



Proceedings of the 26th Annual International Conference
on Digital Government Research (DG.O 2025)

Digital Government Fostering Social Cohesion for Reducing Inequalities

Porto Alegre, Brazil
09-12 June 2025

Flavia Bernardini, Marie Anne Macadar,
David Duenas Cid, Jooho Lee, Editors

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Publisher



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*Digital Government Fostering Social Cohesion for
Reducing Inequalities*

09 – 12, June 2025

Pontifical Catholic University of Rio Grande do Sul
Porto Alegre
Brazil

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Table of Contents

Sponsors, Co-organizers and Institutional Support	iii
Valerie Gregg International Student Fund	iv
Digital Government Society President Welcome Letter	v
Conference Chairs Welcome Letter	vi
Program Chairs Welcome Letter	vii
Conference Organization Committee	viii
Track Chairs.....	ix
Program Committee	xi
Research Papers	xv
Policy Papers	xxiv
Panels	xxv
Posters	xxv
Practical Reports	xxvii
Workshops	xxviii

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Valerie Greg International Student Fund



The Board of the Digital Government Society inaugurated the Valerie Gregg International Student Fund (the Fund) to honor Valerie Gregg's commitment to building a sustainable digital government research community. As an NSF program manager for digital government, Valerie worked tirelessly to build bridges across disciplines, professions, and cultures. The Fund, seeded with a bequest from her estate, is dedicated to Valerie's special interest in supporting doctoral students as they embark on their research careers. To continue her legacy and honor her dedication, the DGS is seeking personal and institutional contributions to the Fund on an ongoing basis for the purpose of funding the participation of doctoral students in the Doctoral Colloquium at the International Conference on Digital Government Research.

To contribute to the Fund, please contact Mila Gasco-Hernandez mgasco@albany.edu, Treasurer of the Digital Government Society.

Digital Government Society President Welcome Letter

Dear Digital Government Society Members, distinguished guests, and participants,

It is my great honor to welcome you to our annual International Digital Government Research Conference. For 26 years now, DG.O has been a meaningful platform where our members meet and advance digital government research in a collaborative way. Together, we share groundbreaking ideas, dive into insightful debates, and build long lasting networks and communities. We are thrilled to announce that this year, following the pattern of Poland and Taiwan conferences in the last two years, DG.O has attracted a historical number of submissions and participations. We received around 210 registrations from 32 countries in different parts of the world. You all are part of the history of this exciting community that has been and will continue to shape the development of research on the future of governance and society.

Last year, when I said that we were facing an unprecedented complexity in our world. I did not anticipate how rapidly the complexity could grow, evolve and shift. We always say that technology is a double-edged sword, but never before, it showed us just how alarmingly, technology can move the dial and play such critical role in both providing solutions and exacerbating the nature of many problems facing the public sector and our society. To name a few, climate modeling and monitoring, renewable energy tech, global health data sharing, pandemic monitoring and prediction, digital identity, vaccine/treatment development and distribution brings new hopes and solutions. Yet, cyber warfare and cybersecurity, misinformation and disinformation, AI surveillance and loss of privacy, automation and job displacement, and digital exclusion introduces yet a whole set of wicked problems and instability to our collective future.

To address these opportunities and pressing issues, researchers and practitioners must work together to create global standards, governance structures, and collaboration frameworks that can maximize technology's benefits while minimizing its risks.

The Digital Government Research Conference (DG.O) in Porto Alegre, Brazil is significant not only because it brings together leading scholars and professionals but also because it provides a platform for discussions that can shape the future of public governance worldwide. For Brazil and Latin America, it represents an opportunity to lead the digital governance conversation and create solutions that can improve transparency, service delivery, inclusion and equality in the society. The discussion taken place in this conference can have lasting and global implications for digital government research and practices.

Here, I wish to express my deepest gratitude to the host and conference organizing teams. So much planning and execution efforts have been done to make this conference a productive venue. The conference chairs, program chairs, poster chairs, doctoral colloquium chairs, and program committee has, once again, excelled in bringing in a variety of thought stimulating topics and speakers. I would especially like to highlight the contribution of Edimara Luciano, who has been extremely persistent, and hardworking in leading the organizing team. Our gratitude goes to the Program Chairs David Duenas Cid, Marie Anne Macadar, and Flavia Bernardini, and Yu-Che Chen for all your dedication and work, and for creating the inspiring conference program.

Sincerely thanks to all the track chairs who reached out to the potential contributors and managed the review in a short period of time, and reviewers for responding in such prompt fashion. **Also, thanks go to all the staff and the student volunteers for managing all the sessions. Finally, I would like to thank all our sponsors for their support of the different awards and activities of the conference.**

Jing Zhang, Clark University, USA
President of the Digital Government Society

Conference Chairs Welcome Letter

It is our great pleasure to present the proceedings of the 26th Annual International Conference on Digital Government Research (DG.O 2025), held in Porto Alegre, the capital of Rio Grande do Sul, Brazil, from June 9 to 12, 2025. This edition was a landmark for the community: not only the 26th in a long and successful series, but also the very first time the conference took place in South America. The occasion brought together colleagues from 32 countries across different world regions, making DG.O 2025 a truly global gathering and one of the largest in the history of the conference.

The conference was hosted on the beautiful campus of the Pontifical Catholic University of Rio Grande do Sul (PUCRS), which provided excellent facilities and a vibrant setting for academic exchange. Beyond the university, the event was immersed in the welcoming culture of southern Brazil and the broader Brazilian context — a country marked by rich traditions, diversity, and hospitality. This atmosphere contributed to an inspiring environment for dialogue, reflection, and collaboration, fully in line with the ethos of the DG.O community.

Organized under the auspices of the Digital Government Society (DGS), DG.O 2025 welcomed around two hundred participants. This proceedings shows the complete versions of the 119 papers presented over the course of four days, across 24 thematic tracks, chaired by 63 colleagues. Many served in multiple roles, reflecting the dedication and collaborative spirit that characterize our community. Together, these efforts ensured both the scientific quality and the intellectual diversity of the program.

