

AI-driven process acceleration in public organizations

June 2025

Author
Alexander D'Hooghe

How SOLV accelerates decision-making and breaks through bureaucratic bottlenecks

This white paper is addressed to policymakers, civil servants, project managers, and strategists in the public sector. It provides a substantive framework for the debate on how AI can support existing decision-making processes. This text is not a commercial proposal, but an invitation for reflection and dialogue on governance innovation in complex contexts.

Summary

In today's governments and large organizations, the complexity of policy processes has increased substantially. Traditional administrative structures are reaching their limits due to fragmented data, exponentially growing consultation structures, and inherent tensions between political, administrative, and societal interests. This white paper introduces an innovative response to this challenge: an AI-driven platform that does not merely function as a technological layer, but actively intervenes in process design, tension detection, and decision-making.

Structured around six carefully designed process steps, we show how data is automatically collected, analyzed, and translated into actionable insights, making policy options clearer and consultation more workable and human-centered.

This paper explains how the use of purpose-built technology transforms the way local authorities and higher administrations operate. Without adding administrative burden, this approach delivers measurable time and cost savings, while fundamentally strengthening the intelligence and agility of organizations.

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1. Introduction: The structural problem of modern administrations

1.1 Overloaded consultation structures

The fundamental challenge in today's administrations is not new, but it is increasingly pressing: complex policy processes lead to an unsustainable increase in coordination moments while effective implementation time comes under pressure. In both public and private organizations, we see comparable symptoms:

- **Information overload:** The volume of available data exceeds human processing capacity.
- **Procedural delay:** Decisions require on average 40% more approval rounds than ten years ago.
- **Fragmentation of knowledge:** Critical insights remain locked in silos, inaccessible to decision-makers.

“Information explosion without selection leads to a coordination explosion.”

In theory, more data should lead to better policy. In practice, however, we see the opposite: more data sources generate more standpoints, more demand for consultation, and therefore more deliberation. What appears to enrich content in fact often creates additional coordination pressure, because every new source implies a new position.

This phenomenon has been extensively described by Christensen & Lægreid (2007)¹, who demonstrate how modernization logics such as transparency, control, and formalization paradoxically lead to more, not less, bureaucracy. The data explosion leads to consultation inflation, not because decision-makers are failing, but because systems are insufficiently equipped to channel complexity.

1.2 The historical position of administration

To understand the problem, a historical perspective is essential. Government administrations were established from the outset to systematically record social reality: population figures, tax revenues, infrastructure inventories, property data, etc. Each consisting of tables and data series that form the backbone of administrative knowledge. This registration function was never an end in itself, but a foundation for policy preparation, legal review, and public accountability.

Over time, this role grew into a broader mandate: beyond data management, administrations today are central players in policy preparation, implementation, and long-term thinking. They anchor democratic continuity within shifting political constellations, connecting operational information with strategic choices.

The digitalization wave since the 1990s has drastically accelerated the collection and processing of data. Yet the core of the work remained largely analogue: interpreting information, structuring deliberation, and connecting interests. The current generation of SaaS solutions digitalizes sub-processes, but still requires considerable human effort for data enrichment and interpretation. As a result, the workload shifts rather than fundamentally decreasing.

2. Triple complexity in administrative structures

2.1 Horizontal fragmentation: breaking through siloed working

The challenge manifests itself on three critical levels, each requiring its own solution:

Departmental boundaries function as persistent barriers to information exchange and coordinated action. Research by Bouckaert & Peters (2004)² shows that these horizontal divides lead to:

- Duplication of work processes (28% overlap between departments on average)
- Delayed decision-making (up to 3x longer lead times)
- Inconsistent policy implementation

Traditional remedies such as inter-departmental working groups only offer partial solutions as they do not fundamentally restructure the underlying information flows.

2.2 Vertical communication blockages: the handicap of policy levels

Organizations struggle with information loss across their consultation levels (policy – strategy – tactical level – teams – execution), due to level-specific frameworks that lack coherence, making handover and interpretation difficult.

- **Upward:** Operational insights reach policy level filtered and delayed.
- **Downward:** Strategic decisions are inadequately translated to implementation level.

This asynchronous communication leads to reduced alignment between higher and executive teams, creating friction between levels and measurably impacting policy effectiveness.

“Policy complexity does not require more consultation, but better process design.”

2.3 Political-administrative tension: bridging time horizons

Perhaps the most fundamental tension arises from different time perspectives:

- Political actors and administrators focused on short-term results and public perception
- Executive civil servants and experts with long-term vision and systems logic

This tension, described by Pollitt (2008)³ as the “time paradox in governance”, undermines consistent policy implementation and strategic continuity.

