

CREATIVE BUREAUCRACY FESTIVAL



ANNUAL REPORT 2025 & PARTNERSHIP OFFER 2026



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 our programme highlights, community engagement, strategic developments, and international partnerships. It reflects our continued commitment to strengthening public institutions, supporting creative public servants, and shaping a more inclusive and capable state for the challenges of our time.

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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 Schwanitz, 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

A YEAR FULL OF INNOVATION AND CREATIVITY







04 June 2025

October - December 2024

A YEAR FULL OF INNOVATION AND CREATIVITY



Contact

johanna.siebenio creativebureaucracy.org



OCT - DEC 2024

CALL FOR PARTICIPATION

Each year, we receive around 250 submissions from public sector changemakers across more than 40 countries – from local innovators to high-level reformers. These contributions offer bold ideas, practical methods, and inspiring tools that are reshaping how governments think, plan, and act. Together, they reflect the growing global momentum behind creative bureaucracy and public sector transformation.



4 JUNE 2025

YOUNG BUREAUCRATS EVENT

The day before the Creative Bureaucracy Festival, emerging public sector talents gather in Berlin to explore what a future-ready government could look like. Through interactive workshops and conversations with peers, partners, and special guests, they exchange ideas, build networks, and develop fresh perspectives on public service.

13 MARCH 2025

DIGITAL KICK-OFF

The Digital Kick-Off in March offers a packed programme of inspiring examples of creative bureaucracy in action. It is a free online event for everyone across the globe – kicking off a new year of public sector innovation and offering an additional platform for forward-thinking ideas and projects prior to the live festival in Berlin.

5 JUNE 2025

CREATIVE BUREAUCRACY FESTIVAL

The Creative Bureaucracy Festival highlights bold ideas and the people transforming public institutions. From small tweaks to big visions, it showcases creative solutions to community challenges. It stands for a shift from a culture of "no, because..." to one of "yes, if..." – opening space for experimentation, fresh thinking, and a more hopeful approach to public service.



4 JUNE 2025

GLOBAL GOVERNMENT INNOVATORS FORUM

The Global Government Innovators Forum brings together key public innovation leaders from across the globe. In a moderated format where everyone contributes to setting the agenda, participants discuss pressing concerns and explore future scenarios.

SUMMARY 2025

ENGAGING PROGRAMME

5

EVENTS THROUGHOUT THE YEAR

130

SESSIONS ACROSS ALL EVENTS

299

SPEAKERS

11

DIFFERENT FORMATS

133

HOURS OF PROGRAMME

LEADING INNOVATORS

236

CALL FOR PARTICIPATION SUBMISSIONS

208

INSTITUTIONS

41

COUNTRIES (SPEAKERS)

10

JURY MEMBERS

100+

PARTNERS INVOLVED

INTERNATIONAL AUDIENCE

2,168

ON-SITE VISITORS LIVE FESTIVAL

2,120

DIGITAL PARTICIPANTS

35%

AGE 18-34

55

COUNTRIES (PARTICIPANTS)

