ICT-2011.5.6 ICT solutions for Governance and Policy Modelling

FP7-ICT-2011 Coordination Action (CA) project

Final Dissemination Report, including Business and exploitation plan for sustaining eGovPoliNet
(D 5.3)

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
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Abstract:	This report documents the dissemination activities carried out in eGovPoliNet over the last reporting 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 final exploitation and sustainability plan was at focus and its results are documented in the report at hand.

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ABRREVIATIONS 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
CTG	Center for Technology in Government of the State University of New York
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	Associacao Paranaense de Cultura
RG	Rijksuniversiteit Groningen
RTD	Research and Technological Development
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

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 final year of the project 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 maintain the dissemination artefacts in order to keep these materials up to date;

(5) to develop a final exploitation and sustainability plan for sustaining the viability and further use beyond the project runtime of the project results.

The dissemination report documents the activities carried out by the eGovPoliNet consortium during the last period to fulfil the overall objectives of awareness raising and reaching out to the wider community. Further, the final eGovPoliNet exploitation and sustainability plans are elaborated.

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. This also included a re-shaping of the home page of the Web portal (in order to have a more direct access to eGovPoliNet objectives and assets).

The project has continued developing a LinkedIn group "Policy Making 2.0" reaching more than 2600 members in February 2015 (in April 2014, the group had about 1300 members).

During the final period, eGovPoliNet partners have continued to perform a number of dissemination and awareness raising activities, and have conclude the work on the collective volume of a Springer book (started in the second period). Many of these activities have been carried out along community building activities, which are also reported in D 3.3. 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 finalise the exploitation and sustainability plans. Starting from the stakeholder and services analysis developed in the second period, the exploitation plan now reports: (i) the key exploitable results of the eGovPoliNet project; (ii) the added value and potential impacts for the community members and other reference communities at large; (iii) the services that will be implemented on the basis of the exploitable results; (iv) the exploitation strategy at the consortium and single partner levels.

As developed in D1.2, the exploitation strategy at the consortium level is based on the establishment of 4 distinct Special Interest Groups (SIGs) / Communities and 1 additional network (Policy Informatics Network) where the devised services should be implemented. The sustainability plan identifies the governance model, the costs and a set of activities in the short and medium term to start implementing such an exploitation strategy.

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

- The dissemination activities carried out in period 2 according to the dissemination plan are reported in **section 2**.
- The exploitation plan with the identification of the exploitable results and their potential added value and impacts, the identification of potential business services and analysis of the consortium and single partners' exploitation strategies are presented in **section 3.**
- **Section 4** reports the sustainability plan of the project consortium, based on the exploitation plans reported in Section 3 and the overall community strategy developed in **WP1 (D1.2).**

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 community Web portal and the promotional materials to being ready for the exploitation of project results after the end of the funding period (Sections 2.2 and 2.3, respectively), and developing/circulating an eGovPoliNet newsletter (Section 2.4);
- Coordinating and carrying out dissemination actions among the aforementioned relevant target communities and through different channels, including: the project LinkedIn group (Section 2.5) and the organisation of and participation to scientific events (Section 2.6);
- Publishing results of the project in relevant journals and academic conferences (Section 2.7).

A brief analysis of the impact of the performed dissemination activities is reported in Section 2.8, on the basis of the reporting template introduced in Section 2.1.

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 already used in the 2nd period to receive an accurate feedback of dissemination activities by partners. The details and analysis of dissemination events elaborated in sections 2.6 and 2.8 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. Improving Web presence

The project **web portal**[1] has received a reshaping of the appearance compared to the previous years. Figure 1 depicts the final look and feel of the portal home page.
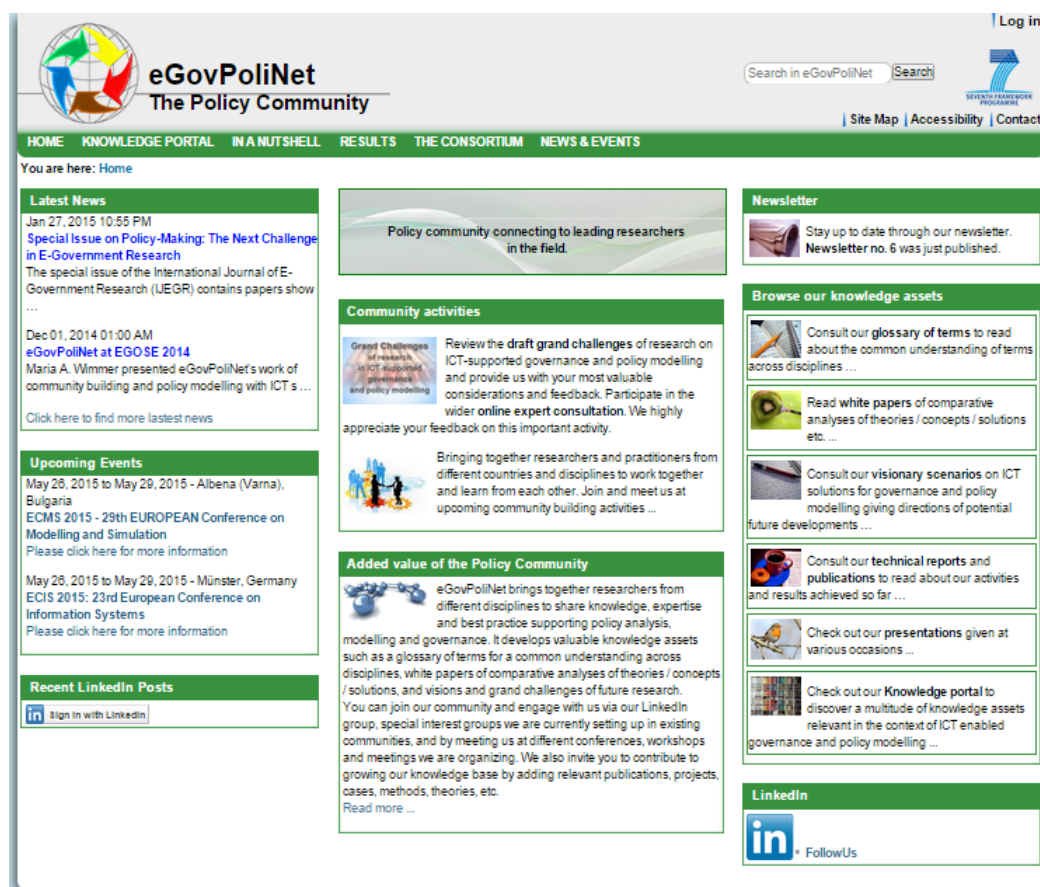
Figure 1: Home page of the eGovPoliNet web presence with the revised design

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[1] http://www.policy-community.eu/

The main objective of the re-shaping was to enable a straightforward access to the key messages, information and resources coming from the community. Specifically:

- The *left column* of the portal reports the most dynamic information from the community; i.e. latest news and upcoming events.
- The *central column* of the portal describes with short messages (sliding banners) and relatively small paragraphs what the target community is, its activities and the added value.
- The *right column* of the portal enables the access to the main resources of the community: the newsletters, the glossary of terms, the white papers, the visionary scenarios, the technical reports and publications, the presentations made by community members and the knowledge portal.
- The *top, horizontal menu* of the portal enables an alternative access to portal resources, as well as additional information about the eGovPoliNet project, such as the partners and the workspace (for registered users only).

In addition, a better integration of project web portal and the knowledge portal has been implemented. This included the merging of the previously separated systems into a unique software platform. This will ease the future management of the system (one unique institution will host all the community resources) and provide a better user experience (a unified access to all community resources). Additional details about this are reported in D2.3.

2.3. *Update of the Web contents and the promotion materials*

In parallel to the Web presence improvement, a continuous work of updating the portal contents have been carried out. Mainly news and events have been updated (in particular 8 News items, 25 Events, 4 Newsletters), and the public deliverables of the second period were published under results, as well as 7 presentations at relevant workshops and conferences.

In addition, a final review of all promotional material (leaflet, brochure and poster) has been also performed. The changes mainly involved:

- Small graphical changes to include the new partners of the contract amendment and the substitution of some partners' logo.
- Revision of the mission statements, planned services and benefits for community members to align the promotion material with the developed exploitation plans.

eGovPoliNet
The Policy Community

2.4. Issuing newsletters

In the last reporting period 3 newsletters have been developed by UKL with inputs of several partners. Specifically:

- *Newsletter no. 4* (April 2014). This Newsletter informs about the mission statement and value add of the community, about visionary scenarios scoping ICT solutions for governance and policy modelling, and about nine comparative analyses performed.
- *Newsletter no. 5* (November 2014). This Newsletter informs about the development of grand challenges of research and of community building and dissemination activities along tGov 2014, IFIP EGOV 2014, ICEGOV 2014 and EGOSE 2014.
- *Newsletter no. 6* (January 2015). This newsletter informs about a public expert consultation on grand challenges of research in ICT-supported public governance and policy modelling, a book and special issue on policy research as well as current and upcoming events supporting community building across disciplines.

A final *newsletter no. 7 (March 2015)* is under preparation. It will inform about the end of the project with the final results of the grand challenges, the book published, the publication of the final reports as well as about the establishment of the community groups to sustain the eGovPoliNet activities.

The newsletters are published on the project's web portal (http://www.policy-community.eu/news-events/news/newsletter_v2/).

