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# Change your world or the world will change you

The future of collaborative government and Web 2.0



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# The move to online collaboration

Today's tech-savvy world demands tech-savvy government. Increasingly connected citizens and stakeholders are asking governments to deliver services more rapidly and efficiently. Yet the public service bureaucracies that form the governmental backbone often take a conservative approach to adopting the latest Internet-based technologies to accelerate service delivery.

By relying on older, more manual processes, government agencies are unable to share local, national and global resources as effectively as they could. These processes limit what a government can do, how fast it can do it and how thoroughly. Although largely out of necessity, this solo model is giving way to a collaborative one.

For the most part, this shift is being driven by drastic changes in the governmental and societal landscape. In an increasingly globalized world, policy challenges transcend geopolitical, socio-economic, cultural and generational boundaries. In doing so, they test conventional governments as never before. Issues such as pandemics, aging populations, climate change, rising citizen expectations and public safety are both global and local in nature. These types of complex challenges will increasingly test government interactions in the years to come.

To respond effectively to this new depth of challenge, governments must redefine how they make policies, share information, deliver services and manage operations. These new, networked models of government<sup>1</sup>, combined with the emergence of Web 2.0 technologies that facilitate the requisite level of collaboration, will help governments improve how they work together both globally and locally to solve complex problems that would otherwise be impossible to resolve.

In his breakthrough book, *Government 2.0*, William Eggers, global director of Deloitte Research, writes about the need for governments to move away from industrial age approaches and into the information age. Government 2.0 is more than simply adopting Web 2.0 tools for government. It is about recognizing that conventional governments are unable to address society's challenges alone. It is also a philosophy and culture that reflects society's radically new way of interacting and communicating, which governments must accept if they hope to maintain pace.

<sup>1</sup> Stephen Goldsmith and William D. Eggers, *Governing by Network: The New Shape of the Public Sector* (Washington: Brookings Institution Press, 2004).

Online collaborative government refers to the next generation of how governments can leverage the power of Internet-based, Web 2.0 tools – including social networking, wikis and blogs – to change the way they interact with society, share information and achieve better outcomes for citizens.

Web 2.0 is integral to building this new collaborative government capability. Although its applications have thus far been used mainly for decidedly non-governmental and more social or consumer-focused activities, such as photo sharing, online networking, podcasting and peer-to-peer file sharing, this is beginning to change. Businesses are increasingly leveraging Web 2.0 applications, using them to learn more about their customers, build brand awareness and share knowledge internally.

Against this backdrop, the public sector is falling behind the general population and business community in embracing Web 2.0 technologies. Yet, the business case for government-focused Web 2.0 adoption is overwhelming. The potential for governments to contribute to improved societal outcomes by embracing online collaboration and information sharing is now clear. The challenge lies in government inertia: elected leaders and the public service infrastructure that supports them must overcome the cultural barriers that stand in the way of a more open, free-form style of collaboration.

**The purpose of this paper is to:**

- Highlight some of the policy challenges facing governments
- Introduce the value that online collaboration can bring to governments and their citizens
- Identify some strategies for embracing a Government 2.0 culture

