eGovPoliNet
The Policy Community

ICT-2011.5.6 ICT solutions for Governance and Policy Modelling

FP7-ICT-2011 Coordination Action (CA) project

Final Community Building Strategy (D 1.2)

Work package: WP 1 – Strategy Development

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Abstract:	This document is the final deliverables of WP 1 and sets out the final community building strategy, while it also offers some recommendation for sustainability at the end of the project. In the document the strategy developed in the previous years is summarised together with indications of how this strategy proved to be successful by using evidence of results in the other work packages. It also details the final strategy for the establishment of Special Interest Groups (SIGs) and Community groups in four existing research communities. The specific interest as well as procedures and protocols for connecting with these communities is described in detail, while the document finishes with recommendations for sustainability.

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1 Introduction

The role of work package 1 in the project was to lead the development of a long-term strategic direction for the consortium and to formulate a consolidated development strategy for the Policy Community. The longer-term strategy summarised here defines the agenda for the sustainability of the project beyond the funding period.

The foundations of this strategy were laid out in period 1 through an extensive stakeholder identification and analysis (cf. D 1.1). In period 2, an updated version of deliverable D 1.1 (v. 2.0) was provided for the review, which contained a revised mission statement and further review of communities as well as a thorough description of the research domain covered by eGovPoliNet. In the third period, these grounds were advanced to a sustainable community strategy to ensure that eGovPoliNet achieves its objective. The strategy addresses on- and off-line means to engage with community members to and ensure the best synergy between them is achieved to reach out to intended target groups and potential wider stakeholder groups. This strategic view also indicates the activities, knowledge assets and added-value services needed to contribute to sustaining the Policy Community.

This document presents this long-term strategy by considering the following principles:

1. Compliance with the eGovPoliNet mission statement
2. Building on the existing strategy on stakeholder and community engagement
3. Identification of current success of the strategy and areas for improvement
4. In-depth understating of the communities that the work of eGovPoliNet should be continued after the end of the funding period
5. Recommendations for sustainability of the eGovPoliNet community

The next section presents an overview of the foundations for the strategy such as the mission statement, the core understanding of the domain "governance and policy modelling" as well as relations with e-governance, e-government, e-participation and e-democracy. Section 3 provides backgrounds to stakeholder identification and the strategy development of the project. Section 4 reports indicators of the current levels of efficacy, while the four communities that have been selected as a mechanism towards sustaining the research community are presented in section 5 along an analysis of the communities identified. Finally recommendations for long term sustainability beyond the end of the funding period of the project are documented in section 6.

2 Overview of foundations for the strategy

As justified in the previous deliverable of WP (D1.1 version 2), after a thorough review of our mission in the first two years of the project operation and our communication with the reviewers in the first review in October 2012, it was decided to narrow the target stakeholder groups to the ones directly related to the academic community and the different disciplines involved in policy development and modelling. This deliverable reflects this strategic decision and provides details on specific communities that have been identified as outlets for sustainable development of community activities, events and further collaboration within the academic community.

For purposes of clarity and connection with deliverable D 1.1, the next sections summarise the mission statement and the work on which the project is based, followed by basic definitions of the research areas we will be focusing on.

2.1 Mission Statement

The grand vision for the Policy Community is to overcome problems of silos of research in the area of policy development, drawing disparate research groups into an interdisciplinary international community where the complexity of 21st century policy design could be tackled in collaborative activities.

A critical distinction that needs to be made here is between the funded project – eGovPoliNet – and the Policy Community that it aims to create. The former is ephemeral (projects begin and end) but the latter will be institutionalised to ensure long term continuation of the work initiated by eGovPoliNet using existing established research communities. As it will be described in later sections, the strategy includes the development of special interest groups in the areas of governance and policy modelling within existing well established research communities.

As presented in D1.1, version 2.0 (delivered in March 2014) the following mission statement was redefined in our project meeting that took place in Koblenz in December 2012 and is stated as follows:

"Our mission is to be the recognized leader in bringing together researchers from different disciplines to share knowledge, expertise and best practice supporting policy analysis, modelling and governance"

The following was also developed as an extension of the above where a longer statement would be appropriate.

"Designing policy in the modern world must recognise that different policy areas and geographical regions interact to create a complex system where predicting a policy outcome is intellectually demanding. Predicting outcomes with confidence

requires interdisciplinary collaboration and the development of simulation based models. To deliver good governance (better government policy) from an academic perspective, we need to build bridges between the various disciplines involved in policy modelling and making. Our community portal facilitates collaboration, identifies the challenges and pinpoints the ICT solutions for our members."

2.2 Governance and Policy Modelling

The terms "*governance*" and "*policy modelling*" are very broad descriptors of activities that can be applied in a variety of contexts. If the Policy Community is to have a clear common focus, these terms need to be specifically qualified.

The FP7 Work Programme[1] refers specifically to "*the governance of our societies*" and requires that projects should address "*scenarios involving even greater complexity and citizens' involvement*". The target community for projects in these calls is, therefore, involved in the public sector policymaking activities, by organs of the state, rather than the governance of private sector bodies and corporate policymaking. In particular, the governance of specific organisations, such as the Policy Community itself, and the governance of specific activities, like Information and Communication Technology (ICT) projects and departments, falls outside the remit of the Policy Community.

A critical concern expressed in discussions with Commission officers is the inability of traditional policy modelling techniques to predict the crises in banking and public finance around 2008. If the Policy Community is to be an effective organisation in bringing together expertise that will move beyond this, *policy modelling* needs to be interpreted broadly. Policy modelling is therefore taken here to include support for policy making through policy analysis and simulation.