6

CONTINENTS

GLOBAL REACH

198,986

WEBSITE PAGEVIEWS

16,841

FOLLOWERS

16,180

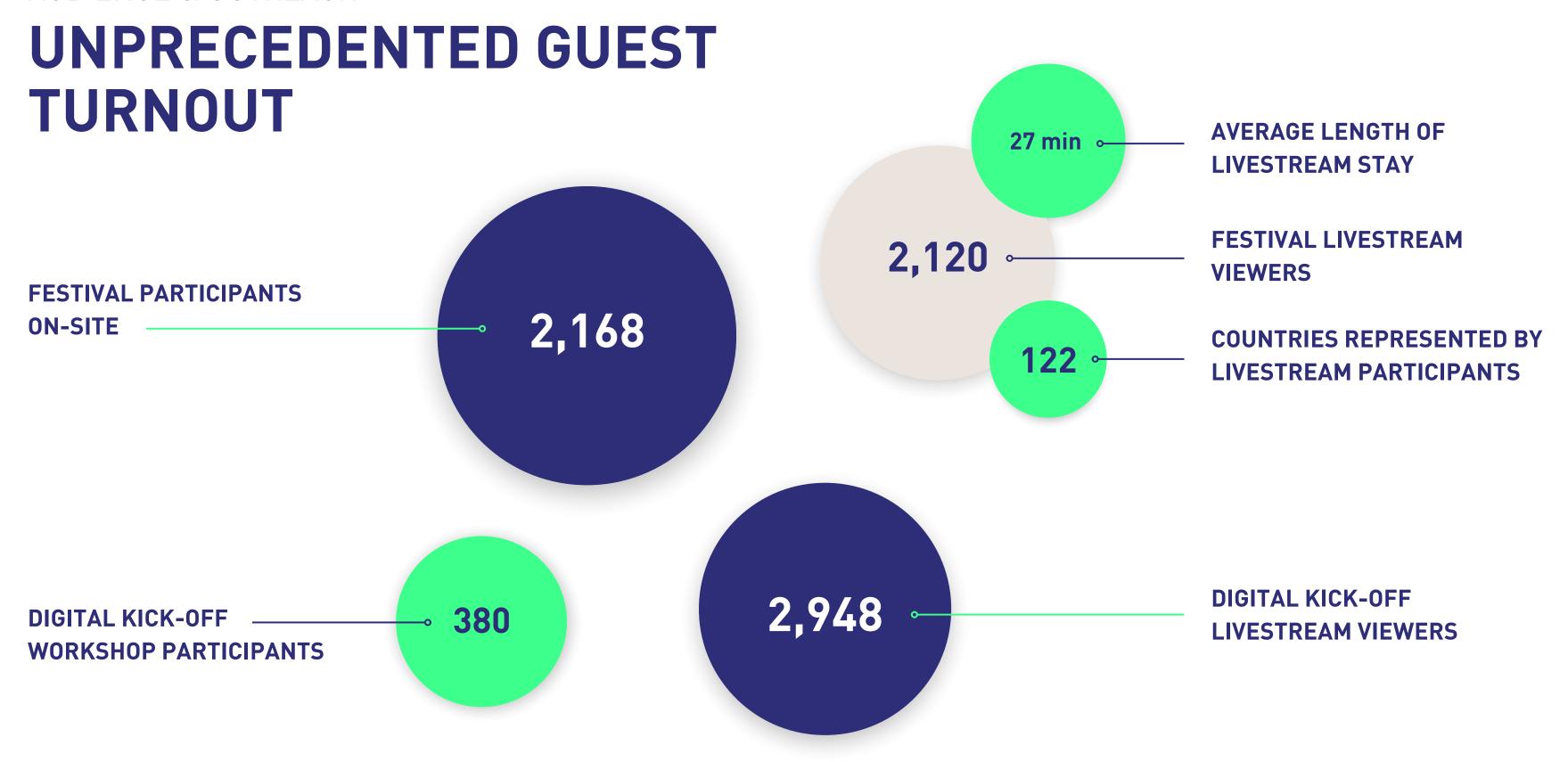
NEWSLETTER SUBSCRIBERS

798,866

SOCIAL MEDIA IMPRESSIONS

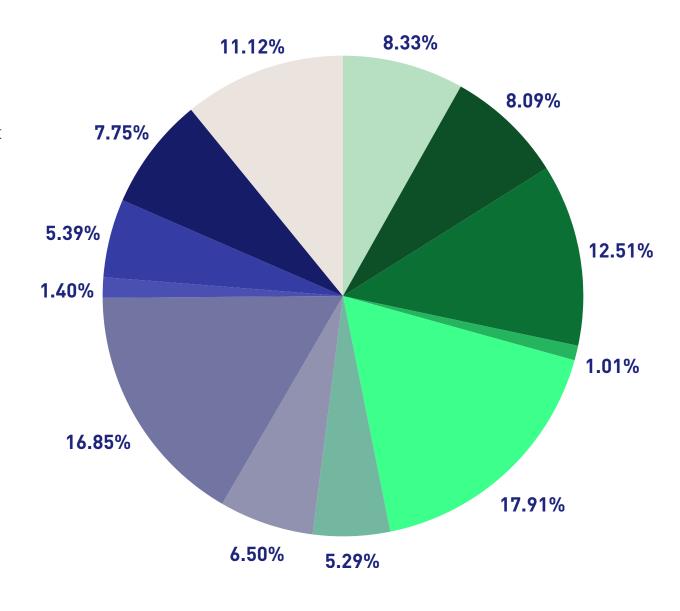






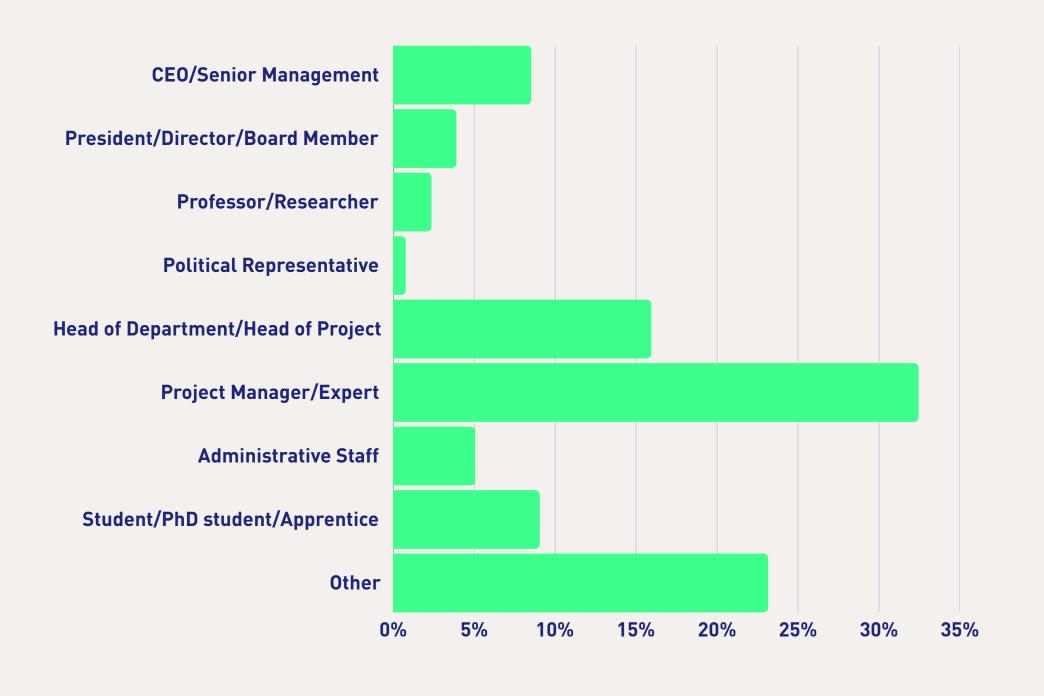
REPRESENTATION FROM ALL MAJOR SECTORS

- 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



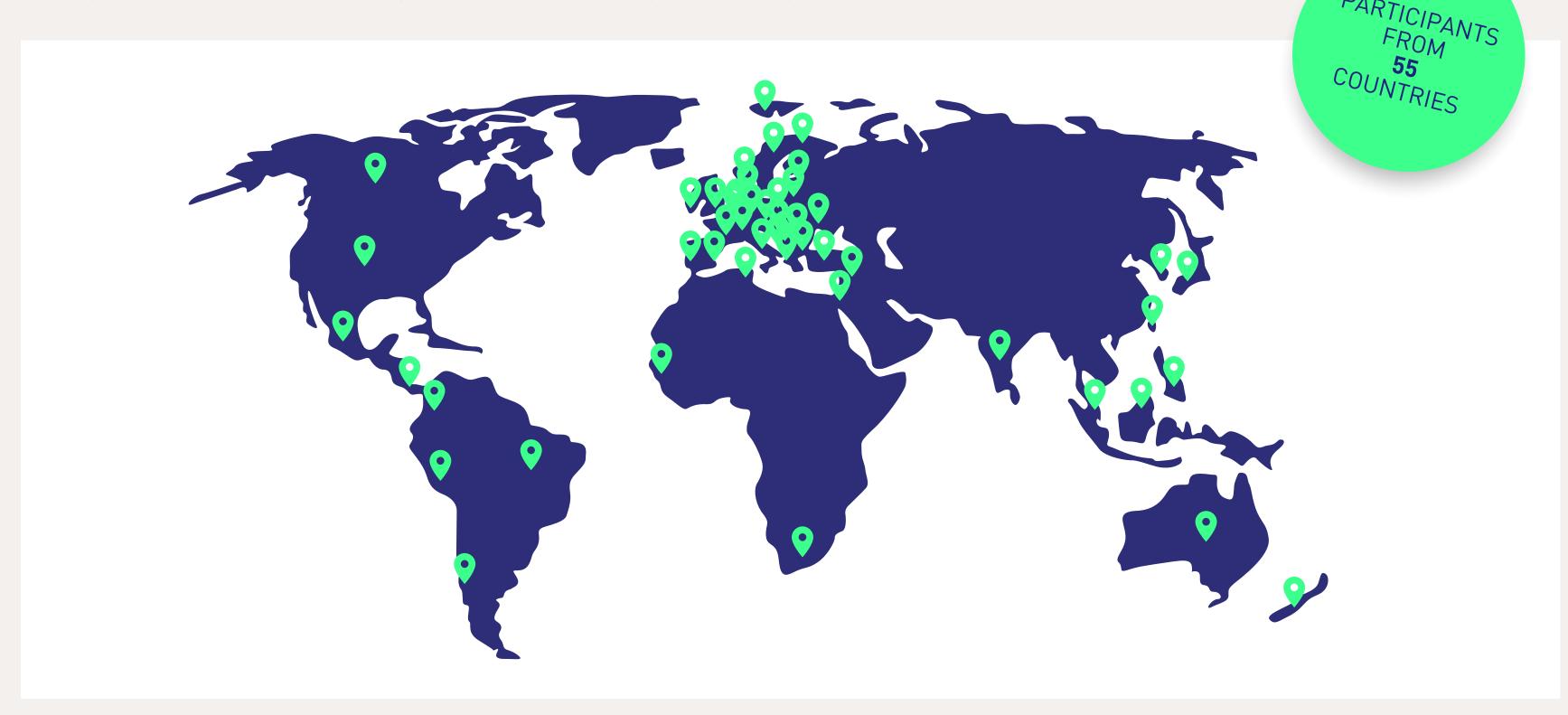


