Report on Selected Talks and Sessions of the Creative Bureaucracy Festival 2024

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in the Master of Digital Entrepreneurship at the

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Purpose of the Report:

This report analyzes the session **"A Bureaucracy of Unlearning: Speed, Structures, Democracy"** at the Creative Bureaucracy Festival, highlighting the integration of digital transformation in enhancing democratic resilience.

Conference Info:

The Creative Bureaucracy Festival took place in Berlin, offering a platform for discussing innovative approaches to modern governance challenges.

Digital Transformation in Government: Insights from the Creative Bureaucracy Festival

Report Introduction

The Creative Bureaucracy Festival[1] in Berlin provided a stimulating platform for discussing the intersection of digital transformation and democratic governance. The session "A Bureaucracy of Unlearning: Speed, Structures, Democracy" was particularly enlightening, featuring insights from Elina

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[1] Creative Bureaucracy Festival. (2024).

Makri and Achilles Tsaltas on reimagining the building blocks of democracy to make liberal democracies more resilient in the face of 21st-century challenges.

Reimagining the Building Blocks of Democracy[2]

Resilience of Liberal Democracies

Elina Makri underscored the critical need for liberal democracies to adapt rapidly to modern challenges. She emphasized that the resilience of democracies depends on their ability to evolve and respond effectively to crises, which requires a fundamental shift in how democratic institutions operate. This adaptability is essential for maintaining the relevance and efficacy of democratic governance in the 21st century.

Makri proposed the establishment of a Global Centre for Democracy, which would serve as a hub for international collaboration and the dissemination of best practices in democratic governance. This center aims to facilitate a coordinated global effort to reinforce democratic values and practices, ensuring that democracies worldwide can effectively address contemporary challenges. The center's focus would be on advancing innovation, transparency, inclusivity, and accountability in democratic institutions.

In her speech, Makri identified five essential components for healthy strong democratic governance:

Transparency: Ensuring government processes and decisions are accessible to the public.

Inclusivity: Facilitating equal participation from all societal segments in decision-making.

Accountability: Implementing mechanisms to hold public officials and institutions accountable.

Participation: Encouraging active citizen engagement in political processes.

Innovation: Integrating new technologies and innovative practices to improve governance.

The session highlighted several specific policy recommendations to reshape bureaucracies for modern needs. These included enhancing transparency through digital platforms, promoting inclusivity by exploiting AI to analyze diverse data, and ensuring accountability through blockchain technology. Makri stressed the importance of real-time reporting systems and the adoption of smart technologies to address urban challenges efficiently[3].

Grassroots Movements and Policy Adoption

A repetitive theme was the vital role of grassroots movements in pressuring policymakers to adopt and implement democratic reforms. Makri and Tsaltas highlighted that citizen-driven initiatives are essential for accelerating the adoption of necessary changes. Digital tools, particularly social media, are crucial for mobilizing these movements and providing a platform for citizens to voice their demands.

Correlating Festival Insights with Digital Transformation in Government

Further information and aims regarding Ethical digital transformation in government that I found really interesting, also mentioned during the conferences had been developed by the Institute of Electrical and Electronic Engineers Standards Association. [4]

[2] Makri, E. (2024).
[3] European Commission. (2021).
[4] IEEE. (2020).

Transparency and Digital Transformation: The integration of digital platforms in government operations significantly enhances transparency, aligning with Makri's emphasis on transparent governance. Digital tools such as open data initiatives and e-Government services make governmental processes more accessible and understandable to citizens, thereby building trust and accountability. One of the main examples in this regard is the e-Government case observable in Turkey[5].

Inclusivity and Digital Inclusion: Digital transformation must prioritize inclusivity, ensuring that all citizens have access to digital services and the skills to use them. This is crucial for fostering equal participation in democratic processes. AI can help develop policies that address the needs of diverse populations by analyzing comprehensive data sets.

Accountability through Blockchain Technology: Blockchain technology offers a transparent and tamper-proof method for recording government transactions and activities, directly addressing the need for accountability. By providing a binding record of governmental actions, blockchain can help hold public officials accountable and prevent corruption.

Participation via E-Participation Tools: E-participation tools, such as online platforms for citizen engagement and social media, facilitate greater public involvement in policymaking. These tools enable citizens to engage with their governments more directly and efficiently, contributing to more inclusive and responsive decision-making processes.

Innovation and Smart Governance: The use of AI and data analytics in government operations represents a significant innovation in public service delivery. Smart governance technologies, such as predictive analytics and IoT, help governments address urban challenges and improve public services. These innovations are crucial for modernizing democratic institutions and making them more resilient to contemporary challenges.

Conclusion

The Creative Bureaucracy Festival was an inspiring event, casting light on the profound impact of digital transformation on democratic governance. The insights from the session "A Bureaucracy of Unlearning: Speed, Structures, Democracy" emphasize the critical role of integrating advanced technologies to enhance the resilience and effectiveness of democratic institutions. By incorporating transparency, inclusivity, accountability, participation, and innovation, governments can build more resilient and responsive democracies.

Personal Opinion

As a law student deeply interested in the future of democratic governance, the discussions at the Creative Bureaucracy Festival resonated strongly with me. The intersection of digital transformation and democracy presents a unique opportunity to modernize and fortify our democratic institutions.

By proactively addressing the ethical and legal challenges, we can ensure that these technological advancements benefit all citizens rightfully. It is imperative to keep democracy alive and evolving in the face of rapid technological advancements, ensuring that it remains robust, inclusive, and responsive to the needs of all citizens.

The festival was a reminder of the collective effort required to achieve this that highlighted the importance of continuous dialogue, innovation, and citizen engagement in shaping the future of democratic societies.

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Carolina Vidal Botero - "The Modernization of Bureaucracy"

Berlin 18 of June 2024 / Carolina vidal botero /ai excursion

The "Creative Bureaucracy Festival" is a significant global platform for discussing the integration of artificial intelligence into government systems. It focuses on the complex relationship between digitization, legal frameworks, and talent management. People from various countries shared their views, helping to understand these interconnected themes from multiple perspectives. This collaborative setting provided a solid base for analyzing the challenges and opportunities in improving public administration using advanced technologies.

Critical discussions at the festival highlighted the urgent need for organizational reform to attract and retain diverse talent, which is essential for innovation in governments worldwide. Innovation in public administration comes from blending different cultural backgrounds and ways of operating. The festival showcased how some states are leading the way in digital transformation, emphasizing their role in driving government digitization and bureaucratic processes. Contributions from Africa, Asia, Germany, and the USA shed light on the global challenge of including diverse perspectives in state bureaucracies. This underscores the importance of developing soft skills, adaptability, and nurturing environments. These qualities are crucial for modernizing state systems through inclusive and sustainable practices, creating environments where innovative talents can thrive and contribute to public sector transformations.

