



eGovPoliNet

The Policy Community

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FP7-ICT-2011 Coordination Action (CA) project

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Abstract:	<p>This deliverable documents how the project addressed the fragmentation of research communities, as well as the fragmentation caused by different disciplines. The second period's report shows evidences of the growing of the common network where researchers and practitioners from different disciplines and countries interact. The means for interaction and collaboration have been conferences and workshops, PhD colloquia, webinars, discussions in LinkedIn and the development of a book with contributions from project partners as well as community members of distinct disciplinary backgrounds (in collaboration with WP 4). This way, the objectives of the work package in the overall project - to engage all stakeholder groups to work together in exchanging ideas and information – has been reached successfully. The report at hand provides an overview of activities and performance measurements to indicate the growing of the community.</p>

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ABBREVIATIONS AND ACRONYMS

APPAM	Association for Public Policy Analysis and Management
BU	Brunel University
CERTH	Centre for Research and Technology Hellas
COMPASS	The University of Auckland
CTG/SUNY	Center for Technology in Government/State University of New York
DG INFSO	Directorate General Information Society and Media
DG. O	Digital Government Society Conference
DGS	Digital Government Society
EC	European Commission
ECMS	European Conference on Modelling and Simulation
ECCS	European Conference on Complex System
ECEG	European Conference on e-Government
ESSA	European Social Simulation Association
ICDGS	International Conference on e-Democracy, e-Government and e-Society
ICEBEG	International Conference on e-Business and e-Government
ICEE	International Conference on e-Business and e-Government
ICEGOV	International Conference on Theory and Practice of Electronic Governance
ICT	Information and Communication technology
ICT4GOV	Information and Communication Technology for Governance
IFIP	International Federation for Information Processing
INNOVA	INNOVA SPA
IPR	Intellectual Property Right
IRSPM	International Research Society for Public Management
ISA	International Sociological Association
IST	Information Society Technology
IT	Information Technology
MRSU	MOSKOWSKIJ GOSUDARSTVENNIJ OBLASTNOJ UNIVERSITET
MS	Milestone
PIDS	Project Information and Dissemination Service
PPP	Public Private Partnership
PPT	Power Point Presentation
PUC-PR	ASSOCIACAO PARANAENSE DE CULTURA APC
RC33	Research Committee on Logic & Methodology of ISA
R&D	Research and Development
RG	Rijksuniversiteit Groningen
SEO	Search Engine Optimization
TBC	To Be Communicated
TUD	Technische Universiteit Delft
TUK	Technical University Kosice
UCD	University College Dublin, National University of Ireland, Dublin



UKL	Universitaet Koblenz-Landau
ULaval	Universite LAVAL
UNU-IIST	UNU International Institute Software Technology UNUIIST
UTS	University of Technology Sydney
VOLTERRA	Volterra Partners LLP
VUB	Vrije Universiteit Brussel
WCSS	World Congress on Social Simulation
WP	Work Package

EXECUTIVE SUMMARY

Work package 3 is designed to address the fragmentation of research communities, as well as the fragmentation caused by different disciplines, by building a common network where practitioners and researchers from different disciplines and countries can interact. The aim of this work package is to engage all stakeholder groups to work together in exchanging ideas and information.

In the second year, there have been community and constituency building activities at various conferences resulting into collaborations among members from different communities. A range of PhD Colloquia is initiated at three difference conferences to stimulate interdisciplinary research in this field. Finally, workshops and panels were organised, bringing together people from different academic communities and practitioners. The strategy of community and constituency building consists of online activities and face-to-face meetings. In particular

- Workshop and panels to engage researchers coming from different disciplines?
- Joint papers, comparative cases and best practices (these will be used to populate the portal).

In addition, monthly virtual meetings with the eGovPoliNet partners were held to develop content, keep track on events and to coordinate the activities. For building a sustainable community our premise is that content is needed to attract people and let them contribute. Success depends on incorporating existing practices and exploring new practices.

After each year data will be collected and the metrics will be calculated to show the progress over time. The table below gives the status at the end of year 1 and year 2. In year 1 the initial members are recruited and several workshops, panels are organized and papers have been written to bridge the various communities.

In year 2 a large number of community building activities were conducted (cf. Table 1). The network grew considerably during the last year and a continuous stream of new members subscribed to the LinkedIn community. Due to the growth of the network we had expected that the network density would decrease. In addition we had more collaboration among members than expected which resulted only in a slight increase in the network density, despite the growth in members. The network closeness has slightly increased, as there are many new members that do not know each other. In particular in the LinkedIn community there are many members that do not participate actively and only passively follow discussions.

Table 1. Overview of measure and current values at the end of year 1 and 2

	Initiating (end of year 1)	Expanding (end of year 2)	Sustaining (End of project)
LinkedIn: number of members	267	1290	
Portal: number of members	0	53	
Analysis of the social network			
Network size ('knowing')	160	485	
Network size ('collaborating')	42	91	
Network density	0,019	0,021	
Network Closeness (average geographic distance)	2,94	3,06	
Analysis of the collaboration			
Number of joint papers	6	28	
Number of workshops and panels	8	12	

	(2 panels)	(4 panels)	
Collaboration leading to a paper	4	28	
Number of PhD colloquia organized	0	4	
Number of PhD proposals at colloquia	0	33	

In year 3 we will continue these community building activities but will focus more on collaboration and ensuring the activities become sustainable. We will continue targeting the same outlets, so persons get used to that these events are organized. Furthermore we will involve more non-eGovPoliNet partners in the organization to ensure that the activities will sustain after the project has ended. As we are creating and shaping this new field, the need for a solid knowledge base and curriculum have appeared. A book will be edited laying the knowledge foundation for this field and a curriculum should provide a reference for implementation educational programmes in this area. All these activities together should result in a sustainable community that goes on after the project has ended.

1. INTRODUCTION

Work package 3 is designed to address the fragmentation of research community, as well as the fragmentation caused by different disciplines by building a common network where practitioners and researchers from different disciplines and countries can interact. This work package has set the necessary communication structures in place for ensuring joined multi-disciplinary research, practice and development. The aim of this work package is to engage all stakeholder groups to work together. The approach is to create two-way interaction between various scientific communities. The focus on research and less on practitioners was set as a new direction for the project.

WP 3 seeks to establish closer working practices between the target groups by starting the discussion of future projects. Whereas year 1 was focussed on recruiting the initial members The main activities for the year 2 were related to the organisation of face-to-face and virtual meetings and extending and integrating scientific communities.

