digitaldaya

Research Note:

Is Your Government
Open or Closed?
Special Report

October 2011

Is Your Government Open or Closed?
The Making of a New Geopolitical Identity

21st Century Politics

A new era for government was marked when *the Open Government Partnership (OGP)* launched with a gathering of heads of state and senior officials in New York on September 20, 2011. The aim of this new multilateral initiative is "to secure concrete commitments from governments to promote transparency, empower citizens, fight corruption, and harness new technologies to strengthen governance."

Eight founding members were involved in the voluntary partnership, including co-chairs United States and Brazil and members UK, Norway, Mexico, Indonesia, South Africa, and the Philippines. During the launch the eight founders released their plans and endorsed a joint Open Government Declaration outlining their principles. The declaration states, "We accept responsibility for seizing this moment to strengthen our commitments to promote transparency, fight corruption, empower citizens, and harness the power of new technologies to make government more effective and accountable."
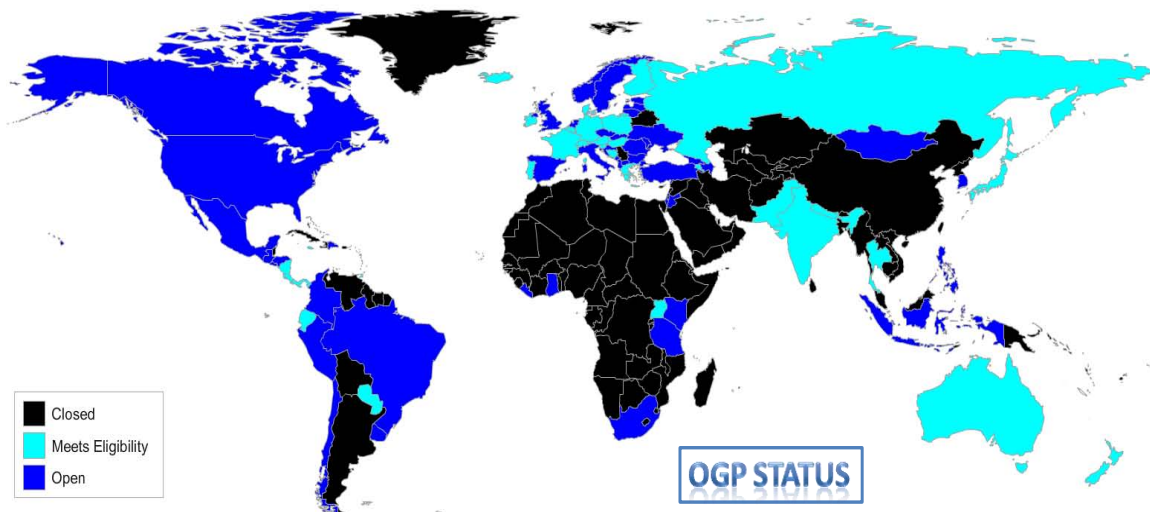

Figure 1 - Open Governments around the World

In total, 46 nations voluntarily joined the partnership committing not only to open government in name and theory but also in action. The countries earning an "Open Government" status are displayed above in Figure 1 (online: interactive world map on open government).

An additional thirty-three countries of the world were scored as being eligible for the OGP, based a 16-point rating system created by information provider Global Integrity to determine the level of commitment to transparency for each nation. This now raises the visibility and differentiation of these governments who are not mere democracies but are explicitly striving to be democratic and open. As depicted in Figure 2, currently 21% of the World's nations are deemed to have open and transparent governments, 15% meet the eligibility criteria for membership and a majority of 64% remains classified as being closed with non-transparent governance structures in place.
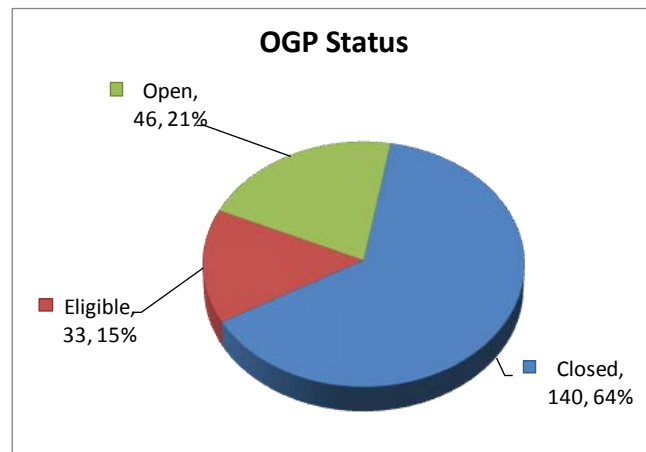

Figure 2 - Global Makeup of Open Governments

The criteria being employed for classifying governments as open or closed are comprised of four key metrics and an overall points system where countries pre-qualify if they score at least 75% of the total possible points available to them:

OGP Scoring System

1) *Budget Transparency*
   ⇒ To assure fiscal transparency and mitigate corruption by requiring the publication of essential budget proposals and audit reports.
2) *Access to Information*
   ⇒ To assure citizen access to public sector information (PSI), specifically countries with constitutional provisions guaranteeing access to information (FOIs-Freedom of Information Acts).
3) *Asset Disclosure*
   ⇒ Requires the income and asset disclosure by officials in government, specifically countries with a law requiring public disclosures for both politicians and senior public officials.
4) *Citizen Engagement*
   ⇒ Uses the 2010 Economist Intelligence Unit (EIU) Democracy Index Civil Liberties score which is a hefty composite score of 16 metrics around level of free media, restrictions on Internet access, religious and political freedoms, right to private property, political expression and others.

All the scores above are based on recycled metrics that are already in use by multilateral monitoring agencies around the globe.

