



**CREATIVE
BUREAUCRACY
FESTIVAL
2025**



PARTNERS & SPONSORS

Project Partners

ASU Decision Theater
Arizona State University



100% NewWorkBerlin

BMW Foundation
Herbert Quandt

BundesImmobilien



Bundeskantleramt

Bundesministerium der Verteidigung

Bundesministerium für Arbeit und Soziales

Bundesministerium für Bildung, Familie, Senioren, Frauen und Jugend

Bundesverwaltungsamt

DATALAB

Finanziert von der Europäischen Union
NextGenerationEU



EFA European Forum Alpbach

giz Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH



GPM
1918 Deutsche Gesellschaft für Projektmanagement e.V.

Hertie School
Centre for Digital Governance

Hertie Stiftung

htw
Hochschule für Technik und Wirtschaft Berlin
University of Applied Sciences

KONRAD ADENAUER STIFTUNG

MAX PLANCK INSTITUTE OF DIGITALITY

nextlearning

politics for / TOMORROW

STUTTGART

Media Partners

Behörden Spiegel

DIE ZEIT
VERLAGSGRUPPE

GOVINSIDER

innovative VERWALTUNG

TABLE BRIEFINGS

TAGESSPIEGEL BACKGROUND

ABOUT THE FESTIVAL, ABOUT BUREAUCRACY



“ It is great to see so many people with great ideas meet at the Creative Bureaucracy Festival. May all those ideas find their way into government practice! ”

Frank-Walter Steinmeier,
Federal President of Germany



“ Certainly this is one of those places worldwide where the best public innovators come to swap ideas and learn from each other.”

James Anderson, Government Innovation Lead,
Bloomberg Philanthropies



“ A better bureaucracy is a bureaucracy that is open to citizens and has a permanent institution mechanism to include marginalized voices in the decision making.”

Omezzine Khélifa, Former Senior Advisor to the
Minister, Ministry of Finance in Tunisia



“ Bureaucracy provides a framework, but within that we can be highly creative in finding solutions. As the world changes, we must rethink how we respond to challenges in order to develop effective answers.”

Simone Schwantz, Secretary General,
Max Planck Society for the Advancement of Science



“ Bureaucrats are the most innovative people on the planet!”

Audrey Tang,
Former Digital Minister of Taiwan



“ We need to stop trying to quantify everything and instead find ways to make subjective perceptions visible. Creativity is our path to the future, which is why the Creative Bureaucracy Festival is so important.”

Jeff Kwasi Klein, Co-Founder & CEO,
imagineers lab

TABLE OF CONTENTS

INTRO	05
AUDIENCE & OUTREACH	07
SPEAKERS & CONTRIBUTORS	13
STAGES & FORMATS	17
ONLINE REACH & GROWTH	21
PRESS & MEDIA PARTNERS	25
CONTACT	28



INTRO

The 2025 Annual Report of the Creative Bureaucracy Festival showcases a year of transformation, collaboration, and global exchange in public sector innovation. As a platform celebrating imaginative approaches to rethinking government, the festival brought together over 2,100 participants on site in Berlin and thousands more online. This report offers insights into the programme highlights, community engagement, strategic developments, and international partnerships.

It reflects the continued commitment to innovating public institutions and empowering public servants to do so. Better bureaucracies are the front door to democracies that better serve people and their well-being.