1.1. THE PURPOSE OF THE DELIVERABLE

Work package 3 is designed to address the fragmentation of research, as well as the fragmentation caused by different disciplines and approaches. eGovPoliNet focuses on building a community researchers while the CROSSOVER project focussed on practitioners. The aim of this work package is to engage all stakeholder groups to work collaboratively. This report addresses milestone 5 (MS5) Face-to-face workshops and working meetings with communities, incl. PhD colloquia and seminars.

1.2. APPROACH

WP 3 seeks to establish closer working practices between the target groups by starting the discussion of future projects. The framework in each task will be to recruit the initial members, organise face-to-face and virtual meetings, and to extend the community. To realise this, the WP consists of five tasks, as discussed in detail in the DoW of eGovPoliNet. The approach is to create two-way interaction between researchers coming from different communities.

In the first task, covered in D3.1, an overview of the European and international multidisciplinary research landscape is developed. This overview includes the different disciplines related, the active R&D organizations, researchers and practitioners in the field, as well as end users in this area. This overview serves as starting point to set up collaborative links with the main research and practice centres all over the world and will help to implement the first phase of eGovPoliNet.

The project aims to facilitate and streamline technological and socio-technical excellence on ICT solutions for governance and policy modelling thereby enabling better understanding of social and societal behaviour. The multi-disciplinary approach and international community building is a key aspect of the project. Findings from distinct disciplines need to be linked with one another or even more, these need to be integrated to understand the overall field. To achieve this, eGovPoliNet will connect relevant international actors to build a global multidisciplinary digital governance and policy modelling research community, which is engaged in research and practical use of ICT use for citizen participation, open government, open data, governance and policy modelling areas.

1.3. OVERVIEW OF THIS DOCUMENT

The tasks in this work package all relate to addressing the fragmentation of research and practice in the field of ICT for governance and policy modelling. This requires multiple steps, which are addressed in this document:

-
- Overview of the community building strategy (as reported in D3.1, see (Janssen, Klievink, & Deljoo, 2012)), refined for year 2
 - The events organized in year 2 and the impact of these events
 - The plans for year 3 to come to a sustainability community

2. COMMUNITY BUILDING STRATEGY

eGovPoliNet is a project funded by the European Commission under the 7th Framework Programme and it's aimed to set up an International Community in ICT solutions for Governance and Policy Modelling. The international community of researchers and practitioners will share and advance research and insights from practical cases around the world. The consortium is composed of partners various countries both within and outside of the EU, working together to share ideas, experiences and practices in the field. The initial stage the community will see International leaders from academia, government and the private sector to organise and develop a network on R&D in the strategic field of eGovernance involving also public agencies and civil servants.

2.1. PROJECT OBJECTIVES

eGovPoliNet has five key objectives: 1) To establish a global multi-disciplinary digital participation, governance and policy modelling research and practice community. 2) To integrate the currently fragmented research in digital public participation, governance and policy modelling. 3) To stimulate joint research and practice in the eGovPoliNet' agreed research areas. 4) To disseminate eGovPoliNet research and practice amongst public governance and policy modelling stakeholders. 5) To provide a barometer of research and practice effectiveness for public governance and policy modelling in Europe and worldwide by establishing a corpus of knowledge and lessons-learned resources to evidence what kind of projects have delivered what kind of results and have thereby been considered effective for digital public governance and policy modelling.

To achieve these objectives, eGovPoliNet builds on experiences gained by leading actors bringing together the innovative knowledge of the field. The forecasted activities are:

- To establish a dynamic network of researchers and practitioners.
- To encourage international community building of relevant stakeholders working in relevant areas.
- To encourage multidisciplinary constituency building.
- To expand the social networking and Web 2.0, as well as exploit mass cooperation platforms for networking stakeholders.
- To identify new tools and technologies, concepts and approaches, good and bad practices which help addressing complex societal issues and providing findings at the eGovPoliNet portal.
- To make efficient the collection of feedbacks from public sector organisations on the contents provided by the eGovPoliNet portal.

eGovPoliNet is aimed to let the community grow. Therefore, criteria were developed to evaluate the development of the network (i.e. demonstrate that the community is growing and collaborating, as reported in D3.1 (see Janssen et al., 2012). The added value of connecting different actors, from different backgrounds and operating in different communities lies in the idea that they can learn from each other in terms of background, methods, projects, and practices. In this section, we provide a brief overview of a strategy for expanding the network.

2.2. COMMUNITY AND CONSTITUENCY BUILDING OBJECTIVES

The overall objective is

Seeking collaboration between different actors that are from different backgrounds and operate in different communities.

The specific aims of this WP are

- Expand the network to include more disciplines and to get a better representation of under-represented disciplines;
- Encourage collaboration between research communities from multiple disciplines;
- Expand the network to include more researchers and to get a better view of the networks they provide access to;
- Encourage international (comparative) research (many countries are represented; this provides a great opportunity);
- Encouraging the joint organisation of workshops, panels, special issues etc.

These specific objectives are used to formulate the detailed strategy for constituency building.

2.3. STRATEGY FOR CONSTITUENCY BUILDING

Community building is ill-researched and there are limited number of strategies available. Brown (2001) successfully applied 3 phases for community building in distance learning classes. Each of the phases should result in a greater degree of engagement.

1. Making friends: connecting on-line with whom students felt comfortable communicating.
2. Conferment: making participants part of a long, thoughtful, threaded discussion on a subject of importance after which participants felt both personal satisfaction and kinship.
3. Camaraderie: which was achieved after long-term or intense association with others involving personal communication

Researchers and practitioners need to work together in order to tackle policy challenges by integrating different perspectives, develop comparative studies, and share their experiences. This is challenging due to factors like (Zhang et al., 2011, p. 3)

1. a lack of shared interest and sense of urgency to collaborate;
2. forming and maintaining personal relationships (Kraut, Galegher, & Egido, 1986; Zhang et al., 2011);
3. disciplines having different traditions, norms, values, whereas interdisciplinary research has relative fewer established outlets for publication

The more varied the potential members of the community are the more difficult it might be to create a coherent community. Of vital importance is that the potential members have something in common like shared interests, experiences, goals, values or vision (Brown, 2001). Successful communities “are well-balanced systems that oscillate between exploring new practices and exploiting existing ones “ (Probst & Borzillo, 2008, p. 345).

By having a focal point on policy-making problems as experienced by practitioners a clear and shared objective is created in which different disciplines should contribute to the same practical challenge. The forming and maintaining of personal relationship is accomplished by having online and face-to-face community building. By having a three year strategies consisting of various phases the difference in values should become accepted.