2.5. LinkedIn Group

The LinkedIn group Policy Making 2.0[2] has been maintained as a focal point to discuss and interact with a wider community. In the last year, the Policy Making 2.0 group has grown further, as

Figure 2 and Figure 3 show. At the end of January 2015, the group had 2684, which are distributed among distinct seniority levels (e.g. 1034 seniors = 38 %, 289 managers = 10 %, 208 directors = 8 %, 452 juniors (entries) = 17 %, etc.). Figure 4 shows that 31% of the members are in public policy sector, further 21 % are members / staff of government administration, 8 % are researchers, 5 % are from Information technology branch, 3 % are higher education, 3 % are from government relations and the rest is spread across various domains.
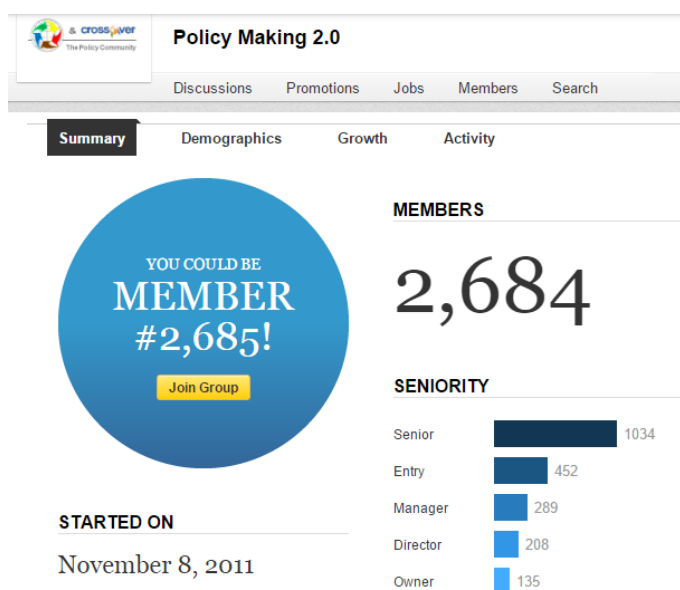
Figure 2: Statistics of the Policy Making 2.0 group – 2.684 members in total at the end of Jan 2015, distributed among distinct seniority levels

2 https://www.linkedin.com/groups/Policy-Making-20-4165795
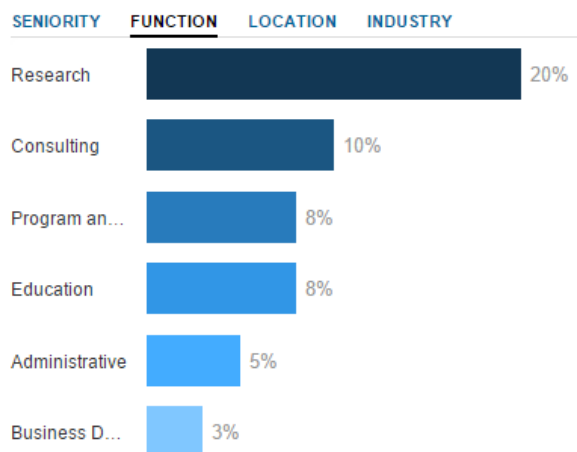
Figure 3: Major roles / functions of the members in the Policy Making 2.0 group
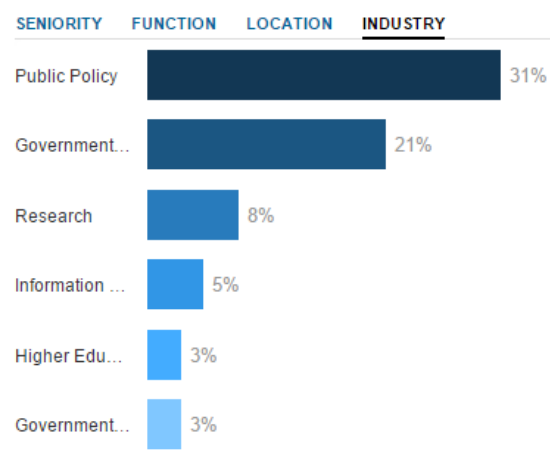
Figure 4: Main industry domains of the members in the Policy Making 2.0 group

Figure 5 demonstrates that the community has steadily grown over time:

- As reported in D5.2 from June 2013, when eGovPoliNet took over the leadership in managing the group, to March 2014, 641 new members joined the Policy Making 2.0 and the total number of members in March 2014 was 1394.
- From April 2014 to February 2015: **1290 new members joined the Policy Making 2.0 group**.

This demonstrates the relevance of the community and also the effectiveness of the community building and dissemination activities.
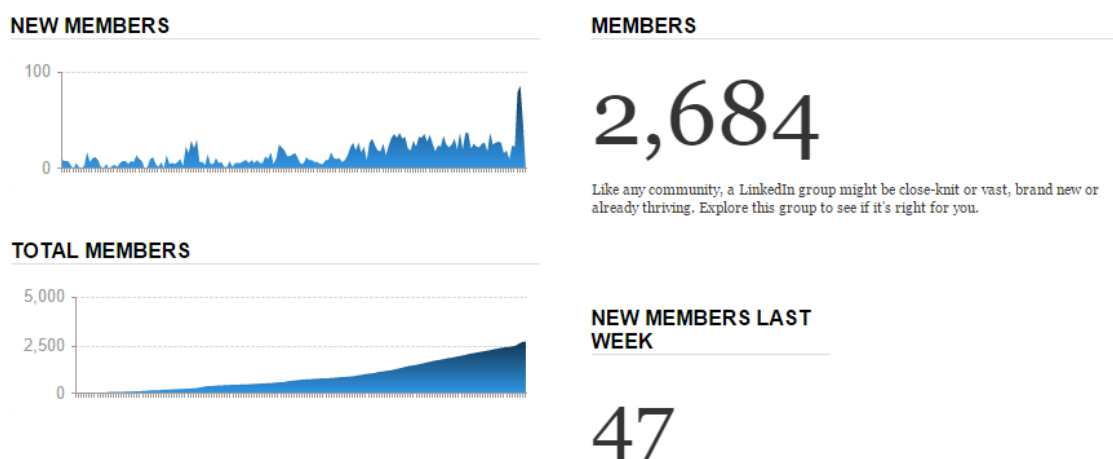
Figure 5: Growth of the Policy Making 2.0 group in LinkedIn

Similarly to the previous year, the number of discussions and comments remains at a level of some five to ten contributions and posts per week – see Figure 6.
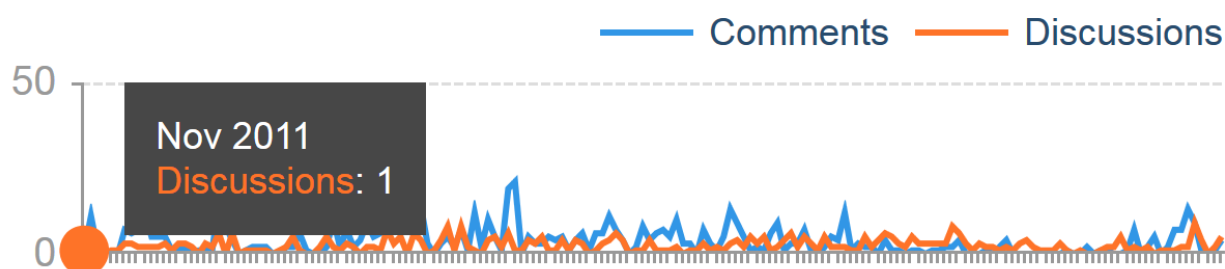
Figure 6: Number of discussions and comments per week since November 2011

2.6. *List of dissemination activities*

In the third period, the eGovPoliNet partners disseminated the project in 13 events world-wide, with the following spread:

- 10 in Europe
- 2 in USA
- 1 in Africa

Six of these events were pure dissemination activities, while the others were joint community building and dissemination activities. 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 reported outcomes and benefits for the project of the dissemination events (further analysis of the reported outcomes and figures is then reported in section 2.8).

Table 2: Overview of dissemination activities performed by partners in the third period

Date	Event name	Location	Type of activity[3]	Partners organising and/ or engaged	Outline of event and objectives of eGovPoliNet
May 13-14 2014	EGOV-CS (http://www.t-m-s-s.org/EGOVCS/)	Tunis (Tunisia)	Diss	UL, TUD	The eGovPoliNet project was presented to the Tunisian community (researchers and government officials) during the electronic government conference. The presentation of eGovPoliNet was done by Marijn Janssen.
22-23 May 2014	Workshop at the EA European Academy of Technology and Innovation Assessment annual conference	Budapest (Hungary)	Diss	EUAK	This 2-day workshop was organised by the EA European Academy of Technology and Innovation Assessment as its annual conference with two co-organisers and one local host who brought together two scientific communities to join forces in research on innovation policy modelling. Innovation intersects the concerns of complexity models and social simulation. The workshop took place at Eötvös Loránd University, Budapest (Hungary). EUAK supported the organisation of the workshop and made a presentation: "Joining Complexity Science and Social Simulation for Policy"
9-11 June 2014	European Conference of Information Systems	Tel Aviv (Israel)	Diss/CB	UBRUN, TUD	Panel about the Information Systems in the Public Sector: bringing information systems into policy-making
13 June 2014	tGov 2014	London (UK)	Diss, CB	UKL, UBRUN	Maria A. Wimmer presented eGovPoliNet and its experiences of cross-disciplinary collaboration in policy modelling to the audience of tGov 2014

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

18-21 June 2014	5th Annual International Conference on Digital Government Research	Aguascalientes (Mexico)	Diss/CB	TUD	Presentation about understanding and improving the uptake and utilization of open data
18-21 June 2014	5th Annual International Conference on Digital Government Research	Aguascalientes (Mexico)	Diss/CB	CTG, TUD, CERTH	PhD colloquium DG.O
30 June – 5 July 2014	Samos summit for policy-making	Samos (GR)	Diss/CB	TUD	Presentation about transforming Policy-making: Reasons for slow adoption by policy-makers
4 September 2014	ESSA Conference 2014	Barcelona (Spain)	Diss, CB	EUAK	Presentation of the paper: "The quality of social simulation: an example from research policy modelling". This contribution dealt with the assessment of the quality of a simulation. After discussing this issue on a general level, the presenters applied and tested the assessment mechanisms using an example from policy modelling.
3 September 2014	EGOV 2014	Dublin (Ireland)	Diss	UKL	Dragana Majstorovic and Maria Wimmer presented a paper entitled "A Collaborative Approach to Study Policy Modelling Research and Practice from Different Disciplines" about eGovPoliNet and its experiences of cross-disciplinary collaboration in policy modelling to the audience of EGOV 2014. IFIP EGOV 2014 was held at Trinity College Dublin, Ireland (Link to the conference: http://www.egov-conference.org/egov-2014/)
3 September 2014	EGOV 2014	Dublin (Ireland)	Diss/CB	UKL, CTG, TUD, CERTH	PhD colloquium at IFIP EGOV and ePart
27-30 October 2014	ICEGOV 2014	Guimarães (Portugal)	Diss/CB	UNI-IIST, TUD	PhD colloquium ICEGOV

29 October 2014	ICEGOV 2014	Guimarães (Portugal)	Diss	UKL	Maria A. Wimmer and Dragana Majstorovic presented a paper entitled "Future Scenarios of ICT Solutions for Governance and Policy Modelling" about eGovPoliNet and its future scenarios of ICT solutions for governance and policy modelling.
27-30 October 2014	ICEGOV 2014	Guimarães (Portugal)	Diss, CB	UKL, CTG, TUD	Maria A. Wimmer organised together with Sharon Dawes (CTG) and Marijn Janssen (TUD) a track "Policy Innovation and Digital Science" along ICEGOV 2014 in Guimarães, Portugal. The track consisted of a tutorial, a paper session with six presentations and a workshop where participants discussed grand challenges of research and methods of translating research results into policy actions.
					Main question driving discussions and presentations was: How can ICT-enabled innovations in policy and governance be transferred and successfully adapted to local settings in the time when policy-making and implementation is fundamentally changing with the advancement of new digital technologies including the availability of big data, data analytics and simulation, visualization and gaming technologies?
November 5-6, 2014	Annual conference of the Network of Schools of Public Affairs and Administration (NASPAA)	New Mexico (USA)	Diss/CB	CTG	Participated in a discussion panel titles "Challenges of International Research Partnerships" about building and sustaining international research partnerships.

