributed by practitioners; offering learning programs for adaptive management, capturing and sharing delivery know-how, and facilitating engagement to develop a problem-driven approach for collaboration to help solve complex problems. The wide variety of resources presented on the platform are organized around delivery challenges, enabling structured and wide-ranging exchange of relevant practical knowledge.

This space provides a forum for discussion of delivery challenges, operational knowledge, and innovative solutions to common problems. It creates mechanisms to facilitate face-to-face and virtual connections between practitioners working in diverse sectors and regions, and enable the sharing of tacit knowledge and practical experiences. And it provides users with an opportunity to identify change agents for specific challenges, and to connect and collaborate with practitioners in real time to expand delivery know-how and improve delivery in dynamic contexts.

GDI aims to bring the community closer by making connections across regions and sectors, facilitating the exchange of tacit and under-documented delivery knowledge in order to help improve development outcomes. The GDI platform works through the following mechanisms, aiming to:

- **Connect perspectives, people, and organizations** across sectors and regions to exchange experiences and promote a community of practice to share delivery know-how and operational knowledge.
- **Curate knowledge products** across sectors and regions to help practitioners adapt to dynamic contexts and deliver results on the ground.
- Bring together the existing, but fragmented, knowledge of what works in international development—why and most importantly how—and **establish a common language** to talk about delivery.
- **Leverage data** from projects and development experiences to analyze, address, and help predict delivery challenges, and to share these approaches with partners.

The screenshot shows the homepage of the Global Delivery Initiative (GDI) website. The header features the GDI logo and navigation links for About, Our Products, Partners, Blog, Events, and Contact. A large banner image at the top right shows a man in a field, with text overlaying it: "8TH REGIONAL KNOWLEDGE SHARING EVENT: GDI AND KNOWLEDGE FOR OPERATIONS" and "November 3 – 5, 2014, Chongqing China". Below the banner, a section titled "Our Products" is displayed in a grid format with four items: "DeCODE Delivery Challenges", "Global Delivery Library", "Learning Program", and "Community of Practitioners". Each item has a brief description and a "Learn More" button. The "What's New" section follows, featuring three recent posts with images and titles: "Fallin' in love with the problem, not with the solution" (with a photo of a bridge over water), "Case Study: How to Improve Maternal and Neonatal Health in Malawi" (with a photo of an open book), and "8th Regional Knowledge Sharing Event: GDI and Knowledge for Operations" (with a photo of a person working in a field). At the bottom, there is a "Partners" section with logos for various organizations like brac, CEFAL, giz, KDI, MercyCorps, UNOPS, USAID, World Bank Group, IDB, and ADB.

Our Products

DeCODE Delivery Challenges

Use DeCODE, a data-driven predictive software, to predict and address delivery challenges for your upcoming projects.

[Learn More](#)

Global Delivery Library

Access a wide variety of resources and share implemented experiences in delivery know-how and adaptive management.

[Learn More](#)

Learning Program

Explore opportunities to collaborate in creating practical tools and best practices for sustainable delivery knowledge.

[Learn More](#)

Community of Practitioners

Connect with other practitioners who are thinking about and working on adaptive management and delivery challenges.

[Learn More](#)

What's New

Fallin' in love with the problem, not with the solution

[View All >](#)

Case Study: How to Improve Maternal and Neonatal Health in Malawi

[View All >](#)

8th Regional Knowledge Sharing Event: GDI and Knowledge for Operations

[View All >](#)

Partners

[View All >](#)

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DeCODE

Delivery Challenges in Operations for Development Effectiveness

DeCODE is an evidence-based system that uses historical data to help practitioners anticipate, analyze and address delivery challenges. Currently, DeCODE is powered by thousands of projects spanning the last 20 years from multiple GDI partners. Using advanced text-analytic techniques and project completion reports, DeCODE identifies potential delivery challenges faced in past development projects. This information is then used to support practitioners in three key ways:

- **Anticipate Delivery Challenges.** DeCODE identifies and prioritizes delivery challenges that are likely to occur in a specific country/region and sector. Flagging potential roadblocks helps in strengthening project design and taking preemptive action.
- **Analyze Delivery Challenges.** DeCODE allows the practitioner to deep dive into challenges that have occurred over the years across the country, within the region, and globally. It also provides a snapshot of the occurrence of these challenges across different countries over time.
- **Address Delivery Challenges.** DeCODE provides additional resources, such as identifying practitioners who have faced specific delivery challenges, filtering relevant knowledge products, and links to related past projects to help teams address complex implementation problems.