A gradual approach to community and constituency building is taken. In general the first year was aimed at setting the foundation (portal, community, ideas), whereas the second year was aimed at generating activity by the eGovPoliNet members. In the third year the activities by eGovPoliNet members should be complemented by activities of non-eGovPoliNet members. This should ensure a self-sustainable

community after year 3 in which the value comes from the network, the size of the network and available knowledge. This can be expressed in the following stages:

1. Enabling Initiating (year 1):
2. Growing (year 2):
3. Sustaining (year 3):

The overall concept of the project to achieve constituency building is depicted in Figure 1 (taken from project proposal). eGovPoliNet thereby exploits online and face-to-face meeting to connect and establish the community. Physical meetings will mostly serve to strengthen the community through social relations.

These meetings are organised in conjunction with important conferences and other events relevant to the community and serve as point of reference, where results and information gathered in the recent period will be discussed, structured and amended, and plans for the subsequent period will be confirmed from the work plan or will be revised accordingly. Regular virtual discussions (online and offline) will support the achievement of eGovPoliNet's objectives to strengthen the community.

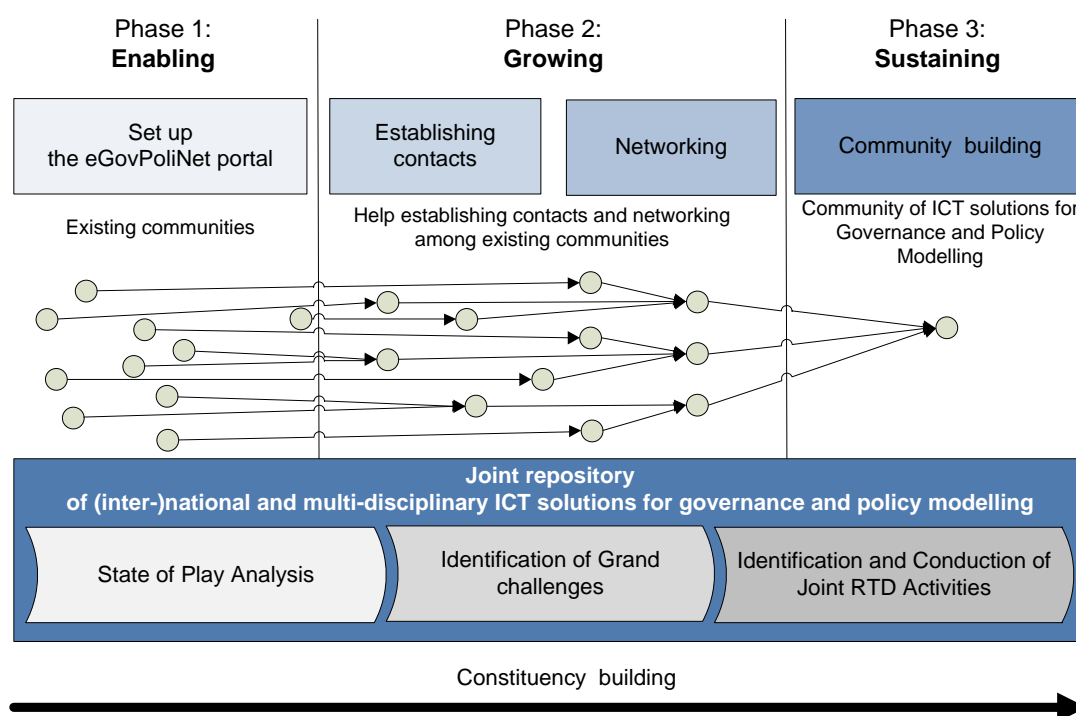


Figure 1: eGovPoliNet's concept for international community building

Apart from enabling and streamlining regular interaction among the community stakeholders, eGovPoliNet provides a portal for stakeholders to exchange experience and build consensus on streamlining implementation policies for ICT solutions for governance and policy modelling for various purposes as described above.

- People that are part of one community join another community, e.g.:
 - By becoming part of an association;
 - By submitting papers to conferences or journals of another community;
 - By having different associations working in joint special interest groups.

- Bring persons from different communities together, e.g.:
 - Invite people from other communities to a workshop or event;
 - Organise the same (type of) workshop in multiple communities;
 - Bring in people from different communities in workshops at conferences;
 - Virtual meetings through a portal.

The core of the strategy is that we expect that each partner seek collaboration with other parties. For each partner, this means that they contribute additional members to the (online) network and that each organises a workshop (at different conferences and events) with people from other communities. In the first year of the project, partners invited people from other communities to a workshop or event. In the second year, joint or similar workshops were organised in different communities.

2.4. STRATEGY FOR CONSTITUENCY BUILDING YEAR 2

The strategy of year 2 is aimed at letting the community grow. Relevant players from various communities were targeted. The community building activities were always targeted at least two communities. The event should ensure that persons from at least 2 different communities are involved as shown below.

Figure 2 summarized the events organization protocol. Each event should result in a measurable output of the event and report this in the template. The community and constituency building template can be found at: <http://www.policy-community.eu/workspace/wp-03-community-and-constituency-building/reporting-template/community-and-constituency-building-template/view>. The template was filled in before *and* after the activities. Before the activities to explain, share and discuss the plans and after the activity to evaluate the actual impact (this must be very specific like the list of participants, outcomes like joint papers, cases etc.).

The reports contain the participants list, sometimes pictures of the events and titles of the papers/abstract/PhD proposal. This provided us insight in who attended the events and what the direct effects of the events is. There might be indirect effect (like for example writing joint project proposals) which are harder to measure and are only known afterwards (like when a project is accepted).