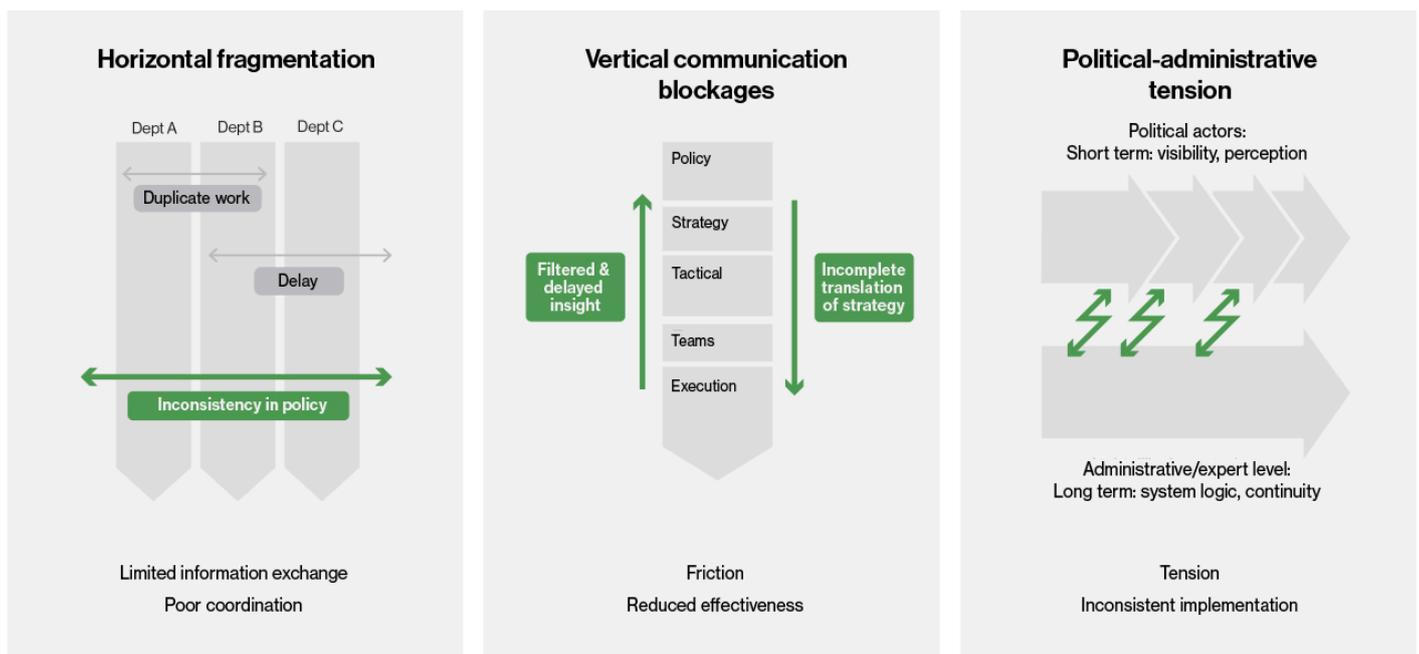


Figure 1. Triple complexity in administrative structures

3. From passive to active support: a paradigm shift

3.1 Limitations of existing technology solutions

Conventional responses to administrative complexity focus on technological modernization through networks, data sharing, and IT platforms. However, in practice, these interventions without process redesign deliver only marginal improvements, because they:

- Do not eliminate the structural waiting times between process steps (“when can we find another moment to sit together?”)
- Do not map tension fields and distance between actors
- Cannot proactively identify or mitigate risks due to a lack of insight into the scale and nature of those risks

In contrast to traditional IT solutions that primarily structure and record, AI is capable of drawing cross-domain connections, detecting interests, and proposing process interventions. The difference lies not only in computing power, but in the ability to explicitly link policy objectives and context to available information.

3.2 The transformative role of AI-driven process support

Unlike traditional IT systems that primarily automate existing processes or structure information within silos, AI offers the ability to support decision-making itself, not by enforcing rules, but by making connections visible, detecting interests, and proposing process interventions.

International comparative research shows that governments are beginning to deploy AI. According to *Government at a Glance 2023* from the OECD, 73% of surveyed countries use AI to improve internal processes.⁴ Yet this deployment often remains limited to operational applications: pattern recognition, automated classification, or improving service delivery. What rarely changes is the logic of decision-making itself.

The approach proposed here is fundamentally different. It does not start from technological opportunity or systems logic, but from the policy or project challenge that requires collaboration and decision-making. It is not the department or the domain that sets the agenda, but the complexity of the problem that needs to be addressed.

In this context, AI acts as a process facilitator: it makes relevant information visible across boundaries, structures interests in the form of maps or positions, and detects tensions or gaps over time. The system guides the deliberation by creating clarity. This gives rise to a new type of decision-making: faster, better founded, and strategically better synchronized.

4. Conceptual framework: 6 process steps for active support

Understanding and navigating complex administrative processes requires a clear conceptual framework. The six process phases presented here do not form a rigid step-by-step plan, but an interpretive framework that helps users recognize which form of AI support is most valuable at any given moment.

These phases, Listen, Agree, Optimize, Learn, Yes, and Hold, rarely proceed linearly in practice. On the contrary, they manifest as overlapping, iterative cycles in which organizations move back and forth as new insights, stakeholders, or circumstances emerge. The platform is designed to accommodate this natural process of movement, with support dynamically adapting to changing needs.

By offering this conceptual lens, we enable users to identify precisely where in their unique process landscape a particular type of support is needed. An early stage may require intensive data aggregation (Listen), while later stakeholder alignment (Yes) becomes critical. With each iteration, the system refines its understanding of the process context, making support increasingly relevant and precise.