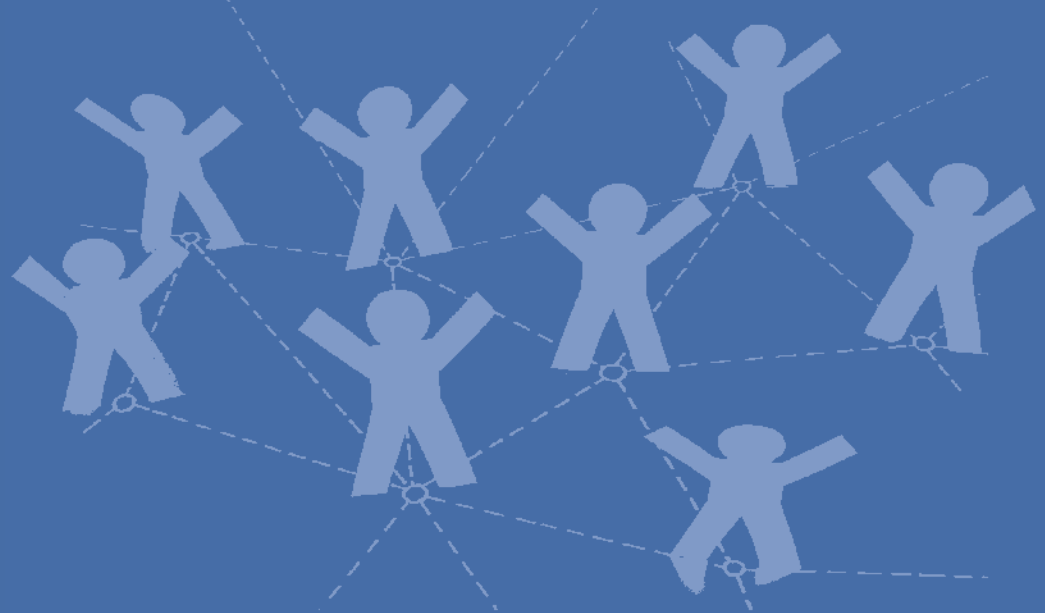
**Example: 2003 SARS crisis**

An ideal example of the benefits of collaboration lies in the 2003 Sudden Acute Respiratory Syndrome (SARS) crisis. In March of that year, the World Health Organization (WHO) launched a global effort to uncover the source of SARS. The WHO asked 11 research laboratories around the world to work together to locate the virus. To facilitate the process, the WHO launched a web site where it posted electron microscope images of viruses, analyses and test results. This innovative “collaborative multi-centre research project” was overwhelmingly successful, allowing scientists to pinpoint the source of SARS within a month. Yet, no single country could lay claim to making this life-saving discovery. Success came from an intensive, global collaborative effort that set the tone for future complex global challenges of this type.<sup>2</sup>

<sup>2</sup> James Surowiecki, *The Wisdom of Crowds* (New York: Random House, 2004).

## This paper was developed leveraging Web 2.0

The inspiration for this paper was as much about testing the concept of online collaboration as it was about publishing research that would be of value to our clients. This initiative, with contributors from Canada, the United States, the United Kingdom and Australia, was developed using a wiki approach. Our intention was to function much like a team of policy analysts from various geographies collaborating on a topic of shared interest. In the spirit of full disclosure, for consultants accustomed to following very structured methodologies and approaches to tackling client issues, the wiki approach took some getting used to. In the end, however, Deloitte was able to efficiently produce this discussion paper using an online collaborative process and tools as the primary means of authorship. As such, and as a symbol of the future, this paper was the result of a team of professionals working seamlessly together to reach a common goal.



# Online collaboration will rewrite how governments govern

The 21<sup>st</sup> century government faces ever-increasing pressure to do more with less. The Internet age is raising expectations of how responsive today's government must be. Leaders are challenged as never before to maximize efficiency and deliver acceptable returns for taxpayer investment. The accelerating pace of interaction is turning conventional government on its ear, forcing it to adopt technologies and processes at a pace that barely allows the bureaucracy on which it runs to absorb the implications before the next wave hits.

Traditional public sector hierarchies, historically bound by internal processes that were driven more by internally-focused objectives than a service-delivery mentality, face pressure to evolve. The conventional model of disparate government agencies working as separate entities, each managing disconnected silos of knowledge and information, will give way to a networked environment where governments truly partner with other governments, not-for-profits, businesses and citizens to tackle immense policy challenges. As technology continues to deepen its hold on day-to-day life and as successive generations of citizens increasingly view this as the so-called norm, governments at all levels will embrace this growing need and overhaul the way they lead, the way they serve and the way they interact with their stakeholders.

## Define:

-----Blog----- ▾

**What it is:** Blog is short for web log, a type of web site hosted online by one or several people known as bloggers. Blogs can be used as online diaries of text, photos and other media.

**Examples:** TypePad, Blogger, WordPress

**Business uses:** Status updates by project team members, mass messaging medium to internal and external stakeholders, and a means of facilitating public discourse through comments.

**Business value created:** Faster information sharing and more efficient feedback channels allow greater levels of dialogue between stakeholders.