The theme of DG.O 2025, Digital Government Fostering Social Cohesion for Reducing Inequalities, was particularly meaningful in the Brazilian context and resonated strongly with broader global debates. Digital government goes far beyond technology: it holds the potential to address persistent social and economic disparities. Social cohesion is both a challenge and an aspiration in societies marked by inequality, and the Brazilian and Latin American contexts underscore the importance of inclusive initiatives that promote belonging, engagement, trust, and resilience.

The diversity of the program reflected this theme in multiple ways. Tracks and sessions explored, among others, artificial intelligence and ethics in government, data-driven governance and open data, digital transformation strategies, cybersecurity and responsible innovation, digital democracy and GovTech platforms, smart cities, and citizen engagement. These contributions showcased a wide range of methodologies — from computational modeling to in-depth case studies, qualitative approaches, participatory design, and mixed methods — underscoring the intellectual richness of the field.

The value of DG.O 2025 was not only academic but also cultural and geographic. Just as digital government research addresses questions of inclusion, participation, and shared value, the conference itself embodied these principles by bringing together scholars and practitioners from diverse regions, traditions, and perspectives. Hosting DG.O in Brazil, a country with extraordinary social, cultural, and ethnic diversity, reinforced the importance of connecting academic studies with real-world challenges in societies where inequalities are acute but opportunities for innovation and collaboration are equally significant.

Organizing DG.O 2025 was a collective effort made possible by the energy, generosity, and commitment of many individuals and institutions. We are deeply grateful to the authors, reviewers, track chairs, and program committee members, whose contributions ensured the quality of these proceedings. We thank the keynote speakers, panelists, PhD students attending the Ph.D. Colloquium, poster, and workshops participants, and paper sessions attendees, whose engagement enriched the debates and fostered new opportunities for collaboration.

We expect that the papers collected in these proceedings will not only document the contributions of DG.O 2025 but also inspire further inquiry and collaboration. May they provide fruitful reading and generate insights that advance research and create impact in practice, contributing to our shared endeavor of fostering digital government that promotes social cohesion and reduces inequalities worldwide.

Edimara M. Luciano, Pontifical Catholic University of Rio Grande do Sul, Brazil

Jing Zhang, Clark University, USA

Yu-Che Chen, University of Nebraska at Omaha, USA

Tomasz Janowski, Gdańsk University of Technology, Poland

DG.O 2025 Conference Chairs

Program Chairs Welcome Letter

Dear Colleagues,

Welcome to the 26th Annual International Conference on Digital Government Research!

This year, our conference theme is "Digital Government Fostering Social Cohesion for Reducing Inequalities". We have received a diverse and high-quality range of submissions, totaling 268 papers. From these submissions, we have accepted 119 papers, 5 panels, 6 workshops, and 28 posters for presentation at the conference.

None of this would have been possible without the dedication of our program committee members. A total of 240 committee members contributed with more than 550 comprehensive reviews to assess the quality of the submissions. The papers were selected through a rigorous and competitive process guided by 74 track chairs of 24 tracks, all of whom worked diligently to ensure a successful conference. We extend our sincere thanks to everyone who has been part of this effort: the organizing committee, program committee members, Ph.D. volunteers, and Digital Government Society members who contributed to managing the conference, including Mila Gasco and Paula Hauser, as well as Loni Hagen for the website support. We also sincerely thank Frederique Belliard, Monique IJzinga, and Rixt Tuinstra from the TU Delft library, who were responsible for publishing the proceedings, Érica Menezes for supporting the work of the Program Chairs, and José Viterbo Filho for all the support in pioneering this new proceedings process.

We are confident that you will find the DG.O 2025 conference to be a source of stimulating content, ideas, discussions, and research avenues that will contribute to your professional development. We are delighted to have played a role in the success of this year's conference and hope it serves as a stepping stone for future endeavors.

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Yi-Fan Wang, University of Nebraska at Omaha, USA
Yiwei Gong, Wuhan University, China
Yu-Che Chen, University of Nebraska at Omaha, USA
Yue Gao, Clark University, USA
Yuliia Bartashevskaya, Alfred Nobel University, Ukraine
Yuri Misnikov, University of Leeds, UK
Zepeng Gong, University of Electronic Science and Technology of China, China
Zoi Lachana, University of the Aegean, Greece

Research Papers

Track: Application of Artificial Intelligence, Data Science, and Computational Methods for Data-driven governance

Track Chairs:

Loni Hagen, University of South Florida, USA

Kellyton Brito, Universidade Federal Rural de Pernambuco, Brazil

Charalampos Alexopoulos, University of the Aegean, Greece

David Valle-Cruz, Universidad Autónoma del Estado de México, Mexico

Shefali Virkar, WU Vienna University of Economics and Business, Austria

Advanced Leveraging of Government Data on Firms' Vulnerability to Crisis Using Artificial Intelligence02

Mohsan Ali, Euripidis Louki, Yannis Charalabidis, Charalampos Alexopoulos

Applying Active Learning in Named Entity Recognition Corpora Expansion in Legal Domain 15

Rafael Pereira de Gouveia, André Carlos Ponce de Leon Ferreira de Carvalho, Ellen Polliana Ramos Souza, Hidelberg Oliveira Albuquerque, Douglas Vitório, Nadia Felix Felipe da Silva

Assessing rule-based document segmentation and word normalization for legal ruling classification31

Giliard Godoi, Adriano Rivolli, Daniela Lopes Freire, Fabíola Souza Fernandes Pereira, Nubia Regina Ventura, Alex Marino Gonçalves de Almeida, Luís Paulo Faina Garcia, Márcio de Souza Dias, André C. P. L. F. de Carvalho

Automating Test Design Using LLM - Results from an Empirical Study on the Public Sector41

