



ICT-2011.5.6 ICT solutions for Governance and Policy Modelling
 FP7-ICT-2011 Coordination Action (CA) project

Dissemination Report year 2, including initial business and exploitation plan (D 5.2)

Work package: WP 5 – Dissemination and sustainability

GA Number:	288136
Acronym:	eGovPoliNet
Title:	Building a global multidisciplinary digital governance and policy modelling research and practice community
Funding Scheme:	Coordination Action (CA)
Work Package Lead:	INNOVA
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Status and Date	Version 1.1 of 06/05/2014
Dissemination level:	Public
Abstract:	This report documents the dissemination activities carried out in eGovPoliNet over the second period. Activities include dissemination to distinct target groups and awareness raising through online and offline means: social media, newsletter and dissemination along events (such as workshops and conferences). Besides that, the development of the exploitation and sustainability plan was at focus and its results are documented in the report at hand.

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ABBREVIATIONS AND ACRONYMS

Abbreviation	Description
AIS	Association for Information Systems
APPAM	Association for Public Policy Analysis and Management
CERTH	Centre for Research and Technology Hellas
COMPASS	Centre of Methods and Policy Application in the Social Sciences, The University of Auckland
CSOs	Civil Society Organisations
CSS	Complex System Sciences
DoW	Description of Work
ESSA	European Social Simulation Association
ICT	Information and Communication Technologies
IS	Information Systems
INNOVA	Innova spa
KhNU	Khmelnitsky National University
MRSU	Moskow Regional State University
NGOs	Non-government organisations
PUC-PR	Associação Paranaense de Cultura
RG	Rijksuniversiteit Groningen
RTD	Research and Technological Development
SUNY	The Research Foundation of State University of New York
TUD	Delft University of Technology
TUK	Technical University Kosice
UBRUN	Brunel University
UCDNUID	University College Dublin, National University of Ireland, Dublin
UKL	University of Koblenz-Landau
UL	Université LAVAL
UNU-IIST	United Nations University - International Institute Software Technology
UTS	University of Technology Sydney
VOLTERRA	Volterra Partners LLP
VUB	Vrije Universiteit Brussel
W3C	World Wide Web Consortium
WP	Work Package

EXECUTIVE SUMMARY

The dissemination report documents the activities carried out by the eGovPoliNet consortium during the second period to fulfil the overall objectives of awareness raising and reaching out to the wider community. Further, the eGovPoliNet initial business, exploitation and sustainability plan is elaborated.

A template for dissemination activities (completed and planned) has been developed to better monitor dissemination activities.

The web presence for the eGovPoliNet community was further maintained to stimulate public interest and to create and enlarge the community in ICT solutions for governance and policy modelling. The project has continued developing a LinkedIn group "Policy Making 2.0" – merging the initial LinkedIn group with the one initiated by Crossover. Since July 2013, eGovPoliNet is further maintaining the LinkedIn group. The project has also maintained the case description on the ePractice Community Portal.

During the second period, eGovPoliNet partners have performed a number of standard dissemination and awareness raising activities, and have initiated a collective volume of a Springer book. Many of these activities have been carried out along community building activities, which are also reported in D 3.2. It is however to be noted that it is difficult to clearly separate community building and awareness raising especially when carried out along major conferences of targeted communities.

Besides dissemination activities, a major activity in work package 5 was to develop an initial exploitation and sustainability plan. The report at hand documents stakeholder analysis, analysis of potential services of the future community, and analysis of alternative business (fee-based, open, hybrid) and community models (setting up a new legal entity, forming a strong group within an existing community, etc.). The information collected from partners through a questionnaire and along virtual and physical meetings has finally led to the identification of an initial sustainability plan, which is presented in this document.

1. Introduction

Work package 5 aims to promote and ensure visibility of the project to as broad an audience as possible to stimulate the debate on the topic and to explore new ways for social policy modelling based on multi-disciplinary and collaborative constituency building. This includes ensuring access to results and disseminating these results of the project. The specific objectives in the first year were to elaborate and implement an integrated dissemination strategy focused at specific target groups through selected communication channels, and to design and implement the project website and promotional materials.

In the second period, the main objectives of the project with regards to dissemination and sustainability were

- (1) to continue and intensify dissemination of the project to ensure visibility and to create awareness among distinct targeted stakeholder groups relevant for the policy community - therewith cooperating with the partners in regional and international dissemination activities;
- (2) to keep target groups (including researchers, public administrations, and practitioners) informed about the project's progress and successful achievement of project objectives, to identify new target groups for the activities of the network after the end of the project (i.e. for the sustainability of the network), and to gain feedback from these stakeholders in order to align the project work and get an impression of the project;
- (3) to disseminate the results generated throughout the project, present them to high-level scientific journals and dedicated conferences – addressing both: scientific communities and to some extent practitioners in the relevant domains;
- (4) to develop a business and exploitation plan for sustaining the viability and further use beyond the project runtime, including market survey, identification of target groups, business model, etc.

Maintenance of dissemination artefacts in order to keep these materials up to date were also among the objectives in the second period.

This deliverable documents the activities carried out by the eGovPoliNet consortium to fulfil the objectives outlined before during the second period. It is structured along the following sections:

- The dissemination activities carried out in period 2 according to the dissemination plan are documented and their impact analysed in **section 2**.
- The planned dissemination activities for the third period are identified in **section 3**.
- The exploitation strategy with stakeholder analysis, identification of potential business services and analysis of optional business and community models is presented in **section 4**.
- **Section 5** presents the initial sustainability plan of the project consortium.

2. Dissemination activities

Dissemination has been carried out throughout the whole period to guarantee a wide diffusion of the project ideas and outcomes and to ensure that information on eGovPoliNet supporting activities is widely circulated and receives feedback.

The dissemination approach aimed at targeting the stakeholder communities that are more relevant to the outcome and exploitation of projects results: i.e. mainly Scientific Communities, but not neglecting Public Administrations, Policy Consultancy Firms, and User Communities. This means that project results have been communicated mainly to well-targeted groups rather than to the wider public. To achieve this, the dissemination activities comprised the following:

- Implementing tools and procedures to support an efficient information flow within the project – see section 2.1 Improving performance measurement through reporting templates;
- Updating the promotional materials and the web page to better target the intended interest groups, and developing/circulating an eGovPoliNet newsletter – see section 2.2;
- Coordinating and carrying out dissemination actions among the aforementioned relevant target communities – for details, see section 2.3 and 2.4. In many cases dissemination activities took place along community building activities, therefore it is difficult to separate dissemination and community building here can also be found in D 3.2 as both objectives were being met;
- Publishing results of the project in relevant journals and academic conferences – for indications see section 2.5.

2.1. Improving performance measurement through reporting templates

To improve the performance measurement of dissemination activities, a reporting template has been developed (see Table 1). This template has been used in the 2nd period to receive an accurate feedback of dissemination activities by partners. The details and analysis of dissemination events shown in sections 2.3 and 2.4 are based on the reports provided by partners through this template.

Table 1: Template for reporting dissemination activities by partners

Field	Details (to be filled by partner(s))
Partner/s responsible	
Title	
Date of dissemination	
Short description of work performed (2-3 sentences about the dissemination)	
Type of Dissemination Action (1)	
Target Audience (2)	
Size of audience	

Benefits for project (2-3 sentences)	
Relevance to specific work in eGovPoliNet (WP, task, overall objectives, etc)	
Comments/feedback from target Audience	
Link to presentation / dissemination material on eGovPoliNet website	

- (1) Types of project dissemination might include project presentation at a conference, presentation at a workshop, presentation at a seminar, article/press release in mass media, publication in a scientific journal, publication in a conference, organisation of a workshop, organisation of a tutorial, organisation of a seminar, exhibition, newsletter, other (pls specify)
- (2) Target audience: scientific community, policy operators, practitioners, other stakeholders (if more, pls specify them all)

2.2. Updating promotional material, web page, and issuing newsletter no 3

During physical dissemination activities, mainly leaflets were used as give-aways to disseminate the project. The leaflets were updated already at the end of the first period due to the collaboration with Crossover. Hence, no changes were made Apart from that, invitations to join the LinkedIn group and presentations of the project were used as **promotional material**. Presentations are made available on the project web page under the menu entry "news and events". An update of the leaflet is due and scheduled in the next months (falling into period 3) to include on one hand the new partners of the contract amendment 1, and on the other hand to promote the updated mission statement and plans of the project for sustainability with value-added services and benefits for community members.

The project **web page**¹ has received some reshaping of the appearance compared to the first year. A direct link to the knowledge portal was integrated. However, major updates will yet need to be done in regards to improving content and to become more attractive. In the second period, mainly news and events have been updated (in particular 12 News items, 20 event announcements), and the public deliverables of the first period were published under results. Further, presentations of the tGov 2013 workshop of eGovPoliNet were published. Since in July 2013, the **knowledge portal** (built by Crossover – cf. D 2.2) was published, more focus was put on a good appeal of the knowledge portal, while the web page of the project received less attention. The main intense use of the project web portal is for management purposes (cf. D 6.2 – collaboration space for the project partners).

The 3rd newsletter has been developed by UKL with inputs of several partners and it was published on the project web site on January 2014. It was announced in the LinkedIn Policy Making 2.0 community group and

¹ <http://www.policy-community.eu/>

in the EGOV researcher community group and in other social networks, such as Facebook and Twitter by UKL. The 3rd newsletter is attached in ANNEX V.

The LinkedIn group Policy Making 2.0², which was initiated by Crossover and which was joined in the first year along the collaboration agreement with Crossover, has been maintained as a focal point to discuss and interact with a wider community. Since the end of the Crossover project in June 2013, the Policy Making 2.0 group has grown further, as Figure 1 and Figure 2 show. By 19th March, the group has 1394 members, which are distributed among distinct seniority levels (e.g. 550 seniors = 39 %, 174 managers = 12 %, 104 directors = 7 %, 203 juniors (entries) = 15 %, etc.). Figure 3 shows that a quarter of the members is in public policy sector, further 18 % are members / staff of government administration, 11 % are researchers, 8 % are from Information technology branch, 4 % is higher education, 3 % are from government relations and the rest is spread across various domains.



Figure 1: Current statistics of the Policy Making 2.0 group – 1394 members in total, distributed among distinct seniority levels

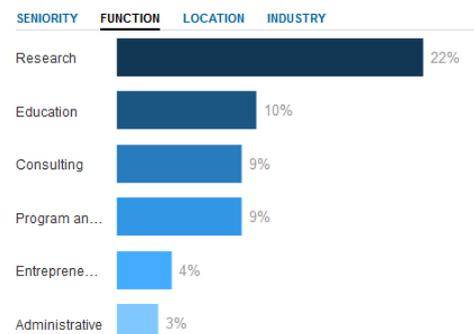


Figure 2: Major roles / functions of the members in the Policy Making 2.0 group

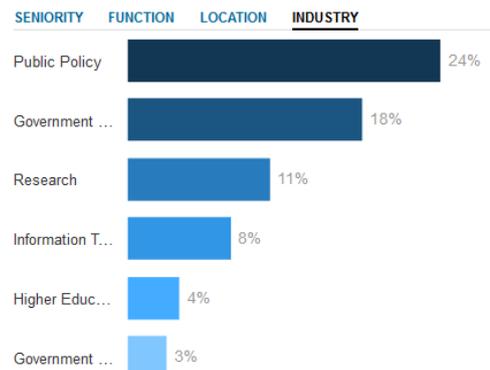


Figure 3: Main industry domains of the members in the Policy Making 2.0 group

Figure 4 demonstrates that the community steadily grows over time. Since June 2013, when eGovPoliNet took over the leadership in managing the group, 641 new members joined the Policy Making 2.0. The number of

² <https://www.linkedin.com/groups/Policy-Making-20-4165795>

discussions and comments remains at a level of some five to ten contributions / posts per week – see Figure 5.



Figure 4: Growth of the Policy Making 2.0 group in LinkedIn

COMMENTS AND DISCUSSIONS

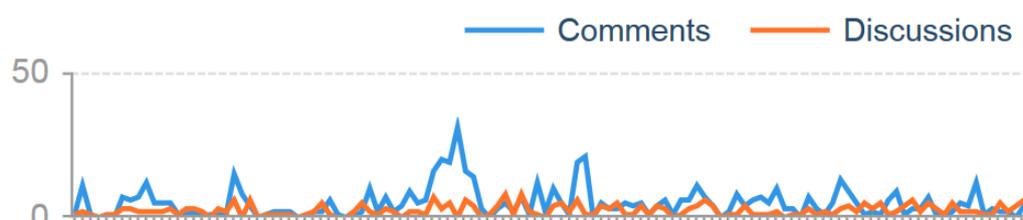


Figure 5: Number of discussions and comments per week

2.3. List of dissemination activities

In the second period, the eGovPoliNet partners disseminated the project in 21 events world-wide (of which 11 community building and dissemination events and 10 pure dissemination events):

- In Europe 15 events were addressed, of which 6 were community building and dissemination events together, while 9 events were with the purpose of dissemination
- In USA 2 events, both community building and dissemination, took place.
- In Canada 2 events were executed, of which 1 for the purpose of community building and dissemination, and 1 with the purpose of dissemination
- In Oceania, 1 community building and dissemination event was performed.
- In Asia 1 community building and dissemination event was performed.

Figure 6 shows geographical spread of dissemination activities performed by eGovPoliNet in the second period.



Figure 6: Geographical spread of dissemination activities in the second period. Map source: Wikimedia Commons, http://commons.wikimedia.org/wiki/File:World_map_blank_without_borders.svg

The two tables below outline the activities performed, separated by particular contents as follows:

- Table 2 provides details of the events organised, including location, partner(s) engaged and a brief description of the types of activities and objectives / achievements for the project.
- Table 3 provides details of the outcomes and benefits for the project of the dissemination events (an analysis of the reported outcomes and figures documenting impact achieved is then reported in section 2.4)

Table 2: Overview of dissemination activities performed by partners in the second period (in many cases along community building events – see D 3.2)

<i>Date</i>	<i>Event name</i>	<i>Location</i>	<i>Type of activity³</i>	<i>Partners organising and/or engaged</i>	<i>Outline of event and objectives of eGovPoliNet</i>
2012/09/01-2012/09/02	PhD Colloquium @ IFIP EGOV and IFIP ePart conferences www.egov-conference.org www.epart-conference.org	Kristiansand, NO	CB + Diss	PhD Colloquium: SUNY with TUD and UKL participating in senior faculty	Organised by Sharon Dawes and Bjoern Niehaves (Hertie School of Governance, DE). Participation in senior faculty: Marijn Janssen, Jochen Scholl, Ramon Gil-Garcia, Maria A. Wimmer. PhD students from all over the world presented their PhD proposals in front of other students and of senior scholars of the field. After each presentation, in extended and lively discussions, participants were giving valuable comments to PhD students about their thesis work. Senior faculty advised PhD students on many burning practical issues such as how to resolve conflict with your advisor, how to manage time to finish your thesis within a reasonable time frame, how to get best from literature research, etc. The feedback of PhD students was very positive and indicating that they appreciated the experiences gained through the discussions in the PhD colloquium.

³ CB = Community building activity, Diss = Dissemination and awareness raising activity

2012/09/06	<p>eGovPoliNet workshop @ IFIP EGOV and IFIP ePart conferences</p> <p>www.egov-conference.org</p> <p>www.epart-conference.org</p>	Kristiansand, NO	CB + Diss	<p>Workshop: UKL, UBRUN organised;</p> <p>Further partners attending and engaging: TUD, CERTH, SUNY, UNU-IIST</p>	<p>Maria A. Wimmer (UKL), Jeremy Millard and Tony Elliman (both UBRUN) organised a workshop on "Roadmapping ICT for governance and policy modelling" along IFIP EGOV and IFIP ePart conferences (http://www.policy-community.eu/results/presentations/workshop-eGovPoliNet-crossover-roadmapping-workshop). The workshop aimed at stimulating discussion on future grand challenges and research needs. With the particular objectives of the project to cross-fertilise among key actors of distinct disciplines and policy practitioners (involving also Crossover, but nobody of Crossover could attend), the workshop presented results from</p> <ul style="list-style-type: none"> • the state of the art tools and methodologies for next-generation policy-making (including some findings of crossover), and from • the study to investigate the coverage of objectives of FP 7 and future research needs <p>Subsequently, group discussions were performed tackling particular issues – see slides for the breakout sessions in Annex I. Results of group discussions were presented and discussed in the subsequent plenary discussion. The workshop contributed to establish a strong community on ICT for governance and policy modelling with the identification of future research needs.</p>
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2012/10/22- 2012/10/25	Thematic session @ ICEGOV 2012 http://www.icegov2012.icegov.org/	Albany, NY, USA	CB + Diss	UNU-IIST, SUNY, TUD, UKL organising in collaboration with Crossover Partners participating: CERTH	Zamira Dsuzupova, Natalie Helbig, Marijn Janssen and Maria Wimmer organised a panel discussion in a thematic session. The main aim of the panel discussion was to discuss about "Bridging the north-south gap in ICT-enabled policy modelling and governance". To set the ground, Maria Wimmer and Gianluca Misuraca (IPTS, Seville, EC) gave a joint presentation of the community building projects of eGovPoliNet and Crossover (see http://www.policy-community.eu/news-events/events/events-repository/icegov-2012/). Subsequently, panellists with distinct backgrounds and from different organisations discussed the theme set. The panellists, their CV and an outline of the thematic session is provided in Annex II.
2012/11/08- 2012/11/10	Policy informatics track @ Fall conference of APPAM http://www.appam.org/events/fall-research-conference/2012/	Baltimore, MD, USA	CB + Diss	SUNY	Sharon Dawes and Natalie Helbig organised a policy informatics track. Papers on policy informatics and other substantive policy areas were discussed. APPAM was a Great opportunity to connect eGovPoliNet to the APPAM community.
2013/01/23	Annual iBestuur conference http://www.ibestuurcongres.nl/	The Hague, NL	Diss	TUD	Presentation about eGovPoliNet and distribution of flyers. iBestuur is the main conference about ICT and government in the Netherlands. It is organised by the government and primarily government employees attend this conference. About 900 participants attended the conference, from which about 50 policy-makers. The main result for the Project objectives was that several policy-makers became member of the LinkedIn group.