1. Determine the 2 communities you want to target)

2. select persons from the community you want to target

3. organize an event to bring the identified persons from community A and B together

4. ensure measurable output of the event and report this in the template

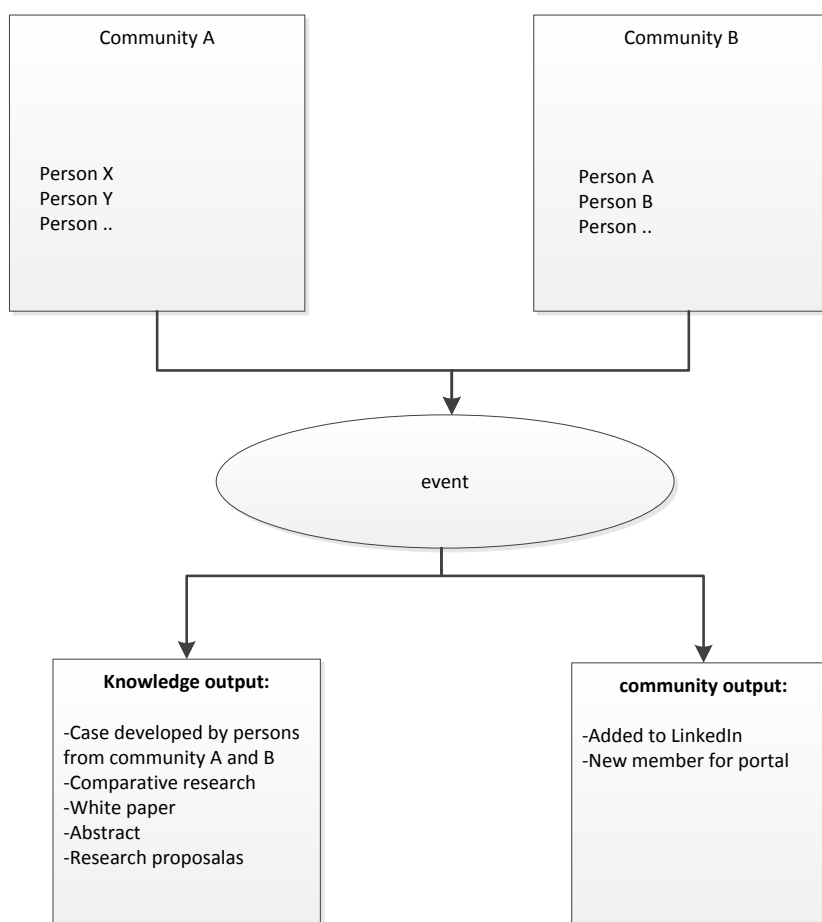


Figure 2: Event organization protocol

The basic idea of realizing this strategy is that, 1. Each partner leads in community and constituency building activities. The idea is that 2 activities are selected (workshop organization, panel etc.) in which the 2 communities targeted by the partner is involved. For these activities *persons* (name, email address, affiliations) were identified from the communities that should be involved. If papers, abstract or PhD proposals were part of the output, then these were uploaded in the portal whenever possible (i.e. sometimes copyright issues prevent this). The ambition is that at least the title, author(s) and abstract are uploaded to enable community members to know each other.

2.5. ONLINE COMMUNITY BUILDING STRATEGY

The online community consists of two types of community building focus points. One is open for everybody and is used to create awareness of the network, show some of the activities and stimulate discussions. For some persons this will be what they desired, whereas others want to collaborate with each other in-depth. Therefore the second online community building is focussed on in-depth knowledge exchange, the sharing of findings and detailed activities.

The results of the community building activities should be that members are confident in contributing, feel valued and feel part of the community and that they learn from each other.

The LinkedIn eGovPoliNet community is aimed at attracting a large user base of people who are interested in bridging scientific and practice communities. Online community building requires the setting of some conditions to make it work. We will use the following guidelines (based on Brown, 2001).

1. Environment that fosters openness, respect and trusts
2. Demonstrated interest, support, sincerity, understanding of the existing disciplines
3. Share relevant experiences as well as information that would help others
4. Worded responses positively, even when provocative ideas and opinions are presented
5. Provide timely feedback, provide support and stimulate discussion by asking questions
6. Try to get threaded discussions going
7. If necessary communicate with individuals directly

During the beginning the community was held small to enable the eGovPoliNet partners to create content and prepare. In this way the community can be made attractive before inviting people and having a large user base for which limited content can be offered. In year 2 the goal is to boost the online efforts all partners are asked to follow a plan and contribute in four different ways.

1. To post a comment concerning the eGovPoliNet related research one is working on. This could be an example, development, reference to relevant report or an open discussion on a certain topic.
2. To recruit somebody from an external research community to post something. Community building requires the involvement of other organizations that those who are part of the consortium. The member should recruit somebody from another community and ask them to post something in this week
3. This is similar to 2, with the exceptions that this is targeting the practitioners' community. Somebody from practice should be recruited to post something.
4. Comment on a posting (contribute to discussion on this topic and make it lively).

These actions should ensure that the community shows activities and is attractive. Once there are activities of non-eGovPoliNet partners the community should become self-sustainable.

The *portal* is aimed at stimulating sharing among eGovPoliNet members who actively are working on integrating communities by working on best practices and research crossing communities. In the traditional situation people tend to do things in their own disciplines. Coalitions having participants from various disciplines might breed new ideas, have more problem solving capacity and view the problems from different disciplines. The portal is first filled with more information before a large number of members will be invited. A certain critical mass of knowledge is necessary before these can be developed.

To stimulate this collaboration and in-depth knowledge sharing, there will be a virtual meeting each month. In these meetings 2 partners give a short presentation of their contribution as a case, paper or other community building activities. After experimenting for the virtual meeting space is used Clickmeeting (www.clickmeeting.com). Clickmeeting offers a collaborative, interactive, and mobile learning environment. It helps to create virtual classrooms, offices and meeting spaces that offer the opportunity to talk (voice) and see each other (video), present slides, chat and work together on a whiteboard. These facilities should stimulate collaborating among eGovPoliNet members. The meetings are recorded, minutes are made and the minutes, slides and recordings are stored in our shared working space.

The basic idea is that eGovPoliNet partners will contribute in cooperation with someone from another community (practitioner, scientific). In this way the activity in itself already contributes to the community and constituency building activities.

Some of the results of these activities will be stored and made available in the portal. This will provide the content of the portal to make it attractive for others to join. The basic idea is that others who use the content will also start contributing to the portal and the activities become self-sustainable (after year 3).

2.6. FACE TO FACE COMMUNITY BUILDING STRATEGY

Apart from the online community building there is still a need for face-to-face meeting to share ideas, to gain understanding and appreciation of other disciplines. Therefore monthly online meetings are organized in which partners discuss their activities face-to-face.

Physical meetings will mostly serve to building the community through social relations. These meetings will be organised in conjunction with important conferences and other events relevant to the community and serve as point of reference, where results and information gathered in the recent period will be discussed, structured and amended, and plans for the subsequent period will be confirmed from the work plan or will be revised accordingly.

An important tasks of the face to face community building meetings are the organization of Phd Colloquia. PhD research provides the basis for any scientific field. Stimulating research in this field, providing feedback, and ensuring the various disciplines are considered in the research will provide a foundations for the eGovPoliNet field.

Resulting outputs have been mentioned already several times and can be the results of both online and offline community building strategy. Any output should be created by members of different communities who use the output to work together. The type of output will typically contain Comparative work which compares practices or compares efforts within communities. This is aimed at analysing differences and similarities among communities and practices.