4.1 LISTEN

Panoramic data exploration

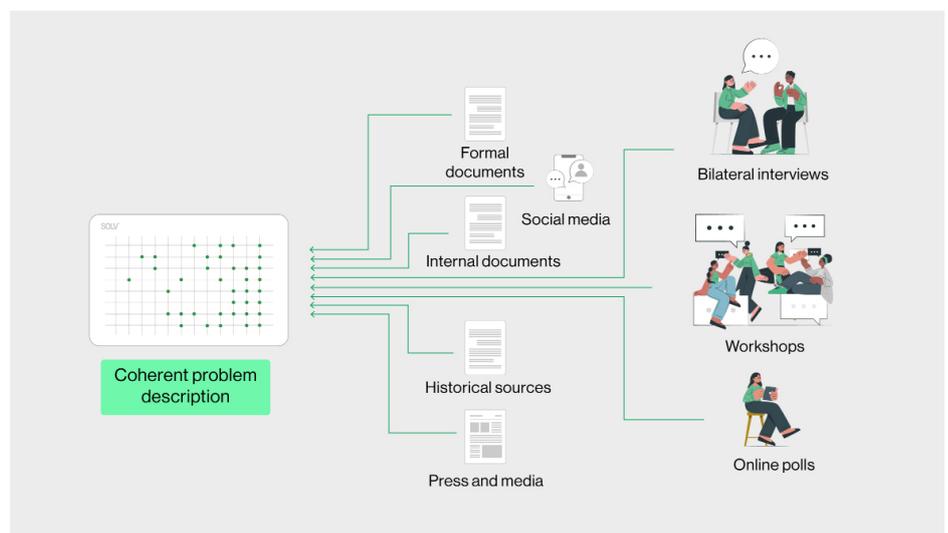


Figure 2. Listen: collecting, ordering and connecting 360° data into a single picture, validating insights, adding context

The challenge: Decision-making processes slow down because actors operate with fragmented information. No single participant holds a complete picture of the context, historical patterns, and current tensions, leaving process design, conflict management, and agenda-setting suboptimal.

The solution: A 360° panoramic view of the project environment via an automated data ecosystem that:

- Unlocks existing information and organizes it meaningfully, without adding administrative burden
- Integrates different data streams (formal documents, social media signals, historical project data) into a single coherent information picture
- Is continuously enriched with new information, allowing the model to evolve dynamically with the process
- Provides complete transparency and traceability by linking data back to source documents

Crucially, the system does not merely collect documents but actively draws context-relevant connections and details that readers often miss. Information is structured along thematic lines rather than institutional boundaries, generating cross-silo insights.

Human oversight within AI-driven analysis: While the system autonomously performs up to 90% of data exploration through AI models, human oversight remains essential. All analyzed information is systematically submitted to the user for validation, who can correct discrepancies and flag gaps. The platform therefore does not function as a closed black box, but as an interpretive machine that learns from human feedback. The interaction between human and system is not optional, but structurally embedded: AI reads, orders, and connects — but giving meaning, adding nuance, and deciding remains human work. Only in this way does governance intelligence emerge that is both robust and democratically accountable.

Privacy & ethics: All data processing within the platform takes place in a protected, project-specific environment and starts from European GDPR regulations. Data is anonymized, or pseudonymized where necessary, and differentiated access rights apply based on role and authority. When societal signals or participatory input are processed (such as citizen feedback, petitions, or public positions), an ethical review is always carried out. This prevents the risk of unwanted profiling or extrapolating individual opinions into policy positions. Transparency and data minimization are structural principles: only data that is substantively relevant to the policy objective is included. Information about individual citizens is never displayed, estimated, or used as input for project steering

“AI reads, orders and connects — but giving meaning, adding nuance, and deciding remains human work.”

Practical example: In a road safety project, the platform integrates five years of mobility advice, anonymized reports from local citizen participation apps, and geographically localized incident statistics. Within a few hours, this creates a layered picture of bottlenecks, trends, and correlations that would have required weeks of effort using conventional methods.

Measurable impact

- 85% information coverage rate versus 40–60% with conventional methods
- Processing time reduced from weeks/months to a few hours
- 90% of information derived from AI-driven text analysis of publicly available documents, without additional data collection burdens

Iterative enrichment: The Listen phase is not a one-time activity but a continuous process. The platform continues to absorb new information throughout the entire project cycle, making the information model progressively richer and more accurate. This evolution enables decision-makers to adjust course in time when circumstances or public perceptions change.

4.2 AGREE

Preventive tension management

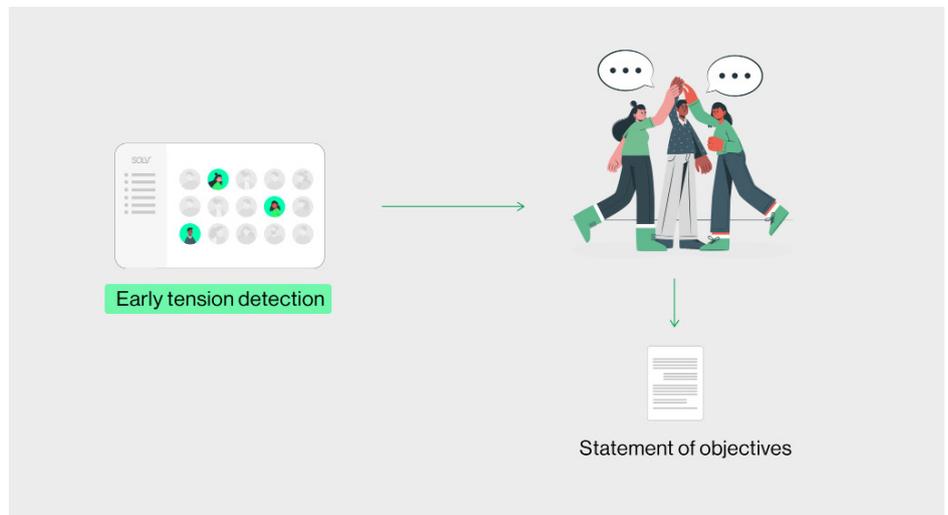


Figure 3. Agree: stakeholder mapping, mapping roles and tensions, formulating a shared objective, collaboration agreements