2.3 e-Governance, e-Government, e-Participation and e-Democracy

In addition to e-Governance, popular terminology also includes e-Government, e-Democracy, and e-Participation, and it is necessary to address the relationship between these terms and the scope of the Policy Community. Unfortunately all of these terms have been widely used with varying meanings, sometimes to support a political agenda.

e-Government is defined by the European Commission[2] as using "*digital tools and systems to provide better public services to citizens and businesses. Effective e-Government can provide a wide variety of benefits including more efficiency and savings*

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[1] FP7 Work Programme 2011 for Cooperation Theme 3: ICT – Information and Communications Technologies. European Commission, URL: ftp://ftp.cordis.europa.eu/pub/fp7/docs/wp/cooperation/ict/c-wp-201101_en.pdf

[2] Digital Agenda for Europe - Public Services, URL: http://ec.europa.eu/digital-agenda/public-services

for governments and businesses, increased transparency, and greater participation of citizens in political life ... It also involves rethinking organisations and processes, and changing behaviour so that public services are delivered more efficiently to people." More widely it is used as an umbrella term that refers to the use of either the Web or the Internet, or more generally ICT, to support the delivery of public services, democratic participation and public policy making. It has been used to cover all related front-, middle- and back-office operations and includes any services provided by the administration, local government or European agencies to both citizens and businesses. As such e-Government addresses a much broader range of ICT supported activity than the intended interests of the Policy Community.

e-Democracy is ICT support for the processes of democratic participation. Within Europe representative democracy is the norm and e-Democracy needs to be considered in this light. There has been a tendency to use this term in association with ICT for online voting or political campaigning but it could equally be applied to any activity that gives meaning to democratic processes. This includes systems aimed at influencing policy decisions (for example online petitions and consultations) or systems that give the citizen direct access to the policymaking process. Indeed there is significant debate about whether e-Democracy implies a move away from representative democracy and a return to the direct democracy of the Greek 'City State'. Once again usage goes beyond the intended focus of the Policy Community and, in particular, systems related to electoral campaigning and electoral voting are excluded from the project's current interests.

e-Participation is defined by the European Commission[3] as helping "*people engage in politics and policy-making and makes the decision-making processes easier to understand, thanks to Information and Communication Technologies (ICTs).*" This definition aligns well with the intended interests of the Policy Community but the term has also been used elsewhere with wider connotations.

e-Governance is defined by UNESCO[4] as "*the public sector's use of information and communication technologies [ICT] with the aim of improving information and service delivery, encouraging citizen participation in the decision-making process and making government more accountable, transparent and effective*". This broad definition makes it almost equivalent to e-Government and there is certainly confusion between the two terms in the wider community. As indicated above, the FP7 Work Programme uses ICT for governance (i.e. e-Governance) in a narrower sense that is almost synonymous with e-Participation.

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[3]   Digital Agenda for Europe – eParticipation, URL: https://ec.europa.eu/digital-agenda/en/eparticipation
[4]   UNESCO Activities by themes > Access to Information > E-Governance, URL:
      http://portal.unesco.org/ci/en/ev.php-URL_ID=3038&URL_DO=DO_TOPIC&URL_SECTION=201.html

In some senses both e-Participation and e-Governance might be given the wider connotation to include detailed policy implementation below the policy making level. However, the ICT tools and techniques engaged are likely to be similar, if not identical. For the purposes of the Policy Community the critical test is that the system is or can be linked to policy making activity.

In setting out to build a world-wide community the project is faced with a dilemma over the use of these terms. All of them contain ambiguities about the type of ICT systems that fall within their purview. The definitions in Wikipedia[5] are an indication of how these terms are likely to be seen within the community at large and they suggest that, if any, e-Participation is the one most likely to be understood correctly as the intended interest of the Policy Community. However, for internal political reasons the initial funding for building the Policy Community is from a source that favours e-Governance.

Definition of those terms and a lot other relevant terms have been included in the knowledge base where a large number of resources have been included though the project consortium.

3 Background to Stakeholder Identification and Strategy Development

The previous deliverable of WP1 had defined the strategy by identifying a number (15) of different academic disciplines in order act as a leader in bringing these areas together and promote increased interaction and collaboration. The aim for eGovPoliNet was to create the nucleus or seed corn from which this community will grow; then when the EU funding ends it needs to be presenting a clear value proposition that continues to draw researchers and practitioners into the Policy Community.

In particular, the strategy set for the last year of the project was that potential members need to see:

- A core of active members of all types and disciplines with planned activities continuing beyond the end of eGovPoliNet.
- A populated, and growing, knowledge base (portal) that is of immediate value to new members both in terms of its content and the services provided.
- A continuing public awareness and recruitment activity working to reach groups and communities that were not covered in the three years of EU funding.

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[5] e-Government, http://en.wikipedia.org/wiki/E-Government
E-democracy, http://en.wikipedia.org/wiki/E-democracy
e-participation, http://en.wikipedia.org/wiki/E-participation

- A membership and management structure that ensures the continuity of the Policy Community.

For that purpose two major recommendations were provided for two other WP such as:

- Both WP3 and WP5 must continue to reach out beyond the ICT community that regularly bids for EU funding under the ICT for governance and policy modelling banner.
- Both WP2 and WP4 need to maintain the portal and knowledge base so that it can present a persuasive value proposition for new members.

For the third year of the project, the strategy was to build up on the existing rich content in terms of glossary terms as well as publications, case studies, white papers, edited book and any other relevant sources. The future scenarios and grand challenges, as developed in WP 4, was also predicted to be published in the knowledge base, including the comments and modifications that will be received through the LinkedIn group.

The strategy for the last year of the project was also the retention of the existing community and whenever possible the recruitment of new members within the academic community. Finally, in year three the strategy defined for the scope of the dissemination activities was to become broader as the community building activities widen the net to bring in researchers from across different academic disciplines. At this later stage in the development of the portal the newsletter is critical in spreading the word of the Policy Community activities in the project on the portal.

The next section describes how the strategy described above has been materialised by using evidence from other work package activities and analysing how their outcomes aligned to the previously defined strategy.

4   Indicators of Current Level of Strategy Efficacy

In order to assess the efficacy of the project strategy, as it has been developed in WP1, it will be useful to list the objectives and recommendations made for the third year of the project (see deliverable - D1.1) and then investigate their effectiveness throughout the other WPs.