CREATIVE
DEMOCRACY
EXPERIAL





AUDIENCE & OUTREACH

AUDIENCE & OUTREACH

A GLOBAL FESTIVAL COMMUNITY

PARTICIPANTS
FROM
55
COUNTRIES



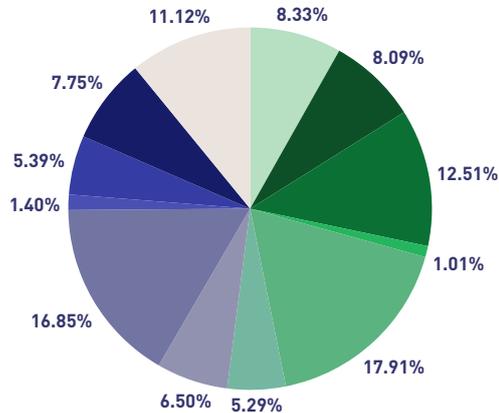
UNPRECEDENTED GUEST TURNOUT



AUDIENCE & OUTREACH

REPRESENTATION FROM ALL MAJOR SECTORS

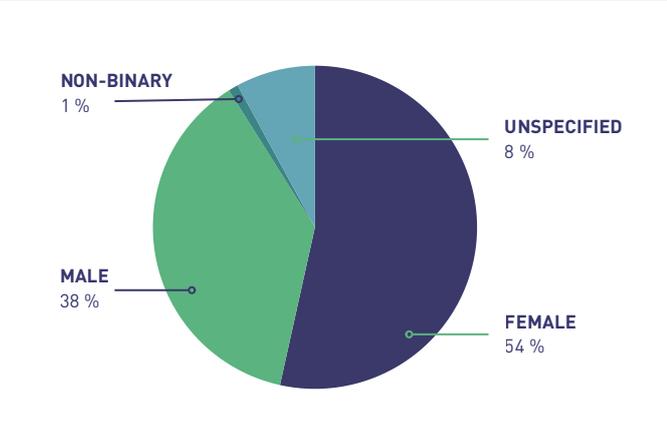
- Academia
- Public Entity or Public Partnership
- Consulting Company
- Independent Practitioner/Advisor
- Foundation/Think Tank/NGO/Non-Profit
- International Government
- Local/Municipal Government
- National Government
- Press/Media
- Private Company
- Regional/Provincial Government
- Others