Another key issue discussed was the role of IT plans and legal reforms in supporting digital governance, with successful examples from Singapore and Taiwan. The "Forum Resilient Futures: Germany's Digital Administration - Which Lessons Can Be Learned from Asia?" conference highlighted how legal frameworks are essential for integrating technology into governance. Discussions at this session connected to other festival themes, such as systems that attract top talent to government structures that support innovation. The conference "What Does It Take to Modernize a State? Lessons from Across the World" focused on how AI can be integrated into government systems, emphasizing the need for gradual integration and adaptable legal frameworks that maintain public trust. Singapore's consistent efforts demonstrate that modernization is an ongoing journey, requiring incremental digital interactions and a reformed legal framework to meet evolving expectations, alongside investments in talent to sustain public trust.

Estonia's approach highlights the significance of demographics and the need for proactive public services and international collaboration to overcome trust and knowledge dissemination challenges. India faces unique challenges with its federal structure and the need for awareness and communication to navigate its complex constitution and informal work sectors. Indonesia's strategy involves working closely with bureaucrats to prioritize and create frameworks for user engagement.

These approaches align with the festival's broader goals, emphasizing that modernization is not just about adopting technology but creating flexible, adaptable, and trust-filled public sectors. Strong legal structures and bridging digital and analog systems are vital for technological development and for protecting data privacy and security. Many presentations discussed balancing innovation with regulation while maintaining public trust and administrative efficiency. However, federal challenges and privacy issues, particularly in Germany and India, highlight the complexities of scaling digital initiatives across diverse administrative landscapes. These concerns stress the need for robust legal frameworks and flexible governance structures that adapt to technological and cultural changes, ensuring innovation does not compromise privacy or federal coherence.

The festival debates also pointed out the combined effects of innovations in public sector governance. The effective combination of digital and analog systems in Asia shows how various elements—legal frameworks, technology changes, and talent management—work together to modernize state bureaucracies. These points were reinforced by international perspectives at the festival, which, despite their diversity, collectively emphasized the importance of a digital foundation in legal systems and talent management. Shared narratives highlighted the need for solid legal structures in talent-rich environments and showed how trust-building and time investment sustain these transformational efforts.

In short, the festival's discussions aimed toward progressive governance. Themes from the festival resonated broadly, from adaptive technology to AI and developing inclusive and flexible legal systems, guiding the approach to advanced technologies. This global view, combining technology and human resources, is not just important, but essential for creating policies that encourage innovation and fairness. It reflects a world commitment to comprehensive and integrated state modernization, and it's the information you need to be prepared for the future.

The festival also showcased the importance of international cooperation and knowledge exchange in driving technological advancements within bureaucratic systems. Representatives from various countries discussed the benefits of sharing best practices and learning from each other's experiences in digital transformation. This global collaboration is not just crucial, but also inspiring, for developing standardized approaches that can be adapted to different cultural and administrative contexts, ensuring that innovations are both effective and culturally sensitive. It's a movement that you, as policymakers and public administrators, are a part of.

Additionally, the role of education and continuous learning in supporting AI integration into government systems was a prominent theme. Experts emphasized the need for ongoing training programs for public sector employees to keep pace with rapid technological changes. By investing in education and skill development, governments can build a workforce that is not only proficient in new technologies but also capable of driving and sustaining long-term innovation. This commitment to education is not just a suggestion, but a necessity, ensuring that public sector employees are equipped with the knowledge and skills necessary to navigate the complexities of modern governance and contribute to the effective implementation of AI and digital solutions.

This report, shared with policymakers and public administrators, serves as a reminder and inspiration to adopt a global approach to digital transformation. The future of AI in bureaucracy, as outlined by the festival, lies in recognizing and effectively managing the connections between technological, legal, and human resource challenges. This integrative approach will lead to more resilient and responsive government systems worldwide, ensuring technological innovations enhance rather than disrupt government operations.

 Negin Tale - "The Role of Future Generations Commissioner: An International Perspective"

"The Role of Future Generations Commissioner: An International Perspective", A Brief Report on Creative Bureaucracy Festival, Berlin, 2024

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The Role of Future Generations Commissioner: An International Perspective

Introduction At the Creative Bureaucracy Festival in Berlin, Sophie Howe's presentation on her role as the first Future Generations Commissioner captured significant attention. This role addresses critical longterm challenges such as climate change, social inequality, and sustainable development. As a student of International Relations, I value the need for integrating such a role into global governance. This report explores the theoretical foundations, practical applications, and global implications of the Future Generations Commissioner role, supported by academic literature and empirical evidence.

Insights

Ethical Foundations and Rights of Future Generations

The concept of intergenerational justice, as articulated by scholars like Axel Gosseries, provides a strong ethical framework for the rights of future generations. Prof. Gosseries current policies must take into account the well-being of future populations and advocates institutional mechanisms to uphold these rights. He suggests that neglecting the rights of future generations results in ethical deficiencies and unsustainable policies. This perspective is crucial to understanding the moral imperative behind the role of the Future Generations Commissioner.[6].

Practical Implications and Policy Implementation

Empirical studies emphasize the effectiveness of future-focused policies. The Public Health Research & Practice journal (2023) discusses successful case studies where such policies have led to sustainable development and improved public health outcomes. These findings support the establishment of Future Generations Commissioners to ensure long-term benefits, which is supported by both Prof. Gosseries' and Sophie Howe's arguments[7].

Furthermore, Sophie Howe's role in Wales exemplifies the practical benefits of the Future Generations Commissioner. The Well-being of Future Generations (Wales) Act 2015 mandates public bodies to consider the long-term impacts of their decisions. Howe's office has successfully influenced policy to incorporate sustainability and resilience, demonstrating the possibility and benefits of this model. The Welsh Government's 2020 report details these achievements, focusing on the effectiveness of the role in promoting intergenerational equity[8] .

During the Creative Bureaucracy Festival, Sophie Howe shared practical examples of her work, highlighting the impact of the Well-being of Future Generations Act. One notable initiative involved integrating sustainable development goals into local government plans, ensuring that decisions made today do not compromise the needs of future generations. This approach associates with the principles of

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[6] Axel Gosseries, 2008.
[7] Public Health Research & Practice, 2023.
[8] Welsh Government, 2020.

intergenerational justice, as discussed by Prof. Gosseries, and demonstrates the practical application of ethical theories in governance [9].

The need for Future Generations Commissioners is not limited to Wales. Globally, countries face similar challenges in balancing current needs with long-term sustainability. For example, Singapore's climate change campaigns and Australia's fossil fuel subsidy reform policies reflect efforts to address intergenerational equity. These examples illustrate the universal relevance of the Future Generations Commissioner role, highlighting the potential benefits of adopting such positions worldwide.

Academic support for the role of Future Generations Commissioners extends beyond Gosseries. Scholars like Simon Caney emphasize the importance of climate justice and the ethical obligations we have towards future generations. Caney argues that current generations have a duty to mitigate the effects of climate change to prevent harm to future populations. His work, along with empirical evidence from various case studies, provides a fascinating argument for the institutionalization of Future Generations Commissioners in global governance frameworks [10].