Principles of Government 2.0 Absent from OGP Measurement System

Government 2.0 or "Gov2.0" in 21st century politics commonly refers to technology-based initiatives for building transparency, participation and collaboration into the government process, specifically using architectures founded on social media, cloud computing, and open data. Over the past two years there has been a determined commitment in the United States, United Kingdom and Australia to use these technologies to drive forward the concept of "openness" with official directives encouraging federal agencies to release more government data, to the use of contests to spur citizen participation in the government process. These governments and many others engaged in Government 2.0 activities, depicted in Figure 3, are now working to promote greater engagement through more interactive online collaboration and are promoting innovation in online and mobile public services to respond to changing expectations of their constituents. Likewise, open data is now central to having an effective voice, as citizens must be able to understand the state of their public services; governments will publish information about public services in ways that are easy to find, use, and re-use.
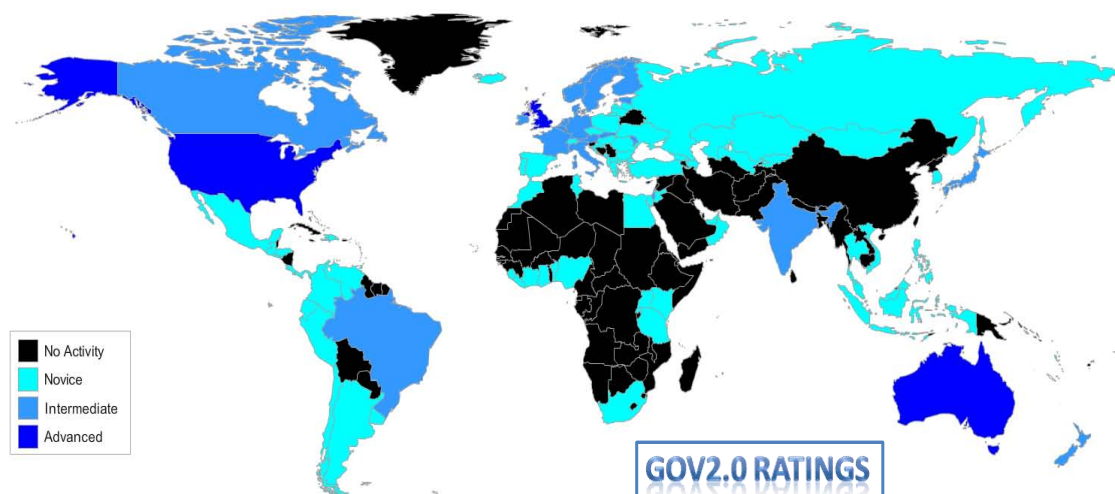

Figure 3 - Government 2.0 Global Activity

While the fundamental mission statement of the OGP includes the directive to "…harness the power of new technologies to make government more effective and accountable", there is a definite lack of measures in the scoring systems that would drive this behavior.

Many political crises over the last year have been attributed to the new media of the Internet; they are best exemplified by the political activists sites on Facebook of the Arab Spring, the anti-secrecy, web editorial site of Wikileaks that released the controversial diplomatic cables, and the Twitter sites that were used to organize mass protests such as the London riots. It is no wonder that Governments have become very wary and concerned over this disruptive technology.

As any management consultant will point out – *people behave as they are measured* – as such leaving out any empirical metrics that would drive forward the adoption of collaborative new media technologies is a serious impediment to progressing truly open governance.

To be complete, the OGP measurement system will need to move beyond the old metrics and revise their scorecard to include new measures of citizen engagement.

Today, 42% of all governments around the globe have varying breadth and depth initiatives surrounding Government 2.0 from beginning experimentations ("Novice"), to experienced practitioners ("Skilled") to advanced implementations ("Authority"). The three nations considered authorities in this area have well established operating departments across their federal administrations; these include the United States, United Kingdom, and Australia.
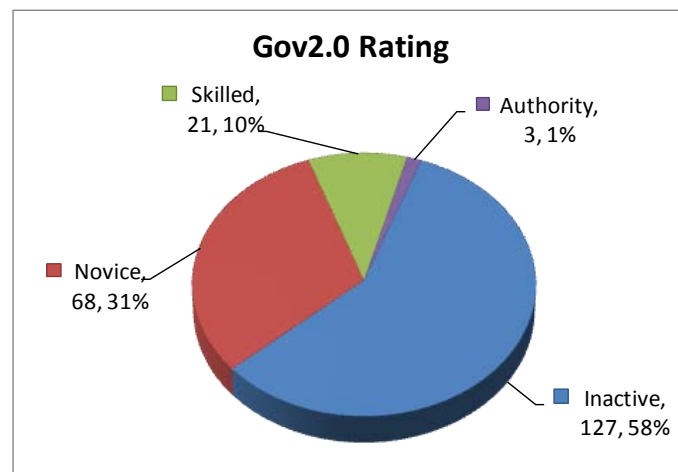

Gov2.0 Rating

Skilled, 21, 10%

Authority, 3, 1%

Novice, 68, 31%

Inactive, 127, 58%

Figure 4 - Makeup of Global Gov2.0

The criteria used by the Digital Policy Council for the ratings are comprised of ten key measures defined around the level of sophistication, actual implementations, and core capabilities in operating a Government 2.0 citizen engagement platform, specifically:

DPC Gov2.0 Rating System

1) Published Strategic Roadmap
2) Public Sentiment Listening Grid in Operation
3) Use of Social Media Channels by Heads of State and Senior Government Officials
4) Number of Open Data Initiatives
5) Number of Crowdsourcing Events
6) Online Influence and Reputation Scores of Government Officials and Agencies
7) Published Social Media Policy
8) Public Servant Training and Certification Programs
9) Mobile Engagement of Citizens
10) Level of Public Participation

The above criteria represent a basis for implementing a robust citizen engagement platform and should be given consideration in defining success measures for an open government program. This research note will further explore the operating models of the U.S., U.K, and Australia to better understand the structure and initiatives of current best practices in the field.

World Authorities on Open Government
Building Citizen Engagement Platforms

United States Operating Model

In the U.S., evidence of the Obama Administration's commitment is confirmed in the roles and objectives of the General Services Administration (GSA). Figure 5 depicts the departments that are pledging efforts towards Government 2.0 initiatives; the departments in blue can be considered departments engaged in Gov 2.0. activities
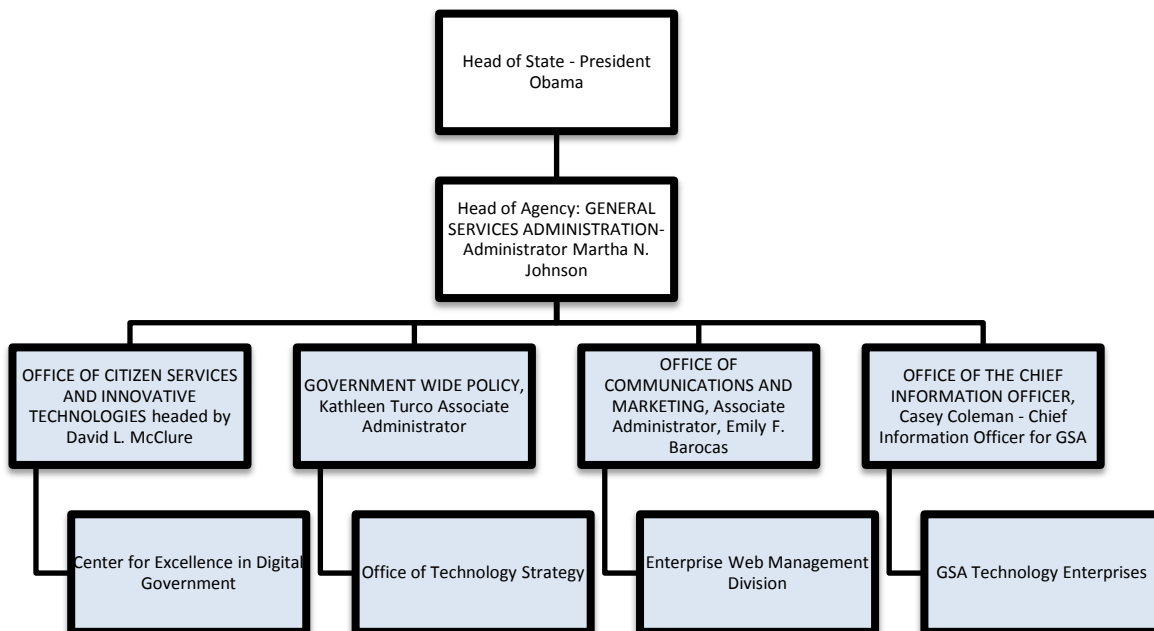