The other type of output is joint work in which persons from different communities collaborate with each other. This can have different forms, like a description and analysis of a policy-making practice, the writing of a white paper, the writing of a scientific paper to be published at a conference or journal or a special issues containing input from different disciplines.

For each output contribution the following three requirements should be satisfied.

1. The work should not have been conducted without eGovPoliNet
2. The work should contribute to the objective of eGovPoliNet community building
3. The work should result in community building (outcome)

The latter requirements should be described by each community building activity. How it contributes to the community and constituency building.

Finally, having tracks, special issues and writing of proposals between members of the formerly fragmented communities demonstrates the collaboration between various communities and should ensure long term sustainability.

2.7. SUMMARY

A combination of online and face-to-face community building activities is employed. The first year was focussed on community building among the eGovPoliNet members and setting the right conditions, whereas the second year was more externally focussed to involve non-eGovPoliNet partners, to start collaboration among members from different communities and to build a broader eGovPoliNet community. The third year will be focussed on stimulating collaborating and ensuring sustainability.

3. COMMUNITY DEVELOPMENT IN YEAR 2

eGovPoliNet focuses on collecting together researchers while the CROSSOVER project focussed on practitioners.

3.1. TARGETTED COMMUNITIES

To mitigate the risk of targeting a too broad range of communities, which are less relevant, the focus has been on targeting five communities that provide the core field for ICT-enabled Policy-making. These – already interdisciplinary - communities are necessary to tackle policy-problems in new ways and they are summarised in Table 2).

Table 2: Main communities targeted

Main communities	Contributing insights to the domain
EGOV	e-government is the interdisciplinary field that tackles ICT and public administration aspect in a broad sense. (this includes integrated service delivery, web 2.0, etc.). The EGOV is considered to be interdisciplinary by nature and is open for eGovPoliNet type of work which needs elements from public administration, policy-making, simulation, and complex systems. Within this field the IFIP WP8.5 working group on Public administration & ICT, international community on theory and practice of governance (ICEGOV) and digital government society (DGS) are targeted.
Information systems	Information systems bridges business and computer science and studies both the technical system as social system. The Association for Information Systems (AIS) serves society through the advancement of knowledge and the promotion of excellence in the practice and study of information systems. The AIS is targeted by focussing on the European conference on Information Systems and UKAIS conference.
Complex systems	The study of systems built of individual agent that are capable of adapting as they interact with each other and with an environment, and especially the attempt to understand how the individual affect the system-level responses (Auyang, 1998). In recent years, CAS has attracted much interest in management and organizational related literature. Complex systems view organization as an entity that emerges over time into a coherent form, and adapts and organizes itself without any singular entity deliberately managing or controlling it.
Public Administration & Policy research	Political science studies the political system and political behaviour of state, government, and politics. It aims to analyse and understand, revealing the relationships underlying political events and conditions. Public administration houses the implementation of government policy and an academic discipline that studies this implementation and that prepares civil servants for this work Public administration is "centrally concerned with the organization of government policies and programs as well as the behaviour of officials (usually non-elected) formally responsible for their conduct. The focus is on International Research Society for Public Management (IRSPM) and association of public administration (APA)
Social simulation	Modelling, simulation and visualization provides the instruments and tools for being able to gain an understanding of the phenomena and being able to visualize what is going on. The focus of these communities is often not on policy-making, but on advancing the modelling constructs and visualizations. The focus is on The Society for Modelling and Simulation Europe (SCS).

3.2. THE 'COMMUNITY' AT THE START AND YEAR 1

The measures for showing the growth and success of eGovPoliNet are defined in D3.1 (Janssen et al., 2012). As the project refocused on researchers and less on practitioners the indicators "Number of collaborations between practitioners and academics", "number of case studies" and "Number of best practices" has been removed. Instead "Number of PhD colloquia organized" and "Number of PhD proposals at colloquia has been included.

A qualitative and quantitative survey was conducted during the start of the project. The survey consists of two parts: first, for each respondent it inventories disciplines, core communities, known communities, collaboration communities, research topics, methods used and expectations of the project. Furthermore, it inventories relationships with members of the international network, serving as the initial measurement for the social network analysis of the survey that will be repeated multiple times in the course of the project.

We used *NodeXL* for conducting the social network analyses as this is an MS Excel based open source based tool which has been used for conducting similar analysis (Welser, Gleave, Smith, Barash, & Meckes, 2009) and has integrated visualization options and can be learned within a short timeframe (Hansen, Shneiderman, & Smith, 2011).

Figure 3 shows the network from the start. The nodes represent the persons who are part of the EGovPoliNet network and their relationship with each other. This graph shows that most of the persons already know each other, or at least several persons. But there are exceptions who only know a couple of persons.

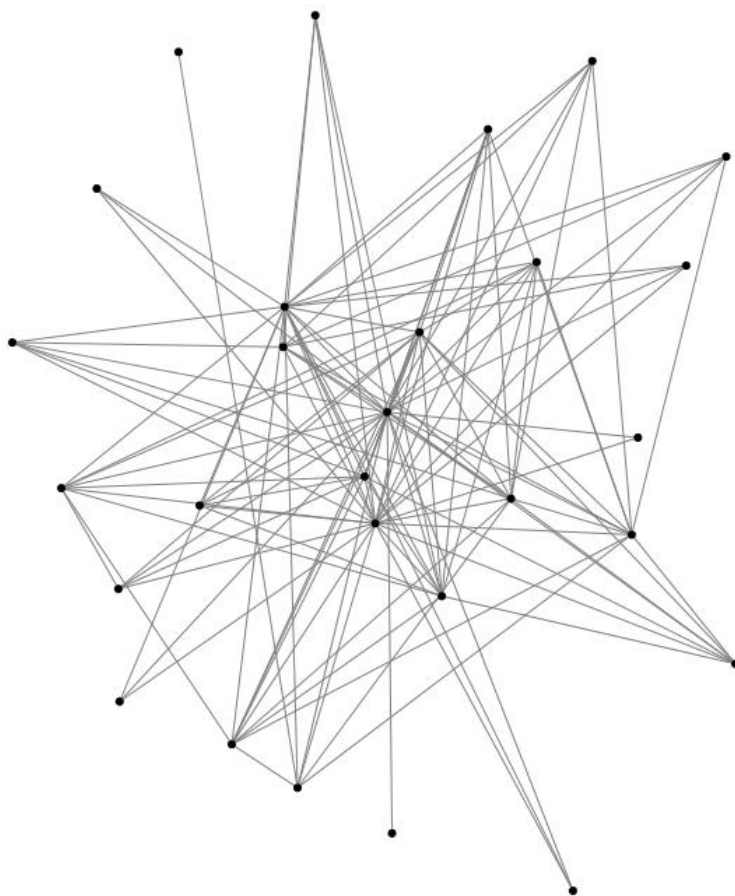


Figure 3: Social network analysis of the eGovPoliNet members at the start

In Figure 4 the network after year 1 is visualized. The data is based on the participants of the events organized. Several events has been organized and in the first year key persons in the targeted communities were identified to connect to. This figure shows that several communities have been connected to the core of eGovPoliNet by focussing on key stakeholders. (linking pins) For example, the red nodes are the information systems community, which shows that four eGovPoliNet partner representatives connected to this community and 6 key persons from this community are involved.