In examining this shifting dynamic more closely, the following three broad challenges become apparent:

Key challenges	Potential implications
Aging population	<p>The graying of populations in North America and Europe will have far-reaching consequences for virtually every aspect of society. Specific challenges will include:</p> <ul style="list-style-type: none"> <li>• Rising health care costs</li> <li>• Increasing claims on public pension plans</li> <li>• Smaller working-age populations to fund those pension plans</li> <li>• Growing demand for updated labour practices, such as mandatory retirement laws</li> <li>• Upward pressure on consumption of services that will require governments to do more with less</li> </ul>
Rising citizen expectations	<p>Citizens are more tech-savvy than ever before. Fittingly, they expect their governments to be similarly adept with the latest tools and processes. They expect their governments to:</p> <ul style="list-style-type: none"> <li>• Provide service guarantees on public services</li> <li>• Deliver programs and services custom-tailored to their individual needs</li> </ul>
Emerging global issues	<p>Technology is driving today's globalized economy and raising citizen expectations of government involvement in global issues. Climate change, pandemic preparation and response, and international security are just some of the issues that governments are working closer than ever to address. Some of these challenges include:</p> <ul style="list-style-type: none"> <li>• Balancing sustainability with the need to maintain economic momentum</li> <li>• Preparing for and effectively responding to international health pandemics</li> <li>• Addressing terrorism and other national and local threats</li> <li>• Moving toward freer trade while still respecting human rights, labour and environmental standards</li> </ul>

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### The collaborative imperative

As governments become more aware of the need to change, it becomes increasingly clear that they cannot succeed on their own. They must collaborate if they hope to raise their ability to operate efficiently and effectively within this new environment. Collaboration is the only strategy that allows today's public sector organizations to reach across jurisdictions to access critical knowledge, to adapt themselves to a fast-changing societal landscape and to significantly improve their ability to deliver services at Internet speed.

The days of governments at all levels – national, state/provincial or local – operating primarily as singular entities are over. Tomorrow's governments cannot deliver the policy outcomes that society expects if they continue to hold on to yesterday's monolithic-leadership model. Governments have always been surrounded by resources that have typically been under-utilized and, in many cases, have been frustrated by their inability to influence the workings of government. Those stakeholders include other governments, academics, community representatives, businesses and citizens, who represent the key enablers to changing the way government works.

### Example: Patent office reduces backlog

The US Patent and Trademark Office (USPTO) in 2007 launched its "Peer-to-Patent: Community-Patent Review Pilot," which uses web-based tools to solicit public input into the patent examination process by allowing them to review and submit examples of prior art.

This is the first time in more than a 200-year history of the USPTO that patent officers can work directly with interested members of the public. The business benefits are fundamental: the USPTO, long crippled by massive backlogs and woefully inadequate resources, now uses next generation collaborative tools to extend some of the workload to available resources.



The days of governments at all levels – national, state/provincial or local – operating primarily as singular entities are over. Tomorrow's governments cannot deliver the policy outcomes that society expects if they continue to hold on to yesterday's monolithic-leadership model.

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The following table illustrates how traditional means of collaboration are giving way to new forms of information sharing and collaboration on government files:



**Old way**



**New way**

Government to government collaboration	
Traditionally focused on relationships between national governments and their provincial or state counterparts.	National governments increasingly work directly with cities, provinces and states from around the world.
Government to business collaboration	
Mostly entity-based relationships that consistently take on the following traditional forms: <ul style="list-style-type: none"><li>• Advisory committees</li><li>• Stakeholder consultations</li><li>• Partnerships</li><li>• Transactions</li></ul>	Greater use of non-traditional partnerships for public projects that spread the risks and benefits across multiple parties.
Government to citizen collaboration	
A traditional service delivery model.	Heightened citizen involvement in determining what services they want and need from government and how they want those services delivered.

The shifting relationships between governments, businesses, communities, citizens and other stakeholders are prompting a wholesale rethinking of what governments are supposed to deliver and how. In the process, it is becoming increasingly clear that the old way of running things – which we will call Government 1.0 – will gradually evolve toward a somewhat more evolved state of leadership known as Government 2.0.