Figure 5 - Gov 2.0 within the General Services Administration

Department	Mission
GSA's Office of Citizen Services and Innovative Technologies (Key roles: Director, Federal Citizen Information Center; Director, Mobile; Director, Center for Excellence in Digital Government; Director of Cloud Computing)	Objective is to enable agencies to deliver the most effective and efficient services to citizens, and produce IT initiatives that advance the President's technology agenda including e-Government initiatives and cloud computing initiatives under the Federal Cloud Computing Program Management Office.

Department	Mission
Office of Citizen Services and Innovative Technologies' Center for Excellence in Digital Government	Helps agencies deliver excellent customer service to the public via web, social media, mobile, phone, email, print and newly evolving media.
Center for New Media and Citizen Engagement (NOTE: *Dissolved early 2011 with departure of Bev Goodwin***)**	An accelerator and incubator for government-wide new media and citizen engagement solutions, making it easier for the government and the public to constructively engage.
GSA's Government Wide Policy	Provides policies and guidance to enable the sustainable and efficient use of assets, effective acquisition leadership, identity management and sound information management.
Government Wide Policy's Office of Technology Strategy **(Key roles:** Deputy Associate Administrator of Technology Strategy**)**	Examines how electronic and information technology business strategies will assist the federal government to operate more effectively and efficiently, and deliver improved services to citizens. It also develops and evaluates management policies and objectives related to eGovernment and information technology.
GSA's Office of Communications and Marketing **(Key roles:** Communications Director and Program Analyst**)**	Objective is to oversee creative services, web management, promotions, and public affairs for the GSA.
Office of Communications and Marketing's Enterprise Web Management Division	Provides guidance on GSA's new media approaches; its staff serve as consultants to GSA regarding the agency presence on gsa.gov -- the agency's primary web portal and the online marketing channel for all the goods and services GSA offers to federal customer agencies, vendors and the public.
GSA's Office of the Chief Information Officer	Responsible for managing the agency's IT budget and ensuring alignment with agency and administration strategic objectives, information security, and enterprise architecture.

Department	Mission
Office of the Chief Information Officer's GSA Technology Enterprises (**Key roles:** Acquisition Analyst Support, Contracting Officer**)**	Procures the next generation of enterprise IT services and support. Cloud Computing, Green IT, and Mobile Workforce are an integral part of operations looking to the future of Data Center Integration, Smart Building monitoring and control and cyber security.

Gov 2.0 Accomplishments of the GSA

The GSA is helping the Administration move toward a more citizen-centered government by providing tools that simplify the engagement process for its agencies and citizens. The GSA launched Challenge.gov, where government agencies are now crowdsourcing solutions to identified problems. Agencies are able to post challenges, create blogs and discussions and reward winners with social or monetary incentives. The website enables users to search for challenges; share ideas with the government; submit possible solutions through text, video, files or links; and support challenges by following their progress or writing congratulatory notes to winners.

The GSA has been called the "engine behind the administration's 'cloud-first' strategy." Its Info.Apps.gov was created to help agencies gather information on how cloud computing can help create sustainable, more cost-effective IT Services for the federal government. In addition to a cloud RFQ, info.apps.gov includes links to highlighted articles about public sector cloud computing, a calendar of upcoming cloud-related events, details about cloud computing, reference documents, usage scenarios and case studies from several agencies.

The GSA's Notifications.USA.gov was established in September 2010 to give the public easy access to real-time updates on topics ranging from food recalls to weather emergencies. A single entry point offers citizens a direct view of the key information flowing out of federal government at any moment. The site now redirects to the main usa.gov page.

 The GSA is also intent on opening up procurement and bringing in notions of transparency and collaboration. The Better Buy Project, for instance, is a space online to co-create the specification for certain goods and services with their suppliers. This is currently expanding dialogue with the acquisitions community to make government buying more open and collaborative.

Through the Making Mobile Gov initiative, the Office of Citizen Services and Innovative Technologies aimed at getting agencies to collaborate on their use of mobile assets to find better ways to disseminate government information to the public. They plan to pull together a host of mobile initiatives that already exist across the federal government and work with the stakeholders involved to form a more strategic direction.

Furthermore, Cabinet-level offices within the Executive Office of the President are also dedicated to Government 2.0 strategies, as seen in Figure 6 which depicts the departments that are pledging efforts towards Government 2.0 initiatives.
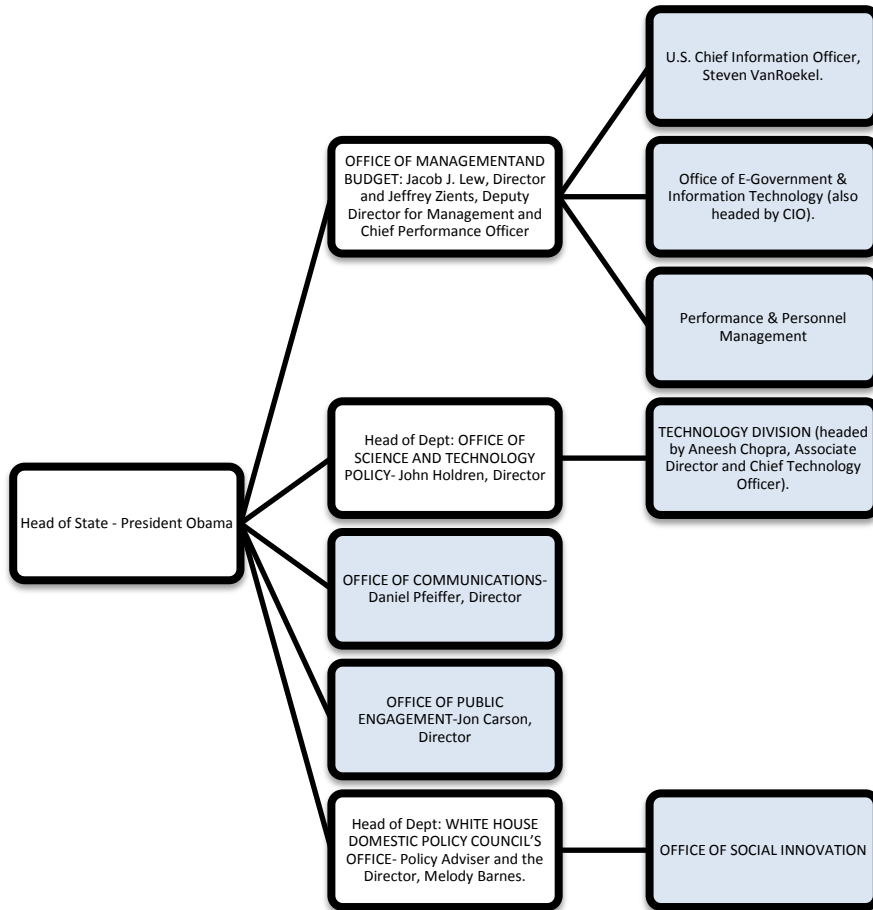