In total there are 7 groups defined in the analysis, 1. eGovPoliNet (that means partner representatives), 2. EGOV, 3. Information systems, 4. complex systems, 5. Public administration & Policy research, 6. social administration (that means only those to who is connected are included in the analysis, as not all persons within these communities are known and can be added) and 7. Practitioners (those who participated in events). The connection to EGOV is strong, whereas the connection to complex systems is weakest.

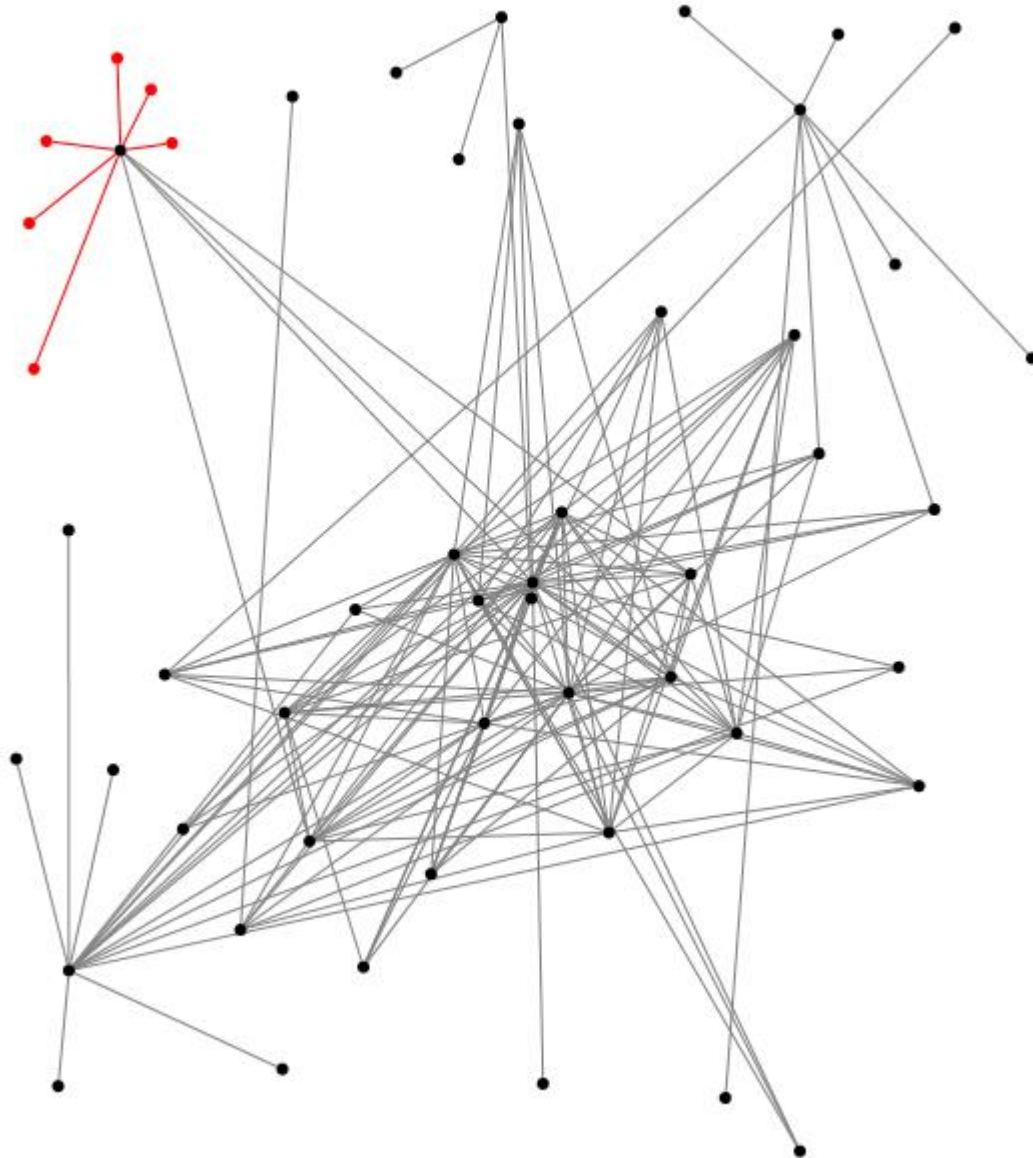


Figure 4: Social network analysis of the eGovPoliNet members after year 1

3.3. THE 'COMMUNITY' IN YEAR 2

In addition to recruiting persons at the individual level, a large number of community building activities has been conducted. These consist of

1. Community building events: aimed at letting the community grow
2. Community building events for collaboration: Aimed at stimulating collaboration within the community
3. Community building events for PhD student: PhD Colloquia aimed at involving PhD Students in this field

3.3.1 Community building events

The main community building events are aimed at recruiting members for the community and keeping existing members active (cf. Table 1). At all events the participants have been asked to fill in present list including their name and email address. These lists are used to invite participants to the LinkedIn community and become active. In total 287 persons attended these events. From these persons 89 became new community members for the LinkedIn group. Indirectly there might be more members, but we are not able to trace this. Also a number of participants were already a member (and as such could not be added anymore).

