



POLITICY
DIALOG



REFERENCE OVERVIEW

FOREWORD



With more than 25 years of experience in the development of value-based Organizational and process models I already had numerous Projects as well as as employees of authorities and organizations How as External consultant carried out . In most Projects I had the lead function and was responsible for planning and implementation including communication with the customer and the commercial Order responsibility inside .

Below I have some this Projects listed and presented . Only in parts Is it possible for me to contact the client to name – some clients want to be in public out of business policy Found Projects not shown know . I ask for your understanding in this regard .

Contact persons can partially named Since I am here but in addition to contractual protection , data protection subject to , I can only on concrete Request and bilaterally name .

For further inquiries I am happy to available and can offer you projects also more detailed describe .

Sincerely, Torsten Matzak



Project Lead

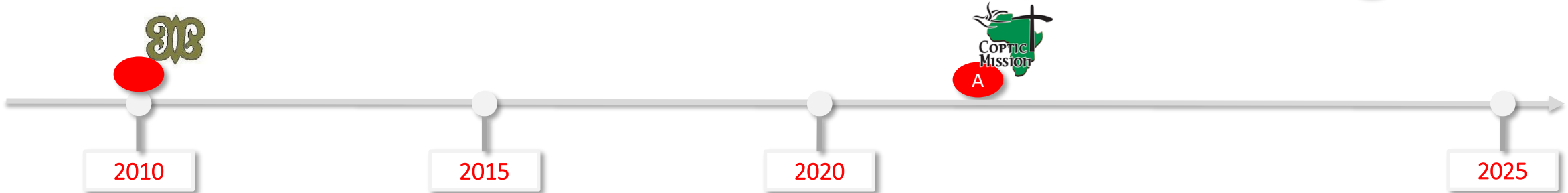
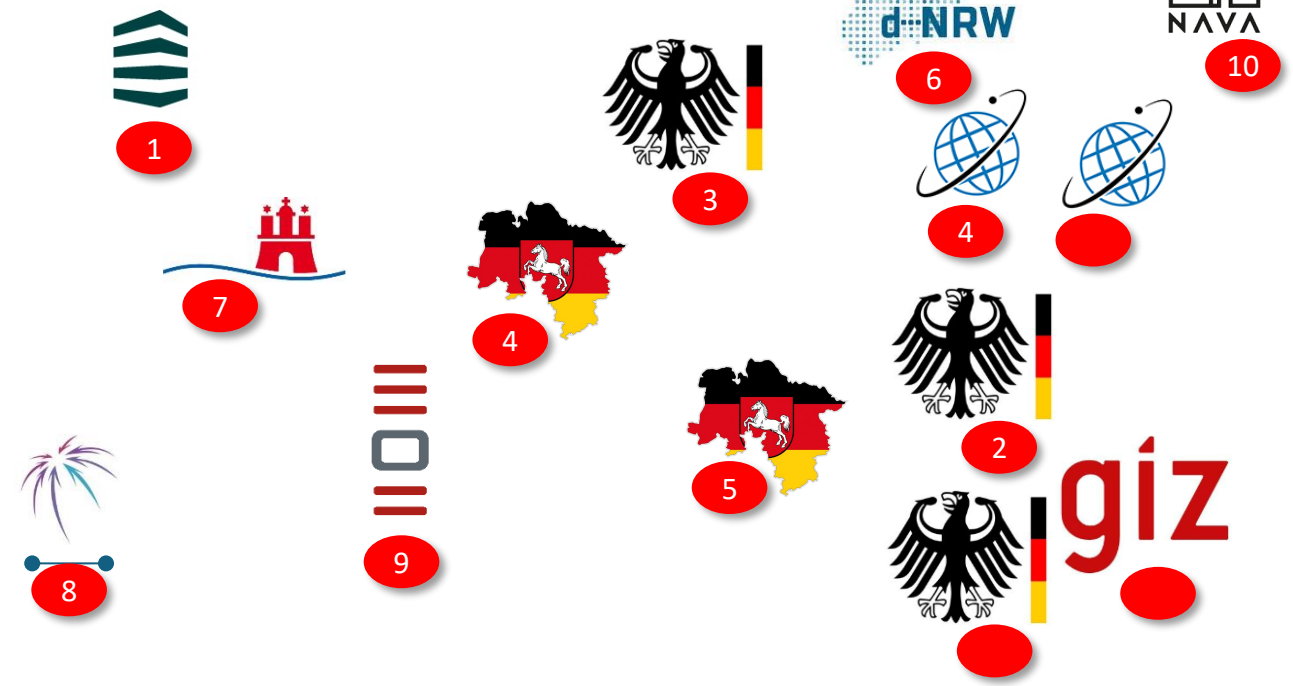
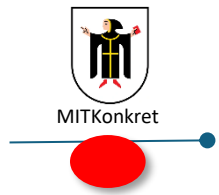


