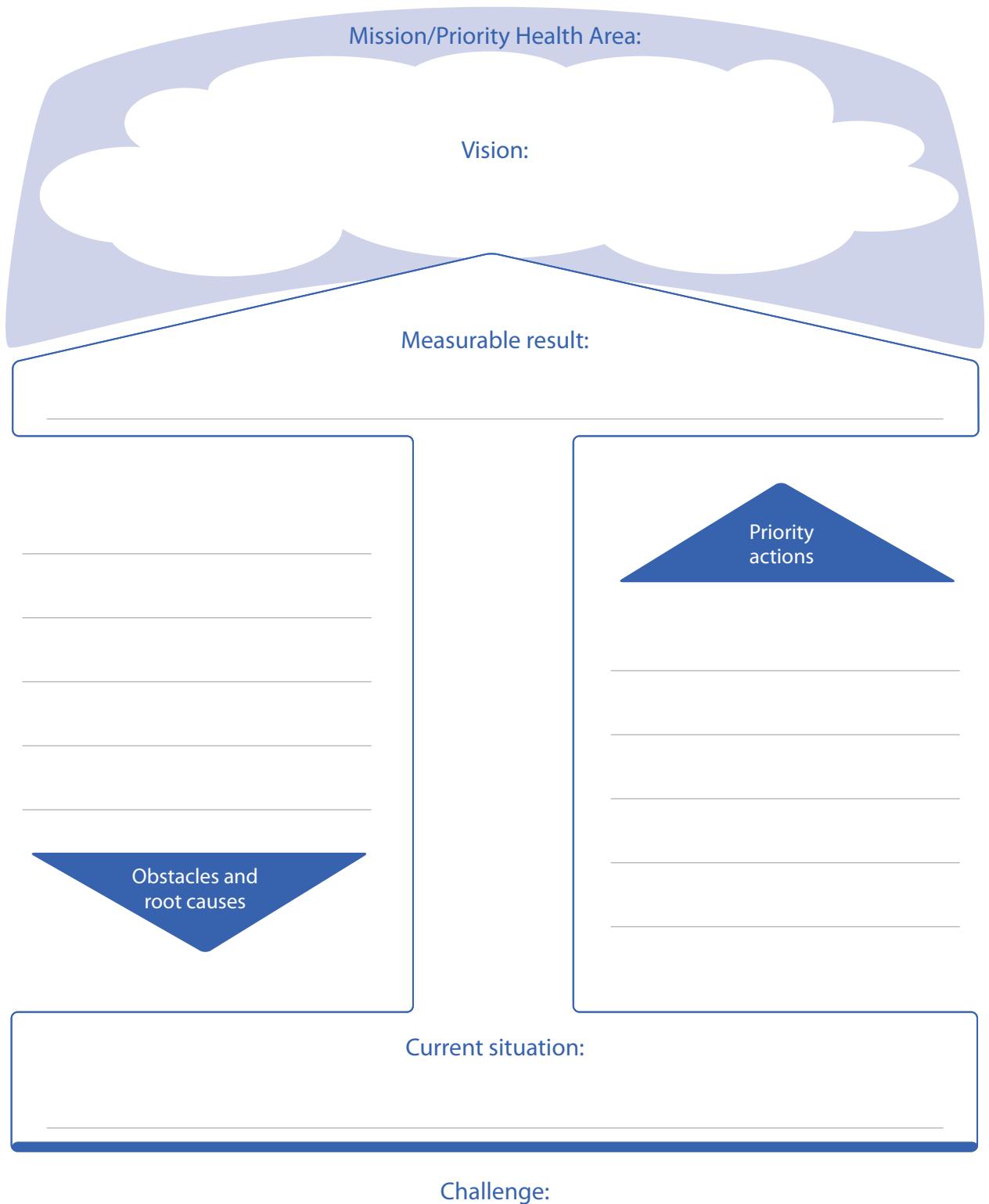


THE CHALLENGE MODEL



[How will we achieve our desired result in light of the obstacles we need to overcome?]

USING THE CHALLENGE MODEL

STEP 1

Review your organizational mission and strategic priorities

With your team, agree on a common understanding of your organization's mission and strategic priorities. This understanding will help shape your vision within the context of your organization's priorities.

STEP 2

Create a shared vision of the future

With your team, imagine what you and others will see when your team has made its contribution to improvements in your organization's strategic priorities. This shared vision will inspire the team to face each new challenge.

STEP 3

Assess the current situation

With your team, scan your internal and external environments within the context of your organization's priorities. Consider such factors as the prevalence of the health problem, government policies, and current interventions. Describe what is rather than what the problem is. This will help you identify the challenges and select your measurable result.

STEP 4

Agree on one measurable result

Based on your organization priorities and your current situation, define a measurable result that can be achieved within the time frame of this LDP+. This desired measurable result is what will drive your work together and allow you to monitor and evaluate your progress toward achieving it. Your team will most likely need to adjust the result as you gain more information about the current situation and the obstacles you need to overcome.

STEP 5

Identify the obstacles and their root causes

Make a list of obstacles that you and your team will have to overcome to reach your stated result. Consider gender equity issues and four broad categories into which most obstacles fall: policies and procedures; providers; equipment, infrastructure, and supplies; clients and communities. Use a root cause analysis tool to understand why the current situation isn't better and what factors maintain the status quo so you can address the causes and not just the symptoms.

STEP 6

Define your key challenge

State what your team plans to achieve (your measurable result) in light of the root causes of the obstacles you have identified. It helps to begin your challenge statement with: "How will we (your measurable result) given that (your main obstacles)?"

STEP 7

Select priority actions

Select key interventions that can address the root causes of each of the main obstacles identified. Be creative and avoid proposing interventions that have been already implemented without results. The process is not linear; one intervention may contribute to address two or more obstacles.

STEP 8

Develop an Action Plan

Develop an Action Plan that details activities needed for each priority actions to meet your challenge. Include estimates of the human, material, and financial resources needed and the time line for implementing your actions.