The challenge: While the Listen phase creates a rich information landscape, practice shows that substantive knowledge alone is insufficient for successful project implementation. Project risk is linked to the management of relational dynamics. This is the difference between knowing what is at play (4.1) and understanding who is at play and with what interests (4.2).

The solution: A strategic translation of substantive project knowledge into an effective relational process design:

- RACI classification that links the information stream from phase 4.1 to concrete roles and responsibilities
- Explicit connection between identified issues and the stakeholders who have influence over them
- Transformation of implicit friction points into explicitly addressed tension fields

This phase builds directly on the information-rich foundation of the Listen phase, but adds a crucial dimension: it activates the right actors around the right themes by:

- Organizing targeted interactions with key players based on the gathered insights
- Formalizing a shared process design with explicit agreements on decision-making guidelines
- Creating process legitimacy that anchors later substantive choices

Practical example: In the station area context, the platform facilitates a translation of factual information (from 4.1) into process structuring: it connects the identified parking and greening issues to the respective stakeholder groups (traders and residents) and visualizes where their spheres of influence overlap. This leads to an integrated process design where traders, residents, and influential representatives come together around specific geographic zones where their interests directly intersect.

Measurable impact:

- 85% of process disruptions prove to stem from inadequately structured stakeholder relationships, even when the information base is complete
- 55% higher implementation success by anchoring process legitimacy early with all key actors

Unique value: The Listen phase makes the project substantively sharp; the Agree phase makes it relationally robust. Together they form the foundation on which substantive solution directions can be explored without later getting stuck on procedural or legitimacy grounds.

4.3 OPTIMIZE

Multi-criteria decision support

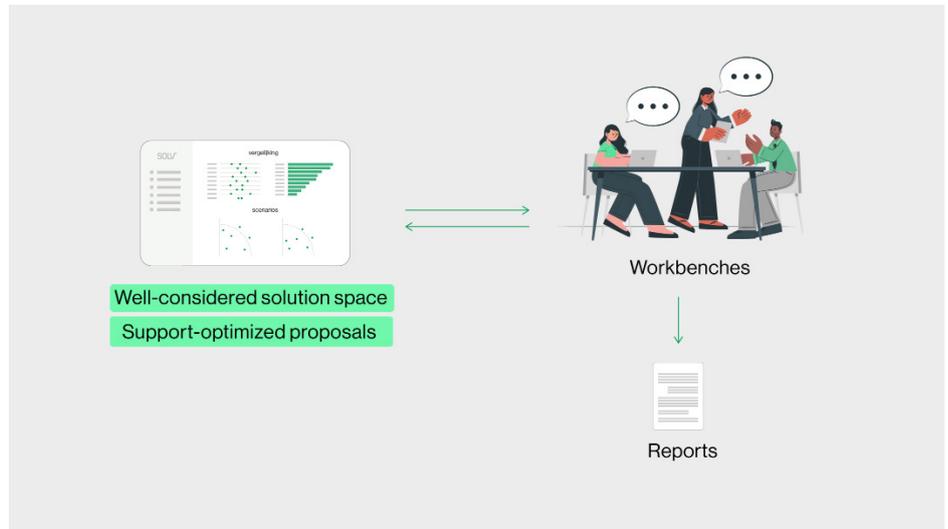


Figure 4. Optimize: multi-criteria analysis, simulating scenarios for impact, risks and cost effects, co-creatively iterating to a feasible optimum

The challenge: The complexity of modern policy choices exceeds the analytical capabilities of traditional evaluation methods. Effective decision-making requires calculation of all relevant variables and their mutual interactions. Manual Excel models and ad hoc evaluations lead to tunnel vision on a few pre-defined solution directions, leaving potentially superior alternatives out of view and often requiring late-stage correction.

The solution: An advanced decision-making model that strengthens human judgement without replacing it:

- Systematic exploration of the full solution spectrum rather than a few pre-programmed options
- Integrated evaluation along three crucial dimensions:
 - Effectiveness (achieving project objectives)
 - Efficiency (optimal deployment of available resources)
 - Acceptance (stakeholder support among identified stakeholders)
- Transparent visualization of trade-offs between conflicting objectives
- Real-time simulation of policy adjustments and their consequences

Where conventional analyses today work primarily with Excel models with a limited set of variables requiring continuous manual processing, AI support provides the computing power to model hundreds of variables and their mutual interactions. This transforms policy evaluation from a limited, static sample to a complete exploration of the dynamic decision space.