Conclusion

Reflecting on the insights from the Creative Bureaucracy Festival and the academic literature, it is evident that the role of Future Generations Commissioner is not just beneficial but essential. The Welsh model, as demonstrated by Sophie Howe, offers a viable framework that other countries can follow. Establishing such roles globally would ensure the interests of future generations are safeguarded, promoting sustainable development and intergenerational justice. As someone studying International Relations, I believe that integrating the Future Generations Commissioner into national and international governance structures is a crucial step towards achieving a more equitable and sustainable future for the coming generation who cannot defend their rights now and should be protected by today's citizens.

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Görkem Tarlabaz - "Building an Entrepreneurial State: How to Attract and Keep Great People"

Introduction

The "Building an Entrepreneurial State: How to Attract and Keep Great People" focused on "reform" which aims to address the critical issues facing government structures today. The initiative seeks to reform the state to better meet contemporary challenges, particularly in attracting and retaining top talent for government roles. This report summarizes the key discussions and contributions from various speakers at the conference.

Speakers and Contributions

Esther Wenger, African Union

Position:

Program Officer (formerly Tech Fellow)

Key Points:

Joined government to pursue a career in international development and work on innovations at the African continental level.

Highlighted the unique recruitment dynamics in Africa compared to other regions.

Emphasized the need for the right structures and incentives to attract young talent to government roles.

Nina Muturu, Design and Innovation Strategist

Background:

Community organizing, in New York City, Japan, India, and Tanzania.

Transition to Private Sector:

Joined government to pursue a career in international development and work on innovations at the African continental level.

Moved to the private sector to build innovation pipelines for Fortune 50 companies after graduate studies in business and public policy.

Return to Public Sector:

Joined the White House Presidential Innovation Fellowship, which integrates private sector innovators into government roles as senior advisors.

Key Points:

Bridged design, business, and policy experiences.

Appreciated the diverse perspectives from Europe, North America, and Africa shared at the conference.

Nina's journey from community organizing to the private sector and back to government service demonstrates the value of cross-sector experience in driving innovation and policy development.

Tiajin, Former German Foreign Service

Background:

Worked on human rights policy and humanitarian aid, aligning with studies in foreign security policy at Harvard.

Discussion Point:

Expressed concerns about the lack of online presence in certain government operations, which influenced the decision to leave the Foreign Service.

Worked on human rights policy and humanitarian aid, aligning with studies in foreign security policy at Harvard.

Main Themes and Discussions Reforming Government Structures:

The Reform initiative aims to make government roles more attractive by creating suitable structures and incentives.

Emphasized the need to adapt government frameworks to modern challenges to attract the best minds.

Talent Attraction and Retention:

Young professionals are interested in government careers but require better incentives and structures.

The recruitment processes in different regions, such as Africa, differ significantly, requiring tailored approaches.

Attracting young talent requires not just better incentives but also a cultural shift within government organizations to become more dynamic and appealing to the younger generation. **Global Perspectives**:

The conference benefited from diverse viewpoints, including those from Europe, North America, and Africa.

Sharing different regional experiences enriched the discussion and provided valuable insights into various government challenges and potential solutions.

The diversity of perspectives at the conference was particularly valuable. It underscored that

while the challenges are global, the solutions need to be context-specific and innovative.

Conclusion

The conference highlighted the necessity for comprehensive reforms in government structures to address current and future challenges. By attracting and retaining talented individuals, the Reform initiative aims to enhance government efficiency and effectiveness. The diverse perspectives shared by speakers from different regions underscored the global nature of these challenges and the importance of collaborative solutions. The insights gained from this conference will be instrumental in shaping future strategies for government reform and innovation.

Valeria Nikitiuk - "What Does It Take To Modernize A State? Lessons From Around The World"

Presented by Yeong Zee Kin, Amitendu Palit, Kevin Emeraldi and Carmen Raal, and hosted by Piret Tönurist, a talk on the digital transformation in the public sector turned out to be an excellent ending of the official part of the festival. It's been an amazing opportunity to learn and be inspired by the experiences of the Indonesian, Singaporean, Indian and Estonian governments, and their dedication to providing the citizens with convenient and user-friendly online services.

Over the past decade, there has certainly been a lot of progress in terms of digitalization in the public sector. For example, the case study "From Outsourcing to Open-Sourcing" by Yogesh Tulsi Hirdaramani, that was brought and distributed at the festival as an accompanying material, mentions that up till 2010s, 90% of Singapore's government's IT spending was outsourced to the external vendors. And yet today, Singapore is known to be one of the leading states in eGovernance, offering open-source public solutions (Open Government Products or OGP) and Singapore Government Tech Stack (SGTS), driving innovation in the public sector and increasingly attracting talents. To achieve this, Singapore had to tackle a number of issues such as modernizing the infrastructure, adjusting the legal system to better serve a digital economy (starting with Legal Tech Vision 2016 onward), etc. As a result of the Government Technology Office's dedication to digital transformation, 97% of Singapore's population now has digital access to more thanthan 2,000 public and private sector services.

A similar success story was presented by Carmen Raal, a representative of e-Estonia. Due to the size of the population and its density, public services have been proven to be quite expensive. Understanding this has pushed Estonia to, in a way, pioneer the idea of digital governance, and develop arguably one of the most intricate digital public services systems in the world. As of today, 99% of state services in Estonia have been digitalized.

India also moved towards automating and digitalizing government and administrative processes by developing Digital Public Infrastructure (DPI) and "India Stack'', although it has faced other challenges due to the size of its population and therefore the size of the bureaucracy.

The population, its needs and diversity plays a big role in the digital transformation of the public sector, and this has been mentioned a number of times throughout the discussion. The solutions that are being developed, do not only arise from the needs of the government or bureaucratic systems, but are also tightly connected to the needs of the citizens themselves. The Estonian government, for example, develops a proactive approach to notify the people or agencies about the services that they're eligible for. And Indonesia, for example, is educating and working together with the bureaucrats to understand the actual needs of the citizens. "Any efforts in modernization or digitalization [...] can only be meaningful if that's what the citizens need" - notes Kevin Emeraldi. Focus on the users is also manifested in the countries' dedication to cybersecurity and data protection, which has been noted by many of the speakers.

Overall, the discussion has been extremely inspirational, with the mentioned countries acting as an example of what's possible in the public sector. There are many lessons to learn and follow in order to

create better systems that would benefit both the state and its citizens, allowing us to move towards the future where bureaucracy is no longer associated with negative sentiments.