KEY AND VARIED PROFESSIONAL ROLES





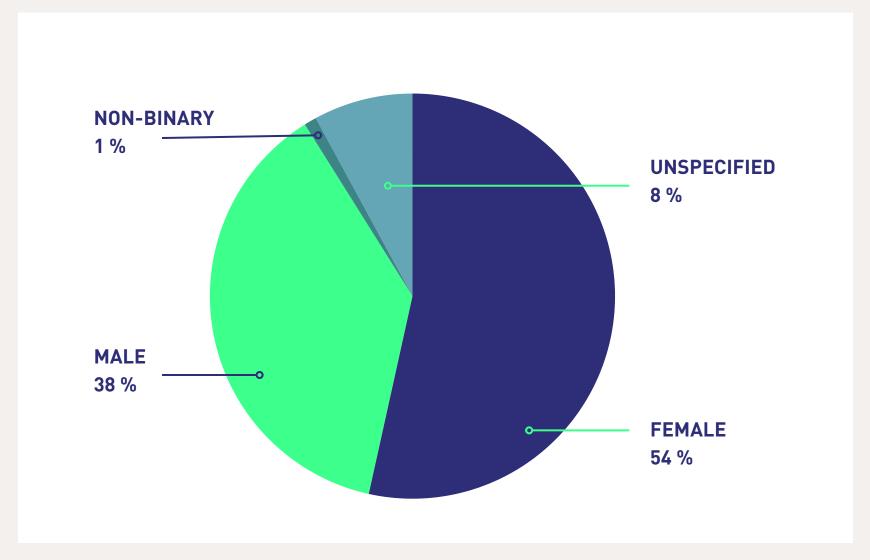
A GLOBAL FESTIVAL COMMUNITY

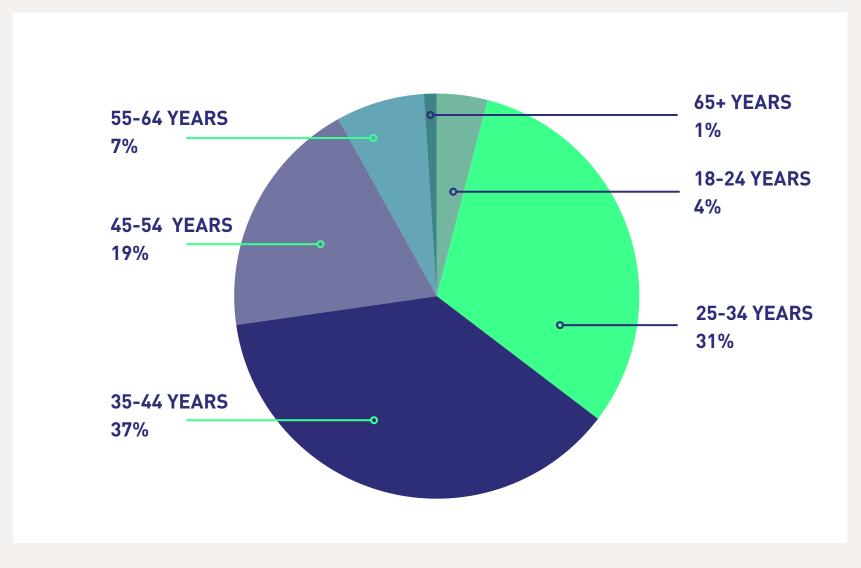


CELEBRATING A DIVERSE AUDIENCE

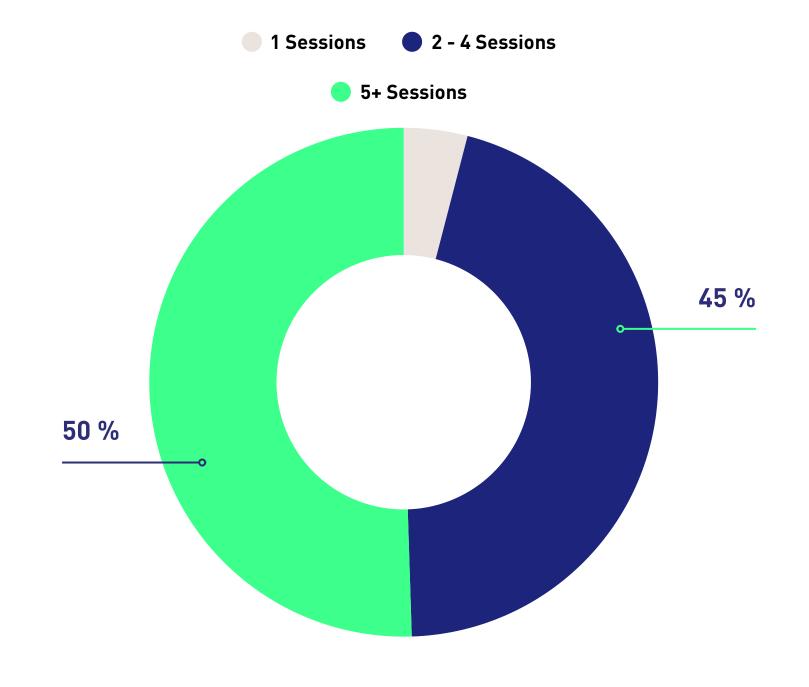
OUR ON-SITE AUDIENCEAT THE CREATIVE BUREAUCRACY FESTIVAL

GENDER





FULL DAY FESTIVAL ATTENDANCE







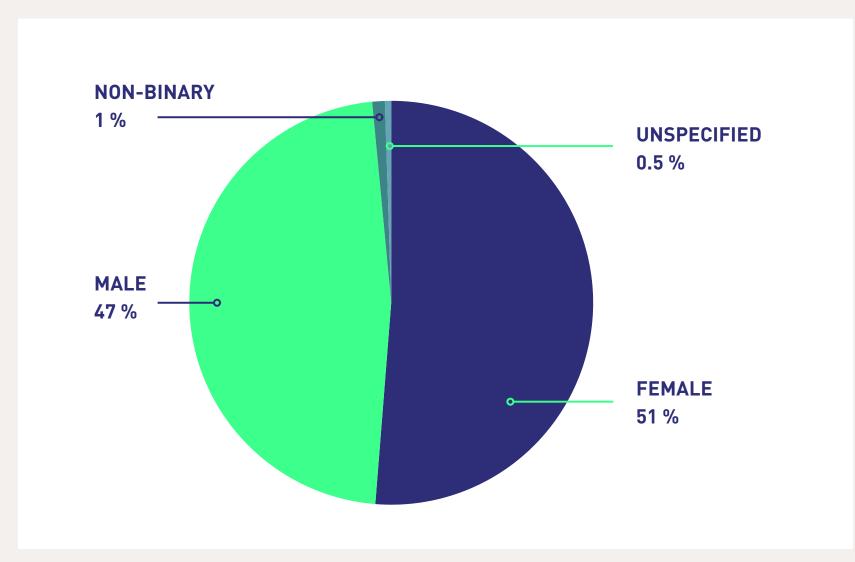