2013/03/12- 2013/04/10	Research stay and public lecture at Auckland University	Auckland, NZ	CB + Diss	COMPASS, UKL	<p>Along the research visit of Maria A. Wimmer, who was invited by COMPASS (Peter Davis and his team) for a research exchange on Policy Modelling (based on eGovPoliNet cooperation), she gave a presentation on Policy Modelling about the OCOPOMO methods and tools. Along the public lecture, the advantages and benefits of the community building project eGovPoliNet were mentioned to NZ students.</p> <p>The research stay aimed at exchanging findings and insights on approaches of Agent-based modelling and micro-simulation. Besides that, engagement in COMPASS and UKL on comparative analysis themes was discussed and settled (see details reported in D 4.2).</p>
2013/03/20	Panel at UKAIS 2013	Oxford, UK	Diss	UBRUN organised; TUD engaged	<p>Organised by Laurence Brooks, who introduced the eGovPoliNet project, included participation by Marijn Janssen, Anastasia Papazafeiropoulou and Panagiotis Panagiotopoulos. The benefit for the project can be identified in engaging potentially interested stakeholders and in the acquisition of new knowledge about ongoing research activities in developments in ICT as they relate to policy making.</p>

<p>2013/03/22- 2013/03/23</p>	<p>tGov 2013 http://www.iseing.org/tgovwebsite/tGovWorkshop2013/tGovHomePage2013.html</p>	<p>Uxbridge, London, UK</p>	<p>CB + Diss</p>	<p>Organising: UKL, UBRUN with engagement of partners TUD, CERTH, SUNY, UNU-IIST, TUK, KhNU</p>	<p>A workshop with FP 7 projects was organised by Vishanth Weerakkody and Maria A. Wimmer, and with the engagement of further eGovPoliNet partners. tGov 2013 is an annual research event addressing the transformation of Government, pledges to be a thought-provoking workshop with keynote addresses and research papers from within the UK, EU and other global regions. eGovPoliNet was collaborating with tGov 2013 in organising a set of presentations and panel discussions to bring together researchers and practitioners to present their approaches on ICT for governance and policy modelling. The main objectives of the workshop were to cross-fertilise among projects and to contribute to community building among running FP 7 projects and a wider community; to learn which approaches, tools and technologies, and policy or participation areas are tackled in running FP 7 projects; and to discuss future directions in the field – for research and practice. The agenda and overview of projects participating in the workshop is shown in Annex III.</p>
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<p>2013/04/10-2013/04/12</p>	<p>Panel along IRSPM Conference http://www.irspm2013.com</p>	<p>Prague, CZ</p>	<p>CB + Diss</p>	<p>SUNY, TUD</p>	<p>Natalie Helbig and Marijn Janssen organised a panel on "Supporting Public Policy and Governance: The Emerging Role of Policy Informatics". The main objectives of the panel discussion were to discuss and study the intensive and creative use of information and technology to improve policy-making and governance. The panel welcomed contributions that use tools and techniques that investigate the non-linear relationships and complexity inherent in intractable public policy issues and management dilemmas to better understand the impacts and consequences of technological, political, policy, and managerial choices.</p> <p>Further information can be found under http://www.irspm2013.com/sites/default/files/panely/P47_-_SupportingPublicPolicyandGovernance-TheEmergingRoleofPolicyInformatics.pdf</p>
<p>2013/05/16</p>	<p>International scientific conference "Actual problems of ICT specialists' training" http://www.khnu.km.ua</p>	<p>Khmelnitzky, UA</p>	<p>Diss</p>	<p>KhNU organising, TUD engaged</p>	<p>KhNU organised a conference "Actual problems of ICT specialists" in Ukraine, where Marijn Janssen (TUD) gave a presentation about eGovPoliNet.</p> <p>Researchers in the field of: electronic management (including e-government); mathematics and computer modelling of social and natural processes; informatisation in the field of education from Ukrainian Universities, and scientific institutions of the National Academy of Sciences. A Big delegation from the Institute of Telecommunications and Global Information Space NAS of Ukraine.</p> <p>Policy-makers from government from Russia, Moldova, Georgia, Armenia, Belarus were also attending.</p>

<p>2013/05/27- 2013/05/30</p>	<p>ECMS 2013, track on policy modelling</p> <p>http://www.scs-europe.net/conf/ecms2013/</p>	<p>Ålesund, NO</p>	<p>CB + Diss</p>	<p>UKL</p>	<p>ECMS is the major conference of the Social Simulation Community in Europe. The policy modelling track was organised by Maria A. Wimmer and Scott Moss (Professor of policy modelling at Manchester Metropolitan University, UK). ECMS brings together scholars from complexity science, social simulation and related fields of modelling and simulation. The track on policy modelling aimed to investigate the current state of affairs in computer-assisted, simulation-based policy modelling and to make eGovPoliNet visible to the social simulation community. The track offered researchers an opportunity to submit papers in a wide variety of application areas and from a wide variety of simulation approaches. Four papers out of eight submissions were accepted for the track. The contributions accepted are published in the conference proceeding: <i>Webjørn Rekdalsbakken, Robin T. Bye, Houxiang Zhang (Eds.): 27th European Conference on Modelling and Simulation ECMS 2013, Proceedings, Digitaldruck Pirrot GmbH: Dudweiler, 2013</i></p>
<p>2013/06/13- 2013/06/14</p>	<p>ECEG 2013 - 13th European Conference on eGovernment – ECEG 2013</p> <p>http://academic-conferences.org/eceg/ecg2013/eceg13-home.htm</p>	<p>Como, IT</p>	<p>Diss</p>	<p>INNOVA</p>	<p>Alessio Gugliotta presented the project objectives and activities. The benefit for the project can be identified in engaging potentially interested stakeholders and in the acquisition of new knowledge about ongoing research activities in Europe about e-government and ICT for policy making.</p>

2013/06/13	Seminar at Groningen Center for Social Complexity Studies	Groningen, NE	Diss	RG	Wander Jager shortly introduced the eGovPoliNet project at the yearly seminar with about 100 visitors. The objective of the seminar was strengthening the network of scientists and practitioners - mainly in the Netherlands - in the field of social complexity. The benefit for eGovPoliNet is an increased awareness in this network of the existence of eGovPoliNet.
2013/06/17-2013/06/20	PhD colloquium and Policy Modelling Panel at DG.O http://dgsna.org/2013-conference-dgo-2013-e-government-smart-government	Quebec City, CA	CB + Diss	SUNY organising, TUD, UL among senior faculty at colloquium Panel organized by SUNY, TUD among the panellists	PhD colloquium: Organised by Sharon Dawes and Bjoern Niehaves (Hertie School of Governance, DE), with participation of Marijn Janssen and Ramon Gil-Garcia as senior faculty. PhD students from all over the world presented their PhD proposals in front of other students and of senior scholars of the field. After each presentation, in extended and lively discussions, participants were giving valuable comments to PhD students about their thesis work. Senior faculty advised PhD students on many burning practical issues such as how to build a strong relationship with your advisor and committee, how to manage time to finish your thesis within a reasonable time frame, how to get best from literature research, etc. The feedback of PhD students was very positive and indicating that they appreciated the experiences gained through the discussions in the PhD colloquium. Policy Modeling Panel: Organised by Sharon Dawes and Marijn Janssen, with participation by Luis Luna Reyes (Universidad de las Americas), Hans Herren (Millenium Foundation), and Christopher Koliba (University of Vermont).

					This multidisciplinary panel was designed to raise awareness and interest in research and application of modelling techniques to complex public policy problems. Panellists discussed techniques, challenges, costs and benefits of different kinds of stakeholder engagement in model building and interpretation at each stage in the policy process. Finally, the panel session was designed to exchange ideas and approaches with the audience regarding the application, value, and limitations of policy modelling and policy informatics in digital government research and in research-practice partnerships.
2013/06/17-2013/06/20	Meeting at Quebec City	Quebec City, CA	Diss	UL organising, TUD engaged	Sehl Mellouli organised a meeting at Quebec city with city officials to present the eGovPoliNet project. The presentation was done by Marijn Janssen (TUD).
2013/09/15-2013/09/16	PhD colloquium of eGovPoliNet along IFIP EGOV & IFIP ePart 2013 www.egov-conference.org www.epart-conference.org	Koblenz, DE	CB + Diss	PhD colloquium: SUNY organising, TUD, UKL among senior faculty	Organised by Sharon Dawes and Bjoern Niehaves (Hertie School of Governance, DE), with participation of Marijn Janssen, Ramon Gil-Garcia, Jochen Scholl and Maria A. Wimmer as senior faculty. PhD students from all over the world presented their PhD proposals in front of other students and of senior scholars of the field. After each presentation, in extended and lively discussions, participants were giving valuable comments to PhD students about their thesis work. Senior faculty advised PhD students on many burning practical issues such as how to resolve conflict with your advisor, how to manage time to finish your thesis within a reasonable time frame, how to get best from literature research, etc. The feedback of PhD students was very positive and indicating that they appreciated the experiences gained through the discussions in the PhD colloquium.

2013/09/19	<p>Workshop of eGovPoliNet along IFIP EGOV & IFIP ePart 2013</p> <p>www.egov-conference.org</p> <p>www.epart-conference.org</p>	Koblenz, DE	CB + Diss	<p>UKL and TUD organising,</p> <p>CERTH, VUB, UBRUN, UL, SUNY, KHNU, UNU-IIST, EUAK, ITMO participating</p>	<p>The field of policy-making is changing driven by developments in data analysis and social media. To deal with the new challenges, involvement of multiple disciplines is needed. The workshop along IFIP EGOV and IFIP ePart was organised by UKL and TUD with the active engagement of the eGovPoliNet project partners. It aimed at contributing to stimulate discussion on comparative analyses in WP 4 and contributions from other community members as well as on discussing future visions and research needs. Some challenges have been identified by the project as managing the complexity and uncertainty of the policy-making process, an increasingly diverse stakeholder involvement, a variety and magnitude of sources of data and information, as well as the importance of including technologies throughout the whole process of policy-making. To take advantage of recent developments, new approaches, concepts, instruments, and methods are needed, which are able to deal with societal and computational complexity. Besides community building and awareness raising along attendees of IFIP EGOV and IFIP ePart, this workshop was aimed at sorting out contributions for the book project with Springer (see also D 3.2 and D 4.2 and 2.4). The agenda is attached in Annex IV.</p>
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<p>2013/09/16- 2013/09/20</p>	<p>ESSA 2013 http://www.essa2013.org</p>	<p>Warsaw, PL</p>	<p>CB + Diss</p>	<p>EUAK</p>	<p>Petra Ahrweiler participated with the following contributions to the conference</p> <p>(i) a lecture about policy laboratories with a special reference to eGovPoliNet to raise awareness concerning the project within the ESSA community,</p> <p>(ii) expert advice to young researchers at ESSA@work for training and education purposes in the area of policy modelling where the participants were encouraged to engage with the EGovPoliNet community, and</p> <p>(iii) meetings with ESSA management committee members to prepare a Special Interest Group for the policy modelling community within the ESSA structures as a sustainability option for eGovPoliNet after the funding will end.</p>
<p>2013/09/19- 2013/09/21</p>	<p>PCI 2013 - 17th Panhellenic Conference on Informatics http://pci2013.epy-mathra.gr/</p>	<p>Thessaloniki, GR</p>	<p>Diss</p>	<p>CERTH</p>	<p>Evangelos Kalampokis presented a paper on publishing Linked Open Government Data (see section 2.4). The PCI conference is an event established by the Greek Computer Society providing an effective channel of communication between decision-makers (government, ministries and state agencies), researchers (universities, research and development centres, start-up centres and incubators), practitioners (SME leaders and managers) and persons concerned with the latest research, scientific development and practice on ICT. PCI 2013 attracted around 200 stakeholders.</p>

<p>2013/10/09- 2013/10/10</p>	<p>XVI All Russia Conference "Internet and modern society" http://www.ifmo.ru/en/viwanon/3415/XVI_obedinennaya_konferenciya_internet_i_sovremennoe_obschestvo.htm#</p>	<p>St. Petersburg, RU</p>	<p>Diss</p>	<p>ITMO</p>	<p>A presentation about eGovPoliNet community was given by Dmitrii Trutnev. The audience consisted of information society research community in the Russian region. The goal of the presentation was to attract the attention of researchers in the field of modelling of social processes from the Russian region information society to similar studies in Europe and to the professional community that is created by the eGovPoliNet community. The audience expressed several views about the interest in the use of eGovPoliNet information resources in case of their translation into Russian. Direct participation and registration in the eGovPoliNet Policy Community is suggested after becoming more familiar with the benefits and responsibilities of members</p>
<p>2013/10/22- 2013/10/25</p>	<p>Track on Policy and Governance Innovations along ICEGOV 2013 - The 7th International Conference on Theory and Practice of Electronic Governance http://www.icegov2013.icegov.org/</p>	<p>Seoul, KR</p>	<p>CB + Diss</p>	<p>TUD, SUNY, UNU-IIST</p>	<p>ICEGOV 2013 was organised under the patronage of the Ministry of Security and Public Administration by the National Information Society Agency and the Center for Electronic Governance at UNU-IIST (founder and coordinator of the ICEGOV series). A dedicated Track on Policy and Governance Innovations organised by eGovPoliNet members brought together experts to discuss about bridging researchers from different fields, communities and countries. Marijn Janssen and Natalie Helbig organised a PhD colloquium.</p>

<p>2013/11/14- 2013/11/15</p>	<p>High-level eGovernment Conference along the Lithuanian Presidency of the European Union http://www.eu2013.lt/en/events/political-meetings/conferencesandseminars/high-level-conference-on-e-government-issues</p>	<p>Vilnius, LT</p>	<p>Diss</p>	<p>UKL</p>	<p>In the plenary track on "How we imagine the eGovernment future", Maria Wimmer gave a visionary speech about eGovPoliNet research contributions for future e-Government and e-Participation. She drew six scenarios for future visions of Information and Communication Technology (ICT) solutions for e-Government and e-Participation to trigger a dialogue on research needs among the experts. About 300 experts of government and policy level attended the conference (see the programme with speakers and links to presentations and video recordings under http://www.vrm.lt/index.php?4137282738). The benefits for eGovPoliNet were on one hand initial visionary scenarios and on the other hand awareness about the project. Among the speakers in the plenary session was also Paul Timmers of the EC.</p>
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2013/12/11	<p>First Russian IT-Experts Constituent Congress (ExpiNet)</p> <p>http://www.policy-community.eu/news-events/events/events-repository/egovpolinet-presentation-at-first-all-russia-congress-of-it-experts</p>	Moscow, RU	Diss	ITMO	<p>Dimitrii Trutnev presented the eGovPoliNet Community. The audience consisted of IT-experts from commercial, state-owned companies and administrations involved in e-government and e-society development in Russian regions. The goal of the presentation was improving awareness of the target IT and e-Governance expert audience in the Russian region on the existence, the business model and products of the European professional community on policy modelling and governance through ICT support.</p> <p>Dimitrii discussed that the eGovPoliNet business model is of interest for e-government and e-society development in Russia and this experience should be studied. Subject focuses of the two communities are close to each other and there is a need to discuss the possibility of cross-membership of our communities or other forms of cooperation. There is a need to bridge relatively big difference between European ICT and eGov science and Russian everyday practice, since most of ExpiNet founders are practitioners.</p>
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Table 3 Targets and Outcomes of dissemination activities performed by partners in the second period

Title	Date	Communities	Type of Dissemination Action	Target Audience	Size of audience	Benefits for eGovPoliNet
PhD Colloquim @ IFIP EGOV and IFIP ePart conferences	2012/09/02 2012/09/03	Egov, IS, Complex Systems, PA and Policy research, Social simulation	PhD Colloquim	PhD students from all over the world presented their PhD proposals in front of other students and of senior scholars of the field.	17 (8 PhD)	Engaging young researchers for a future vision of policy modelling on one hand and cross fertilisation among targeted communities on the other hand.
eGovPoliNet workshop @ IFIP EGOV and IFIP ePart conferences	2012/09/06	Egov, PA & Policy Research, Social simulation	Organisation of a project workshop Presentation at the workshop	Scientific Community and policy practitioners	18	The workshop contributed to establish a strong community on ICT for governance and policy modelling with the identification of future research needs.
Thematic session @ ICEGOV 2012	2012/10/22 2012/10/25	EGOV, Social simulation	Organisation of a dedicated panel Presentation at the panel	Scientific Community	44	Started 3 research collaborations New LinkedIn Members (31)
Policy informatics track @ Fall conference of APPAM	2012/11/08 2012/11/10	PA & Policy making, Complex Systems	Presentation at Workshop	Policy Makers and practitioners		APPAM was a Great opportunity to connect eGovPoliNet to the APPAM community.
Annual iBestuur conference	23/01/2013	PA & Policy making	Presentation at Conference	Primarily government employees attend	About 900 participants attended	The main result for the Project objectives was that several policy-makers

				this conference, but also policy-makers	the conference	became member of the LinkedIn group.
Research stay and public lecture at Auckland University	2013/03/12 2013/04/10	Egov, PA & Policy making	Public Lecture	Along the public lecture, the advantages and benefits of the community building project eGovPoliNet were mentioned to NZ students.	Not available	The research stay aimed at exchanging findings and insights on approaches of Agent-based modelling and micro-simulation. Besides that, engagement in COMPASS and UKL on comparative analysis themes was discussed and settled.
Panel at UKAIS 2013	20/03/2013	IS, Social Simulation	Organisation of a dedicated panel Presentation at the panel	Scientific community and policy practitioners	101	The benefit for the project can be identified in engaging potentially interested stakeholders and in the acquisition of new knowledge about ongoing research activities in developments in ICT as they relate to policy making. New community members (14)
tGov 2013	2013/03/22 2013/03/23	Egov, IS, PA and Policy research, Social simulation	Organisation of workshop with FP 7 projects	Scientific Community	18	The main objectives of the workshop were to cross-fertilise among projects and to contribute to community building among running FP 7 projects and a wider community; to learn which approaches, tools and

						<p>technologies, and policy or participation areas are tackled in running FP 7 projects; and to discuss future directions in the field – for research and practice</p> <p>New members (12) in LinkedIn</p>
Panel along IRSPM Conference	2013/04/10 2013/04/12	Egov, PA & Policy Research	Organisation of a panel	Scientific Community and policy practitioners	63	<p>The panel welcomed contributions that use tools and techniques that investigate the non-linear relationships and complexity inherent in intractable public policy issues and management dilemmas to better understand the impacts and consequences of technological, political, policy, and managerial choices.</p> <p>Started 11 research collaborations</p> <p>New community members (22)</p>

<p>International scientific conference "Actual problems of ICT specialists' training"</p>	<p>16/05/2013</p>	<p>Egov, PA & Policy Research</p>	<p>Presentation at Conference</p>	<p>Scientific Community, a big delegation from the Institute of Telecommunications and Global Information Space NAS of Ukraine. Policy-makers from government from Russia, Moldova, Georgia, Armenia, Belarus were also attending</p>	<p>90</p>	<p>Engagement with researchers in East Europe New linked-in members</p>
<p>ECMS 2013 track on policy modelling</p>	<p>2013/05/27 2013/05/30</p>	<p>Complex Systems, Social simulation</p>	<p>Organisation of a dedicated track</p>	<p>Scientific community</p>	<p>22</p>	<p>The contributions accepted are published in the conference proceeding: Webjørn Rekdalsbakken, Robin T. Bye, Houxiang Zhang (Eds.): 27th European Conference on Modelling and Simulation ECMS 2013, Proceedings, Digitaldruck Pirrot GmbH: Dudweiler, 2013 Started 8 research collaborations New Community Members (10)</p>

ECEG 2013 - 13th European Conference on eGovernment – ECEG 2013	2013/06/13 2013/06/14	Egov, PA and Policy research	Presentation at a Conference	Scientific Community, Policy practitioner	30	The benefit for the project can be identified in engaging potentially interested stakeholders and in the acquisition of new knowledge about ongoing research activities in Europe about e-government and ICT for policy making
Seminar at Groningen Center for Social Complexity Studies	13/06/2013	Complex Systems, Social simulation	Presentation at a workshop	Scientific Community, Policy practitioner	About 100 visitors.	The benefit for eGovPoliNet is an increased awareness in this network of the existence of eGovPoliNet
PhD colloquium at DG.O	2013/06/17	Egov, IS, Complex Systems, PA and Policy research, Social simulation	PhD Colloquium	PhD students from all over the world	11 (6 PhD)	Engaging new Researchers for a future vision of policy modelling on one hand and cross fertilisation among targeted communities on the other hand.
Policy Modelling Panel at DG.O	2013/06/18 2013/06/20	Egov, Complex Systems, PA and Policy research, Social simulation	Organisation of a panel	Scientific Community and Policy Makers	16	The panel session was designed to exchange ideas and approaches with the audience regarding the application, value, and limitations of policy modelling and policy informatics in digital government research and in research-practice partnerships

						New Community Members (8)
Meeting at Quebec City	2013/06/17 2013/06/20	PA	Organisation of a meeting	Policy Makers and Practitioners	Not available	
PhD colloquium of eGovPoliNet along IFIP EGOV & IFIP ePart 2013	2013/09/15 2013/09/16	Egov, IS, Complex Systems, PA and Policy research, Social simulation	PhD Colloquium	PhD students from all over the world	17 (8 PhD)	Engaging new Researchers for a future vision of policy modelling on one hand and cross fertilisation among targeted communities on the other hand.
Workshop of eGovPoliNet along IFIP EGOV & IFIP ePart 2013	2013/09/19	Egov, PA & Policy Research, Social simulation	Organisation of a dedicated workshop	Scientific Community and policy practitioners	18	It aimed at contributing to stimulate discussion on comparative analyses in WP 4 and contributions from other community members as well as on discussing future visions and research needs. Some challenges have been identified by the project as managing the complexity and uncertainty of the policy-making process, an increasingly diverse stakeholder involvement, a variety and magnitude of sources of data and information, as

						well as the importance of including technologies throughout the whole process of policy-making. To take advantage of recent developments, new approaches, concepts, instruments, and methods are needed, which are able to deal with societal and computational complexity. Besides community building and awareness raising along attendees of IFIP EGOV and IFIP ePart, this workshop was aimed at sorting out contributions for the book project with Springer (see also D 3.2 and D 4.2 and section 2.4).
ESSA 2013	2013/09/16 2013/09/20	PA & Policy research, Social Simulation	Presentation at the conference Networking	Scientific Community	Not available	Prepare a Special Interest Group for the policy modelling community within the ESSA structures as a sustainability option for eGovPoliNet after the funding will end.



