



WEGO EXECUTIVE COMMITTEE MEETING 2017

4TH WEGO GENERAL ASSEMBLY 2017

MEETING HANDBOOK



WeGO Secretariat

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Session Note of

4TH WEGO GENERAL ASSEMBLY 2017
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| Session title | WeGO Executive Committee Meeting 2017 | |
|-----------------------|--|--|
| Date and Venue | June 27, 17:00:-18:30 Venue: The Hilton Garden Inn - Assembly Hall | |
| Organizers | WeGO Secretariat | |
| Summary | <p>The Executive Committee (EXCOM) provides support for projects and assists in the operation of the Organization. Fourteen (14) EXCOM members compose the Executive Committee for the term of 2014-2017: Agra (India), Barcelona (Spain), Chengdu (China), Frankfurt (Germany), Gimpo (Korea), Hebron (Palestine), Jakarta (Indonesia), Khartoum State (Sudan), Maputo (Mozambique), Nairobi (Kenya), Seoul (Korea), Ulaanbaatar (Mongolia), Ulyanovsk Region (Russia)</p> <p>The WeGO EXCOM Meeting 2017 is the statutory meeting designated for WeGO Executive Committee Members, who will assemble together to make decisions on key WeGO agenda and share their vision for the strategic growth of WeGO and improvement of existing and new program events on e-Governance. Invited observer cities and institutions will also join for a rich and lively discussion with EXCOM members on promoting sustainable urban development through ICT.</p> | |
| Session Format | The session will officially be opened by the Secretary General of the the European Regional Office as the host of the EXCOM meeting 2017. The Secretary General of WeGO will introduces all present EXCOM members as well as observers. | |
| Chair | Mr. Younghoon Choi, CIO of Seoul Dr. Young-sook Nam, Secretary General of WeGO (co-chair) | |
| Moderator | Mr. David Hahm - Program Director of WeGO Assisted By: Alexandra Sidorova, Anthony Levero, Eunbyul Cho | |
| Participants | <p><u>EXCOM members:</u> Chengdu Hebron Jakarta Khartoum State Maputo Nairobi Seoul Ulyanovsk Region</p> <p><u>Next EXCOM candidates:</u> Addis Ababa Bangkok Beyoğlu Ha Noi Kigali Mexico City Pittsburgh</p> | |
| Full Agenda | 17:00-18:30 | <ul style="list-style-type: none"> ● Opening Announcements (3') [Program Director Hahm] ● Opening Remarks (3') [SG Openysheva] ● Introduction and overview of the meeting (5') [SG Nam] <p>Co-chair introduces all EXCOM members present as well as</p> |

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| | | |
|--|--|--|
| | | <p>observers and overview of the EXCOM meeting schedule.</p> <ul style="list-style-type: none"> ● Adoption of the Agenda for 2017 and review of the meeting memoranda of EXCOM Meeting 2016 (3') [CIO Choi] ● 2016-2017 Annual Report (10') [Program Director Hahm] <hr/> <ul style="list-style-type: none"> ● Agenda 1: Annual Assessment of Regional Offices (15' total) [Anthony Levero] <ul style="list-style-type: none"> ○ Asian Regional Office (6') [Ms. Wu Ying] ○ European Regional Office (6') [SG Openysheva] ○ Wrap-up (3') ● Agenda 2: New Regional Office Approval (8') [Anthony Levero] ● Agenda 3: Review of New Membership & Withdrawal (3') [Alexandra Sidorova] ● Agenda 4: Review WeGO Financial Report 2016-2017 (5') [Program Director Hahm] ● Agenda 5: Review of next President, Vice Presidents and EXCOM members (5') [Eunbyul Cho] ● Agenda 6: Review of New Mission Statement and 3-Year Strategic Plan (5') [Program Director Hahm] ● Agenda 7: Review of Proposed Corporate Membership Category (5') [Program Director Hahm] ● Agenda 8: Review of Amendments to the WeGO Statute (5') [Program Director Hahm] ● Agenda 9: Determining the Host City for the Next General Assembly of WeGO (8') [Eunbyul Cho] ● Agenda 10: Upcoming WeGO Activities 2017-2018 [Anthony Levero] (3') ● Closing remarks (3') [CIO Choi] ● Group Photo (5') |
| <p>WeGO Secretariat Contact</p> | | <p>Anthony Levero Email: levero@we-gov.org</p> |



PARTICIPANTS LIST

| WeGO Executive Committee Members | |
|--|---|
| Note: Each city should be represented by two (2) authorized representatives | |
| Chengdu, China | 1. Ms. Wu Ying – Director, Visa and Passport Division, Chengdu Municipal Foreign and Overseas Chinese Affairs Office |
| Hebron, Palestine | 2. Ms. Jumana Qawasma – Business Incubator Director, Techno Park 3. Mr. Osama Dweik – Manager of IT (CIO), Hebron Municipality 4. Mr. Qasem Qawasma – CEO, Qawasmi Investment Group |
| Jakarta, Indonesia | 5. Ms. Dian Ekowati – Head of Communication, Informatics, and Statistics Department, Jakarta Capital City Government 6. Department, Jakarta Capital City Government 7. Mr. Andriyan – Head of Section for Economics, Finance and Development at Communication, Informatics, and Statistics Department, Jakarta Capital City Government 8. Mr. Setiaji – Head of Jakarta Smart City Management Unit, Communication, Informatics, and Statistics Department, Jakarta Capital City Government |
| Khartoum State, Sudan | 9. Mr. Mohammed Abusalih - Minister of Strategic Affairs and Information 10. Mr. Kamal Siddig – Director, Information Center |
| Maputo, Mozambique | 11. Dr. Adelaide Souto – Head of Information System Management Department, Maputo City Council 12. Dr. Chadreque Massingue – Deputy Director of Municipal Directorate for Urban Planning and Environment, Maputo City Council |
| Nairobi, Kenya | 13. Ms. Anne Lokidor – Country Executive Committee Member (CECM), IC & e-Government, Nairobi City County 14. Ms. Benter Ogot – Director of ICT at IC & e-Government, Nairobi City County 15. Mr. George Ombua – Chief Officer at IC & e-Government, Nairobi City County |
| Seoul, Korea (Chair) | 17. Mr. Younghoon Choi – Chief Information Officer, Information Planning Division, Seoul Metropolitan Government 18. Mr. Kiwan Lee – Director of Information Planning Division, Seoul Metropolitan Government 19. Ms. JiHyun Kim – Officer, Information Planning Division, Seoul Metropolitan Government |
| Ulyanovsk Region, Russia | 20. Ms. Svetlana Openysheva – Director, Internet Technology Development Corporation 21. Ms. Kseniya Yarkova – Officer, Division of External Affairs, Internet Technology Development Corporation |

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Candidates for next WeGO EXCOM (2017-2020) and Observers

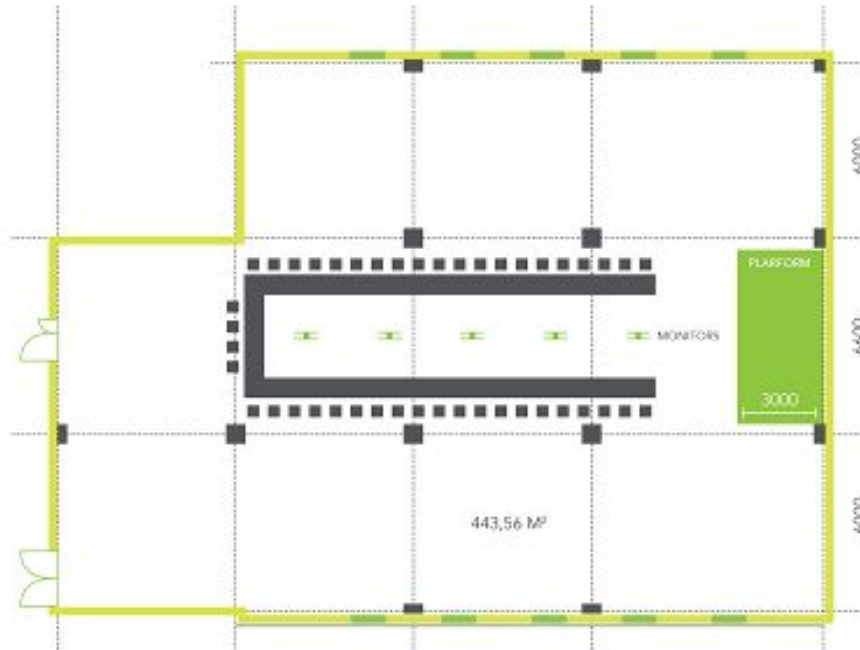
Note: Each city should be represented by two (2) authorized representatives

| | |
|------------------------------|--|
| Addis Ababa, Ethiopia | <p>22. Mr. Abate Sitotaw Fenta – Vice Mayor</p> <p>23. Mr. Tesfaye Gebreslassie – General Director of Addis Ababa Information Communication Development Agency</p> <p>24. Mr. Shibru Bole - Senior ICT Researcher, Information Communication Technology Development Agency</p> <p>25. Mr. Assegid Getachew Yimenu - Head of Addis Ababa Mayor's Office and Cabinet Affairs</p> <p>26. Mr. Solomon Endalew Adam - Information Technology Technical Support Expert</p> |
| Bangkok, Thailand | <p>27. Ms. Silapasuai Rawisaengsun - Director General, Strategy and Evaluation Department, Bangkok Metropolitan Administration</p> <p>28. Ms. Lalida Pumkao - Foreign Relations Officer, International Affairs Division, Bangkok Metropolitan Administration</p> <p>29. Mr. Peerapong Sirikasem - Deputy Director General, Strategy and Evaluation Department, Bangkok Metropolitan Administration</p> <p>30. Ms. Anusara Chuensuang – Director, International Affairs Division, Bangkok Metropolitan Administration</p> |
| Beyoğlu, Turkey | <p>31. Mr. Erol Okten – Vice Mayor, Beyoğlu Municipality</p> <p>32. Ms. Melis Kaplangi – Coordinator for Foreign Affairs, Beyoğlu Municipality</p> <p>33. Mr. Talip Keskin – Director of Licenses and Inspections, Beyoğlu Municipality</p> <p>34. Mr. Furkan Yavuz – Director of Information Technology, Beyoğlu Municipality</p> |
| Ha Noi, Vietnam | <p>35. Mr. Ngo Van Quy – Vice Chairman, Hanoi People's Committee</p> |
| Kigali, Rwanda | <p>36. Mr. Parfait Busabizwa – Vice Mayor, City of Kigali</p> |
| Mexico City, Mexico | <p>37. Mr. Ismael Villegas – General Director of ICT Governance, Mexico City Government</p> |



EXCOM Room Layout

2 FLOOR



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Meeting Memorandum Review from 2016

WEGO 2016 EXECUTIVE COMMITTEE MEETING, HELD IN BEYOGLU, TURKEY/ OCTOBER 12, 2016

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Meeting Memorandum for the WeGO Executive Committee Meeting 2016

October 12, 2016 / Beyoğlu, Turkey

As a review for members who attended, and for members who did not, here is a brief report from EXCOM 2016

Meeting Participants

Executive Committee Members (8): Agra (India), Chengdu (China), Hebron (Palestine), Khartoum State (Sudan), Maputo (Mozambique), Seoul (Korea), Ulyanovsk Region (Russia).

Observer Cities (8): Bandung (Indonesia), Beyoğlu (Turkey), East Nile Locality (Sudan), Galle (Sri Lanka), Mexico City (Mexico), Malatya (Turkey), Pokhara (Nepal), Tallinn (Estonia)

Observer Institutions (2): National Information Technology Development Agency (Nigeria), Uraia

Agenda 1: Annual Assessment of the WeGO Regional Offices

The Executive Committee conducted the annual assessment of the WeGO Asia Regional Office, Chengdu and the WeGO Europe Regional Office, Ulyanovsk Region and **unanimously approved continuation of their operations**. After the Regional Offices had presented their annual reports, the WeGO Secretariat assessed both Regional Offices' overall performance for the past year as satisfactory mentioning the Ulyanovsk Region's strong commitment for hosting the 4th WeGO General Assembly in 2017 as well as positive experience of collaboration with Chengdu as the host of the previous GA.

Agenda 2: New Memberships to Date

The Executive Committee 2016 **approved 18 New Cities and 2 Friendship members**, who joined since the Executive Committee Meeting 2015 in Ulyanovsk Region, Russia.

Agenda 3: Dates, Themes, and the Tentative Program for the 4th WeGO General Assembly 2017

Following a special request from the President City Seoul to the Ulyanovsk Region, the months of September and October initially indicated by the Ulyanovsk Region as the preferred timeframe for hosting the General Assembly was moved up to the month of June.

The WeGO Secretariat and the Ulyanovsk Region initially suggested to the Executive Committee the dates for holding the 4th WeGO General Assembly 2017 on June 20-23. However, the Executive Committee pre-approved **the dates between June 20 and 30** in consideration of Ramadan and the WeGO Secretariat, taking into account the holidays, formally announced the final dates (June 27-30) to all WeGO members upon consultation with the leadership of President City Seoul and the host Ulyanovsk Region after the completion of the WeGO Executive Committee Meeting 2016, nearly eight (8) months in advance.

Agenda 4: Updated WeGO Mission and a Broad Outline of the Three-Year Strategic Plan

The Executive Committee reviewed the first proposal for the updated WeGO Mission and Three-Year Strategic Plan as well as comments previously provided by the special Advisory Committee and WeGO partners. During the session, the Executive Committee and observers additionally provided feedback.

Agenda 5: Amendments to the Terms and Conditions of the WeGO Awards

The Executive Committee reviewed and **adopted the new amendments to the Terms and Conditions of the WeGO Awards**, as proposed. The modifications mainly apply to 1) the official title of the awards, 2)

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categories, and 3) naming of the prizes. The new amendments will take effect starting from the 3rd edition of the WeGO Smart Sustainable City Awards in 2017.

Agenda 6: WeGO Corporate Partnership

The WeGO Secretariat proposed further discussions initiated back in 2013 on how to develop a long-term sustainable partnership model with the private sector for the future growth of WeGO but the Executive Committee did not provide any feedback.

The specific guidelines for the Corporate Partnership category will be further developed and presented by the WeGO Secretariat at the 4th WeGO General Assembly 2017 for final approval of the GA.