Artur Cavalcanti, Luan Accioly, George Valença, Sidney C. Nogueira, Ana Carolina Morais, Antônio Oliveira, Sérgio Gomes

Comparing Machine Learning and an Expert System for Legal Document Classification56

José Jorge de Queiroz Santos Filho, Filipe Araujo Dantas, Melquezedeqe da Silva Lima, Shirley Barbosa dos Santos, Galilleu Genesis, Maria Gabriely Lima da Silva, Alvaro Farias Pinheiro, Eraylson Galdino da Silva

Data-Driven Analysis for Improving Educational Policies: A Case in Brazil's Textbook Program58

André Araújo, Rafael Araújo, Luciano Cabral, Luciane Silva, Hilario Tomaz, Emerson Martins, Diego Dermeval, Álvaro Sobrinho, Alan Pedro Silva, Leonardo Marques, Filipe Recch, Sebastian Munoz-Najar Galvez, Seiji Isotani, Ig Ibert Bittencourt

Development and Deployment of Sentiment Analysis AI on Citizens' Feedback in Goiás81

Rafaela Morais Rosa, Jessé Daniel de Souza, Camila Do Nascimento Freitas

Enhancing Open Data Findability: Fine-Tuning LLMs(T5) for Metadata Generation.....93

Umair Ahmed, Andrea Polini

Ensuring Data Quality in National Educational Databases: Insights from Brazil's Centralized Database of High School Students' Data107

Abílio Barros, Emanuel Queiroga, Markson Rebelo Marcolino, Débora Barbosa Leite Silva, Diego Dermeval, André Lima, Leonardo Brandão Marques, Cristian Cechinel, Thales Miranda de Almeida Vieira

Forecasting Student Enrollments in Brazilian Schools for Equitable and Efficient Education Resource Allocation121

Lenardo Silva, Luciano Cabral, Jário Santos Júnior, Luam Santos, Thyago Oliveira, Breno Costa, Joana Lobo, Dalgoberto Pinho Júnior, Nicholas Cruz, Rafael Silva, Bruno Pimentel

***Interactive Data Visualization for Decision-making in Government-funded Advanced Research Computing Service*136**
Xiaoyue Cheng, Yu-Che Chen, Richard Knepper, Andrew Burk

***Leveraging String Similarity Algorithms for Educational Data Validation: A Scalable Approach for Digital Governance*151**
Débora Barbosa Leite Silva, Emanuel Queiroga, Markson Rebelo Marcolino, Abílio Nogueira Barros, Diego Dermeval, André Lima, Thales Miranda de Almeida Vieira, Leonardo Brandão Marques, Cristian Cechinel

Track: Artificial Intelligence Transforming the Public Sector

Track Chairs:

Marijn Janssen, Delft University, The Netherlands

Adegboyega Ojo, Carleton University, Canada

Sehl Mellouli, Université Laval, Canada

***AI drifting and converting emergency policies: an institutional theory perspective*165**
Francesco Gualdi, Vincent Ong

***AI-Driven Innovation and Collaboration in Public Services: A Review and Taxonomy*175**
Ramon Chaves, Gustavo Araujo de Oliveira, Carlos Eduardo Barbosa, Jano Moreira de Souza

***AI-Driven Public Consultation Platforms: Transforming Civic Engagement in Local Governments*196**
Meredith Dedema, Loni Hagen

***Algorithmic fairness as sociotechnical system: A typology of the information construct*211**
Mortaza S. Bargh, Sunil Choenni, Floris ter Braak

***Developing competences for AI in the Public Sector: The AI4GOV Canvas*223**
Gianluca Carlo Misuraca, Rony Medaglia, Claudio Faijoo Gonzalez, Marzia Mortati, Colin van Noordt

***Emerging models of national competent authorities under the EU AI Act*242**
Emanuele Parisini, Eduard Dervishaj

Track: Data-Driven Services in Government for Evidence-Based Policy and Public Value

Track Chairs:

Hsien-Lee Tseng, National University of Taiwan, Taiwan

Magdalena Ciesielska, Gdańsk University of Technology, Poland

***Digital Public Service Quality (PS-DigQual): Proposal of a Multidimensional Framework*266**
Juliano Alves, Luciana Battistella, Eliete Lehnhart, Kelmara Vieira, Vinícius Zonatto

***Factors Affecting the Use of Evidence in Public Sector Programmes in South Africa: A Systematic Review of Outcome 8 programmes*281**
Lesedi Senamele Matlala

***Triple Transition Ecosystem As Catalyst of Public Value Generation*296**
Dimitrios Symeonidis, Anastasija Nikiforova

Track: Digital Democracy & AI

Track Chairs:

Jawad Haqbeen, Kyoto University, Japan

Takayuki Ito, Kyoto University, Japan

Sofia Sahab, Kyoto University, Japan

***Assessment of the LLM-Based Chatbots on Student Engagement and Learning Outcomes in Afghanistan* 320**
Jawad Haqbeen, Sofia Sahab, Takayuki Ito

***GoViz: A Visualization Tool for Empowering Transparency in Government Speech*330**
Larissa Guder, João Paulo Aires, Isabel Manssour, Dalvan Griebler

***Not only what, but also when: Understanding Brazilian political comments on legislative bills over time through Stance Detection and Topic Modeling*342**
Matheus Cerqueira, Nádia Félix Felipe da Silva, Ellen Souza, Hidelberg Oliveira Albuquerque, Márcio de Souza Dias, André C. P. L. F. de Carvalho

Track: Digital Government and Sustainable Development Goals

Track Chairs:

Jolien Ubacht, TU Delft, the Netherlands

Iryna Susha, Utrecht University, the Netherlands

Rony Medaglia, Copenhagen Business School, Denmark

Manuella Maia Ribeiro, Regional Center for Studies on the Development of the Information Society, Brazil

***Geospatial artificial intelligence for automating forest land encroachment detection in India* 355**
Soorya Narayan Satheesh