SPEAKERS & CONTRIBUTORS

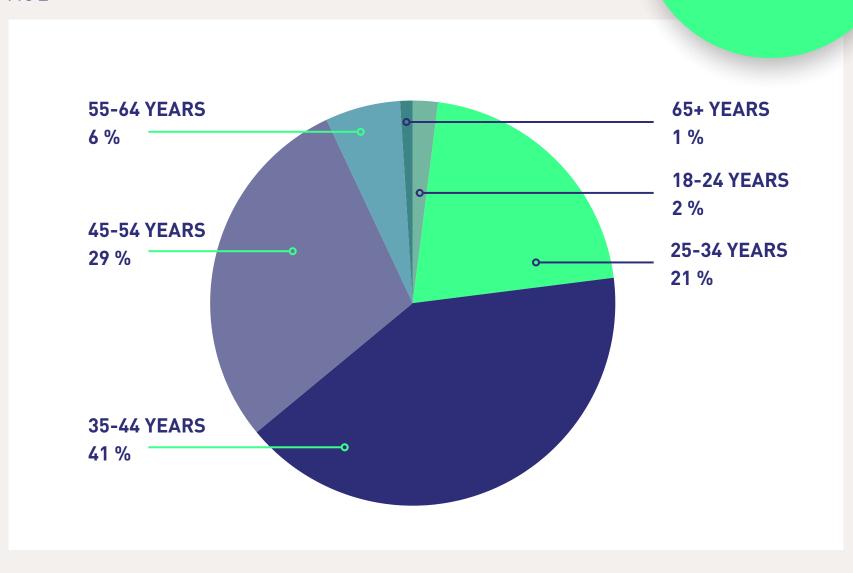
CONNECTING GLOBAL VISIONARIES AND INNOVATORS

OUR SPEAKERS

GENDER



AGE



SPEAKERS

COUNTRIES

SPEAKERS AND CONTRIBUTORS

CONTRIBUTORS FROM ALL SECTORS

ADMINISTRATION

POLITICS

INNOVATION SCIENCE & RESEARCH

NGOS, FOUNDATIONS & ASSOCIATIONS



Sampath Kumar
Principal Secretary &
Development Commissioner,
Government of Meghalaya