- Knowledge base
   o "building up on the existing rich content in terms of glossary terms as well as publications, case studies and any other relevant source"
   o "the future scenarios and grant challenges as developed in WP 4 will also be part of the knowledge base that need to be published as well as the comments and modifications that will be received through the linked in group"

Both of those objectives have been achieved as the content of the knowledge base has been enriched with a number of new glossary terms, white papers, including comments from partners as well as external contributors. The exact details of the knowledge base development and expansion can be found in WP2 and WP4. Additionally, the future scenarios were developed and published within the third year of the project, all the comments and modifications received have also been included. Again details can be found in the WP4 deliverables.

- Community building

  o "Retention of the existing community and whenever possible the recruitment of new members within the academic community".

  o "Existing researchers to the Policy Community could be encouraged to take more active participation by contributing to the knowledge base as well as offer recommendation and comments on the future scenarios provided by the consortium … the community already in place needs to continue its activities to foster group activity between members and integration of the membership"

Again both of these objectives have been achieved with more members joining the LinkedIn group and more participation has been received in terms of comments and ideas coming from the academic community outside the eGovPoliNet consortium. Details of this wider participation can be found in WP3.

- Dissemination of project results

  o "In year 3 the scope of dissemination activity needs to become broader as the community building activities widen the net to bring in researchers from across different academic disciplines."

  o "At this later stage in the development of the portal the newsletter is critical in being a pro-active dissemination means from the project via the portal".

Similarly, the strategy for dissemination has been implemented and a large number of events and outlets have been registered as part of the projects dissemination work. The details of these activities are included in WP5. Also the newsletter has been an important instrument of dissemination and community building activities, which is published regularly and posted on the project web site. Details of the newsletter can be found in D 5.3.

Overall, the vision in terms of strategy for the third year of the project has been broadly materialised with natural room for improvement such as more participation from the members of the community as well as more intensive dissemination effort. In the next section we detail the strategy developed in the third and last year of the project for setting the basis for a sustainable future of the community that eGovPoliNet has created in the last three years.

5   Recruitment and Management of Communities

The strategy for identifying the communities derives from the overall community/constituency building strategy for the eGovPoliNet project as shown in Figure 1.
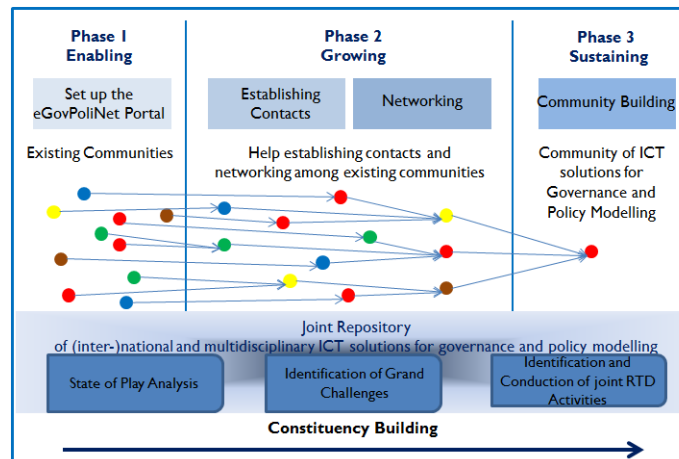

Figure 1: Overall community/constituency building strategy for the eGovPoliNet project as suggested in the technical annex

In this sense the issue for sustainability is to identify the most appropriate communities that will be able to take forward the vision as developed within the eGovPoliNet project, which is detailed in the following sections.

5.1   Analysis framework

The first step in this process is to identify the set of existing communities that may be future partners/follow-on organisations for the interdisciplinary policy modelling community. There are many classifications of business models, though recently the unified business model has been introduced describing variables shaping business models (Al-Debei & Avison, 2010)[6] and this model will be used to analyse the existing communities. They distinguish four primary business model (BM) dimensions with their respective elements that form an ontological structure describing a business model (Al-Debei & Avison, 2010):

1. The *value proposition*, which is about demonstrating the business logic of value creation through offering products/services that satisfy the needs of their target segments.

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[6] Al-Debei, M. M., & Avison, D. E. (2010). Developing a unified framework of the business model concept. *European Journal of Information Systems, 19* (3), 359-376.

2. The *value architecture*, which is an architectural blueprint for an organization allowing the provisioning of products/services in addition to information flows.
3. The *value network*, in which an organization enables transactions through coordination and collaboration among multiple organizations.
4. The *value finance*, a way in which organizations manage issues related to costing and pricing to optimize its revenue creation.

5.2 Analysis of existing communities

During a number of eGovPoliNet meetings, the following analysis of several communities who have been sustainable over the years was produced. A short description is shown below and the detailed analysis of the business model can be found in Table 1 on page 13.

1. Association of Information Systems (AIS)

The Association for Information Systems (AIS) serves society through the advancement of knowledge and the promotion of excellence in the practice and study of information systems

- Promote AIS as a global leader for excellence in information systems research, practice, and education.
- Position information systems as a leading profession in the service of society.
- Lead and promote excellence in information systems education.
- Lead and promote excellence in information systems scholarship.
- Cultivate a community by providing services and products to meet the diverse needs of members and related communities.

2. IFIP WG 8.

The aim of WG 8.5 is to improve the quality of information systems in public administration at international, national, regional and local levels. The Working Group's special emphasis lays on a holistic consideration of e-Government and information systems in public administration. Furthermore, it investigates the relationship between central and local use of information systems and the provision of citizen services, together with the accomplishment of social goals.

The International Federation for Information Processing, Working Group 8.5 was established by IFIP in 1987. WG 8.5 conducts research on Information Systems in Public Administration. It organises working conferences and publishes books on the topic and its specific issues through IFIP.

3. Digital Government Society (DGS)

DGS is an international, non-profit, professional society devoted to advancing democratic digital government via research, policy, and best practice. DGS originated as a North

American organization focusing mainly on Canada, the United States, and Mexico. Today, the Society reaches beyond North America with aim to be a global multi-disciplinary organization of scholars and practitioners engaged in and committed to democratic digital government. Digital (or electronic) government fosters the use of information and technology to support and improve public policies and government operations, engage citizens, and provide comprehensive and timely government services. DGS equips its members with a professional support network focused on both scholarship and effective practices that nurture technical, social, and organizational transformation in the public sector. The society welcomes members from all sectors, endorses diverse, multi-, and interdisciplinary research undertakings relevant to both theory and practice, and strongly encourages practitioner-researcher exchanges at local, regional, national, and international levels.