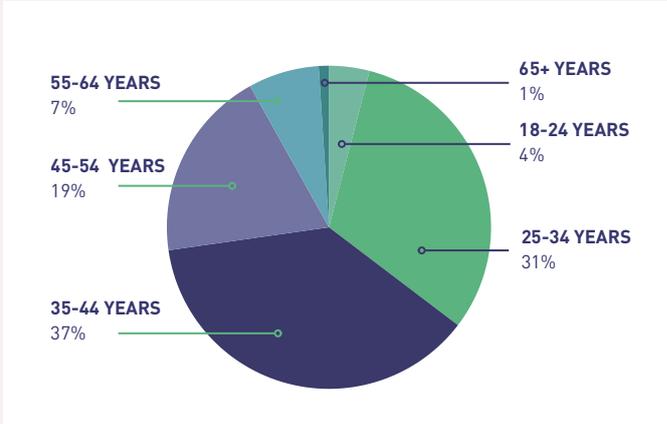
CELEBRATING A DIVERSE AUDIENCE

ON-SITE AUDIENCE AT THE CREATIVE BUREAUCRACY FESTIVAL

GENDER

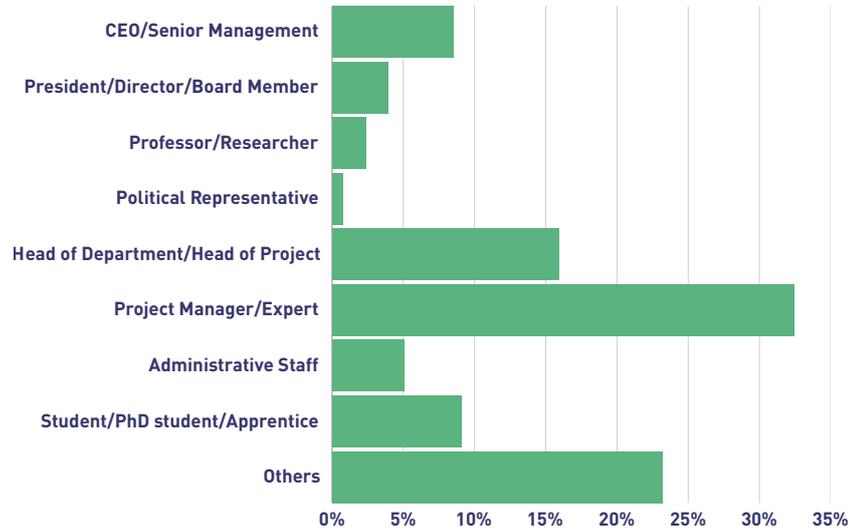


AGE



AUDIENCE & OUTREACH

KEY AND VARIED PROFESSIONAL ROLES





SPEAKERS & CONTRIBUTORS

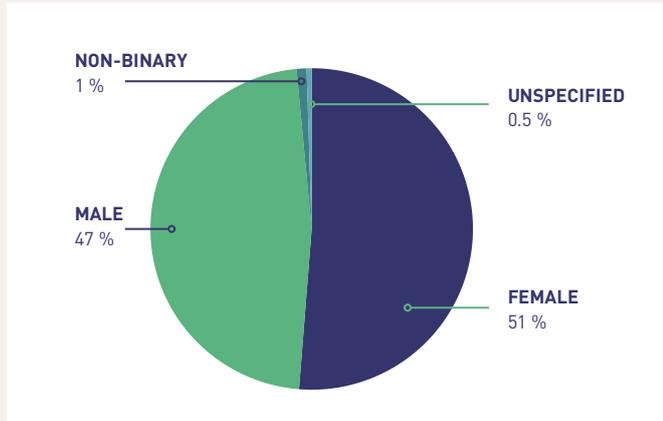
SPEAKERS & CONTRIBUTORS

CONNECTING GLOBAL VISIONARIES AND INNOVATORS

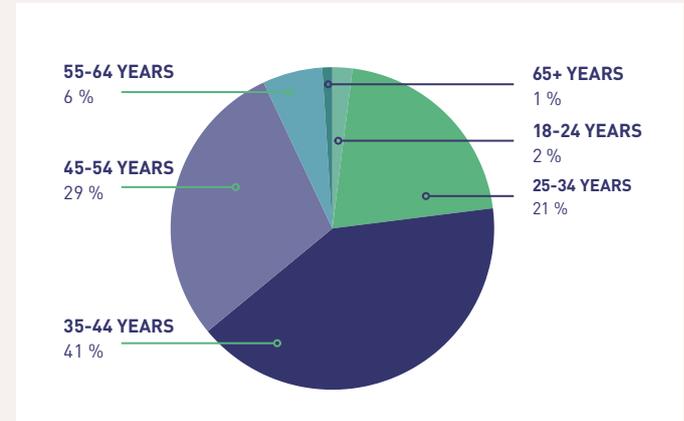
SPEAKERS AT THE CREATIVE BUREAUCRACY FESTIVAL

SPEAKERS FROM
41
COUNTRIES

GENDER



AGE



SPEAKERS & CONTRIBUTORS

CONTRIBUTORS FROM ALL SECTORS

ADMINISTRATION



Sampath Kumar
Principal Secretary & Development Commissioner, Government of Meghalaya



Chikako Masuda
Head of Intelligence Research and International Strategy, Digital Agency of Japan



Katja Wilken
President, Federal Office of Administration



Hannes Kühn
Head of Secretariat National Regulatory Control Council, Federal Ministry for Digital Transformation and Government Modernisation



Iliya Nickelt
Chief Data Scientist, German Federal Ministry for Economic Cooperation and Development

POLITICS



Omezzine Khelifa
Former Senior Advisor, Ministry of Finance, Tunisia



Graça Fonseca
Former Minister of Culture, Government of Portugal



Dörte Dinger
State Secretary, Office of the Federal President of Germany



Philipp Amthor
Parliamentary State Secretary, German Federal Ministry for Digital Transformation and Government Modernisation



Florian Hauser
Deputy Head of Unit Public Administration and Governance, Directorate General for Reform Support European Commission

INNOVATION AGENCIES



Tigran Tshorokhyan
Innovation and SDG Finance Portfolio Manager, UNDP Armenia



Magdalena Zadara
Chief of Staff & Strategy, DigitalService of the Federal Government of Germany



Rojda Tosun
Founder, PublicLegalDesign & Director, LawLab for Sustainability Transformation, Leuphana University Lüneburg



Christian Bason
Co-founder, Transition Collective



Caroline Paulick-Thiel
Director, Politics for Tomorrow

SCIENCE & RESEARCH



Dan Honig
Associate Professor, Georgetown University / University College London



Manfred Laubichler
President's Professor, Arizona State University



Simone Schwanitz
Secretary General, Max Planck Society



Gerhard Hammerschmidt
Professor of Public Management, Hertie School



Daniela Hensel
Professor of Service Design, Public Design, and Brand Design, Berlin University of Applied Sciences and Technology

