

TECHNOLOGY DRIVEN IMPACT AT SCALE

The GOAT Framework

Technology alone doesn't create impact, complex impact ecosystems do.

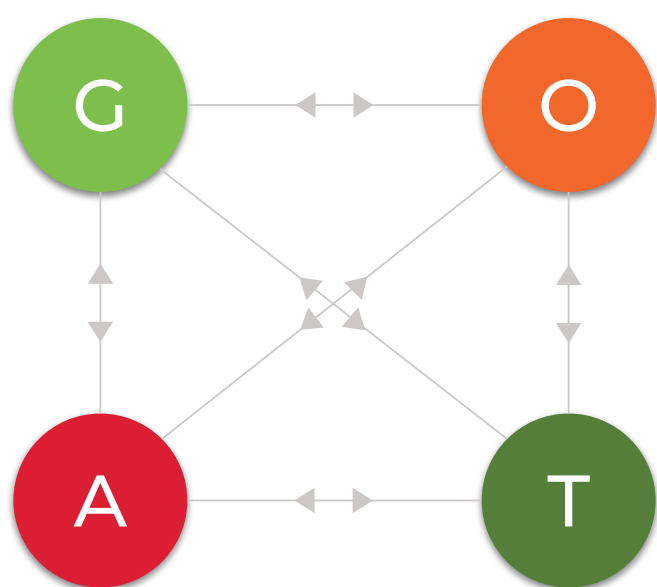
Why technology implementations fail, and how to prevent it

The failure rate of technology-enabled impact solutions remains disproportionately high. World Bank data shows that among large public-sector ICT projects, a third fail outright and nearly two thirds are only partial successes.¹ Across the Young World, the arc of countries with young populations across Africa, the Middle East, and South Asia, technology has the potential to be the single greatest lever for accelerating development outcomes at scale. Given this potential, the opportunity of getting it right is too significant to accept the current rate of failure.

The problem is rarely the technology itself. Genesis Analytics has diagnosed this challenge across more than two decades of digital transformation advisory work. The pattern is consistent, both public and private organisations often treat technology as a discrete workstream, rather than as an element of a complex, interdependent ecosystem.

Introducing the GOAT Framework

The GOAT (Governance, Operations, Adoption and Technology) Framework was designed by Genesis as a multi-dimensional implementation methodology to support technology enabled impact at scale. It is used to design, deploy, scale and sustain impact solutions that leverage technology. The Framework is grounded in the principle that technology implementation always occurs within a wider ecosystem, and guides the user through the full range of considerations that influence how technology delivers sustainable, lasting impact – and how dependant technology is on the ecosystem around it.



GOAT guides the user through 4 core pillars that are essential for technology driven impact solutions.

Governance

Operations

Adoption

Technology

“The success of technology driven impact at scale is wholly dependant on factors beyond the technology stack itself, the GOAT framework drives us to consider these”

Gavin Krugel, Partner, Genesis Analytics

¹ World Bank Blogs (2011) Evaluating the World Bank's ICT activities: What IEG got right and wrong and what can be done in the future. Available [Here](#).

The GOAT pillars are distinct entry points but deeply interconnected

Each of the four pillars tackles a different set of critical questions. They offer different entry points for considering an intervention and collectively cover the breadth of ecosystem considerations needed to implement scaled impact solutions successfully.

GOVERNANCE

To clearly define the freedoms, limitations and obligations of government and other stakeholders. For example, institutional and legal mandates, policies, coordination mechanisms, ethics, inclusion, protections, monitoring and evaluation.

OPERATIONS

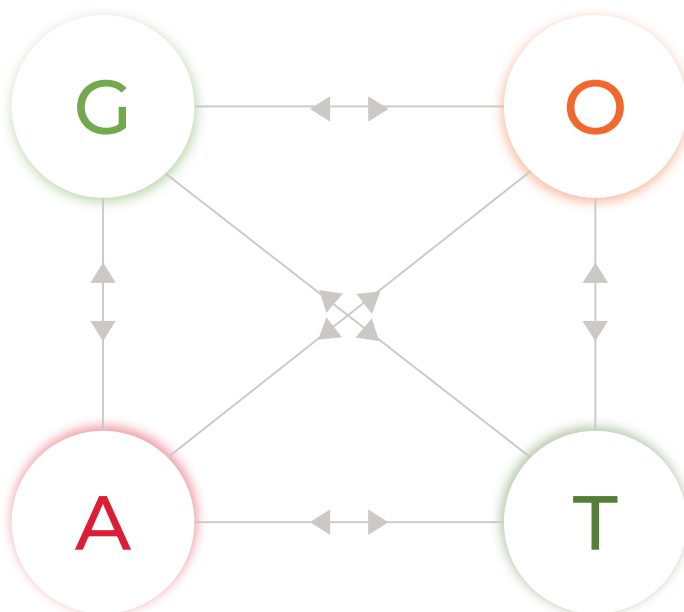
To establish the necessary resources, capacity and processes that enable the sustainable operation, enhancement and scaling of technology enabled impact. For example, determining effective financial models, human capacity, delivery processes and broader ecosystem layers.

