This job aid will help you determine how best to resolve a challenge/issue in programming. It is intended for use by USAID, partners, and others working in international development.

**START HERE**

1. **IS THERE A PROGRAM CHALLENGE/ISSUE?**
   - Y
   - N

2. **MONITOR, EVALUATE, AND LEARN FROM SITUATION**
   - CAN CURRENT INTERVENTIONS ADDRESS CHALLENGE/ISSUE?
   - R
   - T

3. **SHARE WHAT YOU LEARN WITH RELEVANT STAKEHOLDERS**
   - IMPLEMENT PLANS
   - ADJUST PLANS

4. **MANAGE SITUATION.**
   - SELECT THOSE THAT APPLY:
     - 1. Build evidence base to influence decision-makers
     - 2. Discuss with stakeholders to find solution
     - 3. Accept situation

5. **IS THERE TIME FOR DELIBERATION?**
   - Y
   - N

6. **ADJUST RELEVANT PLANS TO IMPROVE UNDERSTANDING**

7. **TAKE PROACTIVE ACTION — INTUITIVE RISK-TAKING TO ADDRESS CHALLENGE**

8. **DO YOU HAVE THE RIGHT INFORMATION TO DEVELOP POSSIBLE SOLUTIONS TO CHALLENGE/ISSUE?**
   - MANAGE SITUATION. SELECT THOSE THAT APPLY:
     - 1. Reduce uncertainty by collecting more information
     - 2. Construct scenarios to understand situation
     - 3. Discuss with stakeholders to find solution

9. **IS IT LIKELY TO LEAD TO BETTER OUTCOMES THAN STATUS QUO?**
   - Y
   - N

10. **EVALUATE ACCORDING TO THE FOLLOWING QUESTIONS:**
    - Which is the most effective?
    - Which is most appropriate given time and resources?
    - What is the best fit for the country/context?

11. **SELECT INTERVENTION**

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A program challenge can be either positive or negative in nature, such as adapting because of a contextual shift, responding to poor program performance, or attempting to understand positive deviance.

This tool was prepared for review by the United States Agency for International Development (USAID). It was prepared by the USAID LEARN contract with funding from the Office of Evaluation and Impact Assessment in the US Global Development Lab. USAID LEARN is managed by Dexis Consulting Group.