NGOS, FOUNDATIONS & ASSOCIATIONS



James Anderson
Government Innovation Lead, Bloomberg Philanthropies



Lisa Witter
Chief Executive Officer, Better Politics Foundation



Devrimsel Deniz Nergiz
Director, Love Politics



Christiana Bukalo
Founder, Statefree



Yannick Müller
Strategic Partnerships, CityLAB Berlin



STAGES & FORMATS

STAGES & FORMATS

94 SESSIONS SHOWCASING INNOVATION AND INSPIRATION

21
KEYNOTES



20
PANELS &
FISHBOWL SESSIONS



19
PROJECT
SHOWCASES



8
MEETUPS



1
ROUND TABLE



19
WORKSHOPS



6
GAME SESSIONS



**BECOME
A PARTNER!**

Contact
[bernd.fesell@
creativebureaucracy.org](mailto:bernd.fesell@creativebureaucracy.org)

STAGES

	IMPACT STAGE	CONNECTION STAGE
8 h	REGISTRATION	
9 h	THE OPENING Impact Stage <i>(DE/ENG)</i> Johanna Sieben, Charles Landry, Theresa Twachtmann, Thierry Lambert, Graça Fonseca	
10 h	Female Command: Frauen in Führung Schumacher, Hufnagel, Miller <i>hosted by BMVg</i> KI / Stellungnahme Hotz, Dietzmann Start-ups & Verwaltung Pagel, Gridl, Grass, v. Lautz, Glaser <i>hosted by PD</i>	Building Trust, Strengthening Europe Zadara, Peitz, Aaltola, Burmester, Kaemmereit, Lardenois <i>hosted by PD</i>
11 h	Leadership Is a Collective Act Khélifa Building Better Bureaucracies Anderson The European Administrative Space Hauser <i>hosted by PD</i>	FLEX:Unit der Landeshauptstadt Kiel Zierau, Diekmann BunterBund Payerl, Kracmar Gemeinsam gegen Wohnungslosigkeit Klukas, Riemer <i>hosted by PD</i>
12 h	Gipfelstürmer: Ziele zum Erfolg Hänig <i>hosted by GPM Deutsche Gesellschaft für Projektmanagement e. V.</i> Leitplanken statt Detailsteuerung Schwanitz Potenzial der Nachnutzung Peter	Intergenerational Fairness for EU Fonseca, Khélifa, Malesinska, Srsen <i>hosted by European Commission</i>
13 h	Decolonizing Transportation de la Peña Purpose & Leadership to Save Lives Gruendel, Masuda, Kumar Governance in Complexity Fernández-Sirera	Start-up BW Local Schimpf Idee & Impact digitaler Ökosysteme Mormann Adressatenorientierte Gesetzgebung Moldenhauer, Jacobs, Petersen, Artinger, Giesen <i>hosted by Bundeskanzleramt</i>
14 h	Für einen handlungsfähigen Staat de Maizière, Bubrowski <i>hosted by Initiative f. e. handlungsfähigen Staat</i> Quo vadis Föderale Digitalstrategie Göbel, Wilczek <i>hosted by PD</i> Verwaltungsref. Berlin aktuell Klement	Change by Design Sauerbrey , Cordes <i>hosted by Goethe-Institut</i> Mission Driven in Challenging Times Bason, Honig, April, Witter K100 Citizens' Waterway Ganapathy, Kulkarni
15 h	Future Tales from Democracy Fonseca The Joy of Citizenizing Rubin, Alexander	Student Auditor Project Lima Coelho The Breakthrough Method Krüiter, Krüiter Innovating Sustainable Cities Dobrin
16 h	Innovation für starke Demokratie Balzer, Dinger, Wilken, Günnewig, Klement <i>hosted by Falling Walls Foundation and PD</i>	Update zum Servicestandard Tiedt, Käck Open Data trifft Open Source Melle, Lamm, Neumann <i>hosted by byte - Bayerische Agentur für Digitales</i>
17 h	NoBureaucracy vs. Creative Bureaucracy Maturu, Tshorokhyan, Garrido, Srzentić	Stadtverwaltung 2030 – Zukunft jetzt! Landis, Klein, Klein, Sager, Binder <i>hosted by Landeshauptstadt Stuttgart (LHS) / Städtetag Baden-Württemberg</i>
18 h	THE CLOSING Impact Stage <i>(DE / ENG)</i>	
19 h	CREATIVE BUREAUCRATS NIGHT Networking, Music and Games	