The following table<sup>3</sup> illustrates how the two states of government can be defined:

Dimension	Government 1.0	Government 2.0
Operating model	<ul style="list-style-type: none"> <li>• Hierarchical</li> <li>• Rigid</li> </ul>	<ul style="list-style-type: none"> <li>• Networked</li> <li>• Collaborative</li> <li>• Flexible</li> </ul>
New models of service delivery	<ul style="list-style-type: none"> <li>• One-size-fits-all</li> <li>• Monopoly</li> <li>• Single channel</li> </ul>	<ul style="list-style-type: none"> <li>• Personalized</li> <li>• Choice-based</li> <li>• Multi-channel</li> </ul>
Performance-driven	<ul style="list-style-type: none"> <li>• Input-oriented</li> <li>• Closed</li> </ul>	<ul style="list-style-type: none"> <li>• Outcome-driven</li> <li>• Transparent</li> </ul>
Decision-making	<ul style="list-style-type: none"> <li>• Spectator</li> </ul>	<ul style="list-style-type: none"> <li>• Participative</li> </ul>

It's one thing to define Government 2.0 and measure it against its more traditional Government 1.0 baseline. It's quite another to appreciate the underlying change required to make Government 2.0 a reality. Of course, the significantly increased level of collaboration that is Government 2.0's hallmark won't simply happen on its own. It will require entirely new processes and tools.

Successful implementation of Government 2.0 demands a fundamentally new culture of cooperation that may not be intuitive for generations of stakeholders who grew up with a fairly static understanding of government. It will also require the most sophisticated Internet-based technologies to make it accessible to all stakeholders – something that technologically conservative governments have traditionally been slow to adopt.

Despite these challenges, this change is both inevitable and necessary. Increased levels of collaboration will result in enhanced service delivery through all operational and policy-making functions of government. This culture will allow tomorrow's government to do more with less.

But delivering on that promise will take more than good intentions. The Internet's next generation of online collaborative tools and platforms will be critical to unleashing this potential.

<sup>3</sup> Deloitte Research.

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### Internet's next generation

Before we define Web 2.0, we must first understand Web 1.0. First-generation web-based resources (including web sites, pages and services) were based on a fairly primitive page markup technology known as Hypertext Markup Language or HTML. Unlike the rich, interactive software that we install from CDs or DVDs, HTML is a static language that simply outlines what a page should look like onscreen.

Although programmers have largely succeeded in creating sophisticated web sites that allow a certain degree of interaction (e.g., online banking, movie ticket purchases and vehicle research), there is only so much they can do with Web 1.0-based technologies before they run out of steam. Web 2.0 picks up where 1.0 leaves off.

### Web 1.0 + Web 1.0 = Web 2.0

Unlike the static Web 1.0, Web 2.0 promises to deliver rich, immersive web-based services that mask their online roots. Sophisticated online applications such as Google Maps are already changing long-held beliefs about the capabilities of web-based services. Fast-spreading high-speed Internet networks and low cost wireless access are fueling the demand for more sophisticated capabilities. As citizens routinely gain access to these types of services in a broader commercial context, they will come to expect them from governments as well.

Web 2.0 is widely acknowledged as a more sophisticated, second-generation approach to the World Wide Web, leveraging more powerful development tools and platforms to create interactive, collaborative spaces that allow users to more actively participate in the process of creating and sharing content.



The term Web 2.0, which first came to light in 2004, refers to much more than social media like blogs and wikis. Although the growth of social media is largely due to the widespread availability of Web 2.0-centric tools and improved network access, it sells Web 2.0 short to define it simply as a basis for blogging and collaborating. Rather than being represented by a technology or toolset, Web 2.0 is more a shift in culture – one that views the Internet as a platform for deploying services and not just a simple place to post web pages.

As Web 2.0 rapidly transforms how younger people interact and socialize, serious consideration must be given to how these applications can be leveraged in a more business-centric environment. Despite their generational lack of familiarity with the technology, government leaders must understand the technologies that will become commonplace in society so that they can proactively embrace these approaches. By not committing themselves to understanding Web 2.0 and its implications on society as a whole, government leaders risk being marginalized.