Agenda 7: Information on Election of the President City, Executive Committee Members, and Nomination of Vice President Cities

The Executive Committee took note of the information related to the upcoming election of the President City and Executive Committee members as well as nomination of Vice President Cities of WeGO at the 4th WeGO General Assembly 2017. Particularly, **Agra** (India) expressed its readiness to continue serving as an Executive Committee member, and **Hebron** (Palestine) – as a Vice President and Executive Committee member in the next term of 2017-2020.

Agenda 8: Information on Selection of the Host City of the Next General Assembly

The Executive Committee took note of the information related to the upcoming selection of the host city of the next General Assembly at the 4th WeGO General Assembly 2017. Particularly, **Agra** (India) indicated its interest in hosting the next General Assembly in 2020 as well as the so-called First Executive Committee Meeting in 2018, while **Hebron** (Palestine) expressed its interest in hosting the Second Executive Committee Meeting in 2019, rather than the General Assembly. **NITDA** (Nigeria) will reach out to potential host cities and local governments in Nigeria that would be interested in hosting any of the regular WeGO meetings.

Agenda 9: Use of Membership Fees

The Executive Committee **approved the WeGO Secretariat's proposal on the use of membership fees**, as proposed. Specifically, the WeGO Secretariat proposed usage of membership fees up to 109,000,000 KRW for various operational and program expenses. Particularly, membership fees will be used for projects related to the WeGO website update, creation of the WeGO Best Practices Journal and Online Sharing Platform, WeGO Secondment Staff Program, promotional activities, and other operational expenses.

Agenda 10: Tentative WeGO Work Plan for 2017

The WeGO Secretariat introduced the tentative plan of WeGO programs and activities for 2017 and the Executive Committee members as well as observers voiced several important suggestions throughout the Executive Committee session.



Review of WeGO Annual Report: 2016-2017

In accordance with Article 12 of the WeGO Statute, the Executive Committee shall make a “Review of the annual report on the activities of the Organization.” As such, we invite you to view the WeGO 2016 Annual Report which is provided in a separate book.

- Presentation of the Annual Operation Report by Program Director David Hahm



Agenda 1

ANNUAL ASSESSMENT OF REGIONAL OFFICES

Annual Assessment

The Executive Committee will conduct an annual assessment for each Regional Office in order to determine whether to allow it to continue its operations or dissolve the Regional Office.

The Executive Committee will assess each Regional Office and its performance based on the following criteria:

The Annual Report will be presented and reviewed on these criteria:

- Annual Assessment: the Annual Report contains the Regional Office's operational progress for the past year as well as its business plan for the following year
- Review of the quality of the presentation of the Initial Term Report/Annual Report by the Regional Office at the Executive Committee meeting
- Regional WeGO activities initiated/conducted in the previous year(s)
- New WeGO members acquired in the previous year(s) in the respective region
- The overall fulfillment of the Role and Responsibilities of Article 4 and other provisions of the TOR by the Regional Office
- Financial stability and prospects of the Regional Office for the next year
- The Regional Office's relationship and cooperation with its regional members and with the WeGO Secretariat
- The Regional Office and host city's commitment to promoting e-Government and ICT in the city, country and region of its location.

Dissolution

Pursuant to Article 13.6.B of the WeGO Statute, a WeGO Regional Office may be dissolved pursuant to the results of the initial and annual assessment to be conducted under Article X of the TOR, or in the event that the Executive Committee decides that the conduct, omission, or negligence of the Regional Office causes harm to the mission or purpose and/or reputation of the organization.

According to Article 8.8 of the Terms of Reference for Regional Offices, each regional office shall "Submit an Initial Term Report/Annual Report to the WeGO Secretariat one (1) month prior to the annual Executive Committee Meeting. The Initial Term Report/Annual Report will contain a report on the Regional Office's operational progress for the past year(s) as well as its business plan for the following year. The Secretary

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General of the Regional Office will present the Initial Term Report/Annual Report at the annual Executive Committee Meeting, preferably through a PowerPoint presentation.”

Secretariat Recommendations

| City | Overview / Recommendation | |
|---|---|--|
| | WeGO Asia Regional Office, Chengdu | WeGO Europe Regional Office, Ulyanovsk Region |
| Review of the Annual Report | The WeGO Asia Regional Office has successfully submitted all required sections in the annual report | The WeGO Europe Regional Office has successfully submitted all required sections in the annual report. |
| Review of the quality of the presentation of the Annual Report by the Regional Office at the Executive Committee meeting | To be evaluated at the Executive Committee Meeting 2017 | To be evaluated at the Executive Committee Meeting 2017 |
| Regional WeGO activities initiated/conducted in the previous year | The Asia regional office used dedicated staff to assist in operations and assist WeGO. It conducted the e-Government Training Program at the end of 2016 and officially launched its website in 2017. | In addition to hosting the 4th General Assembly, the Europe Office has also hosted successful IT events in 2016, such as ULCAMP, "Stachka" (Strike). Furthermore, it conducted its third annual e-Government Webinar, on Open Government Innovation. |
| The overall fulfillment of the Role and Responsibilities of Article 8 and other provisions of the TOR by the Regional Office | The WeGO Asia Regional Office has fulfilled its responsibilities to the full satisfaction of the WeGO Secretariat | The WeGO Europe Regional Office has fulfilled its responsibilities to the full satisfaction of the WeGO Secretariat |
| Financial stability and prospects of the Regional Office for the next year | The WeGO Asia Regional Office has long-term fixed funding from the Chengdu Municipal Government and is financially stable. | The WeGO Europe Regional Office financial support is ensured by the annual budget of Regional State Public Institution "Internet Technology Development Corporation" |

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The Regional Office's relationship and cooperation with its regional members and with the WeGO Secretariat

The WeGO Asia Regional Office has been a valued partner for the WeGO Secretariat and has maintained great communication and cooperation throughout the year.

Suggestion: The Secretariat dedicated an officer exclusively to coordinate with the Asia Regional Office in 2016 and sent program officers to support the training program in Chengdu. The Secretariat looks forward to working together to recruit more member cities in Asia

The WeGO Europe Regional Office has been a strong partner for the WeGO Secretariat and has been in constant contact as the two sides prepared for the 4th General Assembly.

Suggestion: The Secretariat dedicated an officer exclusively to coordinate with the Europe Regional Office in 2016. Following the General Assembly, the office should continue to develop relationships with European cities that attended the General Assembly.

The Regional Office and host city's commitment to promoting e-Government in the city, country and region of its location

Based upon the positive feedback by WeGO members on the e-Government Training Program, the popularity of the event was a great demonstration of Chengdu's commitment to e-Government in the Asia region. Furthermore, the Chinese language website will be a great boost to the accessibility of WeGO to Chinese cities.

Members spoke positively of their experiences at ULCAMP, and "Strike," and the Webinar, and this demonstrates the commitment of Ulyanovsk to digital technology promotion. Furthermore, as hosts of the General Assembly they have made great contributions to the field of Smart Sustainable Cities, and this is expected to continue.



Reports

A. WeGO Asia Regional Office Annual Report

**WeGO Regional Office
Annual Report**

By Wu Ying (Wing)
Program manager of WeGO Asia Regional Office
Chengdu, China

1. Vision & Mission

- WeGO Asia Regional Office, one of the officially international organizations introduced to Chengdu Municipality, shoulders the responsibility of promoting best e-Governance practices. Guided by WeGO Secretariat, WeGO Asia Regional Office makes unremitting efforts in implementing friendly with WeGO member cities around the world, ushering all-directional city-to-city exchanges and cooperation, and in introducing more cities into the network of WeGO.

2. Organizational Structure



2. Organizational Structure

| Official Title | Key Responsibilities | Name | Contacts (Email & Phone Number) |
|--|---|-----------------|-------------------------------------|
| Secretary General of WeGO Asia Regional Office | To supervise the operation of WeGO Asia Regional Office and make overall plans for the development of WeGO Asia Regional Office. | Wang Guangliang | 337075943@qq.com +86-28-61888731 |
| Program Manager of WeGO Asia Regional Office | To coordinate with WeGO Secretariat to organize e-Government training; to contact WeGO Asia member cities and implement WeGO-related Programs | Wu Ying | 654895008@qq.com +86-28-61888731 |

3. Strategy for Securing New Members in the region

| # of members | Prev. Years | Current Year | Next Year (Forecast) |
|--------------------|-------------|--------------|----------------------|
| Member Cities | 41 | 53 | 55 |
| Friendship-members | x | x | x |
| Total: | 41 | 53 | 55 |

3. Strategy for Securing New Members in the region

- Publicize and promote WeGO by launching WeGO Asia Regional Office website
- Implement friendly exchanges and cooperation with international sister cities of Chengdu Municipality
- Encourage sister cities and cooperative cities of Chengdu to join WeGO
- Carry out friendly exchanges with WeGO Asia members.

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4. Operational Progress of the past year

- * We have printed brochures introducing WeGO Asian Regional Office, which are handed out to all guests visiting Chengdu or visited by Chengdu delegations.



4. Operational Progress of the past year

- * We have successful held 2016 e-Government Training Program last November and drafted the plan for 2017 Chengdu WeGO e-Government Training program which is scheduled to take place in late October.

4. Operational Progress of the past year

- * We have launched the Chinese subpage of WeGO Asia Regional Office and are constructing the English version.
- * English version is to be built
- * Homepage Web-address
- * http://www.cdfao.gov.cn/html/list_020119.html (Chinese Version)

4. Operational Progress of the past year

- * We have introduce WeGO to government officials from Chengdu's international sister cities participating Chengdu's annual training program for civil servants from Chengdu's sister cities.

5. Plans for Operational and Program Activities in the next year

- * We will make unremitting efforts to strengthen our connection and cooperation with other Asian cities (especially cities in China) and to encourage them to join WeGO.
- * We will continue launching e-Government training program and expanding its influence around the world.

5. Plans for Operational and Program Activities in the next year

- * We will strengthen the exchange of information with other member cities through our newly constructed WeGO Asia Regional Office subpage
- * We will strengthen our connection and cooperation with WeGO Secretariat, help promoting WeGO events, and jointly host seminars with WeGO Secretariat.



5. Plans for Operational and Program Activities in the next year

- * We will invite WeGO members to participate in IT related events in held in Chengdu
- * We will promote WeGO at the events Chengdu hosted or participate in, and to seek possible cooperation between WeGO and other international organizations Chengdu are currently working with.

6. Financial Status & Fundraising Plan

- * WeGO Asia Regional Office, funded by **Chengdu Municipal Government**, enjoys long-term fixed fund (about **800,000 RMB** yuan per year) from Chengdu Municipality.

7. Cooperation with Regional Members/WeGO Secretariat

- * To maintain close and continuous communication with the WeGO Secretariat, in order to exchange regular and timely updates, as well as to share information and organize the WeGO Asia Regional Office's Programs and activities, including its e-Government training program, and to encourage Asian members to participate in e-Government programs initiated by the WeGO Secretariat.

8.Host City's e-Government Projects and Strategy

- * Chengdu has successfully hosted the **14th Chinasoft Fair**. With the theme of "**An Epoch of Innovation Made by Software and Informatization**"
- * Chinasoft2016, aimed to fulfill the development task of forging **world famous software city**. The conference, bringing together industry leaders and elites as well as well-known enterprises at home and abroad, **focused on** Famous Software City of China, Internet plus manufacturing, network security, mobile Internet, information consumption, software testing, e-commerce, **e-governance** and so on.

8.Host City's e-Government Projects and Strategy

- * Chengdu has also issued its plan to develop **big data**, created three big data platforms facilitating innovation and entrepreneurship
- * Chengdu has issued its Plan on Building a World-Known Software City

2017 Chengdu WeGo E-government training program

- * Time: The end of October
- * Location: Chengdu, China



B. WeGO Europe Regional Office Annual Report

1. Vision & Mission

Europe Regional Office promotes WeGO ideas in Europe to secure new members, develop partnership with local organizations and expand the global network of WeGO.

Europe Regional Office supports WeGO Secretariat with public relations and invitation for the meetings in order to promote exchanges and cooperation on e-governance among members all over the world. In addition, Europe Regional Office encourages stakeholders to participate in the WeGO activities.

2. Contact Information

| Location Details | | | |
|-----------------------------------|---|-------------------------|---|
| Homepage Web-address | http://wego.ulregion.ru/ | | |
| Postal Address | 36/9 Lva Tolstogo st., Ulyanovsk, Russian Federation, 432063 | | |
| Details of employed staff members | | | |
| Official Title | Key Responsibilities | Name | Contacts (Email & Phone Number) |
| Secretary General | Management of WeGO Europe Regional Office | Mrs.Svetlana Openysheva | svetlana.openysheva@gmail.com 8(8422)58-80-90 |
| Coordinator | Responsible for WeGO Programmes | Ms.Ekaterina Kitaeva | kitaeva.ulgov@gmail.com 8(8422)58-56-84 |
| Communication Coordinator | Support and coordination of WeGO Europe Regional Office | Ms. Kseniya Yarkova | wego.ulregion@mail.ru 8(8422)58-86-33 |

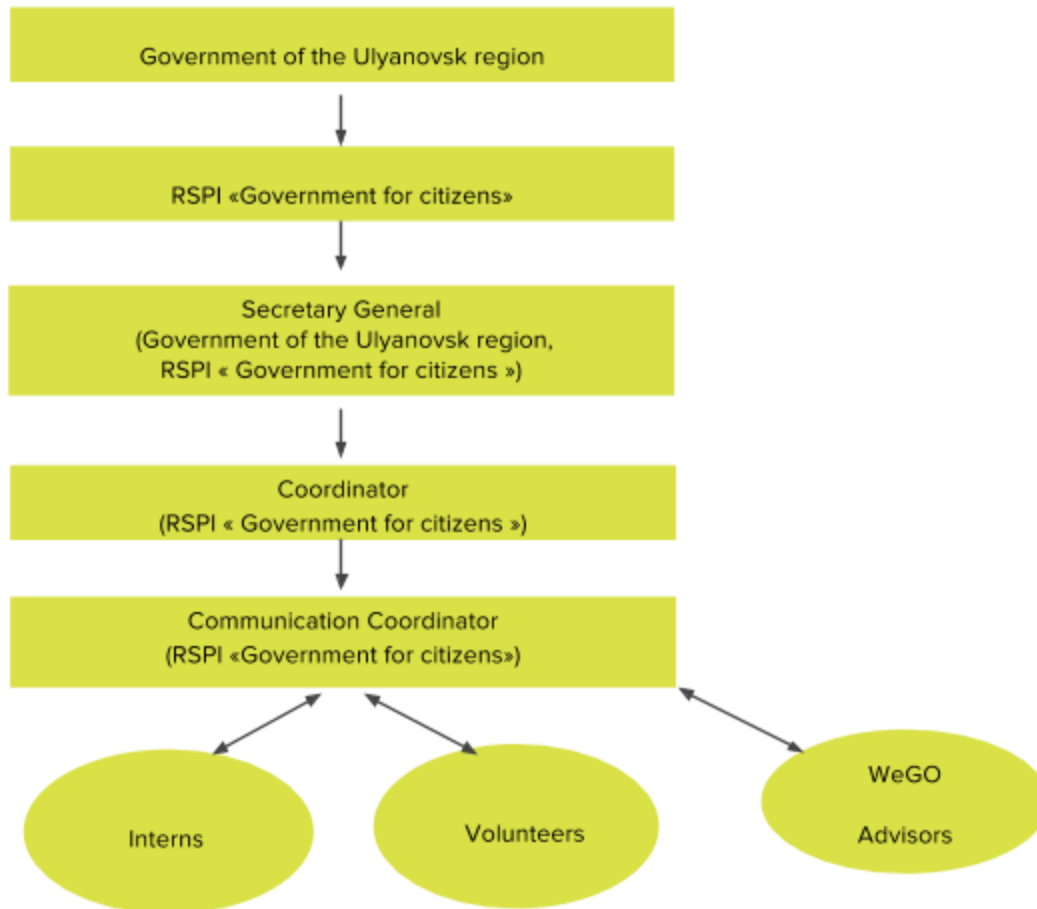
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3. Organizational Structure of the WeGO Europe Regional Office