November 5-6, 2014	Annual conference of the Network of Schools of Public Affairs and Administration (NASPAA)	New Mexico (USA)	Diss/CB	CTG	Convened and moderated a panel titled "#OpenData #BigData: Data, Big And Small, in the Public Affairs Curriculum", exploring how programs are preparing students to work with open and big data in the public sector, how advances in analytics and modelling can be incorporated into curricula, and how universities are responding to pressures to graduate students with stronger analytic skills
November 18-20, 2014	Electronic Governance and Open Society: Challenges in Eurasia (EGOSE 2014)	S. Petersburg (Russian Federation)	Diss/CB	ITMO, UKL, CTG	EGOSE 2014 was the first international academic event in the field of Electronic Governance in the vast Eurasian region comprising mainly the post-Soviet states. The Conference was designed to focus on the current and emerging challenges these countries are facing in developing sound and effective e-Governance solutions that promote public sector innovations both in terms of administrative efficiency and governance openness. The Plenary Session 3 "The Challenge of Citizen-centric e-Governance" chaired by Sharon DAWES (CTG) started with the Keynote 'eGovPoliNet: Re-modelling public policy and tools for stronger civic engagement' presented by Maria WIMMER, (UKL)
8 December 2014	Workshop "Policy Modelling in Practice" at Prince Philip House, The Royal Academy of Engineering.	London (UK)	Diss	EUAK	Invited keynote speech titled: Policy modelling between „what-if?" and „so-what?". This talk is about the tension between the obvious merits of policy modelling and the opacity of its impacts
14 January 2015	iBestuur conference	Netherlands	Diss	TUD	Presentation at conference titled "Open data impacting Policy-making" and discussion panel about open data impacting policy-making. There were other presentations of policy-makers and scientist which were also involved

Table 3: Targets and Outcomes of dissemination activities performed by partners in the third period

Date	Event name	Communities	Type of Dissemination Action	Target Audience	Size of audience	Benefits for the project
May 13-14 2014	EGOV-CS	EGOV	Presentation of the project	Researchers and government officials	160	The eGovPoliNet project was presented at the first time to Tunisian researchers and government officials. New members may be enrolled (http://www.t-m-s-s.org/EGOVCS/)
22-23 May 2014	EUAK annual conference	Complex Systems Social Simulation	Organisation and Presentation at workshop	Scientific Community	50	The intention of the workshop was to explore how complexity models and simulation can be used to improve and inform the innovation policy making process
13 June 2014	tGov 2014	EGOV	Presentation at workshop	Academia and Public Servants	50	Awareness raising of eGovPoliNet, introducing cross-disciplinary collaboration in policy modelling within eGovPoliNet, networking with target audience

4 September 2014	ESSA Conference 2014	Social Simulation PA and Policy Research	Presentation of peer-reviewed paper at a conference	Scientific Community	50	Presentation of book chapter to the social simulation community Community and constituency building, working on knowledge base concerning policy modelling issues
3 September 2014	EGOV 2014	EGOV PA and Policy Research	Presentation at conference	Academia, to a smaller extent public servants and ICT industry representatives	80	Awareness raising of eGovPoliNet, introducing cross-disciplinary collaboration in policy modelling within eGovPoliNet, networking with target audience
27-30 October 2014	ICEGOV 2014	EGOV PA and Policy Research	1) Organisa-tion of a conference track 2) Presentation of a paper	Academia, public servants and ICT industry representatives	100	Awareness raising of eGovPoliNet and its future scenarios of ICT solutions for governance and policy modelling, disseminating grand challenges of research and visionary scenarios, networking with target audience
November 5-6, 2014	Annual conference of the Network of Schools of Public Affairs and Administration (NASPAA)	EGOV PA and Policy Research	Participation to a conference panel	Scientific community, faculty from public affairs programs at universities in several countries, including the Americas, Europe, and Asia	15	Provided an opportunity to describe eGovPoliNet and compare experiences in initiating and sustaining research collaborations, including collaborations in data-intensive projects involving different parts of the world

November 5-6, 2014	Annual conference of the Network of Schools of Public Affairs and Administration (NASPAA)	EGOV PA and Policy Research	Organisation of a conference panel	Scientific community, faculty from public affairs programs at universities in several countries, including the Americas, Europe, and Asia	35	Provided an opportunity to describe eGovPoliNet and discuss the findings from our May 9th workshop at CTG regarding policy informatics in the public affairs curriculum, introduce participants to the eGovPoliNet knowledge portal, discuss ways for further collaboration
November 18-20, 2014	Electronic Governance and Open Society: Challenges in Eurasia (EGOSE 2014)	EGOV	Project presentation at the Conference workshop	Scientific and academic community, policy makers in the areas of e-governance and modelling for public administration improvement	80	Increased awareness of the Conference participants about the aims and activities of the eGovPoliNet project. Motivation to concerned participation in research collaborations and other eGovPoliNet community activities.
8 December 2014	Workshop "Policy Modelling in Practice" at Prince Philip House, The Royal Academy of Engineering.	PA and Policy Research	Presentation at Workshop	Scientific community, practitioners, policy operators	80	This talk will present two examples of "what-if" policy simulation projects to showcase the merits of the approach discussing the "so-what" threads for both cases and suggesting some ideas how to address the chances and limitations of policy modelling
14 January 2015	iBestuur conference	PA and Policy Research	Presentation at conference	Dutch policy-makers	60	Visibility, retaining users (as some were already in our LinkedIn community) and having new users

2.7. Publications about project results

Besides the organisation and participation to international events, as part of their dissemination activities, the partners published articles in peer-reviewed publications as is reported in Table 4. In particular, work packages 3 and 4 have completed the work on a book project and a set of comparative analyses and contributions from the project partners has become part of that book as book chapters (for more details refer to D3.3 and D4.3).

The book with the title: *Policy Practice and Digital Science - Integrating Complex Systems, Social Simulation and Public Administration in Policy Research* was 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.

Table 4: List of publications

Partner	Title	Communities	Type of publication	Target Audience
CTG, TUD, UKL, UNU-IIST	"Stakeholder Engagement in Policy Development: Observations and Lessons from International Experience"	PA and Policy Research	Chapter in book: Helbig, N., Dawes, S., Dzhusupova, Z., Klievink, B. and Mkude, C. in: Janssen, M., Wimmer, M. and Deljoo A. (Eds.): Policy Practice and Digital Science – Integrating Complex Systems, Social Simulation and Public Administration in Policy Research, Series Public Administration and Information Technology, Heidelberg/New York: Springer	Scientific community, practitioners, policy operators
TUD, UKL	Policy Practice and Digital Science – Integrating Complex Systems, Social Simulation and Public Administration in Policy Research	PA and Policy Research	Book edited by Janssen, M., Wimmer, M. and Deljoo A. (Eds.) in the Series Public Administration and Information Technology, Heidelberg/New York: Springer	Scientific community, practitioners, policy operators

| CERTH | A Comparative Analysis of Tools and Technologies for Policy Making | PA and Policy Research | Chapter in book: Eleni Kamateri, Eleni Panopoulou, Efthimios Tambouris, Konstantinos Tarabanis, Adegboyega Ojo, Deirdre Lee, and David Price, in: Janssen, M., Wimmer, M. and Deljoo A. (Eds.): Policy Practice and Digital Science – Integrating Complex Systems, Social Simulation and Public Administration in Policy Research, Series Public Administration and Information Technology, Heidelberg/New York: Springe | Scientific community, practitioners, policy operators |
| TUK, UBRUN, UKL | Analysis of Five Policy Cases in the Field of Energy Policy | PA and Policy Research | Chapter in book: Dominik Bär, Maria A. Wimmer, Jozef Glova, Anastasia Papazafeiropoulou and Laurence Brooks, in: Janssen, M., Wimmer, M. and Deljoo A. (Eds.): Policy Practice and Digital Science – Integrating Complex Systems, Social Simulation and Public Administration in Policy Research, Series Public Administration and Information Technology, Heidelberg/New York: Springer | Scientific community, practitioners, policy operators |

COMPASS, EUAK, UKL	"Peculiarities and Value-Add of Simulation Models of Distinct Modelling Approaches Supporting Policy Making: A Comparative Analysis"	Social Simulation PA and Policy Research	Chapter in book: Majstorovic, D., Wimmer M., Lay-Yee, R., Davis, P. and Ahrweiler, P. (2014, forthcoming): Features and Added Value of Simulation Models Using Different Modelling Approaches Supporting Policy-Making: A Comparative Analysis. In: Janssen, M., Wimmer, M. and Deljoo A. (Eds.): Policy Practice and Digital Science – Integrating Complex Systems, Social Simulation and Public Administration in Policy Research, Series Public Administration and Information Technology, Heidelberg/New York: Springer	Scientific community, practitioners, policy operators
EUAK	The Quality of Social Simulation: an Example from Research Policy Modelling	Social Simulation PA and Policy Research	Chapter in book: Ahrweiler, P. and Gilbert, N. In: Janssen, M., Wimmer, M. and Deljoo A. (Eds.): Policy Practice and Digital Science – Integrating Complex Systems, Social Simulation and Public Administration in Policy Research, Series Public Administration and Information Technology, Heidelberg/New York: Springer	Scientific community, practitioners, policy operators