4. European Social Simulation Association (ESSA)

The European Social Simulation Association (ESSA) promotes the development of social simulation research, education and application in Europe. ESSA was founded in 2003 on the basis of a manifesto signed by many social simulation researchers. These founding members also drafted a constitution which forms the basis of ESSA's constitution.

Table 1: Community Business Models Analysis of the Four Existing Communities

Dimensions	Constituent Elements of the Four BM Dimensions	Association of Information Systems (AIS)	IFIP WG8.5	Digital Government Society (DGS)	ESSA (European Association of Social Simulation)
Value proposition	Product service	eLibrary conference career placement community (Special interests Groups, chapters, awards, faculty directory) AISWorld Listserv IS Program Guide Webinars Teaching resources	Two conferences; IFIP related events and workshops; Membership list Newsletter	Main conference Newsletter	Bi-annual main conference (ESSA) in Europe, every odd second year the WCSS is organised (congress among the three associations – American, Asian-Pacific and European) Newsletter Student support for attending conference and small exchanges Listserv Workshops of SIGs Membership list

Dimensions	Constituent Elements of the Four BM Dimensions	Association of Information Systems (AIS)	IFIP WG8.5	Digital Government Society (DGS)	ESSA (European Association of Social Simulation)
					ESSA@work (student organisation of ESSA, including student workshops) Annual summer schools
	Intended value element	Practitioner, researcher and education community	Community	Community	Community
	Target segment	Information systems researchers and practitioners in various domains	ICT & public administration researchers	Digital government researchers (primary) and practitioners interested in research	Researchers of social simulation (sociologists, economists, political scientists, psychologists, computer science (AI etc.)) (no practitioners so far)
Value architecture	Core resource	Executive Director who runs AIS. The board are members who are elected	Core group of researchers		Researchers group – bottom up engagement (over 350 members, membership fee is 50 € for full members, 30 € for students, affiliation with US group) Subscription includes access to Association Journal (Journal of Artificial Societies and Social Simulation JASSS)
	Core competency	Organizing practitioners, researchers and educational events	Organizing research events	Organizing research events	Organizing research events
	Value configuration	worldwide	European focus	North America origins with global reach	European focus, with affiliations to America (CSSSA) and PAAA (Pacific Asian Association for Agent-based Approach in Social Systems Sciences)

Dimensions	Constituent Elements of the Four BM Dimensions	Association of Information Systems (AIS)	IFIP WG8.5	Digital Government Society (DGS)	ESSA (European Association of Social Simulation)
Value network	Governance	Large executive board Theme groups Working groups Special interest groups Organizing groups	Small board (chair, vice chair, secretary0) Events organize by members	Elected officers and Board of Directors who set policy and handle Society business needs, including sponsoring the annual conference and operating the society web site and newsletter.	Management board chaired by President (currently Flaminio Squazzoni, Univ Brescia, IT) Special interest groups management board is elected every two years
	Role	AIS has members from over 90 countries, and is comprised of three different regions: Region 1, the Americas; Region 2, Europe, the Middle East, and Africa; and Region 3, Asia and the Pacific	Focus point of activities		ESSA members can form SIGs, European-wide membership, potentially SIGs also in Americas and Asian-Pacific groups?
	Relationship with other professional bodies	Relationship with CIOs?	Whole IFIP association; links to national computer societies		?
	Actor	Industry, research institutes, individual researchers and practitioners	Individual researchers	Individual researchers	Individual researchers
	Flow communication	Newsletter listserv	Newsletter	Newsletter	Newsletters
	Channel	Internet-based Conference as meeting points	Internet-based Yearly business meeting at annual conference	Internet-based Yearly business meeting at annual conference	Internet-based
	Network mode	Run by peers, some staff at Georgia Tech University, US	Run by peers, IFIP office in Luxemburg (AT)	Run by peers	Run by peers (elected every two years)
Value finance	Total cost of ownership	Conference and membership fee for running	Fee for conference for generic IFIP label. Events are	Conference and membership fees, pricing based on status (researcher,	Membership fees , including Institutional

Dimensions	Constituent Elements of the Four BM Dimensions	Association of Information Systems (AIS)	IFIP WG8.5	Digital Government Society (DGS)	ESSA (European Association of Social Simulation)
		administrative office	organized voluntary with the IFIP label. No pricing	student, private sector)	memberships possible conference benefits, pricing based on status, Stipends for students
	Pricing method	Conference fee, membership fee	No pricing	Conference fee Membership fee	Conference fee Membership fee
	Revenue structure	Large conferences making profit Company sponsors	No income.	Conference registration Annual membership fee (included in registration for conference attendees) Conference sponsorships International student support fund (voluntary contributions) -journals, through the eLibrary	Conference turnover Annual membership fee JASSS (however open access)

The outcome of this analysis and the accompanying discussions was the decision to establish a set of special interest groups (SIGs) in relevant communities. The aim is for these SIGs to meet regularly at conferences, share information and contribute to the knowledge portal.

The model enables existing communities to continue and grow through new SIGs and provides a good ground to network among distinct actors in distinct disciplines and communities. In addition to engage with the four communities to get a standing/reputation within that community. However, this is not without risks and Table 2 presents the pros and cons for each of the value propositions involved in creating and sustaining these SIGs.