Practical example: In a water management project, the platform integrates historical cost-benefit analyses, technical risk assessments, and demographic developments into a single coherent model. Policymakers can directly visualize the effects of different priority settings ("more room for water" versus "expansion of construction") on economic, ecological, and social indicators. The crucial added value is that the model also maps the effects on stakeholder support, based on the interest analysis from the previous phase.

Methodological foundation: The multi-criteria analysis builds on established decision-making methodologies, but adds three crucial innovations:

1. Pareto frontier analysis: identification of solutions where no single objective can improve without worsening another
2. Sensitivity modelling: systematic calculation of uncertainty margins and their effect on outcomes
3. Support projection: prediction of stakeholder support based on their previously articulated priorities

Measurable value: The strength of this approach lies in the transformation of decision-making processes:

- Broadening of the evaluated option spectrum from typically 3 to 5 options to potentially hundreds of scenarios
- Significantly increased transparency regarding underlying assumptions and their effect on outcomes
- Strengthened substantiation of policy choices vis-à-vis supervisors, actors, and stakeholders
- Considerable cost reduction compared to traditional CBA studies (Cost-Benefit Analyses) that are often outsourced at high consultancy rates

The fundamental advantage is that this phase bridges the gap between what is technically optimal and what is socially feasible: a synthesis that is often missing in traditional decision-making.

4.4 LEARN

Targeted and layered access to information

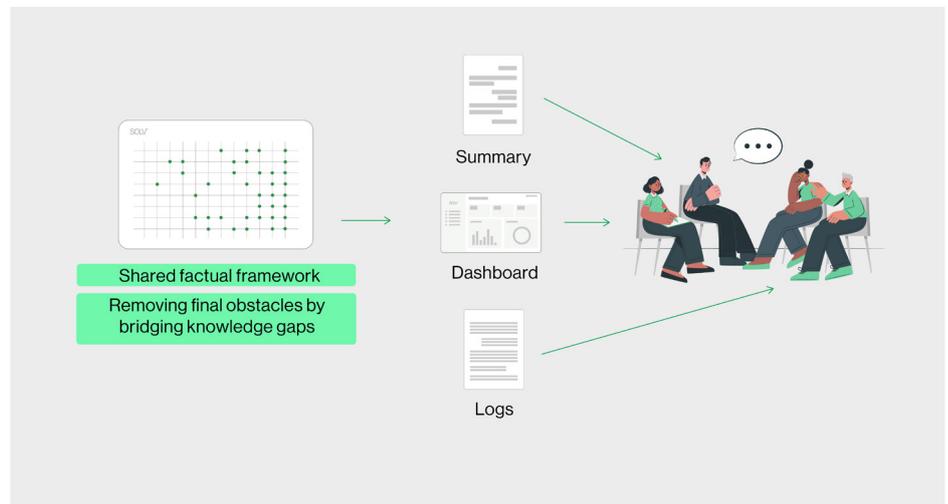


Figure 5. Learn: layered insights, structuring information tailored to role and depth, highly targeted workshops, focus on core tensions, exchanging expertise, building consensus

The challenge: The data overload that characterizes modern decision-making paradoxically leads to information impoverishment. Actors receive either overly generalized overviews that lack sufficient depth, or technical and detailed information without strategic context. This causes circular discussions in which fundamental insights are lost and decision-makers talk past each other from different information levels.

The solution: An intelligent information architecture that organizes knowledge in 3 dimensions:

- Horizontal dimension: Domain-specific access that provides subject experts with direct access to specialist information within their knowledge domain
- Vertical dimension: Layering by abstraction level, where strategic decision-makers see key points and policy implications, while executive levels receive operational details
- Tension dimension: Explicit positioning of information within political-administrative, expert-public, and strategic-operational tension fields, making apparent contradictions traceable to differences in perspective

Crucially, every actor can always consult both context and detail. The mobility expert primarily receives mobility data, but also sees how this relates to broader objectives. Conversely, the strategic decision-maker receives aggregated insights, but also has access to underlying technical details when desired.

Practical example: In urban renewal, the mobility expert intuitively navigates through layered information: from macro (planned street layouts) to micro (specific accident statistics), from quantitative (traffic pressure measurements) to qualitative (feedback from wheelchair users), and from expert opinion (police reports) to citizen perception (participation forums). This multidimensional access means no costly preparation time is lost searching for relevant information.

Transformative value: This information access transforms the quality of decision-making processes on three levels:

- Process: Substantial reduction in preparation time as actors no longer need to distil relevant information themselves
- Content: Higher decision-making quality through contextual placement of detail information
- Relational: Breaking down information asymmetry between different process stakeholders

The way information is made accessible largely determines how it is used. This stratification enables the leap from information to insight through targeted, contextualized access.