Figure 6- Gov 2.0 within the Cabinet-level Offices

Department	Mission
Office of Management and Budget's (OMB) Office of the Chief Information Officer of the United States (**Key role:** CIO Steven VanRoekel)	Objective is to oversee enterprise architecture to ensure system interoperability and information sharing; maintain information security and privacy across the Federal Government. Priorities include openness and transparency, lowering costs, cybersecurity, participatory democracy, and innovation.
OMB's Office of E-Government & Information Technology	Provides direction in the use of Web-based technologies to make it easier for citizens and businesses to interact with government.

Department	Mission
OMB's Performance & Personnel Management	Key initiatives are an Accountable Government Initiative and Evidence Based Government.
Executive Office of Science and Technology Policy's Technology Division **(Key Roles:** Aneesh Chopra, Associate Director and Chief Technology Officer, Innovation Entrepreneurship, Government Innovation, Senior Policy Analyst, and Advisor, Open Government, Deputy of Internet Policy**)**	Advances the president's technology agenda by fostering new ideas and encouraging government-wide coordination to help the country meet its goals from job creation, to reducing health care costs to protecting the homeland.
Office of Communications **(Key roles:** Director of New Media, Director of Specialty Media, Director of Citizen Participation, Director of Progressive Media & Online Response**)**	Focuses on communication strategy with both long-range message planning and rapid response, as well as coordinating with outside organizations.
The Office of Public Engagement	Dedicated to making government inclusive, transparent, accountable and responsible. They create and coordinate opportunities for direct dialogue between the president and the public.
Domestic Policy Council's Office of Social Innovation **(Key roles:** Director of the Office of Social Innovation, Senior Policy Advisor**)**	Promotes service as a solution and a way to develop community leadership. They work with agencies to create innovation funds, prizes and other social capital market structures, promote better mechanisms to measure and evaluate programs and improve outcomes.

Gov 2.0 Accomplishments of Cabinet-level Offices

The Office of Management and Budget oversees and coordinates the Administration's regulatory, procurement, financial management, information technology, and information management policies. In fact, the OMB's chief role has been drafting, issuing, and helping to implement the President's Open Government Directive and Open Government Plan.

As one of the flagships of the Open Government Initiative, Data.gov was launched by then CIO Vivek Kundra. In 2011, new features were added in an effort to transform the site from a data repository to a cloud-based platform for creating new applications and services. Data.gov evolved into a development and service-delivery platform, providing new ways for the public, developers, and the agency to plug into the site. In addition, the office of CIO also instituted TechStat Accountability Sessions, during which the CIO met with agency leaders to discuss IT projects that were behind schedule or inefficient, and sought to improve them. The Federal Data Center Consolidation Initiative, a plan to significantly reduce the U.S. government's 2,000-plus data centers, is also ongoing with 195 scheduled to shut down by the end of the year.

President Obama's "Twitter Town hall" outreach in July 2011 was led by the Office of Communications "New Media" in recognition of a different information age, one in which many people are bypassing traditional media and getting their information in different ways, from difference sources, according to director Dan Pfeiffer. The President discussed housing, taxes, debt and education, at the same time making history as the first president to "livetweet," meeting with his constituents in cyberspace.

Furthermore, at the recent Open Government Partnership launch event, the Obama Administration presented the next phase of its open government strategy, unveiling its *Open Government National Action Plan* with goals for 26 issues. This included new commitments that will improve open government further such as increasing access to data by launching new user-oriented communities on Data.gov, establishing guidelines for greater sharing of scientific data and improving fiscal transparency. Recent initiatives such as the "We the People" e-petition platform and the Government Accountability and Transparency Board, which is developing recommendations to improve spending transparency will also proceed.

United Kingdom Operating Model

The UK has been quite active in building their citizen engagement platform beginning with the administration under Gordon Brown and followed by the current administration under Prime Minister David Cameron. The UK departments that are pledging efforts towards Government 2.0 initiatives are depicted in Figure 7. The groups in red can be considered as departments with active Gov2.0 initiatives.
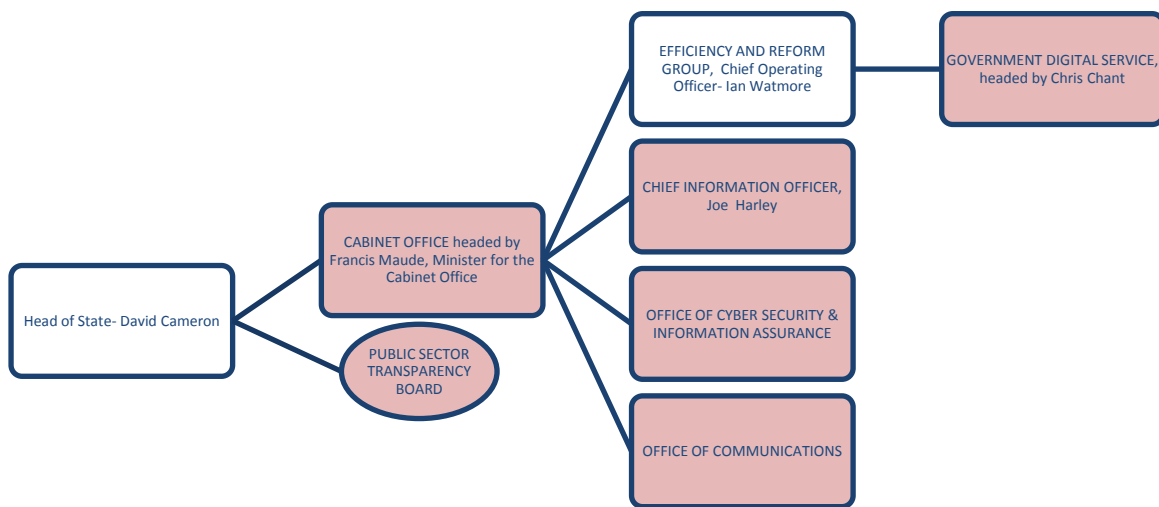

Figure 7 - Gov 2.0 within the UK Government

Department	Mission
Efficiency and Reform Group's Government Digital Services (**Key roles:** Executive Director of Digital, Web Analytics Manger, Policy Advisor, Engagement and Communications Coordinator**)**	This is the center for digital government in the UK, building and championing a 'digital culture' that puts the user first and delivers the best, low cost public services possible and extends the number of public services available online.
Cabinet Office (**Key role:** Deputy Director, Single Government Website**)**	Works to execute the government's transparency commitments across the public sector.
Public Sector Transparency Board (**Members:** Francis Maude, Sir Tim Berners-Lee, Dr Rufus Pollock, Professor Nigel Shadbolt, Tom Steinberg**)**	The Public Sector Transparency Board drives forward the government's transparency agenda. Its members are a mix of public sector data specialists and data experts.