4. Strategy for Securing New Members in Europe

| # of members | Prev. Year | Current Year | Next Year (Forecast) |
|--------------------|------------|--------------|----------------------|
| Member Cities | 17 | 17 | 2-3 |
| Friendship-members | | | 1 |
| Total: | 17 | 17 | 2-3 |

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5. Operational progress of the past year

| | Activities/Events | Date of performance |
|----|---|---------------------|
| 1 | Operating WeGO Europe Regional Office web-site | During the year |
| 2 | Informing WeGO members in the region about WeGO news and events | During the year |
| 3 | Assisting WeGO Secretariat -Translating documents into Russian language -Organizing WeGO joint events | During the year |
| 4 | Media coverage of WeGO international IT and e-Government events, IT and e-Government events in the Ulyanovsk region | During the year |
| 5 | Informing WeGO members in the region about WeGO news and events | During the year |
| 6 | Participation in WeGO Executive Committee Meeting -presentation of Annual Report of WeGO Europe Regional office | October 12-14, 2016 |
| 7 | Media coverage of E-Government Webinar for WeGO members by WeGO Europe Regional office - Inviting WeGO Members to participate | December, 2016 |
| 8 | Organizing E-Government Webinar for WeGO members by WeGO Europe Regional office. -Inviting Speakers and Observers. Speakers: 1. Mr. Mikhail Bunchuk Operations officer, Transport and ICT Global Practice, World Bank (Russia) Topic: Socio-economic benefits from Big Data for Smart city 2. Mr. Alessandro Seravalli Director, Laboratory of Geographical Sciences, Technology and Smart Cities (GeoSmart Lab) (Italy) Topic: Digital ecosystem for Smart Data share 3. Mr. Alexander Ryabushko Deputy Director, Office of the Affairs of Ulyanovsk region (Russia) Topic: E-Government challenges management | December 22, 2016 |
| 9 | Media coverage of WeGO at the international IT Conference «Strike! » (April, 14th -15th). Inviting WeGO Members to participate | March, 2017 |
| 10 | Organizing visit of WeGO Secretariat for Venue inspection (venue of the IV WeGO General assembly - 2017) | March, 2017 |
| 11 | Sending invitation to join WeGO and take part in the IV WeGO General Assembly- 2017 to the Mayors of Russian and European cities | April, 2017 |
| 12 | Organizing WeGO booth at the international IT Conference «Strike! » (April, 14th -15th). | April 14-15, 2017 |

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| | | |
|----|--|------------------|
| 13 | <p>Organizing the participation of WeGO Members in the International IT Conference «Strike! »</p> <ul style="list-style-type: none"> -Participation -Accommodation and Meals -Interpretation and Assistance during the event -Pre-Event Assistance <p>Sabri Mohamed Ahmed Mohamed Ali, States manager, National Information Center (Khartoum state, Republic of Sudan)</p> <p>Osama Ezadin Atalla Ahmed, National Information Centre, Executive Manager (Khartoum state, Republic of Sudan)</p> <p>Grace Amaefula, Senior Special Assistant to the Governor on ICT, ICT Department of Government House, (Taraba State, Federal Republic of Nigeria)</p> <p>Gambo George Hamman, ICT Coordinator, Hope Afresh Foundation, (Taraba State, Federal Republic of Nigeria)</p> | April , 2017 |
| 14 | <p>Media coverage of WeGO at the international IT Conference «Ulcamp-2017» (14th -16th, July). <i>Inviting WeGO Members to participate</i></p> | June, 2017 |
| 15 | Organizing the 4th WeGO General Assembly - 2017 in the Ulyanovsk region | June 27-30, 2017 |
| 16 | Organizing the participation of WeGO Members in the IT Conference «Ulcamp-2017» (14 th -16 th , July). | July, 2017 |
| 17 | Organizing E-Government Webinar for WeGO members. <i>-Inviting Speakers and Observers.</i> | December, 2017 |

6. Plans for Operational and Program Activities in the next year

| | Activities/Events | Date of performance |
|---|---|---------------------|
| 1 | Operating WeGO Europe Regional Office web-site | During the year |
| 2 | Informing WeGO members in the region about WeGO news and events | During the year |
| 3 | <p>Assisting WeGO Secretariat:</p> <ul style="list-style-type: none"> -translating documents into Russian language -organizing WeGO joint events -publishing information brochures | During the year |

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| | | |
|----|---|-----------------|
| 4 | Media coverage of WeGO international IT and e-Government events, IT and e-Government events in the Ulyanovsk region | During the year |
| 5 | Informing WeGO members about news and events | During the year |
| 6 | Conducting surveys and researches with stakeholders | During the year |
| 7 | Organizing the participation of WeGO Members in the IT Conference «Ulcamp-2017» (14 th -16 th , July). | July, 2017 |
| 8 | Media coverage of E-Government Webinar for WeGO members by WeGO Europe Regional office <i>- Inviting WeGO Members to participate</i> | November, 2017 |
| 9 | Organizing E-Government Webinar for WeGO members. <i>-Inviting Speakers and Observers.</i> | December, 2017 |
| 10 | Media coverage of WeGO at the International IT Conference «Strike!». <i>-Inviting WeGO Members to participate.</i> | February, 2018 |
| 11 | Media coverage of WeGO at the IT Conference «Ulcamp-2018». <i>-Inviting WeGO Members to participate</i> | May, 2018 |

7. Financial Status & Fundraising Plan

WeGO Europe Regional Office Financial Support is ensured by the Annual budget of Regional State Public Institution «Government for Citizens».

8. Cooperation with Regional Members/WeGO Secretariat

1. Media coverage of WeGO International IT and e-Government events, IT and e-Government events in the Ulyanovsk region;
2. Participation of WeGO Members in IT events of the Ulyanovsk region («Strike! », «Ulcamp»);
3. Inviting WeGO members to join E-Government Webinar by WeGO Europe Regional office;
4. Organizing WeGO joint event (4th WeGO General Assembly - 2017).

9. Host City's e-Government Projects and Strategy

Government to Business:

1. Helping ICT Companies in spreading and improving Internet/mobile connection all over the region;
2. Government Awards in ICT Sphere;
3. Helping in spreading and improving «National Technology Initiative » project all over the region;
4. Reduced rate of income tax for IT companies;
5. Mortgage program for IT specialists.

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Government to Citizen:

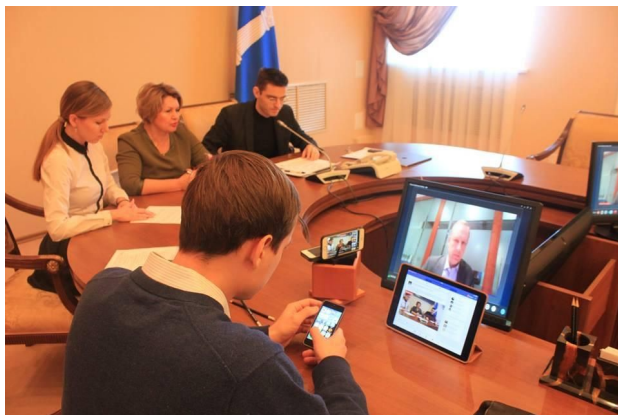
1. Support in organizing International IT Conference «Strike! »;
2. Support in organizing Summer International IT Conference «Ulcamp»;
3. Organizing «Master IT» (engaging IT Companies, IT students, school children);
4. Organizing Programmer's Day (engaging IT Companies, IT students, school children);
5. Support in organizing Student IT Contest «Volga IT»;
6. Support in organizing All-Russian IT Forum «RIF (Russian Internet Forum) Technologies -2017»;
7. Organizing regular consultations on e-Services;
8. Regular promo-events on e-Services, encouraging citizens to use the e-Service Portals;
9. Further development of «GIS for urban planning» in the Ulyanovsk region;
10. Development of free IT education for adults, increasing IT awareness of elderly citizens;
11. Development of «Open Data» projects;
12. Development and implementation of «Smart Region» project;
13. Establishment of «IT Development Fund of the Ulyanovsk Region».

Government to Government:

1. Introducing and development the system of Interdepartmental Communication;
2. IT education for public officers;
3. Interdepartmental E-payment system (GIS for State and local Government);
4. Interdepartmental technical support.

10. Gallery/ Annexes:

Highlight 1: E-Government Webinar for WeGO members by WeGO Europe Regional office



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Highlight 2: Visit of WeGO Secretariat for inspection purposes of the venue for the IV WeGO General assembly - 2017



Highlight 3: IT-conference «Strike -2017»



The Executive Committee is invited to discuss and to approve both Regional Offices for continued operation

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Agenda 2

NEW REGIONAL OFFICE APPROVAL

The Executive Committee shall approve the establishment of regional offices according to Article 12:2:J of the WeGO Statute.

(1) The Secretariat has received an application from Mexico City, to be the regional office for Latin America. They will present the following application for the approval of the Executive Committee which will be delivered via a presentation.

(2) The Secretariat has received an application from Beyoğlu, to be the regional office for the Mediterranean Region, They will present the following application for the approval of the Executive Committee which will be delivered via a video presentation.

The Executive Committee is invited to discuss and approve the new Regional Offices



Agenda 3

REVIEW OF NEW MEMBERSHIP AND WITHDRAWAL

In accordance with Article 12 of the WeGO Statute, the Executive Committee shall conduct, "Approval of new membership, suspension and withdrawal of existing membership."

Cities that have joined WeGO since the Executive Committee Meeting 2016

| City | Country | Date of Entry |
|---------------------|-------------|---------------|
| Goyang | Korea | '16. 10. 17 |
| Kaduna State | Nigeria | '16. 11. 22 |
| Gwangmyeong | Korea | '17. 3. 10 |
| Sokoto State | Nigeria | '17. 3. 21 |
| Gaziantep | Turkey | '17. 4. 7 |
| Kampala | Uganda | '17. 4. 26 |
| Kabul | Afghanistan | '17. 5. 22 |

Entities that have joined WeGO as Friendship Members since the Executive Committee Meeting 2016

| | | |
|---|--------|-----------|
| National Information Technology Authority (NITA) | Uganda | '16.10.13 |
|---|--------|-----------|

The Executive Committee is invited to approve new memberships

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[Annex]

A. Information on New Member Cities

Official name: Goyang City Government
Administering body: Goyang City Hall
Leadership: Mr. Choi Sung / City Mayor
Incumbent term: 2014-2018
Area: 267 km sq.
Population: 1,030,000 (2016)
Official language: Korean
Official Website: <http://goyang.go.kr/en> (English)



Official name: Kaduna State
Administering body: Kaduna State Government
Leadership: Mr. Mallam Nasir Ahmad el-Rufai /
State Governor
Incumbent term: 2015-2019
Area: 46,053 sq km
Population: 6,113,503 (2006)
Official language: English
Official Website: <http://kdsg.gov.ng> (English)



Official name: Gwangmyeong City
Administering body: Gwangmyeong City Hall
Leadership: Mr. Yang Kidae / City Mayor
Incumbent term: 2014-2018
Area: 38.5 sq km
Population: 344,978 (2015)
Official language: Korean
Official Website:
<http://www.gm.go.kr/pt/eng/index.do> (English)





Official name: Sokoto State
Administering body: Sokoto State Government
Leadership: Mr. Amin Ibrahim / State Governor
Incumbent term: 2016-2019
Area: 25,973 sq km
Population: 3,702,676 (Population)
Official language: English
Official Website: www.sokotostate.gov.ng (English)



Official name: Gaziantep
Administering body: Gaziantep Metropolitan
Municipality
Leadership: Mr. Fatma Sahin / Mayor
Incumbent term: 2014-2019
Area: 6,222 km sq
Population: 1,974,244 (2016)
Official language: Turkish
Official Website: www.gantep.bel.tr (Turkish)



Official name: Kampala Capital City
Administering body: Kampala Capital City Authority
Leadership: Dr. Jennifer Semakula Musisi /
Executive Director
Area: 189 sq km
Population: 1,507,080 (2014)
Official language: English
Official Website: www.kcca.go.ug (English)





Official name: Kabul

Administering body: Kabul Municipality

Leadership: Mr. Abudullah Jan Habibzai

Acting Mayor

Area: 275 km sq

Population: 3,678,034 (2015)

Official language: Pashto, Dari

Official Website: km.gov.af/en (English)



بشاروالی/شهرداری کابل
Kabul Municipality

B. Information on New Friendship Members.

National Information Technology Authority (Uganda)



Profile

Established in 2009 under the NITA-U Act, the National Information Technology Authority-Uganda coordinates and regulates Information Technology Services in Uganda. Its mandate is to coordinate, promote, and monitor Information Technology developments in Uganda within the context of the national Social and Economic development.

The vision of the Authority is to be a facilitator of a knowledge-based, globally competitive Uganda where social transformation and economic development is supported through Information Technology enabled service.

Its mission is to see Uganda transformed into a Knowledge-based economy that will enhance efficiency and effectiveness of service delivery to the citizens of Uganda through electronic transactions such as; e-taxation, e-health, and e-learning among others.