PCI 2013 - 17th Panhellenic Conference on Informatics	2013/09/19 2013/09/21	Egov, PA & Policy research	Presentation at a Conference	Scientific Community and policy practitioners	200	The PCI conference is an event established by the Greek Computer Society providing an effective channel of communication between decision-makers (government, ministries and state agencies), researchers (universities, research and development centres, start-up centres and incubators), practitioners (SME leaders and managers) and persons concerned with the latest research, scientific development and practice on ICT.
Track on Policy and Governance Innovations along ICEGOV 2013 - The 7th International Conference on Theory and Practice of Electronic Governance	2013/10/22 2013/10/25	Egov, IS, Complex Systems	Organisation of a dedicated track	Scientific Community	42	A dedicated Track on Policy and Governance Innovations organised by eGovPoliNet members brought together experts to discuss about bridging researchers from different fields, communities and countries. Started 3 research collaborations New community members (22)

High-level eGovernment Conference along the Lithuanian Presidency of the European Union	2013/11/14 2013/11/15	PA & Policy research	Presentation at a Conference	Policy-makers	About 300 experts of government and policy level attended the conference	The benefits for eGovPoliNet were on one hand initial visionary scenarios and on the other hand awareness about the project.
1st Russian IT-Experts Constituent Congress (ExpiNet)	11/12/2013	PA & Policy research	Presentation at a Conference	The audience consisted of IT-experts from commercial, state-owned companies and administrations involved in e-government and e-society development in Russian regions	120	Improving awareness of the target IT and e-Governance expert audience on the existence, the business model and products of the European professional community
XVI All Russia Conference "Internet an modern society"	9-11/10/2013	Egov, PA & Policy research	Presentation at a Conference	Information society research community	450	Attracting the attention of researchers in the field of modelling of social processes in the information society to similar studies in Europe and to the professional community that is created by the Project

2.4. Analysis of the dissemination activities

As introduced in Section 2.1, a template has been devised to collect and analyse the outcomes of the dissemination activities. In the following, we analyse the outcomes (the date and descriptions of the events have been already reported in Tables 2 and 3 of Section 2.3 above), in order to quantify the effort and the impact of past dissemination activities and plan new ones.

2.4.1. Involvement of the partners

Table 4 gives an overview of the actual involvement of (active) partners in the second period in dissemination activities. The table highlights a wide participation of partners in dissemination activities (almost all partners have participated at least to one dissemination activity in the second period), with a particular effort from SUNY, TUD and UKL, which are all also quite active in the community building tasks.

Table 4 Actual involvement of partners in dissemination activities

UKL	TUK	TUD	CERTH	VOLTERRA	INNOVA	VUB	UL	UBRUN
9	1	14	4	0	1	1	3	4
SUNY	RG	COMPASS	KhNU	UNU-IIST	UCDNUID	UTS	EUAK	ITMO
10	1	1	3	5	0	0	2	3

The plan for the third period is to maintain a similar effort, possibly with a major participation from partners less active so far.

2.4.2. Types of dissemination actions

Table 5 indicates the number and type of dissemination activities performed by eGovPoliNet.

Table 5 Number and types of dissemination activities performed in the project

Type of dissemination activity	N. of events	Total
PhD Colloquium	3	13
Organisation of a dedicated workshop	2	
Organisation of a dedicated panel	4	
Organisation of a dedicated track	2	
Organisation of a dedicated meeting	1	
Public Lecture	1	10
Presentation at a workshop	2	
Presentation at a conference	8	

As the table evidences, partners made a great effort to organise dedicated events (namely, 9 events co-located with existing well-known conferences in the targeted communities + 1 public lecture + 3 PhD Colloquium), compared to the simple participation to International/National events (2 workshops and 6 conferences), organised by external organisations.

According to the reported feedback, the events organised by the project partners:

- offer greater visibility to the project,
- enable a better engagement of new possible members and
- trigger more opportunities of collaboration (see also D3.2).

Therefore, a similar effort for organising specific events will be organised also in the next period (section 3). However, as for this period, also other dissemination opportunities will be taken into consideration, because we do not have the resources to create a specific new conference. Instead, links to the existing communities should help us to diffuse policy modelling aspects as major themes in that conferences, and contributions from the community members should be submitted and presented. This way, the cross-fertilisation and growing of the network will be sustained.

2.4.3. Size and Targeted Audience

According to the collected reports, the dissemination activities of the second period managed to reach out to a sum of about 2500 people in total⁴. However, this number should be combined with the high growth of the LinkedIn group (see Section 2.2) to stress the quantitative (and also qualitative) dissemination effort made by project partners. To sum up, eGovPoliNet reached a lot of people, and we also convinced them to join the policy community on LinkedIn.

In addition, Figure 7 gives an approximation of the proportional distribution of the targeted audience along types of attendees. The main target audience was the Scientific community (confirming the main research target of the project), followed by Policy practitioners, Policy makers and PhD Students/Students.

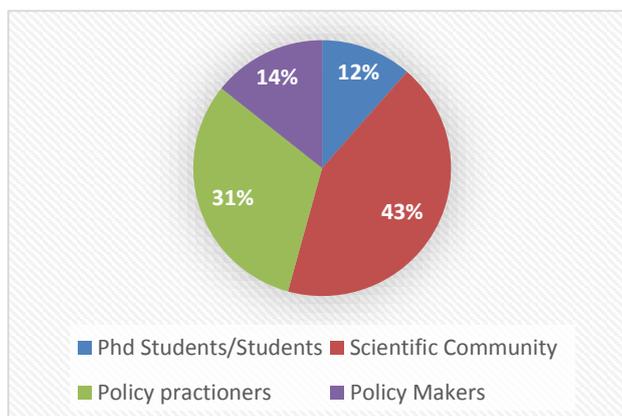


Figure 7: Proportional distribution of target audience along types of attendees (measured on overall participation)

In terms of targeted research communities (see D3.2), Figure 8 depicts the distribution of communities reached out to by the joint dissemination and community building events. The project tried to target all of the planned communities, although some of them (namely: EGOV and PA and Policy Research) have been more engaged.

⁴ This is an estimation, because in the case of presentations to workshop and conference the reported numbers were an estimation of the whole event audience.

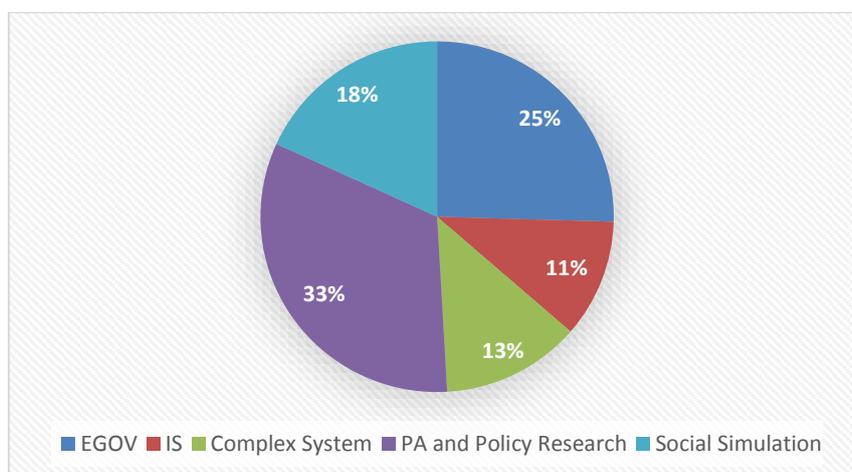


Figure 8: Distribution of audiences among targeted research communities

2.4.4. Benefits for the project and relevance to specific work

Table 6 reports the main benefits of dissemination activities for the Policy Community that have been reported by partners. The "N. of Events" column expresses the times the benefit has been reported by partners and, thus, provides an estimation of the main benefits for the project of the performed dissemination activities. It is of course an estimation, because, for example, benefits like "increased awareness of the project" could be reported for every dissemination event; but this was not always the main focus of the planned dissemination activity, especially when in combination with community building activities.

Table 6 Benefits of dissemination activities for eGovPoliNet

Benefits	N. of Events	Notes
Increase Community Members	10	In some cases, partners explicitly reported the number of new members for the specific dissemination event; in total 119 new members have been registered. However, the actual increase of the community is about 800 members in the last year (see section 2.2)
Cross-fertilisation among distinct existing communities	8	Discussion during panel, workshops and PhD colloquia organised by the project
Definition of new future research directions and visionary scenarios	6	Discussion during panel, workshops and PhD colloquia organised by the project
Increased awareness of the project	5	
Creation of new collaborations	4	The project started 25 new collaborations
Engage stakeholders	4	In particular Policy Makers and Practitioners
Engage with new researchers	3	22 PhD students participated to the colloquia organised by the project
Engage with established communities	3	Communities: APPAM, IFIP EGOV and ePart, ESSA
New publications	2	1 book and 1 proceedings of a workshop

These benefits have also impacted on the project activities. In particular:

- Stimulating the growth of the eGovPoliNet community and the collaboration among participants (WP1 and WP3)
- Stimulating the discussion and collecting input for the comparative analysis (WP4)
- Starting preparations to form Special Interest Groups within existing communities and analyse possible business models for the sustainability of the eGovPoliNet community after the end of the project (WP1 and WP5)

Overall, the dissemination activities have been opportunities to collect

- i. feedback about the project objectives and work (leading to define an initial sustainability plan as reported in D 5.2) and, likewise important,
- ii. input for future possible directions in the field of policy modelling (which have been however rather works of community building and knowledge base development, and hence results are reported in D 3.2 and D 4.2).

2.5. Status of publications about project results

In the second period, the group of CERTH has generated two publications in form of a) an article in the TGPPP journal, and b) an article in the PCI 2013 conference:

- a) Eleni Kaliva, Eleni Panopoulou, Efthimios Tambouris, Konstantinos Tarabanis. *A domain model for online community building and collaboration in eGovernment and policy modelling*. In: Transforming

Government: People, Process and Policy, Vol. 7 Iss: 1, pp.109 – 136 (2013), DOI:
[10.1108/17506161311308197](https://doi.org/10.1108/17506161311308197)

Abstract: *Purpose* - The purpose of this paper is to develop a domain model for online community building and collaboration in e-government and policy modelling. *Design/methodology/approach* - The authors followed a structured approach including five distinct steps: define the domain to be investigated; collect domain knowledge from both existing online community building and collaboration platforms and domain experts; analyse the gathered knowledge; develop and evaluate the domain model. *Findings* – A domain model was developed for community building and collaboration in e-government and policy modelling, including the domain definition, the domain lexicon and the conceptual models modelling its basic entities and functions of the domain. In particular, the UML class diagram was used for modelling the domain entities and the UML use cases diagram for modelling the domain functions. *Originality/value* – A literature search revealed a lack of domain models for online community building and collaboration, not only in e-government and policy modelling but also in general. The proposed model provides a better understanding of the domain. It can also be used in the development of relevant platforms, leading to the reduction of software development costs and delivery time, as well as the improvement of software quality and reliability, by minimising domain analysis errors.

- b) Evangelos Kalampokis, Efthimios Tambouris, Konstantinos Tarabanis. *On Publishing Linked Open Government Data*. Proceedings of the 17th Panhellenic Conference on Informatics, pp. 25-32, DOI:
[10.1145/2491845.2491869](https://doi.org/10.1145/2491845.2491869)

Abstract: In the last years, a number of government led initiatives have been launched worldwide aiming at making government data freely available to everyone, without limiting restrictions. Linked Data has been employed by some of these as a paradigm that allows for the provision of structured, semantically enabled and linkable data on the Web. The objective of this article is to discuss how Linked Data has been used in government data provision so far and to describe an architecture that will enable the provision of integrated government data around real-world things in a decentralized manner. Moreover, an implementation of the specific architecture is described in detail employing a hypothetical use case scenario that involves real world public agencies and schools. This implementation includes among others the publishing of Linked Data on top of a relational database and inline the HTML code of a web page as well as the linking of data from distributed sources at the instance level.

Besides that, work packages 3 and 4 have initiated a book project with a number of publications that will be published in the third period of the project. The book with the title: *Policy Practice and Digital Science - Integrating Complex Systems, Social Simulation and Public Administration in Policy Research* is accepted in the series of "Public Administration and Information Technology" which is edited by Chris Reddick. The book aims at being the first comprehensive book, in which the various developments and disciplines will be covered from the policy-making perspective. A wide range of aspects for social and professional networking and multidisciplinary constituency building along the axes of technology, participative processes, governance, policy modelling, social simulation and visualisation will be covered. This should result in a comprehensive overview of the foundations, theories, models, approaches, applications and developments in this domain.

From the project perspective, this means for the third period that a cumulative volume of a recognised book in Springer Verlag is under way, and a set of comparative analyses and contributions from the project partners will be part of that book as book chapters.

Further publications are in plan for period 3 as a result of the works in work package 4 (comparative analyses and visionary scenarios leading to grand challenges) and in other work packages as well as along community building events of eGovPoliNet.

3. Planned Dissemination Activities in the third period (mostly along community building activities)

For the third period, the eGovPoliNet partners are planning 13 dissemination events world-wide (of which 10 will be jointly community building and dissemination events and 3 will be pure dissemination events):

- In Europe 8 events, of which 7 will be community building and dissemination events together, while 1 event will be for the purpose of dissemination
- In USA 2 events, both community building and dissemination
- In Asia 1 dissemination event
- In South America 1 community building and dissemination event
- In Africa 1 dissemination event

The subsequent Table 7 shows an overview of these dissemination and awareness raising activities – mostly also aligned with community building activities of WP 3 (see D 3.2) – in the third period of the project. It should be noted that the list is preliminary and the partners will be updating it with further engagements of dissemination as opportunities will arise over the year.

Figure 9 shows the geographical spread of dissemination activities planned by eGovPoliNet partners in the third period.



Figure 9: Geographical spread of planned dissemination activities in the third period. Map source: Wikimedia Commons, http://commons.wikimedia.org/wiki/File:World_map_blank_without_borders.svg

Table 7: Planned dissemination events in period 3 – mostly along community building events

<i>Date</i>	<i>Event name</i>	<i>Location</i>	<i>Type of activity⁵</i>	<i>Partners organising and/or engaged</i>	<i>Outline of event and objectives of eGovPoliNet</i>
2014/04/01	APPAM 2014 Fall conference	Washington, D.C., USA	CB + Diss	SUNY	<p>The fall research conference on Policy Analysis and Public: Teaching Policy Analysis and Management in Today's Classroom. The Association for Public Policy Analysis and Management will hold a one-day conference on teaching policy analysis</p> <p>This year's conference has a dual focus:</p> <ol style="list-style-type: none"> (1) pedagogical issues related to the teaching of policy analysis and management, and (2) core competencies for recent graduates sought/needed by employers. <p>The conference will be a mix of panel presentations (based on authored papers, with chairs and discussants) as well as roundtable discussions of broader or cross-cutting topics.</p>

⁵ CB = Community building activity, Diss = Dissemination and awareness raising activity

2014/04/23	4S/EASST: The biennial Conference of the European Association for the Study of Science and Technology: Social Challenges for Science and Technology Studies	Torun, Poland	Diss		The EASST conference 2014 addresses the dynamics and interrelationships between science, technology and society. Contributors are invited to address the meeting's theme of 'Situating Solidarities' though papers on any topic relevant to the wider field are also welcome
2014/05/09	Workshop on Policy Modelling and Policy Informatics in the Public Administration Curriculum	Albany, NY, USA	CB + Diss	SUNY organising, Partners engaged: TUD, UKL, CERTH, and others	<p>This workshop organised by SUNY at the Center for Technology in Government will focus on needs and opportunities in the emerging data-intensive science and decision-making environment and explore ways to integrate them into public affairs education.</p> <p>The workshop Objectives are:</p> <ul style="list-style-type: none"> • Understand the analytical needs of policy makers and program managers • Share approaches to educating public administration and policy analysis students in the types, uses, and limitations of policy informatics <p>Explore new methods for policy informatics education Make curriculum recommendations for public affairs schools</p>
2014/05/13-2014/05/14	International Conference on Electronic Government- Challenges and Strategies	Tunis, Tunisia	Diss	UL organising, Partners engaged: TUD	This conference is co-organised by Laval University and the Tunisian Management Scientific Society. Its focus is to bring together researchers and decision-makers from the government around the theme of electronic government. TUD and UL will perform dissemination activities for eGovPoliNet during the conference.