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DEVELOPMENT ONE DIGITAL ORGANIZATION



Customer segment

Federal agency with over 6,000 employees

- Central control organization
- 10 decentralized regional organizations
- Pillar organization

Initial situation

The client faced the challenge of a lack of communication between the business units and IT. Requirements were documented in writing and returned to the business units as a finished product.

The resulting solutions were largely perceived by the departments as unusable and too complex. Subsequently, they developed their own solutions, which, however, were not integrated into the IT landscape by IT.

At the same time, new solutions were being developed for all of the challenges. This resulted in a highly diverse, disjointed landscape.

Period

10/2019 – 06/2020

Process model and successes

The core challenges were **reducing mistrust** and establishing a shared understanding of the solution. There were no communication channels or coordination processes between the business departments and IT. Requirements were communicated via specifications and requirements documents, resulting in significant misunderstandings. Project prioritization was done by IT, not based on business requirements. **"pain points"** had to be defined first through **interviews and workshops**. This involved involving both the headquarters and the decentralized organizational units in order to identify not only the management requirements but also the challenges at the "working level," which had often been inadequately addressed even in the specialist departments.

After **validation** and joint **prioritization**, different solution models were developed for individual challenges in the organizational, procedural and technical areas and the form of collaborative work.

Based on the extensive survey, **measures were** developed. Where possible, **various approaches were** provided with recommendations. A central element was the establishment of a CDO structure in which digital tools were jointly developed. These were used to develop methodologies and adapted to the client's culture.

As part of implementation planning, a **roadmap was developed**, combined with a **change management** approach, to ensure sustainable anchoring.

Methods used

- Document analysis
- Workshops and individual interviews on everyday challenges and existing collaboration formats
- Validation workshop for accreditation of challenges at the company level
- Best Practice Adaptation
- Roadmap development for synchronization of measures
- Strategy and vision development



ORGANIZATIONAL DEVELOPMENT AND CONFLICT MANAGEMENT



Customer segment

Higher federal authority within the portfolio of the Federal Ministry of the Interior and Home Affairs

Initial situation

The client had separated a digital service delivery area into two separate organizational units. While one organizational unit was responsible for service delivery, the technology was further developed. According to the customer, they had a problem with the external technical service provider and the replacement of the basic technology. However, it quickly became clear that the central problems were that

- Roles and boundaries were not clarified
- Processes were not defined and no methodology for development existed
- there was great personal mistrust

Period

05 – 12/2023

Process model and successes

In an initial discussion, the **expectations** of the internal client were clarified. It quickly became clear that organizational issues were more important than technical ones to ensure further development. It was therefore agreed with the client that the information should be obtained through confidential discussions and that the names of the respondents would only be known to the consultant.

- 1. Aggregation of results** : The key challenges from the interviews and document analysis were synthesized and ranked according to importance. This resulted in a prioritization for solution development.
- 2. Technical transition** : The feasibility and effort required for the transition of technical solutions were evaluated. This also involved clarifying which systems were actually necessary, given that the client had been deploying three systems in parallel. A roadmap was developed for this purpose.
- 3. Solutions** : Solutions were developed for, among other things, the implementation of further developments and incident management, risk management, and a role concept. These were discussed with the management team and the central control areas and adapted to the organizational culture. In some cases, they served as blueprints for organization-wide solutions.
- 4. Knowledge management** : The client considered it important to establish a knowledge management system. A concept and development timeline were developed for this purpose. A technical solution was proposed.

Methods used

- Document analysis
- Workshops and individual interviews on everyday challenges and existing collaboration formats
- Validation workshop for accreditation of challenges at the company level
- Best Practice Adaptation
- Roadmap development for synchronization of measures
- Strategy and vision development



CONCEPTION OF A CONNECTION CONCEPT FOR DIGITAL SOLUTIONS



Customer segment

Supreme Federal Authority

Initial situation

The customer operates a central portal through which online services can be accessed by all government agencies in Germany. In the background, basic services such as access systems, payment, and card services must be provided for the online services.