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Agenda 4

REVIEW OF WEGO FINANCIAL REPORT 2016-2017

In accordance with Article 12 of the WeGO Statute, the Executive Committee shall make a, “Review of financial support and expenses for projects and programmes” as well as shall make a “Decision on cooperative projects aimed at promoting common interests of member cities to be funded with the revenue of the Organization” and finally make an “Approval of operational expenses to be paid with the revenue of the Organization”. As such, the Secretariat presents the Financial Report for 2016-2017.

Use of Membership Fees

1. Background

From 2012 until 2015, all membership fees collected were set aside and WeGO operated solely on President City Seoul's contributions. 2016 marked the first year the Executive Committee approved the use of Membership Fees for use on expenditures

- All financial business and calculations are conducted in KRW because the Secretariat is located in Seoul, South Korea. USD figures are just estimates as currency exchange rates fluctuate
- Membership Fees are collected in USD and spent in KRW (Korean Won)

| WeGO Membership Fees Collected To Date | | | | | | |
|--|---|---------|---------|---------|---------|---------|
| Year | 2017 | 2016 | 2015 | 2014 | 2013 | 2012 |
| Amount (USD) | 55,386 (in progress) | 127,348 | 132,806 | 122,747 | 125,924 | 118,769 |
| Estimated (in 1000 KRW) | 60,925 (in progress) | 140,083 | 146,087 | 135,021 | 138,516 | 130,646 |
| Collected to Date | 682,980 USD (actual) 751,278 KRW (estimated) | | | | | |

* 1USD = 1,100 KRW
* KRW = (in 1000 KRW)

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President City Seoul's Contributions to WeGO Operation and Programs

| Year | 2017 | 2016 | 2015 | 2014 |
|-------------------------|--|---------|---------|---------|
| Amount (in 1000 KRW) | 1,123,987 (budget) | 774,736 | 636,311 | 472,478 |
| *Estimated (USD) | 1,021,806 (budget) | 704,305 | 578,465 | 429,525 |
| Total | 3,007,512 KRW 2,741,707 (estimated) | | | |

* 1USD = 1,100 KRW | * KRW = (in 1000 KRW)

2. Approved Expenditures

After relying on the contributions of the President City, Seoul, for five years of operations, the 2015 Executive Committee meeting approved for the first time the use of membership fees for operational and program expenses of WeGO for 2016. The approved amounts have been less than average yearly collection of membership fees, and the actual expenditures have been less than the approved amounts, leading to savings of membership fees collected for future use by the organization. Seoul has continued to shoulder the majority of the operational and program expenses of WeGO.

- All financial business and calculations are conducted in KRW because the Secretariat is located in Seoul, South Korea. USD figures are just estimates as currency exchange rates fluctuate
- Each year, the WeGO Secretariat will report on the past year's use of membership fees and proposed amount to be used for the following year's budget at the Executive Committee Meeting
- All financial numbers have been verified to be accurate by Financial Officers seconded to WeGO Secretariat from Seoul Metropolitan Government

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| Expenditures with WeGO Membership Fees in 2016 | | |
|--|---|--------------------------------------|
| Expenditure Categories | Approved in 2015 | Actual Expenditure |
| Operational Expenses <ul style="list-style-type: none"> ● Hiring of WeGO staff ● Other Operational Expenses | 61,000 KRW 55,455 USD (estimated) | 35,699 KRW 32,454 USD (estimated) |
| Program Expenses <ul style="list-style-type: none"> ● Updating the WeGO website ● CeDS ● WeGO Awards ● WeGO Promotional Activities ● Professional research and capacity building ● WeGO Secondment Program | 62,000 KRW 56,364 USD (estimated) | 59,334 KRW 53,940 USD (estimated) |
| Total | 123,000 KRW 111,819 USD (estimated) | 95,033 KRW 86,394 USD (estimated) |
| Savings for Future Use | | 27,967 KRW 25,425 USD (estimated) |

* 1USD = 1,100 KRW | * KRW = (in 1000 KRW)

| Expenditures with WeGO Membership Fees in 2017 (in progress) | | |
|---|---|--------------------------------------|
| Expenditure Categories | Approved in 2016 | Actual Expenditure as of May 2017 |
| Operational Expenses <ul style="list-style-type: none"> ● Hiring of WeGO staff ● Other Operational Expenses | 43,000 KRW 39,091 USD (estimated) | 14,909 KRW 13,554 USD (estimated) |
| Program Expenses <ul style="list-style-type: none"> ● Updating the WeGO website ● CeDS ● WeGO Awards ● WeGO Promotional Activities ● Professional research and capacity building ● WeGO Secondment Program ● WeGO Best Practices Journal Publication & Online Platform | 66,000 KRW 60,000 USD (estimated) | 35,000 KRW 31,818 USD (estimated) |
| Total | 109,000 KRW 99,091 USD (estimated) | 49,909 KRW 45,372 USD (estimated) |

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| | |
|--------------------------------------|--------------------------------------|
| Savings for Future Use (in progress) | 59,091 KRW 53,719 USD (estimated) |
|--------------------------------------|--------------------------------------|

* 1USD = 1,100 KRW | * KRW = (in 1000 KRW)

| Year | WeGO Membership Fees Used | | | | | |
|--------------------------|---|--------|------|------|------|------|
| | 2017 | 2016 | 2015 | 2014 | 2013 | 2012 |
| Amount (in 1000 KRW) | 49,909 (in progress) | 95,033 | 0 | 0 | 0 | 0 |
| Estimated (USD) | 45,372 (in progress) | 86,394 | 0 | 0 | 0 | 0 |
| Collected to Date | 682,980 USD (actual) 751,278 KRW (estimated) | | | | | |
| Used to Date | 144,942 KRW (actual) 131,766 USD (estimated) | | | | | |
| Total Savings | 606,336 KRW (actual) 551,214 USD (estimated) | | | | | |

* 1USD = 1,100 KRW | * KRW = (in 1000 KRW)

3. Proposed Expenditures for 2018

The Secretariat is requesting less than the expected collection of membership fees, so that WeGO can continue saving money for future use by the Organization.

| Proposed Expenditures of WeGO Membership Fees in 2018 | | |
|--|---------------------------------|-----------------|
| Expenditure Categories | Proposed for 2018 (in 1000 KRW) | USD (estimated) |
| Operational Expenses <ul style="list-style-type: none"> Hiring of WeGO staff Other Operational Expenses | 43,000 KRW | 39,091 USD |
| Program Expenses <ul style="list-style-type: none"> WeGO website: Members Online Platform for Knowledge Sharing WeGO Programs for Members WeGO Promotional Activities Professional Research and Consultation WeGO Secondment Program Smart Sustainable City Projects Catalog | 66,000 KRW | 60,000 USD |

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| | | |
|---|-------------------------|-------------------------|
| • Smart Sustainable City Best Practices Journal | | |
| Total | 109,000 KRW | 99,091 USD |
| Projected Collection for 2018 (estimated) | 137,500 KRW (estimated) | 125,000 USD (estimated) |
| Projected Savings for 2018 (estimated) | 27,500 KRW (estimated) | 25,000 USD (estimated) |

* 1USD = 1,100 KRW | * KRW = (in 1000 KRW)

*2018 collection estimate is calculated by five years collection average from (2012 ~ 2016)

All financial numbers presented to the WeGO Executive Committee have been verified by financial officers seconded by the Seoul Metropolitan Government

Sophie Jung
Financial Officer
Seoul Metropolitan Government Seconded Officer

Belmasio Kwon
Administrative Director
Seoul Metropolitan Government Seconded Officer

Executive Committee members are invited to discuss and approve the proposal on the use of membership fees for 2018



Agenda 5

REVIEW OF NEXT PRESIDENT, VICE PRESIDENTS AND EXECUTIVE COMMITTEE MEMBERS

In accordance with Article 12 of the WeGO Statute, the Executive Committee will carry out the following: Discussion on election of the president city and the Executive Committee members by the General Assembly; Nomination of vice president cities for the President to appoint

Agenda 5: Next President, Vice Presidents, and EXCOM Members

The next President City for 2017 ~ 2020 Term

After a call to all WeGO members earlier this year for candidates, Seoul is the sole candidate for the President City. Seoul has taken the lead in founding and managing the organization as its President and must continue to serve the role to maintain operational continuity of the Organization

Appointment of Next Vice President Cities for 2017 ~ 2020 Term

The WeGO statute stipulates the following: *"The vice president cities shall consist of an executive vice president city and not less than five (5) vice president cities... The next host city of the General Assembly will automatically be appointed as the executive vice president city and vice president cities shall be appointed by the president city from among cities nominated by the Executive Committee."*

A survey was circulated to all 14 Executive Committee Members earlier this year asking for nomination of Vice President cities for the 2017-2020 term. Among the cities that have been nominated by the Executive Committee, Seoul, if re-elected, is planning to appoint the following **seven (7)** Vice President Cities in alphabetical order:

Addis Ababa, Beyoğlu, Ha Noi, Jakarta, Mexico City, Moscow, Ulyanovsk Region

The Next Executive Committee Members for 2017 ~ 2020 Term

The WeGO Statute stipulates:

*"The Organization shall have the Executive Committee comprising twenty (20) or less cities including the president city and vice president cities. The Executive Committee provides support for the projects and assists in the operation of the Organization. Any member city may join the Executive Committee **by notifying the Secretariat in writing of its candidacy one (1) month prior to the General Assembly.** Members of the Executive Committee shall be elected by the General Assembly taking into account equitable geographical distribution as much as possible."*

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The following **Twelve (11)** cities are candidates for Executive Committee member for the 2017 to 2020:

Chengdu, Bucharest, Goyang, Hebron, Khartoum State, Kigali, Makati, Nairobi, Pittsburgh, Seberang Perai, Ulaanbaatar

All Executive Committee members are invited to discuss



Agenda 6

REVIEW OF 3-YEAR STRATEGIC PLAN & MISSION REFORMULATION

As the state of digital technology evolves rapidly, the WeGO Secretariat, with approval of the 2016 Executive Committee, has taken the step to revise its Mission Statement and set out an ambitious 3-Year Strategic Plan. These were created in consultation with two expert consultants with feedback from our Advisory Panel. The General Assembly will vote to approve these changes, and the Secretariat believes that the changes, if approved, will move WeGO further in the direction that it needs to adapt in order to best serve the diverse and dynamic needs of its members. Here we present them for your consideration.

WeGO 3-Year Strategic Plan for 2017-2020

1. Introduction

The World e-Governments Organization of Cities and Local Governments (WeGO) was founded in 2010 by 50 founding member cities to promote sustainable city development by enhancing exchanges and cooperation on e-Government, to improve administrative efficiency and transparency by strengthening digital capabilities, to advance online public services for citizens, to increase civil involvement, to bridge the digital divide, and to create a common ground for direct cooperation and solidarity among cities.

WeGO has now grown to 120 members with numerous annual programs and activities for members like the: Seoul e-Government Training Programs 1 & 2—Joint Workshop for e-Government and Smart City—Asia-Pacific Regional Forum on Smart Sustainable Cities—Smart Cities Innovation Summit Asia—ICT Feasibility Study and Pilot Project; and E-Government and Smart City Tools like the: WeGO-TM Forum Smart City Maturity & Benchmark Model—eGovFrame—City e-Government Diagnostic and Solution (CeDS)—WeGO Citizen Participation System (CPS) solution.

With ever-increasing and passionate support of 120 WeGO members and excellent leadership of our President, Vice President cities, and Executive Committee members, WeGO will continue to move forward to better serve our Members as a platform for their transformative journey to become smarter and more sustainable cities.

2. Evolution of Purpose toward “Smart Sustainable Cities for All”

Digital technology for urban development is constantly moving forward. Technologies such as the Internet of Things (IoT), Cloud computing, Big Data and analytics, and Artificial Intelligence (AI) are spreading rapidly in cities around the world. The virtual cyberspace, traditionally confined to the world of software, is reaching into the real world through sensors and IoT. Cities are becoming more connected, possessing a wide network of things that are automated and constantly interacting with citizens, while at the same time gathering data sets that are run through Big Data Analytics and even Deep Learning by AI.



Meanwhile, cities around the world have faced an increasing array of sustainability challenges. Rapid urbanization, environmental degradation, and growing socio-economic disparities have all put pressure on the urban resources and city administration. Since the founding of WeGO in 2010, the UN Millennium Development Goals (MDGs) have been replaced by the 17 Sustainable Development Goals (SDGs) with 169 targets, spearheaded by the United Nations through a deliberative process involving its 193 Member States in 2015. Subsequently, 50,000 urban development stakeholders gathered at Habitat III in Quito, Ecuador, to declare the “New Urban Agenda”, reinvigorating the global commitment to sustainable urbanization that leaves no one behind.

WeGO too needs to evolve to meet the new goals and challenges ahead, helping our members navigate fast-changing digital technologies employed in cities for smart sustainable urban development for all citizens. It is with this background that WeGO has been hard at work to redefine and update our mission in order to better serve our members in 2017 and moving forward into 2020 and beyond.

2.1. Challenges of urbanization and sustainability

The world faces an unprecedented urbanization rate. More than half of the world’s people currently live in cities; and it is forecasted that 66% of the world’s population will be living in urban areas by 2050, with the urban population surpassing 6 billion people. Cities are engines for innovation and economic growth, accounting for 80% of the global GDP. However, high density city population increases put strains on energy, transportation, water, waste management, housing, buildings and public spaces. Cities also consume around 75% of global energy and are responsible for 70% of the global greenhouse gas (GHG) emissions. Demand for services in urban areas is increasing rapidly; but against limited resources. We need to do more with less in order to build our sustainable future. So urbanization raises significant challenges in economic, social and environmental sustainability.

As the MDGs expired in 2015, the SDGs have been set for 2016-2030. In particular, among the 17 Goals, Goal 11 turns the spotlight on cities and specifically sets the goal to “Make cities and human settlements inclusive, safe, resilient and sustainable.” Research findings have shown that 65% of all SDG targets, not just Goal 11, require local action for their successful implementation. Thus, effective local solutions are essential to meet global challenges.

In this regard, the transformative role of Information and Communication Technologies (ICT) in addressing urban challenges has been widely discussed and there is growing recognition that ICT has great potential to enable the SDGs and thereby support the sustainable cities of the future. A large number of cities around the world have adopted ICT to improve efficiency in the delivery of services and to encourage new collaboration and innovation that fuel socio-economic development. ICT has been used to enhance the quality and accessibility of city administrations as well as the healthcare, education and other systems, and to increase stakeholder involvement, including those at risk of being marginalized or excluded. Cities have also adopted ICT to reduce the environmental impact of development by optimizing urban mobility and making buildings and utility grids more energy-efficient.