Department	Mission
Office of the Government Chief Information Office	Objective is to implement the Government's Information and Communications Technology (ICT) agenda for data center, network, software and asset consolidation and the shift towards cloud computing; calls upon the commercial, procurement and program management capabilities in the Cabinet Office to improve the delivery and cost effectiveness of government ICT projects.
Office of Cyber Security & Information Assurance	The unit provides strategic direction and coordinates action relating to enhancing cyber security and information assurance in the UK. Works with CIO to ensure the resilience and security of government ICT infrastructures such as the Public Sector Network and G-cloud.
Office of Communications **(Key roles:** Director of Policy Communications, Deputy Director Digital Communications**)**	Responsible for communications planning, cross government campaigns and co-ordination which includes digital communication, search engine optimization, design, social media, film production, photography, digital campaigning and audience outreach.

Gov 2.0 Accomplishments of the UK Cabinet Office

Data.gov.uk, created by Sir Tim Berners-Lee and Professor Nigel Shadbolt of the Public Sector Transparency board, is now the main UK government portal for open data which plays a vital role in public transparency, demonstrating that the government has ambitiously encouraged the re-use of data. Following its launch, an Open Government License in the UK enabled individuals to easily re-use government data without having to ask permission. Moreover, Cabinet Office Minister Francis Maude announced that the Freedom of Information Act would be amended so that all data released through it must be in a reusable and machine-readable format. This means that commercial and social entrepreneurs would be able to obtain and reuse datasets that were once locked in PDF files. These initiatives have encouraged departments to be open and honest, providing the British people with access to the data that they essentially own.

Alpha.gov.uk, now in beta stage, is the product of shifting all UK government websites to a single domain while being user-sensitive. This was accomplished using agile software development techniques, crowdsourcing and cloud computing. Tom Loosemore, deputy director of the Cabinet Office's Single Government Website development, is dedicated to delivering the mainstream, citizen-facing aspects of gov.uk. that now involves a strategy to test a "corporate" publishing platform, aimed

at replacing most of the activity currently hosted on numerous departmental publishing environments.

The Efficiency and Reform Group's Government Digital Services recently unveiled an e-petitions website on the Directgov website. The system, developed using SMEs, open standards and open source technology, gives citizens a voice to make government more accessible through online petitions. Ironically the launch coincided with the UK riots, and traffic to the site peaked at 5,000 hits a minute as many disgruntled citizens voiced their opinion and created over 8,000 petitions in two weeks.

Australia's Operating Model

The Australian Federal Government is also dedicated to Government 2.0 strategies, as seen in Figure 8 which depicts the departments that are pledging efforts towards Government 2.0 initiatives in green.
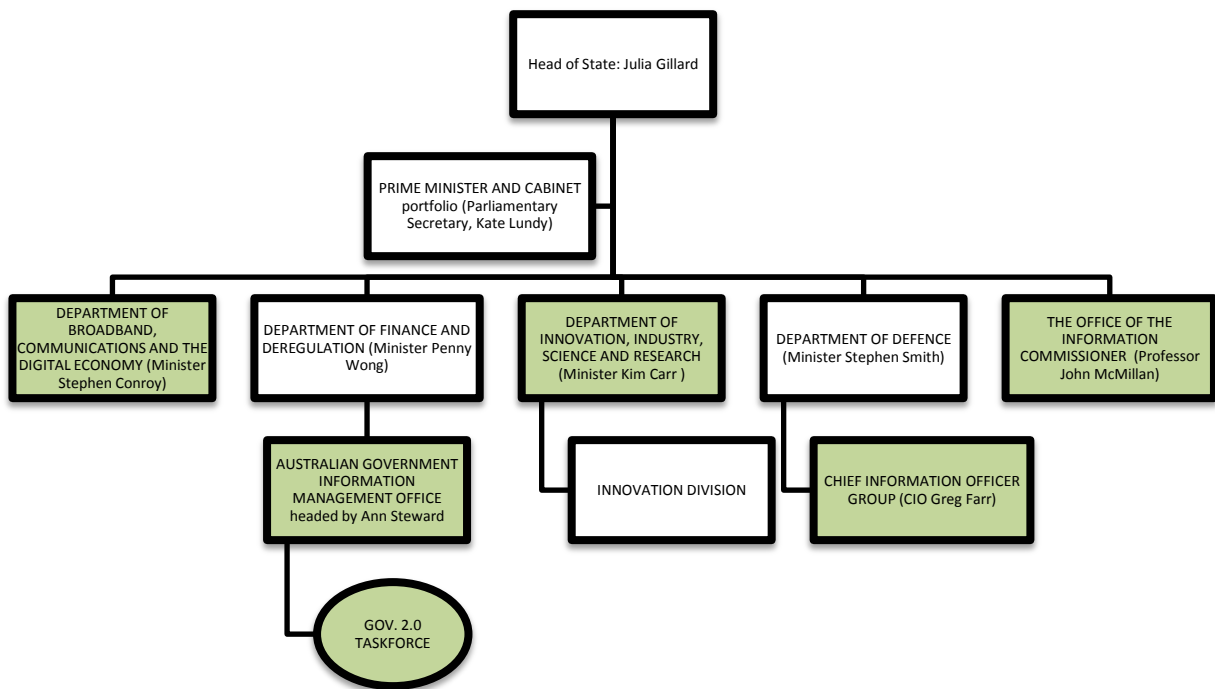

Figure 8 - Gov 2.0 within the Australian Government

Department	Mission
Department of Broadband, Communications and the Digital Economy (Key roles: Secretary, Deputy Secretary of Infrastructure**)**	Lays the foundations for Australia's digital infrastructure, facilitates innovation and sets regulatory frameworks conducive to enabling citizens to safely and securely realize the full innovative potential of the digital economy.