To effectively connect these services, a largely automated concept had to be developed. In addition to a secure connection, the client also considered it important to implement a knowledge management and support concept to provide connecting authorities with quick and effective support.

Period

11/2021 – 03/2022

Process model and successes

- 1) **Interim concept** : The client wanted processes to be automated and standardized as much as possible until completion. To this end, an information guide and standardized query routines were created, which could be transferred to a preliminary order system via an interface.
- 2) **Connection concept** : Based on standardized interfaces and the organizational design, an automated connection was developed. A dashboard designed as part of the project allowed connecting authorities to view the current status of the services they offer. During development, discussions were held with the authority, the IT service provider, and the external technical service provider, as well as with professional associations to ensure optimal implementation of the requirements.
- 3) **Support concept** : In addition to the automated self-connection, a support concept was developed. Both during operation and during the connection, the connection and ongoing operation were to be supported based on best practice experiences.
- 4) **Knowledge management** : To enable largely support-free connection and administration for the authorities, a knowledge management approach was developed that documented experiences and best practices and made them available to the connecting authorities. The goal was to make information easily accessible and to learn from individual experiences.

Methods used

- Data analysis
- Best practices
- Practical tests



USE OF EFA SOLUTIONS IN THE FRAMEWORK OF THE OZG



Customer segment

IT service provider
State and local authorities

Initial situation

The Online Access Act stipulates that all services must be offered online by public authorities by 2023. Based on a nationwide catalog, solutions were developed both commercially and by the authorities themselves. With the "One for All" (EFA) principle, the federal government created the possibility for solutions to be developed and operated nationwide based on uniform standards. To achieve this, the requirements of the state authorities had to be incorporated into the nationwide development process . At the same time, the solutions had to be evaluated for deployment and compared with other solutions to enable a selection decision.

Period

08-12/2021

Process model and successes

The project had two main phases:

- **Requirements analysis** : As part of the participation in the Efa development process, the authorities' requirements had to be classified and consolidated using a structured process of queries and follow-up questions for verification. The statutory query patterns had to be compared with the local query patterns to enable the development of nationwide, uniform application processes. As part of the nationwide Efa development process, the requirements had to be incorporated into the various development structures and fed back to the authorities .
- **Implementation** : The challenge was to allow the state and local authorities to decide on the use of online services. The solutions available on the market (including Efa solutions) had to be compared with the requirements and evaluated to enable the implementing authorities to make a selection. This also involved taking into account the specialist procedures used, which were not uniform across the authorities.
- **Implementation preparation** : As part of the rollout, a nationwide plan was to be developed, including the selection and support of test authorities. The test authorities were to be supported, the results evaluated for a rollout, and the rollout concept adapted.

Methods used

- Requirements analysis
- Comparison of requirements and technical conditions
- Interviews and workshops
- documentation



SELECTION DECISION FOR A DIGITAL COLLABORATION PLATFORM



Customer segment

Supreme State Authority
IT service provider of a federal state

Initial situation

The client faced the challenge of replacing its existing video communication platform. Due to the coronavirus-related changes in working practices, the state administration had expressed a desire to introduce the option of collaboration tools along with the replacement. The task was to identify and systematize the requirements and to make a selection decision by evaluating the applicable solutions.

Period

06/2022 – 01/2023

Process model and successes

Requirements analysis : To make a selection decision, the requirements for the future solution had to be defined. The solution had to be usable for the entire state administration, with more than 220,000 employees and a highly diverse task structure. In addition to video communication, it had to reflect the changing working environment and enable collaborative work. The connection to the document storage system should enable direct work in documents and real-time editing.

In addition to the functional criteria, non-functional criteria had to be defined in order to meet the legal and technical requirements of the IT landscape.

Solution selection : Based on the requirements, different solutions on the market were identified, evaluated with regard to their technical requirements, and a gap analysis of the requirements was developed. Solutions were already eliminated due to non-functional requirements. Subsequently, workshops were held with the providers to specify the functional requirements and verify them through functional tests.

