5R FRAMEWORK EXERCISE

Name of the system:

Results

Rules

Resources
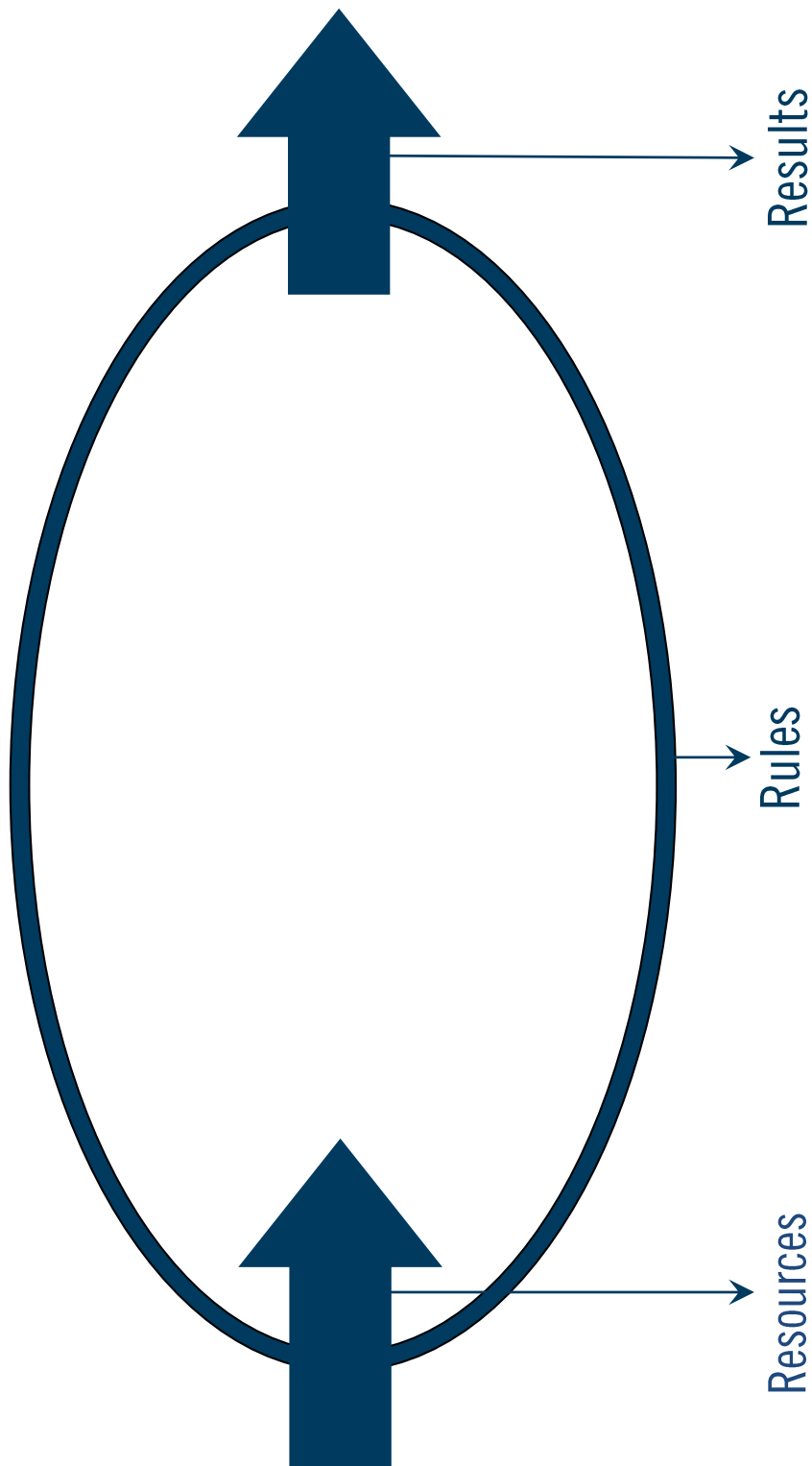
5R FRAMEWORK GUIDELINES

PHASE 1: STATUS QUO

Step 1: Which system are we talking about? Name the system - be specific and use geographical limits.

Step 2: What are the Results right now? Mention both good and bad results of the current system.

Step 3: Which Roles, Relationships, Rules, and Resources are responsible for the Results?

Check out the next page for more supporting questions when describing the 5Rs. Feel free to move between the Rs as you describe them, just make sure they follow logical connections.

Remember to:

- **Stick to the status quo:** don't get into system changes yet, only describe the current system as it is.

- **Focus on the key elements:** the goal is to gain clarity on your system, not to describe it in full detail. We would recommend roughly 4 Resources, 5 Roles, 7 Relationships, 5 Rules, 4 Results.

- **Take a system perspective:** your venture, its products and its initiatives should not be mentioned, also not in the target state of the system – the required system change should not be dependent on you.

PHASE 2: TARGET STATE

Step 4: Which Results do you want to see improved?

Step 5: Which Roles, Relationships, Rules, and Resources do you want to change, add, or remove to achieve the new Results?

You might want to use different colours for these two steps to better visualise the changes.

Remember to:

- **Focus on the key changes:** which small but relevant change do you want to focus on (rather than how would a perfect system look like)?

- **Consider negative consequences:** are there potentially negative results following your targeted system change? If so, is there a way of choosing a different one or minimising the risk of negative results?

Optional: In case there is a strong need for several clearly distinct system changes in order to improve the system, you can indicate them in different colors. Given that we want to improve the system with minimum possible effort, do not list all possible system changes that come to your mind here – only the crucial ones.