	TRANSFORMATION STAGE	IMAGINATION STAGE
8 h	REGISTRATION	
9 h	THE OPENING Impact Stage <i>(DE/ENG)</i> Johanna Sieben, Charles Landry, Theresa Twachtmann, Thierry Lambert, Graça Fonseca	
10 h	Why Community Matters in Government Zarek, Campbell, Srzentić, Masuda	Agilität: Erfahrungen & Ausblick Klie, Hensel, Röttger, Hill
11 h	Game Changer Daten Grass, Nickelt, Immonen, Ibel, Erdmann <i>hosted by Datenlabore der Bundesministerien</i>	Cities Ahead: Culture at the Core Landry, Blau, Degenkolb, Roth, Ruta <i>hosted by Goethe-Institut</i>
12 h	The Lab Is Dead, Long Live the Lab! Rebolledo What is the Decision Theater™? Büttner, Laubichler <i>hosted by MPI and ASU</i>	KI-Verwaltungsinnovation im BMAS Petersson, Tekieli, Dujčić, Reuter <i>hosted by Bundesministerium für Arbeit und Soziales</i>
13 h	Cloud Migration im Goethe-Institut Racek, Buck <i>hosted by Goethe-Institut</i> Modernisierung mit Tempo Wachholz, Habermann, Spangler <i>hosted by PD</i>	Reimagining Public Institutions Bason, Mulgan, Langerholc, Werneck, Agersnap
14 h	Financing Public Value Creatively Temmen Transforming Procurement Ovacik, Haahr, Krogh Jeppesen	Talente gewinnen, Potenziale nutzen Zierau, Nägele, Albowitz, Niewiedzial, Nergiz
15 h	Staatsmodernisierung jetzt! Heumann, Sinell, Amthor et al. <i>hosted by Konrad-Adenauer-Stiftung</i>	Governing the Unknown Wade, Lopez Egana, Caffin, Steinberg, Hagen
16 h	Proactive Inclusion Cmela DEI: Decline or Evolution? Abubakar, Udeze, Grigore, Vogt	Dialog für einen handlungsfähigen Staat Hammerschmid, Zadara, Heuberger et al. <i>hosted by Gemeinnützige Hertie-Stiftung</i>
17 h	Zeit für Bündelung im Föderalstaat Reifurth, Kühn <i>hosted by PD</i> Bürokratie und Vertrauen Rose Verwaltung schneller digitalisieren Strutz, Hesse	Strg+Ctrl+Entf Verwaltung. UPSTATE! Bosch, Brinkhaus, Andresen, Schlömer, Öztürk <i>hosted by Bundesministerium der Verteidigung</i>
18 h	THE CLOSING Impact Stage <i>(DE / ENG)</i>	
19 h	CREATIVE BUREAUCRATS NIGHT Networking, Music and Games	

	ACADEMY	CRUISE	MEETUP
8 h	REGISTRATION		
9 h	THE OPENING Impact Stage <i>(DE/ENG)</i> Johanna Sieben, Charles Landry, Theresa Twachtmann, Thierry Lambert, Graça Fonseca		
10 h	#HaltungGestaltung-Verwaltung #PublicPurpose-Practice Klein, Arlt, Kneip, Denstädt, Jakobsen, Strauch, Ullrich <i>hosted by Politics for Tomorrow</i>	The We-We Approach #WEUROPEAN Schieben, von der Heide	Junge Stimmen im Staatsdienst Abramov, Fandrejewski
11 h			What Can Design for Policy Be? Martens <i>hosted by the European Commission</i>
12 h	#GemeinGüterHüten #CommonsCare- Courage Krogh Jeppesen, Walch, Kagel, Kossow, Kümper, Kliemann, Lynen <i>hosted by Politics for Tomorrow</i>	Beyond the Desk Zielonkowsky, Tühl	Born Again Migrant? Nergiz, Badih
13 h			Decision Theater™ Meet-Up Laubichler, Büttner <i>hosted by MPI of Geanthropology and Arizona State University</i>
14 h	#StadtWerteWandel #UrbanValueTransition Klemm, Paulick-Thiel, Müller, Tosun, Fisher, Pekol, Kosok <i>hosted by Politics for Tomorrow</i>	Generating Democratic Legitimacy Tadesse, Yosief	Konstruktiver Diskurs von Gehlen, von der Heide
15 h			Tools for Social Innovation PA Stella
16 h	#MenschRegionPlanet #PeopleRegionsPlanet Kruse, Petzold, Grünewald, Afanasiev, Robinson, Witthaus, Fetzner <i>hosted by Politics for Tomorrow</i>	Staatsreform umsetzen Weber, Opiela	Strategic Serendipity Session Meyer-Nandi
17 h			Dear 2050: Notes on Climate Justice Alvarez Vega, Kaur Badhan
18 h	THE CLOSING Impact Stage <i>(DE / ENG)</i>		
19 h	CREATIVE BUREAUCRATS NIGHT Networking, Music and Games		