Table 3. Recruiting members from the main community building events

Event	partner	Impact	EGOV	IS	Complex systems	Public Administration & Policy research	Social simulation	Total number of participations	Participants Added to the community (direct)
Workshop at tGov 2013 with FP7 EU projects	UBRUN, UKL, TUD, BU CERTH	New members (paper abstracts to be included in portal)	X	X		X	X	18	12
Workshop at association of PA in November (before or after conference)	SUNY/Ct G	New Members Abstracts will be included in the portal			X	X			
Complex policy-making of workshop at IFIP EGOV and ePart	TUD + UKL	New LinkedIn members, book	X			X	X	18	2
Worskhop/panel at ESSA conference	RG	New LinkedIn members				X	X		
Panel at AIS-UK	UBRUN, TUD,	New LinkedIn members,	X	X				101	18
Panel at Dg.o2013	CtG/SUN Y, TUD	LinkedIn members, discussion minutes	X		X	X	X	16	8
Panel at ICEGOV	UNI-IIST, SUNY/Ct G, TUD	New LinkedIn members	X			X		44	31
Panel eGovPoliNet at the International scientific conference on "Actual problems of ICT specialists' training" 16 May 2013, Khmelniysky, Ukraine).	KHNU, TUD	New LinkedIn members, minutes	X			X		90	18

Total								287	89
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3.3.2 Community building events for collaboration

The community building events for collaboration are aimed at stimulating the writing of papers by members of different communities and presenting of papers from one community into another community (cf. Table 4). In total 31 papers have been developed by persons from different communities (most non-partners). Apart from the collaboration, these events also resulted directly in attracting 62 new community members for the LinkedIn group. Indirectly there might be more members, but we are not able to trace this.

Table 4. Community building events for collaboration

Event	partner	EGOV	IS	Complex systems	Public Administration & Policy research	Social simulation	Collaboration	Total number of participations	Participants Added to the community (direct)
Track at dg.o (transformation and open government)	,SUNY/Ct G, TUD	X	X				6	15	8
Panel for the International Research Society for Public Management (IRSPM)	CtG/SUN Y, TUD	X			X		11	63	22
Track at ICEGOV	UNI-IIST, SUNY/Ct G, TUD	X	X	X			3	42	22
Track on policy modelling and track on simulation of complex systems at ECMS 2013	UKL			X		X	8	22	10
Total							28	142	62

3.3.3 PhD colloquia

Four PhD colloquia are organised at primarily EGOV type of conferences. The reasons for organising these is that EGOV conferences are interdisciplinary by nature, the organisers are open for interdisciplinary research, these conferences attract persons coming from various communities, and these conferences are of interest for persons from various communities. In total 33 PhD students presented their research at the 3 colloquia (cf. Table 5).

Table 5. PhD colloquia



Event	partner	EGOV	IS	Complex systems	Public Administration & Policy research	Social simulation	Number of PhD proposals	Total participants
PhD. Colloquium ICEGOV	UNI-IIST, TUD	X	X	X	X	X	12	16
PhD colloquium DG.O	CTG, TUD, CERTH	X	X	X	X	X	6	11
PhD colloquium at IFIP EGOV and ePart	UKL, CTG/SUN Y, TUD, CERTH	X	X	X	X	X	8	17
3rd POLLOC Summer School on Policy Making and Politics at the Local Level (7 July – 21 July 2013) in Košice, Slovakia	TUK	X	X	X	X	X	7	12
Total							33	56

3.4. GROWTH OF THE COMMUNITY

A graph is made based on the events held in year 2 and visualized in Figure 5. The data is based on the participants of the events organized. Like in the figure of year 1 the red nodes are the information systems community, which shows the growth from the community and the increase in ties to the starting communities (on the right hand side in the figure). Also it shows that a few members from this community are connected to other communities (i.e. the one at the top – complex systems).

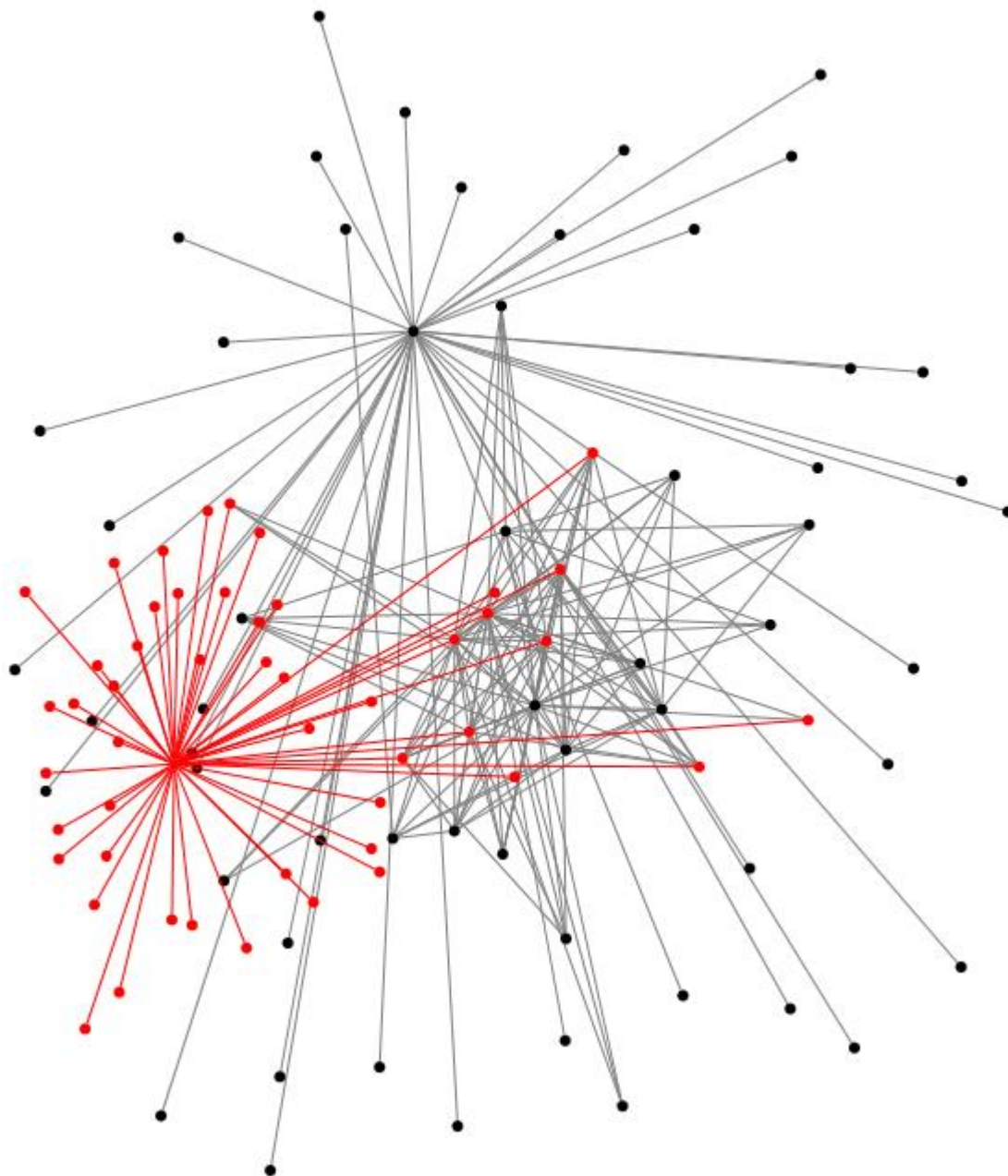


Figure 5: Social network analysis of the eGovPoliNet members after year 1

Table 6 shows the development of the community. The network size is calculated by counting the number of persons who attended the events. The network size for collaborating is calculated by counting the number of authors of all collaboration papers (28) and PhD proposals (33). Papers have 1 or more authors, whereas PhD proposals have one authors (PhD supervisors are not included in the network size).