Track: Digital Government Cybersecurity Management: Paradoxical Tensions and Responsible Innovation

Track Chairs:

Sukumar Ganapati, Florida International University, USA

Kevin C. Desouza, Queensland University of Technology, Australia

Donavon A. Johnson, Florida International University, USA

***Enhancing Government Efficiency Through Cybersecurity Hardening*371**
Shreyas Kumar, Anika Garg, Maitreya Niranjana

***Managing AI risks in the Public Sector: A Distributed Digital Leadership Approach*386**
Boniface Ushaka Adie, Elizabeth Valentine, Mary Tate, Wonhyuk Cho

Track: Digital Government for Stronger Society

Track Chairs:

David Duenas-Cid, Kozminski University, Poland

Elsa Estevez, Universidad Nacional del Sur, Argentina

Tomasz Janowski, Gdańsk University of Technology, Poland; University for Continuing Education Krems, Austria

***Assessing Challenges in the Implementation of Digital Services by the NUG: A Sociotechnical Framework Perspective*400**
Kyaw Lwin, Myat Su Thwe

***Crowdsourcing in Municipal Ombudsman Offices: A Systematic Literature Review*415**
Jean Zahn, Erica Mourão, Jose Viterbo, Cristiano Maciel, Flavia Bernardini

***Is Digital Government Strengthening or Weakening Society? Exploratory Study*430**
David Duenas-Cid, Elsa Estevez, Tomasz Janowski, Grażyna Musiatowicz-Podbiał

***Towards an empowered 'Platform State'? Digital Platforms, Infrastructural Power, and the Transformation of State Authority*445**
Gianmarco Cristofari, Paolo Gerbaudo

Track: Digital Platform Government and Core Public Values

Track Chairs:

JooHo Lee, University of Nebraska at Omaha, USA

Wookjoon Sung, Seoul National University of Science and Technology, South Korea

***Citizen's interaction, perceived benefits, and effectiveness of open government data on trust in government*458**
Hanım Astuti, Charles Hinnant

***Digital Platform Government in the Promotion of Brazilian Audiovisual Content*471**
Lorena Abs, Anderson Barbosa, Vivian Pontes, Julia Rosa, Aluísio Rego, Thiago Cordeiro, Luciana Santa Rita, Adriana Gomes, Lina Távora, Daniela Fernandes

Track: Digital Transformation in Subnational Governments

Track Chairs:

Beatriz Barreto B. Lanza, IDB, Brazil

J. Ramon Gil-Garcia, CTG SUNY Albany, USA

Maria Alexandra Cunha, Fundação Getúlio Vargas, Brazil

Thiago José Tavares Ávila, Fundação Getulio Vargas, Brazil

***Application of Design Thinking in Digital Transformation in Human Resources in the Public Sector*479**
Iury Monte, Marcelo Marinho, Robson Medeiros, George Valença, Uilca Cardoso, Julian Araújo, Ricardo Alves

***Brazilian Federal Institutions as Intermediaries: Driving Digital Transformation Through Open Innovation*489**
Joel Lima-Júnior, Kiev Gama, Jorge Correia-Neto

***Developing a BI Solution for Public Process Monitoring*503**
Rafael José Moura da Silva, Maria Gizele Alves Do Nascimento, George Valença, Kellyton Brito, Glória Fraga, Sérgio Peixoto, Ermeson Andrade

***Digital Transformation, Technology, and Innovation: Analysis of Mayoral Candidates' Proposals in the 2024 Brazilian Municipal Elections*516**
Daniel Valotto, Beatriz Lanza, Thiago Ávila

***How can E-Government respond to the Digital Divide? Two Case Studies from Brazil*529**
Bruno Andrade de Figueiredo, Manuela Cortez da Cunha Cruz

***Integrating an Online Management System into Technical Schools: A Step Toward Digital Transformation*541**
Suellen Lages, Pedro Clarindo da Silva Neto, Elmo Batista de Faria, Josiel Maimone Figueiredo, Arthur Octávio Oliveira Confessor

***The implementation of an integrated education data system at national level: the case of the Sistema Gestão Presente*553**
Fabiola Peres, Carla da Silva, Ana Beatriz Fernandes

What drives local governments' digital transformation in Brazil?565
Lizandro Lui, Rafael Barbosa de Aguiar, Lidia Ten Cate, Samuel Melo

Wind of Change or Just Another Digitalization Breeze? Lessons from Municipal Digital Change Agent Initiatives579
Ina Jäger, Andreas Hein, Helmut Krömer

Track: Generative Artificial Intelligence in Government

Track Chairs:

Fadi Salem, MBR School of Government, United Arab Emirates

Gianluca Misuraca, Universidad Politécnica de Madrid, Spain

Theresa A. Pardo, University at Albany, USA

Analysis of automation and retraining opportunities for the Brazilian federal public service608
Yuri Lima, Luana Passos, Jano Souza

A Generative AI approach for creating and validating simplified versions of government documents625
Karine Alves, Matheus Silva, Edney Santos, George Valença, Kellyton Brito

Exploring generative AI effects on Korean civil servants' performance: Power and motivation640
Sukwon Choi, Wookjoon Sung, Jooho Lee

Performance Analysis of LLMs for Abstractive Summarization of Brazilian Legislative Documents655
Danilo Carlos Gouveia de Lucena, Ellen Polliana Ramos Souza Pereira, Adriano Lorena Inacio de Oliveira, Hidelberg Oliveira Albuquerque, Nádia Félix, André Carlos Ponce de Leon Ferreira De Carvalho

Use of AI tools in the Colombian Judiciary: Findings from Three Surveys665
Juan David Gutiérrez and David Stiven Peralta

Track: GovTech and Digital Autonomy

Track Chairs:

Nitesh Bharosa, Delft University of Technology, The Netherlands

Tomasz Janowski, Gdańsk University of Technology, Poland; University for Continuing Education KREMS, Austria