UKL	A Collaborative Approach to Study Policy Modelling Research and Practice from Different Disciplines	PA and Policy Research EGOV	Dragana Majstorovic and Maria A. Wimmer compiled a publication for EGOV 2014, which has been accepted and was published as follows: MAJSTOROVIC, Dragana; WIMMER, Maria A.: A Collaborative Approach to Study Policy Modelling Research and Practice from Different Disciplines. In: JANSSEN et al (Eds.): Electronic Government and Electronic Participation. Joint Proceedings of Ongoing Research, Posters, Workshop and Projects of IFIP EGOV and ePart 2014. Amsterdam et al. : IOS Press, 9 2014 (Innovation and the Public Sector 21), pp. 153–162	Academia, to a smaller extent public servants and ICT industry representatives
UKL	Future Scenarios of ICT Solutions for Governance and Policy Modelling	PA and Policy Research EGOV	Dragana Majstorovic and Maria A. Wimmer compiled a publication about future scenarios of ICT solutions for governance and policy modelling for ICEGOV 2014, which has been accepted and was published as part of conference proceedings	Academia, public servants and ICT industry representatives
TUD	Special Issue on Policy-Making: The Next Challenge in E-Government Research	EGOV PA and Policy Research	Organisation of a journal special issue	Scientific community, practitioners, policy operators

2.8. *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, 3 and 4 above), in order to quantify the effort and the impact of past dissemination activities.

Involvement of partners in publications

Table 5 shows the actual involvement of partners in the dissemination activities of the third period.

Table 5: Overview of partners involved in dissemination activities and publications

UKL	TUK	TUD	CERTH	VOLTERRA	INNOVA	VUB	UL	UBRUN
10	1	6	3			1	1	2
CTG	RG	COMPASS	KhNU	UNU-IIST	UCDNUID	UTS	EUAK	ITMO
6	2	2		1			5	1

The table highlights a strong engagement of different partners in dissemination activities, with a particular effort from CTG, TUD, UKL, EUAK, CERTH and UBRUN which are also strongly committed to the establishment of the SIGs for the sustainability of the community after the end of the eGovPoliNet project.

Type of dissemination action

Table 6 shows the number and type of dissemination activities performed by eGovPoliNet.

Table 6: Overview of the types of dissemination activities in the third period

Type of dissemination activity	N. of activities	Total
PhD Colloquium	3	9
Organisation of a dedicated workshop	1	
Organisation of a dedicated panel	4	
Organisation of a dedicated track	1	
Presentation at a workshop	3	9
Presentation at a conference	6	
Book Chapter	6	11
Peer Review Publication	4	
Organisation of a journal special issue	1	

Similarly to the previous year, there has been a great effort from project partners in organising project-dedicated events/activities (namely, 6 events co-located with existing well-known, reference conferences + 3

PhD Colloquium), in addition to the simple participation to International/National events (3 workshops and 6 conferences).

Indeed, according to the reported feedback (see also below), the events organised by the project partners: (i) offer greater visibility to the project, (ii) enable a better engagement of new possible members and (iii) trigger more opportunities of collaboration (see also D3.3).

Notice that the organisation of events and collaboration opportunities will be key activities (services) for the future sustainability of the community (see Sections 3 and 4). The know-how and experiences gained in this and past years of the project represent valuable assets to exploit.

Size and Target of the Audience

According to the collected reports, *all dissemination activities of the 3rd year managed to reach up to about 1100 people*.

However, this number should be combined with the high growth of the LinkedIn group (see Section 2.5) to stress the quantitative but also qualitative dissemination effort made by project partners. In other words we reached a lot of people, but we also convinced them to join our community.

Figure 7 gives an idea of the *target audience* for all dissemination activities.
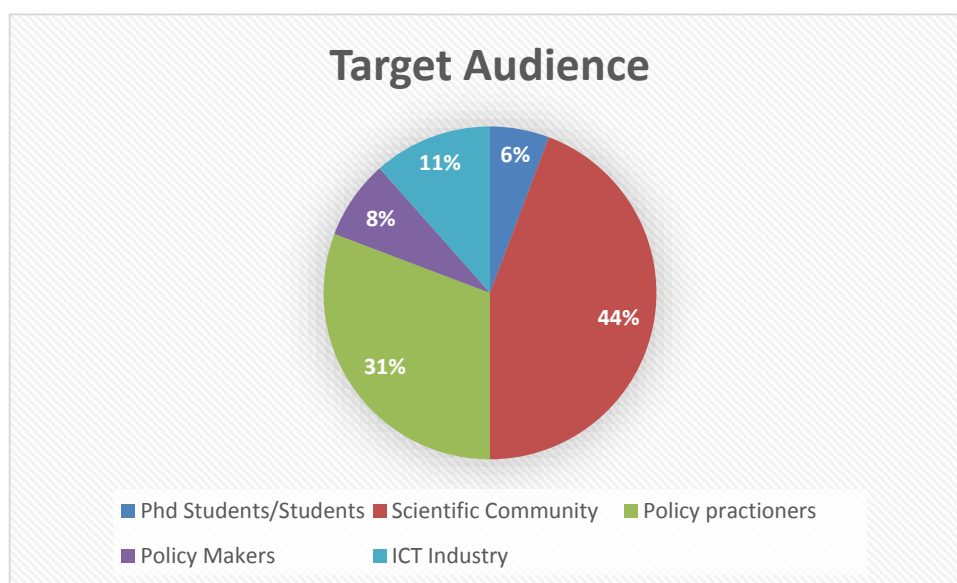
Figure 7: Target audience distribution of the dissemination activities

The main target audience was the Scientific community (confirming the main research target of the project), followed by Policy practitioners, ICT industry, Policy makers and PhD Students/Students.

In terms of *target research communities* (see also D3.3), Figure 8 depicts the collected distribution.
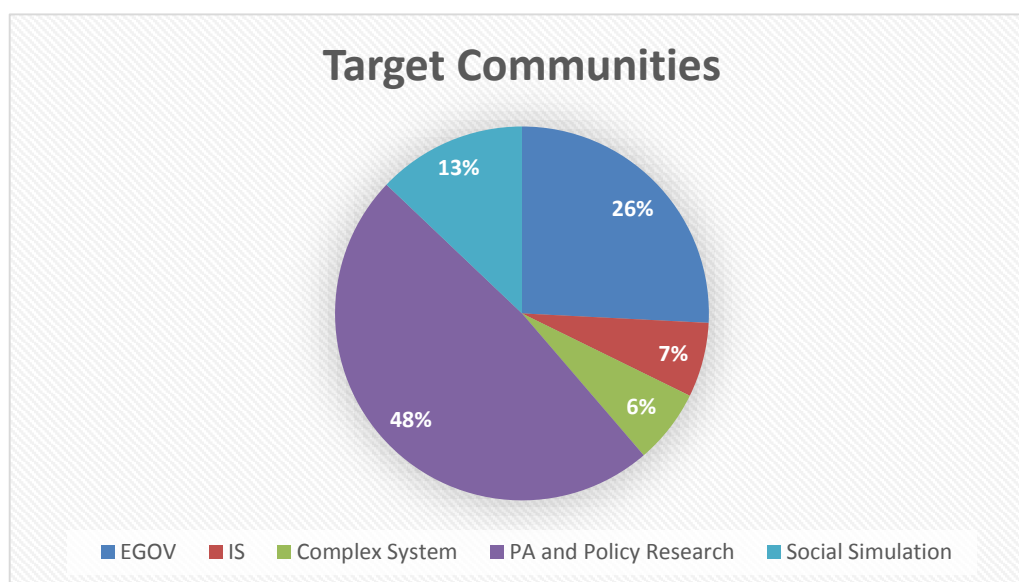
Figure 8: Target communities of the dissemination activities

The project tried to target all of the planned communities, although some of them (namely: PA and Policy Research and EGOV) have been more engaged.

Benefits for the project and relevance to specific work

Table 7 reports the main benefits that have been reported by partners on dissemination (and combined community building) activities. The "N. of Events" column expresses the times the benefit have 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 they were not the main focus of the planned dissemination activity.

Table 7: Main benefits of dissemination activities

Benefits	Report
Increase Community Members	8
Creation of new collaborations	5
Definition of new future research directions and visionary scenarios	4
Increased awareness and visibility of the project	8
Contribution to the project knowledge base	7
Dissemination of Project Book	1
Engage with new researchers	3

These benefits have also impacted on the project activities, in particular:

- By stimulating the growth of the eGovPoliNet community and the collaborations among participants (WP1 and WP3)
- By stimulating the discussion and by collecting input for the definition of future scenarios and grand challenges of research (WP4)
- By preparing Special Interest Groups within existing communities and organise the strategy for the sustainability of the eGovPoliNet community after the end of the project (WP1 and WP5)

3. Exploitation Plan

This section firstly reports the main reasons that were found to be important to continue the community's activities in the short-to-medium term and the interest of the project partners in pursuing objectives and implementing services that could drive research and innovation activities in policy analysis, modelling and governance.

In the following, we will first briefly introduce the main, exploitable outcomes of the eGovPoliNet project (Section 3.1) that lay the basis of our policy community. Then, Section 3.2 will highlight the expected benefits for the policy community members (i.e. why being a member of the community?) based on the exploitable results, while Section 3.3 will report the identified services and activities that will guarantee such benefits for the community members. Finally, Section 3.4 will introduce the overall exploitation strategy of the project (more details are reported in D1.3) and map the partners' exploitation strategies to general strategy of the project.

3.1.   eGovPoliNet Outcomes

According to its mission statement, eGovPoliNet aims to become the reference community in the policy making research domain, by bringing together researchers from different disciplines to share knowledge, expertise and best practices that support in policy analysis, modelling and governance (cf. D 1.2).