2.2. Global Smart City Movement

The initiatives of ‘Smart City’ have emerged to address urban challenges around the world. Many cities have endorsed the Smart City concept and have endeavored to leverage the latest in technology and connectivity to address urban challenges, such as traffic congestion, safety and security, climate change

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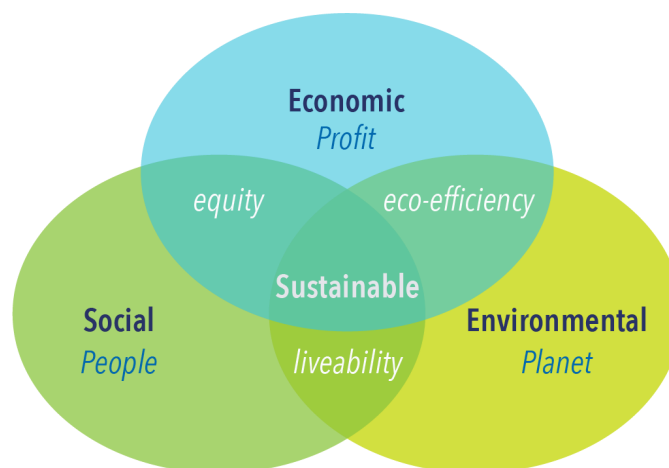


and other environmental issues, and aging urban infrastructure, in a ‘smart’ manner. In smart cities, digital technologies translate into better public services, better use of resources, liveability for citizens and workability for businesses. The New Urban Agenda, the outcome document of Habitat III, also endorsed the smart city approach that is expected to “provide options for inhabitants to make more environmentally friendly choices and boost sustainable economic growth and enable cities to improve their service delivery.”

There are many different views on what a smart city is and thus there is no single, unified definition of smart city. A definition by the International Telecommunications Union (ITU) reads: “A smart sustainable city is an innovative city that uses information and communication technologies (ICTs) and other means to improve the quality of life, efficiency of urban operation and services, and competitiveness, while ensuring that it meets the needs of present and future generations with respect to economic, social, environmental as well as cultural aspects. The European Commission (EC) emphasizes the benefits of a city’s inhabitants and businesses and defines a smart city as “a place where the traditional networks and services are made more efficient with the use of digital and telecommunication technologies, for the benefits of its inhabitants and businesses”. On the other hand, Gartner, a leading IT research and advisory company, defines smart city as “an urbanized area where multiple public and private sectors cooperate to achieve sustainable outcomes through the analysis of contextual real time information shared among sector-specific information and operational technology systems.”

It is important to note that the smart city concept highlights the ‘three dimensions of sustainability,’ which consists of the economic, social and environmental sustainability. The term ‘triple bottom line’ is also often used to refer to the social (People), environmental (Planet) and economic (Profit) bottom line or sustainability. Solutions to the sustainability problem must ultimately make all three dimensions sustainable, because if any one dimension is weak then the system as a whole becomes unsustainable. Most national and local problem solving efforts tend to focus on only one dimension at a time, but the policy makers and practitioners will need to take a longer term perspective and thus evaluate the future consequences of decisions in terms of making all three dimensions sustainable. Thinking deeply in terms of the three dimensions of sustainability would require ‘systems thinking,’ as one starts seeing the world as a collection of interconnected systems.

Figure 1. Three Dimensions of Sustainability



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In addition to the economic, social and environmental sustainability, the concepts and definitions of smart city in general highlight such characteristics as: the strategic use of new technologies; innovation; integrated ICT infrastructure; benefits for citizens and businesses; stakeholder engagement and citizen focus; context-based and data-driven decision making; and multi-stakeholder partnerships, among others.

More recently, the concept of a smart city has been shifting from a top-down and mostly technology-driven approach, towards a bottom-up process that facilitates participation and collaboration among city stakeholders. In this latter respect, a smart city is seen as an ecosystem where open government data, smart applications, participation of citizens, collaboration among stakeholders, and Big Data Analytics based on real-time information drive innovation and competition. The city becomes a living laboratory where a large diversity of stakeholders such as user communities, research organizations, solution developers, local authorities as well as investors collaborate and co-create adoptable innovation solutions. A growing number of cities have set up urban 'living labs' based in real life communities and settings, which operate as intermediaries among citizens, research organizations, companies, and cities for joint value co-creation, prototyping and validation to scale up innovation and businesses.

For a city government to plan and execute a smart city strategy, it is necessary to have a means to assess its city wide capabilities and maturity across various aspects of a smart city. WeGO, in collaboration with its partner, TM Forum has introduced the WeGO-TM Forum Smart City Maturity & Benchmark Model which has been designed to assess a city's maturity across the key aspects of a city's transformation journey to become a smarter city. The Model allows a city to assess smart city maturity based on five dimensions: leadership and governance, stakeholder engagement and citizen focus, effective use of data, integrated ICT infrastructure, in addition to existing levels of smartness. The city can then set clear goals as to how it wishes to transform over the next two to five years, as well as benchmark itself against global best practices of other cities.

2.3. Objectives and Pillars of Smart Sustainable City

The goals for moving to a smart city differ between cities, and each city needs to set its own objectives based on citizen expectations as well as social, economic and environmental conditions of the city. It is also important to have measurements of the progress towards the city's smart city goals. Thus, smart city initiatives around the world start with a plan that clearly states the vision and key objectives, together with smart city governance roadmap and key performance indicators (KPIs).

The ITU, in collaboration with the United Nations Economic Commission for Europe (UNECE), developed a set of international KPIs for Smart Sustainable Cities which provide objective and comparative indices to measure the progress achieved in transitioning to a smart and more sustainable city. The WeGO Secretariat also participated in the consultation process of developing the ITU-UNECE KPIs. These KPIs can be useful in assessing how successful cities have been in accomplishing their smart sustainable city goals.

Cities and smart city experts have laid out a different set of pillars or dimensions of a Smart Sustainable City. The model described in Figure 2, developed by Boyd Cohen, has been widely used and is based on a holistic framework for considering what makes a smart city smart. The six pillars of Smart Sustainable City in this model include: Smart Government, Smart People, Smart Economy, Smart Living, Smart Mobility and Smart Environment. Table 1 provides more detailed information about the key components or features of each pillar.



Figure 2. Smart City Model

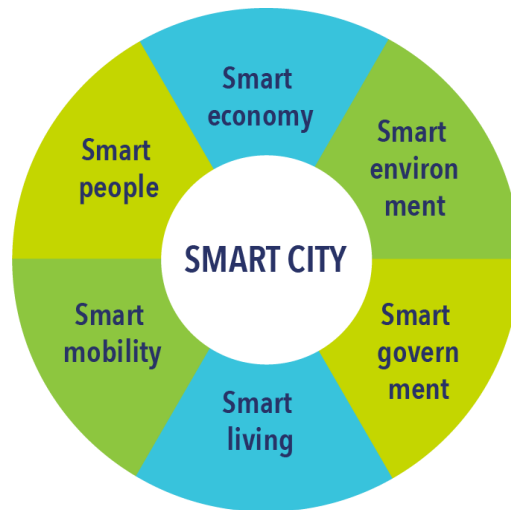


Table 1: Pillars of Smart Sustainable City

| Smart Sustainable City | |
|------------------------|--|
| 1. Smart Government | <ul style="list-style-type: none"> ● ICT & e-Government ● Transparency & open data ● Citizen-centric (reform of processes and silos to provide an effective user experience) ● Data-driven (real-time data collection and integration for smarter decisions) ● Performance-focused (focus on outcomes rather than inputs) ● Integrated foresight, decision-making and management |
| 2. Smart People | <ul style="list-style-type: none"> ● Citizen inclusion (internet-connected households, smartphone penetration, civic engagement) ● Education ● Embrace creativity (Urban living labs, creative industry jobs) ● Community collaboration and knowledge exchange ● Digital ethics |
| 3. Smart Economy | <ul style="list-style-type: none"> ● Entrepreneurship & innovation (new startups, R&D) ● Productivity ● Local & global interconnectedness ● Data marketplace and open data ● Sharing economy ● Support for companies to transition to Smart Manufacturing or Industry 4.0 |
| 4. Smart Living | <ul style="list-style-type: none"> ● Health (E-Health, Ambient Assisted living for the elderly) ● Public and private safety ● Culture and well-being ● Personal resilience and choices |
| 5. Smart | <ul style="list-style-type: none"> ● Efficient transport |

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| | |
|----------------------|---|
| Mobility | <ul style="list-style-type: none"> ● Mixed-modal access (public transport) ● Integrated ICT infrastructure (smart cards, access to real-time information) ● Spatial connectivity ● Smart streets and walking ● Road traffic safety such as Vision Zero |
| 6. Smart Environment | <ul style="list-style-type: none"> ● Smart buildings (green buildings, smart homes) ● Resources management (energy, carbon footprint, air quality, waste generation, water consumption) ● Sustainable urban planning |

Among the six pillars in Table 1, Smart Government reflects the evolution of government toward complete digital transformation. The advent of new digital technologies, together with citizen-centric approach, has led to a paradigm shift in the working of government around the world. The earlier initiatives of e-Government focused on the use of IT system, such as computerization and online services, for process innovation with the goal of improving administrative efficiency. The focus has subsequently been shifted to open government or platform government that are open to people, using web and mobile applications. WeGO's new service, Civic Participation System (CPS) solution, reflects our efforts to help Members in this regard. Moving beyond, Smart Government utilizes intelligent digital networks based on sensor, IoT, cloud-based services, more powerful mobile devices, Big Data and analytics, etc. to analyze and understand the functioning of the city and generate sustainable public value. It would integrate information, communication and operational technologies across multiple domains and jurisdictions, and use integrated real-time data to make decisions in allocating public resources.

ICT has thus the potential to make a significant impact on urban sustainability. However, it is important to note that availability does not necessarily mean accessibility. ICT products and services may be available in a city, but may not be practically accessible to all segments of the population due to a lack of affordability or education. This may exacerbate the digital divide by increasing the influence of the haves while reducing the influence of the have-nots, thus further worsening urban inequality. Thus, concerted government efforts are required to achieve Smart Sustainable Cities for all citizens that leave no one behind in this rapidly digitizing world

3. WeGO Strategic Plan 2017-2020

The framework and ideas for the WeGO 3-Year Strategic Plan for 2017-2020 are presented as follows:

1. Re-defining WeGO's Vision and Mission
2. WeGO's Core Values Statement
3. Strategic Goals & Activities for 2017-2020

3.1. Vision and Mission

WeGO's Vision:

Smart Sustainable Cities for All:

Innovative cities that leverage digital technology and connectivity to improve quality of life, efficiency of urban operation and services, and economic prosperity for all citizens, while ensuring long-term economic, social and environmental sustainability

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WeGO's Mission:

- To promote and facilitate the transformation of cities to Smart Sustainable Cities worldwide;
- To be a global platform for cities to enhance their digital capabilities and leverage their innovation potentials in order to develop transformative solutions for Smart Sustainable Cities;
- To foster international exchange, cooperation, and learning among cities.

3.2. Statement of Core Values

WeGO's core values in striving toward the mission are as follows:

- Sustainability
- Stakeholder Involvement and Collaborative Governance
- Technology for Innovation and People-centered Growth
- Open and Smart Government
- Collaboration and Sharing
- Fair and Transparent Practice

Sustainability: WeGO strives to make cities and regions inclusive, safe, resilient and sustainable, ensuring long-term environmental health, social equity and economic welfare and prosperity. We support Members in developing innovative and transformative solutions for their particular challenges, while considering economic, social, and environmental impacts and changes. We promote solutions to collect and create new data on key sustainability issues. We commit to the New Urban Agenda adopted at Habitat III and the 17 Sustainable Development Goals adopted by the United Nations at a subnational local government level.

Stakeholder Involvement and Collaborative Governance: WeGO endeavors to strengthen and build broad stakeholder involvement and collaborative governance, crossing existing boundaries between the public, private and civil society sectors, neighboring territories, government levels, and policy domains; by promoting digital inclusion, empowerment and participation, cooperation and partnership, as well as knowledge exchange and learning, in order to bridge the digital divide and reduce existing disparities.

Technology for Innovation and Human-centered Growth: WeGO fosters the ability for cities to leverage technology for innovation and human-centered growth. We commit to focusing on the actual needs of citizens over the latest technologies or trends. Digital technology must be a tool for citizen welfare and happiness, not just a showcase of the latest and greatest. We commit to embracing and harnessing the digital revolution and related technologies for the benefits of all citizens.

Open and Smart Government: WeGO supports Members' transition to open and smart government. We promote open government approaches to enhance the transparency and accountability of public administrations, as well as their overall efficiency while addressing issues of security and privacy. We also support Members' transformation to smart government characterized by citizen-centric, data-driven, performance-focused, and integrated foresight, decision-making and management processes.

Cooperation and Sharing: WeGO fosters peer-to-peer exchange, benchmarking, knowledge transfer, learning and collaboration between cities for collective problem-solving. We also support collaboration with

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international and national bodies, research and academia, NGO's, businesses and financing institutions. We will promote effective approaches to development and implement Smart City solutions for sustainable urban development. We will share supporting tools to create leading practice cases and foster innovation through global exchange

Fair & Transparent Practice: WeGO shall maintain the highest standards of ethics and a code of conduct, to be fair and transparent to its Members, non-members, and stakeholders for all of its activities.

3.3. Strategic Goals & Activities for 2017-2020

With our updated mission laid out before us, and our renewed values guiding us, WeGO will transform to more effectively serve our Members in pursuing smart sustainable urban development. We will offer new programs and expand on existing activities and programs to encompass the increased scope of our mission. WeGO's ultimate goal will be to help our Members realize their Smart Sustainable City goals with tangible initiatives and projects that benefit the welfare of all citizens and sustainability of cities.

This section presents WeGO's strategic goals for the period from 2017 to 2020 and the new activities to be undertaken to achieve these goals. It should be noted that the activities below refer the new activities and programs that will be offered, in addition to the on-going WeGO programs such as annual Feasibility Study, Digital Capacity Building Programs, ICT Tools, and ICT conferences, workshops, and international events.