WHEN FORMULATING THE R'S OF YOUR SYSTEM, CONSIDER…

CHECKLIST
❑ Are you sure that your social venture, its products, or its initiatives don't show up anywhere in the system analysis?
❑ Are there any important Results, Roles, Relationships, Rules, or Resources missing?
❑ Do the Rules, Roles, and Relationships explain why the Results come about (both at the Status Quo stage and for the intended system change)?
❑ Are you in any way surprised by the intended systemic change you want to bring about? If so, it is even more important that you ask your team and make sure you bring any open questions in our next call.

RESULTS
▪ What is the target result that defines the system?
▪ Are there trends (increasing, decreasing) or patterns in the target result over time?
▪ How is the target result evaluated by local actors? Is it valued?
▪ What other results (positive/negative) does the system bring about?
▪ How adaptive, resilient, or self-sustainable does the system seem to be?

ROLES
▪ What roles are actors currently performing within the system?
▪ Are some roles being played by different types of actors, such as both government and the private sector providing primary education?
▪ Are donors or other third parties playing prominent roles?
▪ How effectively are actors fulfilling the roles they have taken on?
▪ Are there issues of legitimacy or appropriateness surrounding the choice of roles that particular actors might take on?
▪ Are there any roles that seem to be absent? Why?

For example, roles could change in the following ways:
• It can become a more influential element within a system
• It can gain in the quantity of people/organizations who actively play this role
• Or vice versa, a role can lose on its significance within a system or
• Lose in the quantity of people/organizations who actively play this role
• The system change may envision the creation of a completely new role, for example, a new intermediary that coordinates other Roles. From our perspective this could be a perfectly legitimate system change, but it's often not ideal. It might be worth considering how the existing Roles and Relationships could be changed in such a way that the coordinating Role is not needed in the first place.
• Another option is that the embedded mental model of a role can be changed

RELATIONSHIPS
- What types of relationships exist between roles (formal/informal, contractual /hierarchical /reciprocal)?
- How strong are these relationships?
- How valued are the relationships? Are they collaborative? Mutually beneficial? Conflictual? Predatory?
- Does the strength of the relationship vary depending on the actors involved?
- Are there relationships identified as missing, weak, unnecessary or illegitimate?

For example, relationships can stand for cooperation, exchange, influence, information flows, power dynamics and could become stronger or weaker, appear anew or completely disappear.

Tip: To highlight the change in a relationship, you can make existing arrows thinner or thicker or even use dotted lines to illustrate the character of the relationship.

RULES
- What rules affect the way the system functions?
- Are the relevant rules formal (laws) or informal (norms)?
- Are relevant rules enforced? How well? Effectively? Equitably?
- Are actors in the system able to modify the rules that affect them?

For example, a rule change can imply:
- A change in formal rules, like laws, policies, procedures.
- A change in mindsets, traditions, values, specific groups or the whole society becoming aware of something. The latter is a powerful frame change (mindset change) that is often implicitly present in every system change strategy, no matter which R has been picked as a main vehicle for change.

RESOURCES
- What resources are currently being used by the system in producing the target result? Are there needed resource inflows that are missing or insufficient?
- Are there trends (increasing, decreasing) or patterns (cyclical) in resource inflows?
- What are the sources of those resources? Are they reliable and secure?
- How well are the results that the system is producing being translated into sustained resource inflows (through feedback loops)?

For example, a change in Resources could be manifested through:
- An increase (or rarely) decrease of capital or human resources
- Introduction of a new resources that hasn't been recognized or valued before.
- Build-up of new infrastructure

TARGETED SYSTEM CHANGE EXERCISE

ASHOKA

In the _____ there is a need to

name of the system

_____ a _____:

add / change / get rid of   Resource / Role / Relationship / Rule

_____.

summary of the change

This will lead to _____.

improved Results

GUIDELINES

Use the above format as guidance for capturing the targeted system change that needs to happen.

In case there is more than one important system changes that needs to happen, use the template to describe each of them and consider the below questions to make a choice between them:

1. How beneficial is this system change (improved health and outcomes of the system) compared to other potential targeted system changes?
2. How easy is it to achieve this system change (time and effort needed and risks involved)?
3. To what extent can you use the unique strengths and assets of your venture to promote this goal?
4. Does the goal align with your values and motivation?
5. To which extent does the system require your intervention? (*give more points if nobody else is working on this system change, and less points if there are other significant players doing good work there)

Remember that the point is not to do all system changes at the same time and to design a perfect system, rather to identify a feasible yet highly impactful system change that would produce the improved Results.

Check out the next page for more examples of Ashoka Fellows' targeted system changes.

TARGETED SYSTEM CHANGE EXAMPLES

➢ In the global fashion supply chain, there is **a flow of information** about working conditions from decentralized, home-based production sites to end consumers (via certification intermediaries)

➢ In the domestic sex trafficking logistics system in the US, truckers assume **the role** of potential witnesses in order to disrupt trafficking networks.

➢ In the entrepreneurship ecosystem in areas outside of entrepreneurial hubs globally, **relationships** between (potential) entrepreneurs and other roles (funders, intermediaries, etc.) do not depend on regional proximity.

➢ In the retail sector in urban Latin America, public service funds are made available **as a resource** for small shops (that fulfill important social functions)

➢ In the national breast cancer prevention and treatment systems in Latin America, health insurers **change their policies** to pay for the treatment of early-stage breast cancers (which is required to make detection efforts worthwhile)

➢ In the human rights damage monitoring system for extracting industries, affected communities assume the role of watchdogs that provide information to downstream systems (including legal and political)

➢ In the viscose supply chain, recycled fabrics and straw are used as inputs (as opposed to trees)

➢ In the rural water and health management system in Mexico, there is a feedback loop between program designers and local communities