To achieve this, eGovPoliNet developed **a community building strategy and concept** to create value and benefit to community members as shown in Figure 9. Specifically, the virtual space is composed by the *eGovPoliNet Portal*[4] and the *LinkedIn Group Policy Modelling 2.0*[5] that together allow to:

- Meet leading researchers in the fields of Information System, PA Science, Public Policy Analysis, Social Simulation and Complex Systems.
- Learn about and understand the works of relevant disciplines, broadening research horizons and gaining expertise from other disciplines.
- Match competences and establish bridges among different communities.
- Collaborate among the community members to e.g. (i) initiate joint projects and/or papers in the field; (ii) discuss and compare research outcomes along

Figure 9: Community values and benefits for candidates to engage as community members

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[4] http://www.policy-community.eu/

[5] https://www.linkedin.com/groups?home=&gid=4165795&trk=anet_ug_hm&goback=%2Egna_4165795

countries, along approaches, along theories, along models, along cases, etc.

- Driving the evolution and research in the field, becoming a key point of innovation.
- Receive feedback about innovative ideas, including recommendations for where to publish academic works, key conferences, journals and editors in the field.
- Evaluate the impact of new perspectives.

Additional information about the eGovPoliNet Portal and LinkedIn page status have been reported in Section 2 (Dissemination).

The maintenance (from a technical point of view) and animation (e.g. updated news and events, upload of relevant publications and reports, posting about collaboration opportunities, etc.) of such tools will guarantee the vitality of the community.

The virtual space (i.e. the eGovPoliNet Portal) grants access to a wide set of valuable **knowledge assets,** developed by project partners to start attracting community members and to trigger discussions and participation. The knowledge assets include:

- A *Knowledge Portal* to discover a multitude of knowledge assets relevant in the context of ICT enabled governance and policy modelling (further details about the last version of the knowledge portal are reported in D2.2)
- A *glossary of terms* to read about the common understanding of terms across disciplines (further details are reported in D4.3). Currently, the glossary contains about 32 terms which have been collaboratively created, discussed and validated in order to have a common, shared definition.
- *White papers* of comparative analyses of theories / concepts / solutions that have been developed by partners within the project (further details are reported in D4.2). Namely:
  - o Comparative Analysis on How Theories Support Policy Modelling;
  - o Comparative Analysis of Technology Frameworks;
  - o Comparative Analysis of Simulation Models;
  - o Comparative Analysis of Conceptual and Domain Models
  - o Comparative Analysis of Technical Frameworks and Tools Supporting Decision Making;
  - o Comparative Analysis Framework of Policies / Strategies / Programs in e-Government;
  - o Comparative Analysis of Projects / Cases implementing Policy;
  - o Comparative Analysis of Stakeholder Engagement in Policy Development;
- *Visionary scenarios on ICT solutions* for governance and policy modelling, which have been devised by partners and discussed and validated by community members (further details are reported in D4.3). Currently the following scenarios have been published:
  - o Using air quality monitoring data to track and improve public health
  - o Policy decision-making using intelligent simulations and exploiting open and big data sources
  - o Public/private innovation policy scenario
  - o Optimising emergency response
  - o Using smart and mobile ICT for developing governance and policy
  - o Information warfare impact on developing governance and policy modelling
- *Grand challenges of research*, which identify a set of necessary research themes to achieve desired developments in policy modelling research and practice (further details are reported in D4.3).
- *Technical Reports and Publications*, reporting the activities and results achieved so far in the project.

The continuous development and update of those knowledge assets will be a key activity for the community expansion and sustainability.

Finally, the project partners acquired relevant **knowhow** related to the following aspects:

- Framework for implementing comparative analysis;
- Methods applied for knowledge asset development;

- Networking and mediation (combination) among different disciplines;

These aspects are of paramount importance to continue the development and update of knowledge assets and, thus, pose the project partners in a leadership position for the future development of the policy community.

3.2. *eGovPoliNet Added Value and Potential Impact*

The ultimate goal of eGovPoliNet is to engage experts from distinct disciplinary backgrounds, sharing the same interests and creating synergies on different means and levels of research and communication along the policy community.

In D5.2 (preliminary exploitation and sustainability plan), the target groups of eGovPoliNet have been identified and the most appropriate engagement means and relevant community activities were defined - see a summary of these results in D 5.2 shown in Table 8.

Table 8: Summary of the stakeholder analysis reported in D 5.2

Target Group	Engagement Means	Relevant Community Activities
Researchers. This the main target of the community building activities in eGovPoliNet.	• 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.	• 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 and Policy Operators. 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).	• 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.	• 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 • 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. This target group could be interested in acquiring knowledge about future visions and opportunities for tool support in the field of policy modelling.	• 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	• 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

	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. They 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.	• Awareness and dissemination activities (both at National and Local level). • Feedback gathering.	• 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

Matching the interests of those target groups reported in Table 8 with the exploitable results of the eGovPoliNet (see Section 3.1) led us to highlight **the key added values and potential impact for the policy community members**:

- *Access to/Creation of added-value contents*. The engagement of community members will be characterised by a double-flow of "providing information / gathering ideas", according to the respective fields of expertise. In fact, all community members can participate in the creation and analysis of new and innovative contents (best practices, experiences, papers, new users' needs, etc.) about policy modelling and governance to be exploited in concrete real life settings (in the short term) and potential future visions (in the long term).
- *Up-to-date research directions and technologies*. All members will work and have access to the enlargement of the research grand challenges and visionary scenarios developed within the eGovPoliNet project and validated with the support of the established community. This is a great possibility to define and shape future directions according to member-specific interests (e.g. researchers and ICT tool providers) and needs (e.g. in case of user community, policy makers).
- *First movers.* The members of community will enter a highly multidisciplinary context, where new research/innovation directions and opportunities can emerge as the result of continuous debate and sharing of ideas and contents (see previous bullet points). In this view, all members can act as first movers in the implementation/development of such new methodologies/solutions in the respective research/application fields.
- *Economic benefits*. Community members could benefit of new revenues coming from specific services based on the knowledge assets and the know-how shared in the community. For example, shared innovation ideas can be transformed in real applications and services, while consulting services can be create for e.g. developing R&D project proposal at National and European level.

In addition, the community members will inherit from the eGovPoliNet project *a wide awareness status and a list of (annual) events already carried out*, thus giving strength to the diffusion of information already at the present stage of the activities. However, **to achieve a broader perspective and impact on the policy making community at large** (i.e. going beyond the currently engaged members and created knowledge assets), the awareness and scouting activities will continue after the end of the project, according to the following lines:

- *Awareness*. This activity targets at a continuous rising awareness about policy modelling and governance themes, best practices, future directions, etc. All the policy community outcomes (including the future ones) shall be seen as added-value information to be freely and completely disclosed to the policy communities at large (i.e. not only our community). This approach would ensure the highest impact on the policy domains. There will be three main pillars enabling this activity: the eGovPoliNet portal, the LinkedIn group and the direct contacts (word-of-mouth, the participation at conferences, mail exchanges, speeches during workshops, diffusion of papers).

- *Scouting*. This activity deals with the continuous looking at those information that help to support the core of the community:

  - Best practices. These are examples of application of the policy modelling paradigms, the scouting activity will be carried out by leveraging the know-how (e.g. framework for comparative analysis and the methods applied for knowledge assets development). The resulting cases will be listed in the knowledge portal and contribute to the community activities.

  - Other members. The strength of the community is correlated to the number of affiliates that would ensure the basic activities of information gathering and service provision. Thus, the higher number of members we can list the better reliability of community activities we can base for the long-term viability. Affiliate members can be any organisation belonging to the identified target groups. The current members are expected to exploit their own contacts network, invite key stakeholders to participate, participate in key events taking place.

  - Cooperation with third parties. The community will promote the cooperation with other ICT, policy making and governance networks and initiatives. This cooperation is very important to provide further benefits to the community and reach a higher level of information sharing. The members will continue the agreement with the list of networks and initiatives already contacted during the eGovPoliNet project and further cooperation protocol could be pursued. This will also include the liaison, dialog and information exchange with existing and future national, European and international projects in the policy modelling and governance domains.

3.3. eGovPoliNet Services

The expected added values and impacts reported in the previous section will be fully effective once the following key services, based on the eGovPoliNet project outcomes, will be offered by the community.

The set of planned services has been already defined in D5.2 and is briefly reported here in Table 9 for the completeness of the document. It summarises the identified services to the community and outlines the contributions expected from active community members.

Table 9: 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
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	1. Contribution of content to the knowledge portal 2. Contribution of dissemination practices concerning the community 3. Stakeholder engagement in policy-modelling

4. Have a clearer understanding of the state-of-the-art in practice and research in this area	4. Active contribution in shaping the research and innovation in the field
5. Bring together a 'critical mass' of scholars, practitioners, and others interested	5. Periodically: engage in organising an event (conference, workshop)
6. Meeting top researchers in the field	6. Engaging in networking, also across own discipline and beyond home type of actor (researcher, practitioner, etc.)
7. Organise annual conference (called for example Policy modelling) and workshops as part of different annual existing conferences to reach out to different communities	7. Engaging in joint proposal writing
8. Bring forward new research findings and discuss emerging topics and research needs at a regular basis	8. Engaging in joint paper writing
9. Organise regular PhD colloquia along community conferences	9. Providing feedback on knowledge inputs
10. Information exchange	10. Contributing to future directions development / setting future topics and agendas
11. Receive feedback on research, papers, PhD proposals, etc.	11. Ongoing development of a Policy Informatics listserv in the United States
12. Collaboration on projects and/or papers with other researchers, practitioners, institutions	12. Interaction in different US-based academic associations, creating tracks, panels, and roundtables to advance community building and knowledge transfer
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)	

In order to better analyse the sustainability of the community, we grouped the identified services in four main classes and analysed the characteristics, the target users, and the main benefits for and duties of users. The results are presented in Table 10.