<p>2014/05/22- 2014/05/23</p>	<p>SKIN 3 workshop on Joining Complexity Science and Social Simulation for Policy</p>	<p>Budapest, HU</p>	<p>CB + Diss</p>	<p>EUAK organising with Eotvos University</p>	<p>This 2-days workshop organised by Petra Ahrweiler as its annual conference with two co-organisers and one local host will bring together two scientific communities to join forces in research on innovation policy modelling. Innovation intersects the concerns of complexity science and social simulation. The intention of the workshop is to explore how complexity models and social simulation can be used to improve and inform the innovation policy making process. The workshop is supported by eGovPoliNet and by Non-Equilibrium Social Science projects and by the COST-action KNOWeSCAPE.</p> <p>The workshop will focus on three key overlapping themes:</p> <ol style="list-style-type: none"> 1. Modelling, understanding and managing innovation policy using the SKIN model 2. Large scale data and scalability for research and innovation policy modelling 3. SKIN between complexity science and social science: mechanisms and components
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<p>2014/05/27-2014/05/30</p>	<p>Track on Policy Modelling along 28th European Conference on Modelling & Simulation (ECMS 2014)</p> <p>http://www.eco.unibs.it/ecms/</p>	<p>Brescia, IT</p>	<p>CB + Diss</p>	<p>ECMS colleagues</p>	<p>The policy modelling track was initiated by Maria A. Wimmer two years ago. It was continued also in 2014. Due to time constraint, the chairing of the track was handed over in January 2014 to the conference organisers for continuing its organisation in 2014. In subsequent years, Petra Ahrweiler and Maria Wimmer will continue this track further.</p> <p>The European Conference on Modelling and Simulation (ECMS) is an annual conference of the European Council for Modelling and Simulation, which is an independent forum of European academics and practitioners dedicated to research, development, and applications of modelling and simulation. ECMS is a widely recognised conference for anyone interested in promoting innovative simulation systems, simulation and modelling tools and techniques, and developing new applications for modelling and simulation in various fields and across different sectors.</p> <p>The benefit of eGovPoliNet to liaise with ECMS is to have a strong tie into social simulation and complexity sciences, and to form sustainable community of eGovPoliNet in the social simulation community.</p>
<p>2014/06/09-2014/06/11</p>	<p>Panel proposal submitted to ECIS 2014: The 22nd European Conference on Information Systems</p>	<p>Tel Aviv, Israel</p>	<p>Diss</p>	<p>UBRUN organising; TUD, ITMO engaged</p>	<p>Laurence Brooks has proposed a panel entitled 'Public Sector Information Systems: Bringing Information Systems into Policy-Making'; participation has been agreed by Marijn Janssen, Anastasia Papazafeiropoulou and Dmitrii Trutnev. The benefit for the project will be to identify and engage with potentially interested stakeholders and in the acquisition of new knowledge about ongoing research activities in developments in ICT as they relate to policy making in Europe.</p>

2014/06/12-2014/06/13	tGov 2013 with a workshop of current FP 7 projects in the field	Uxbridge, London, UK	CB + Diss	UKL, UBRUN	The workshop will be a continuation of the past workshops along tGov. It will again be organised by Maria A. Wimmer and Vishanth Weerakkody.
2014/06/17	DG.O 2014 PhD Colloquium	Aquascalientes, MX	CB + Diss	SUNY	The annual PhD colloquium will be organised by Sharon Dawes together with Bjoern Niehaves (Hertie School of Governance, DE) as an event of eGovPoliNet. It will be part of the dg.o International Digital Government Research Conference 2014. The benefit for eGovPoliNet is to continue its networking and community building activities in the domain of e-government and e-participation across different continents.
2014/08/31-2014/09/05	PhD Colloquium and workshop of eGovPoliNet @ IFIP EGOV and IFIP ePart 2014 www.egov-conference.org www.epart-conference.org	Ireland, IE	CB + Diss	UKL, TUD, SUNY Further partners engaged: CERTH	The PhD colloquium will be organised by Sharon Dawes and Bjoern Niehaves, with participation of Marijn Janssen and Maria Wimmer among others in the senior faculty. The workshop of eGovPoliNet will focus on grand challenges. It will be organised by Maria A. Wimmer, Marijn Janssen and other colleagues of the project to discuss future research strands (involving WPs 3 and 4).
2014/09/01-2014/09/05	ESSA 2014: The 10th Conference of the European Social Simulation Association	Barcelona, ES	CB + Diss	EUAK	Petra Ahrweiler will disseminate the project in the ESSA community



2014/09/18- 2014/09/19	European Conference on Complex Systems – ECCS 2014 http://www.wtcbarcelona.com/enews.asp?lang=en&idNoticia=232	Barcelona, ES	CB + Diss	EUAK	ECCS will be a major international conference and event in the area of complex systems and interdisciplinary science in general. It will offer unique opportunities to study novel scientific approaches in a multitude of application areas. eGovPoliNet will organise satellite meetings, which will cover a broad range of subjects on all aspects of Complex Systems, as reflected by the conference tracks.
2014/09/27- 2014/09/30	ICEGOV 2014: The 8th International Conference on Theory and Practice of Electronic Governance http://icegov.org/	Guimarães, PT	CB + Diss	UNU-IIST, TUD, SUNY, CERTH	eGovPoliNet will continue organising its track on policy modelling and the PhD colloquium of ICEGOV. This way, the liaison with the e-governance community of ICEGOV, which to a major part links with actors in ICT4D contexts (i.e. ICT diffusion in developing and emerging economies), will continue.

4. Stakeholder analysis and exploitation strategy

The exploitation strategy is formulated on the basis of a stakeholder analysis. It aims at specifying the main channels of information exchange and best methodologies for stakeholder engagement along a sustainable community building in the policy community. An initial start of action is documented in ANNEX VI. The next subsection therefore provides insights into the results from the stakeholder analysis. Subsequently, the individual plans of partners for exploiting eGovPoliNet results are presented (cf. subsection 4.2.1). Subsection 4.2.2 reflects the inputs of partners and summarises exploitable results identified by partners as well as interests of partners towards a continuous engagement in the community. This first version of the exploitation strategy will be continuously enriched until the end of the project.

4.1. Stakeholder analysis

The identification of the stakeholders is an important activity in order to develop a strategy for sustaining the global multidisciplinary digital governance and policy modelling research and practice community. Particular focus is given to the identification and invitation of external experts to become part of the established community and be able to contribute to the community work by capturing among others further policy experts, economics and social simulation experts and other experts from distinct disciplines to work towards a common understanding of societal challenges thereby using innovative simulation and ICT support solutions and to work towards future collaboration of different disciplines.

Along the stakeholder analysis, four main groups impacting the sustainability of the policy community over time have been identified:

- **Researchers:** i.e. research experts from Universities, private R&D companies, private and public R&D institutes, R&D ICT Communities and Industry experts on R&D in the main research fields (e.g. policy modelling, social simulation, political science, psychology, complexity science, informatics, information systems research, e-government research, organisational sciences, empirical research, ethnography, etc.) involved in on-going and planned RTD on governance and policy modelling supported with innovative ICT worldwide.

This community is primarily addressed through:

- Community building workshops, panels and thematic tracks along major conferences in the respective disciplines.
- Involvement in the development and analysis of knowledge assets for a common knowledge portal.
- Involvement in the discussion and elaboration of future visions, grand challenges and research roadmaps.
- Collaboration in joint and cross-disciplinary publications.
- Networking for the purpose of future research collaborations such as research exchanges and joint projects.
- Collaboration in setting up and offering PhD seminars in the field.

This target audience is the main target of the community building activities in eGovPoliNet. Researchers shall be engaged in the ongoing eGovPoliNet activities via: 1) an awareness campaign and 2) inclusion in the Policy Community, so to exchange knowledge and share both ideas and feedback on the project achievements.

- **Policy Makers and Policy Operators** from governments, private policy consultancy agencies or NGOs /CSOs operating at different levels, e.g.– mayors, executive officers, heads of administration, elected representatives (members of the regional parliaments etc.), Civil Servants dealing with policy planning, implementation and evaluation, as well as policy advisors, policy analysts, think tanks,

representatives of civic society (NGOs, CSOs). They play an important role to participate in the policy community both as contributors and users of the benefits provided. Their underlying motivation is that have as primary goal to guide decisions and achieve rational outcome(s).

This community is primarily addressed through:

- Awareness and dissemination activities such as presentations at major conferences of these target stakeholder groups.
 - Individual meetings and networking of community members.
 - Joint collaboration projects along supervision of PhD students and graduate students.
 - Collaborative projects investigating pertinent issues of the target groups.
- **ICT tool providers** for simulation software and ICT support in policy modelling and governance: This target group could be interested in acquiring knowledge about future visions and opportunities for tool support in the field of policy modelling. The recommendations of the future policy community of eGovPoliNet may be of interest for this group to advance their tools and to provide their services to the research and policy making stakeholder groups.

This community is primarily addressed through:

- Creating awareness about the project's findings and offerings of knowledge about ICT use in Governance and Policy Modelling which is built up by eGovPoliNet as an important point of reference to diffuse the tools offered by the ICT tool providers.
 - Cooperating and collaborating with the Policy Community in RTD projects on policy development.
 - Getting access to the policy community network and to potential customers.
 - Getting access to cutting edge innovations in the field as well as to research and development needs of the future.
 - Contribute to the knowledge base with own knowledge assets - taking into account IPR pre-agreements when necessary to avoid any business conflict.
- **User communities** who can benefit from improved social and societal models to show policy and decision making consequences, facilitated dialogue and interaction with policy makers and ultimately enhanced relevance of policy making to their needs. This group will be approached with the aim to gather feedback about the usability and effectiveness of such envisaged technological schemes, the envisaged features related to the technological achievable level, the potentialities of the envisaged solutions and how they would impact on the real day-by-day life. The group will mainly be addressed through awareness and dissemination activities (both at National and Local level), besides the feedback gathering.

The engagement of representatives of these four groups along a sustainable policy community will be characterised by a double-flow of "providing information / gathering ideas" in the selected fields. The ultimate goal is that a heterogeneous group of experts from distinct disciplinary backgrounds share the same interests and create synergies on different means and levels of communication along the policy community. Matching the potential interests of these target groups with the exploitable results in the eGovPoliNet leads us to the next point, i.e. to study the exploitation strategy of eGovPoliNet and the plans of individual partners in the consortium.

4.2. Exploitation strategy

Marketing the ideas and results developed along eGovPoliNet at European and INCO level is the final intention of the Policy Community. This implies first of all the involvement of the consortium partners, and subsequently of representatives from the distinct target groups identified in section 4.1.

The main scope of the exploitation plan is to ensure the consolidated policy community to be alive and working after the end of the project, and to increase awareness and consensus on its findings and actions. The exploitation strategy is built taking into account the different stakeholder groups' assumed interests and the individual exploitation plans of the partners. We therefore study the partners' individual plans as a next step.

4.2.1. Partners' individual exploitation strategies

In the following subsections, partners provide their initial individual exploitation strategies along a description of

- a) Partner profile and business model
- b) Individual exploitation strategy
- c) Exploitable results identified
- d) Exploitation environments identified.

So far, UKL, TUK, TUD, CERTH, Volterra, INNOVA, VUB, UL, UBRUN, SUNY, RG, COMPASS, UNU-IIST, ITMO provided their individual exploitation strategies. Partners KhNU, UTS and EAUK are supposed to provide their inputs in the upcoming months. Subsequently, a brief synthesis of exploitation plans, identified exploitable results and environments for exploitation is given in section 4.2.2.

4.2.1.1 UKL individual exploitation strategy

UKL: University of Koblenz-Landau, Faculty of Computer Science, Research Group E-Government

Partner Profile and Business model

The computer science faculty is among the larger computer science faculties in Germany, with more than twenty professors and working groups from different branches. The Research Group E-Government is part of the Institute for Information Systems Research and it investigates various aspects of ICT usage in e-government, e-participation and e-procurement. Since Maria Wimmer chairs the group, the group is involved in a considerable number of EC research projects, and in national and regional research and implementation projects. Research in ICT usage in the public sector comprises the conceptualisation and development of ICT in government, citizen engagement and strategic policy decision making. In particular, focus lays on design research including analysis and evaluation of concrete solutions. Research also involves investigation of theories and of particular design and engineering methods applying a holistic view, i.e. investigating human aspects, technology, organisation and process perspectives from their particular perspective as well as in their interrelations and interdependencies. The integration of these perspectives is of particular interest, which also comprises studying particular aspects such as interoperability, standardisation, semantic web, information and process management, and data management in networked governments and e-participation contexts.

The main types of business of the group are research (leading to publications and project reports), teaching of undergraduate and graduate students, and supervising PhD students. Research and teaching involves above approaches and themes of ICT in the public sector. The team maintains strong collaboration with the application area through research and implementation projects as well as student projects to ensure knowledge transfer in both directions.

Individual Exploitation strategy

- Maintain and increase the role of scientific leader at European and the world level in the field of governance and policy modelling
- Connect to different communities, especially cooperation with social simulation community
- Make joint proposals with other partners and communities for other EU and local projects
- Cooperate with other researchers in writing publications, organising tracks on conferences and workshops
- Attract PhD students to join our research group

- Establish the body of knowledge within eGovPoliNet and expand this knowledge potential in future research and teaching
- Use the body of knowledge of eGovPoliNet in teaching classes such as „Governance and Open Government“, „E-Participation“, „Analysis and Simulation“
- Use and further develop the body of knowledge through student projects and qualification works.

Exploitable results

- Framework for comparative analysis
- Comparative analyses performed
- Body of knowledge in the knowledge base
- Methods applied for knowledge asset development
- Future visions (scenarios) and grand challenges
- Big network of contacts and liaisons generate to other disciplines and experts within the own discipline

Exploitation Environment

University: education of undergraduates and graduates. Risk: students not interested in these themes

Community of academia and University: academic research leading to publications. Risk: failing in delivering high-quality publications so that results are not published in the highest ranked journals

Community of academia and public / private sector actors: network to find partners with specific competencies for future projects. Risk: project proposals not being funded

University: PhD supervision. Risk: no candidates available or less interesting topics.

Community: contributions to and organisation of conferences as a service to the community. Risk: low number of attendees due to lacking interest or conference not among the best renown in the community

Community: knowledge portal as the point of reference for knowledge assets and networking. Risk: outdated knowledge in the portal, portal not used by the community.

4.2.1.2 TUK individual exploitation strategy

Partner Profile and Business model

Main mission of the Faculty of Economics at The Technical University of Kosice is to develop knowledge and provide high-quality, professional education in the field of economic sciences, as well as to contribute to the development of society and shaping of the regional economy through the provision of research and consultancy activity, continuing education and services for the local and regional communities. The Faculty of Economics, in cooperation with other universities, companies, financial institutions, public administration, regional and local governments, non-governmental organisations and organisations supporting regional development, participates in national and EU research projects, those relevant to eGovPoliNet in the aspect of the need for policy development are e.g.

- FP7 Open Collaboration for Policy Modelling (OCOPOMO) – policy of renewable energy resources;
- FP7 Enabling business-based Internet of Things and Services and Interoperability platform for a Real-world populated Internet of Things domain (ebbits) – food safety policy;
- Norway grant, Strategic Intelligence for Innovation Policy Enhancement (STRIPE) – Innovation policy;
- The Cross Border Knowledge Bridge in the Renewable Energy Sources Cluster in the East Slovakia and North Hungary(KNOWBRIDGE) – cluster development policy.

Individual Exploitation strategy

As stated above, main mission of TUK is education (including continuing education), research and consultation and advisory services to public and private sector. This can be done directly via the Faculty of Economics, in cooperation with University Institute of Continuing Education. Recently, a new, extensive exploitation channel and vehicle is under development – Science and Technology Park Technicom aimed at technology transfer funded from Structure Funds.

Exploitation of eGovPoliNet project outputs of TUK as an academic institution will be aimed at maintaining and possibly increasing its role as scientific leader at national and also European level especially in the area of applied research. TUK will stimulate, develop and provide support for the research, implement effective knowledge transfer, products and technology transfer between universities, research institutions and companies in the marketplace based on mutually beneficial cooperation, like in the field of the Renewable Energy Sources in the Knowbridge project. TUK will also contribute to the development of innovation-based companies in the form of „spin-off“ or „start-up“. It is expected that knowledge and methodologies generated by the project will be exploited especially by means of paid consultation and advisory services (fees).

Targeted dissemination of project results towards research community and policy makers is expected to lead to broader visibility. Possible scenarios for using the outcomes of the project to generate more revenue for the organisation are:

- start-ups and early stage firms valuation (also in the form of paid consultation and advisory services).
- starting a spin-offs.
- provide consulting services based on the knowledge gained.

Exploitable results

The consultancy services will be offered to the particular spin-offs and start-ups. eGovPoliNet Knowledge Base will be used for writing research proposals and the whole network will be used for creating consortiums in the future.

Exploitation Environment

Our exploitation faces the market environment of applied research, consultation services and knowledge transfer to public and private sector.

The risks involved in pursuing this targets may be to focusing only on own discipline.

4.2.1.3 TUD individual exploitation strategy

Partner Profile and Business model

Delft University of Technology in the Netherlands and ranked on the 15th position on the annual 2009 Times higher education ranking of Engineering and Information Technologies. The University collaborates with a wide network of (inter)national educational, industrial, and government partners.

TU Delft tries to discover research problems in society, usually with a technical or engineering component. The Faculty of Technology, Policy and Management (TPM) within TU Delft is concerned with complex technological systems which function within a socio-economic context. The faculty develops interdisciplinary theories, methods and tools to address technologically complex problems, mostly in the public sector, where multiple actors are involved. The faculty includes sections in the field of policy analyses, policy management, systems engineering, simulation and gaming, philosophy (ethics and value sensitive design) and ICT related to e-government.

Individual Exploitation strategy

The faculty of TPM strives to be a leading role in the field of Technology, Policy and Management and the design complex technological systems which function within a socio-economic context. This required the collaboration among the fields policy analyses, public administration, computational intelligence, agent-based simulation, systems engineering, simulation and gaming. Having a clear visibility in these communities is key to these strategy.

Furthermore the eGovPoliNet knowledge based will be used for writing research proposals and the network will be used for creating consortiums.

Exploitable results

Communities have been integrated and various disciplines has been brought together. This has stimulated collaboration within the Faculty as well as outside. Knowledge from different disciplines has been combined and the visibility has been enhanced.

Exploitation Environment

Our exploitation face sustainability of the integration of the communities. The risks are that every discipline will focus again only on its own discipline.