ADOPTION

To ensure impact solutions address real challenges by aligning with the context and priorities of the beneficiary. For example, evaluating the value proposition, incentives, accessibility, distribution, affordability, and inclusivity of proposed solutions.

TECHNOLOGY

To design and implement a scalable technical foundation. For example, evaluating the most effective software, hardware, applications, partnerships and standards. Applying issues of value, sovereignty, capability, safeguards, and inclusivity when deciding.



One of GOAT's most important design principles is that it does not prescribe a starting point.

The right entry point depends on context, a policy-led initiative may naturally begin with Governance, while a user-centred programme may start with Adoption, and a resource-constrained project may need to establish Operations first. The three other pillars are shaped by the constraints of the entry point.

Governance

Impact solutions almost always fall within a regulated environment, or need one. In many instances, solutions need to comply with the existing laws and institutional mandates or institute change. Innovations also often drive a change in the logical home for delivery, bring in new stakeholder eco-systems that require coordination. The protections, recourse and overall safeguarding of beneficiaries is often overlooked, but shouldn't be.

For any impact solution, consider the following **Governance** implications:

Legal Frameworks	Which laws apply? Are they enabling? Do they exist? How might they need to change? How might you need to comply? What is the process to introduce new or changed legislation?
Institutional Mandates	Which local or international institutional mandates apply? Which government department or ministry holds the responsibility for the delivery of the solution? Where does the procurement and budgetary authority exist? Does a mandate need to be established or changed?
Supervision	Who ensures compliance, protection? Is there an independent supervisory body or process? Is it suitable to this solution? Are monitoring and evaluation frameworks in place?
Stakeholders	Have all the stakeholders been mapped? From beneficiaries, to operators, funders, governments, international and local NGOs, civil society, solution providers, experts, etc? What are their roles?
Safeguards	Have the legal and supervisory environments sufficiently considered all safeguards? End-user protections? Is there beneficiary recourse? Fully Inclusive?
Co-ordinating Mechanisms	Who co-ordinates the stakeholders? Who co-ordinates different government departments needed to deliver the solution?
Implications	How does all of the above impact the other pillars? How could/should it adjust?

Operations

What will it take to deliver, sustainably and at scale? Often interventions stop at the pilot stage without considering long term operating needs, including financing, human capacity and capability, value chains, ongoing supplier and partnership structures, etc.

For any impact solution, consider the following **Operational** implications:

Financing	What are the financing mechanisms at each stage of the intervention? What is the long term financing plan that will sustain the solution? Philanthropy, fiscus, loans, transaction or service fee's, savings? Is there a long term sustainable business case?
Human Capital	Does the human capacity and capability needed to build and operate the solution long term exist? Or is it planned for? Is local talent available? Do you need upskilling programmes? Who are the employers? Who will pay for talent?
Infrastructure	What non-human resources are needed to sustain the solution? facilities, IT infrastructure, call centres? Are these new or existing?
Value Chains	How is the solution delivered to the beneficiary? Are there partners? Distribution chains? Production? Training centres? What is the end to end process for operational delivery?
Compliance	Are the right licenses, IP protections, risk management and mitigations in place? What permanent operations need establishing to ensure ongoing compliance?
Inclusion	Is your supply side operating model inclusive? Does it factor in equality, access, affordability, and other inclusionary practices?
Implications	How does all of the above impact the other pillars? How could/should it adjust?

Adoption

What good is a solution if it isn't adopted by its intended beneficiaries? What drives adoption and usage? How do we ensure that we are designing solutions that meet needs? How do beneficiaries even know solutions exist? Are their supply side delivery mechanisms inclusive?

For any impact solution, consider the following **Adoption** implications:

Purpose and Value	Solve for real, not perceived, needs. Solutions must be designed from the perspectives of the beneficiaries. Impact will come from purpose driven value add.
Accessibility and Inclusivity	Solutions are often designed with bias built in, consider all exclusion factors that may prevent adoption or usage.
Distribution	Solutions must be delivered WHERE needed. Which may sound obvious, but a build it and they will come approach will fail. How do we get the solution to the beneficiaries in a way that suits them.
Promotion	Think beyond the marketing campaign to consider localisation and promotional activities that match the beneficiaries.
Help	Consider the level of support beneficiaries may need to adopt solutions: including training, peer-support, community help centres, etc.
Affordability	Not every impact solution needs to be free, but it must be affordable. Consider too the hidden costs of access - travel, connectivity, for example.
Implications	How does all of the above impact the other pillars? How could/should it adjust?