In addition to **connecting practitioners** and filtering through **curated knowledge products**, DeCODE is built on a taxonomy of Delivery Challenges to promote the use of a **common language**. This taxonomy was designed after an extensive literature review, advanced text analytics of project data, and wide ranging stakeholder consultations. The Delivery Challenge taxonomy aims to bring the conversation about implementation problems to a granular level and into actionable terms.

2nd DeCODE Working Group Meeting, Oct 2017



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

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

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

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.

The Global Delivery Library

The Global Delivery Library (GDL) is an open access space that connects practitioners to share practical experiences and know-how around delivery challenges and operational knowledge. It deploys a variety of forms, including delivery case studies, videos, multimedia materials, and other publications contributed by practitioners, to capture a range of experiences and inform practitioner decision-making. This online space, complemented by offline activities, brings together a collective and cumulative knowledge base of delivery knowhow in addition to **connecting practitioners across organizations**.

To ensure that knowledge products and discussions help frontline staff address key problems, the Global Delivery Library is organized around the common taxonomy developed by DeCODE, which has been validated with key partners and helps identify common delivery challenges. The GDI has also co-created a methodology for written products, including case studies, that deliberately focus on complex implementation processes and capture insights from practitioners. This common methodology and taxonomy, developed in collaboration with GDI partners, enables the use of a common language and formats to build a global body of knowledge, and helps to avoid knowledge fragmentation.

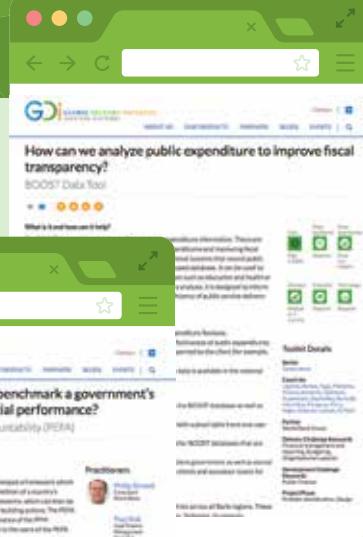
The Global Delivery Library includes the following three integrated functional modules: delivery case studies, toolkits, and videos.

Delivery Case Studies

GDI uses case studies and related products to understand underexplored complex delivery problems and processes that development actors routinely grapple with: what they are, when they arise, and how they can be addressed.

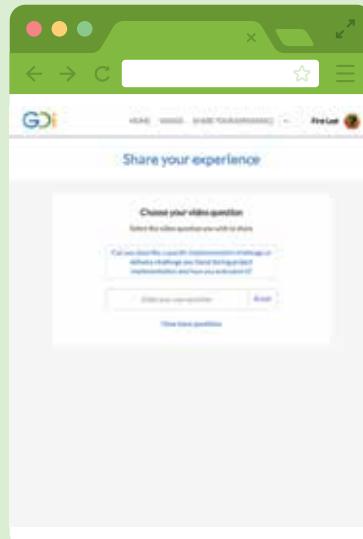
The image displays three separate screenshots of the Global Delivery Library (GDL) website, each showing a different type of delivery case study. The top two screenshots are side-by-side, and the third is positioned below them.

- Screenshot 1:** Shows a case study titled "Sameh El-Saharty" from the Program Center, World Bank. It features a portrait of Sameh El-Saharty and a brief summary of his work in Egypt's Ministry of Health and Population.
- Screenshot 2:** Shows a case study titled "Reducing the Risk of HIV/AIDS among Female Sex Workers in India". It features a portrait of a person and a brief summary of the program's goals and methods.
- Screenshot 3:** Shows a detailed view of the "Reducing the Risk of HIV/AIDS among Female Sex Workers in India" case study. It includes sections for "Executive Summary", "Project Data", "Methodology", "Conclusion", and "Resources". It also shows a "Practitioner" section with a portrait of a person and a brief bio.



Toolkits

The GDI brings together approximately 300 practical tools that can help practitioners address specific delivery challenges, development challenges, analytical problems, and other issues that may arise in the course of implementation.



Videos

GDI's video series taps into the experiential knowledge of practitioners. In these conversational and candid discussions, we sit down with people and talk about their experiences confronting development and delivery challenges, whether planning an intervention or on the front lines of implementation. Thus, these videos aim to capture knowledge which may not be formally captured and written down, but is nonetheless valuable - and accessible in these video conversations.

Case Study Snapshot

Traffic Management in Wuhan, China: Learning to Solve Complex Technical and Institutional Problems to Improve Traffic Flow in Cities

What Was the Development Challenge?

With an increasing number of cars on the roads, traffic congestion had become a pressing issue in Wuhan. Infrastructure investment became a major priority, focusing not only on congestion mitigation, but the impact on economic growth.

What Were the Delivery Challenges and How Were They Addressed?