4.2.1.4 CERTH individual exploitation strategy

Partner Profile and Business model

The Centre for Research and Technology Hellas (CERTH) (<http://www.certh.gr/>) is one of the largest research centres in Greece. CERTH was founded in March 2000 in Thessaloniki and is a legal, private law, non-profit organization, under the supervision of the General Secretariat for Research and Technology, of the Greek Ministry of Development. The mission of CERTH is to carry out basic and applied research with emphasis in developing new products and services with industrial, economic and social impact, with respect to the underlying principles of developing innovative technological applications, cooperating with universities in Greece and abroad, promoting the collaboration with enterprises and technology transfer and training new researchers. Informatics and Telematics Institute (CERTH/ITI) exhibits substantial research activity in e-government and e-participation since their establishment.

Individual Exploitation strategy

One of CERTH's main interests is the use of Information and Communication Technologies (ICT) in the Government field, e.g. for improving the provision of public services (e-government), for engaging citizens in the political process (e-participation) and for utilizing and analysing publicly available Governmental data in innovative applications (Open Government Data). Indicatively, key personnel held a leading role in the following EC-funded research projects: *OneStopGov*: A life-event oriented framework and platform for one-stop Government (FP6, <http://islab.uom.gr/onestopgov/>), *Puzzled by Policy*: Helping You be Part of the EU (FP7, www.puzzledbypolicy.eu) and *Open Cube*: Publishing and Enriching Linked Open Statistical Data for the Development of Data Analytics and Enhanced Visualization Services (FP7, <http://www.opencube-project.eu/>).

The knowledge acquired through eGovPoliNet project will help us advance the state-of-the-art knowledge we already have in the aforementioned fields and combine it with other research areas associated with policy modelling, policy simulation etc. In particular, through eGovPoliNet CERTH aims to:

- Further enhance and expand our state-of-the-art knowledge on theories and practices as regards ICT in the service of public sector and policy making
- Acquire insights and valuable experience on state-of-the-art on policy modelling and policy making
- Further enhance our experience on information systems modelling and design

- Take advantage of the multidisciplinary perspective of the consortium and to extend our research portfolio in other areas
- Expand our contact network with international, also out-of-EU collaborators and fellow researchers

Exploitable results

CERTH has mainly contributed to four exploitable results of the project, as follows:

Exploitable Result 1: The eGovPoliNet Portal

The main outcome of WP2 is the eGovPoliNet Portal. The portal acts as an information point where members of the policy modelling community are able to access the available knowledge resources relevant to the domain (e.g. scientific papers, cases, projects etc.) as well as the policy modelling glossary.

Exploitable Result 2: The domain model for online community building and collaboration in e-government and policy modelling.

The eGovPoliNet portal has been designed according to a domain model for online community building and collaboration in e-government and policy modelling created by CERTH. The domain model includes the domain definition, the domain lexicon and the conceptual models representing the basic entities and functions of the domain.

Exploitable Result 3: The eGovPoliNet Knowledge Base

The eGovPoliNet Knowledge Base is a collection of various knowledge items stored to the eGovPoliNet portal. This collection includes: scientific articles, projects, cases, experts and a glossary on policy modelling. The knowledge items are available for accessing through the portal.

Exploitable Result 4: The eGovPoliNet community

The active Policy Modelling research community formed through eGovPoliNet includes the main players of the key disciplines relevant to Policy Modelling as well as a number of practitioners and other interested parties in field.

Exploitation Environment

CERTH targets the research and academic communities interested in e-government, e-participation and Policy Modelling. In this context, potential target groups are: research institutions, academic institutions, research communities in e-government and e-participation, academics, PhD and post-doc students, external experts etc. with a strong interest in the aforementioned fields.

The exploitation methods that will be employed include:

- *Publications.* The online availability of knowledge, either through portals, or via other sources such as scientific papers, newsletters, magazines, books etc.
- *Networks.* Social and professional networks are considered to facilitate knowledge transfer due to their nature of connecting different sectors through the internet and based on common interests.
- *Collaborative research.* Knowledge can be successfully transferred through research projects where multiple partners collaborate towards specific, research – oriented goals.
- *Dissemination.* Activities that promote and publish knowledge serve its transferability to the parties that can access it. Dissemination includes non electronic dissemination (e.g. leaflets, posters, etc.) and electronic dissemination (e.g. internet, social media etc.)

The risks for CERTH' s exploitation of eGovPoliNet results are low, since:

- CERTH's exploitation plan does not require any substantial investment costs or capital.
- The exploitation methods that will be used enable the exploitation process by minimum cost.

- CERTH has extensive experience in transferring scientific project results in the targeted stakeholders.
- The research community maintains a strong interest in e-government, e-participation and Policy Modelling.
- CERTH has strong network presence and participates in numerous social media and other online communities relevant to ICT research, e-government and e-participation.

4.2.1.5 Volterra individual exploitation strategy

Partner Profile and Business model

Volterra Partners LLP provides innovative economic consulting services to both corporate and public sector organisations. We have a particular interest in the inter-face between public and corporate policy e.g. major transport or development projects. We specialise in innovative approaches, and we win projects where policy makers perceive standard analytical approaches as being inadequate.

Individual Exploitation strategy

The main interests we have are two-fold. First, the project keeps us connected with potential partners, especially with regard to expanding our business internationally. We have recently appointed two new partners, one of whom has extensive experience with international projects, and this project provides a potential network of collaborators. Second, the knowledge gained helps enhance our consulting services.

Exploitable results

The exploitable results are the network of participants and in consultancy services.

Exploitation Environment

Given the revival of the UK economy, in our domestic market the demand for economic consultancy services is strong. Further, many large development projects, which were held back by the recession, are now starting to be put forward. These require collaboration and consultation between the public and private sectors, and often require innovative approaches.

Internationally, we are focusing on Hong Kong and China in terms of transport and development projects. In addition, we are in discussions with IATA about transferring the skills we have acquired on assessing innovatively major road and rail schemes to the international airline industry.

The presentation of results is particularly important. Further, in terms of international credibility, it is valuable to us to be a member of European research projects.

There are always risks that we will not achieve our targets that is the very nature of business.

4.2.1.6 INNOVA individual exploitation strategy

Partner Profile and Business model

INNOVA S.p.A. is a private company established in 1993. INNOVA assists industrial and research organisations in the implementation of their innovation strategies for the assessment and exploitation of advanced technologies and the valorisation of R&D results; it provides consultancy services to qualified European companies, to leading research centres and universities and to the European Commission for the development and exploitation of innovative solutions to improve processes, products, management and organisational structures. So far, over 2,000 European companies and development agencies/Universities benefited from INNOVA services in project development, management, technology transfer and support in the innovation process in general. Moreover, since 1998 INNOVA is involved in the coordination of the Innovation Relay Centers (IRCs), the largest TT Network in the world and since 2004 coordinates the IRE Secretariat, the Coordination Unit of the Innovating Regions in Europe for the valorisation of regional experiences and

innovation practices. In addition, since 1996 INNOVA has a great experience in managing European research projects having promoted, managed and participated to over 250 EC funded projects.

Individual Exploitation strategy

- Creation of new knowledge and strengthening of existing research in the area of policy modelling
- Incorporation of the project results in seminars and lectures
- Use of project results and concepts for consultancy services in the area of policy modelling and community building
- Provide consulting services based on the knowledge gained
- Make joint proposals with other partners and communities for other EU and local projects

Exploitable results

In this context, the main interest of Innova is to complement and extend the current experience with EGovPoliNet results that relate essentially to added value information regarding:

- scientifically exploitable results (i.e. Knowledge, methodologies, approaches);
- commercially exploitable results (directly applicable consultancy services);

Exploitation Environment

The exploitation environment is related to the global multidisciplinary digital governance and policy modelling research and practice community. The market environment regards applied research, consultation services and knowledge transfer to public and private sector.

In this field Innova could find partners with specific competencies for future projects and provide consulting services specific to ICT support solutions in policy modelling field and community building activities. The risks involved in pursuing this targets may be related to the barriers that ICT innovation finds in public sector (especially in Italian Public Administrations).

4.2.1.7 VUB individual exploitation strategy

Partner Profile and Business model

The Institute for European Studies (IES) at the Vrije Universiteit Brussel (VUB) is an academic Jean Monnet Centre of Excellence and a policy think tank that focuses on the European Union in an international setting. The Institute advances academic education and research in various disciplines, and provides services to policy-makers, scholars, stakeholders and the general public. The IES specifically explores EU institutions, policies and law within the context of globalization and global governance. The Institute's activities focus on the various ways in which institutions, law and politics intersect with each other in the EU, its member states and at the international level. The Economic Governance Cluster brings together research looking at the Digital Single Market, e-governance and the balancing of economic and non-economic values.

Individual Exploitation strategy

The European Economic Governance Cluster at the Institute for European Studies currently works on three overlapping themes: the Digital Single Market, E-Governance and Value Balancing. Related to the Digital Single Market, we focus on intellectual property rights, online content, e-commerce and taxation. Related to E-Governance, our work deals with governance and online democracy, participation and engagement. Related to Value Balancing, we scrutinize three areas of economic governance - trade, competition and intellectual property rights, and combine them with non-economic fields such as environmental protection, media and culture. These research themes cover economics-related public and private sector issues, and combine on-line and off-line matters. We make use of interdisciplinary interaction and work on ICT-related projects with a clear policy analytical frame of reference. eGovPoliNet will be used to further develop interdisciplinarity within the institute, and attempt to link other researchers to the current areas of research at the institute. Furthermore, we shall also use the experience gained to develop new projects, particularly those with 'external' funding

components (such as those afforded by H2020). We also intend to provide consulting services to European institutions and potentially also national and local governments based on the knowledge gained.

Exploitable results

Collaboration has started to develop between individual team members in the institute.

Exploitation Environment

Our exploitation efforts will be principally directed towards public administrations, and more specifically towards the European institutions (Commission, Parliament, advisory bodies).

The risks are multiple and varied, but can be primarily laid down in the lack of concerted demand from potential clients of our services.

4.2.1.8 UL individual exploitation strategy

Partner Profile and Business model

Laval University is the first French speaking university in Canada. It is among the highly ranked universities in Canada. Laval University has established strong partnerships with either academia, industry, or government entities.

The Faculty of Business Administration at Laval University is a multi-disciplinary faculty with researchers addressing social sciences questions from different perspectives ranging from the management perspective to an engineering perspective. The faculty has developed an international perspective to address research problems related to governments at different levels from Federal to Provincial to Municipal governments. Research focuses mainly in simulation developments, ICT adoption and deployment, and business process re-engineering.

Individual Exploitation strategy

The Faculty of Business Administration at Laval University works closely with governments. It focuses specifically on technologies such multi-agent systems, intelligent governments, and smart governments. These researches are conducted with government partners and within multi-disciplinary teams. The eGovPoliNet project is considered as part of the international development of Laval University. It will allow building new research relationships with partners which may lead to the development of new research avenues.

Exploitable results

The eGovPoliNet project led to a multi-disciplinary research team. The members of the team are learning from each other and are developing new research skills and thoughts. Several students have been involved in this projects which helped them to work in an international team with different research perspectives.

Exploitation Environment

The market environment is the government institutions and academia.

4.2.1.9 UBRUN individual exploitation strategy

Partner Profile and Business model

Brunel University is a world-class university based in West London, founded in 1966. Our mission has always been to combine academic rigour with the practical, entrepreneurial and imaginative approach pioneered by our namesake Isambard Kingdom Brunel. Brunel University has been ranked as joint 15th in the 2014 Times Higher Education (THE) list of the 25 most international universities in the world.

The Department of Information Systems and Computing (DISC) at Brunel University in the UK, is an internationally recognised centre of excellence, ranked top in the UK for 'Research Power' in ISC and by far the largest research grouping in the area (RAE 2008). The Department is home to two University Research

Centres (CIDA and CSS) which interact closely, and together they conduct leading research into the exploitation, development and use of advanced information technologies by individuals within organisations and society.

Individual Exploitation strategy

- Connect to different communities, especially cooperation with the information systems community
- Make joint proposals with other partners and communities for other EU and local projects
- Cooperate with other researchers in writing publications, organising tracks at conferences and workshops
- Attract PhD students to join our research group
- Establish the body of knowledge within eGovPoliNet and expand this knowledge potential in future research and teaching
- Use and further develop the body of knowledge through student projects and qualification works.

Exploitable results

The knowledge base, especially the case studies and methodologies detailed within. For research and teaching relationships among eGovPoliNet partners and the wider policy modelling community in the UK, Europe and further afield.

Exploitation Environment

Academic environment – for use in both teaching and research, with students and with a view to future research projects

Government environment – applied research partnerships with local, national, and international government organizations.

4.2.1.10 SUNY individual exploitation strategy

Partner Profile and Business model

The Center for Technology in Government at the University at Albany/SUNY is a university-wide research center devoted to fostering public sector innovation, enhancing capability, generating public value, and supporting good governance. We carry out this mission through applied research, knowledge sharing, and collaborative problem solving at the intersection of policy, management, and technology. CTG/SUNY is the sole US partner in the eGovPoliNet Consortium.

Individual Exploitation strategy

- Introduce policy modelling concepts and methods to US Digital Government and Public Administration research communities, through conferences, workshops, and academic publications.
- Strengthen existing research partnerships in the US and globally regarding shared interests, particularly in the areas of stakeholder engagement and evidence-driven policy making.
- Develop policy modelling and policy informatics curricula for graduate programs in public affairs beginning with an international, interdisciplinary workshop and extending to shared methods and tools and publications.

Exploitable results

- Knowledge base, especially case studies and methodologies.
- Research and teaching relationships among eGovPoliNet partners and the wider policy modelling community in the US and internationally.

Exploitation Environment

- Academic environment – research and teaching
- Government environment – applied research partnerships with local, national, and international government organizations.

4.2.1.11 RG individual exploitation strategy

Partner Profile and Business model

RG and in particular the Groningen Center for Social Complexity Studies (GCSCS) aims at disseminating knowledge in the field of social simulation and agent based modelling to practitioners and scientists working in the field of policy management.

Individual Exploitation strategy

The strategy of RG and in particular the GCSCS is building up a network of policy interested partners. Such a network is important to (1) share our ideas on how social complexity is an important perspective in understanding the policy making process, (2) sharing specific tools, in particular agent based modelling, as contributing to the policy making process, and (3) getting into contact with partners from the field in increasing awareness of the demands from the field. This will contribute to future policy related projects.

Currently as a spin-off we develop a Horizon 2020 proposal that is based on the ideas we developed within this project on using agent based games. We further wrote two more generic chapters for policy makers in general that we would not have written without the eGovPoliNet. We hope that this contributes to the position of the GCSCS as a centre that is a scientific leader in thinking about policy making in a complex world.

Exploitable results

- A more developed perspective on agent based gaming that will be used in the educational program of our University College Groningen to educate the policymakers of the future
- 2 chapters, respectively on policy making in a complex world and agent based gaming for policy making that contribute to the development of the policy making field

Exploitation Environment

Our market environment for exploitation is aimed at city municipalities and the scientific field of policy modelling. The main risks are that novel methods in an interdisciplinary context are not accepted in traditional oriented fields. Hence we think that education of the next generation is also an important strategy to pursue.

4.2.1.12 COMPASS individual exploitation strategy

Partner Profile and Business model

COMPASS Research Centre is located in the Arts Faculty of the University of Auckland and has been entirely grant-funded for over a decade. The centre works to promote professional social science expertise, techniques and infrastructure, particularly in their application to policy questions. Its main focus is on the application of advanced techniques to add analytical value to existing data, deploying both statistical methods and simulation modelling. Most work is in the health and social policy areas, and funding draws on multiple sources, mostly competitive research grants, but some contracts.

Individual Exploitation strategy

The project associated with eGovPoliNet is seen by us as a contribution to the broad field of 'evidence-informed' policy and was funded by grant from the Ministry of Business Innovation and Enterprise (MBIE). We associated ourselves with eGovPoliNet because of the opportunity to network with colleagues around the world doing similar work, and because of the possibility of being involved in future grant initiatives in the EC, given the very shallow funding pool and limited opportunities in New Zealand. The specifics of our project involved the

use of existing longitudinal studies and the incorporation of that data into a decision-support tool for policy-making around issues for the well-being of children and young people.

Exploitable results

Our focus to date has been on outcomes in New Zealand, since that is our funding source and principal stakeholder community. We have a working decision-support tool and have been successful in receiving further funding for the project to incorporate effect estimates into our model from the scientific literature. We have produced multiple research outputs and we have an inquiry system grounded in established IT architecture and tools (such as R).

Although the focus of the project being described is on the dynamics of the early life course, we believe that the approach, methodology and technology may be more widely applicable in areas where investigators are keen to support "evidence-informed" policy, particularly in the arenas of health and social decision-making.

Exploitation Environment

Our focus has been on working with agencies of central government in the first instance, although we have also attempted to engage with local government and with non-governmental organisations. We are also committed to working with agencies involving Maori (the indigenous people of New Zealand). These represent requirements of our funding organisation, MBIE.

Our main difficulties are that these organisations do not necessarily have the funds or the inclination to pay for the services that are currently being provided out of research grants. Also, this tool does not make a sufficient difference to their operations – at least, as yet – to make engagement and adoption a central strategy for them. At present we are not expecting much more than polite and sympathetic adoption and engagement, but no revenue stream or wider adoption.

Nevertheless, the current project is only one of several options, and we are looking to alternative applications of this expertise (e.g. more theory-driven) and also to new sources of funding (for example, the EC).

There is a very limited user community in New Zealand, and there is the difficulty of maintaining critical mass where there is strong competition for funding and alternative, commercial, providers.

4.2.1.13 UNU-IIST individual exploitation strategy

Partner Profile and Business model

The Center for Electronic Governance (<http://egov.iist.unu.edu>) at the United Nations University International Institute for Software Technology (UNU-IIST) is an international Center of excellence on research and practice in Electronic Governance. The Center was established in 2007 and built upon the contribution of UNU-IIST to the eMacao Project (2004-2006) and Program (2007-present), a collaboration between Macao SAR Government, UNU-IIST and several academic institutions from Macao to establish a foundation for Electronic Government in Macao SAR. The Mission of the Center is to support governments, especially in developing countries, in strategic use of information technology to transform the working of public organizations and their relationships with citizens, business, and civil society. The Center engages in Electronic Governance research, policy, practice and various intersections between them. It works to transform the insights, experience and results obtained from its research into policy instruments, capacity-building programs and community-strengthening activities.

Individual Exploitation strategy

The Center plans to exploit the knowledge, contacts and opportunities acquired through the eGovPoliNet project by:

- 1) contributing to and generating multidisciplinary knowledge in the subject area of the project, particularly considering the policy modelling perspective, and extending its research portfolio taking into account this newly generated knowledge;

- 2) enriching the program of its executive training and the associated consulting activities, particularly for Government Chief Information Officers (GCIO), and community-building events, particularly the series of International Conferences on Theory and Practice of Electronic Governance (ICEGOV) with contributions from the project's partner organizations and other parties interested in the project and in showcasing their work;
- 3) adopting some of the project's knowledge outcomes in improving its process of transforming research results into policy instruments; and
- 4) expanding its international research and policy network with collaborators and researchers from the European Union including but not limited to the project partners.