#### Define:

-----Wiki----- ▾

**What it is:** A web application that allows any number of users to directly create and edit content.

**Examples:** Wikipedia, MediaWiki

**Business uses:** Collaborative content creation, brainstorming and editing.

**Business value created:** More robust results due to deeper involvement of a wider range of stakeholders. Higher levels of pre-launch engagement raise the sense of ownership among everyone involved.

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By taking a closer look at how businesses already leverage some of the core examples of Web 2.0-based services, governments can gain a more thorough understanding of their respective value proposition in a public service context.

Deeper penetration of Web 2.0-enabled tools and cultures within government will raise the volume of discussion between governments and key stakeholders. Greater citizen, non-governmental organization and business community involvement in public sector activities allow governments to leverage the collective capacity of a much larger group of stakeholders. This multiplier effect would not be possible if only conventional tools and processes were used.

### Define:

-----Podcast-----

**What it is:** Online audio or video that users can download to a device.

**Examples:** iTunes, Podcast Alley, PodShow

This kind of thinking ultimately positions governments to effectively deal with a wider range of current and future challenges. The power of technology married with the wisdom of crowds will allow tomorrow's governments to get more done and to get it done more effectively.

### Define:

-----RSS-----

**What it is:** A family of web-feed formats used to publish frequently updated content, such as blog entries, news headlines or podcasts. Called a "feed, web feed or channel," RSS that stands for "Really Simple Syndication," contains either a summary of content from an associated web site or the full text, making it easier for people to keep up with their favourite web sites.

**Examples:** NewsGator, FeedBurner

## Web 2.0: payback

While it's clear that Web 2.0 is already transforming our social lives and is quickly becoming a competitive tool for business, governments have been slow to recognize its benefits. Citizens are still waiting for their governments to fully embrace Web 2.0. When they do, they'll realize a broad range of benefits, including:

- 1 Improved policy outcomes
- 2 More effective use of government information
- 3 Streamlined internal operations
- 4 Attracting top talent

In the following section, we explore how these benefits are emerging in ways that suggest substantial potential for governments.



## 1 Improved policy outcomes

Communities and individual citizens alike are mobilizing like never before, challenging their elected officials to be more transparent and responsive to their policy demands. They are unwilling to sit idly by and very much want to be part of the solution. As such, governments must recognize that their involvement is a positive.

Web 2.0 applications like online collaboration tools can help governments become more inclusive and responsive to individual citizens in the process of developing policy. It sets an important precedent for future citizen involvement in the legislative process.

### **Example: *New Zealand Police Act***

New Zealand legislators already use collaborative online tools to evolve public policy. The national police force has set up a wiki to solicit public input to the *New Zealand Police Act* before it is sent to parliament. This highly visible and unconventional move allows citizens to help edit a piece of pending legislation.

Online collaborative government is inclusive. It is about involving other governments, businesses, communities and citizens in the policy process by leveraging global expertise and enabling citizens to shape, rather than simply contribute to, policy outcomes.



More widespread deployment of Web 2.0 applications would help governments realize the following three fundamental improvements to policy outcomes:

<b>Policy outcome opportunity</b>	<b>Examples</b>
Improve citizen input to policy making	Leverage tools, such as wikis, blogs and other online collaboration tools, to provide citizens with the ability to edit and comment on policy as it is being developed.
Improve global and local interaction among governments	Leverage rich user experience technologies to address time sensitive pandemic situations, such as the SARS outbreak, and to address global issues with local participation and knowledge.
Improve “policy due diligence”	Test policy options with field-level stakeholders to increase implementation success. Leverage online conferencing and broadcasting technologies to host an online discussion about global climate change. Leverage online voting technologies to facilitate pre-budget consultations to identify the priorities of citizens while reaching exponentially more of the electorate.


The value of Web 2.0 can be extended to those most impacted by policy decisions who are often left out of the process, including deployed military personnel, the elderly, First Nations and the disenfranchised. Governments must find new ways to bring these voices into the process. This will result in better policy and increased potential for broad appeal and acceptance.