4.5 YES

Targeted interaction moments for breakthrough

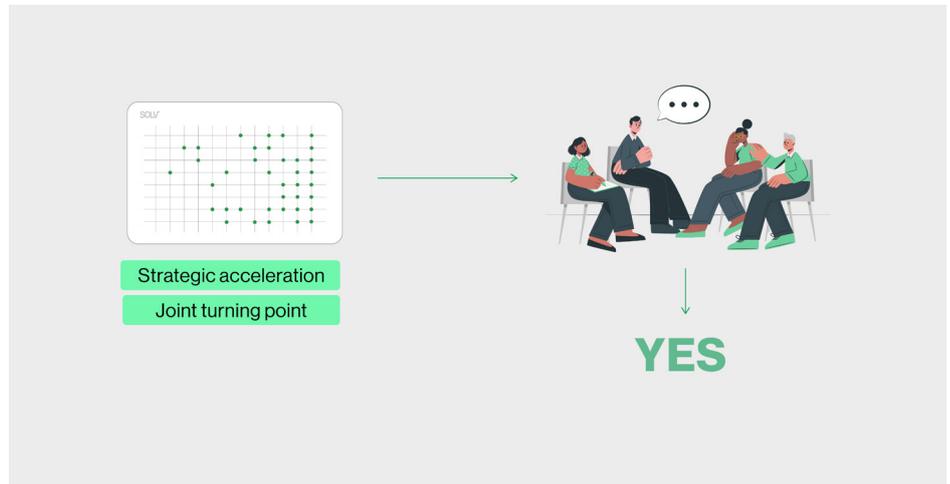


Figure 6. Yes: sharp agenda, visuals, dashboards supporting decision-making, conducting breakthrough conversations, converting decisions into action

The challenge: The most difficult bottlenecks still require human interaction. Conventional workshops and stakeholder interactions are often inefficient: they revisit already known information, miss focus on the real fault lines, and end without actionable conclusions.

The solution: Transformation of consultation moments from information-sharing sessions to targeted breakthrough workshops:

- Pre-structured agenda that focuses precisely on identified core tensions
- Real-time support during the session with relevant data, visualizations, and models
- Facilitation that guides participants from problem deconstruction to joint reconstruction
- Direct recording of decisions in action plans linked to responsibilities

These sessions are characterized by their high information density and purposefulness. Participants no longer need to be briefed on the state of affairs, but can go directly to the heart of the problem. They come not to receive information, but to mobilize and weigh collective intelligence around specific bottlenecks.

Case study: *In the reassignment of industrial heritage, the workshop focuses not on general project information, but specifically on the core tension between heritage preservation and housing development. Participants work with visualized project definitions that are adjusted in real time based on their input. The interaction shifts from position-based debate to joint optimization, weighing heritage elements and housing quality against each other in concrete programs.*

Process innovation: This approach represents a fundamental reorientation of the role of meetings and workshops:

- From information exchange to collective intelligence
- From exchange of positions to joint problem-solving
- From after-the-fact documentation to real-time decision recording

By concentrating human interaction on precisely those points where it adds maximum value, consultation moments are transformed from time-consuming obligations into strategic interventions that genuinely unblock processes.

4.6 HOLD

Dynamic process monitoring



Figure 7. Hold: dynamic process monitoring that picks up early signals and proposes targeted interventions

The challenge: Traditional process support is static: once established project plans and decision-making trajectories are rigidly followed, despite changing circumstances. This inflexibility leads to project erosion when new actors appear, political priorities shift, or social sentiments change. The result is often a cycle of repeated revisions that is both inefficient and demotivating.

The solution: A dynamic monitoring system that functions as a process navigation system:

- Proactive detection of environmental changes with direct process relevance
- Early signaling of potential process disruptions before they escalate
- Targeted intervention proposals that seamlessly connect to earlier process steps
- Intelligent prioritization between process elements requiring adjustment and those that can remain stable

Where traditional project management tools are reactive and only signal when milestones are missed, this system works in an anticipatory manner. It detects shifts in the environmental landscape that are not yet causing direct disruption, but pose future risks.

Practical example: In a long-running mobility project, the platform identifies new social media activity from a local action committee. Instead of a generic notification, the system specifies: (1) which project elements are directly affected by the concerns of this committee, (2) which stakeholders from the previously established RACI matrix can act as bridges, and (3) whether an adjustment within the current process design is possible or whether a return to earlier process steps is necessary.

The project manager receives this information via a personalized dashboard or configurable notification, with urgency calibrated based on the risk profile. This prevents both an overreaction to marginal changes and underestimation of significant developments.

Continuity value: This dynamic process monitoring ensures lasting effectiveness in a continuously changing environment:

- Institutional memory is preserved, even when personnel change
- Process adjustment occurs based on relevant new information without losing historical insights
- Stakeholders experience continuity and predictability, even when underlying circumstances evolve

The fundamental insight here is that project success does not depend on rigid plan execution, but on adaptive capacity within a coherent framework. Through early signalling and targeted intervention, processes become resilient without becoming unstable.