Goal 1: Strengthen Capacity Building

As an organization with the mission to promote and facilitate the transformation of cities to Smart Sustainable Cities, strengthening the capacity of our Members will always be the priority of WeGO in order to help city leaders, practitioners and stakeholders develop and implement transformative solutions for Smart Sustainable Cities.

For the period 2017-2020, WeGO will:

- Build and strengthen WeGO Digital Capacity Building Programs by expanding existing training programs to comprehensive programs on smart sustainable urban development. In particular, the Programs will reflect the diversity of Members in terms of city vision and goals, socio-economic conditions, existing levels of ICT infrastructure and connectivity, governance and other capabilities, among others, in order to better able each Member to plan and execute Smart Sustainable City initiatives and meet the local needs of their cities. Specific focus will be given to systems thinking, open innovation and design thinking approaches as well as integrated foresight, decision-making, and management processes that can lead to actual project implementation.
- **WeGO Online Smart Classroom:** Provide standardized and ad-hoc online training services to Members. The content will include global trends and local best practices on Smart Sustainable Cities as well as understanding of advanced technologies. These online training programs will include:



- Programs for basic ICT topics as well as the latest topical issues such as IoT, AI, Cyber Security, and 4th Industrial Revolution
 - A series of interactive web-based seminars, featuring specific Smart Sustainable City issues. The WeGO Secretariat and Regional Offices will organize and host the webinars, but Members and external experts will also be invited to offer lectures.
 - Composite form of online-classroom lectures and homework assignments; an official WeGO certification will be accredited according to the achievement at the completion of the courses
- Assist interested Members to implement the WeGO-TM Forum Smart City Maturity & Benchmark Model which allows cities to assess their development as a Smart City and benchmark other leading cases. The participating cities will receive a comprehensive post-assessment consultation and a full benchmarking report.
 - Assist Members to implement the KIs for Smart Sustainable Cities by collaborating with ITU. This will allow cities and their stakeholders to assess the degree of success in achieving the objectives of smart sustainable city projects.
 - Assist Members to adopt WeGO Civic Participation Systems (CPS) solution that allows cities to efficiently and comprehensively collect and manage the concerns of their citizens. Members wishing to use this digital-capacity-enhancing system themselves will receive both the proprietary program and a training manual on how to properly enact the system in their city.

Goal 2: Platform for action-oriented cooperation

WeGO will build and develop an effective platforms to facilitate city-to-city exchange, benchmarking, learning, knowledge transfer and collaboration for collective problem-solving among Members. The new platforms will support Members to co-create innovative Smart City solutions for their particular challenges, followed by actual implement of the initiatives.

For the period 2017-2020, WeGO will:

- Set up and facilitate action-oriented thematic clusters with a grouping of WeGO Members around a core area of interest in pursuing their smart city vision and objectives. The themes for the thematic clusters will include:
 - Smart Government;
 - Living Labs for Open Innovation;
 - Big Data and Data-Driven Policy;
 - Smart Mobility;
 - Smart and Low-Carbon City;
 - Additional themes based on WeGO Members' needs

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The WeGO Secretariat will facilitate the thematic cluster members to share challenges, experiences, innovative solutions and success stories, as well as forge new partnerships on Smart City projects that can lead to actual project implementation. WeGO will bring in more stakeholders from the private sector, academia, and other experts into the group conversation and activities in order to facilitate multi-stakeholder horizontal partnerships and financing for the cluster groups to successfully implement Smart City projects around the world.

- Set up online communication and exchange platform for Members. In addition to the usual communication channel through the WeGO Secretariat, direct online communication platform will be established to facilitate dynamic exchange of ideas, policies and practices among Members.
- Assist Members in their efforts to move beyond pilot projects and demonstrations to actual Sustainable Smart City projects implementation. In particular, as the capacities of cities to implement bold and innovative solutions are often significantly constrained by financing obstacles, the WeGO Secretariat will assist Members by working on models and methods to finance local initiatives, including Public-Private Partnership (PPP) models, and potential sources of financing.

Goal 3: Knowledge Building and Research

WeGO's activities to support the transformation of Members to Smart Sustainable Cities need to be based on extensive and up-to-date knowledge base. This will require the efforts of the Secretariat as well as Members for knowledge building through collection, analysis and synthesis of Smart City cases and data as well as more in-depth research in the Smart Sustainable City field. It will also require systematic knowledge management to keep up-to-date knowledge base, and to subsequently allow Members to actively access and use the accumulated information.

For the period 2017-2020, WeGO will:

- Establish Smart Sustainable City knowledge database which contains digital policy agenda, global trends, emerging technology trends, and best practices.
- Build a comprehensive WeGO Smart Sustainable City Projects Catalog where Members can access project cases from around the world and network with the cities and companies who have successfully planned and implemented the initiatives. The Catalog will include details on project background, main features, technical details, challenges, statistics, impact, budget and financing so that members can learn from and perhaps implement in their own city.
- Conduct research and publish an online WeGO Smart Sustainable Cities Best Practices Journal, highlighting some of the best entries in the Catalog with more detailed analysis on key challenges and lessons for Members to see.

Goal 4: Diversified Membership and Partnerships

Smart Sustainable Cities initiatives often require inclusive multi-sector partnerships encompassing the public, private and civil society sectors. In line with WeGO's new mission, we will endeavor to enlarge the scope of WeGO membership and partnerships to better enable multi-stakeholder partnerships. At the same time, we will endeavor to provide better and more customized service to Members by increasing Secretariat capabilities, expertise and knowledge.

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For the period 2017-2020, WeGO will:

- Attract Corporate Members for long-term and sustainable partnerships. The Secretariat will endeavor to bring Corporate Members' perspectives and expertise into the working of WeGO and also help WeGO city Members to pursue real projects with Corporate Members to better enable the implementation of Smart Sustainable City initiatives.
- Strengthen partnerships with international, regional, and national organizations as well as sub-national local government associations, including the ITU, UN, World Bank, Asian Development Bank (ADB), African Development Bank (AfDB), ICLEI, UCLG, and FMDV. Also, we will help connect Members' projects to public financing institutions like the World Bank, ADB and AfDB, as well as private financing institutions.
- Attract city Members from underrepresented regions and nations for a more diversified and global city membership. We will also forge more active partnerships with the academia and experts in order to enrich our knowledge base and strengthen research and analytical capabilities.
- Strengthen Secretariat capabilities and empower Regional Offices. In order to better serve Members, we will strengthen Secretariat capabilities and expertise. We will also endeavor to empower Regional Offices through capacity building, joint projects, staff exchange and traineeship programs, among others. Where appropriate, we will establish Member-hosted satellite centers on a specific theme or project with the aim to enlarge our capability and expand national or regional outreach.

4. Conclusion

The WeGO 3-Year Strategic Plan for 2017-2020 is the first attempt to spell out the medium-term plan since the organization's establishment in 2010. The objective of the Plan is to better serve our Members in their transformative journey to become smarter and more sustainable cities. It will be positioned as the primary reference for WeGO's operation and will be complemented by WeGO's Annual Plans which will include detailed targets and performance indicators. Annual performance monitoring and evaluation will ensure that the Plan and goals are on track.

▣ Updating WeGO's name

Much of the world has moved past simple "e-Government" into "Smart Government" inside the framework of Smart Sustainable Cities. WeGO must also evolve from a name that only reflects part of its evolving mission, from e-Government to Smart Sustainable Cities.

The acronym name "WeGO" will remain the same to acknowledge the history and brand of the organization, but the organization's name must be updated to "World Smart Sustainable Cities Organization," as we look to the future beyond just e-Government. Please note that "Smart" encompasses "Smart Government," which is larger in scope than just "e-Government". E-Government will continue to be part of WeGO's mission inside Smart Government, which is part of Smart Sustainable City.

"Cities" includes not just traditional cities but all local governments, states and regions at a subnational level as defined in our statute.

From: => WeGO (World e-Governments Organization of Cities and Local Governments)

To: => WeGO (World Smart Sustainable Cities Organization)

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Precedent for name change:

UNICEF was established on 11 December 1946 by the United Nations to meet the emergency needs of children in post-war Europe and China. Its full name was the United Nations International Children's Emergency Fund. In 1950, its mandate was broadened to address the long-term needs of children and women in developing countries everywhere. When its name was changed to the United Nations Children's Fund, UNICEF however retained its original acronym name.

The EXCOM are invited to share their opinions on the Three-Year Strategic Plan, Mission Reformulation, and Name Update of WeGO

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Agenda 7

REVIEW OF PROPOSED CORPORATE MEMBERSHIP CATEGORY

Corporate Membership Category Approval

New membership and funding strategy discussions were held as early as Executive Committee Meeting 2011, continuing in Executive Committee Meetings 2013, 2015, and in 2016. Since the founding, WeGO has been dependent on membership fees paid by full members and also contributions by the President City. Over the many years of discussions by Executive Committee members on this subject there have been two major agreements:

1. WeGO must develop long-term and sustainable partnerships with global companies in order for the organization to grow
2. These corporate entities should not have the same status as city members, who are the primary founders of WeGO

Previous EXCOM approval that hold relevance:

Executive Committee Meeting 2011: Approved on attracting sponsorship from private companies for WeGO meetings and events, resulting in sponsorships of WeGO General Assemblies held in Barcelona (2012), Chengdu (2014), and Ulyanovsk (2017)

General Assembly 2014: Approved the new membership category of: "Friendship Member," defined as "any regional association of local governments; or any government agency or governmental entity that is directly concerned with local e-Government issues; whose membership was approved by the Executive Committee."

Discussion and Approval of new WeGO membership category of "Corporate Member":

- Corporate Members will have the same rights as Associate Members, namely: may attend regular sessions of the General Assembly and present their opinions on matters of, including but not limited to, the Statute, projects and annual membership fees, but not vote, approve, decide on matters, or hold executive positions (suggested changes in Agenda 4)
- All prospective corporate members must be approved by the Executive Committee and pay annual membership fees based on the number of employees (membership fee chart in Agenda 4, Annex 3). Small to Medium Enterprises (SMEs) will pay less than large Multinational Corporations
- Corporate Members will contribute to discussions by adding private-sector perspectives on urban development issues and help WeGO Members form Public-Private Partnerships for Smart Sustainable City projects



Summaries of discussions from 2014 and 2015 EXCOM

At the **2014 Executive Committee** meeting, under Agenda 4: “New Membership and Funding Strategies” it was first proposed that corporate members be adopted along with friendship members. However, after some discussion, the topic was tabled until the 2015 EXCOM.

Consequently, “Corporate Membership” was included as Agenda 8 at the **2015 Executive Committee**. Feedback on the idea was largely positive, with Seoul and Ulaanbaatar in particular voicing support. However, as the new membership category requires General Assembly approval, it was again tabled for further discussion at the 2016 Executive Committee.

Memorandum of Corporate Member Category discussion from 2016 Executive Committee meeting.

The 2016 EXCOM Agenda 6 Memorandum on “WeGO Corporate Partnership” is presented here as it is the most recent and relevant discussion of the proposal:

The WeGO Secretariat proposed further discussions, initiated back in the 2013 EXCOM, on how to develop a long-term sustainable partnership model with the private sector for the future growth of WeGO but the Executive Committee did not provide any feedback. Observer NITDA (Nigeria) mentioned that the WeGO Secretariat should take into account local dynamics in different countries, for example, Nigeria where smaller entities, rather than large corporations, are more likely to be involved in such activities.

At the last Executive Committee Meeting in 2015, the corporate membership category was discussed with favorable feedback conditional upon clear guidelines of corporate partners’ benefits and responsibilities. Henceforth, the specific guidelines for the Corporate Partnership category will be further developed and presented by the WeGO Secretariat at the 4th WeGO General Assembly 2017 for final approval at the General Assembly.

| Suggested Membership Fee Chart for Corporate Members <i>(in USD)</i> | |
|---|----------------------------|
| Number of Employees (worldwide) | Fees for Corporate Members |
| 0 ~ 499 | 2,000 |
| 500 ~ 1999 | 4,000 |
| 2,000 ~ | 8,000 |

**All EXCOM are invited to share their opinions on the new membership category:
"Corporate Member"**

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Agenda 8

REVIEW OF AMENDMENTS TO THE WEGO STATUTE

The Secretariat will propose a number of amendments to our statutes, which will be voted upon at the General Assembly for approval. The Secretariat believes that these changes more accurately reflect the needs of the organization. Here we present them for your consideration.

Statute Amendments

Executive Summary of Suggested Amendments to WeGO Statute:

Article 1,3,4: Terms have been adjusted to match the updated WeGO Mission, Vision, and Name Change (Agenda 2 of this document), from "e-Government" to "Smart Sustainable Cities".

Article 5, 6, 8, 14: New membership category: "*Corporate Member*," has been added. Corporate members may attend regular sessions of the General Assembly and present their opinions on matters, but not vote, approve, decide on matters, or hold executive positions (Agenda 3 of this document).

Article 10: Gives the General Assembly the authority to make the final selection of next host city, instead of just confirming decisions made by the Executive Committee. Additionally, grants the Organization more flexibility to approve hosts to alleviate difficulty in locating the next General Assembly and Executive Committee meeting hosts.

Article 11: Gives the Organization flexibility to add the Executive Vice President as a special 21st member to a full complement of 20 Executive Committee members.

Article 12: Mandatory discussion provisions for Executive Committee meetings have been replaced with flexible discussion options and gives Executive Committee the power to decide on the host of the General Assembly in the years the General Assembly is not held, to give the Organization more time in locating an appropriate host.

Article 13: Gives more opportunities to WeGO members to host new Regional Offices and gives the Executive Committee more flexibility to dissolve existing Regional Offices.

Article 15:

1. Reflects "Smart Sustainable City Awards" name change approved by Executive Committee Meeting 2016.
2. Title of Regional Office head changed to "Regional Director" to avoid confusion with the title of WeGO "Secretary General".

Article 16: The ratio to form a "quorum" has been decreased. This will allow for more flexibility in organizing meetings as membership numbers increase.

Annex 3: New suggested Corporate Membership Fee Chart (based on number of employees).