Table 2: Pros and Cons of SIGs Development

Value propositions	Pros	Con
Bringing together experts to share and discuss approaches and ICT solutions for policy analysis, modelling and governance	People join those communities they prefer. The special interest groups of distinct communities may network among themselves and hence sustain the community.	People stay within their own community and do not collaborate with other SIGs.
Meet top researchers	The members of SIGs will have the opportunity of meeting top researchers from different disciplines/ communities through connections with other SIGs	It might be difficult to organise the communication with top researchers because additional effort is needed for coordinating activities of SIGs
Collaborate among the actors	The members of any particular SIG will have fast and reliable access to the possibility to establish a collaboration with the members of other SIGs. This will ensure a multi-disciplinary research approach. Members of SIGs know whom they can address in each of the communities, namely members of related SIGs in other communities.	Collaboration might be more difficult to organise among members of several communities, due to the coordination effort necessary. Members may want to remain within their disciplinary group and SIG and don't want to engage with SIGs of other related communities
Driving the evolution in the field	Innovations in research within particular disciplines will be distributed among other SIGs, which will drive development in all disciplines. The Knowledge portal may serve as the common reference point to consult and share innovations.	Members of SIGs might fail to grasp the full coverage of innovations happening within the community and not being able to propagate these to other SIGs.
Learn about and understand the works of relevant disciplines & Learn about the key literature	Members of SIGs will have a fast access to the knowledge from other disciplines through connections with other SIGs and through the common knowledge portal.	However, distinct understandings of terms and terminologies might create a barrier for propagating the knowledge among SIGs.
Receive feedback about innovative ideas	Members of SIGs will receive feedback not only from the researchers from their particular SIG, but also from other disciplines (SIGs)	Problems with understandings between members of different disciplines might appear.
Keep up-to-date and learn about the evolution	It is easy to focus on the evolution of a single discipline, while having ties with other disciplines via communication to other SIGs.	Differences in terminology between communities might create obstacles in understanding the evolution within domains.

The aim is to develop the individual Special Interest Groups, and to then coordinate these via a post-eGovPoliNet network (comprised of the four initial chairs of the SIGs and communities), with commitments from each SIG sponsor to carry on the collaboration in the future. In addition, further engagement will be sought from two further communities, which it is felt will contribute to the interdisciplinary nature of the eGovPoliNet field (see Figure 2 and Annex B).
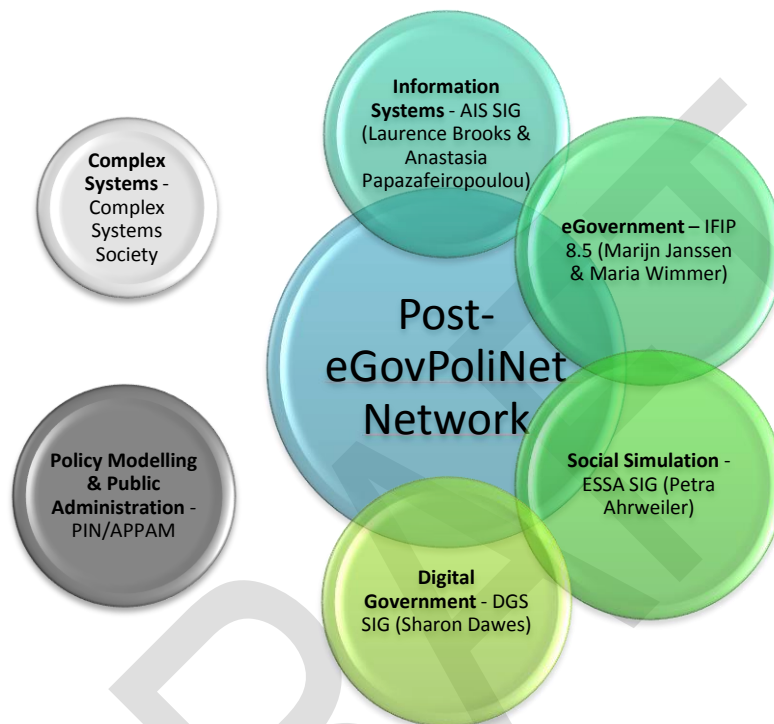

Figure 2: The post-eGovPoliNet Network

The aim is for the SIGs and communities to meet regularly at conferences, share information and contribute to the knowledge portal. The model enables existing communities to continue and grow through new SIGs, while providing a good start to networking among distinct actors in distinct disciplines and communities. Furthermore it allows for engagement with the four communities to get a standing/reputation within those communities.

5.3   What is a Special Interest Group (SIG)?

A Special Interest Group (SIG) is a community within a larger organisation with a shared interest in advancing a specific area of knowledge, learning or technology where members cooperate to affect or to produce solutions within their particular field, and may communicate, meet, and organise conferences.

5.4 Information Systems - AIS

The Association for Information Systems (AIS) serves society through the advancement of knowledge and the promotion of excellence in the practice and study of information systems. AIS is the premier professional association for individuals and organizations who lead the research, teaching, practice, and study of information systems worldwide.

5.4.1 History of AIS [7]

In the early days of IS in business schools, most academics in the area came from other disciplines such as economics, accounting, organizational behaviour, operations research, and management science. Because of this, most IS academics had professional affiliations in other underlying disciplines. Thus, some did not see IS as a distinct professional field even though they were teaching and researching IS topics.

Nonetheless, as the field grew explosively in the 1970s and 1980s with ever-greater demands for new IS pro- grams and class offerings, the notion of IS as a professional field of study and practice grew. Many IS academics saw the need for an organization that could represent the professional values and aspirations of IS business-school academics. Although the focus differs somewhat from region to region, the predominant approach was, and still is, to recognize the different needs of IS academics from those of faculty in computer and information science.

Interestingly, the first major effort in this direction came in 1980 with the creation of a major international research conference—the annual International Conference on IS (ICIS)—a non-profit organization with a governing executive committee that was responsible for site selection and choosing the conference chair and other key positions for upcoming conferences. This conference was created through a grass-roots effort by senior IS academics, primarily from North America. It rapidly became a major focal point for the research interests of academics across the world.

As ICIS grew and prospered, various informal groups met there to discuss the need for a professional organization to more broadly represent the interests of IS academics. Several studies and surveys were conducted with mixed results and little action.

Finally, a study was planned by a group of senior people who met informally and commissioned Dr. William R. King, University Professor at the University of Pittsburgh to organize a task force to comprehensively study the issue of creating a professional organization, and to assess the level of support for the idea. King contacted numerous senior people to get their ideas; he found that they almost unanimously favoured the

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[7] King WR and Galetta D, (2009) Association for Information Systems (AIS), *Encyclopaedia of Library and Information Sciences*, Third Edition, DOI: 10.1081/E-ELIS3-120044815

creation of such an organization. So, rather than leading a study, King formed an organizing committee of about 40 senior academics from around the globe. While this group was creating the general de- sign for a new organization, King attended academic conferences held by related professional organizations and regional IS conferences that had recently been initiated. At those conferences, he held information sessions to discuss the objectives of the proposed organization and to solicit ideas.