Table 10: Services grouped into four main classes: Campaigning, Knowledge Asset Management, Collaborating, Training

Campaigning	
What is the service	In order to sustain its activities, the network needs to continuously promote the idea and create the necessary awareness in the relevant stakeholders.
	In other words, this class of services will generate the need for community services (in particular knowledge assets) in existing and potential new members of the network.
	In terms of activities, the service will focus on:
	• Organising tracks / workshops / panels within existing conferences that reach out widely
	• Issuing Newsletter
	• Ensuring visibility of community members
	• Arranging annual special issues in existing journals
Who does it address	This service targets community members (existing), as well as a wide range of stakeholders in the context of scientists, PA, Policy Makers and Practitioners, ICT technology providers (new potential members).
Benefits for the community	Offers to the community members: visibility, dissemination channels (publications, presentations), networking opportunities.
Duties of the members of the community	Members will be asked to: (i) participate in the organisation of events and special issues journals; (ii) invitee potential participants and engage stakeholders; (iii) contribute in the creation of newsletters.
Knowledge Assets Management	
What is the service	In parallel to the campaigning services, this class of services is aimed at gathering new experiences, emerging trends and new technologies/research directions that implement/support policy modelling solutions.
	These services implement a set of continuous activities aimed at collecting and assessing new knowledge assets. The collection and assessment will be based on the frameworks and experiences developed within the eGovPoliNet project.
	As a result, these services will continuously grow the knowledge base of the community and, thus, feed the other classes of services.
	In fact, all the collected knowledge assets need to be properly organised and made available to community members.
	In terms of activities, the service will focus on:
	• Management of the knowledge portal with access to knowledge assets
	• Creation of focus themes along the conferences to collect new knowledge
	• Perform comparative analyses to extend the existing knowledge base
	• Create a database of experts
	• Accreditation
Who does it address	This service targets existing community members.

Benefits for the community	Access to a collection of knowledge assets that can be used to drive the current and future activities (teaching, research, business) of the community members.
Duties of the members of the community	Members will be asked to: (i) seek best practices and review papers; (ii) participation to the focus themes and the definition of new visionary scenarios, glossary terms and grand challenges of research.

Collaborating	
What is the service	This class of services aims at seeking and fostering collaborations among community members. Opportunities will posted and discussed in the LinkedIn group (and also advertised in the Portal). The coordination of the activities will be up to the member (or group of members) that have started the collaboration. Currently, collaborations are mainly expected in the context of academia work, but future developments of the community may involve the creation of additional services offered based on sponsorships by Industry and Governments. In terms of activities, the service will focus on: • Management of the LinkedIn group • Editing collective volumes of books with relevant thematic directions • 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 • Matching service for finding actors with expertise (e.g. finding right actors for collaboration teams)
Who does it address	This service firstly targets existing community members. But external organisations may be involved to support/feed the collaborations. These organisation may become community members after the starting of the collaboration.
Benefits for the community	Collaboration opportunities in a multi-disciplinary context represents a key value for community members. The emerging collaborations will most-likely turn into innovations and/or new research directions.
Duties of the members of the community	Members will be asked to (i) participate to the LinkedIn group discussions; (ii) advice their ongoing activities and works; (iii) notify possible collaboration opportunities.

Training	
What is the service	This class of services leverages the availability of several knowledge assets and the expertise (know-how and personal competencies) of many community members and creates training opportunities. Some of these opportunities have already implemented in the eGovPoliNet project (e.g. PhD colloquium), but new ones have been devised. In terms of activities, the service will focus on: • PhD colloquium • Policy modelling summer school • Podcasts (for the learning purposes) • Online courses • Online consultancy

Who does it address	This service mainly targets young researchers, e.g. enabling them to create their research paths with solutions that bridge among different disciplines. However, existing and potentially new community members in general can also be targeted by this service; e.g. practitioners and industries interested to new solutions and best practices in policy modelling.
Benefits for the community	Training enables target community members to increase their knowledge about different disciplines and support them in envisioning new opportunities and/or new research directions.
Duties of the members of the community	Members will be asked to (i) participate to the organisation of training opportunities, (ii) contribute in the creation of the training materials, (iii) being involved in the training activities as a mentor/teacher.

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:

- <u>short-term</u>, up to two years from project end;
- <u>mid-term</u>, up to five years from project end;
- <u>long term</u>, beyond five years after project end.

Table 11 reports the planned schedule for implementing the services in each class introduced above.

Table 11: Scheduling of the services' implementation in short-, mid- and long-term perspectives

Service Name	Short Term	Mid Term	Long Term
Campaigning	Organise tracks / workshops / panels within existing conferences that reach out widely Newsletter Ensuring visibility of community members	Annual special issues in existing journals	
Knowledge Assets Management	Knowledge portal with access to knowledge assets Focus themes along the conferences Comparative analyses	Database of experts	Accreditation

Collaborating	LinkedIn group Editing collective volumes of books with relevant thematic directions 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	Matching service for finding actors with expertise (e.g. finding right actors for collaboration teams)	Additional services offered based on sponsorships by Industry and Governments
Training	PhD colloquium	Policy modelling summer school Podcasts (for the learning purposes)	Online courses Online consultancy

3.4. *Exploitation Strategy*

The exploitation strategy and the associated sustainability model have been already drafted in D5.2. Specifically, after an analysis of the research communities most related to the eGovPoliNet topics, it emerged that eGovPoliNet is positioned between several communities. Therefore, the risk is that competition will be

with existing communities, which might result in disintegration instead of integration of communities. This led us to define the following requirements for the eGovPoliNet sustainability model:

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

On the basis of such requirements, the sustainability model depicted in Figure 10 has been devised by the eGovPoliNet members at the end of year 2 and then validated and improved in the last year of the project (see also D1.2).
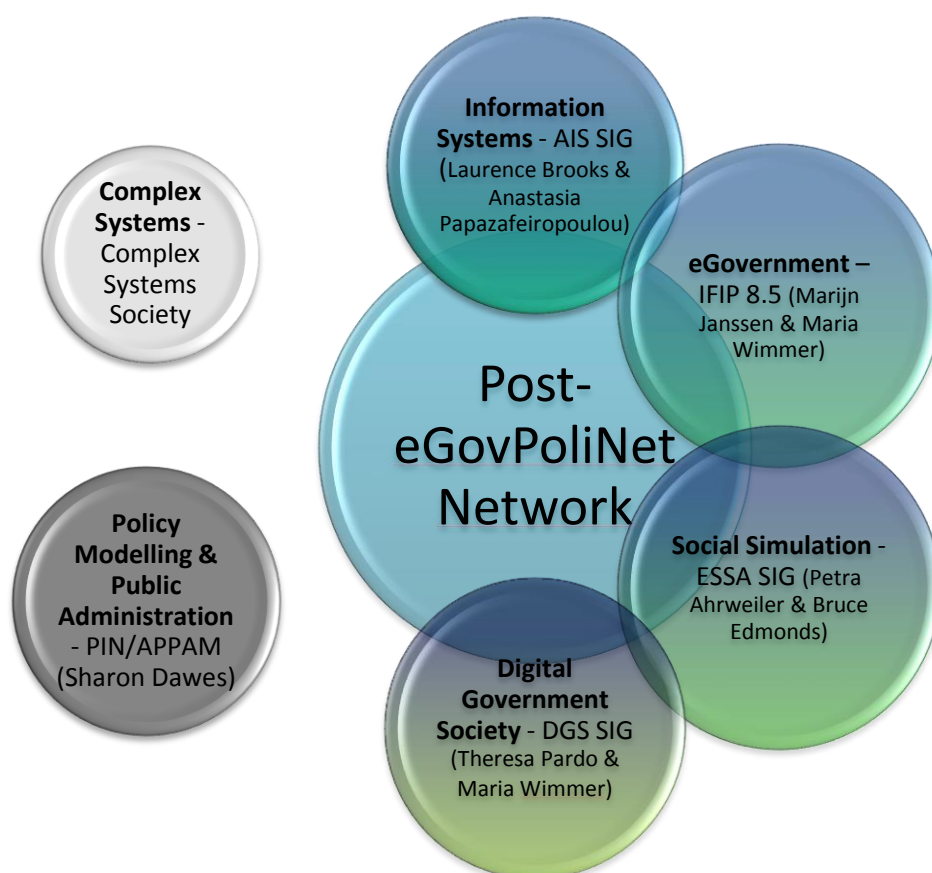
Figure 10: Planned sustainability model with key disciplines and major communities identified as well as lead role to discuss and negotiate with the community chairs

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.

The **consortium exploitation strategy of the project** aims at implementing such a model, by:

1. Establishing the devised SIGs;
2. Creating a lightweight, coordination structure among the SIGs;
3. Progressively implementing the services introduced in Section 3.3.

In cooperation with WP1 and WP3, already in the last year of the project, we started to establish the following target SIGs:

- *Policy Informatics SIG*, within Association for Information Systems (AIS). AIS serves society through the advancement of knowledge and the promotion of excellence in the practice and study of information systems. AIS is the premier professional association for individuals and organisations who lead the research, teaching, practice, and study of information systems worldwide.
- *IFIP 8.5 SIG*: The International Federation for Information Processing (IFIP), Working Group (WG) 8.5 was established by IFIP in 1987. WG 8.5 conducts research on Information Systems in Public Administration. It organises working conferences and publishes books on the topic and its specific issues through IFIP.
- *Policy Modelling SIG*, within European Social Simulation Association (ESSA). ESSA promotes the development of social simulation research, education and application in Europe. ESSA was founded in 2003 on the basis of a manifesto signed by many social simulation researchers. These founding members also drafted a constitution which forms the basis of ESSA's constitution. ESSA grew fast, reaching around 370 members, who elect their President and the Management Committee members every two years.
- *Digital Government Society SIG*. The Digital Government Society (DGS) is a global, multi-disciplinary organisation of scholars and practitioners interested in the development and impacts of digital government. Digital government fosters the use of information and technology to support and improve public policies and government operations, engage citizens, and provide comprehensive and timely government services.
- *Policy Informatics Network*. PIN is not a SIG per se, but rather an informal network of policy analysts and public administration researchers interested in the tools and techniques of policy informatics. PIN hosts an international listserv to connect its members to each other and to share information about conferences, journal opportunities, and current research. The group was initiated by members of the Association of Policy Analysis and Management (APPAM) as a way to explore and expand interest in new approaches to data modelling and other advanced tools for policy analysis

More details about the establishment process of SIGs are reported in D1.2, while information about the coordination about the distinct SIGs and the gradual implementation of the community (including a preliminary analysis of costs and activities) are reported in the Sustainability Plan (Section 4).