Exploitable results

So far, the Center has contributed to three exploitable results of the project, as follows:

Exploitable Result 1: eGovPoliNet Project Management

Exploitable Result 2: eGovPoliNet Knowledge Base

Exploitable Result 3: eGovPoliNet Community Building

Exploitation Environment

The Center targets its exploitation and dissemination activities to government, academic and international organizations, particularly those under the United Nations system, as well as research-policy communities, all with strong interest in policy-driven Electronic Governance.

The Center employs a number of exploitation methods to this target group: 1) publications disseminated through web portals, scientific papers, newsletters, journals and books; 2) social and professional networks to facilitate knowledge transfer across countries and sectors based on common interests; 3) collaborative research projects where multiple partners collaborate towards specific research – oriented goals; and 4) organization of academic and policy events like ICEGOV and executive training of government officials like GCIOs.

The main risks for effective exploitation by the Center is low-interest in its activities and results. This risk is managed by: 1) connecting new research topics to the interests of the donor organizations and particularly to the United Nations post-2015 development agenda to ensure relevance and applicability; 2) maintaining and further developing a big international research and policy network; and 3) simultaneous presence by the Center in several research and policy communities.

4.2.1.14 ITMO individual exploitation strategy

Partner Profile and Business model

The Saint Petersburg State University of Information Technologies, Mechanics and Optics (ITMO University) is one of the leading higher education institutions in Russia providing training in advanced science and technology. Working for both European and Asian educational environment, ITMO University is a global entity with ever-growing and reciprocal linkages to other entities of equal influence and growth potential, including corporations, domestic and foreign municipalities, and governments.

The eGov Centre of ITMO University was founded in May 2009 with the aim of concentrating intellectual and organisational resources in order to support the development and dissemination of e-governance best practices, methods and solutions across Russia and CIS countries. Currently, the Centre is a recognised leader in research and methodological developments in the field of improving the efficiency and effectiveness of ICT solutions in public administration in Russia.

Individual Exploitation strategy

Russian researchers and ITMO's ones especially are interested in expanding their international relations and exchange of professional experience worldwide. eGov Centre of University ITMO will use the eGovPoliNet and its results as the platform for involving Russian expert and research society members into international collaboration which gives them ability to actively participate in international discussions on current topics and in joint applications for funding new research in the area of policy-making modelling and support.

Exploitable results

Professional and research community, bringing together members from Russia and around the world, is the main result that will be used by all its members to improve the efficiency of their joint research, publications, implementations created solutions in governance.

The main exploitable results are:

- eGovPoliNet knowledge base;
- Pool of researchers and experts available for involving in joint research, publications and consultations;
- Live discussions in the thematic group for monitoring the news and trends and suggestions for new topics.

Exploitation Environment

Level of research in the field of applying models in public administration inherited from the Soviet Union at a relatively high level. However, the demand for these research results is limited in today's government in Russia. To preserve and enhance the existing scientific potential, which can be useful in the future, we need to strengthen international cooperation and involvement in the latest research.

Among the main risks is necessary to mention the possibility of reducing the number and quality of researchers because of low demand for the results of research and their funding. Also, the involvement of researchers in joint international activities may be limited by traditionally low level of knowledge of foreign languages in Russia.

4.2.2. Synthesis of partners' individual exploitation strategies

This section makes a first attempt to analyse the individual exploitation plans of partners in regards to what exploitable results have been identified, what organisational business models and exploitable business environments are partners exposed to or do they see, and where do they think they will be engaging in exploiting eGovPoliNet results. An initial synthesis is provided in Table 8: Synthesis of individual partners' exploitation strategies (what do partners think they can exploit and where can they benefit), Table 9: Synthesis of individual exploitable results identified by partners. Please note that this is an initial analysis, which will be refined over the last period – in alignment with the final exploitation and sustainable business plan for eGovPoliNet's community. Also, some partners have not yet provided their individual exploitation plans, hence their inputs will also be added further on throughout the third period.

Table 8: Synthesis of individual partners' exploitation strategies

Exploitation strategies of partners	UKL	TUK	TUD	CERTH	Volterra	Innova	VUB	UL	UBRUN	SUNY	RG	COMPASS	UNU-IIST	ITMO
Maintain and increase the role of scientific leader at European and the world level in the field of governance and policy modelling	✓										✓			
Maintain and increase the role of scientific leader at European and the world level in the area of applied research		✓												
Maintain and increase the role of scientific leader at European and the world level in the field of technology, policy and management			✓											
Connect to different communities (visibility in different communities)	✓	✓	✓	✓		✓			✓				✓	
Expand international relations														✓
Make joint proposals with other partners and communities for other EU and local projects	✓	✓	✓			✓	✓	✓	✓			✓		

Cooperate with other researchers in writing publications	✓		✓					✓	✓		✓	✓	✓	
Cooperate with other researchers in organising tracks on conferences and workshops	✓		✓						✓				✓	
Attract PhD students to join our research group/company	✓					✓			✓					
Establish the body of knowledge within eGovPoliNet and expand this knowledge potential in future research and teaching	✓	✓				✓			✓	✓			✓	
Use the body of knowledge of eGovPoliNet in teaching classes	✓									✓			✓	
Use the body of knowledge through student projects and qualification works	✓								✓					
Implement effective knowledge transfer between universities, research institutions and companies		✓					✓						✓	✓
Start-ups and early stage firms valuation (also in the form of paid consultation and advisory services)		✓												

Starting a spin-offs		✓												
Provide consulting services based on the knowledge gained		✓			✓	✓	✓						✓	
Improving the provision of public services (e-government)				✓						✓				
Engaging citizens in the political process (e-participation)				✓										
Utilising and analysing Open Government Data				✓										
Further enhance and expand state-of-the-art knowledge on theories and practices of ICT public sector and policy making				✓									✓	
Further enhance our experience on information systems modelling and design				✓										
Extend research portfolio in multi-disciplinary community				✓			✓						✓	
Network of collaborations					✓	✓	✓	✓		✓	✓	✓		✓
International development								✓		✓				
Development of new research avenues								✓						
Introduce policy modelling to US digital government and public administration										✓				

Incorporation of knowledge into tools for policy modelling												✓		
Community building						✓							✓	
Organising conferences						✓							✓	
Expanding international research													✓	✓
Involving Russian research and expert community into international research														✓

Table 9: Synthesis of individual exploitable results identified by partners

Exploitable results identified	UKL	TUK	TUD	CERTH	Volterra	Innova	VUB	UL	UBRUN	SUNY	RG	COMPASS	UNU-IIST	ITMO
Framework for comparative analysis	✓													
Comparative analyses performed	✓					✓			✓					
Body of knowledge in the knowledge base	✓		✓	✓		✓			✓			✓	✓	✓
Methods applied for knowledge asset development	✓													
Future visions (scenarios)	✓													
Grand challenges of research	✓					✓								
Network of contacts	✓	✓	✓			✓			✓	✓				✓
Consulting services		✓			✓	✓								
Research proposals		✓	✓						✓	✓				✓
Spin-offs and start-ups		✓												
Various disciplines together	✓		✓											
Visibility in different communities			✓											

Network of collaboration			✓		✓	✓	✓	✓	✓	✓				✓
Knowledge portal				✓										
The domain model for online community building and collaboration in e-government and policy modelling				✓									✓	
eGovPoliNet Community				✓										✓
Multi-disciplinary research skills								✓						
Engage students in research								✓						
Publications									✓	✓				
Gained knowledge used for teaching	✓								✓	✓	✓			
More developed perspective on agent-based gaming											✓			
Decision-support tool												✓		
An inquiry system												✓		
Project management					✓								✓	
Transfer of ideas					✓									✓

Table 10: Organisational business models and exploitable business environments partners are exposed to or do see as opportunities

Business models and exploitable business environments of partners	UKL	TUK	TUD	CERTH	Volterra	Innova	VUB	UL	UBRUN	SUNY	RG	COMPASS	UNU-IIST	ITMO
University / Higher education														
education of undergraduates and graduates	✓								✓	✓				
PhD supervision	✓								✓	✓				
Policy community of academia (research)														
Collaboration in publications	✓			✓					✓				✓	✓
Development of own publications	✓			✓					✓					
Finding partners for joint future projects	✓	✓		✓		✓			✓					✓
Contributions to and organisation of conferences as a service to the community	✓			✓									✓	
Initiating research exchanges	✓			✓				✓	✓	✓				✓
Finding / connecting post-doc researchers														
Contribute to applied research		✓												✓
Integration of communities			✓											

Business models and exploitable business environments of partners	UKL	TUK	TUD	CERTH	Volterra	Innova	VUB	UL	UBRUN	SUNY	RG	COMPASS	UNU-IIST	ITMO
Networking				✓		✓			✓				✓	✓
Collaborative research				✓		✓		✓	✓	✓			✓	
Dissemination of knowledge results						✓							✓	
Research policy communities													✓	
Policy community of academia and public / private sector actors														
Find partners with specific competencies for future projects	✓				✓	✓			✓					
knowledge portal as the point of reference for knowledge assets and networking	✓					✓								
Contributions to and organisation of workshop as a service to the community						✓							✓	
Knowledge transfer/dissemination		✓		✓	✓	✓			✓					
Policy modelling community											✓			
Trainings of government officials													✓	

Business models and exploitable business environments of partners	UKL	TUK	TUD	CERTH	Volterra	Innova	VUB	UL	UBRUN	SUNY	RG	COMPASS	UNU-IIST	ITMO
Policy community of public / private sector actors														
Consulting services		✓			✓	✓	✓							
Public administration							✓							
European institutions														
Government institutions								✓	✓	✓		✓	✓	✓
Citi municipalities											✓			
NGOs												✓		
International organisations													✓	✓

The above synthesis of individual exploitation plans by partners provides the input for the next chapter: the sustainability plan. It is to be noted that due to time constraints, the analysis is preliminary for this deliverable. Further synthesis will be carried out in the third period. Based on the expected results partners identified as well as on the business environments and willingness to engage in the community, a sustainable business model is drafted next.

5. Sustainability Plan

5.1. Identification and analysis of potential sustainability models

To develop a sustainability plan, partners had several discussions about potential models for a sustainable community. First discussions were about the revised mission statement as documented in D 1.1. and about respective value propositions (why should people join). The latter were identified along a common discussion among partners in December 2012 and subsequently as follows:

- Bringing together experts (particularly researchers) from different disciplines to share and discuss approaches and ICT solutions for policy analysis, modelling and governance
 - Therewith also addressing the problems of fragmentation
- Meet top researchers in the field (networking)
- Collaborate among the actors
 - Initiate joint projects and/or papers in the field
 - Discuss and compare your research outcomes with others
 - along countries, along approaches, along theories, along models, along cases, etc.
- Driving the evolution in the field
 - becoming a key point of innovation
- Learn about and understand the works of relevant disciplines in the field (body of knowledge and barometer of research effectiveness)
- Learn about the key literature and state of the art (theories, methods, models, cases and experiences, lessons, success stories, etc.) in the field (body of knowledge and barometer of research effectiveness)
- Receive feedback about innovative ideas, including recommendations for where to publish your work
 - Key conferences in the field
 - Key journals and editors in the field
- Keep up-to-date and learn about the evolution in the field
 - Relevant to different aspects of policy analysis, modelling and governance

Based on these value propositions, a slogan for eGovPoliNet to engage community members was drawn up, which is shown in Figure 10. Hence, the key assets to attract new members should be to meet, to learn, to share, to discuss, to collaborate and to innovate.

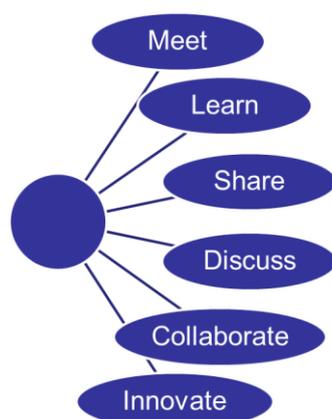


Figure 10: Slogan for eGovPoliNet to engage new community members

Besides the incentives and motivations for experts to join the community, a discussion about what services should be offered (i.e. what are the expected results on which to base a sustainable community on) and whether these services should be openly accessible or provided in a closed environment with membership fees

policy modelling foci within strong communities, which share common interests and collaboration (this is already the big success of eGovPoliNet even though its current business model is c)).

Table 11: Pros and cons of the model b) strengthening the overlap among existing communities

 Value propositions & example	Pro	Con
Bringing together experts to share and discuss approaches and ICT solutions for policy analysis, modelling and governance	No legal entity to maintain; Completely open to new members and communities; Works well with e-government; Existing communities have proven to be sustainable, hence it is better to connect to them;	No legal entity and therefore no own identity; Completely open to new members and communities, and hence risk of getting "lost somewhere"; Hard to explain why this model should be chosen; Does not coincide with the objectives of the project to overcome fragmentation;
Meet top researchers	Not forcing people to walk through the only one door;	Not working well, top researchers will be distributed
Collaborate among actors	Loose collaboration may open up new models	No clear pictures identified for how sustainable collaboration may work;
Driving the evolution in the field	Opportunities to become self-sustaining, no external driver needed;	Potential to fall apart because of lack of focus; Problems to maintain the grand challenges discussions; No guarantee that certain kinds of discussions take place;
Learn about and understand the works of relevant disciplines & Learn about the key literature	Strengthen multi-disciplinary approach in research and work towards it; Researchers engaged in policy-specific debates also encounter researchers knowledgeable about specific technological developments in order to identify spaces for innovation and sustainable use of new technological tools;	Research depth in a particular discipline can be affected; Not an easy task, as researchers are often 'discipline-bound' due to strong discipline-driven career paths in the traditional academic system
Receive feedback about innovative ideas	Feedback from existing communities	Entirely volunteer effort;
Keep up-to-date and learn about the evolution	State-of-the-art discipline-focused research;	Time consuming due to fragmentation, i.e. effort needed to get the comprehensive picture
Example where it works	IS and e-government communities, e.g. IFIP WG 8.5, AIS, ICEGOV, DGS etc.	Difficult to measure KPI

Table 12 shows the pros and cons discussed for model c). This model aims at building a new community of different disciplines, where members of already existing communities will join, too. The drawback of this model

is that it is in competition with existing communities of well-established disciplines. However, such a new community would create its own identity. Basically, this is the current eGovPoliNet setup - with a centralised organisation and coordination of the network, and with a temporary timeframe.

Table 12: Pros and cons of the model c) developing an own community

Value propositions & example	Pro	Con
Bringing together experts to share and discuss approaches and ICT solutions for policy analysis, modelling and governance	More structured way of access to people; More appropriate because in one place, you meet everyone from different disciplines;	More effort to bring people together to meet; Yet another community; New communities would not merge;
Meet top researchers	One door to access to top researchers	Will top researchers join a new community while they are established well in their current environment?
Collaborate among the actors	Establish bridges between communities;	Dealing with different representations and terminologies may lead to misunderstandings; Effort needed to ensure common understanding to reach a homogeneous community;
Driving the evolution in the field	Grand challenges discussions can be well organised and conveyed to the funding bodies and policy advisers through the recognised institutional bodies;	It will take time that a new community will have recognition to bring forward new research demands towards the respective policy actors and funding bodies;
Learn about and understand the works of relevant disciplines & Learn about the key literature	Broadening research horizons and gaining expertise from other disciplines can lead to interesting approaches and new avenues of ground-breaking research to be executed as community members are already 'signed up' and willing to interact;	Lack of focus on a single discipline is challenging for productivity; Such an approach does not fulfil major criteria of the project as the strong ties to distinct existing communities will need to be developed (recognition and appreciation does not happen just from one day to the other);
Receive feedback about innovative ideas	Committed community members providing feedback;	Lack of members; Lack of members engaging in providing feedback;
Keep up-to-date and learn about the evolution	It is easier to keep up-to-date in own community;	The state-of-the-art of a single community might not fully reflect the current developments in related communities.
Example where it works	-	-

In Table 13, the pros and cons of model d) are introduced. Integrating existing communities relating to policy modelling issues into one large community is perceived by the project consortium as the least possible. Hence this model was abandoned rather early.

Table 13: Pros and cons of the model d) integrating existing communities into one large community

 Value propositions & example	Pro	Con
Bringing together experts to share and discuss approaches and ICT solutions for policy analysis, modelling and governance	eGovPoliNet to some extent absorbing other similar communities;	Not realistic; Too much resistance may be perceived by existing communities;
Meet top researchers	Easier to meet top researchers from all communities involved due to common events;	Top researchers may not join this group as they are well established in another community already;
Collaborate among the actors	Strengthens the common understanding of a single goal;	Geographical distance may serve as an initial barrier in enforcing a strong interaction between different communities;
Driving the evolution in the field	Much stronger apparatus using techniques and methods from different disciplines drives the evolution in the field;	The incorporation of existing communities may lead to weaken the innovative spirit of diversity as the one community usually has a more common thinking with many of the same researchers, and so the innovative turn may be less than expected;
Learn about and understand the works of relevant disciplines & Learn about the key literature	Many researchers in these communities are already in a mood of willing 'inter-disciplinarians' and open to new research methods, areas of study and cases, etc.;	It is not realistic to convince all the researchers in all the communities to work in such inter-disciplinary manner in a new community;
Receive feedback about innovative ideas	High potential for innovative ideas by multidisciplinary group;	Collection of feedback from the experts from different disciplines might be contradictory;
Keep up-to-date and learn about the evolution	Provides a global up-to-date view of the field;	It is not realistic to keep global awareness of all the actors about each other's disciplines' state-of-the-art.
Example where it works	-	-

Table 14 presents the pros and cons of model e). Selecting one existing community and building a strong strand of policy modelling within that community was considered an option for the eGovPoliNet project. However, also this model was later on given less attention, as the establishment of a community within an existing community may prevent members of other communities to join this sub-community.