Luiz Pinheiro, Positivo University, Brazil

Yogesh K Dwivedi, Swansea University, United Kingdom

Breaking Tech Monopolies: The Role of Public Procurement in Fostering SME-Led Innovation in Europe682
Jan Westermann, Gerhard Klassen, Luca Tom Bauer, Robin Fritzsche

Diversity in GovTech: Who's Represented in Innovative Technology Supplied to Public Administration?697
Luca T. Bauer, Marc Wyszynski, Björn Niehaves

From Complexity to Clarity: A Taxonomy of GovTech Startup Business Models for Public Sector Innovation711
Lukas Daßler, Tessa Ruckstuhl, Andreas Hein, Helmut Krömer

Move Fast and Break Things? Barriers to GovTech Procurement in the United Kingdom726
Nathan Davies, Keegan McBride, Moritz Kleinaltenkamp

Track: Increasing citizen engagement and active citizenship through digital government

Track Chairs:

Edimara M. Luciano, Pontifical Catholic University of Rio Grande do Sul, Brazil

Gabriela V. Pereira, University for Continuing Education Krems, Austria

Carmine Bianchi, Università degli Studi di Palermo, Italy

Child-focused challenges in the digital transformation of government services.....742

Mercy Makpor

Fast Track for Collaborative Solutions: A Methodology for Public Service Design Workshops Supported by LLMs755

Wander Cleber Maria Pereira da Silva, Edna Dias Canedo, George Marsicano Correa, Henrique Gomes de Moura, Paula Emilyn Deodato Franco, Giovanna Galvão Novaes Santana, Rejane Maria da Costa Figueiredo

Game elements enabling citizens' engagement: an integrative literature review into elements, motivations, drivers and barriers770

Budi Satrio, Fernando Kleiman, Marijn Janssen

How Could Public Libraries Empower Communities to Participate in Government AI Initiatives? A Practical View of Benefits and Challenges785

Zong-Xian Huang, Mila Gascó-Hernandez, J. Ramon Gil-Garcia

What do we know about E-participation at the Local Level?795

Claucia Piccoli Faganello, Edimara Mezzomo Luciano, Gabriela Viale Pereira

Track: Legal Informatics – Foundations and Applications

Track Chairs:

Peter Parycek, Fraunhofer Fokus, Germany

João Maurício Adeodato, Federal University of Pernambuco, Brazil

Diogo Sasdelli, University for Continuing Education Krems, Austria

A Normal Form for Representing Legal Norms and its Visualization Through Normative Diagrams811

Diogo Sasdelli, Bianca Steffes, Moussa Hermann, Mari Chitashvili, Clara Wüst

The Role of Regulatory Frameworks in Shaping E- Governance: Insights from Selected Case Studies826

Zoran Jordanoski

Track: Organizational Factors, Adoption Issues, and Value Creation of Digital Government

Track Chairs:

Michael Ahn, UMass Boston, USA

Luis F. Luna-Reyes, University at Albany, USA

Jing Zhang, Clark University, Main, USA

Chris Hinnant, Florida State University, USA

Enhancing Public Procurement Through GRC Management: Navigating the evolving EU Regulatory Landscape842

Andreas Schmitz, Maria Wimmer

<i>Generation of public value through the adoption of government blockchain networks: The analysis of the Brazilian federal government</i>	857
Milber Bourguignon, Marie Anne Macadar Moron	
<i>Integrating VR/AR and AI-Chatbots in the Public Sector: Barriers and Synergies</i>	872
Raphael Palombo, Jan Westermann, Jette Friederike Pröschild	
<i>Multi-level Collaborative Governance Framework for Designing Accountable AI Systems for Emergency Management</i>	883
Yu-Che Chen, Chun-Hua Tsai, Edouardo Zendejas	
<i>Rethinking AI Readiness: A Framework for LMICs with Argentina as Case Study</i>	893
Lucia Mariana Galarreta Bolia	
<i>The wallet demarcation problem: developing a taxonomy for classifying digital wallets.....</i>	907
Bert Lukkien, Mark de Reuver, Nitesh Bharosa	
<i>Unleashing Public Sector Innovation: Exploring the Impact of Big Data Analytics and Value-Driven Capabilities on Digital Governance</i>	922
Sulemana Bankuoru Egala, Abdul-Hamid Sokun Alhassan, John Asibuo Boakye	
<i>Using ICT to Patch the Shortcomings of New Public Management in a Post-Communist Welfare State</i>	936
Sebastian Sosnowski	
<i>Why broadband availability differs across states in the U.S.?: Exploring the role of state administrative capacity</i>	949
Hanim Astuti, Caroline Stratton, Charles Hinnant	
Track: Re-imagining flexible work in the public service: the shift to remote and hybrid offices	
Track Chairs:	
Fernando Kleiman, TUDelft, The Netherlands	
Maria Gintova, McMaster University, USA	
<i>Are hybrid work arrangements in the public sector fair and equitable? Examining perspectives of Ontario Public Servants</i>	965
Maria Gintova	
<i>Challenges for monitoring flexible work: trade-offs of formal and informal information systems use</i>	976
Fernando Kleiman, Camila da Silveira Machado, Nathália Junca Nogueira	
<i>Remote and hybrid work in crime victim services: A scoping review</i>	986
Lane Gillespie, Tara Richards, Emilie Whitehouse	
Track: Smart Cities for Social Cohesion	
Track Chairs:	
Leonidas Anthopoulos, University of Thessaly, Greece	
Soon Ae Chun, City University of New York, USA	
<i>Bridging the Metaverse and Social Cohesion in Smart Cities</i>	1006
Elli Kontogianni, Leonidas Anthopoulos	

Context-sensitive measurement: Addressing the local context in smart city assessment1021
Manuella Maia Ribeiro, Erico Przebylłowicz, Delfina Soares