Omezzine Khelifa
Former Senior Advisor,
Ministry of Finance,
Tunisia



Tigran Tshorokhyan
Innovation and SDG
Finance Portfolio Manager,
UNDP Armenia



Dan Honig
Associate Professor,
Georgetown University /
University College London



James Anderson
Government Innovation
Lead, Bloomberg
Philanthropies



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



Graça FonsecaFormer Minister of Culture,
Government of Portugal



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



Manfred Laubichler
President's Professor,
Arizona State University



Lisa WitterChief Executive Officer,
Better Politics Foundation



Katja WilkenPresident,
Federal Office of
Administration



Dörte DingerState Secretary,
Office of the Federal
President of Germany



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



Simone Schwanitz
Secretary General,
Max Planck Society



Devrimsel Deniz NergizDirector,
Love Politics



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



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



Christian BasonCo-founder,
Transition Collective



Gerhard HammerschmidtProfessor of Public Management, Hertie School



Christiana BukaloFounder,
Statefree



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



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



Caroline Paulick-Thiel
Director,
Politics for Tomorrow



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



Yannick MüllerStrategic Partnerships,
CityLAB Berlin





STAGES AND FORMATS

94 SESSIONS SHOWCASING INNOVATION AND INSPIRATION





	STAGES					FORUMS					
	IMPACT STAGE	CONNECTION STAGE	TRANSFORMATION STAGE	IMAGINATION STAGE	FORUM DIGITAL TRANSFOR- MATION	FORUM NAVI- GATING CHANGE	FORUM RE- THINKING GOVER- NANCE	ACADEMY	CRUISE	MEETUP	
8 h											
9 h	THE OPENING Impact Stage (DE/ENG) Johanna Sieben, Charles Landry, Theresa Twachtmann, Thierry Lambert, Graça Fonseca										
10 h	Female Command: Frauen in Führung Schumacher, Hufnagel, Miller hosted by BMVg KI / Stellungnahme Hotz, Dietzmann Start-ups & Verwaltung Pagel, Gridl, Grass, v. Lautz, Glaser hosted by PD	Building Trust, Strengthening Europe Zadara, Peitz, Aaltola, Burmester, Kaemmereit, Lardenois hosted by PD	Why Community Matters in Government Zarek, Campbell, Srzentić, Masuda	Agilität: Erfahrungen & Ausblick Klie, Hensel, Röttger, Hill	Fachkräfte- einwanderung, aber wie? Wehmeier, Tollenaere, Oelfke, Straumann, Clemens hosted by PD		From Friction to Function Reitberger, Bukalo, Schwegmann hosted by BMW Foundation Herbert Quandt	#HaltungGestaltung- Verwaltung #PublicPurpose- Practice Klein, Arlt, Kneip, Denstädt, Jakobsen, Strauch, Ullrich hosted by Politics for Tomorrow	The We-We Approach #WEUROPEAN Schieben, von der Heide	Junge Stimmen im Staatsdienst Abramov, Fandrejewski	
11 h	Leadership Is a Collective Act Khélifa Building Better Bureaucracies Anderson The European Administrative Space Hauser hosted by PD	FLEX:Unit der Landeshauptstadt Kiel Zierau, Diekmann BunterBund Payerl, Kracmar Gemeinsam gegen Wohnungslosigkeit Klukas, Riemer hosted by PD	Game Changer Daten Grass, Nickelt, Immonen, Ibel, Erdmann hosted by Datenlabore der Bundesministerien	Cities Ahead: Culture at the Core Landry, Blau, Degenkolb, Roth, Ruta hosted by Goethe-Institut						What Can Design for Policy Be? Martens hosted by the European Commission	
12 h	Gipfelstürmer: Ziele zum Erfolg Hänig hosted by GPM Deutsche Gesell- schaft für Projektmanagement e. V. Leitplanken statt Detailsteuerung Schwanitz Potenzial der Nachnutzung Peter	Intergenerational Fairness for EU Fonseca, Khélifa, Malesinska, Srsen hosted by European Commission	The Lab Is Dead, Long Live the Lab! Rebolledo What is the Decision Theater™? Büttner, Laubichler hosted by MPI and ASU	KI-Verwaltungsinnovation im BMAS Petersson, Tekieli, Dujić, Reuter hosted by Bundesministerium für Arbeit und Soziales	Digitale Prozesse x Bauverwaltung Schlosser, Wilk, Stein-Barthelmes, Pieper, Sommer, Winkler hosted by PD	Digital Identities in Asia Jaesin, Liu, Thakur, Samse hosted by Rule of Law Programme Asia – Konrad-Adenauer- Stiftung e.V.	Decode Data2Policy: Craft Solutions Klatte, Patwal hosted by Deutsche Gesellschaft für Inter- nationale Zusammen- arbeit (GIZ) GmbH	#GemeinGüterHüten #CommonsCare- Courage Krogh Jeppesen, Walch, Kagel, Kossow, Kümper, Kliemann, Lynen hosted by Politics for Tomorrow	Beyond the Desk Zielonkowsky, Tühl	Born Again Migrant? Nergiz, Badih	
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 hosted by Bundeskanzleramt	Cloud Migration im Goethe-Institut Racek, Buck hosted by Goethe-Institut Modernisierung mit Tempo Wachholz, Habermann, Spangler hosted by PD	Reimagining Public Institutions Bason, Mulgan, Langerholc, Werneck, Agersnap						Decision Theater™ Meet-Up Laubichler, Büttner hosted by MPI of Geoan- thropology and Arizona State University	
14 h	Für einen handlungsfähigen Staat de Maizière, Bubrowski hosted by Initiative f. e. handlungsfähigen Staat Quo vadis Föderale Digitalstrategie Göbel, Wilczek hosted by PD Verwaltungsref. Berlin aktuell Klement	Change by Design Sauerbrey, Cordes hosted by Goethe-Institut Mission Driven in Challenging Times Bason, Honig, April, Witter K100 Citizens' Waterway Ganapathy, Kulkarni	Financing Public Value Creatively Temmen Transforming Procurement Ovacik, Haahr, Krogh Jeppesen	Talente gewinnen, Potenziale nutzen Zierau, Nägele, Albowitz, Niewiedzial, Nergiz	Desinformation auf dem Dienstweg Beigel, Jarvers, Fegert, Frühwirth, Müller hosted by PD	Re:Built Bureaucracy Bauermeister, Schorr, Mlynek hosted by Bundesanstalt für Immobilienaufgaben	Legal Design mit dem Bürgercheck Moldenhauer, Jacobs, Petersen, Artinger, Giesen hosted by Bundeskanzleramt	#StadtWerteWandel #UrbanValueTransi- tion Klemm, Paulick-Thiel, Müller, Tosun, Fisher, Pekol, Kosok hosted by Politics for Tomorrow	Generating Democratic Legitimacy Tadesse, Yosief	Konstruktiver Diskurs von Gehlen, von der Heide	
15 h	Future Tales from Democracy Fonseca The Joy of Citizening Rubin, Alexander	Update zum Servicestandard Tiedt, Käck Open Data trifft Open Source Melle, Lamm, Neumann hosted by byte – Bayerische Agentur für Digitales	Staatsmodernisierung jetzt! Heumann, Sinell, Amthor et al. hosted by Konrad-Adenauer-Stiftung	Governing the Unknown Wade, Lopez Egana, Caffin, Steinberg, Hagen						Tools for Social Innovation PA Stella	
16 h	Innovation für starke Demokratie Balzer, Dinger, Wilken, Günnewig, Klement hosted by Falling Walls Foundation and PD	Student Auditor Project Lima Coelho The Breakthrough Method Kruiter, Kruiter Innovating Sustainable Cities Dobrin	Proactive Inclusion Cmela DEI: Decline or Evolution? Abubakar, Udeze, Grigore, Vogt	Dialog für einen handlungsfähigen Staat Hammerschmid, Zadara, Heuberger et al. hosted by Gemeinnützige Hertie-Stiftung	Datenweitergabe und Datenlabore Azzam, von Lautz, Stötzel, Metternich, Janßen, Groschwitz hosted by PD	A Culture for Change Cordes, Koschel, Siller, Quinlivan, Kainrad, Katamish hosted by Goethe-Institut	Das Innovationsbüro im BMBFSFJ Schubart, Polth hosted by Innovationsbüro des Bundesministeriums für Bildung, Familie, Senioren, Frauen und Jugend	#MenschRegionPlanet #PeopleRegionsPlanet Kruse, Petzold, Grünewald, Afanasiev, Robinson, Witthaus, Fetzer hosted by Politics for Tomorrow	Staatsreform umsetzen Weber, Opiela	Strategic Serendipity Session Meyer-Nandi	
17 h	No Bureaucracy vs. Creative Bureaucracy Maturu, Tshorokhyan, Garrido, Srzentić	Stadtverwaltung 2030 – Zukunft jetzt! Landis, Klein, Klein, Sager, Binder hosted by Landeshauptstadt Stuttgart (LHS) / Städtetag Baden-Württemberg	Zeit für Bündelung im Föderalstaat Reifurth, Kühn hosted by PD Bürokratie und Vertrauen Rose Verwaltung schneller digitalisieren Strutz, Hesse	Strg+Ctrl+Entf Verwaltung. UPSTATE! Bosch, Brinkhaus, Andresen, Schlömer, Öztürk hosted by Bundesministerium der Verteidigung						Dear 2050: Notes on Climate Justice Alvarez Vega, Kaur Badhan	
	THE CLOSING Impact Stage (DE/ENG										
19 h	CREATIVE BUREAUCRATS NIGHT Networking, Music and Games										
23 h	Neworking, Music and Games										





