**Session 3.1: Instructions for small group work.**

* Designate group members to fill the following roles:
  + One Chief of Party to make a final decision when the group comes to an impasse.
  + One graphic guru to invert the electronic problem tree to a solution tree.
  + One graphic guru to keep the problem tree up to date with any changes made to the solution tree.
  + One person to capture remaining evidence gaps.
* Start with the electronic version of your group’s problem tree. Save a new document as “solution tree” and begin to invert or “flip” all problem statements.
  + Reframe the overarching problem to a goal, the key problems to domains of change, and all underlying causes as solutions.
  + Make sure to write statements that convey measurable results.
  + The solution statement should clearly identify populations who are disproportionately affected by the problem.
  + Even if a problem equally affects all genders, highlight gender inclusiveness in the solution statements, as relevant. You can use terms such as gender-sensitive, gender-equitable, gender-responsive, gender-inclusive, men, women, girls, boys, etc.
* Check the causal linkages between each outcome and the preconditions that feed into it. Try to tell the TOC story of change using IF-AND-AND-AND-THEN statements. This process often identifies remaining flaws in causal logic.
  + Ask yourself if each outcome is a logical and appropriate pre-condition for the outcome above it.
  + Check for systemic, knowledge- or skill-related, and behavioral outcomes.
* Distill pathways to *essential outcomes.* 
  + You may notice that you have “solutions” that will be used as indicators for other outcomes (i.e., stunting reduced is an indicator for improved childhood nutrition). If so, remove this “solution” from the TOC, but note which outcome it relates to for future reference when it is time to create the logframe.
  + You may find that some of your solutions are actually outputs –immediate products of interventions. Examples include: latrines rehabilitated to hygienic sanitation standards, or vulnerable groups trained on DRR practices. If you find an output, leave it in the diagram, but change the shape and color it so it is easy to distinguish outputs from outcomes in the TOC. At a later stage we will ensure there is an output linked to all lower-level outcomes.
* From this point forward we will start to use the terms outcomes and outputs instead of solutions. Your TOC is on its way!
* Keep your problem tree up-to-date. If logic shifts in the TOC, it must also shift in the problem tree. This is an excellent way to cross-check causal logic. It also prevents teams from inserting solutions for problems that were not identified earlier.

Name your files:

* **ProblemTree\_grp [#]\_date.**
* **SolutionTree\_grp [#]\_date.**

**Circulate the Problem and Solution to all group members and email to laurie@savechildren.org**

* Identify breakthroughs (outcomes not easily reversed or outcomes that if achieved will pave the way for multiple outcomes at the next level) and code these with a new shape or color.
* Continue to document evidence gaps. Knowing what information you need to capture later will assist you to refine the TOC over the Activity’s life.