## 2 More effective use of government information

Public sector organizations collect, manage and store large volumes of data on everything from health records and traffic violations to crime statistics and literacy rates. This information is stored in numerous systems, from legacy databases to modern content management systems. When these data are aggregated and cross-tabulated, they can provide a powerful tool for decision makers.

But managing them effectively is a complex, timely and costly process. Government agencies have a long history of prepackaging information for public consumption, which limits its usefulness.

### Define:

-----Mashup----- 

**What it is:** A web service that gathers related content from more than one source to provide an information service to users.

Governments must instead leverage this information more effectively to enhance the services they provide to citizens. Emerging Web 2.0 technologies allow government data and information to be “mashed up” by independent parties. By combining disparate sources of information into consolidated applications, various stakeholders can add value to everyone who can benefit from this newly massaged data.

### Example: British Columbia Ministry of Transportation

The province’s Ministry of Transportation is combining MapQuest data with real-time traffic data to provide timely advisories to motorists. The resulting online applications allow citizens to make better use of the overtaxed road network.

Online collaborative government is dynamic. It is about making government information more accessible and leveraging the power of modern knowledge networks.

Governments can share structured and unstructured data so that stakeholders with the will and the skills to unleash the power of Web 2.0 can consolidate this information in ways that benefit society. Using Web 2.0 applications to unlock the potential of government information would realize three significant benefits:

<b>Government information opportunity</b>	<b>Examples</b>
Facilitate creation of new valuable forms of information	Provide access to structured and unstructured data that, when combined with other sources, give third parties the opportunity to provide information that governments themselves do not provide.
Improve transparency to citizens	Post government program outcome data on government sites so citizens can assess how programs are doing and propose solutions where outcomes fail to meet expectations.
Increase service outcomes	Provide citizens with the ability to access and manage their own health information so services can be better managed.

This collaboration between governments, businesses, communities and individuals will demonstrate its willingness to put the needs and expectations of citizens first.

### **3 Streamlined internal operations**

Collaborative government is based on the premise that information is best shared within and across agencies. This approach drives higher quality, efficient and timely outcomes. Unfortunately, most agencies today function as silos, consuming massive amounts of resources to control the flow of information.

A sample of the use of a wiki inside of government is Intellipedia, developed by the US intelligence community. This permits employees across a number of security agencies to engage in open discussions on topics of concern to them. Other government agencies around the world are beginning to follow suit.

#### **Example: NRCan – North Star Project**

The initial North Star team, consisting of 18 Natural Resources Canada (NRCan) employees from across all sectors, was created in September 2006 to “develop the key elements of Natural Resources Policy Framework for the Department that would span a 10–15 year timeframe” and to “explore, discuss and debate the most important trends shaping the work of NRCan today.” In April 2007, the North Star Implementation Task Group was created to develop an action plan for knowledge management that also includes, as a priority, the examination of Web 2.0 technologies to enable collaboration and knowledge management. This builds on work already underway that continues to demonstrate value daily, such as the NRCan Resource Wiki, which was rolled out to all employees in October 2007.

**Online collaborative government is responsive. It is based on the premise that more openness and transparency of information will reduce administrative burden by streamlining process execution.**

Leveraging Web 2.0 applications to streamline government operations can have significant impacts in three key areas:

<b>Streamline operations opportunity</b>	<b>Examples</b>
Enhance processes for resource management	Annual budgeting processes, which consume substantial resources across governments, could be streamlined and enriched by implementing online collaboration between budget officers and program managers.
Improve political briefings	Policy analysts could use wikis to develop and update policy briefing notes and ensure that broader-based input and information is included within these submissions.
Facilitate Access to Information requests	The tagging of government information based on content and level of confidentiality would streamline and safeguard the process of responding to Access to Information requests.

Operating efficiently is a challenge faced by both private and public organizations, with the latter often facing great scrutiny. Introducing new and innovative ways to operate more efficiently will achieve real success and demonstrate a commitment to continuous improvement.

## 4 Attracting top talent

Governments around the world are all challenged to attract and retain the next generation of top talent. Just as it is in business, governments are only as successful as the quality of their people. While this has always been true, this issue has gained urgency thanks to a number of converging factors, namely an aging workforce and long-held perceptions that the public sector is not a desirable place for innovative thinkers to work.