Creative Bureaucracy Festival report

Andres Moreno – "Insights into current and future challenges in public administration"

As part of the course "AI, Law and Policy: Current Topics and Conference Visit" in the Master's program in Digital Entrepreneurship at the European New School of Digital Studies, we attended the "Creative Bureaucracy Festival" on June 13, 2024, at the Festsaal Kreuzberg in Berlin. The festival's vision, "Empowered by a strong administration, we uphold the democracy of the future," was central to the event. The festival featured four stages and four forums discussing topics like artificial intelligence, resilient futures, prototyping democracy, and bureaucratic activism. Over the course of the event, 83 sessions were held in various formats, including keynote speeches, panels, workshops, and round tables.

I began preparing for the festival a week in advance, planning the sessions I wanted to attend using the event's detailed website, which provided session descriptions, speaker names, formats, and languages. However, on the day of the event, I had to adjust my plans because some venues, like the AI Forum, were often at capacity. Ultimately, I attended the following sessions titled: "KI - was kann sie, was nicht?", "Building an Entrepreneurial State", "Managing the 24-Hour City", "What if Women Designed the City?", "Die Verwaltung mit KI modernisieren", "Gesetzgebung der Zukunft", and "Human Sovereignty x Advanced Tech".

One standout discussion was the "Building an Entrepreneurial State" panel. It covered how organizations can attract and retain talented professionals, especially in the public sector. The panelists discussed structural issues that make public organizations less appealing, strategies for innovative recruitment, and the essential skills and competencies for public servants.

I was particularly struck by the discussion on how the users of public institutions are the entire society, and therefore the public sector, in seeking to meet their needs, should reflect the population as a whole. The panellists put forward proposals to eliminate unconscious biases in the recruitment process and highlighted the importance of considering the interests of new citizens, who have arrived due to the demographic crisis, in the different state bodies.

This panel exemplified the festival's overall quality, showcasing diverse perspectives and backgrounds. The panelists, with experiences in both public and private sectors, included Tiaji Sio from Germany, Esther Ndagire from Africa, and Nina Maturu from the United States. Their varied viewpoints enriched the discussion.

The festival highlighted the importance of convergence and collaboration across multiple scenarios and forms. Addressing issues like artificial intelligence, the climate crisis, and demographic changes requires cooperation among diverse actors. Inclusive discussions that equitably represent all stakeholders are crucial for achieving sustainable impact. Building from different perspectives enhances understanding and solutions.

In conclusion, the "Creative Bureaucracy Festival" emphasized innovation and collaboration in the public sector. The diverse topics and formats offered insights into current and future challenges in public administration. Engaging with experts from technology, transport, and education sectors underscored the need for collaborative and inclusive approaches to global problems. This event highlighted the value of diversity in creating impactful public service careers that benefit all.

Cristian Garoli "Digital Archipelagos: Connecting Communities"

Creative Bureaucracy Festival - Imagination Stage

"Digital Archipelagos: Connecting Communities"

Rodrigo Trindade de Souza

During the "Creative Bureaucracy Festival", I had the opportunity to attend the presentation of the project "Digital Archipelagos: Connecting Communities", given by Rodrigo Trindade de Souza, Presidency Assistant Judge at the Tribunal Regional do Trabalho da 4ª Região. This project is being developed in the Brazilian State of Rio Grande do Sul and aims to provide people from remote and vulnerable communities with easier access to the public services, thus overcoming geographical and social barriers.

The project involves the creation of digital inclusion websites, equipped and connected to the Internet, within community associations. This strategic choice aims to bring the main services into environments familiar to the population, strengthening the beneficiaries' sense of belonging and citizenship. The first test phase involves the islands of the Rio Grande do Sul archipelago, with the project being monitored and developed in Porto Alegre, the state capital.

Rodrigo Trindade de Souza, during his speech, placed great emphasis on the current situation in Brazil, especially in the Brazilian federal state of Rio Grande do Sul, showing some photographs of recent climate catastrophes. Climate change has caused severe storms and flooding, described by experts as the biggest catastrophe in the history of Brazil, with more than 200 victims and more than 600,000 people displaced. These events have slowed down the development of the project, as much of the territory is now under water and all forces have been devoted to relocating and cleaning up some of the spaces for the displaced people.

The Digital Archipelagos project represents a major innovation for the public sector in Brazil, transforming access to justice services for the most isolated and vulnerable communities. Despite the challenges, the importance of continuing to develop and implement such initiatives is crucial to promote inclusiveness in local communities. The key figures involved showed great determination and attachment to the project, demonstrating a strong will to overcome difficulties and continue to create a positive and lasting impact.

The presentation of the project "Digital Archipelagos: Connecting Communities" led me to reflect on the inequalities around the world, especially in access to essential infrastructure such as healthcare. While in developed countries access to the internet and digital public services is often taken for granted, in many remote areas of the world, these resources are still far from being a reality.

Rodrigo Trindade de Souza's speech represents a light of hope for many communities, without such projects they would remain isolated and without adequate support. At the same time, the speech is

intended as a reminder that technological innovation and political will must be at the forefront of bridging the existing gap, making it normal for everyone and not only for the more developed states.

Furthermore, the project "Digital Archipelagos: Connecting Communities", has highlighted that progress is not only measured in terms of technological advancements, but above all in terms of inclusiveness and equal access to the benefits that technological/digital progress offers. This must be a call for collaboration from across the globe to continue to support similar initiatives around the world so that everyone can have the same opportunities for growth and development.

AI, LAW AND POLICY: CURRENT TOPICS AND CONFERENCE VISIT (AI EXCURSION)

Report on Transforming Public Administration In Co-Relation to Forum Cities: Prototyping Democracy

Creative Bureaucracy Festival June 2024

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TRANSFORMING PUBLIC ADMINISTRATION

Definition and Role of AI in Public Administration

Public Administration:

- Refers to the management and implementation of government policies and services.
- Integration of AI is reshaping processes, enhancing efficiency, and improving service delivery.

Artificial Intelligence (AI):

- Encompasses technologies that enable machines to perform tasks requiring human intelligence, such as learning from data, decision-making, and problem-solving.

Examples of AI Applications in Public Administration

1. **Service Delivery Optimization:**
   - AI chatbots handle citizen inquiries, reducing response time and improving user experience.
   - Example: Virtual assistants help citizens navigate government websites and find relevant information.
2. **Predictive Analytics:**
   - AI algorithms analyze historical data to predict demand for public services.
   - Example: Predicting healthcare resource needs based on disease patterns.

Legal Challenges in AI Adoption

1. **Privacy and Data Protection:**
   - Ensuring secure handling of citizens' personal data in compliance with privacy laws.
   - Example: Implementing robust encryption and access controls for sensitive information.
2. **Transparency and Accountability:**
   - Making AI decision-making processes transparent and accountable.
   - Example: Providing explanations for automated decisions made by AI systems in public services.

Policy Frameworks and Initiatives

1. **EU Initiatives:**
   - European Commission's efforts to promote responsible AI adoption.
   - Example: The European Union's AI Act aims to ensure trustworthy AI by setting out requirements for AI systems to be transparent, safe, and non-discriminatory..
2. **UK Public Sector Roadmap:**
   - UK's plan for integrating AI into public services.
   - Example: UK government's investment in AI research for healthcare and transportatio

The Future of AI in Public Administration

1. **Ethical Considerations:**
   - Weighing AI benefits against ethical dilemmas.
   - Example: Ensuring AI decisions align with human rights and societal values.