Digital Inclusion and Social Cohesion in Smart Cities: Overcoming Barriers in the Digital Age1034
Christos Karelis, Zoi Lachana, Irina Gorelova, Charalampos Alexopoulos, Nikoleta Lavdaria, Francesco Bellini, Yannis Charalabidis

European urban strategic initiatives involving emerging technologies for addressing climate change1045
Manuel Pedro Rodríguez Bolívar, Cristina Alcaide-Muñoz, Laura Alcaide-Muñoz, María Rocío de la Torre-Martínez

Opportunities and Challenges for Management and Governance in Smart Cities in Brazil1061
Luísa Paseto, Marcia Regina Martins Martinez Corso, Andre Carlos Ponce de Leon Ferreira de Carvalho

Towards social cohesion: understanding local migration governance's barriers in global south smart cities1068
Rosiane Alves Palacios, Edimara Luciano, Gabriela Viale Pereira

Track: Social Media and Government - Democratic challenges, regulation, uses of platforms, and actors' behavior

Track Chairs:

Rodrigo Sandoval-Almazan, Universidad Autónoma del Estado de México, México

J. Ignacio Criado, Universidad Autónoma de Madrid, Spain

Nadzeja Sabatini, Gdansk University of Technology, Poland; Università della Svizzera italiana, Switzerland

Kellyton Brito, Universidade Federal Rural de Pernambuco, Brazil

Factors Influencing the Potential Adoption of Social Media for Citizen-Based Monitoring in South Africa1083
Lesedi Senamele Matlala

Flying chairs, heated takes: a discourse analysis of audience comments on the São Paulo Mayoral debate across five major YouTube news channels1102
Gabriela Birnfeld Kurtz, Stefano de Paris Carraro, Roberto Tietzmann, Isabel Harb Manssour, Milene Selbach Silveira, Carlos Roberto Gaspar Teixeira

From Theory to Telegram: Enabling Factors of Anti-vaccine Disinformation in Brazil1116
Julie Ricard, Ergon Cugler de Moraes Silva, Ivette Yañez, Leticia Hora

Social media and deliberation in the period of COVID-19 crisis: transforming political interaction between citizens and Russian authorities in the digital sphere1134
Daniil Volkovskii, Olga Filatova

Using Generative AI for Identifying Electoral Irregularities on Social Media1147
Sidney Moura, Edney Santos, Pablo Sampaio, Kellyton Brito

Track: Sustainable and Ethical Public Service Co-Creation

Track Chairs:

Nina Rizun, University of Technology, Poland

Noella Edelmann, University of Continuing Education Krems, Austria

***AI-enabled co-creation for evidence-based policymaking: A conceptual model*1162**
Nina Rizun, Noella Edelmann, Tomasz Janowski, Aleksandra Revina

***Collaborative Governance for the Construction of Public Policies on Social Sustainability*1177**
Sabrina Callegaro

***Evaluation of Public Services Through the Lens of Digital Ethics*1191**
Narek Andreasyan, Daniele Buson, José Mancera, Edy Portmann, Luis Terán

Track: Sustainable Public and Open Data Ecosystems for inclusive and innovative Digital Government

Track Chairs:

Anastasija Nikiforova, University of Tartu, Estonia
Anthony Simonofski, Université de Namur ASBL, Belgium
Anneke Zuiderwijk, Delft University, The Netherlands
Manuel Pedro Rodríguez Bolívar, University of Granada, Spain

***Assessing the capability of open government data for process mining: a study on a Brazilian open data portal*1208**
Gyslla Vasconcelos, Jose Viterbo, Flavia Bernardini

***Data circulation between statistics agencies and journalists*1223**
Ricardo Kadouaki

***The Impact of Data Orchestration on Data Value Generation in the Judicial Data Ecosystem*1236**
Felipe F. Salerno, Antônio C. G. Maçada, Juliana O. Mastella

***Unpacking Digital Public Infrastructures: Foundational Capabilities for Public-Interest Digital Value Creation*1249**
Luca T. Bauer, Konrad Degen, Sofie Schönborn, Björn Niehaves

Track: Digital Government: Bachelor's and Master's Student Track

Track Chairs:

Hendrik Scholta, German University of Administrative Sciences, Germany
Chung-Pin Lee, National Taipei University, Taiwan
Guilherme C. Wiedenhöft, Federal University of Rio Grande, Brazil

***Driving Public Values through LinkedIn: Insights from the EU Digital & Tech Account*1266**
Lukas Weller, Stanislav Mahula, Joep Cromptvoets

***Lessons Learned for Local Cybersecurity: Practical Implications of a Public Sector Cyberattack for Small and Medium-Sized Municipalities*1280**
Johanna Maria Schmidt, Stanislav Mahula, Joep Cromptvoets

***Practitioners' Perceptions on Human-Centered Design Techniques in Digital Government Development*1292**
Viviane de Oliveira Garcia Coutinho, Cláudia Hazan, Maurício Ronny de Almeida Souza, André Freire

***Virtual Visions: An Exploratory Comparative Analysis of EU and US Metaverse Governance Approaches*1307**
Summer Boucher-Robinson, Stanislav Mahula, Joep Cromptvoets

Track: Dialogues about Latin America (Portuguese, Spanish and English track)

Track Chairs:

Elsa Estevez, Universidad Nacional del Sur, Argentina

Maria Alexandra Cunha, Fundação Getúlio Vargas, Brazil

Rodrigo Sandoval-Almazan, Universidad Autónoma del Estado de México, México

Caminhos rumo a uma Região de Fronteira inteligente Brasil-Argentina: iniciativas e resultados1320
Rosiane Alves Palacios

Cidadania no contexto da transformação digital na América Latina: uma proposta de framework analítico1334
João Paulo dos Santos da Silva, Diana Cruz Rodrigues

Impacto social, econômico e ambiental da implantação de soluções de governo digital1347
Bernardo Campolina, Ana Paula Silva, Lívio dos Santos, Lucas Carvalho, Everson Lopes de Aguiar, Wagner Araújo, Ana Maria Hermeto, Frederico Gonzaga Jyme Jr.