Department	Mission
Department of Finance and Deregulation's Australian Government Information Management Office (AGIMO) (**Key roles:** Policy and Planning division, Agency Services**)**	The Australian Government has appointed the Department of Finance and Deregulation as the 'lead agency' in delivering Government 2.0 reforms. Its AGIMO leads the agenda by chairing the Government 2.0 Steering Group, leading ICT policy implementation and strategies such as cloud computing, and providing services to citizens and government agencies through online platforms, among many responsibilities.
Gov 2.0 Taskforce (**Members:** Dr. Nicholas Gruen, Professor Brian Fitzgerald, Assistant Secretary for the Digital Economy, Public Service Director for Microsoft**)**	The Gov 2.0 taskforce was established with the goal of examining the opportunities Web 2.0 technologies open up to government, in particular with regards to community engagement and services delivery.
Department of Innovation, Industry, Science and Research's Innovation Division (**Key role:** General Manager of Innovation Policy**)**	The Department of Innovation, Industry, Science and Research encourages the sustainable growth of Australian industries by developing a national innovation system that drives knowledge creation, cutting-edge science and research, international competitiveness and greater productivity. Public sector innovation focuses on key areas for action for agencies including leadership, openness, procurement and strategy.
Department of Defence: Chief Information Officer Group (**Key roles:** CTO, First Assistant Secretary Information Communications Technology Development**)**	The Chief Information Officer leads the integrated design, cost effective delivery, and sustained operation of the Defence Information Environment.
Prime Minister and Cabinet portfolio (**Key role:** Parliamentary Secretary for Prime Minister & Cabinet and for Immigration & Citizenship, Kate Lundy**)**	Spearheaded Gov 2.0 initiatives which facilitate online public collaboration on policy development. An advocate for the use of digital technology and ICT innovation to strengthen the Australian economy for future growth, to transform public engagement in government processes and to enhance social inclusion within its communities.

Department	Mission
The Office of the Information Commissioner (**Key role:** Freedom of Information Commissioner**)**	Responsible for freedom of information, privacy protection and advice to government on information management policy.

Gov 2.0 Accomplishments of the Australian Government

Parliamentary Secretary Kate Lundy, a long time advocate for the power of ICT innovation to transform industries across the whole economy, has been focusing her attention for several years on the potential of 2.0 technology to improve government policy processes and service delivery.

She pressed the case for the creation of a Gov 2.0 Taskforce which subsequently recommended government adopt measures ranging from making public sector data more available to citizens, to choosing 2.0-style technology to better engage with the citizenry. In 2010, Outgoing Finance Minister Lindsay Tanner followed through on the taskforce's recommendation to make a declaration of open government.

The declaration helped create a public sector culture that promotes transparency and openness, and encourages collaboration. It also supports initiatives like the Office of the Australian Information Commissioner and promotes the use and re-use of government data.

The office in charge of the Gov 2.0 agenda for several years has been the AGIMO which has increased online collaboration by the services it now provides to agencies and citizens. Their online forum, Govdex, is aimed at providing a resource for public servants to discuss Gov 2.0 projects and the lessons learned from implementing them. The community is a place where public servants can ask questions, share experiences and collaborate with colleagues, with guidance set by the Australian Public Service Commission.

AGIMO has also supported the repository that provides an easy way to find, access and reuse public datasets. Thus far there are 542 datasets from multiple Australian jurisdictions, and government agencies have begun to publish data using formats and licenses which allow the data to be reused in new applications by the public.

The Department of Broadband, Communications and Digital Economy has established Digitalbusiness.gov.au, a resource for small business and community organizations in Australia that want to learn more about the benefits of an online presence and how to go about developing one. The site has been developed to help maximize the benefits of the digital economy for all Australians. It will also be used as a platform for specific interactive discussions on topics relevant to digital businesses and community organizations.

Innovative Job Roles for Open Governments

As evidenced above, the United States, United Kingdom and Australia are placing emphasis on digital strategies, innovation, cloud computing, technology and information policy, mobile connectivity, citizen participation, and open data policies.

These initiates are spurring newly created and future potential job roles. The jobs to promote open government and create new Government 2.0 platforms consist of such public sector roles as:

- Head of Digital Communications,
- CIO and CTO (Federal and Municipal levels),
- Social Media Community Manager,
- Social Media Strategist,
- Social Media Analyst,
- Social Media Trainer for Public Servants,
- New Media Director for Government Initiatives,
- Innovation and Civic Participation Director,
- Information Policy Officer,
- Director of Technology & Infrastructure,
- Data Strategist,
- Citizen Experience Director,
- Cloud Computing Architect, System Administrator, or Software Engineer
- and more under review.

At the writing of this report, such roles are now in demand in the U.S. government in the General Services Administration, the Environmental Protection Agency, in the areas of technology and communications. In the United Kingdom, Information Officers were sought for the Cabinet Office to support a new, single Communications Directorate that has been created across the Cabinet Office in order to reflect organizational changes and meet efficiency requirements.

In Australia, the Department of Broadband, Communications and the Digital Economy will hire information policy officers in the areas of Digital Economy and the Corporate Business Division. Australia's Government Information Management Office also seeks an assistant director, at the executive level to provide leadership, coordination and support in better project management practices and business planning activities.

New Private-Public Partnering Opportunities with Government

Governments are also partnering with private organizations in solving shared problems to develop new, innovative models of partnership. They wish to advance partnership models that produce outcomes with greater impact than what could be achieved independently. The best ideas do not always come from inside the government as individuals and communities in the citizen sector are developing solutions to daunting challenges and achieving results. Governments are now supporting these solutions that are having an impact.

For example, in the U.K., public servant chairperson Martha Lane Fox has expanded her role as UK Digital Champion advising how online public services delivery can help to provide better, and more efficient services as well as getting more people online. She was invited to sit on the Cabinet Office's Efficiency and Reform Board in 2010 where she promotes more open, agile and cheaper digital technologies to deliver simpler and more effective digital services to users, particularly to disadvantaged groups who are some of the heaviest users of government services. Ms. Lane Fox makes "bridging the digital divide" her key priority.

The Growing "Buzz" surrounding Open Government
Delivering on the "Brand Promise" is the key to success

Reputation Management

The current success of the government 2.0 movement can be gauged by exploring the conversations spreading throughout the blogosphere and social media such as Twitter and Facebook. In tracking the volume of conversations on the social web from the first announcement by U.S. President Obama back in December of 2009 to the most recent Open Government Partnership (OGP) event this September in New York, one can see a steady increase in the average postings on the Net quadrupling from 250 per day to the current level of approximately 1,000 per day.
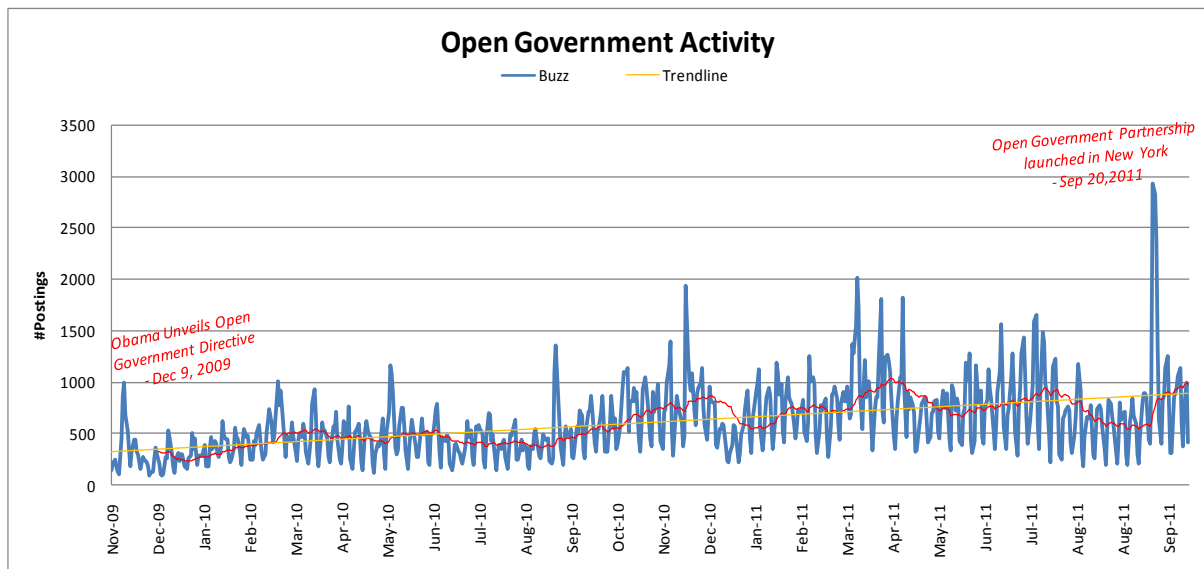