Table 14: Pros and cons of the model e) selecting one existing community and building a strong strand of policy modelling within that community

 Value propositions & example	Pro	Con
Bringing together experts to share and discuss approaches and ICT solutions for policy analysis, modelling and governance	Easy to develop a sub-group on a specific theme within an existing legal entity; No legal entity itself, but embedded in another one; Build a strong policy modelling strand within that community;	Integration may not work out due to remaining fragmentation; No own identity;
Meet top researchers	Easier to meet top researchers due to common events;	Meeting researchers from only one community;
Collaborate among the actors	It is easier to collaborate between the actors of the same discipline, due to common terminology and understanding;	There is no close insight in the research of other disciplines;
Driving the evolution in the field	Relevant evolutions in the field closely linked to the policy modelling domain;	The complex nature of policy modelling requires close collaboration of different disciplines which goes far beyond evolution within just one discipline;
Learn about and understand the works of relevant disciplines & Learn about the key literature		It is difficult to understand the work in the relevant disciplines and to learn about the key literature in a comprehensive way without having partners working in the corresponding disciplines;
Receive feedback about innovative ideas	Committed community members	Lack of members; Lack of members engaging in feedback;
Keep up-to-date and learn about the evolution	It is easy to keep up with the-state-of-the-art of the policy modelling field since it is being developed within own discipline.	Lacking information about possible parallel developments in the field of policy modelling happening within other communities;
Example where it works	-	-

Starting discussions in December 2012, an initial evolution plan for the next years was discussed, which resulted in the following schedule:

- Starting point: Current business model is c) (short term, dependent on funding)
- Next model that could be feasible is model e) (mid term)
 - To get a better understanding of what options exist among certain communities to build up a self-sustaining and self-governing sub-community, existing communities should be examined such as IFIP, ESSA, DGSNA, APPAM
 - For example, APPAM could be interested in establishing a European based group; However, APPAM is a professional organisation with membership fees, journal access with fees, and it is currently US based (it has a similar business model as AIS)
 - Would need own portal to be developed and maintained
 - Will not be easy to move from this model to model b) -> if already in a community, the community may not want us to leave and walk on our own feet (lock-in effect)
- In Dec 2012, the ultimate model was identified to be model b) (long term; not yet having the new model f) in view). Some added value of the community would be
 - Completely open access
 - Different places of resources and background communities
 - No own portal physically to be maintained
 - Specific funding needed to get this model started
 - Preferable against the other models

The long-term vision of the Policy Community, i.e. the achievements after five years were identified as follows (precondition: critical mass is engaging):

- Valuable body of knowledge available and accessible
 - Including endnote library or zotero or similar for the publications and knowledge assets
 - Glossary, Wiki
 - Overview of main institutes and key actors, including focus points of their activities (knowledge landscape)
- Champions in the field are members of the community
- Community members know the state of the art in the field
- The community provides guidelines to knowledge transfer (developed -> developing; North -> south; etc.)
 - Support learning in those areas where these instruments and approaches are not yet applied
- Members from different disciplines collaborating in the frame of the Policy community (see metrics for community measures)
- Higher degree of institutionalisation
- Dedicated chairs
 - Institutes researching from a multidisciplinary perspective
- PhD students consulting the community for their ideas and for learning
- Dedicated international journal or particular special issues
- Dedicated PhD colloquium
- Dedicated annual international conference or particular tracks in existing well-established conferences
- Standard communication means established and provided frequently (newsletter, mailing list, social networking groups etc.)
- Unique identity of the community
- Perform annual discussions and identify demands and newly emerging topics to be investigated in the field
 - publishing grand challenges and new emerging topics on an annual basis

Targets to achieve till the end of the project were identified as:

- Bringing together experts (particularly researchers) from different disciplines to share and discuss approaches and ICT solutions for policy modelling
 - Growing the number of members of the policy community
 - LinkedIn: define number
 - Portal members: define number
 - People participating in community building events: define number
 - From different disciplines: define number of members per discipline
 - From different countries: define number of different countries
 - Comparative analyses performed: how many analyses performed
 - Body of knowledge: how many knowledge assets
- Meet leading researchers in the field (networking)
 - Have the champions of research involved in the community
 - Define the names and criteria to be classified as top:
 - Leading in community networks
 - Outstanding in publication records
 - High profile in the field
 - Contributing to interdisciplinary research
- Collaborate among the actors
 - Number of joint projects
 - Number of joint papers
 - Number of joint case studies
 - Number of comparative analyses
 - Number of workshops and panels
 - Number of contributions of community members (not core partners) to the knowledge base
- Learn about and understand the works of other relevant disciplines and Learn about the key literature and state of the art
 - Number of knowledge assets in different knowledge fields and from different disciplines
 - Barometer of research effectiveness: rating of knowledge assets, comments of users on knowledge assets, page views of knowledge assets
 - Number of entries in endnote library (or another format, e.g. zotero)
- Receive feedback about innovative ideas, including recommendations for where to publish your work
 - Number of questions posed and answered
 - Measure of satisfaction -> feedback form for users needed
- Keep up-to-date and learn about the evolution in the field
 - Up-to-date page and content: google analytics, network analysis, content analysis in terms of update
 - How often do people return?
 - How much content is added to the body of knowledge (new fields and topics emerging)
 - Measure second and third order effects: e.g. EC increasing funding in the field

The ideas presented before resulted from initial discussions. In subsequent actions, further input was collected, and in particular the services for the community members which leads us to the next subsection.

5.2. Analysis of value-added services for the community and of potential sustainability models by partners

INNOVA has gathered future visions and views on potential value-added services and on fee-based (closed), free and hybrid business models of the project among eGovPoliNet project partners through a questionnaire. The questionnaire basically investigated the following questions:

- Which kind of services will be offered by eGovPoliNet community and who will be the target for the eGovPoliNet services?
- Which exploitation model(s) will be used to offer eGovPoliNet services? (closed, open, hybrid)

The first step of the questionnaire was an analysis of how the target groups identified in section 4.1 should be engaged in the community, and what kind of services are offered to them. Table 15 summarise the results of the questionnaire.

The second part of the questionnaire evaluated three different possible organisation models (business models) to structure the community and to provide and manage the services: fee-based, open, hybrid along a SWOT analysis. Table 16 shows the SWOT analysis for the closed, fee-based business model.

Table 17 provides the SWOT analysis results for the open and free community model. In

Table 18, a hybrid model (some services offered for free access, others with particular value-add offered for membership fee of particular service fee) is assessed along the SWOT aspects.

Table 15: Partners' views on potential services for specific target groups, and how these groups could be engaged in a sustainable policy community

Target Groups	How to engage target group?	Services offered by the eGovPoliNet Community:
Researchers	<ul style="list-style-type: none"> • Invitation to co-operative workshops • Networking groups • Registration to the Knowledge portal • Deploying the open and field thematic events • Strategy based on the direct contact and commitment of main people working in the project 	<ul style="list-style-type: none"> • Access to Knowledge Base • Information exchange • Exchange of information about R&D on the topics of interest • Organising workshops and conference tracks • Organising a joint book • Comparative analysis • Initiation of certification "Certified Policy Modelling Expert" • Easy access to bibliographies and full-text research papers • Conference announcements and special tracks or panels devoted to policy modelling and related topics • Curricular material such as course syllabi, reading lists, case studies, lectures and class activities • Motivating literature exchange • Motivating networking (meet top researchers in the field) • Motivating networking among researchers and practitioners • Motivating collaboration between different communities • Feedback to PhD students in PhD colloquium • Triggering discussions of relevance for future research • Providing platform for networking through affiliated conferences • Making recommendations on the formation of creative teams for the preparation of joint publications • Involvement in the process of identifying of Policy Modelling research priorities and elaboration of recommendations on promising areas of research
Policy Makers & Policy operators	<ul style="list-style-type: none"> • Awareness and dissemination activities, such as the International Events and Communication end Dissemination Workshops • Networking groups • Registration to the Knowledge portal 	<ul style="list-style-type: none"> • Access to Knowledge Base • Information exchange • Stakeholder engagement in the process of policy modelling using modelling approaches • Providing policy development and implementation solutions and tools for policy makers

	<ul style="list-style-type: none"> • Integration of research results and proven models into practical projects ordered by policy makers and funded by International funding bodies focusing their attention on the benefits of such inclusions. • Sharing best practices 	<ul style="list-style-type: none"> • Access to case studies that illustrate the use and value of policy modelling in practical contexts. • Guidelines for policy maker • Scenarios for future visions of ICT solutions for Governance and Policy modelling. • Cooperation between practitioners and researchers. • Offer services of an independent audit of developed political decisions on the base of the use of policy modelling instruments.
ICT tool providers	<ul style="list-style-type: none"> • Interested in acquiring knowledge about future scenarios and technologies in the medium and long term • Offering theoretical and research grounds for innovation services 	<ul style="list-style-type: none"> • Access to Knowledge Base • Identify and Contact experts on policy modelling • Scenarios for future visions of ICT solutions for Governance and Policy modelling • Cooperation between practitioners and researchers • Inform policy makers about the most successful ICT solutions for Governance and Policy modelling
User Communities	<ul style="list-style-type: none"> • Showing the usability, envisaged features and potentialities of the envisaged solutions and how they would impact on the real day-by-day life • Newsletters • Mailing lists • Social networking groups • Registration to the Knowledge portal 	<ul style="list-style-type: none"> • Access to Knowledge Base and state-of-the-art research • Identify and Contact experts on policy modelling • Personal invitations to participate in conference tracks or panels • Access to case studies that illustrate the use and value of policy modelling in practical contexts • Guidelines for policy makers • Guidelines for policy modelling users competences acquisition and successful career

Table 16: Strengths, weaknesses, opportunities and threats of association with membership fees

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Regular membership fees • Organisation with professional management • Unique identity of the community • committed community members: members will probably be more interested and active if they have to pay a fee to join; • the membership will motivate the community-organisers to provide quality services; • provides funding for central activities such as maintenance of the knowledge base; 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • initial lack of buy in • closed platform: fees hinders the wide participation in the community • membership fee is a barrier to entry for students, scholars from low income countries or small institutions • No regular input of the content to the Knowledge base from members since they are not obliged to provide content • Organisation is not transparent to different communities but only to the members.
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • potential to become a direct channel to key actors (if they subscribe to become members) • no other community on policy modelling exist • minimum financial income to ensure a certain quality of content and added-value services for the members, including possibility to organise and maintain (with regular state-of-the-art updates) the Knowledge portal • dedicated resources will enable better management of the community assets and facilitation of discussions 	<p>THREATS</p> <ul style="list-style-type: none"> • Members might not engage in providing regular state-of-the art content to the portal as they are paying fees anyway • Difficult to run yet another professional organisation. Even more with membership fees. • No unique selling point (USP) that is so convincing that people will also join this community while also staying in their traditional ones. • lack of members: members not renewing their subscriptions if membership does not lead to anything concrete or if added-value services for membership fees are not exceeding minimum expectations • will be a secondary association for most members so interest may wane over time or as costs for primary associations go up or new specialty areas open up • Focus on own activities instead on activities in other communities

Table 17: Strengths, weaknesses, opportunities and threats of an organisation with no membership fees

<p>STRENGTHS</p> <ul style="list-style-type: none"> • loose membership of knowledge community: capacity and ability to draw upon (and contribute) expert knowledge when necessary • The no-membership will attract many users, so the community will rapidly grow 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • no binding structure • A lot of person not really interested in policy making will join. • lack of financial resources for central activities
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<ul style="list-style-type: none"> • no financial or other barriers to entry • free access to all intellectual resources for all members • Access to materials is open to every member and even to everybody • Organisation is transparent and open towards different communities • Community spirit • Integrate with other communities 	<ul style="list-style-type: none"> • no dedicated resources for management and facilitation • must rely entirely on volunteer effort for essential administrative responsibilities • To successfully run the association, members are more or less obliged to contribute to the services. Some members might not like it. • No regular membership fees • Dependent on advertisement or other kind of irregular funding • People do not value free organisation
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • potentially a wider capacity • No other community on policy modelling exist • allows world-wide reach • accessible to people without regard to their ability to pay or the sponsorship of their institutions (e.g. developing countries, students) 	<p>THREATS</p> <ul style="list-style-type: none"> • low buy-in due to low investment by members • Management of the virtual organisation is on voluntary basis; if no strong commitment of managing team, high risk that the functioning of the organisation fails

Table 18: Strengths, weaknesses, opportunities and threats of a hybrid model

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Generates some income by having different tiers of members • “Gold” status may be a desirable professional credential for some members • Regular funding • Separation between ordinary and premium members. Premium members have unlimited access to the content of the knowledge base and provided tools and services • Greater flexibility of the model can attract more members • Basic services for an open and wide community, involving everybody interested. • Grow up of specialization • A stronger motivation to contribute to content of the knowledge base, which could be a prerequisite for obtaining and maintaining the "Gold" status 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • tiered membership rests on inequality reflecting the ability to pay • Requires substantial management of membership and service offerings to maintain differentiation among tiers • Members are not obliged to contribute to content of the knowledge base – how to provide regular state-of-the-art content for the Knowledge base • Requires stronger management due to different types of services for different types of members • Possibility of subjectivity in assigning the “Gold” status
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OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Possibility for members without membership fees to see what they are missing by not being premium members, which would lead for them becoming premium members • If community co-creation works well: some basic content added to the knowledge base by everybody. • Some minimum financial income to ensure a certain quality of content and added-value services for the members 	<ul style="list-style-type: none"> • May be difficult to decide what is for premium members • May be difficult to convince members to become premium members – especially if the USP for paying members is not clear • Competing with other communities

5.3. Towards and eGovPoliNet sustainable business model

To enrich the initial discussions and to complement the inputs of partners through the questionnaire results in subsections 5.1 and 5.2, partners discussed a sustainable business model for eGovPoliNet along the unified business model of Al-Debei & Avison⁶. Along the analysis framework briefly outlined in section 5.3.1, partners have analysed existing communities, have identified requirements of the eGovPoliNet community and have identified elements of a business models, which are presented in the subsequent subsections.

5.3.1. Analysis framework

There are many classifications of business models, though recently the unified business model has been introduced describing variables shaping business models⁵ 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 model⁵:

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

5.3.2. Analysis of existing communities

We analysed several communities who have been sustainable over the years and are related in this domain. This should provide us insight into elements of a successful business models in this domain. A short description is shown below and the detailed analysis of the business model can be found in Table 19.

5.3.2.1 Association for Information System (AIS)

The Association for Information Systems (AIS)⁷ serves society through the advancement of knowledge and the promotion of excellence in the practice and study of information systems (IS):

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

⁷ <http://aisnet.org/>

- 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 has a series of special interest groups (SIG), each of which focuses on a specific area of the IS field. There is one in existence, on the topic of Electronic Government called SIG e-Gov, and whose mission is 'to promote quality and relevance in e-government research and to highlight the relevance of research on Information Systems in the public sector within the AIS community'.

5.3.2.2 IFIP WG 8.5

The aim of WG 8.5 (working group on "Information Systems in the Public Sector")⁸ in IFIP (international federation for information processing)⁹ 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.

5.3.2.3 Digital Government Society (DGS)

DGS¹⁰ is an international, non-profit, professional society devoted to advancing democratic digital government via research, policy, and best practice, in the countries of Canada, the United States, and Mexico. Society is 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.

5.3.2.4 ESSA (European Social Simulation Association) special interest group Policy (currently archived SI)

The European Social Simulation Association (ESSA)¹¹ was founded in 1993 by social simulation researchers. Its main aim is to promote the development of social simulation research, education and application in Europe. According to its web page, "ESSA has become the most important hub of social simulation worldwide."⁷ ESSA is well connected with other communities through collaboration in form of joint conferences and liaisons, such

⁸ <https://www.uni-koblenz-landau.de/koblenz/fb4/institute/iwvi/agvinf/community/ifip>

⁹ www.ifip.org

¹⁰ www.dgsna.org

¹¹ <http://www.essa.eu.org/>

as with CSSSA (the Computational Social Science Society of the Americas) and PAAA (Pacific Asian Association for Agent-based Approach in Economic & Social Complex Systems).

According to the website, the specific objectives of ESSA (in cooperation with CSSA and PAAA) are to⁷:

- 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 maintains distinct special interest groups (SIG), among which one is already on policy modelling. As this group is currently not active, eGovPoliNet sees a chance to get involved and engage with ESSA in the long run through invigorating this SIG again.

ESSA requires its members to actively take part in its multi-disciplinary community, in particular attending the annual ESSA meetings (including conferences, workshops and summer schools). Benefits are various as will also be outlined in the summary table below (Table 19).

5.3.2.5 W3C

The World Wide Web Consortium (W3C)¹² is an international community where Member organisations, a full-time staff, and the public work together to develop Web standards. The W3C staff is distributed around the world, but led by Web inventor Tim Berners-Lee and CEO Jeffrey Jaffe. W3C's mission is to lead the Web to its full potential. Membership in W3C is open to all types of organisations (including commercial, educational and governmental entities) and individuals. Any entity that can sign the Membership Agreement can become a Member. Members may be either for-profit or not-for-profit organizations. The W3C Members themselves have indicated that what is most important to them about their Membership is: the opportunity to interact and work directly with the leading companies, organisations, and individuals in the Web world, the ability to provide strategic direction to the Consortium through review of W3C Activity proposals and operational policies; and participation in W3C Working Groups, where specifications and guidelines are developed, as well as Business Groups (fee included in Membership) and Interest Groups.

¹² www.w3c.org

Table 19: Analysis of community business models

<i>Constituent Elements of the Four BM Dimensions</i>	<i>Association for Information Systems (AIS)</i>	<i>IFIP WG8.5</i>	<i>Digital Government Society (DGS)</i>	<i>ESSA (European Association of Social Simulation) special interest group Policy (currently archived SI)</i>	<i>W3C</i>
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 Sis Membership list ESSA@work (student organisation of ESSA, including student workshops) Annual summer schools	Open standards for the Web, build by broad community consensus

Intended value element	Practitioner, researcher and education community	Community	Community	Community	ICT development and research 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)	ICT industry
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)	Full-time W3C staff
Core competency	Organising practitioners, researchers and educational events	Organising research events	Organising research events	Organising research events	Facilitation of development and consensus-building processes for web standards
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)	worldwide

Value network					
Governance	Large executive board Theme groups Working groups Special interest groups Organizing groups	Small board (chair, vice chair, secretary) Events organised 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	Facilitator of consensus-building processes on web standards development
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	all types of organizations (including commercial, educational and governmental entities) and individuals; currently 388 institutional members
Flow communication	Newsletter Listserv	Newsletter	Newsletter	Newsletters	Portal www.w3.org

Channel	Internet-based Conference as meeting points	Internet-based Yearly business meeting at annual conference	Internet-based Yearly business meeting at annual conference	Regular Internet-based meetings within different working, interest, coordination and community groups; on the platform provided by W3C	Regular Internet-based meetings within different working, interest, coordination and community groups; on the platform provided by W3C
Network mode	Run by peers	Run by peers	Run by peers	Run by peers (elected every two years), enabled by W3C	Run by peers, enabled by W3C
Value finance					
Total cost of ownership	Conference and membership fee for running administrative office	Fee for conference for generic IFIP label. Events are organized voluntary with the IFIP label. No pricing	Conference and membership free, pricing based on volunteers (researcher, student, private sector)	Membership fees , including Institutional memberships possible conference benefits, pricing based on status, Stipends for students	W3C fees vary depending on the annual revenues, type, and location of headquarters of an organisation, from 2000 USD for a small company in India to 59,500 EUR for a large company in France
Pricing method	Conference fee, membership fee	No fees for members Royalty fees for conferences	Membership fee	Conference fee Membership fee	Depend on the annual revenues, type, and location of headquarters of an organization
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)	Membership fees, research grants, donations

5.3.2.6 Summary of existing communities

Each community has a limited number of active participants who are leading. Identifying these leaders and getting them involved is key. The revenue in terms of money is often linked to a conference or other journals. The association is the vehicle for organising events in a certain domain.

eGovPoliNet is positioned between several communities. The risk is that competition will be with existing communities, which might result in disintegration instead of integration of communities. This results in the following requirements on the eGovPoliNet business model:

- Avoid competition with existing communities.
- Link/integrate with existing communities.
- Ensure a base of active members.
- Led by highly visible researchers.