Overview: the six process steps

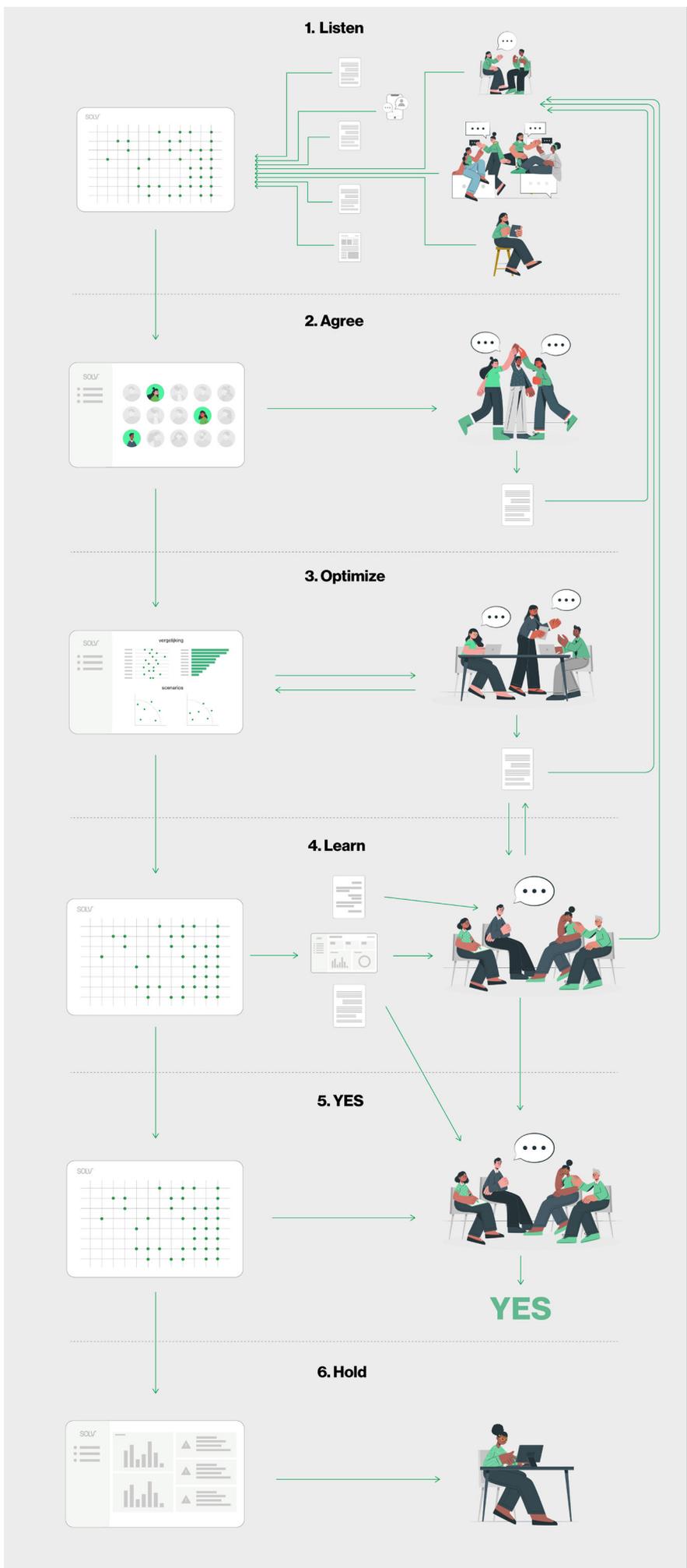


Figure 8. The six process steps

5. Quantifiable results: the business case

The implementation of AI-driven process support delivers measurable benefits along three critical dimensions, substantiated by results from pilot projects.

5.1 Efficiency gains: time and capacity

Empirical results from pilot projects show substantial improvements. For an average policy process with 8 participants (at salary scale 13–14), this represents a direct cost saving of €28,800 in personnel deployment, based on an average hourly rate of €100. These savings materialize directly in the first project cycle.

Process phase	Traditional	With AI support	Efficiency gain
Information processing	32 hours	8 hours	75%
Meeting time	24 hours	12 hours	50%
Preparation / follow-up	36 hours	14 hours	61%
Total per project	92 hours	34 hours	63%

Average time spent per process component

According to Straub et al. (2024), approximately 84% of complex, recurring transactions within the UK central government could be automated.⁵ With just one minute of time saved per transaction, this would deliver the equivalent of 1,200 staff years per year — a substantial efficiency gain.

5.2 Quality improvement: better decisions

The time savings do not translate into more superficial policy, but into better decision-making.

In projects that align with our end-to-end approach, in which AI structurally supports processes with human oversight, we see:

- High-quality information coverage, as AI draws connections between diverse sources
- Faster tension detection, through early signalling of inconsistencies or missing perspectives
- Increased decision-making capacity, as space is created for reflection, iteration, and strategic consideration

This synergy is called governance intelligence: not the automation of tasks, but the strengthening of human judgement through a systematic model of collaboration between people, AI, and process design — enabling organizations to act more effectively and responsively in complex policy domains.

5.3 Total investment value: direct and indirect savings

The full value of implementing AI-driven process support as described in this white paper manifests at two complementary levels:

Direct cost savings

- **Multi-criteria analyses:** Traditional MCAs cost €30,000–€50,000 with a lead time of 6–8 weeks. An AI platform delivers comparable analyses within 24 hours at approximately 15% of these costs, resulting in an average saving of €34,000 per analysis.
- **Cost-Benefit Analyses:** External CBA trajectories (€80,000–€120,000) are replaced by dynamic models that are not only cheaper to develop but also deliver lasting value through continuous updateability. Net savings: on average €85,000 per policy trajectory.
- **Stakeholder analyses:** Conventional participation trajectories become more efficient through better preparation and targeted agendas, resulting in approximately €30,000 savings on external process facilitation.