Figure 9 - Volume of Buzz on Open Government (Nov'09-Oct'11)

The most heavily discussed topics in recent months show several themes emerging. The first is the spread of open government globally, rather than one country's initiatives taking the spotlight. The most prevalent international discussions have centered on how open data will have an effect on Kenya's "app economy" and India's continued alliance with the U.S. to help advance government transparency. Moreover, President Benigno of the Philippines stated he won the presidency last year because Filipinos wanted an open government.

New initiatives from the World Bank such as their support for open data, open knowledge, and open solutions and how these relate to development challenges and aid effectiveness were also widespread. However, it has been the Open Government Partnership announced in July that was discussed with the most fervor.

While the majority of public sentiment has been neutral, an undercurrent of negative public sentiment does exist surrounding recent events. Negative sentiment has outnumbered positive by a factor of 3:1 giving rise to concerns over the future of open government as originally envisioned.
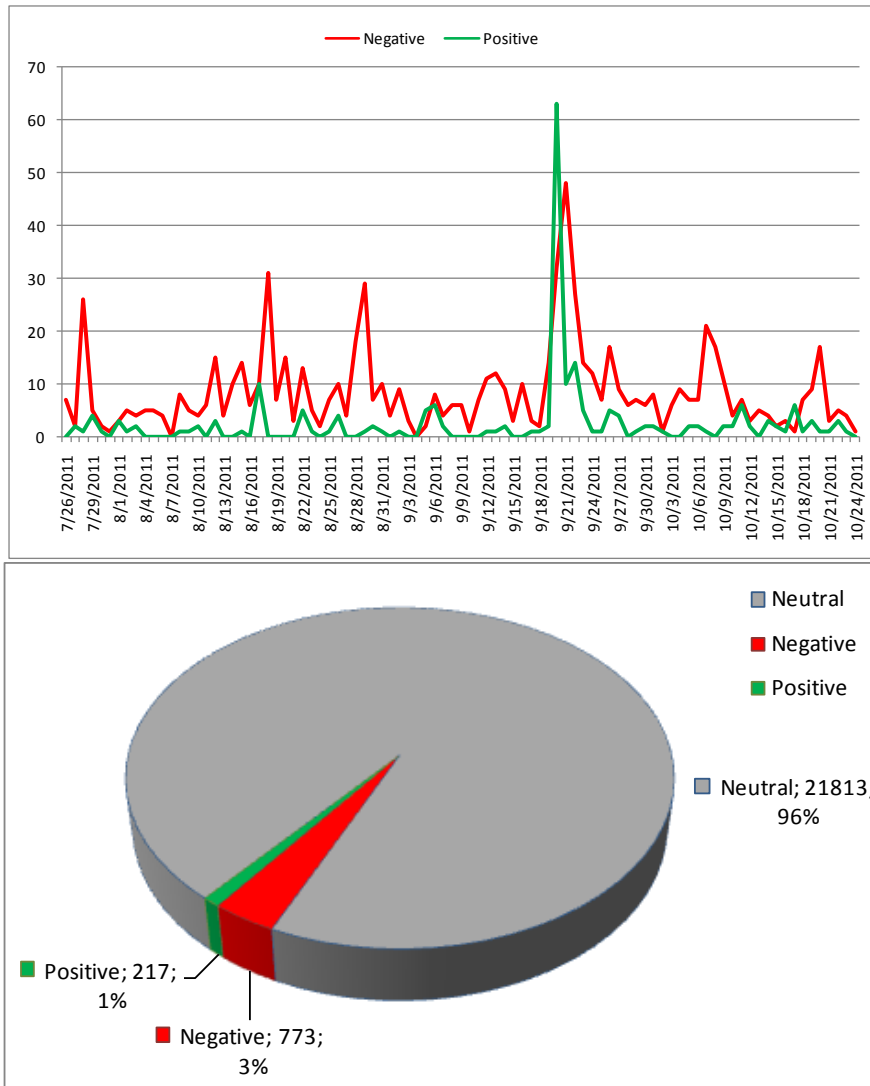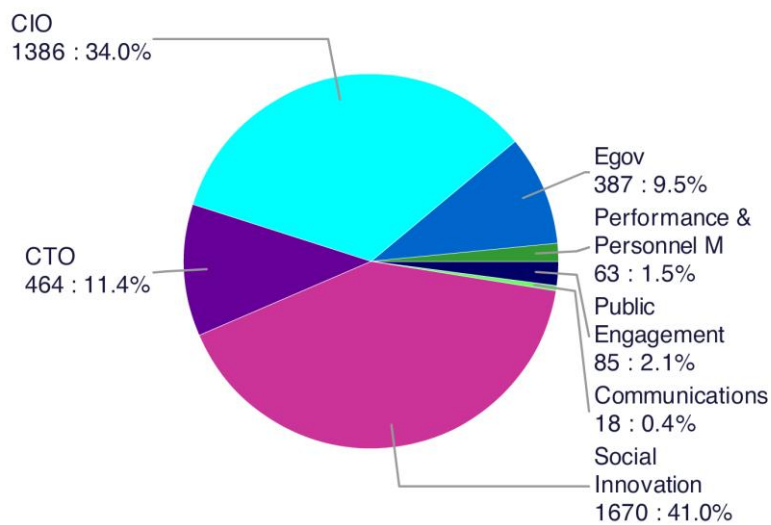

Figure 10 - Public Sentiment on Open Government (July-Oct 2011)

The uncertainty of expectations with Government 2.0 is discernible through the recent conversations surrounding the loss of tech experts for the U.S. when in mid-2011 the core group of technology advocates left the White House, raising questions about what would become of the Obama administration's technology-focused goals.