2. **Skills and Training:**
   - Upskilling public servants to understand and manage AI systems.
   - Example: Offering training programs on AI ethics and governance.

Case Study: AI in Public Services

Smart Cities:

- Using AI to optimize traffic flow, energy consumption, and waste management.
- Benefits include improved efficiency, reduced costs, and enhanced quality of life.
- Challenges include balancing privacy concerns and ensuring equitable access.

Conclusion

AI's impact on public administration is multifaceted, with significant benefits and challenges. Legal and policy frameworks are essential for responsible AI adoption. As public administration navigates this transformation, it is crucial to balance technological advancements with ethical considerations, legal responsibilities, and public engagement.

FORUM CITIES: PROTOTYPING DEMOCRACY.
CREATIVE BUREAUCRACY FESTIVAL JUNE 2024

"A wonderful thing about cities is, that you can't escape people and their real lives."
Sir Geoff Mulgan| BMW Foundation Responsible leader

Themes Discussed

1. **Co-Creation and Participation:**
   - Governments often seek public feedback but lack genuine participation, described metaphorically as the "cuckoo clock" approach.
   - Emphasis on interactive, long-term relationships and co-creation processes.
2. **Relational Practices:**
   - Facilitating conversations between diverse groups to foster incremental changes and build trust, particularly in low-trust communities such as communities of color in the US
   - Implementing feedback loops to continuously improve and adapt relational practices based on community input.   .
3. **Political and Social Challenges:**
   - Addressing fear and uncertainty that lead to extremist views.
   - Sustaining participation and agency in low-trust environments.
4. **Leadership and Management:**
   - Adapting leadership and management approaches to limited resources and diverse needs.
   - The role of cultural leaders in fostering participation and equality.
5. **Urban Development and Democracy:**
   - Shifting from profit-driven to resident-inclusive city planning.
   - Utilizing citizens' assemblies, such as in Brussels, to enhance democratic engagement.

Methodologies Discussed:

1. **World Cafe Methodology:**
   - Encourages dynamic discussions, allowing participants to engage in relevant topics.
   - Aims to avoid inefficiency and irrelevance in traditional meetings.

Relation to Transforming Public Administration:

Co-Creation and Participation :
- Emphasizing genuine, long-term engagement with citizens in the planning and decision-making processes.
- Moving away from tokenistic participation towards collaborative and interactive methods.

Building Trust and Relationships :
- Recognizing and addressing the distrust in government, particularly in marginalized communities.
- Implementing relational practices to bridge the gap between government authorities and the public.

Leadership and Management:
- Adapting leadership styles to be more inclusive and responsive to diverse societal needs.
- Fostering a culture of collaboration and innovation within public administration.

Urban Development:
- Integrating citizen input into urban planning to create more inclusive and sustainable cities.
- Utilizing methodologies like citizens' assemblies to enhance democratic processes in city planning.

Challenges and Solutions:

- Overcoming the gap between high-level government officials and local representatives.
- Creating sustainable participation frameworks and maintaining long-term relationships.
- Institutionalizing engagement processes to ensure they are impactful and ongoing.

FORUM CITIES: PROTOTYPING DEMOCRACY.
CREATIVE BUREAUCRACY FESTIVAL JUNE 2024

The Magazine Local Solutions For Global Challenges discusses the challenges posed by urbanization, global warming, and climate change. It emphasizes the need for responsible leadership and cross-sectoral collaboration to create sustainable, resilient, and equitable cities. The RISE Cities program by the BMW Foundation Herbert Quandt aims to address these issues through innovative solutions and community building.
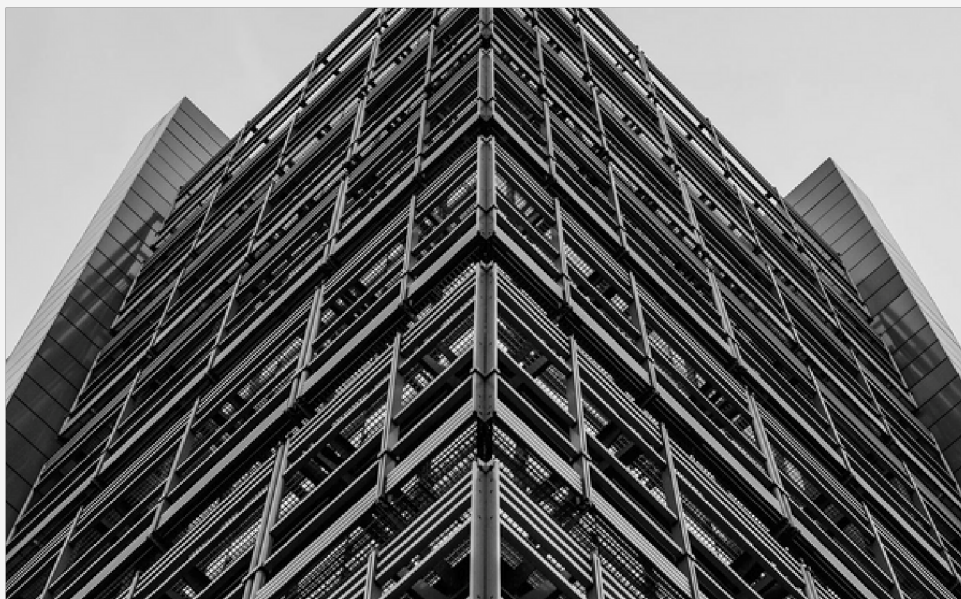
01 CHAPTER 1 & 2

SMART CITIES AND TECHNOLOGY
- EXAMINATION OF HOW TECHNOLOGY CAN ENHANCE URBAN LIVING.
- CASE STUDIES OF SMART CITY INITIATIVES.
- DISCUSSION ON THE ETHICAL IMPLICATIONS OF DATA AND PRIVACY.

SUSTAINABLE URBAN PLANNING
- PRINCIPLES OF SUSTAINABLE URBAN DESIGN.
- STRATEGIES FOR REDUCING THE ENVIRONMENTAL FOOTPRINT OF CITIES.
- EXAMPLES OF GREEN ARCHITECTURE AND ECO-FRIENDLY INFRASTRUCTURE.

02 CHAPTER 3 & 4

MOBILITY AND TRANSPORTATION
- INNOVATIONS IN URBAN TRANSPORTATION SYSTEMS.
- PROMOTION OF PUBLIC TRANSIT, CYCLING, AND PEDESTRIAN-FRIENDLY PLANNING.
- THE ROLE OF AUTONOMOUS VEHICLES AND ELECTRIC MOBILITY.