Economic efficiency analysis : As part of WiBe 5.0, the functional criteria were structured into an evaluation matrix and included in an overall evaluation with the economic key figures in order to arrive at a ranking.

Methods used

- Requirements analysis
- Development of an evaluation matrix
- Technology workshops
- WiBe 5.0



NATIONWIDE ROLLOUT CAMPAIGN



Customer segment

Supreme State Authority
IT service provider

Initial situation

The client was responsible for the development and operation of a digital platform for 13 application services in the social sector.

The services were to be made available to the other 15 federal states and municipalities within the framework of a nationwide working agreement.

The client had not yet developed a structured model for addressing the authorities. As a result, nine months before completion, only approximately one percent of municipalities nationwide had been contacted and were familiar with the functionalities.

Period

03 – 12/2023

Process model and successes

1. Analysis of the legal and organizational structures in the individual federal states and creation of a **stakeholder map** including the involved IT service provider structures and interest groups.
2. **Development of a state-specific approach structure** by analyzing country-specific conditions, e.g., locally available solutions and challenges, e.g., in financing and technical infrastructure. This involves developing financing models based on country-specific political and structural orientations.
3. Establishing a **communication platform through standardized formats** at the state and local levels. To this end, level-specific and target group-specific formats were developed, some of which could be conducted online and some remotely.
4. **Establishment of a network** with the highest state authorities and interest groups.
5. **Follow-up** of each event through individual discussions with the authorities, which were initiated through the events and the network and followed up directly.

In total, a rollout was advanced and started in more than six federal states in addition to the developer's federal state.

Methods used

- Stakeholder map
- One-pager and standard templates for communication
- Standardized communication formats
- Tracking in direct individual contact



DIGITAL SERVICE PORTFOLIO ONE STATE ADMINISTRATION



Customer segment

National IT service provider
Supreme State Authority

Initial situation

The client had to implement over 8,000 services that had previously been offered remotely as digital services. They had the option of developing the services themselves, purchasing them, or developing them jointly with other authorities. For this purpose, the statutory service catalog for the state administration had to be evaluated and assigned. In consultation with the national editorial team, the state's services had to be assessed and qualified for digitization.

Period

06/2020 – 07/2021

Process model and successes

The portfolio was based on a nationwide, uniformly defined catalogue of government services, which were described in varying degrees of granularity and were a binding basis for the provision of online services for all authorities in Germany.

1. Mapping of the services of the state administration to the service catalogue and allocation of the responsible authorities within the state administration as well as the authorities involved.
2. Alignment of the definition of services and the definition of services. The difficulty lay in the fact that federal and state services were merged within the state administration, which then defined them differently in the service catalog.
3. Change in the service structure in the service catalogue in coordination with all 15 states and the federal editorial office.
4. Allocation of existing online services from the federal-state network to the service portfolio and comparison of requirements.
5. Financing arrangements and timing of implementation.



Methods used

- Performance and GAP Analysis
- Individual interviews
- Document analysis, legal analysis

EVALUATION AND DEVELOPMENT STRATEGIES FOR VOCATIONAL TRAINING



Customer segment

College of Excellence Saudi Arabia
This is the operational arm of the Saudi Vocational Training Authority TVTC.
(TÜV Rheinland)

Initial situation

Saudi society faces the challenge of securing the long-term prosperity generated by oil production. Saudi Arabia's own vocational training institutions are ill-equipped to meet this challenge for both organizational and pedagogical reasons. With this assignment, CoE therefore wanted to show the selected vocational colleges a development plan (*Improvement Plan*) and a development path in order to raise them to an international level within their training spectrum and thus make the graduates employable for industry.

Period

03-07/2019

Process model and successes

The mandate had two content focuses: as part of pedagogical development, the current educational situations at both colleges were to be analyzed and potential identified. As part of institutional development, the colleges' governance structure , their integration into the community, and their connections to CoE were to be reviewed. For the pedagogical part, a team of five experts had to be involved.

The following procedure was chosen:

- As part of the **document analysis** , the existing structure of vocational training institutions in Saudi Arabia was analyzed, the curricula were reviewed, and the performance record was evaluated.
- In a **Site Visit** The structural conditions at the colleges were evaluated. The actual work environment was evaluated and job assignments were analyzed during workplace visits.
- using international **best practices** based on legal requirements.