Executive Committee members are invited to share their opinions on suggested statute amendments

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Proposed Amendments

Article 1: Purpose

| Current Article | Revised Article |
|---|---|
| <p style="text-align: center;">Article 1 Purpose</p> <p>This Statute aims to stipulate the structure and general operation of the Organization established to promote sustainable city development by enhancing exchanges and cooperation on e-governments, to improve administrative efficiency and transparency by strengthening digital capabilities, to advance online public services for citizens and increase civil involvement, to bridge the digital divide, and to create a common ground for direct cooperation and solidarity among cities.</p> | <p style="text-align: center;">Article 1 Purpose</p> <p>This Statute aims to stipulate the structure and general operation of the Organization established to promote smart sustainable urban development for all citizens by enhancing the digital capabilities of cities and leveraging their innovation potentials in order to develop transformative solutions for Smart Sustainable Cities, in addition to fostering international exchange, cooperation and learning among cities.</p> |
| Reason for Suggestion | |
| <p>To match the updated WeGO mission and vision from Agenda 2. WeGO's new vision and mission will be reflected in Article 1, while core values and activities are not listed to avoid confusion.</p> | |

Article 3: Use of Terms

| Current Article | Revised Article |
|---|---|
| <p style="text-align: center;">Article 3 Use of Terms</p> <p>For the purpose of this Statute:</p> <p>(a) "e-governments" refers to cities and local governments that make use of information technology to enhance the access to and the delivery of government services for citizens;</p> <p>(b) [No Change]</p> <p>(c) [No Change]</p> | <p style="text-align: center;">Article 3 Use of Terms</p> <p>For the purpose of this Statute:</p> <p>(a) "Smart Sustainable Cities" refers to innovative cities that leverage digital technology and connectivity to improve quality of life, efficiency of urban operation and services, and economic prosperity, while ensuring long-term economic, social, and environmental sustainability.</p> <p>(b) [No Change]</p> <p>(c) [No Change]</p> <p>(d) "Corporate" refers to all private sector businesses, including small to medium enterprises to large multinational corporations</p> |
| Reason for Suggestion | |
| <p>(a): To match WeGO mission update from e-Government to Smart Sustainable Cities (d): To more clearly define the term "corporate" for new membership category of "Corporate Member"</p> | |



Article 4: Projects of the Organization

| Current Article | Revised Article |
|---|--|
| <p style="text-align: center;">Article 4 Projects of the Organization</p> <p>In accordance with its goal of improving the quality of life of citizens stipulated in article 1, the Organization shall conduct the projects to:</p> <p>(a) Share and disseminate best e-government practices between and among cities;</p> <p>(b) [No Change]</p> <p>(c) [No Change]</p> <p>(d) [No Change]</p> <p>(e) Analyze and implement good practices in e-governments by conducting agreements with public government organizations; and</p> <p>(f) [No Change]</p> | <p style="text-align: center;">Article 4 Projects of the Organization</p> <p>In accordance with its goal of improving the quality of life of citizens stipulated in article 1, the Organization shall conduct the projects to:</p> <p>(a) Share and disseminate best smart sustainable city practices between and among cities;</p> <p>(b) [No Change]</p> <p>(c) [No Change]</p> <p>(d) [No Change]</p> <p>(e) Analyze and implement good practices in smart sustainable city by conducting agreements with public government organizations; and</p> <p>(f) [No Change]</p> |
| Reason for Suggestion | |
| (a), (e): To match WeGO mission update from e-Government to Smart Sustainable Cities | |

Article 5: Membership Categories

| Current Article | Revised Article |
|--|--|
| <p style="text-align: center;">Article 5 Membership Categories</p> <p>1. The membership categories of the Organization are as follows:</p> <p>(a) [No Change]</p> <p>(b) [No Change]</p> <p>(c) Friendship member refers to any regional association of local governments; or any government agency or governmental entity that is directly concerned with local e-Government issues; whose membership was approved by the Executive Committee.</p> | <p style="text-align: center;">Article 5 Membership Categories</p> <p>1. The membership categories of the Organization are as follows:</p> <p>(a) [No Change]</p> <p>(b) [No Change]</p> <p>(c) Friendship member refers to any regional association of local governments; or any government agency or governmental entity that is directly concerned with local smart sustainable development issues; whose membership was approved by the Executive Committee.</p> <p>(d) Corporate member refers to any corporation whose membership was approved by the Executive Committee.</p> |
| Reason for Suggestion | |
| (c): To match WeGO mission update from e-Government to Smart Sustainable Cities | |



(d): To match the new WeGO Corporate Membership Category proposed in Agenda 3

Article 6: Rights of Members

| Current Article | Revised Article |
|--|---|
| <p>Article 6 Rights of Members</p> <p>1. WeGO members as in the defined category below shall pay a corresponding annual membership fee and shall have corresponding rights specified for each category.</p> <p>(a) [No Change] (b) [No Change] (c) [No Change]</p> | <p>Article 6 Rights of Members</p> <p>1. WeGO members as in the defined category below shall pay a corresponding annual membership fee and shall have corresponding rights specified for each category.</p> <p>(a) [No Change] (b) [No Change] (c) [No Change] (d) Corporate members may attend regular sessions of the General Assembly, and present their opinions.</p> |
| Reason for Suggestion | |
| (d): To match the new WeGO Corporate Membership Category proposed in Agenda 3 | |

Article 8: Membership Fees

| Current Article | Revised Article |
|---|--|
| <p>Article 8 Membership Fees</p> <p>1. [No Change] 2. [No Change]</p> | <p>Article 8 Membership Fees</p> <p>1. [No Change] 2. [No Change] 3. Corporate members of the Organization shall begin to pay annual membership fees as prescribed in Annex 3, starting from the following year they are admitted to the Organization.</p> |
| Reason for Suggestion | |
| 3: To match the new WeGO Corporate Membership Category proposed in Agenda 3 | |

Article 10: General Assembly

| Current Article | Revised Article |
|--|--|
| <p>Article 10 General Assembly</p> | <p>Article 10 General Assembly</p> |

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1. The General Assembly consists of all full member cities and shall be the top-level decision-making body of the Organization. The General Assembly shall have the power to decide on, approve, and confirm the following matters:

- (a) [No Change]
- (b) [No Change]
- (c) [No Change]
- (d) [No Change]
- (e) Confirmation on the decided host city of the next General Assembly; and
- (f) [No Change]

2. A regular session of the General Assembly of WeGO convenes every three (3) years, and the host city shall be confirmed by the General Assembly following the decision at the Executive Committee except that in the case that an applicant host city wishes to host the next General Assembly in two (2) years, the Executive Committee may take such wish into consideration on a case-by-case basis and approve such earlier timing of the regular session of the next General Assembly, subject to confirmation by the General Assembly. If the General Assembly confirms the accommodation of a host city's request to hold the General Assembly earlier than in three (3) years, the service term for the (Assistant) Secretary General (as provided in Article 13.3), President City/Vice President Cities (as provided in Article 11.6), and Executive Committee Members (as provided in Article 12.6) will correspondingly change to the shorter time period.

3. The date of the meeting of the General Assembly shall be determined by the Executive Committee in full consideration of the preferred dates of the host city. The Secretariat of the Organization shall announce the date of the General Assembly to all members at least one year prior to the meeting date.

4. Any member city intending to convene the next General Assembly shall notify the Secretariat with an official proposal at least one (1) month before the date of the General Assembly preceding the next General Assembly.

5. The confirmed host city of the General Assembly shall make an agreement with the Secretariat at

1. The General Assembly consists of all full member cities and shall be the top-level decision-making body of the Organization. The General Assembly shall have the power to decide on, approve, and confirm the following matters:

- (a) [No Change]
- (b) [No Change]
- (c) [No Change]
- (d) [No Change]
- (e) Selection of the host city of the next General Assembly; and
- (f) [No Change]

2. A regular session of the General Assembly of WeGO convenes every three (3) years, and the host city of the next General Assembly shall be selected by the General Assembly or by the Executive Committee in the years the General Assembly is not convened.

3. The date of the meeting of the General Assembly shall be determined by the Executive Committee in full consideration of the preferred dates of the host city. The Secretariat of the Organization shall announce the date of the General Assembly to all members at the earliest reasonable time.

4. Any member city intending to host the next General Assembly shall notify the Secretariat with an official proposal at least one (1) month before the date of the Executive Committee Meeting preceding the next General Assembly or earlier.

5. The selected host city of the General Assembly



| | |
|--|---|
| <p>least one (1) month before the annual Executive Committee meeting taking place in the year immediately following the selection of such host city.</p> <p>6. The host city of the next General Assembly shall prepare for and host the Executive Committee meeting in the year immediately following the selection of such host city (the “First Executive Committee Meeting”) and in the year in which the General Assembly hosted by such city takes place. With respect to the Executive Committee meeting taking place in the year immediately preceding the next General Assembly (the “Second Executive Committee Meeting”), it will be hosted by another WeGO member, as decided by the Executive Committee at the First Executive Committee Meeting or by written consent. In the event that there is no candidate WeGO member city wishing to host the Second Executive Committee Meeting, the President City will be the host city of the Second Executive Committee Meeting. The annual membership fee of the host city will be waived commencing in the year immediately following such city’s selection as the host city until the end of the year in which the General Assembly hosted by such city takes place.</p> <p>7. If a city designated to host the regular session of the General Assembly is affected by an event of <i>force majeure</i> and is unable to host the meeting, an alternative date and venue of the General Assembly shall be decided by the Executive Committee.</p> <p>8. The President may convene a special session of the General Assembly with the unanimous approval of the members of the Executive Committee. The special session shall be held in the president city.</p> | <p>shall make an agreement with the Secretariat within (6) months after being selected or forfeit their selection as the host.</p> <p>6. The host city of the next General Assembly shall prepare for and host the Executive Committee meeting in the same year the General Assembly is convened. In the event that there is no candidate WeGO member city wishing to host the other annual Executive Committee Meetings, the President City will be the host city. The annual membership fee of the General Assembly host city will be waived commencing in the year immediately following such city’s selection as the host city until the end of the year in which the General Assembly hosted by such city takes place.</p> <p>7. If a city designated to host the regular session of the General Assembly is affected by an event of <i>force majeure</i> and is unable to host or deemed incapable of hosting the meeting by the Executive Committee or the President City, an alternative date and venue of the General Assembly shall be decided by the Executive Committee. In the event that a host is not selected, the General Assembly will convene at the President City.</p> <p>8. The President may convene a special session of the General Assembly with a simple majority approval of the members of the Executive Committee. The special session shall be held in the president city.</p> |
| <p>Reason for Suggestion</p> | |
| <ul style="list-style-type: none"> ● Section 1: Gives power to the General Assembly to make the final selection and grants the Organization flexibility to approve General Assembly hosts in years when the General Assembly is not held. ● Section 2: Cleans up unnecessary language by fixing the term of the General Assembly to every three years. Note, the General Assembly has the power to propose and vote on shorter terms. | |



- **Section 3, 4, 5:** Gives the Organization more time and flexibility to locate the next host of the General Assembly
- **Section 6:** Gives the Organization more flexibility to locate Executive Committee meeting hosts
- **Section 7:** Gives the Organization more flexibility to respond to changing circumstances
- **Section 8:** Gives the President City more flexibility to respond to special circumstances

Article 11: President and Vice Presidents

| Current Article | Revised Article |
|--|---|
| <p style="text-align: center;">Article 11 President and Vice Presidents</p> <p>1. [No Change] 2. [No Change] 3. [No Change]</p> <p>4. The next host city of the General Assembly will automatically be appointed as the executive vice president city and vice president cities shall be appointed by the president city from among cities nominated by the Executive Committee. The appointment of the executive vice president city and vice president cities will be made to ensure equitable geographical distribution as much as possible.</p> <p>5. Any full member city that has fully paid membership fees and wishes to be elected as President shall notify the Secretariat in writing of its candidacy one (1) month prior to the General Assembly where the election will be held, and the Secretariat shall subsequently announce the candidacy to all members two (2) weeks prior to the General Assembly.</p> <p>6. [No Change] 7. [No Change] 8. [No Change] 9. [No Change] 10. [No Change] 11. [No Change] 12. [No Change]</p> | <p style="text-align: center;">Article 11 President and Vice Presidents</p> <p>1. [No Change] 2. [No Change] 3. [No Change]</p> <p>4. The next host city of the General Assembly will automatically be appointed as the executive vice president city and vice president cities shall be appointed by the president city from among cities nominated by the Executive Committee. The appointment of the executive vice president city and vice president cities will be made in consideration of active participation in the Organization's activities, membership fee payment status, and equitable geographical distribution as much as possible.</p> <p>5. Any full member city that has fully paid membership fees and wishes to be elected as President shall notify the Secretariat in writing of its candidacy two (2) months prior to the General Assembly where the election will be held, and the Secretariat shall subsequently announce the candidacy to all members at the earliest reasonable time prior to the General Assembly.</p> <p>6. [No Change] 7. [No Change] 8. [No Change] 9. [No Change] 10. [No Change] 11. [No Change] 12. [No Change]</p> |
| Reason for Suggestion | |
| <ul style="list-style-type: none"> ● Sections 1, 2,3,6,7,8,9,10,11,12: No Change ● Section 4: Encourages members to participate more actively ● Section 5: Gives the Secretariat more flexibility in preparation for the General Assembly | |

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Article 12: Executive Committee

| Current Article | Revised Article |
|--|--|
| <p style="text-align: center;">Article 12 Executive Committee</p> <p>1. The Organization shall have the Executive Committee comprising twenty (20) or less cities including the president city and vice president cities. The Executive Committee provides support for the projects and assists in the operation of the Organization.</p> <p>2. The Executive Committee will discuss and/or make decisions on the following matters:</p> <ul style="list-style-type: none"> (a) Approval of new membership, suspension and withdrawal of existing membership; (b) Discussion on amendments to the Statute to be approved by the General Assembly; (c) Review of financial support and expenses for projects and programmes; (d) Review of annual report on the activities of the Organization; (e) Discussion and consultation on cooperative projects among cities to be funded with the revenue of the Organization and approved by the General Assembly; (f) Discussion on election of the president city and the Executive Committee members by the General Assembly; (g) Nomination of vice president cities; (h) Decision on cooperative projects aimed at promoting common interests of member cities to be funded with the revenue of the Organization; (i) Decision on the host city of the next General Assembly to be confirmed by the General Assembly; (j) Approval/Disapproval of regional offices; (k) Approval of operational expenses to be paid with the revenue of the Organization; (l) Any other matters related to the structure and operation of the Organization <p>3. [No Change]</p> | <p style="text-align: center;">Article 12 Executive Committee</p> <p>1. The Organization shall have the Executive Committee comprising twenty (20) or less cities including the president city and vice president cities, excluding the executive vice president. The executive vice president when automatically appointed in addition to a full twenty-member Executive Committee may become the twenty-first member of the Executive Committee. The Executive Committee provides support for the projects and assists in the operation of the Organization.</p> <p>2. The Executive Committee's duties include the following matters:</p> <ul style="list-style-type: none"> (a) Approval of new membership, suspension and withdrawal of existing membership; (b) Review of financial support and expenses for projects and programmes; (c) Review of annual report on the activities of the Organization; (d) Nomination of vice president cities; (e) Decision on cooperative projects aimed at promoting common interests of member cities to be funded with the revenue of the Organization; (f) Decision on the host city of the next General Assembly in years when the General Assembly is not convened; (g) Approval/Disapproval of regional offices; (h) Approval of operational expenses to be paid with the revenue of the Organization; (i) Any other matters or discussions related to the structure and operation of the Organization <p>*Blue = Wording Change *Red = Order Change</p> <p>3. [No Change]</p> |