The organizing committee conducted an electronic constitutional convention to agree on a constitution for the new organization and appointed King to be its first Executive Director. Operating out of his university office with the help of his assistant and a doctoral student, he proceeded to solicit members and had a membership roster of 1800 charter members within 6 months. The charter members elected King as the first President of AIS in an election that also filled various officer and council slots. As of 2014-2015 there have now been 20 Presidents of AIS.

As of 2014, AIS has around 3900 members from 99 countries, and is comprised of three different regions: Region 1, the Americas; Region 2, Europe, the Middle East, and Africa; and Region 3, Asia and the Pacific. While each of these regions boasts its own unique character, each is also actively engaged with the goals and mission of the association overall. There are also 34 Special Interest Groups (SIGs) and 34 regional Chapters/Student Chapters.

The AIS strategic goals are:

- Promote AIS as a global leader for excellence in information systems research, practice, and education.
- Position information systems as a leading profession in the service of society.
- Lead and promote excellence in information systems education.
- Lead and promote excellence in information systems scholarship.
- Cultivate a community by providing services and products to meet the diverse needs of members and related communities.

AIS SIG:

Proposed title: Policy Informatics SIG

Reference Person/SIG Sponsor (in eGovPoliNet): Laurence Brooks & Anastasia Papazafeiropoulou

Interested Partners: UBRUN, UKL, TUD, CERTH, other members of the AIS community

Objectives: The specific objectives of this SIG have to comply with the rules of SIG establishment of AIS and are currently under negotiation – see Status.

Status: In preparation. In contact with AIS Vice President for SIGs and Chapters, who is very positive and encouraging of setting up this SIG. The AIS requirements are for a formal submission, with 10 AIS full members supporting it. The initial statement needs to propose the SIG, with a small management committee (President, Vice President, Treasurer and Secretary), as well as set of procedures and bylaws (based on a model set provided by AIS). This documentation is currently under preparation, but an initial call via the Policy Modelling LinkedIn group shows strong support for the community for this SIG.

Proposed activities: It is proposed that the SIG organise some workshops, in conjunction with the AIS main conferences (such as ICIS, ECIS and AMCIS), as well as a yearly AGM to discuss the SIG business.

5.5 IFIP 8.5 – Information Systems in Public Administration

The International Federation for Information Processing (IFIP), Working Group (WG) 8.5 was established by IFIP in 1987. WG 8.5 conducts research on Information Systems in Public Administration. It organises working conferences and publishes books on the topic and its specific issues through IFIP.

The aim of WG 8.5 is to improve the quality of information systems in public administration at international, national, regional and local levels. The Working Group's special emphasis lays on a holistic consideration of e-government and information systems in public administration. Furthermore, it investigates the relationship between central and local use of information systems and the provision of citizen services, together with the accomplishment of social goals.

5.5.1 IFIP 8.5 Scope

- Analysis of information processing politics in public administration.
- Discussion of specific applications of information systems in public administration.
- Analysis of the impacts of information systems on public administration.
- Application of the results of other IFIP Working Groups, and specifically of TC 8 Working Groups, to public administration

IFIP 8.5 community:

Title: same as the WG 8.5

Reference Person/Community Sponsor (in eGovPoliNet): Marijn Janssen (vice chair) Maria Wimmer (past chair)

Interested Partners: UKL, TUD, UBRUN, CERTH, CTG, ITMO

Objectives: The objectives of continuing the work of eGovPoliNet in WG 8.5 of IFIP are to run a policy modelling track at the annual dual conferences IFIP EGOV (held annually since 2002) and IFIP ePart (held annually since 2009). In 2015, for the first time, a policy modelling track is organised. The chairs of the track are Maria Wimmer (UKL), Theresa Pardo (CTG) and Michela Milano (University of Bologna). This community also pursues an annual PhD colloquium. Already in the past two years, eGovPoliNet was sponsoring the colloquium by spreading the word and particularly seeking PhD proposals in the field of ICT supported governance and policy modelling for the colloquium. Members of eGovPoliNet and the WG 8.5 organise this event prior to the IFIP dual conferences. The members of WG 8.5 meet annually at their business meeting to discuss pertinent issues and to plan for the future activities. The community proactively supports networking among actors that plan project proposals to open calls of European funding programmes.

Status: Support letter of the vice chair under preparation.

5.6 Social Simulation - ESSA

The European Social Simulation Association (ESSA) promotes the development of social simulation research, education and application in Europe. ESSA was founded in 2003 on the basis of a manifesto signed by many social simulation researchers. These founding members also drafted a constitution which forms the basis of ESSA's constitution. ESSA grew fast, reaching around 350 members, who elect their President and the Management Committee members every two years. There have currently been six Presidents (Scott Moss, Nigel Gilbert, Wander Jager, Rosaria Conte, Andreas Ernst and Flaminio Squazzoni).

5.6.1 History of ESSA

The ESSA initial community, however, is active since at least 1992, when the first of a series of symposia on Sim(ulating) Soc(ieties) was organised by Nigel Gilbert at the University of Surrey, UK. The same community gave rise to several initiatives including the SimSoc network on the Internet. In 1998, some of the later founders joined in a consortium, the main purpose of which at that time was the editing of a new scientific journal, JASSS (Journal of Artificial Societies and Social Simulation). JASSS is now the main forum for scientific publications in the field of agent-based social simulation.

The following events — the two Conferences on Computer Simulation and the Social Sciences (ICCS&SS I and II) held respectively in 1997 and in 2000 — which were also organised from within the European community rose up to a more international level. They set the ground for the series of World Congress on Social Simulation (WCSS), which started in Tokyo in 2001. At the same time, a series of workshops on Multi Agent Based Simulation (MABS) was launched at the 3rd ICMAS conference in 1998, bridging the

social simulation to the MAS community. This and the Special Interest Group on Agent Based Social Simulation, which was active during the European Network of Excellence AgentLink I and II within the fourth and fifth frameworks of the European projects, greatly contributed to consolidate both the interdisciplinary and the international dimension of the field.