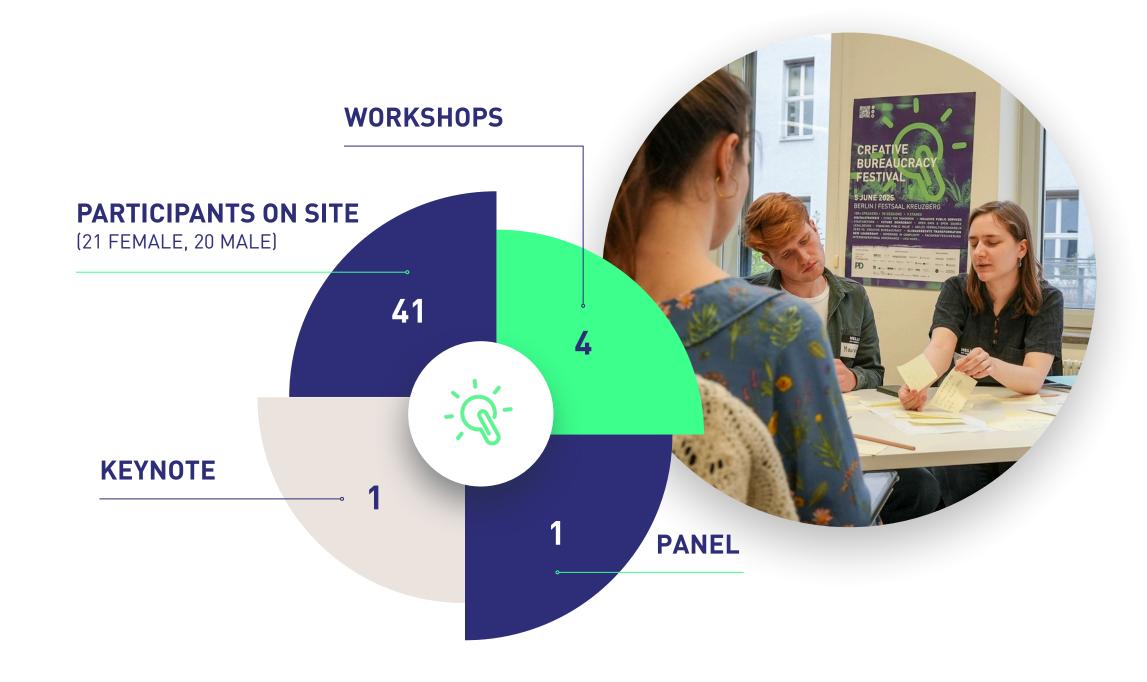
FESTIVAL WARM-UP EVENTS

FESTIVAL WARM-UP EVENTS

YOUNG BUREAUCRATS EVENT

4 JUNE 2025

At the Young Bureaucrats Event on 4 June at the Hertie School, early-career public servants developed ideas for a capable, future-oriented public administration. A day before the Creative Bureaucracy Festival, they joined workshops and discussions to exchange ideas, build connections, and rethink public service.



FESTIVAL WARM-UP EVENTS

GLOBAL GOVERNMENT INNOVATORS FORUM

4 JUNE 2025

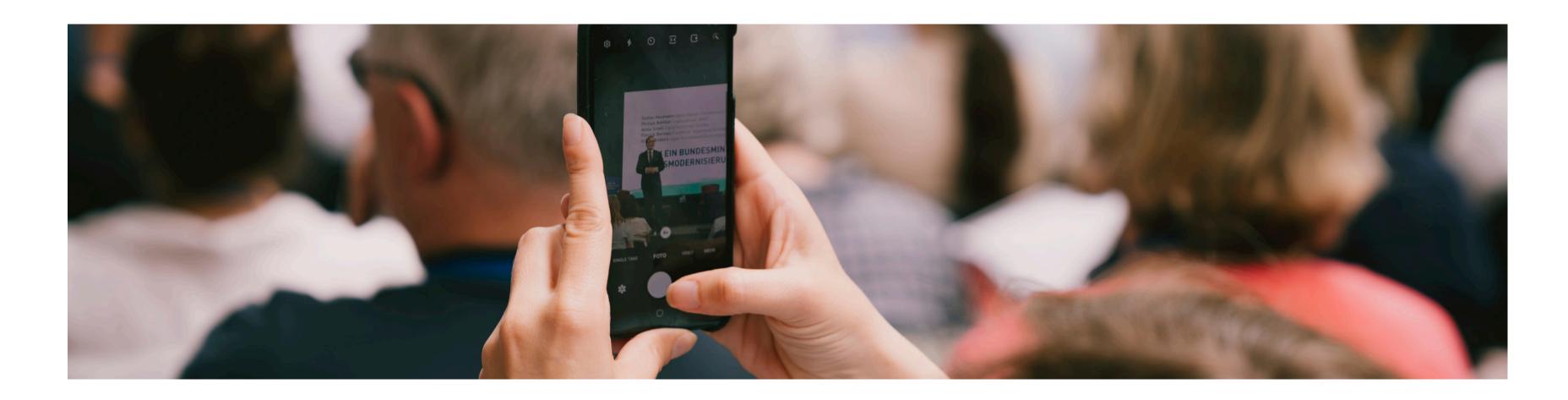
The Global Government Innovators Forum brought together key public innovation leaders from across the globe. Participants collectively set the agenda to explore both pressing concerns and promising future scenarios.