AFFORDABLE HOUSING AND SOCIAL INCLUSION
- CHALLENGES OF PROVIDING AFFORDABLE HOUSING IN URBAN AREAS.
- SOLUTIONS FOR SOCIAL INCLUSION AND EQUITABLE DEVELOPMENT.
- POLICIES AND MODELS FOR INCLUSIVE URBAN GROWTH.

03 CHAPTER 5 & 6

URBAN RESILIENCE AND CLIMATE ADAPTATION
- STRATEGIES FOR CITIES TO ADAPT TO CLIMATE CHANGE.
- BUILDING RESILIENCE AGAINST NATURAL DISASTERS.
- COMMUNITY-BASED APPROACHES TO URBAN RESILIENCE.

PUBLIC SPACES AND COMMUNITY ENGAGEMENT
- IMPORTANCE OF PUBLIC SPACES IN FOSTERING COMMUNITY.
- DESIGNING INCLUSIVE AND ACCESSIBLE PUBLIC AREAS.
- METHODS TO INCREASE CIVIC ENGAGEMENT AND PARTICIPATORY PLANNING.

**TRANSFORMING PUBLIC ADMINISTRATION
IN CO-RELATION TO FORUM CITIES:
PROTOTYPING DEMOCRACY**

Personal Reflection

Attending the Creative Bureaucracy Festival was a fantastic experience that really broadened my understanding of how cities can be developed and improved. The festival was a lively event where people from both public and private sectors came together to share ideas and work towards better urban solutions. The speeches, workshops, and interactive sessions were extremely informative, emphasizing the power of teamwork and joint innovation in public services. One major takeaway was how important public procurement is in encouraging innovation among small and medium-sized businesses, stressing the need for more inclusive processes and building trust with local communities.

Moreover, the festival gave us great insights into how AI can be used in public administration to make services more efficient, improve decision-making, and predict public needs. However, it also highlighted some legal and ethical issues, such as ensuring privacy, transparency, and fairness in AI applications. Overall, the Creative Bureaucracy Festival showcased the importance of working together, being innovative, and considering ethical issues in transforming public services, influencing my future approach to city development.

Conclusion

Transforming public administration through teamwork, public involvement, and AI integration offers many opportunities and challenges. Legal and policy guidelines are crucial for adopting AI responsibly. By encouraging real public participation, building trust, and changing leadership styles, public administration can become more inclusive, efficient, and responsive to everyone's needs. Balancing new technology with ethical considerations and public input is key to successfully navigating this transformation.

In short, the Creative Bureaucracy Festival provided valuable insights into AI and collaborative innovation, showing a bright future for public administration. It's clear that only through working together, being transparent, and taking risks can we achieve lasting and meaningful change in our cities and communities.

Anna Khlopeva "MANAGING THE 24-HOUR CITY: STRATEGIES FOR THE NIGHT"

Subject: AI, Law and Policy: Current Topics and Conference Visit (AI Excursion)

"In the dynamic landscape of urban development, managing the 24-hour city has become imperative."[11], the authors of the talk given on "Creative Bureaucracy Festival" initiated both by governmental structures and public societies declare. This statement is true - nowadays, with the wide variety of work and lifestyles, a modern city should be available to citizens, tourists, talents and business people more than just from 7 am to 6 pm. This enhances the city's international appeal and cultural richness, improving quality of life and making it a global hub. Over 100 cities have followed Berlin and Amsterdam by appointing night mayors and forming special groups. Despite these efforts, there are still problems, which I will discuss in my report. Building a successful 24-hour city needs new ideas, teamwork, and sustainable practices to keep the city active and inviting all the time. Can we combine all these elements to create the perfect city today?

Modern cities compete for talents and residents. A vibrant 24-hour city attracts young and working people who boost its social and economic status. Berlin, one of the biggest and populated cities in Europe, is also competing - its nightlife managers have even published a guide that is widely used by other megacities. When one speaks about night life, what benefits come to their mind first? There are two main benefits: cultural growth and economic development.

Nightlife was once plagued by crime, violence, and noise. There is a good example of how reframing the problem into the question "what do we want from our city's nightlife" and focusing on the solution itself helped Sydney to create a livable and safe 24-hour city (Libby Harris, Night Time City Manager, City Of Sydney Council). This is how the cultural life industry should work: it is crucial to create the civilizing space and environment to retain and attract talent, because young people do not want to make the city worse, they simply want to make it more interesting to stay here and not migrate to other places. The most obvious ways to create a proper 24-hour city are:

- Provide spaces for night-time activities to attract and retain talent.
- Collaborate with government and businesses to operate at night.
- Ensure 24/7 availability of transport, food, and social venues.
- Foster club culture and social initiatives.
- Enhance working conditions and pay for night shifts.
- Develop a distinct nighttime city brand and explore diverse issues for comprehensive growth.

This is the strategy to involve the night life for the future of the city in both cultural and economical ways.

There was also a case presented by Mirik Milan (Co-Founder, Vibelab) - the Night School project, training 50 students in creating a 24-hour city. To make this work, cities need more spaces for new, night-time activities. The loss of space hinders availability and growth. The talk also highlighted a simple but effective idea: adopting successful practices from other cities. This approach simplifies the work and gains quicker approval from local governments.

Nevertheless, there are some critical points that I personally would like to mention:

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[11] **Managing The 24-Hour City: Strategies For The Night** overview,
https://creativebureaucracy.org/events/managing-the-24-hour-city-strategies-for-the-night/

Economic Prospects: 24-hour operations like shops and gyms can boost the economy, but they might disrupt work-life balance. Usually the need to work and gain money 24/7 is a true signal of low social possibilities and low governmental support and is used in developing countries. Automated systems could provide services without requiring round-the-clock staff. This is the way to avoid night labor and implement AI for the 24-hour system.

Compensation: Also, one point to be added to the nighttime labor is that it should be paid higher than the daytime one. It was also mentioned by the speakers as the point of improvement.

Environmental Impact: The 24-hour city offers a chance to attract talent and adapt to climate changes. In regions where daytime work is too hot, shifting work hours to the evening or night provides a practical solution. However, nighttime activities could harm nocturnal wildlife (animals and birds, who are active in the dark). It is necessary to find a balance between urban development and nature conservation.

Safety: The fourth critical issue to mention is security. Crime rates are rising, even during the daytime. At night, fewer public services operate, making safety a priority.

Educating the public on safety measures can help.

Noise and Regulations: Continuous city operations can increase noise levels, potentially violating quiet hours laws like those in Germany ("Ruhezeit").

In conclusion, while 24-hour city elements can be integrated, full implementation should consider the impact on sleep, wildlife, and social support systems. Using AI and automation for essential services can accommodate different routines without major disruptions - special applications and websites; machines with food, drinks, medication and cigarettes; digital gas stations that work only with a smartphone and online terminal would make a city desirable to live in both for people who tend to work late hours and for people who stick to the regular routine. Still it is a good approach to take over the night life in a proper way and make it not only safe but also profitable.