The Wuhan city government was confronted with a variety of complicated delivery challenges, including the intersection of institutional and technical issues.

This included the need to coordinate the actions of municipal agencies with oversight over specific aspects of traffic planning, road construction, and pedestrian safety, and increasing the understanding of key design features such as intersection channelization among traffic plan-ners and other decision makers. The city government had to develop area traffic control systems that were customized to local conditions.

Complex traffic systems were used to change motorist behavior and traffic flow, and many technical changes had significant behavioral impacts, including area traffic control and inter-section channelization. Planners made the best of budget constraints by installing area traffic control systems piecemeal, which allowed them to effectively pilot new systems and learn from each iteration.

The city worked with local universities and businesses to build analytical capacity, strengthened the transportation management board, and built political ownership. Ultimately, motorist behavior and traffic flow changed: speed improved by 11%, delays were reduced 28%, and vehicles made 19% fewer stops.



Lessons and Delivery Insights from the Case Study

- For best results, traffic management planning should occur in conjunction with construction planning.
- Development of local technical capacity is important for creating customized solutions to local conditions, while foreign assistance can be useful in capturing the benefits of international experience.
- A modern area traffic control system can improve traffic flows at major intersections by synchronizing the traffic lights at the intersections, based on their real-time traffic flows, to minimize the overall waiting time.
- Intersection channelization can facilitate the safe and orderly movements of both vehicles and pedestrians by separating conflicting traffic movements into definite paths of travel, using pavement markings or traffic islands.

How Was the Case Study Used?

Wuhan's experience with piloting changes in one district, then scaling up across the city, shows the importance of collecting evidence and adaptively implementing. Ongoing growth, construction, and motorization means that transportation management in Wuhan will likely continue to adapt and evolve.



Before channelization



After channelization

GDI Learning Program

GDI's Learning Program provides practitioners an opportunity to deepen their understanding of the fundamental concepts of the Science of Delivery and how to operationalize knowledge on delivery know-how. It aims to achieve this through three key approaches.

Using Guidelines to Capture and Share Delivery Know-How



Co-created by GDI partners, the guidelines for the preparation of Delivery Case Studies aim at providing a simple, practical, methodologically solid framework to capture the "how" of implementation processes. The training is provided through a blended approach that combines face-to-face interaction and a MOOC designed in collaboration with Princeton University and hosted on the World Bank's Open Learning Campus (OLC).

Both the online content and the face-to-face sessions give participants an opportunity to think differently about the implementation process of development interventions, focusing on development challenges, delivery challenges and obstacles to implementation, and the importance of adaptation and iteration throughout the delivery process.

Sessions and workshops have been organized with the Ministry of Finance of the People's Republic of China, the Brookings Institution (Millions Learning Program), the MasterCard Foundation, the Korean Development Institute (KDIS), and the Instituto Tecnológico y de Estudios Superiores de Monterrey, Mexico.

A screenshot of a web browser displaying a course page titled "On the Case: Writing Science of Delivery Case Studies". The page features a video thumbnail showing two people working on a whiteboard, and several course modules listed below. The browser interface includes a yellow header bar, a search bar, and a sidebar on the right showing user information and course navigation.

Delivery Challenge Workshops

These facilitated workshops seek to connect practitioners in order to surface and help articulate existing delivery know-how based on tacit knowledge, focusing on mind-sets as well as practical tools and approaches available to work more adaptively.

The workshop focuses on “the how” and the “the why” of common delivery assumptions and challenges, while having the space to problem-solve together with peers through practical case clinics. This is complemented by semi-structured and facilitated discussions, drawing on the thinking that informs current efforts to work more adaptively in the development sector.

The workshop provides participants an opportunity to connect and directly influence this thinking by sharing their views and experiences.



Action Learning Program for Multisectoral Work

The Action Learning Program (ALP) provides a methodology to bring a variety of actors together to solve complex and multi-sectoral problems related to a delivery challenge. It relies on four key principles:

- Creating a space for exchanging evidence, knowledge, and experiences to construct a shared evidence base.
- Facilitating the identification of priorities through joint design and implementation of diagnostic tools.
- Bringing stakeholders from different sectors, countries and disciplines together through participatory linked activities.
- Strengthening capacity for groups of stakeholders to act to address shared problems and challenges.

Development challenge:
- One problem statement only
- Global + spans across border

Delivery challenge:
- A non-technical problem
- similar as possible

Partners

The GDI is grounded in strong partnerships between practitioners, development and academic institutions with mutual interests in sharing development experiences and lessons that focus on implementation and results. GDI collaborates with partners to bring the best available operational know-how to support practitioners in making better-informed decisions.



For more information on becoming a GDI partner, please log on to
www.globaldeliveryinitiative.org