ONLINE REACH & GROWTH

ONLINE REACH & GROWTH

WORLDWIDE DIGITAL OUTREACH



SUBSCRIBERS



GERMAN-LANGUAGE
NEWSLETTER SUBSCRIBERS
8,000

ENGLISH-LANGUAGE
NEWSLETTER SUBSCRIBERS
10,200

+ 11.1 % Growth

As of June 2025

VISITORS



UNIQUE VISITORS
68,724

PAGEVIEWS
198,986

DOWNLOADS
1,426

Oct 2024 - June 2025

ONLINE REACH & GROWTH

HIGHLY ENGAGED DIGITAL COMMUNITY



CHANNEL FOLLOWERS



LINKEDIN

10,030

GROWTH: +31%



INSTAGRAM

3,240

GROWTH: +24,1%



FACEBOOK

1,280

GROWTH + 3,4%

As of June 2025

REACH & ENGAGEMENT

REACH & IMPRESSIONS

798,866

ENGAGEMENT
RATE

4,6%

INTERACTIONS

5,104

Oct 2024 - June 2025





PRESS & MEDIA PARTNERS

PRESS & MEDIA

EXTENSIVE MEDIA REACH

MEDIA PARTNERS

Behörden Spiegel

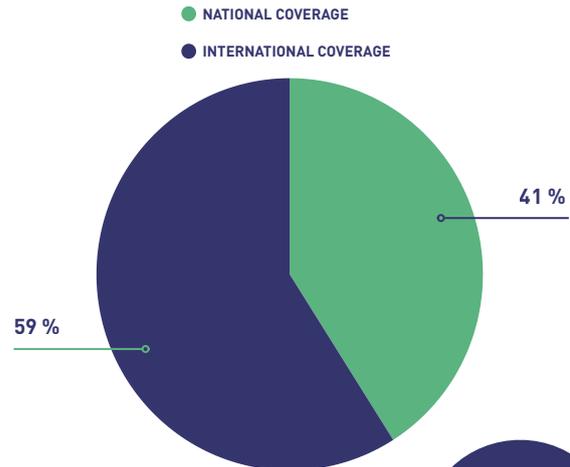
**innovative
VERWALTUNG**
Das Fachmedium für erfolgreiches Verwaltungsmanagement

DIE ZEIT

GOVINSIDER

**TAGESSPIEGEL
BACKGROUND**

TABLE BRIEFINGS



40+
ARTICLES
INCLUDING
ONLINE MEDIA,
PRINT MEDIA AND
RADIO

PRESS & MEDIA

INTERNATIONAL COVERAGE

TABLE MEDIA



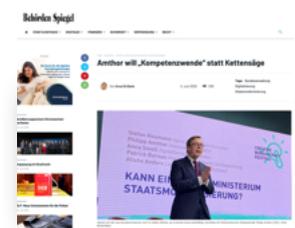
DEUTSCHLANDFUNK KULTUR



SPIEGEL WIRTSCHAFT



BEHÖRDEN SPIEGEL



IDEAS FOR GOOD



SÜDDEUTSCHE ZEITUNG



INDIA TODAY



DISEÑO PUBLICO





BERND FESEL

Festival Director

+ 49 (0)30 609 883 97 57

bernd.fesel@creativebureaucracy.org

Falling Walls Foundation gGmbH

Kochstraße 6-7, 10969 Berlin

FIND US ONLINE



creativebureaucracy.org



[@creativebureaucracyfest](https://www.instagram.com/creativebureaucracyfest)



[@creativebureaucracyfestiva1764](https://www.youtube.com/channel/UC...)



[@showcase/creative-bureaucracy-festival](https://www.facebook.com/showcase/creative-bureaucracy-festival)