Polina Zobnina - "BUILDING AN ENTREPRENEURIAL STATE: HOW TO ATTRACT AND KEEP GREAT PEOPLE"

Presented by: Tiaji Sio (Mission Lead Re:Form), Esther Ndagire (Programme Officer, Coordination African Union), Nina Maturu (Design Strategist, Futurist, and White House

Presidential Innovation Fellow)

Hosted by: Alistair Croll (Founder, FWD50)

This engaging and informative talk, part of the festival's first session, explored the key characteristics of workplaces that attract and retain young, talented individuals in public service. It also delved into the traits young professionals should adopt to thrive in the public sector. Attendees gained valuable insights and inspiration from the experiences of professionals from Germany, Uganda, the USA, and Canada.

Tiaji Sio shared her journey from the German Foreign Service to co-leading Re:Form, a new initiative. Tiaji said that she left the German Foreign Service because she felt that she could not make an impact and that the organization lacked vision. She discussed her work in human rights policy and humanitarian aid, expressing frustration with bureaucratic structures and hierarchies. Tiaji emphasized the challenges young professionals, especially women, face in breaking through established norms in government institutions. She called for innovation and disruption in traditional processes to create a more inclusive and dynamic public sector.

Esther Ndagire from the African Union recounted her transition from a tech fellow to a program officer. Passionate about international development and innovation, she highlighted the recruitment dynamics and challenges within the African Union. Esther stressed the importance of representation, decolonizing the public sector, and innovative approaches to meet Africa's diverse needs. She pointed up the significance of thriving in discomfort for government work, sharing her experience moving from the private to the public sector. Esther insured said that the African Union is working to make its recruitment process more intentional and attractive to talented candidates.

Nina Maturu, a design and innovation strategist with a global background, discussed her career from community organizing to the private sector and back to public service. Nina stated that she found it frustrating to navigate the bureaucratic structures as a young person coming from the private sector. She highlighted the importance of building an innovation pipeline and leveraging diverse experiences for impactful change. Nina weighted on soft skills like adaptability and a learning mindset, crucial for navigating different sectors and driving innovation. She discussed the balance between public and private sector experiences and the value of diverse perspectives in fostering creativity in government.

The panelists painted a clear picture of the hurdles public sector organizations face in grabbing and keeping top talent. They pinpointed issues like the perception of stifling bureaucracy and rigid hierarchies, alongside a lack of diversity and inclusion. But the discussion wasn't all gloom and doom. The panelists also tossed around some creative solutions to tackle these challenges. They suggested forming teams that blend people with diverse backgrounds and skillsets, and even bringing in private sector folks for short stints.

The conversation underscored the need for government recruitment to value individual skills over predefined roles. The speakers called for reevaluating hiring criteria to foster an entrepreneurial spirit and adaptability in government organizations, preparing for a changing workforce. The discussion highlighted the necessity for continuous evolution in recruitment strategies to meet the demands of a rapidly changing world and drive innovation in government practices.

Surafel Aramde - "AI Language Models in Administration - Semantic Search, Better Search? (KI Sprachmodelle in der Verwaltung - semantisch suchen, besser suchen?)"

June 15, 2024

This report will focus on a roundtable forum titled "AI Language Models in Administration - Semantic Search, Better Search? (KI Sprachmodelle in der Verwaltung - semantisch suchen, besser suchen?)" which was hosted by PD, one of the government's advisors. The discussion featured approximately five panelists on stage, with three additional participants joining remotely.

The commencement of the roundtable discussion was unfortunately marred by technical difficulties. While the technicians attempted to resolve the issue, one of the moderators decided to engage the audience by asking for their opinions and experiences with language models. This strategy proved to be thought-provoking, as we were able to hear contrasting perspectives on the matter. Some audience members expressed optimism; one individual, for instance, remarked that writing tasks which previously required an hour to complete could now be accomplished in merely 10 minutes with the help of ChatGPT. In response to the query regarding whether job descriptions like "prompt engineer" would be in high demand in the forthcoming years, an audience member stated that prompting skills are relatively straightforward to acquire and, therefore, could not be considered a rare expertise sought after by industry. Fortunately, the technical difficulties were ultimately resolved, and the roundtable discussion commenced.

The roundtable began with an introduction to the functioning of large language models. The presenter explained that these models are essentially predictive in nature, excelling at forecasting the most probable subsequent word. They highlighted how this capability could now be adapted within administrative contexts to streamline everyday tasks by further training the large language models, such as ChatGPT, on internal documents. To illustrate this concept, they presented two prototypes: one called „Allris", a model used by the city of Oberhausen, and "Small Requests / Kleine Anfragen", a model used by the German Bundestag.

They presented the audience with live examples demonstrating how these two systems could be utilized. In both cases, the results were fascinating. Rather than the conventional method where the input text in the search field would be compared against identical phrases within documents, a simple inquiry such as "What is the opinion of the German Bundestag on XYZ?" would yield a result specifically addressing the question and provide a link indicating the source of the information. An administrative member from the city of Oberhausen was also present and emphasized the noticeable improvements within their offices. He stated that previously, excessively lengthy documents were virtually impossible to comprehend thoroughly, but they could now be accessed with a simple query.

They then proceeded to explain the potential broader impacts of such innovative tools for Germany. Firstly, they mentioned that this technology would facilitate the work of administrators, potentially alleviating the current manpower shortage Germany is experiencing. They also discussed the potential increase in productivity that could be achieved through the introduction of these tools.

Overall, my impression of the discussion was highly favorable. I was able to obtain several valuable insights, and as an optimist regarding AI, I believe that some of the points raised are highly relevant.

Semantic searches are likely to become the future standard, and when used properly, they could indeed bring about the positive aspects and benefits mentioned. My sole criticism of the program was its failure to address the negative aspects of employing language models. I would have appreciated a dedicated section informing the audience about tackling challenges such as hallucinations[12] of the models and emphasizing that the results generated should be regarded as mere suggestions rather than definitive answers.

References

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[12] Joshua Maynez and others, 'On Faithfulness and Factuality in Abstractive Summarization' [2020] arXiv preprint arXiv:2005.00661 1.

Roberta Barteselli "ACHIEVING ZERO BUREAUCRACY: IS IT POSSIBLE?"

AI, Law and Policy: Current Topics and Conference Visit

"ACHIEVING ZERO BUREAUCRACY: IS IT POSSIBLE?"

Creative Bureaucracy Festival

"*Achieving Zero Bureaucracy: is it possible*?": this was the thought-provoking question that particularly caught my attention among the various discussions during the Creative Bureaucracy Festival, held in Berlin on June 13th, 2024.

This event provided a crucial space to analyse and debate on various themes but this topic raise my interest considering the lengthy, exhausting and complex nature of bureaucracy and the ambition to eliminate it resonates widely.