Inteligência artificial como apoio à tomada de decisão no setor público1360
Camila Sandrini, Taiane Ritta Coelho, Milton Adrião, Edelvino Razzolini Filho

Plataforma Pública de Conteúdos Audiovisuais Brasileiros Sob Demanda: Tecnologia social para formação de públicos, difusão e descentralização dos espaços de exibição1374
Luciana Santa Rita, Thiago Cordeiro, Anderson Barbosa, Natalício Santos Júnios, Christiane Cabral, Julia Rosa, Aluísio Rego, Vitor Gomes, Adriana Gomes, Lina Távora, Daniela Fernandes

Serviços eletrônicos de governo, datafication e data justice: o caso do Auxílio Emergencial no Brasil1386
Luiz Vargas, Marie Anne Macadar

Smart Communities in Climate Disasters: A Case of Porto Alegre, Brazil1401
Carolina Tavares Lopes, Edimara Luciano, Lucas Roldan

Uso de DAG e IA para inovação na gestão pública e privada1415
Cassiano Oliveira da Motta, Guilherme Costa Wiedenhöft, Mônica Fitz Oliveira

Track: Digital Government Ecosystem Cases: Collaboration for enhancing transformative innovations and overcoming challenges

Track Chairs:

Claudia Cappelli, University of Rio de Janeiro State, UERJ, Brazil

Vanessa Nunes, Inteli Leadership and Technology Institute, Brazil

From Trust Antecedents to Trust Frameworks: Co-Creating Multi-Actor Agreements for Data Sharing1438
Louise van der Peet, Nitesh Bharosa, Marijn Janssen

Policy Papers

Track: Artificial Intelligence Transforming the Public Sector

Transforming Justice: The Rise of AI in Brazilian Courts255
Fernanda Suriani, Eduardo Pacheco

Track: Data-Driven Services in Government for Evidence-Based Policy and Public Value

<i>Improving Public Health Supply Chains: Time Series Techniques for Medication Demand Forecasting</i>	309
Ilka De Meo, João Gonçalves	

Track: Digital Transformation in Subnational Governments

<i>Government Data Science Teams: A Framework for Implementing Strategic Monitoring Solutions</i>	594
Hugo Medeiros, André Leite, Diogo Bezerra, Carlos Amorim Filho, Rafael Zimmerle, Felipe Ferreira	

Track: Dialogues about Latin America (Portuguese, Spanish and English track)

<i>Futuros possíveis de processos de inovação para o Poder Judiciário a partir de experiências formativas</i>	1430
João Guilherme de Melo Peixoto, Alex Sandro Gomes	

Panels

<i>Advancing AI Adoption in the Public Sector: Toward Hybrid Intelligence with Stakeholder Perspectives</i>	1453
Helen Liu, Grażyna Musiatowicz-Podbiał, Hsien-Lee Tseng, Wei-Jan Ko, Magdalena Ciesielska	

<i>Beyond the Bureaucracy: Modeling Scenarios of Non-Mediated Governance with Liquid Democracy</i>	1458
Alois Paulin	

<i>Digital government and meaningful connectivity: Opportunities and challenges for theory and practice</i>	1463
Manuella Maia Ribeiro, Maria Alexandra Cunha, Elsa Estevez, J. Ramon Gil-Garcia	

<i>Responsible application of artificial intelligence in the Brazilian public sector: Governance and mitigation of inequalities</i>	1467
Melina Ferracini de Moraes, André Luiz Sucupira Antonio	

Posters

<i>A Comparative Study on Judicial Visualization in the U.S. and China</i>	1471
Jiawei Zhou, Chengjie Miao, Yi Long	

<i>ARGOS: A Human-in-the-Loop ML System for Legal Aid Classification in Espírito Santo</i>	1481
Eduardo Caruso Barbosa Pacheco	

<i>Beyond Technology: Local Authorities' Perspectives on Smart Sustainable Cities in Porto Alegre</i>	1488
Luiza Schuch de Azambuja, Ralf-Martin Soe	
<i>Can We Trust Open Government Data in Public Procurement?</i>	1493
Robin Fritzsche, Gerhard Klassen, Jan Westermann, Marc Wyszynski, Björn Niehaves	
<i>Converging Paths? Co-creation practices in public services in Poland and Ukraine</i>	1496
Yuliia Bartashevskaya, Nina Rizun, Hanna Bondarovich, Nina Khairova	
<i>Cultural Observatories as Digital Platforms of Public Value in Brazil: A Comparative Analysis</i>	1501
Silvia Ribeiro, Marie Anne Macadar, Fernando Pinto	
<i>Cyberattacks in government organizations: A systematic literature review of attack types and mitigation strategies</i>	1506
Dimaz Cahya Ardhi, Dwi Puspita Sari, Benjamin Yankson	
<i>Data Report on School Dropout in a Brazilian State: Social Technologies for Preventing the Phenomenon</i>	1511
Leogildo Freires, Heitor Araújo, Luan Torres, Thiago Cordeiro, Gabriel Macedo	
<i>Digital Dependence vs. National Performance: Preliminary Data Analysis</i>	1516
Jaromir Durkiewicz, Tomasz Janowski	
<i>Digital Governance and Institutional Challenges in Rural Heritage Restoration: The Case of Caqui Hacienda in Chancay Valley, Peru</i>	1521
Oscar Guillermo Miranda Hospinal, David Valle-Cruz, Carlos Cuadra	
<i>Enhancing user experience: An accessibility and usability study of an open government data portal</i>	1529
Dwi Puspita Sari, Dimaz Cahya Ardhi, Derick Chungcheh Ma, Catherine Dumas	
<i>Experiment Canvas: a data-driven framework for evidence-based innovation in the Judiciary</i>	1534
Welkey Costa Do Camo and Iago Capistrano Sá	
<i>Landscaping digital transformation in academic education programs within Europe</i>	1538
Grażyna Musiatowicz-Podbiał, Lucy Temple, Fernando Kleiman, Lucía Bosoer	
<i>Leveraging AI Models for Automated Pattern Detection in Citizen Participation Data</i>	1542
Amal Marzouki, Boutheyna Nouri, Sehl Mellouli	
<i>Leveraging Conversational AI for Adolescent Medical Financial Education</i>	1550
Wesley Chen, Anthony Le, Pavan Athota, Md Ashaduzzaman, Chun-Hua Tsai	
<i>Leveraging official government data for enhanced understanding of health crisis communication topics</i>	1556
Houcai Wang	
<i>Measuring the Social Impact of Digital Services: A Case of St. Petersburg, Russia</i>	1562
Radomir Bolgov, Olga Filatova, Daniil Volkovskii	
<i>Performance Indicators Development for Public Services using an AI-based clustering approach</i>	1567