Today's high school and university students will become tomorrow's senior government leaders. This tech-savvy group has grown up with the Internet and is more comfortable with its leading-edge technologies. This early exposure to technology has affected the way they communicate – their interactions are shorter, more frequent and usually involve the latest technologies. The line between social interaction and scholastic activities is getting blurred and quickly the two are becoming one.

### **Example: CNN/YouTube**

A recent collaboration between the cable network and the online video site points the way toward public policy engagement best practices among this next generation. During the Republican and Democratic debates in the US, anyone from around the world could submit questions to the candidates. This innovative use of online technology demonstrates how younger citizens can be encouraged to become actively involved in the electoral process by leveraging tools with which they are already familiar.

To address the impending shortage of qualified public sector personnel, governments need to establish an environment that engages the next generation. As evidenced by successful recruitment programs instituted by Google and others, the best and brightest students are being wooed by next generation tools and processes. The government's strategy should be no different as they will increasingly compete with the private sector – who have embraced the latest technologies – for talent.

**Online collaborative government targets the 'net generation.' It makes governments more accessible and relevant to youth by embracing the ways that young people interact.**

By leveraging Web 2.0 applications, such as virtual communities and social networking, government agencies open the door to improvements in two high priority areas:

<b>Attracting top talent</b>	<b>Examples</b>
Hire new top talent	Use virtual world and social networking sites to conduct online recruiting events – resulting in new applicants and illustrating a commitment by government to the next generation.
Establish an environment of more inclusive social interaction	Social networks can be used by governments to participate in online communities that align with program areas and achieve organizational goals.

While not the only solution, introducing Web 2.0 applications in innovative ways can only improve the perceptions of young people who are open to a career in public service.

# Get collaborative: transform your organization

The first wave of e-government offered significant benefits to citizens, with tens of millions of transactions now delivered online. As such, it has also brought focus to the limitations of the old way of running governments.

## Define:

-----Peer-to-Peer (P2P) networks----- 

**What it is:** Distributed networks of computers that function as both client and server. The term peer-to-peer implies the lack of a centralized server and any related form of control. As a result, P2P networks are often used for file sharing between users.

Despite the plethora of new services, government itself has not been transformed. For the most part, it still follows industrial age concepts of organization, process and citizen engagement. However, the next wave of online government holds the potential to address these limitations and fundamentally change how public sector bureaucracies interact with the citizens they serve.

Developing a Government 2.0 culture is more involved than simply setting up a wiki or a blog. It requires devoted leadership, strategic investments in technology, organizational change and risk taking to overcome the cultural, process, technology and policy hurdles that can hold governments back.

## How collaborative governments get started

There is no doubt that Web 2.0 applications will continue to evolve and become more valuable to governments and their key stakeholders. Government decision makers must initiate the process today to understand how these tools can drive desired outcomes in the future.



To meet these growing and compelling needs and lay the groundwork for a more collaborative way of working online, governments should get started with the following:

- **Educate** the organization by helping staff at all levels understand what Web 2.0 applications are and how they can help the organization meet fast-evolving objectives
- **Develop** a strategy by establishing clear priorities for online collaboration that align to organizational objectives
- **Initiate** a pilot project by identifying a specific opportunity to drive early success – test the organization’s readiness to embrace the principles of online collaboration
- **Evaluate** existing enterprise technologies to determine their compatibility with the evolving Web 2.0 strategy
- **Create** policies that maximize the benefits of adopting Web 2.0 within the organization
- **Measure** the results by establishing key performance indicators that help measure the strategy’s success
- **Embrace** a culture of collaboration by continually evolving how interaction happens with stakeholders inside and outside of government

Just as governments have embraced the innovations driven by the Internet, they must find ways to leverage Web 2.0 to create value for themselves, businesses and their citizens. If Web 2.0 is an inevitable by-product of today’s Internet-savvy citizens, then Government 2.0 is an equally inevitable, desirable and necessary goal for the leaders of tomorrow. The time to start laying the groundwork is now.



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