Total direct savings: €149,000 per policy trajectory (€29,000 time savings + €120,000 avoided consultancy costs)

Empirically substantiated indirect value

- **Less delay:** For projects with a lead time of 2 years and 8 part-time staff (0.3 FTE), every month of shortening represents €16,000 in saved personnel costs. A conservative 25% reduction in typical delays (from 40% to 30%) means 2 months of time gain, worth €32,000.
- **Less adjustment:** Research on policy trajectories shows that insufficient stakeholder involvement and inadequate information provision lead to implementation problems representing on average 20–30% of total project costs. For a typical trajectory (implementation budget of €500,000), a reduction of 10 percentage points means a saving of €50,000.
- **Reduction in legal procedures:** Formal objections and lawsuits cost on average €75,000 per case, including administrative time, legal costs, and project delay. A conservatively estimated reduction of one procedure per three projects represents a risk-weighted value of €25,000 per project.

Total indirect value: €107,000 per policy trajectory

The combined value of direct and indirect savings amounts to €256,000 per policy trajectory. Importantly, these figures are based on conservative estimates and only include quantifiable benefits. The broader social value of better decision-making and increased public satisfaction remains outside this scope.

6. Implementation: organic and scalable

6.1 Project-based rollout rather than organization-wide revolution

To realize acceleration and tangible results, it is essential that the approach requires no all-encompassing, department-wide IT overhaul. Traditional system revisions are often costly, delayed by slow decision-making, and met with passive resistance after implementation. What is important is that the departments involved can easily grant access to (public, but GDPR-compliant) data sources in order to derive the necessary insights on a project basis.

In contrast to conventional IT transformations, the described approach requires no large-scale reorganization. The implementation of an AI platform:

- Starts with a concrete policy intention or project, not a broad sectoral restructuring
- Involves precisely those stakeholders who are relevant to the specific project
- Builds step by step on concrete successes and tangible results
- Grows organically toward other processes through natural adoption

This gives rise to what organizational theorists call a “self-reinforcing adoption model”: initial successes create ambassadors who introduce the technology further into the organization, without central compulsion or imposed adoption plans.

The most important recommendation is therefore not to start from the redesign of IT architecture at the level of a silo or department, but from targeted, project-specific integrations that immediately lighten the workload. Only through that focus on the design challenge does the necessary clarity, collaboration, and momentum arise to make structural breakthroughs possible.

Institutional conditions as a limiting factor

Despite the potential of project-based AI support, one structural limitation often goes unaddressed: the existing legal and institutional framework. Much procedural legislation is aimed at formal equality, traceability, and objection procedures. These are all important democratic principles, but often written for an era of stable, linear decision-making.

In reality, many policy projects evolve iteratively: insights change, stakeholders shift, contexts move. Yet regulations and procedures rarely allow for such dynamism without a restart or risk of legal vulnerability. This creates a tension: policy processes that want to be agile run up against structures that prefer stability over adaptability.

It is therefore crucial that technological innovation goes hand in hand with reflection on institutional renewal. Without adapted legislation and policy frameworks, the possibilities of AI-driven support will only partially be realized.

6.2 Technical architecture: light and non-invasive

The technical infrastructure is deliberately light and works from existing systems:

- Uses documents and communications that already exist as primary data sources
- Integrates where possible via APIs with existing systems without disruption
- Provides privacy by design with differentiated access rights in project-specific environments
- Ensures GDPR compliance through local data processing and data minimization

The crucial difference from conventional SaaS solutions is that dynamic AI platforms like SOLV require no continuous manual data entry. Instead, it uses AI to automatically interpret and structure existing information and communications. This creates a fundamental shift: rather than a platform that demands to be fed with data, the AI platform itself actively collects and organizes all information and translates its meaning to the reader.

7. Conclusion: From administrative burden to governance intelligence

In complex administrative environments, it is possible — and increasingly necessary — to organize policy processes more quickly, efficiently, and in a more human-centered way. By deploying AI not merely as a technological layer, but as a process-supporting partner, a new type of decision-making emerges: faster, better founded, and with broader stakeholder support.

The proposed approach does not redesign the system, but the relationship between people, information, and process. A significant share of routine data management and fragmented document processing can be automated, creating time and space for what truly matters: strategic consideration, context-sensitive decision-making, and early tension management.

This approach does not start from systems or silos, but from concrete policy challenges. It is organic, purposeful, and scalable. More importantly: it preserves the human steering role, strengthens the judgement of organizations, and supports rather than replaces.

In a world in which complexity will not diminish, governance intelligence becomes a core characteristic of public institutions. Not as an abstract ideal, but as a practical capacity to reach decisions more quickly, jointly, and in an informed manner: without extra burden, but with enhanced legitimacy.

Implementation proceeds in phases and pragmatically, aligned with organizational and technical realities. Experience shows that the first results are often visible within a few weeks, even before the full configuration and alignment are completed.

The adoption curve follows the natural rhythm of the organization rather than the disruptive pace of technological innovation, thereby minimizing resistance to change and strengthening ownership.

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About SOLV

SOLV is a tech start-up founded by Alexander D'Hooghe, former professor at the Massachusetts Institute of Technology (MIT), specialized in complex decision-making and process management. Building on years of experience with governance processes and complex projects in infrastructure and area development, SOLV offers innovative AI-driven solutions that bridge the gap between technological possibilities and practical governance challenges.

Contact

For more information about SOLV's solutions and implementation possibilities:

Alexander D'Hooghe – a.dhooghe@solv.world | Roeline Ham – r.ham@solv.world