Victor de Almeida Xavier, Priscila Machado Vieira Lima, Felipe Maia Galvão França and Nelson Maculan

***PIX, Open Finance, and DREX: Cases of digital public infrastructure in Brazil*1572**
Vanessa Almeida, Marie Macadar

***The evolving AI regulation space: A preliminary analysis of US state legislations addressing AI, 2024*1577**
Nic DePaula, Lu Gao, Sehl Mellouli, Luis Luna-Reyes, Teresa Harrison

***The Impact of Government Emotion-based Response Strategies on Citizens' Satisfaction*1581**
Ruoyun Wang, Corey Kewei Xu, Liang Ma

***Urban Resilience and Virtual Communities: Leveraging Networking Platforms for Immigration Challenges*1586**
Dulce Villegas, Larissa Galdino de Magalhaes Santos, Jan Westermann

***XML as a Basis for Interoperability in Technical Education Documents*..... 1591**
Giovana Inocência, Jean Everson Martina

Practical Reports

Track: Digital Government Ecosystem Cases: Collaboration for enhancing transformative innovations and overcoming challenges

Track Chairs:

Claudia Cappelli, University of Rio de Janeiro State, UERJ, Brazil

Vanessa Nunes, Inteli Leadership and Technology Institute, Brazil

***Adapting Your Startup's Product for Public Sector Innovation Calls*1599**
Ramon Chaves, Guilherme Bairral, Murilo Moura, Bianca Albuquerque, Jacson Hwang, Sérgio Rodrigues, Jano Moreira de Souza

***Automation of the Planning and Management Instruments of the Unified Health System (SUS)*1607**
Ilka Corrêa De Meo, André Luiz dos Santos Teixeira, Bianca Tomi Rocha Suda, Bruno Martinelli, Felipe Barbugian Borges da Cunha, Felipe Ribeiro Pereira, Fernanda Braz Tobias de Aguiar, Gianluca Vergian Dalenogare, Karina Teixeira Silva, Luiz Gustavo Machado Cruz, Miriam Carvalho de Moraes Lavado, Sandra Fernandes Maciel dos Santos, Suellen Decario Di Benedetto, Estevão Nicolau Rabbi dos Santos

***BEPP-DS: Building Evidence-Based Public Policies with Data Science*1622**
José Antônio F. Macedo, Rossana Castro Andrade, Regis P. Magalhães, Lívia A. Cruz, José Florêncio Q. Neto, Samir B. Chaves, Mauricio Feijo B. M. Filho, Joaquim José Escola, Amanda Sousa, Pedro Almir M. Oliveira, Davyson S. Ribeiro, Paulo V. A. Fabricio

***Developing the Strategic and Master Plan for Information and Communication Technology at the IT Agency of the State of Tocantins*1632**
Vanessa Nunes, Claudia Cappelli, Cristina Oliveira

***Digital technologies and partnerships for Sustainable Development Goals: A document analysis*1640**
Beatriz Ventrini Lins de Albuquerque, Sean Wolfgang Matsui Siqueira, Paulo Sérgio Medeiros dos Santos

<i>Drivers and Barriers in Libya’s E-Government Implementation - A Case Study</i>	1650
Amged B. Shwehdy	
<i>LIS - An AI for reviewing user service letters using plain language</i>	1660
Aline Carolina Lopes Pessoa, Adelnei L. C. Felix	
<i>Reflections on Collaborative Design: Lessons from Creating a Digital Public Service App</i>	1668
Elaine Venson, Julia de Souza, Sara Campos, Rejane Figueiredo, George Marsicano, Wander Pereira Silva	
<i>Transformative Synergies: Partnership and Collaborative Governance for best Breast Cancer Patient Journey</i>	1678
Neusa Andrade, Diogo Carneiro	

Workshops

<i>Building Capacity for Smart Cities and Urban Resilience through Digital Transformation</i>	1686
Gabriela Viale Pereira, Lucy Temple, Moritz Wild, Tomasz Janowski, Grazyna Musiatowicz-Podbial, Elsa Estevez, Edimara Mezzomo Luciano, Manuel Pedro Rodríguez Bolivar	
<i>Data, Algorithms, and Automation in Social Protection: A Data Justice Perspective on the Single Registry</i>	1690
Danyelle Carvalho, Mariana Valente, Clarice Tavares, Isabella Bassani	
<i>Indigenous worldviews and Digital Humanism: Implications for inclusive e-Governance</i>	1694
Bukelwa Ngoqo, Eirik Skjærseth, Anne-Sofie Engelschiøn, Samuel Bosire	
<i>The Potential of Blockchain Technology for Collaboration among Countries</i>	1699
Jefferson Bicca Charczuk, Kerley Silva, Marco Tulio da Silva Lima	
<i>Workshop “Digital Government Measurement for Research and Public Policies”</i>	1704
Manuella Maia Ribeiro	