The final report, incorporating further research, conducted a comprehensive analysis to develop a roadmap for the qualitative development of both colleges based on the design of individual structural and pedagogical measures. By establishing timelines, the colleges were able to implement these measures over the long term and offer their graduates career prospects.



Methods used

- Document and on-site analysis
- In-depth interviews with management, trainers and students
- Best Practice Analysis
- Strategic goal definition with GAP analysis
- Roadmap development

DEVELOPMENT AN EFA IMPLEMENTATION ORGANIZATION



Customer segment

National IT service provider

Initial situation

The IT service provider had to quickly develop and roll out online services in various areas for the connected federal states. At the same time, further developments had to be made .

In order to accomplish this task, he looked for a way to implement development and further development in a kind of digital factory.

In addition to the IT service provider, the authorities and control structures of the IT service provider's owners had to be included in the governance structure .

Period

03 – 07/2021

Process model and successes

The governance structure had to take into account the responsibilities for development and implementation at the state authorities and the implementation at the supra-regional IT service provider.

First, a model for responsibilities had to be clarified

- Specialist authority: Definition of the requirements and the technical orientation, in particular fulfillment of the requirements and the definition of the technical procedure into which the data must be transferred
- Central control: Financing and confirmation of the fulfillment of the central design specifications, synergy effects between the online services and setting the implementation date
- Service provider: Development of the service according to the defined specifications, implementation and further development

The decision-making and coordination processes had to be presented and integrated into the overall system of relationships in order to be able to develop and implement services in a kind of digital factory.

At the same time, the services had to be presented in such a way that shared components such as login and payment systems were accessible via interfaces. This meant that these no longer had to be developed separately, but could be integrated directly.



Methods used

- Document analysis
- Workshops and individual interviews on everyday challenges and existing collaboration formats
- Validation workshop for accreditation of challenges at the company level
- Best Practice Adaptation
- Roadmap development for synchronization of measures
- Strategy and vision development

INTERIM MANAGER NAVA ACADEMY



Customer segment

National Automotive and Vehicle Academy
King Abdullah Economic City, Saudi Arabia

Initial situation

The Saudi PIF is tasked with diversifying the country's economy. Among other things, this involves developing the electric vehicle sector with two globally oriented companies.

the production facilities requires qualified workers. NAVA, established in 2024 in the KAEC's e-vehicle cluster, is intended to provide this qualified workforce.

In addition to developing the curricula, the newly established academy also had the challenge of establishing the necessary infrastructure within a short period of time.

Period

08-12/2025

Process model and successes

The administrative structures had to be created within a very short time, initially for the onboarding of students.

In a further step and already during ongoing operations, the

- To clarify procurement processes in close cooperation with the NAVA Foundation as the client in order to carry out construction measures and the procurement of training facilities (e-vehicle workshops, high -voltage systems)
- Establishment of internal ordering and procurement processes, in particular the procurement situation and the inventory register
- Establishment of housekeeping services and service services for teaching
- Establishment of an IT department for operations and development
- Conception and development of a Learning / Student Management System (L/SMS)
- Conception of financial and human resources processes
- Establishment of student participation



Methods used

- Process development
- Design Thinking

WORKSHOP PLANNING FOR PROFESSIONAL EDUCATION



Customer segment

Coptic Mission Nairobi / Maat eV Munich

Initial situation

Kenya has a shortage of apprenticeships in practical professions. This means that underprivileged groups, in particular, have no access to the vocational education market due to a lack of funding for higher education.

The Coptic Mission in Nairobi sought to establish vocational training facilities for carpenters and plumbers. The goal was to provide young people with the opportunity to obtain high-level vocational qualifications on a voluntary basis and thus build their own livelihoods through economic activity.

Period

01-08/2020

Process model and successes

In addition to securing financing, the development of an operating model was the central task of the project.

As part of the **operating model**, the target group and curriculum had to be defined. Since a mixed structure between underprivileged groups and regular students was deliberately chosen to prevent ghettoization, it was also necessary to develop a recruitment concept to attract students.

The operating model was based on two components: the actual teaching operation and the use of resources for qualifications. The goal was to optimally utilize resources to ensure sustainable financing of the operation.

Financing was based on the use of grants. This also required the operational and educational concept and securing a share of the funding .



Methods used

- Market analysis
- Financial planning
- Strategy planning



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