



Digital Government Fostering Social Cohesion for Reducing Inequalities

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

Porto Alegre, Brazil
09-12 June 2025

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

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Digital Government Research (DG.O 2025)***

**Pontifical Catholic University of Rio Grande do Sul
Porto Alegre, Brazil
09 – 12, June 2025**

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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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