The session was successfully moderated by the entrepreneur Alistar Croll, while speakers Maryam AlBadi, Hesham Amiri and Haitham Al Rais shared crucial perspectives, examining the United Arab Emirates' (UAE) ambitious Zero Government Bureaucracy (ZGB) program.

Maryam AlBadi is the Head of the Department of Governance & Design-Agile at the Prime Minister's Office of the UAE, Hesham Amiri represents the role of the Advisor at the Prime Minister's Office, while Haitham Al Rais works as a Deputy Chief of Strategy at the Ministry of Cabinet Affairs.

The UAE's ZGB program is structured in three phases aimed at supporting ministries and federal entities in achieving their goals; these include:

- The elimination of at least 2,000 government measures;
- A 50 % reduction in the time required for procedures;
- The elimination of redundant government procedures and requirements within one year.

These objectives will enhance government efficiency, quality and flexibility and they will improve the UAE's overall competitiveness and the quality of life of its citizens.

From the debate a crucial aspect emerged: the importance of implementing the ZGB program, reflecting the values of empathy and inclusiveness.

Reducing bureaucracy is not only about streamlining processes but it cares also about making sure that reforms are fairly accessible to all the members of the society. This inclusive and empathetic approach involves:

- Active listening to community needs through the use of social media;
- Transparency and effective communication;
- Long-term sustainability;

Moreover, during the discussion the speakers highlighted the tangible benefits from the implementation of this kind of approach:

- Equity and social justice;
- Public acceptance and support; ✓ Attractiveness for investments.

To sum up, this speech emphasized the fundamental aspects for the successful completion of the project: pursuing bureaucratic efficiency with a human and inclusive approach.

Implementing the UAE's ZGB program with empathy and inclusiveness not only promises to improve government efficiency, but also to strengthen the social fabric and increase the country's international competitiveness. Furthermore, the UAE aims to extend this program to other countries, sharing the best practices and promoting a sustainable and inclusive development worldwide.

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Conference: Creative Bureaucracy Festival

Report Topic: The Trial: Rethinking Accountability

Event Date: June 13th, 2024

Report

Sof'ya Zagorodnya "The Trial: Rethinking Accountability"

Introduction

The "Creative Bureaucracy Festival," held on June 13th, 2024, in Berlin, addressed diverse talks, panel discussions, and workshops to reimagine bureaucratic institutions' role and function in the world. It highlighted how public administrations need to become more agile in addressing the challenges of our times, and that requires creativity, an entrepreneurial attitude, collaboration, and flexibility for them to deliver for the common good. The conference emphasized the need for regulations that were fit for today's needs and helped attendees, including me, understand the shift from a "No, because…" to a "Yes, if…" mindset, where "Yes, if…" is stated with a can-do attitude when certain needs are met.

Workshop Overview

Among many workshops, there was a particularly captivating session that caught my attention, titled "The Trial: Rethinking Accountability," held on a river cruise. The workshop used an innovative approach to address bureaucratic opacity and lack of accountability based on Franz Kafka's novel "The Trial." After the reminder of the novel's plot, where the main hero of the novel, Josef, struggled against an incomprehensible legal system, we delved into the concept of the individuals who were facing bureaucracy, particularly how helpless people felt when dealing with it and what strategies could be implemented to ease the struggle.

Challenges in Bureaucratic Accountability

First and foremost, we discussed personal and professional experiences with bureaucratic systems, focusing on Germany and comparing it with our countries of origin. Three common issues were identified: lack of transparency, procedural complexity, and perceived injustice.

Regarding the lack of transparency and procedural complexity, we discussed that both concepts often acted as barriers to efficient and effective interaction with bureaucratic systems and that unclear or inaccessible processes and information led to confusion and mistrust. In Kafka's "The Trial," Josef faced a confusing legal system where information was hidden, and the steps were unclear. Josef attempted to meet with higher authorities and obtain clear information about his case, but failed to succeed. Then, the perceptions of injustice arose when the processes were seen as unfair or biased, hence, it could undermine trust in public institutions and make people stop engaging with them.

Discussed Solutions in Bureaucratic Accountability

Besides that, we dug deeper into the solutions when brainstorming in groups. Despite responsibility being highlighted as a foundation of accountability, we needed to draw the line between both concepts. It was noted that responsibility refers to the duties and tasks assigned to individuals or departments, while accountability involves being answerable for the outcomes of those tasks. This distinction was crucial and was supported by personal examples that demonstrated successful implementation in various organizations. To address this complex notion, we came up with the idea of training individuals so they could understand their responsibilities.

Moreover, we mentioned that clear and effective communication was important for transparency in decision-making processes, especially in how effectively communicating these actions could build public trust. I was deeply convinced that governments should take proactive steps to inform citizens about their initiatives, decisions, and the rationale behind them.

Otherwise, Kafka's novel might be repeated in the future. To approach this multifaceted concept, we offered practices such as using simple language to explain policies, procedures, and decisions, and seeking public feedback through forums.

Furthermore, we focused on the concept of proximity, in both physical and metaphorical meanings. I found it crucial to ensure that bureaucratic institutions were accessible and that there was a close relationship between the people and these institutions. Therefore, we have come to the important statement again that it might bring trust, where I identified it as the foundation of effective bureaucracies. Through investigating this intricate matter, we were sure that making information readily available to the public and communicating decisions clearly would inevitably help to foster trust and, within that, reach transparency. Moreover, we found it valuable to adopt a service-oriented approach where bureaucratic institutions prioritize the needs and satisfaction of the citizens they serve. Consequently, it might have significant improvements in citizen satisfaction and institutional efficiency.

Critique of the Workshop

The workshop "The Trial: Rethinking Accountability" indeed was an engaging experience. We discussed a wide range of topics related to bureaucratic opacity and accountability, and the unique setting on a river cruise made it even more memorable. However, the boat tour sometimes made it hard to focus on the discussions. Additionally, the workshop was only an hour long. We had a limited time to offer more solutions and dive deeper into the concepts to find real-life solutions that could be implemented. It might have been more effective to separate the workshop and the boat tour: starting with an overall discussion with the whole group in a room, followed by group work on the boat. I know there was not enough time for this format, but, given my particular interest in the topic, I believe this approach could have provided even greater benefits.

Moreover, while using Kafka's novel "The Trial" as a framework was innovative, it is important to remember that a book is a book, and we must separate the fictional struggles of the main hero of the story, Josef, from

our real-life contexts in 2024. Over-relying on literary analogies could distort our understanding and application of accountability in modern bureaucracies.

Conclusion

Summing up, the workshop "The Trial: Rethinking Accountability" at the Creative Bureaucracy Festival 2024 was an insightful experience that brought up the critical issues of bureaucratic opacity, procedural complexity, and perceived injustice. Connecting the workshop to Franz Kafka's novel "The Trial," I, as a participant, could connect the struggles of the fictional Josef with real-world experiences and challenges faced in bureaucratic systems.

Through collaborative sessions, we identified practical strategies to improve transparency and foster trust and accountability.