From 2003 to 2009, ESSA conferences were organised on a yearly base. Since 2010, ESSA Conferences take place every second year, alternating with WCSS.

The objectives of ESSA are to:

- Encourage the development of social simulation in Europe and more widely
- Promote international cooperation and develop the distinctiveness of European social simulation research
- Grow a new generation of social simulation researchers capable of improving traditional fields and discipline
- Promote educational initiatives and support the development of European post-graduate courses and qualifications in social simulation
- Favour applied social simulation research that responds to important stakeholders' needs
- Support and organise regular regional and international conferences and workshops.

ESSA SIG:

Title: Policy Modelling SIG of the European Social Simulation Association (ESSA)

Reference Person/SIG Sponsor (in eGovPoliNet): Petra Ahrweiler

Interested Partners: EUAK, UKL, TUD, RG

Objectives: This Special Interest Group is about policy modelling with a focus on complexity issues. Policy modelling means to identify areas that need intervention, to specify the desired state of the target system, to find the regulating mechanisms, to design policy and its implementation, and to control and evaluate the robustness of interventions. The methodological difficulty hereby is to bridge the gap between policy practice, often expressed in qualitative and narrative terms, and the scientific realm of formal models. Furthermore, policymaking in complex social systems is not a clear-cut cause-effect process but characterised by contingency and uncertainty. To take into account technological, social, economic, political, cultural, ecological and other relevant parameters, policy modelling has to be enhanced and supported by new ICT-oriented research initiatives. Reviewing the current state-of-the-art of policy context analysis such as forecasting, foresight, backcasting, impact assessment, scenarios, early warning

systems, and technology roadmapping, the need for policy intelligence dealing with complexity becomes more and more obvious. This SIG provides a unique opportunity to gather together a range of well-established leading researchers working in the field and to provide a platform for interdisciplinary discussion.

(for further details, see Annex A).

5.7   Digital Government - DGS

The Digital Government Society (DGS) is a global, multi-disciplinary organization of scholars and practitioners interested in the development and impacts of digital government. Digital government fosters the use of information and technology to support and improve public policies and government operations, engage citizens, and provide comprehensive and timely government services. DGS equips its members with a professional support network focused on both scholarship and effective practices that nurture technical, social, and organizational transformation in the public sector. The Society sponsors the annual International Digital Government Research Conference. In 2015, the conference theme is particularly relevant to policy modelling and governance: "Digital Government and Wicked Problems: Climate Change, Urbanization, and Inequality."

DGS SIG:

Status: DGS has just formed a committee to look at setting up a number of SIGs, including one in the policy informatics area.

Proposed Title: Policy Informatics SIG

Reference Person/SIG Sponsor (in eGovPoliNet): Sharon Dawes

Interested Partners: SUNY (CTG), UBRUN, UKL

Objectives: This special interest group will aim at promoting research on policy informatics in particular in the United States of America by running panels and tracks of policy informatics at the annual Digital Government Society's conferences dg.o. Apart from that, the SIG aims to discuss and network among members to collaborate on research and to develop joint research proposals. DGS and IFIP WG 8.5 are closely collaborating and will continue to network through this SIG.

5.8   Associated Communities

Apart from the above mentioned communities that eGovPoliNet has strong links and it is committed to continue cooperation after the end of the project, there are another two communities that are also relevant to the projects' activities. These are the policy

modelling and public administration (PIN/APPAM) and Complex Systems (CS). APPAM is relevant as it addresses policy research from the angle of public administration sciences discipline. Complex Systems community is relevant as it involves a number of methods and approaches that are relevant to modelling and analysing complex policy domains. Both communities have been identified in the second period as highly relevant. Accordingly, these communities are presented in the next sections and as members of the consortium have links with them, they can work alongside the main communities as alternative outlets for continuing eGovPoliNet efforts. The way the connections should be established is through members of eGovPoliNet driving the discussions and negotiations with these communities.

5.8.1 Policy Modelling & Public Administration - APPAM

The Association for Public Policy Analysis and Management (APPAM) is dedicated to improving public policy and management by fostering excellence in research, analysis, and education.

APPAM promotes its mission through the following activities:

- A multidisciplinary annual research conference that attracts the highest quality research on a wide variety of important current and emerging policy and management issues, and is structured to encourage substantive interaction among participants.
- A peer-reviewed multidisciplinary journal that publishes the highest quality research on public policy and management.
- A dedication in all activities to respecting and enhancing racial, ethnic, gender, disciplinary, and other forms of diversity among participants in all of the Association's activities.
- The involvement of policymakers, practitioners, and scholars in the Association's governance and the Fall Conference.
- Initiatives that include and foster participation in the Association among students interested in public policy and management.

This language is the result of several years of discussion within the Policy Council about APPAM's mission and is intended to guide the Association's programs in the future. It is meant to be a "living document" that will evolve over time. The Policy Council last amended this statement on April 4, 2003.

APPAM History

In 1978, the Sloan Foundation sponsored a conference on the public policy and management curriculum at Hilton Head, South Carolina. A proposal was made to create a new professional association of graduate schools of public policy and management.

APPAM formally was created at a May 1979 conference at Duke University by representatives of 15 policy schools and research institutes. Within a few years, APPAM evolved into a unique association of both individual and institutional members with an elected leadership and Policy Council (the Association's board of directors). The first APPAM Fall Research Conference occurred in 1979 in Chicago. The first issue of the Journal of Policy Analysis and Management appeared in 1981. Starting in 1985, the Fall Research Conference has been held in Washington, DC in all odd years and outside Washington in all even years. The first meeting of APPAM's Committee of Institutional Representatives, in combination with an annual Spring Conference, occurred in 1986. After years of being headquartered at Duke University and supported by part-time staff, the APPAM office moved to Washington, DC in 1993 and acquired a full-time executive director. APPAM has grown to approximately 1,500 individual members, 100 institutional members, four full-time staff, and an annual operating budget of $1,000,000.