It is worth to highlight that **partners' individual exploitation strategies** are aligned with the consortium exploitation strategy reported above, according to their specific interest and capabilities.

Already in D5.2, most of the partners have reported their interests to specific topics and services. In the next two subsections, we report (Section 3.4.1) an update of the individual exploitation strategies (a few partners

provided a new version) and (Section 3.4.2) the specific interests of each partner to join one or more SIGs (i.e. the partners' involvement in the consortium exploitation strategy).

3.4.1. Individual Exploitation Strategy

3.4.1.1   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.

3.4.1.2   **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 particulars 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.

3.4.1.3 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.

3.4.1.4   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 organisation, 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
- Target joint research opportunities with different partners and communities for other EU and national projects
- Expand our contact network with international, also out-of-EU collaborators and fellow researchers
- Connect to different communities in our areas of interest

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, policy modelling, and exploitation and re-use of government data. 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.

3.4.1.5 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.

3.4.1.6 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).

3.4.1.7 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.

3.4.1.8 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.

3.4.1.9 UBRUN individual exploitation strategy

Partner Profile and Business model

Brunel University London 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 London 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 Computer Science (CS) at Brunel University London in the UK, is an internationally recognised centre of excellence, highly ranked in the UK for 'Research Power' Computer Science and Informatics (REF 2014). The Department is home to two 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 organisations.

3.4.1.10 CTG individual exploitation strategy

Partner Profile and Business model

The Center for Technology in Government (CTG) at the State University of New York (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 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 organisations.

3.4.1.11 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 out 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.

3.4.1.12 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.

3.4.1.13 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 organisations 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 organisations 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 organisations, 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) organisation 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 organisations 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.

3.4.1.14 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.

3.4.1.15 EUAK individual exploitation strategy

EUAK: EA European Academy of Technology and Innovation Assessment

Partner Profile and Business model

The EA European Academy of Technology and Innovation Assessment GmbH deals with the relation of knowledge and society: Science, technology and innovation change our societies rapidly. They open new courses of action and create opportunities but also introduce unknown risks and consequences. As an interdisciplinary research institute, the EA European Academy analyses and reflects these developments. Furthermore, different future scenarios can be developed, and competing strategies can be experimentally tested in our EA Lab before they are implemented to provide guidance and policy advice to decision makers.

At the EA Lab researchers combine interdisciplinary empirical research with computational methods such as network analysis, agent-based modelling and social simulation. Based on the results of their findings, the EA European Academy informs policymakers and business managers when facing the economic, social and political challenges presented by developments in science, technology and innovation.

The EA European Academy was established as a non-profit corporation in 1996 by the Federal German state of Rhineland-Palatinate and the German Aerospace Center (DLR).

The core business of the EA is research (leading to publications and project reports) and scientific policy advice in the area of science, research, technology and innovation.

Individual Exploitation strategy

- Maintain and increase the role of scientific leader at European and the world level in the field of innovation policy modelling and simulation
- Connect to different communities, especially cooperation with e-governance and public administration 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 institute
- Provide policy advice and consulting services based on the knowledge gained

Exploitable results

- New and increased networks in different communities, especially e-governance
- SIG formation Policy Modelling inside ESSA
- Coordination of SIG Policy Modelling

Exploitation Environment

Our exploitation faces the market environment and the related risks of applied research, scientific policy advice services and knowledge transfer to public and private sector, both on the international/European and the national/regional level.

3.4.2. Synthesis of partners' individual exploitation strategies

In D5.2 we mapped the individual exploitation strategies 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.

In this section, we will further analyse the individual exploitation strategies in order to link each partner to:

1. The services that will be implemented by the community. This will highlight the interest (and capability) of individual partners to offer, support and benefit of specific community services (Section 3.3).
2. The specific SIGs that will be implemented to sustain the community. This will highlight the commitment of individual partners to being active (offer, support and benefit of services) in one or more SIGs, as well as the online community (LinkedIn group)

Specifically, Table 12 below links partners to services, while Table 13 links partners to SIGs and LinkedIn group.

Table 12: Partners interest in community services

Partner	Services			
	Campaigning	Knowledge Assets Management	Collaborating	Training
UKL	X	X	X	X
TUK	X		X	
TUD	X	X	X	
CERTH		X	X	
VOLTERRA	X		X	
INNOVA	X	X	X	
VUB			X	
UBRUN	X	X	X	X
CTG			X	X
RG			X	X
UL	X		X	X
COMPASS		X	X	
UNU-IIST	X	X	X	X
EUAK	X		X	X
ITMO		X	X	

Table 13: Partners' engagement with target SIGs and online community (LinkedIn Group)

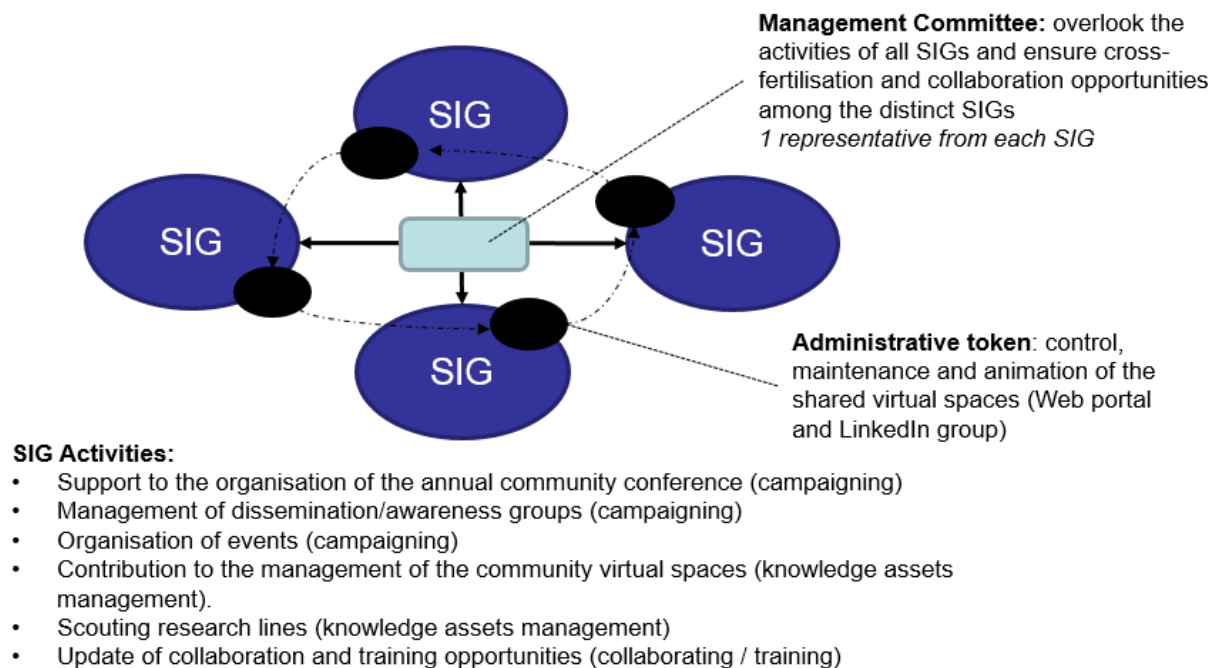| Partner	Person	SIG Membership					Linked In Membership
		SIG ESSA	IFIP WG. 8.5	SIG @ DGS	SIG @ AIS	PIN	
UKL	Maria Wimmer	X	X	X	X	X	X
ITMO	Trutnev, Dimitrii		X		X		X
	Lyudmila Bershadskaya						
	Andrei Chugunov						
KhNU	Svitlana Grygoruk				X		X
CERTH	Efthimios Tambouris		X		X		X
	Konstantinos Tarabanis		X				X
TUK	Glova Jozef	X					X
TUD	Marijn Janssen		X	X	X		X
EUAK	Petra Ahrweiler	X					X
UBRUN	Anastasia Papazafeiropoulou				X		X
	Laurence Brooks		X	X			X
VUB	Karim Hamza		X	X			X
INNOVA	Alessio Gugliotta						X
CTG	Sharon Dawes		X	X		X	X
	Theresa Pardo		X	X			

4. Sustainability Plan

As introduced in Section 3.4, the consortium exploitation strategy will be based on a "distributed approach", where the target SIGs represent the working nodes; i.e. implementing the community services defined in Section 3.3.

In the following, we will detail the plan for the exploitation of the project results, by:

- Describing the governance model, with a specific focus on the coordination among the SIGs;
- Providing an analysis of costs to maintain the proposed structured;
- Reporting a preliminary list of the next years' activities.

4.1. The governance model

This section reports the main elements that are at the basis of the devised governance model, as outlined in Figure 11. The concept is further explained in the subsequent subsections.

Management Committee: overlook the activities of all SIGs and ensure cross-fertilisation and collaboration opportunities among the distinct SIGs
1 representative from each SIG

Administrative token: control, maintenance and animation of the shared virtual spaces (Web portal and LinkedIn group)

SIG Activities:
- Support to the organisation of the annual community conference (campaigning)
- Management of dissemination/awareness groups (campaigning)
- Organisation of events (campaigning)
- Contribution to the management of the community virtual spaces (knowledge assets management).
- Scouting research lines (knowledge assets management)
- Update of collaboration and training opportunities (collaborating / training)

Each SIG will be coordinated by one of its members

Figure 11: Governance model to coordinate among SIGs

4.1.1. The SIGs

We devised a model where each established SIG will maintain autonomy in carrying on activities within its specific community. This means that each SIG will be responsible for implementing the planned services (campaigning, knowledge assets management, collaborating and training) according to SIG-specific annual targets and objectives, as well as available/incoming opportunities.

SIG activities may include:
- Support to the organisation of the annual community conference
- Management of dissemination/awareness groups (campaigning)
- Organisation of events (campaigning)
- Contribution to the management of the community virtual spaces (knowledge assets management).
- Scouting research lines (knowledge assets management)

- Update of collaboration and training opportunities (collaborating / training)

Each SIG will be coordinated by one if its members (yearly elected). The coordinating member will have the responsibility to drive the SIG activities, support the communication among SIG members and report to the Management Committee.