The *network density* is the proportion of direct ties in a network relative to the total number of possible ties: (Emirbayer and Goodwin (1994) cited in Zhang et al., 2011). Due to the growth of the network we had expected that the network density would decrease. Instead, we had more collaboration among members than expected which results in a slight increase in the network density.

With collaborative ties between actors we mean e.g. write papers together, write grant proposals together, collaborating in a project. Just knowing each other is enough for having ties, but not sufficient for collaborative ties. Whereas the network closeness is calculated by the distances between pairs of actors (Hanneman & Riddle, 2005). The network closeness has slightly increased, as there are many new members that do not know each other. In the LinkedIn community there are many members that do not participate actively and only listen. Community building activities and collaboration in year 3 should result in a decrease of the distance among members, so a more coherent community will be created.

Table 6: Social network at the end of year 1 and year 2

	Start of the project	Initiating (end of year 1)	Expanding (end of year 2)	Sustaining (End of project)
Network size ('knowing');	0	160	485	
Network size ('collaborating');	0	42	91	
Network density;	0	0,019	0,021	
Network Closeness (average geographic distance);	0	2,94	3,06	

4. COMMUNITY BUILDING ACTIVITIES PLANNED IN YEAR 3

In the first year a number of community building activities have taken place which were focussed on analysing and understanding the community. In the second year the community building activities focussed on expanding the community. In the third year the focus is on sustainability, by ensuring that the events are continued and are self-sustained, i.e. will be continued after the project have been finished. Therefore the focus is on continuing certain events and enlarging the impact of these events We try to continue our presence at conferences to become 'accepted' by these conferences. The emphasis shifts also from being present and involve people towards the focus on the persons who are already a member and to stimulate collaboration among members.

4.1. COMMUNITY BUILDING EVENTS PLANNED FOR YEAR 3

4.1.1 Community building events

In Table 7, the planned community building events are shown for growing the community. These will be less than in year 2, whilst the emphasis is on collaboration among members for ensuring sustainability.

Table 7. Community building events planned for year 3

Event	partner	Expected impact	EGOV	Information systems (IS)	Complex systems	Public Administration & Policy research	Social simulation
Panel at ICEGOV	UNI-IIST, SUNY/Ct G, TUD	New linkedIn members, minutes	X			X	
Curriculum development Policy-making 2.0	SUNY/TUD	curriculum	X	X	X	X	X
Samos summit for policy-making	TUD/UKL	presentation	X		X	X	
AIS-UK conference	UBRUNE L/TUD	New linkedIn members, minutes	X	X			X
ECIS panel	UBRUNE L/TUD	New linkedIn members, minutes	X				X
TOTAL			11	5	6	8	7

3.1.2 Community building events for collaboration

In Table 8, the planned community events for collaboration are shown. These are more than in year 2 to ensure that community members collaborate. Furthermore the same outlets as in year 2 are targeted as this ensures a recurring presence. Persons will get to know the events and will start considering this as a yearly occurring event. Apart from eGovPoliNet partners, other persons will be involved in the organization of these events to ensure sustainability after the project ends.

Table 8. Community building events for collaboration

Event	partner	Expected impact	EGOV	Information systems (IS)	Complex systems	Public Administration & Policy research	Social simulation
Track at ICEGOV	UNI-IIST, SUNY/Ct G, TUD	Collaboration, abstract to portal	X			X	
Panel at ICEGOV	SUNY/TUD	Collaboration	X			X	
Track at dg.o	SUNY/TUD	Collaboration abstract to portal	X	X			
ESSA – European social simulation conference	EUAK/UKL	collaboration			X		X
Track at the 17th international conference "Internet and modern society" and its part "e-Governance in Information society" 18-20.11.2014, St Petersburg,	IMTO/TUD	Collaboration, new LinkedIn, abstract to portal		X		X	
Joining Complexity Science and Social Simulation for Policy (SKIN 3)	EUAK	Papers proceedings			X		X
Complex policy-making of workshop at IFIP EGOV/ePart	TUD + UKL	Papers proceedings	X		X		
t-gov workshop	UBRUNE L/UKL/TUD	EU project meetings	X	X	X	X	X
Total			5	3	3	4	3

3.3.3 Planned PhD colloquia for year 3

Three PhD colloquia are organised at primarily EGOV type of conferences. The idea is to attract PhD students from all communities to those colloquia to ensure that PhD students from various disciplines meet each other in a multidisciplinary setting (cf. Table 9).

Table 9. Planned PhD colloquia for year 3

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

4.2. FROM CONFERENCES TO JOURNALS

Apart from tracks at conferences we aim for several special issues in year 3, including

- International Journal of E-Government Research (IJEGR) – special issue about EU FP7 projects
- Transforming Government: people, processes and policy (TGPPP) – special issue about policy-making 2.0
- Government Information Quarterly (GIQ) – issue/paper about “innovating the policy cycle”
- Journal of Policy Analysis and Management (JPAM) - Policy Informatics special issue

4.3. BOOK “POLICY PRACTICE & DIGITAL SCIENCE”

To lay the foundations for the community and knowledge a book is under development containing the following chapters (tentative table of content). Some of the chapters are written by members of the eGovPoliNet consortium, whereas others are written by members from other communities. In this way collaboration is achieved by bringing in authors from various communities.

4.4. CURRICULUM DEVELOPMENT

As we are creating and shaping this new field and knowledge base, the need for a curriculum has appeared. There are no standard curricula and developing a curriculum demands input from various disciplines. We are planning to have a workshop to invite various experts to develop such a curriculum which should provide a reference for implementation in educational programmes. The book developed as part of this project should provide the foundation for this curriculum.

All these activities together should result in a sustainable community that goes on after the project has ended.

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