Other such concerns for the potential of government 2.0 has also been expressed in the UK where the government has opened up significant amounts of data, APIs are being released everyday and developers are "reaching information overload" as one digital strategy expert stated, "It's all very well having developers working away with this data, but if government is not ready for it, it's a waste of time."
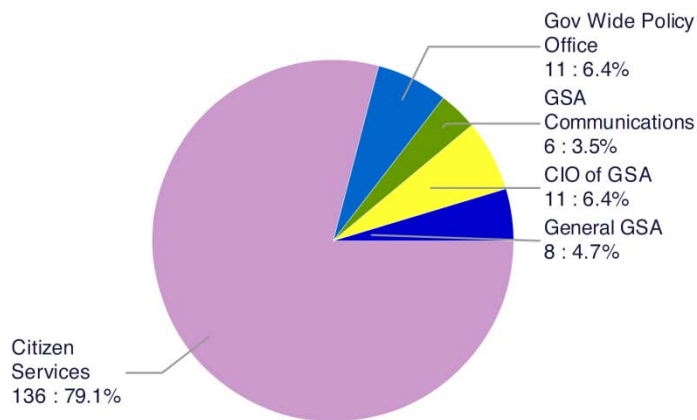
We can also examine a breakdown of the government departments in each country, presenting a more detailed impression of where government 2.0 dialogues transpire and where the most important movers and shakers are located within the most advanced countries of the world. The current reputation profile can be viewed through the "Share of Voice" pie charts for each country's operating model depicted below.

In the U.S. Cabinet, much of the conversation is centered on the appointment this summer of a new CIO, Steven Van Roekel. His predecessor Vivek Kundra, who spearheaded projects to reduce the government's $81 billion annual budget for information technology systems, was the highest-profile departure from the administration's tech ranks.

CIO
1386 : 34.0%

Egov
387 : 9.5%

Performance &
Personnel M
63 : 1.5%

Public
Engagement
85 : 2.1%

Communications
18 : 0.4%

Social
Innovation
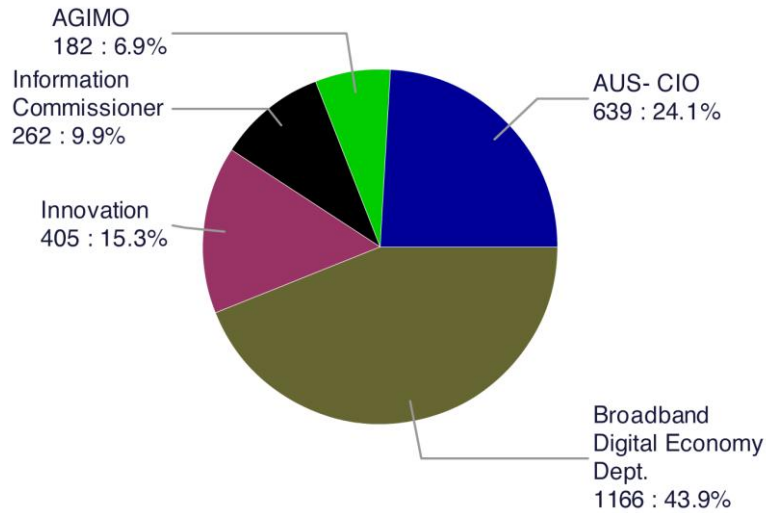1670 : 41.0%

CTO
464 : 11.4%

United States: Cabinet Office Share of Voice in Gov 2.0 Conversation (July-Oct 2011)

In the General Services Administration, the Citizen Services received a great deal of attention when the cloud computing craze hit Washington.

Gov Wide Policy
Office
11 : 6.4%

GSA
Communications
6 : 3.5%

CIO of GSA
11 : 6.4%

General GSA
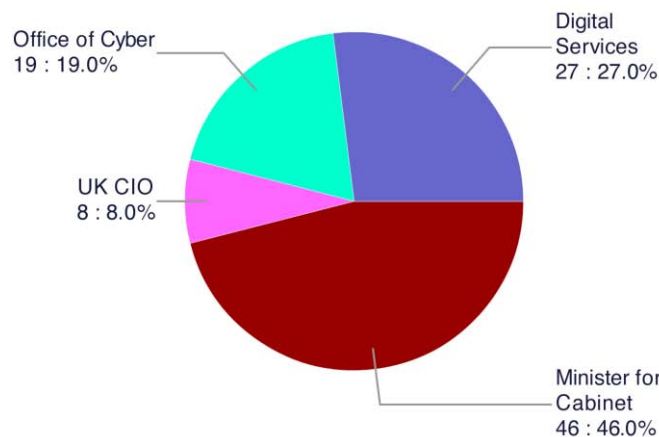8 : 4.7%

Citizen
Services
136 : 79.1%

United States: GSA Share of Voice in Gov 2.0 Conversation (July-Oct 2011)

In Australia, the Department of Broadband, Communications, and Digital Economy has dominated conversation as Australia's national broadband network will help bridge the digital divide in rural and regional Australia, exemplifying one of the main components of a government implementing the infrastructure required to reach its engagement goals with its citizens.

Australian Government: Share of Voice in Gov 2.0 Conversation (July-Oct 2011)

In the United Kingdom, Minister for the Cabinet Office Francis Maude's thoughts have circulated recently regarding his desires for transparency for developing countries. He sees the spread of open government globally as a way for more citizens of the world to enjoy the same benefits of technology that has allowed UK voters to process the information and so make better decisions and hold institutions to account. "There's a very strong sense that this is a moment where transparency can really take root," Maude said recently, citing the Arab Spring. "If we really expose what's being done with money, it drives efficiency, it drives effectiveness, it drives accountability and it saves lives."

United Kingdom Government: Share of Voice in Gov 2.0 Conversation (July-Oct 2011)

Conclusion

The future of open government

A recent report from Australia's Government 2.0 Taskforce made up of policy and technical experts and entrepreneurs from government, business, academia, and cultural institutions, asserted that leadership was one of the pillars of Government 2.0. Leadership, the taskforce said, is crucial in bringing about the cultural change required to make government more open and transparent. Bold leadership is made up of problem solving mentality and strong consensus-building skills. One of the keys is that Government 2.0 teams must come to understand their audience and market data in the same way that the private sector understands their market. When this is accomplished, they will be able to shepherd the changes that cultivate transparency, participation and collaboration that bring value to government operations and process.

We look forward to March 2012 when Brazil will host the second high-level meeting of the Open Government Partnership, when the 38 additional countries that joined the partnership will endorse the declaration and release their plans toward more open societies and open economies. Many other nations have also promised to sign on to the agreement in the coming year. A further force of the OGP is that it strengthens government accountability, but not merely between OGP and a member country, but between the member country and its people -- where accountability is most desirable. Through the OGP, 46 nations are now committed to improve transparency, openness and civic engagement. As these countries create and reach their goals for openness, we may soon behold a political vista in which nations of the world are recognized as either open or closed.