4.1.2. *The Administrative token*

Each SIGs will be also responsible for the management of the community common resources. This particularly includes the overall control, maintenance and animation of the shared virtual spaces.

Specifically, one of the SIG members will be responsible for keeping updated the Web portal and LinkedIn groups and, at the same time, stimulating all SIG members to e.g. feed the knowledge portal, report about presentations and publications, participate to online discussions, announce events and news, edit newsletters, etc.

4.1.3. *The Management Committee*

The Management Committee will overlook the activities of all SIGs and ensure cross-fertilisation and collaboration opportunities among the distinct SIGs.

The management committee is composed by 1 representative from each SIG (i.e. the coordinating member of each SIG) and it formally represents and leads the whole community.

The committee will meet virtually (at least twice for year) and/or during common conferences to check the progress of the SIGs' activities and discuss of future steps.

It is up of the management committee to draft and revise (according to the general status of affair) the overall strategy of the whole community. Each SIG will then develop a concrete plan of activities according to the community strategy.

4.1.4. *The membership schema*

We plan 2 levels of membership for community members:

- **SIG members.** SIG members will be characterised by their membership to one (or more) of the target SIGs (this may include the payment of an annual fee, according to the specific membership rules of the reference communities, see D1.2). They will participate to the implementation of the community services and benefit of all community activities and resources.
- **LinkedIn group members**. This includes all members of the LinkedIn group that are not member of any SIGs. Therefore, they are not involved in the planning and implementation of the SIG services and they mainly participate to online activities of the LinkedIn group (discussions, voting, etc.). In addition, they don't have a registration in the Web portal and, thus, they cannot access to restricted community information (e.g. working documents). In other words, they have a limited view of the community, but they can still obtain and contribute to several knowledge assets.

4.2. *Cost analysis*

In this section we provide an estimation of the cost of the community for its main activities on an annual basis (i.e. 12 months).

- **Personnel:** one part-time person (2 days for month; i.e. 10% of his/her time) for each SIG to coordinate the following activities:
    o Planning services
    o Editing of newsletters
    o Organisation of events
    o Development of content

- o Editorial work and animation for the virtual spaces
- **Annual Cost** [min-max]: **€2.000,00 - € 4.000,00 for each SIG** (10% of an annual salary between €20.000,00 - € 40.000,00)
- **Virtual Spaces:**
  - o Hosting and Maintenance of the Portal **€500**
  - o Software developments, technical assistance to partners **€1000**
- **The events**
  - o Realisation of brochures and printed material **€ 1.500,00**

As a result, the total cost for the management of the community will span from **€ 11.000,00** to **€ 19.000,00, for year,** where:

- € 3.000,00 are fixed costs for the whole community, related to the maintenance/improvements of virtual spaces and the promotional material.
- € 8.000,00 to € 16.000,00 are total personnel costs for coordinating the activities of the 4 established SIGs. It is worth to highlight that <u>all the work performed by community members is on voluntary bases</u>, as part of the usual organisation/academy efforts in carrying on collaboration activities among distinct research groups. Therefore, the reported personnel costs are only indicative of the planned effort.

In addition to the costs reported above, we may take into consideration:

- the *costs for the organisation of events* (workshops, special sessions, PhD colloquia, etc.)
- and the *cost for editing books or conference/workshop proceedings*.

However, these costs are not fixed (i.e. they will occur if we actually organise an event or edit a book) and they are usually covered by the specific fees of the participants to the event and specific sponsorships can be identified (in the case of book).

Finally, *travel costs* can be related to the community activities (e.g. in the case of organisation of events). However, also in this case, these costs can be associated to the usual organisation/academy activities and, thus, not directly allocated to the community budget.

4.3.   Preliminary Business Plan

As reported in the previous section, the annual cost for the management of the community would amount at about **€ 3.000,00,** if we exclude the personnel costs (given the voluntary basis of the community).

At this stage, given the relatively small amount of costs, the sustainability of the association is guaranteed by the *strong commitment of its founding members to self-financing the administrative costs* (maintenance of the virtual spaces and promotional material) and *to devote time for the planning and implementation of the services to provide to the community* (without charging any personnel cost). The resulting services will be all free of

charge and, thus, **no specific revenues are currently foreseen** (only in the case of AIS SIG a small amount of revenues can be obtained, as part of the AIS membership fee of the SIG members).

Basically, the return for the members (i.e. their organisation) in investing some (little) money and efforts in the eGovPoliNet community will be mainly in gaining new knowledge and know-how to use in other activities.

However, if the community will grow fast and/or a greater management and service provision efforts will be necessary, two distinct options will be taken into consideration:

1. Develop professional/consulting services to be paid by external organisation (e.g. other associations, public bodies, private companies).
2. Introduce an annual fee for a specific class of members (e.g. SIG members that can access to "additional" services).

The two option are not mutual exclusive. The best combination will be chosen by the Management Committee according to the actual needs.

Of course, the creation of revenues will also introduce additional issues that the community will need to address, such as the need to create a proper association/organisation to deal with invoices and incomes.

Besides the financial aspects, in the following sub-sections we report a plan of for some activities than need to be performed in the short and medium term to sustain the community.

4.3.1. Start-up Phase

In this preliminary phase (2015), the community will continue the activities and goals already pursued in the eGovPoliNet project and will start specific activities aimed to the set-up of the presented governance model (Section 4.1). More in details:

- **Consolidate the number of members**. The target SIGs need to be fully established with a strong engagement from the founding members and other already engaged external organisations (if any). In addition, Portal and LinkedIn group members should be also informed about the new organisation of the community.

- **Branding the community**: The word about the eGovPoliNet community, its goal and activities, should be further diffused to allow our community to become a real reference for many existing communities.

- **Re-style the web platform** to manage the content and the community members, ensuring communication, privacy and link to all the other initiatives.

- **Set-up the management procedures**. The governance model introduced in Section 4.1 needs to be implemented. A kick-off event should be quickly organised, roles assigned and a strategy and SIG plans for the first year approved.

The **SIGs' plan for services provision** shall consider needs of members so that participants can immediately perceive that acting early enough to collaborate will give the community the best chances of success in the future.

Currently, the *AIS SIG* already proposed to organise some workshops, in conjunction with the AIS main conferences (such as ICIS, ECIS and AMCIS), as well as a yearly AGM to discuss the SIG business.

In addition, as detailed in D3.3, the following events for collaborating and training have been already planned:

Table 14: Collaborating Service: planned activities

Event	partner	Expected impact	EGOV	Information systems (IS)	Complex systems	Public Administration & Policy research	Social simulation
Track at ICEGOV	UNI-IIST, CTG, TUD	Collaboration, abstract to portal	X			X	
Track/ at Dg.o	CTG/TUD	Collaboration	X			X	
ESSA –social simulation	RUG	collaboration			X		X
eGoverment Policy/Policy informatics minitrack at AMCIS	TUD/ UBRUN	Collaboration	X	X		X	
Joining Complexity Science and Social Simulation for Policy (SKIN 3)	EUAK	Papers proceedings			X		X
Policy Modelling and Policy Informatics Track @ IFIP EGOV/ePart	UKL	Papers proceedings	X		X	X	
tGov workshop	UBRUN/ UKL/TUD	EU project meetings	X	X	X	X	X
Total			**5**	**3**	**3**	**4**	**3**

Table 15: Training Service: planned activities

Event	partner	Expected Impact	EGOV	Information systems (IS)	Complex systems	Public Administration & Policy research	Social simulation
PhD colloquium ICEGOV	UNI-IIST, CTG, TUD	Collaboration, abstract to portal	X	X	X	X	X
PhD colloquium at Dg.o	UNI-IIST, CTG/ TUD	Collaboration, abstract to portal	X	X	X	X	X
PhD colloquium at IFIP EGOV/ePart	TUD/UKL /CERTH	Collaboration, abstract to portal	X	X	X	X	X
Total			**3**	**3**	**3**	**3**	**3**

4.3.2. *The medium-term phase (up to 3 years)*

In the medium term (years 2016-2018) the community will have to consolidate the following items and issues:

- **Increase the number of members**. It has been planned a growth of about 600 members each year, with different level of membership (40 SIG Members and 560 members of the LinkedIn group).

- **Refine the procedures for knowledge gathering**. The added-value knowledge is at the basis of the existence of the community and its impact on the other communities. The preliminary procedures envisage the annual call for papers and call for contribution for the conference, as well as the scouting of best practices by members through the word-of-mouth and internet search. During the 3 years we plan to set up new ICT tools to make more effective the collection (e.g. adding a self-upload and self-highlight cases by owners). In addition, new forms of knowledge will start to collect (e.g. database of experts).

- **Assess methodologies, the quality and the number of services offered to the community.** The quality of the service provided will be measured against questionnaires and interviews to the members as well as thanks to the experiences made on the field. The result of this activity will be a set of guidelines for services that will be renewed each year.

- **Refine the management procedures**. On regular basis (also via periodic meetings and teleconferences), the members will discuss about all management issues and unplanned problematics that may rise. In particular, the actual sustainability of the community will be regularly assessed, and in case new services and necessary revenues streams will be discussed and then put in place.

5. Conclusions

This deliverable documents on the one hand the dissemination activities performed in the final period of the project. Major activities of dissemination were spreading the word along conferences and community building events, newsletters issuing (3 newsletters have been published) and the diffusion of eGovPoliNet activities over the LinkedIn group Policy Making 2.0. In addition, in preparation for the future exploitation of the project contents, a re-shape of the project Web portal has been performed, together with a better integration with the knowledge portal. Furthermore, 3 articles have been successfully published by the team of UKL and a collective volume of a Springer series has been published by TUK and UKL (with 5 chapters coming from project partners).

On the other hand, a major activity in WP 5 (in close cooperation with WP1 and WP3) was the development of the final exploitation and sustainability plan. The exploitation plan reports about: the exploitable outcomes of the project; the added value for the community members; the services that can be built on top of the project outcomes; and the final exploitation strategies at consortium and individual partner levels. The sustainability plan extends the consortium exploitation strategy by: specifying the governance model of the community; reporting an analysis of the costs to sustain the community; and identifying a preliminary plan of future activities to start-up the community.

The exploitation and sustainability plans are an evolution of the ones reported in D5.2, according to the overall community strategy devised in WP1 and reported in D1.2.