5.4. A preliminary sustainability model

The analysis and assessment of potential services of a sustained community and of the pros and cons of distinct business models (cf. sections 5.1, 5.2 and 5.3) has led the consortium to strive for a new innovative model, which combines the positive aspects of the existing communities while also reducing the fragmentation and negative biases thereof.

The ultimate sustainability model eGovPoliNet members are aiming at is shown in Figure 13. In this model, strong special interest groups are established in the most relevant communities to policy making, and networking among these SIGs is to be ensured through members being part of distinct communities and SIGs that meet regularly in conferences and commonly share and maintain the knowledge portal. This model enables existing communities to continue and to grow through new special interest groups, and it provides a good ground to network among distinct actors over distinct disciplines and communities.

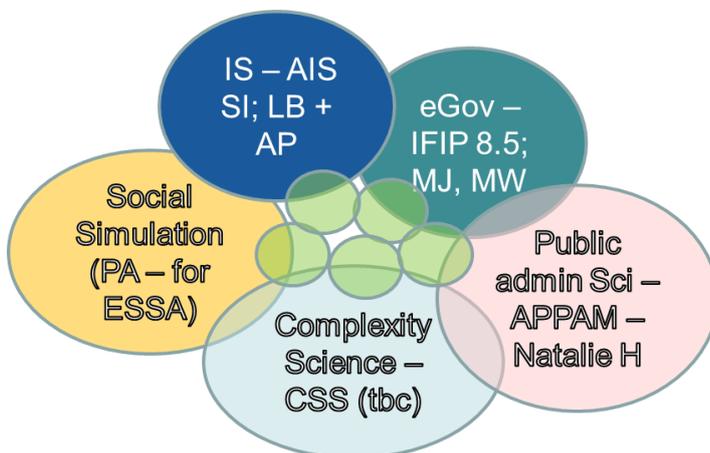


Figure 13: Planned business model with key disciplines and major communities identified as well as lead role to discuss and negotiate with the community chairs

For the time being, five such communities have been identified as indicated in Figure 13 (IS – AIS: Information Systems and the Association for Information Systems; eGov – IFIP 8.5: International Federation for Information Processing working group 8.5; Public Admin Sci – APPAM: the Association for Public Policy Analysis and Management; Complexity Science - CSS: Complex Systems Science; and Social Simulation – ESSA: European Social Simulation Association) and plans are put forward for how to engage with these communities to get a stance within that community. The shortcuts in the circles indicate also the lead persons of eGovPoliNet to liaise with these communities: LB = Laurence Brooks, AP = Anastasia Papazafeirou (both UBRUN); MJ =

Marijn Janssen (TUD), MW = Maria Wimmer (UKL); Natalie H = Natalie Helbig (SUNY); PA = Petra Ahrweiler (EUAK).

Within the sustainable community model introduced before, key services should be offered by the community.

Table 20 summarises these added value services to the community and it outlines also the contributions expected from active community members.

Table 20: Added value services offered by the community to the members

Added value services offered by the community to the members	Contributions coming from active community members
<ol style="list-style-type: none"> 1. Access to the knowledge portal with knowledge assets such as library of projects, cases, researchers, institutions, papers 2. Contact with experts 3. Expand personal and institutional networks 4. Have a clearer understanding of the state-of-the-art in practice and research in this area 5. Bring together a 'critical mass' of scholars, practitioners, and others interested 6. Meeting top researchers in the field 7. Organise annual conference (called for example Policy modelling) and workshops as part of different annual existing conferences to reach out to different communities 8. Bring forward new research findings and discuss emerging topics and research needs at a regular basis 9. Organise regular PhD colloquia along community conferences 10. Information exchange 11. Receive feedback on research, papers, PhD proposals, etc. 12. Collaboration on projects and/or papers with other researchers, practitioners, institutions 13. Access to information in the field 14. Access to comparative analysis 15. Access to Glossary, Wiki 16. Collaboration and communication tools 17. Engagement through social networking groups 18. Training through seminars and webinars 19. Regular newsletters to keep members informed 20. Issuing of special issues in outstanding journals (probably an own journal) 	<ol style="list-style-type: none"> 1. Contribution of content to the knowledge portal 2. Contribution of dissemination practices concerning the community 3. Stakeholder engagement in policy-modelling 4. Active contribution in shaping the research and innovation in the field 5. Periodically: engage in organizing an event (conference, workshop) 6. Engaging in networking, also across own discipline and beyond home type of actor (researcher, practitioner, etc.) 7. Engaging in joint proposal writing 8. Engaging in joint paper writing 9. Providing feedback on knowledge inputs 10. Contributing to future directions development / setting future topics and agendas 11. Ongoing development of a Policy Informatics listserv in the United States 12. Interaction in different US-based academic associations, creating tracks, panels, and roundtables to advance community building and knowledge transfer

Table 21 provides an assessment of the pros and cons of the sustainable business model "building strong special interest groups within relevant existing communities and network among these SIGs".

Table 21: Pros and cons of the sustainable business model

 Value propositions & example	Pro	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	<p>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.</p> <p>Members of SIGs know whom they can address in each of the communities, namely members of related SIGs in other communities.</p>	<p>Collaboration might be more difficult to organise among members of several communities, due to the coordination effort necessary.</p> <p>Members may want to remain within their disciplinary group and SIG and don't want to engage with SIGs of other related communities</p>
Driving the evolution in the field	<p>Innovations in research within particular disciplines will be distributed among other SIGs, which will drive development in all disciplines.</p> <p>The Knowledge portal may serve as the common reference point to consult and share innovations.</p>	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.
Example where it works	Partially with AIS SIG e-Gov & IFIP WG 8.5	

The consortium is aware that some services will need more time than others to start being fully operational. Therefore, eGovPoliNet offers three stages of implementing the services. In the first stage (short-term, up to two years from project end), the following services will be introduced:

- Organise tracks / workshops / panels within existing conferences that reach out widely
- Focus themes along the conferences,
- Knowledge portal with access to knowledge assets
- Comparative analyses
- Newsletter
- PhD colloquium
- LinkedIn group
- Editing collective volumes of books with relevant thematic directions
- Ensuring visibility of community members
- Supporting the initiation of new project proposals (EC and locally funded) through finding partners, developing ideas / infiltrating with ideas, both offline and online
- collaboration spaces for small groups on different topics

In mid-term perspective (up to five years from project end), the following services will be introduced in addition to the ones mentioned under the short-term:

- Database of experts
- Matching service for finding actors with expertise (e.g. finding right actors for collaboration teams)
- Policy modelling summer school
- Annual special issues in existing journals
- Podcasts (for the learning purposes)

In a long term perspective (beyond five years after project end), the following services could be added to the ones mentioned under short- and mid-term:

- Online courses
- Additional services offered based on sponsorships by Industry and Governments
- Online consultancy
- Accreditation

In summary, the sustainable business model "building strong special interest groups within relevant existing communities and network among these SIGs" will be reached with the following conditions and measures:

- eGovPoliNet will infiltrate community activities into four existing communities and activate either existing interest groups or spread eGovPoliNet in those communities.
- The eGovPoliNet services will be free, but they will be offered as a part of the communities that already collect membership fees.
- The eGovPoliNet sustainable model is a hybrid model.
- The aim of the eGovPoliNet sustainability plan is to bring together different communities in an enabling environment, where members of different communities can meet, elaborate their ideas, find partners for research, educate PhD students, etc.
- eGovPoliNet will offer particular services within each of SIGs and provide letters of acceptance, commitment and understanding for each of the interest groups and respective communities.

To ensure fulfilment of above listed services, partners will define/refine activities they are interested in. Hence, partners will further review their individual exploitation strategies and align them with the sustainability plan of eGovPoliNet. eGovPoliNet and the subsequent SIGs in existing communities will continue organising community building and awareness raising events as long as there is a need for research in that field.

6. CONCLUSIONS

This deliverable documents on the one hand the dissemination activities performed in the second period. Major activities of dissemination were spreading the word along conferences and community building events and the diffusion of eGovPoliNet activities over the LinkedIn group Policy Making 2.0. Furthermore, two articles have been successfully published by the team of CERTH and a collective volume of a Springer series has been initiated in the community building. Hence, a number of scientific publications will follow in the third period.

eGovPoliNet partners will continue to disseminate the project and the community idea along scientific events. A list of planned dissemination and community building (see also D 3.2) events is provided in this document.

On the other hand, a major activity in work package 5 (along with work packages 1 and 3) was the development of a draft business and exploitation plan. The results of an analysis of stakeholder groups, of potential value-added services and of potential business models for a sustainable community are reported in this deliverable along with the individual exploitation strategies of partners. The business and exploitation plan as documented is in a draft stage. It will be further elaborated and agreed by partners in the third period of the project.

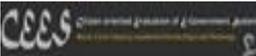
Annex I: Outline for breakout session @ workshop along IFIP EGOV and IFIP ePart 2012

Annex II: Panelists and outline of thematic session at ICEGOV 2012

Annex III: Agenda of the joint workshop of projects in ICT for governance and policy modelling @ tGov 2013

Session 1: Opening and introductory presentations	Project logo and URL
Welcome to tGov: Zahir Irani (Brunel University, UK)	Opening
The Role of ICT in Participatory Democracy : Johannes Pichler (University of Graz, Austria)	Keynote Speech
tGov2013 Focus: CEES and eGovPoliNet Community Building and Knowledge Development: Vishanth Weerakkody (Brunel University, UK)	 www.policy-community.eu
Crossover Project - Results of success & case analysis: Phil Archer (W3C, United Kingdom)	
Crossover - Final roadmap on ICT for governance and policy modelling: David Price (DebateGraph, UK)	www.crossover-project.eu
Session 2: Concepts, methods and techniques of policy modelling and simulation	
Constructing a macro-finance agent-based model for central bank policy making (CRISIS): James Porter (City University London, UK)	 www.crisis-economics.eu
ePolicy - Engineering the Policy-Making Lifecycle : Tina Balke (University of Surrey, UK)	 www.epolicy-project.eu
PACITA - Parliaments and Civil Society in Technology Assessment : Paidí O'Raghallaigh (University College Cork, Ireland), Csaba Csáki (University College Cork, Ireland), Frederic Adam (University College Cork, Ireland)	 http://www.pacitaproject.eu/
Session 3: Innovative ICT tools and technologies supporting policy analysis, modelling and governance	
Integrated ICT toolbox for collaborative policy modelling and stakeholder engagement (OCOPOMO) : Peter Bednar (Technical University of Kosice, Slovakia)	 www.ocopomo.eu



<p>Interactive Analysis Simulation and Visualisation Tools for Urban Agile Policy</p> <p>Implementation (urbanAPI): David Ludlow (University of West England, UK)</p>	 http://www.urbanapi.eu/
<p>Opinion collection and analysis through ubiquitous participation platform (UbiPol) : Habin Lee (Brunel University, UK)</p>	 www.ubipol.eu
<p>Session 4: Concepts supporting the engagement of stakeholders and embarking on crowd solutions for policy analysis, modelling and governance</p>	
<p>Policy Gadgets Mashing Underlying Group Knowledge in Web 2.0:</p> <p>Enrico Ferro (Istituto Superiore Mario Boella, Italy)</p>	 www.padgets.eu
<p>Requirements and Technological Architecture for a Passive Crowdsourcing Environment for Government (NOMAD): Euripidis Loukis (University of the Aegean, Greece)</p>	 www.nomad-project.eu
<p>Innovative governance through cloud computing in public sector (OASIS): Aggeliki Tsohou (Brunel University, UK)</p>	 http://www.brunel.ac.uk/bbs/research/research-success/oasis-openly-accessible-services-and-interacting-society
<p>UniteEurope: Social Media Analysis in the Realm of Migrant Integration in Europe: Bernhard Krieger (Potsdam University, Potsdam, Germany)</p>	 www.uniteurope.org
<p>Session 5: Panel Discussion</p>	
<p>Moderators: Marijn Janssen (Delft University, Netherlands), and Yogesh Dwivedi (Swansea University, Wales, UK)</p> <p>Panellists: Zahir Irani (Brunel University, United Kingdom), Jeremy Millard (Danish Technology Institute, Denmark), Frank Banister (Trinity College, Ireland), John Bertot (University of Maryland, USA), Johhanes Pichler (University of Graz, Austria), Steve Capes (Cambridge Council, United Kingdom), Steve Jones (Conwy County Council, United Kingdom) , Nitham Hindi (Qatar University)</p>	
<p>Session 6: E-Government Evaluation</p>	
<p>CEES Project Outcomes and Final Results: Tunc Medeni (Turksat, Turkey), Zahir Irani, Habin Lee and Vishanth Weerakkody (Brunel University, United Kingdom)</p>	 http://www.brunel.ac.uk/bbs/research/research-centres/iseing/current-research/cees-citizen-oriented-evaluation-of-e-government-services

Session 7: ICT Tools and Technologies (ICT PSP)	
LiveCity, Live Video Supporting Smart Cities : George Diakonikolaou (OTE, Greece), Donal Morris (RedZinc, Ireland), and Andreea Molnar (Brunel University, UK)	 http://cordis.europa.eu/fp7/ict/fire/connected-smart-cities/presentations/13-livecity.pdf
OpenFlow : Donal Morris (RedZinc, Ireland), and Luis Cordeiro (OneSource, Portugal)	 http://www.ict-fire.eu/fileadmin/events/2012-11-FEW/3.5_Donal_Morris.pdf
Session 8: Social Innovation and Public Services of the Future	
Connect360 & eleven-one-two : Robert Link (University of Graz, Austria)	
SI-DRIVE: Antonius Schröder (Technische Universität Dortmund, Germany)	
Session 9: Round table discussion on "Converting Projects into ICT PSP and/or Thematic Networks"	
Facilitator: Anuj Sood, David Fuschi, Brunel University, UK	
Discussion Led by: Marijn Janssen (Delft University, Netherlands), Vishanth Weerakkody (Brunel University, UK), Jeremy Millard (Danish Technology Institute, Denmark), and Efthimios Tambouris (University of Macedonia, Greece)	



Annex IV: Agenda of the eGovPoliNet workshop in Koblenz 19th September 2013

Workshop eGovPoliNet, Koblenz 19 th September 2013, 9:00-17:00 CET	
Opening (9:00)	Maria A. Wimmer (UKL), Marijn Janssen (TUD), <i>Introductory presentation</i>
Presentations (9:15 – 10:30)	Steve Hartman (UKL, student of MSc Information Management), <i>Theories for policy modelling</i> Efthimios Tambouris (CERTH), <i>eGovPoliNet Knowledge portal</i> Dragana Majstorovic (UKL), <i>Comparison of simulation models</i>
Keynote Session (11:00 – 12:00)	Karlheinz Brandenburg, TU Ilmenau, Germany (inventor of mp3 player) <i>"Is it true?" Audio recognition and tampering detection as means for authenticating communication"</i>
Presentations (13:00 – 15:30)	Sehl Mellouli (UL), <i>Tools and technologies for policy modelling</i> Sharon Dawes (SUNY), <i>Stakeholder engagement in policy development</i> Diego Navarra (Navarra Studios), <i>Stakeholder engagement: a case in Sweden</i> Karim Hamza (VUB), <i>EU, national and local level policy</i> Dmitrii Trutnev (ITMO), <i>experiences and lessons learned from St. Petersburg case</i> Efthimios Tambouris (CERTH), <i>Comparative analysis on conceptual and domain models for policy modelling, and on tools and technologies</i> Simon Delakorda (INePA), <i>Experiences with NGOs – case in Slovenia</i> Dominic Bär (UKL, student of MSc Information Management), <i>Comparison of projects/cases implementing policy</i>
Panel discussion (16:00 – 17:00)	Maria A. Wimmer (UKL), Marijn Janssen (TUD) All participants

ANNEX V: Newsletter no. 3

ANNEX VI: Preliminary inputs for an exploitation plan

Our preliminary targets are:

- To collate the evidence showing how the community is running and how effective is in supporting the eGovPoliNet community/project objectives. In this aim the first step is to understand "what" actually the community is.
- To prepare recommendations and guidelines for continuously promoting the operations of a consolidated community overtime and especially after the end of the project. In this aim we need to:
 - Aggregate hypothesis;
 - Increase and contribute to improve the discussion about the topics of the Policy Community.
 - Create consensus on the sustainability plan.

The exploitation plan is addressed to explain how the multi-sectorial eGov Community is able to survive after the end of the project that means to find a balance among the following elements:

- Activities;
- Costs;
- Added value of outcomes;
- Interest and engagement.

The following tables summarises and explains the key elements addressed above and some preliminary procedures and ideas to be followed in order to create a most suitable environments for the community growth and consolidation:

Table 22: Preliminary exploitation ideas

Actions		Preliminary Ideas		
		Activities	Costs	Added value of outcomes
1	Use the web	Web spam, Forum, survey monkey, Content selection (avoid spam).	Maintenance ~ € 100 /year including services.	A web portal eGOV Cross Community.
2	An annual eGov intra-community Conference	Submit papers of interest (i.e. cross sectorial).	Conference fee shared with other events.	Include in main activities (i.e. IFIP, or similar).

3	A Community Committee	Few working hours (i.e. selecting papers, web maintenance, news).	Voluntary, no fees.	Round change of committee' responsible / year.
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Table 23: Preliminary steps and outcomes

STEPS	OUTCOMES
Analysis of boundary conditions	<ul style="list-style-type: none"> • List of activities • List of needs (economic, info flow) • List of benefits for members
Propose the analysis and a preliminary deployment plan to potential members	<ul style="list-style-type: none"> • List of good features • List of unnecessary features / activities • Other input
Establishing and consolidating synergies	<ul style="list-style-type: none"> • Reduce timing • Improve results • Create interest
Assessment campaign Community (web) EC (if possible)	Feedback and refining about the Community procedures , activities and sustainability plan
Agreements and refining structure	Endorsements, agreements, documents refining

Table 24: Preliminary analysis

IDEAS	PRO	CONSIDERATIONS	RISKS
EC funding	Pre-agreement with EC	<ul style="list-style-type: none"> • Strict boundary conditions (call) • Few (even no one) partners included 	<ul style="list-style-type: none"> • Proposal not retained for funding • Timing too long for Community
Mixed funding (private, public)	Scientific and economic basis ETPs	<ul style="list-style-type: none"> • Entrance fee for members 	<ul style="list-style-type: none"> • Few. • ETPs agreement to be checked soon

WEB Community	Very low costs	<ul style="list-style-type: none"> Poor control Quality of inputs 	<ul style="list-style-type: none"> Missing the scopes of enhancing the cross-policy Community
Policy Community Conference	<ul style="list-style-type: none"> High profile Policy Community Journal 	<ul style="list-style-type: none"> Entrance fee 	<ul style="list-style-type: none"> Few attendant (to agree with other initiatives)
IFIP conference Annual eGOV EU conference	<ul style="list-style-type: none"> High profile Standard Big impact 	<ul style="list-style-type: none"> Entrance fee for members 	<ul style="list-style-type: none"> Community scopes
Merging with other initiatives (i.e. the eGOV FORUM)	Highest impact	Outcomes maybe not actually focused on eGOV ICT4PM of Policy Community	Depending too much from external organisations