Public Administration – PIN

The Policy Informatics Network (PIN) is an informal network of policy analysts and public administration researchers interested in the tools and techniques of policy informatics. PIN hosts an international listserv to connect its members to each other and to share information about conferences, journal opportunities, and current research. The group was initiated by members of the Association of Policy Analysis and Management (APPAM) as a way to explore and expand interest in new approaches to data modelling and other advanced tools for policy analysis. This network is aimed at to network with.

5.8.2 Complex Systems – CSS

The purpose of the Complex Systems Society (CSS) is to promote the development of all aspects of complex systems science in the countries of Europe, as well as the whole international scientific community. The Society will aim to promote complex systems research pure and applied, assist and advise on problems of complex systems education, concern itself with the broader relations of complex systems to society, foster the interaction between complex systems scientists of different countries, establish a sense of identity amongst complexity scientists, and represent the complexity community at all international levels. It is regulated by a CSS Council and by a CSS Executive Committee. The Society was first launched at a European level on 7th Dec 2004 during The European Conference on Complex Systems at Foundation ISI in Torino, Italy. It became an international society in 2006 during the ECCS06 Conference in Oxford. Since 2004, the European Conference on Complex Systems organized by the CSS, is the most important annual meeting for the complex systems research community.

Both of these communities are in the projects radar and will be involved in events and other activities organised by the existing eGovPoliNet community whenever this deemed relevant. In the next section we present our recommendations for sustainability for a strategic perspective, the details of our sustainability plan is outlined in the final deliverable of WP5.

6   Recommendations for Sustainability

This section summarises the recommended strategy after the third year of the project and beyond the EU funding. As described in section 5 above, a strategic decision was made in the last year of the project to base the future sustainability of the project in the development of Special Interest Groups (SIGs) within existing academic communities related to policy development and simulation – see reports in D 5.2.

The decision to follow this plan was made based on the consortium needing to remain realistic while achieving its goal of making bridges between different academic disciplines and promote interaction. As there are thousands of people for whom the Policy Community is relevant, we decided that if we wanted to act as "*the recognised leader*" according to our mission statement we had to reach out and get these communities involved. Our strategy for eGovPoliNet was to join existing established communities rather than expecting them to come to us especially as the project is running into its completion and there no further funding for sustaining the knowledge base and community. By developing SIGs we could transfer knowledge and community assets developed by eGovPoliNet to these communities so the resources are further used and developed.

Our vision is to keep the community growing while remain realistic about what will be the best way to achieve this. This strategy includes the establishment of relationships with this communities through the eGovPoliNet consortium as existing partners have links with these communities and can be the connecting point in the establishment of SIGs. At least one member of the consortium will lead each one of the SIGs, making sure that they are established and also sustainably developed through strategies of succession and further enlargement.

The details of the project sustainability are outlined in deliverable D 5.3, where the implementation of the above strategy is explained together with the dissemination activities of the project.

Annex A: ESSA SIG Outline – Further Details

Name of the SIG	Policy Modelling SIG of the European Social Simulation Association (ESSA)
Reference Person/SIG Sponsor (in eGovPoliNet)	Petra Ahrweiler
Interested Partners	EUAK, UKL, TUD, RG
Objective of the SIGs	This Special Interest Group is about policy modelling with a focus on complexity issues. Policy modelling means to identify areas that need intervention, to specify the desired state of the target system, to find the regulating mechanisms, to design policy and its implementation, and to control and evaluate the robustness of interventions. The methodological difficulty hereby is to bridge the gap between policy practice, often expressed in qualitative and narrative terms, and the scientific realm of formal models. Furthermore, policymaking in complex social systems is not a clear-cut cause-effect process but characterised by contingency and uncertainty. To take into account technological, social, economic, political, cultural, ecological and other relevant parameters, policy modelling has to be enhanced and supported by new ICT-oriented research initiatives. Reviewing the current state-of-the-art of policy context analysis such as forecasting, foresight, backcasting, impact assessment, scenarios, early warning systems, and technology roadmapping, the need for policy intelligence dealing with complexity becomes more and more obvious. This SIG provides a unique opportunity to gather together a range of well-established leading researchers working in the field and to provide a platform for interdisciplinary discussion.

Topics to be covered	Modelling of policy initiatives can take into account more parameters than previously possible and perform social simulations to forecast potential impacts of proposed policy measures. Changing parameters within ABMs is analogous to applying different policy options in the real world. These models could therefore be used to examine the likely real-world effects of different policy options before they are implemented. Thus, altering elements of the models that equate with policy interventions makes it possible to use ABM as a tool for evaluating the results of the policy interactions that typically occur between policy interventions, policy contexts and agents. The objective of this SIG is to explore these issues.
Benefits for the Reference Community	The Reference Community is the European Social Simulation Association (ESSA).

ESSA was identified by eGovPoliNet as one of the central communities already working in the field.

The SIG will make our work explicit and give it an established and visible forum.

Furthermore, ESSA is one of the leading world organisations on agent-based modelling, and its annual conference is well attended, often including participants from outside Europe.

It is a natural forum in which to discuss some of the particular challenges that arise in policy modelling. |
| Benefits for the Policy Modelling 2.0 Community (i.e. for eGovPoliNet) | The policy modelling community already implicitly existing within ESSA will be joined by the community that has been established through the initiatives of EGovPoliNet.

Generally, this SIG is of interest to any who study policy making, policy modelling, scenario development, and models that aim to increase understanding of how our tangled enviro-socio-political systems work, as well as those who aim to |

Annex B: Sample letter of intent to collaborate

Post-eGovPoliNet Network - PeN

I _____ the champion/sponsor for the
_____ SIG/group,
agree to participate and contribute towards the **P**ost-**e**GovPoliNet **N**etwork (PeN). The
aim for this is to continue the legacy of the eGovPoliNet project, enable communities to
continue talking with each other, support the development of future joint
efforts/projects, and continue to develop and contribute towards the eGovPoliNet
knowledge base (as house on the web portal).

_____

(Name)

_____   _____

(Signature)   (Date)