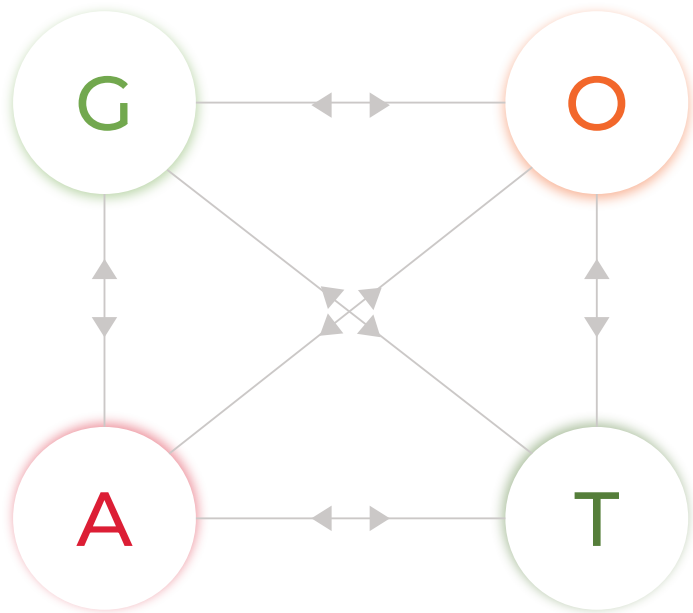
Technology

*Technology enabled impact solutions are rarely plug and play, sourcing the right solution is often just the start. Well designed technology enabled impact solutions **have the end user in focus and plan for long term sustainability.***

For any impact solution, consider the following **Technology** implications:

Stack	A specific technology solution often comes with layers of software, hardware, storage and processing needs.
Standards	Most technologies have global standards, standards bodies. Governments also have policies around sovereignty. Consider how compliance to these may impact your solution.
Capacity and Capability	Is there human capacity and the technical capabilities to build and maintain the solution long term? It's likely the most important factor in technology enabled impact solutions.
Providers	Whether open source or proprietary, engineers, architects and developers will be needed. Consider whether these come from tech integration partners or are available in-house.
Cybersecurity	Providing solutions to the worlds most vulnerable, requires a sharper focus on security.
Inclusion	Can the end beneficiary use the technology? Consider factors of access, affordability, literacy, and equality.
Implications	How does all of the above impact the other pillars? How could/should it adjust?

Decisions in one area serve as the blueprint or constraints for the others



Interconnectedness means that dependencies are rarely fixed, they are specific to the unique initiative or local context

Top-Down: A Governance decision on legal mandates directly dictates the Technology architecture and the Operational resources required to maintain compliance.

Bottom-Up: The Technical foundation must remain flexible enough to adapt to the shifting needs and feedback found in Adoption, ensuring the solution stays relevant to the beneficiary.

In a low-resource setting, Operations (financial/human capacity) may be the primary constraint that dictates the complexity of the chosen solution.

In a highly regulated sector, Governance obligations will define the 'freedoms' available to operations and adoption strategies

There is no single "right" place to start

The most common implementation failure we observe isn't a weak entry point, it is the failure to complete the cycle of addressing all four pillars. An impact solution that starts with a technology pilot but never addresses governance or sustainability or use case will not scale. And the same dynamic applies from any entry point.

STARTING PILLAR	EXAMPLE DOWNSTREAM IMPLICATIONS
G Governance mandates established	A project may begin by establishing Governance mandates and legal frameworks to define stakeholder obligations; these regulations then dictate the required standards and the Operational capacity needed to enforce them.
O Resources and financing secured	An initiative could start by securing Operations through sustainable financial models and human capacity; these resource limits then define which impact solution is feasible and which Adoption strategies are realistic to support.
A Beneficiary needs mapped	You might begin by identifying the urgent needs and priorities of the end-user (Adoption); these insights then shape the solution design to ensure it is inclusive and determine the Governance freedoms required to protect user rights.
T Technology pilot deployed	An organisation might launch a Technology pilot to test Adoption incentives and user value; the technical performance and user feedback then inform the long-term Governance policies and Operations budget required to maintain and scale the solution.

GOAT is not a checklist, it is a closed, reinforcing loop through which impact and sustainability are achieved when all four pillars are actively managed across a solution lifecycle.



Unlock Value Through Smarter Impact At Scale

Genesis Analytics brings two decades of expertise to technology-enabled impact. Whether at pilot stage or seeking to scale, our team can work with you to apply GOAT to identify core strengths, binding constraints and design the path to sustainable and scaled impact.

GET IN TOUCH

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