75 PARTICIPANTS FROM 20+ COUNTRIES

incl. States of Change, Government of Australia, European Commission, Georgetown University, UNDP, Federal Ministry for Economic Cooperation and Development (BMZ), Austrian Federal Chancellery, Government of Canada, Konrad-Adenauer-Stiftung, Government of Singapore, and more.







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

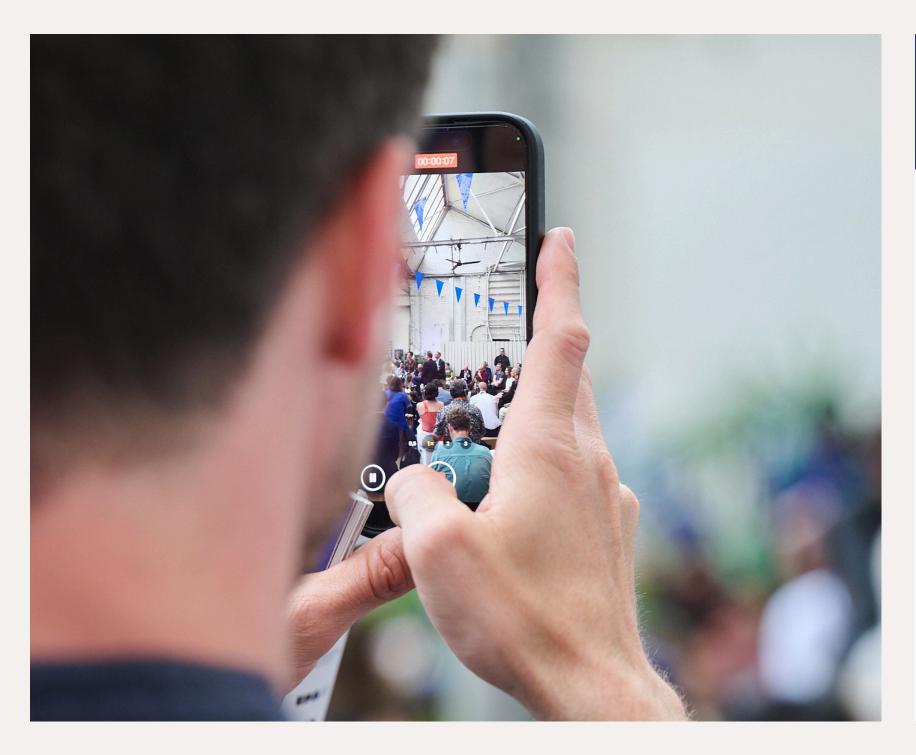
DOWNLOADS

1426

Oct 2024 - June 2025

ONLINE REACH & GROWTH

HIGHLY ENGAGED DIGITAL COMMUNITY



CHANNEL FOLLOWERS

in

LINKEDIN

10,030

GROWTH: +31%

0

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

EXTENSIVE MEDIA REACH

OUR MEDIA PARTNERS



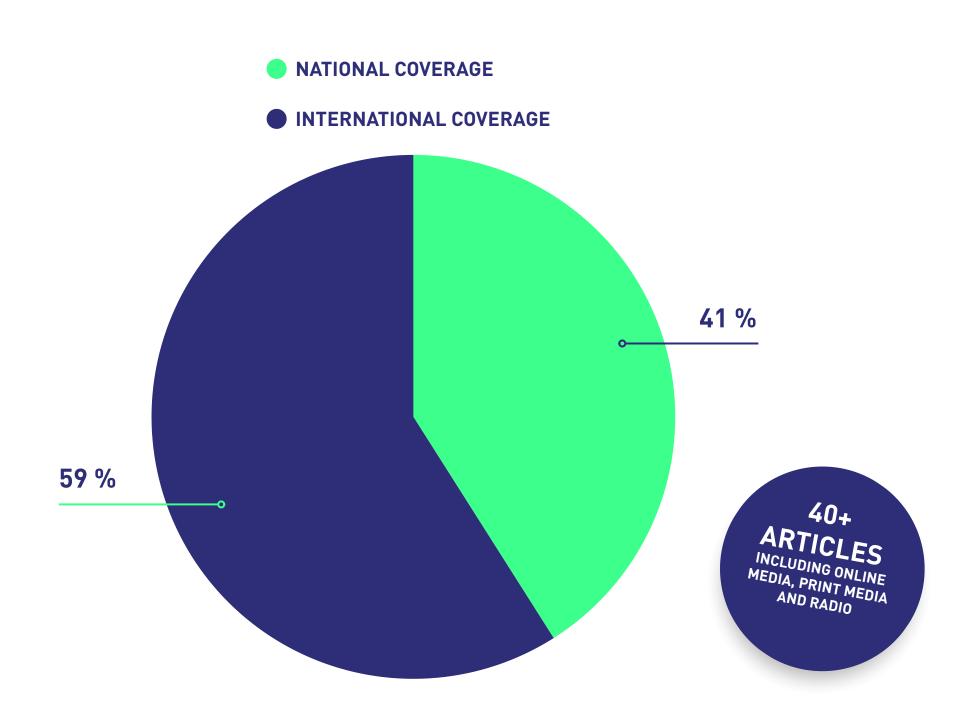








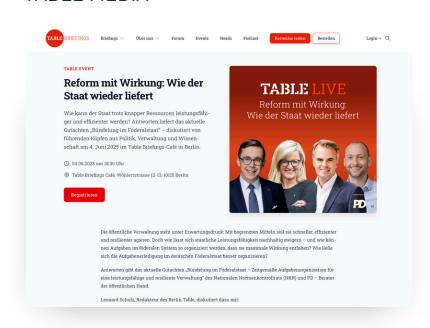




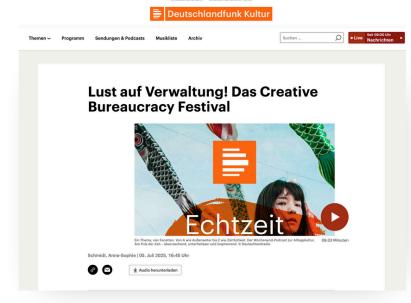
PRESS & MEDIA

INTERNATIONAL COVERAGE

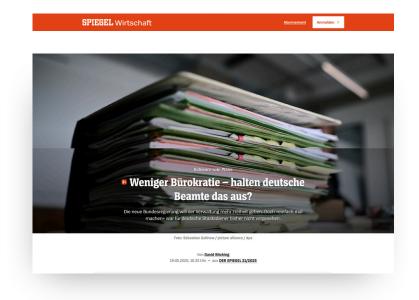
TABLE MEDIA



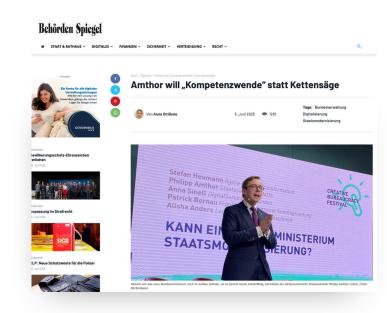
DEUTSCHLANDFUNK KULTUR



SPIEGEL WIRTSCHAFT



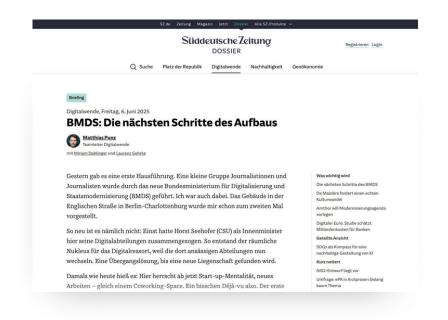
BEHÖRDEN SPIEGEL



IDEAS FOR GOOD



SÜDDEUTSCHE ZEITUNG



INDIA TODAY



DISEÑO PUBLICO







PARTICIPANT FEDBACK

PARTICIPANT FEEDBACK

A WORD FROM OUR GUESTS

"Excellent networking opportunities, full of inspiration, global connections with other countries, a wonderful atmosphere, a fantastic venue."

inspiration and want to discover pioneers, this is the place to be. It's a great way to connect with likeminded people."

"If you're looking for

"Yes, the cool kids do exist in public administration."

"An
extraordinary
gathering of
brilliant minds
and open
hearts."

"A great
opportunity to
explore cuttingedge practices in
bureaucracy, citizen
engagement, and
democracy."

"This festival
cultivates ideas and
creativity with one
goal: doing better. It's
free of political bias
and focused on
improving how we
serve society."

PARTICIPANT FEEDBACK

A WORD FROM OUR GUESTS

"Go. It will renew your passion and hope for the future of public service."

"The festival is a unique opportunity to experience innovation in bureaucracy, citizen participation, and democratic practice."

"The most inspiring festival for those driving innovation in public administration."

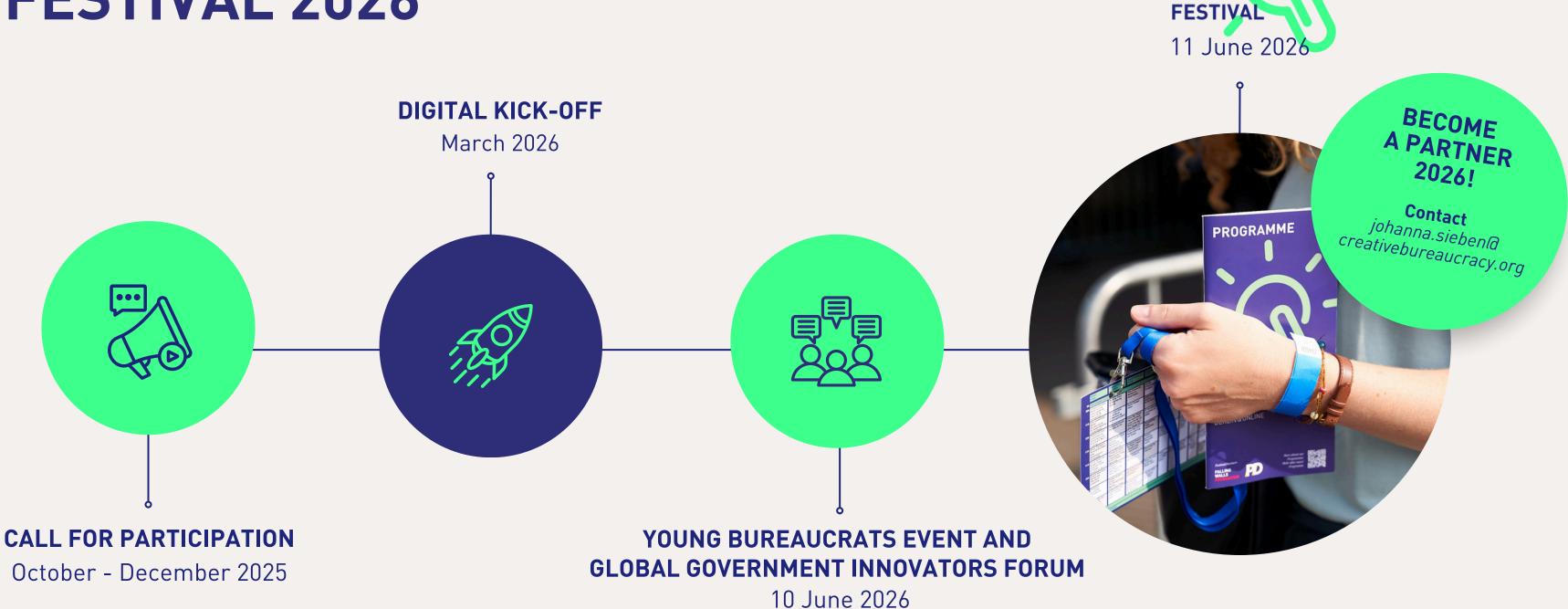
"The quality of the sessions is truly outstanding. You can tell how much thought and care goes into curating the program. You leave with ideas and inspiration you won't find anywhere else."

"Unbelievably friendly, warm, vibrant, open, and packed with expertise."

"Absolutely worth it. It is highly international, which makes it incredibly enriching. Participants come from diverse backgrounds, and I had fascinating conversations during the breaks. People were open and curious. The moderators were excellent."

OUTLOOK

CREATIVE BUREAUCRACY FESTIVAL 2026



CREATIVE

BUREAUCRAC

OUR PARTNERS & SUPPORTERS

THANK YOU

Festival Partners





Project Partners







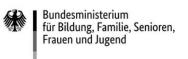


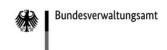






























































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