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| <p>4. Any member city may join the Executive Committee by notifying the Secretariat in writing of its candidacy one (1) month prior to the General Assembly. Members of the Executive Committee shall be elected by the General Assembly taking into account equitable geographical distribution as much as possible.</p> <p>5. [No Change] 6. [No Change]</p> <p>7. The Secretary General of the Secretariat may give advice but not vote at a meeting of the Executive Committee.</p> <p>8. [No Change]</p> <p>9. In determining the next host city of the General Assembly of WeGO, the Executive Committee shall consider the followings: (a) Objectives and vision of candidate cities (b) Regional balance of host cities (c) Financial Status of candidate cities (d) Presentation of the candidate cities on hosting proposal</p> <p>10. [No Change]</p> <p>11. In a General Assembly year, when there is no candidate member city wishing to host the next General Assembly or no decision has been reached on which city will host the next General Assembly, the President City shall host the Executive Committee meeting the following year for the discussion of the host city of the General Assembly. At such following Executive Committee meeting hosted by the President City, the decision for the next host city of the General Assembly shall be considered adopted without the confirmation of the General Assembly. The selected next host city shall host the next Executive Committee meeting and the next General Assembly as originally scheduled. The Secretariat shall announce the selected host city through WeGO homepage and by e-mail to all members.</p> | <p>4. Any member city may join the Executive Committee by notifying the Secretariat in writing of its candidacy two (2) months prior to the General Assembly. Members of the Executive Committee shall be elected by the General Assembly in consideration of active participation in the Organization's activities, membership fee payment status, and equitable geographical distribution as much as possible.</p> <p>5. [No Change] 6. [No Change]</p> <p>7. The Secretary General of the Secretariat may give advice at a meeting of the Executive Committee, and vote to break a tie.</p> <p>8. [No Change]</p> <p>9. In determining the next host city of the General Assembly of WeGO, the Executive Committee shall consider the followings: (a) Objectives and vision of candidate cities (b) Regional balance of past host cities (c) Financial status of candidate cities (d) Quality of hosting proposal presentation</p> <p>10. [No Change]</p> <p>11. When there is no candidate member city wishing to host the next General Assembly or no decision has been reached on which city will host the next General Assembly, the President City shall host the General Assembly.</p> |
| <p>Reason for Suggestion</p> | |
| <ul style="list-style-type: none"> ● Section 1: Gives flexibility to add the Executive Vice President to a full complement of 20 Executive Committee members. ● Section 2: Mandatory discussion provisions in (b), (e), (f), have been replaced with flexible discussion | |

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option in **(i)** to allow for broader discussion topics and to give the Executive Committee more flexibility for items not up for decision. Gives the Executive Committee power to decide on the host of the General Assembly in the years the General Assembly is not held, to give the Organization more time in locating an appropriate host.

- **Section 4:** Gives the Secretariat more flexibility in preparation for the General Assembly; encourage more active participation in WeGO by future Executive Committee members
- **Section 7:** Having the Secretary General break a tie will help with making the better decision
- **Section 9:** Minor wording changes
- **Section 11:** Suggested to match with suggested changes for Article 10

Article 13: Secretariat

| Current Article | Revised Article |
|--|--|
| <p>Article 13 Secretariat</p> | <p>Article 13 Secretariat</p> |
| <p>1. [No Change] 2. [No Change] 3. [No Change] 4. [No Change] 5. [No Change]</p> | <p>1. [No Change] 2. [No Change] 3. [No Change] 4. [No Change] 5. [No Change]</p> |
| <p>6. Establishment and Dissolution of WeGO Regional Offices</p> <p>(a) The Executive Committee shall approve the establishment of regional offices. If 2 or more cities wish to establish a regional office in the same region, the regional office in the city receiving the largest number of votes shall be decided as the new regional office.</p> <p>(b) The Executive Committee may rescind the establishment of a Regional Office pursuant to the initial and annual assessments to be conducted under the Terms of Reference for the WeGO Regional Office or in the event that the Executive Committee decides that the conduct, omission, or negligence of the Regional Office causes harm to the mission or purpose and/or reputation of the Organization. The Organization and the WeGO Secretariat shall not be liable to indemnify such dissolved Regional Office or its host city for any loss or damages sustained by such dissolution. The dissolution of a Regional Office may be</p> | <p>6. Establishment and Dissolution of WeGO Regional Offices</p> <p>(a) The Executive Committee shall approve the establishment of regional offices for a term of five (5) years. If two (2) or more cities wish to establish a regional office in the same region, the regional office in the city receiving the largest number of votes shall be decided as the new regional office. At the end of the (5) year term, regional offices must rebid along with other member cities to the Executive Committee for a new term.</p> <p>(b) The Executive Committee may rescind the establishment of a Regional Office pursuant to the initial and annual assessments to be conducted under the Terms of Reference for the WeGO Regional Office or in the event that the Executive Committee decides that the conduct, omission, or negligence of the Regional Office causes harm to the mission or purpose and/or reputation of the Organization. The Organization and the WeGO Secretariat shall not be liable to indemnify such dissolved Regional Office or its host city for any loss or damages sustained by such dissolution.</p> |

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| <p>adopted at the annual Executive Committee meeting with the attendance of one third or more of the total Executive Committee members and with the concurrence of two thirds or more of the members present at the meeting; or by written unanimous consent.</p> <p>7. Each Regional office is an affiliated organization of the Secretariat that supports the functions of the Secretariat, facilitates the implementation of projects of the Organization, and manages members in the respective region. Each regional office shall submit an annual report on its operational progress to the Secretariat one (1) month prior to the Executive Committee meeting.</p> <p>8. The city where the regional office is located shall appoint the secretary general of the regional office. The regional office shall consist of one team with the Secretary General and at least three (3) other staff members and abide by the Terms of Reference for the WeGO Regional Office.</p> | <p>7. Each Regional office is an affiliated organization of the Secretariat that supports the functions of the Secretariat, facilitates the implementation of projects of the Organization, and manages members in the respective region. Each regional office shall submit an annual report on its operational progress to the Secretariat two (2) months prior to the Executive Committee meeting.</p> <p>8. The city where the regional office is located shall appoint a Regional Director of the regional office. The regional office shall consist of one team with the Regional Director, Deputy Director, and at least two (2) other staff members and abide by the Terms of Reference for the WeGO Regional Office.</p> |
| <p>Reason for Suggestion</p> | |
| <ul style="list-style-type: none"> ● Section 6: Gives more opportunities to members to host Regional Offices and gives the EXCOM more flexibility to dissolve Regional Offices when necessary ● Section 7: Gives more time to Secretariat to prepare EXCOM agenda and meetings ● Section 8: Title change to avoid confusion with Secretary General of WeGO | |

Article 14: Revenue

| Current Article | Revised Article |
|--|---|
| <p style="text-align: center;">Article 14 Revenue</p> <p>1. The revenue of the Organization shall consist of:</p> <ul style="list-style-type: none"> (a) Annual membership fees paid by full members; (b) Voluntary donations from members; and (c) Any other sources of revenue approved by the Executive Committee. <p>2. The revenue shall not include:</p> <ul style="list-style-type: none"> (a) Annual subsidy from the President City; (b) [No Change] (c) [No Change] | <p style="text-align: center;">Article 14 Revenue</p> <p>1. The revenue of the Organization shall consist of:</p> <ul style="list-style-type: none"> (a) Annual membership fees paid by full members, friendship members, and corporate members; (b) Voluntary donations from members; and (c) Any other sources of revenue approved by the Executive Committee. <p>2. The revenue shall not include:</p> <ul style="list-style-type: none"> (a) Annual contributions from the President City; (b) [No Change] |

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| (c) [No Change] |
| Reason for Suggestion |
| <ul style="list-style-type: none"> ● Section 1(a): To match suggested new membership categories ● Section 2(a): Word changed to more accurately reflects the category of money received |

Article 15: Expenditure

| Current Article | Revised Article |
|---|--|
| <p>Article 15 Expenditure</p> <p>1. The Organization may spend the revenue for the following expenses:</p> <p>(a) Operational Expense</p> <p>(i) The Expenses for convening the meetings specified in paragraph 7 and 8 of Article 10 may be covered by the revenue of the Organization within the limit of less than 50% of the total costs with the approval of the General Assembly concerned.</p> <p>(ii) [No Change]</p> <p>(iii) [No Change]</p> <p>(b) Project Expenses</p> <p>(i) [No Change]</p> <p>(ii) With the approval from the Executive Committee, the Organization may use its revenue for the implementation of programmes aimed at promoting common interests of the member cities including but not limited to:</p> <ul style="list-style-type: none"> - Awarding of World e-Governments Prizes - Establishing e-Government Training Programmes - Organizing conferences and seminars held separately from the General Assembly <p>(iii) [No Change]</p> <p>2. The Organization shall not pay for expenses incurred by the following:</p> | <p>Article 15 Expenditure</p> <p>1. The Organization may spend the revenue for the following expenses:</p> <p>(a) Operational Expense</p> <p>(i) The Expenses for convening the meetings specified in paragraph 7 and 8 of Article 10 may be covered by the revenue of the Organization within the limit of less than 50% of the total costs with the approval of the General Assembly or Executive Committee.</p> <p>(ii) [No Change]</p> <p>(iii) [No Change]</p> <p>(b) Project Expenses</p> <p>(i) [No Change]</p> <p>(ii) With the approval from the Executive Committee, the Organization may use its revenue for the implementation of programmes aimed at promoting common interests of the member cities including but not limited to:</p> <ul style="list-style-type: none"> - Awarding of WeGO Smart Sustainable City Award Prizes - Establishing and operating Smart Sustainable Urban Development Training Programmes - Organizing conferences and seminars held separately from the General Assembly <p>(iii) [No Change]</p> <p>2. The Organization shall not pay for expenses incurred by the following:</p> |

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| <p>(a) [No Change] (b) [No Change] (c) Expenses for the Regional Offices Expenses required for setting up and operating the regional offices, including the salaries of the Secretary Generals of regional offices, shall be borne by the cities where the regional offices are located.</p> | <p>(a) [No Change] (b) [No Change] (c) Expenses for the Regional Offices Expenses required for setting up and operating the regional offices, including the salaries of the Regional Directors, Deputy Directors, and staff of regional offices, shall be borne by the cities where the regional offices are located.</p> |
| Reason for Suggestion | |
| <ul style="list-style-type: none"> ● Section 1(a)(i): Gives more flexibility to EXCOM during urgent situations in Article 10 ● Section 1(b)(ii): Reflects Awards name change approved by EXCOM Meeting 2016; and refines wording for more clarity ● Section 2(c): Reflects suggested changes in Article 13 to avoid confusion with the title of WeGO Secretary General | |

Article 16: Quorum

| Current Article | Revised Article |
|--|--|
| <p>Article 16 Quorum</p> | <p>Article 16 Quorum</p> |
| <p>1. Unless otherwise specified herein, each motion at the General Assembly and the Executive Committee shall be considered adopted with the attendance of one third or more of the total members of the Organization and the Executive Committee, respectively, and with the concurrence of one half or more of the members present.</p> <p>2. [No Change]</p> <p>3. Resolution by written consent: When the Executive Committee is not in session, it may make decisions by written consent. Unless otherwise specified herein, in such cases, motions shall be considered adopted with the written consent of two thirds or more members of the Executive Committee.</p> | <p>1. Unless otherwise specified herein, each motion at the General Assembly and the Executive Committee shall be considered adopted with the attendance of one third fourth or more of the total members of the Organization and the Executive Committee, respectively, and with the concurrence of one half or more of the members present.</p> <p>2. [No Change]</p> <p>3. Resolution by written consent: When the Executive Committee is not in session, it may make decisions by written consent. Unless otherwise specified herein, in such cases, motions shall be considered adopted with the written consent of half or more members of the Executive Committee.</p> |
| Reason for Suggestion | |
| <ul style="list-style-type: none"> ● Section 1: To allow for more flexibility in organizing meetings (as the number of members grow, it is harder for everyone to gather in one place to make decisions). ● Section 3: Gives the Executive Committee more flexibility to address urgent situations. | |



Agenda 9

DETERMINING THE HOST CITY FOR THE NEXT GENERAL ASSEMBLY OF WEGO

It is the duty of the Executive Committee to make a decision on the next host city before the confirmation by the General Assembly. Following a call for applications, the Secretariat has received proposals from two highly qualified cities for hosting the 5th WeGO General Assembly in 2020:

(1) Sejong - The Administrative Capital City of South Korea

(2) Ha Noi - The Capital City of Viet Nam

Each City will now make a presentation on the merits of their city to host the 5th WeGO General Assembly in 2020

All EXCOM members are invited to discuss and make a decision on the Host City of the 5th WeGO General Assembly 2020



The City of Sejong

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April 28, 2017

World e-Governments Organization of Cities and Local Governments (WeGO) Secretariat
7F Seoul Global Center, 38 Jongno-gu,
Seoul 03188, Republic of Korea

Dear Secretary General, Dr. YOUNG-SOOK NAM,

Subject: Bidding Proposal for the WeGO General Assembly 2020

It is our great pleasure to enclose our bidding proposal for the 5th WeGO General Assembly 2020. Inside, you will find a wealth of information about the City of Sejong and a detailed plan for hosting the conference.

Sejong is a newly planned administrative city driven by the central government seeking a balanced development of the nation. As striving towards the world's leading Smart City is one of our top priorities, it would be a great privilege for us to welcome over 116 global organizations and local governments as a host city.

We believe Sejong City will be perhaps the most attractive candidate to host the event in the following aspects. First, numerous developing cities worldwide are now looking closely at Sejong and eager to learn experiences of building a new administrative city from scratch and successfully addressing the decentralization and balanced growth. We will be happy to share our best practices on the city construction along with smart city infrastructure. Second, we are also taking the initiatives to create an alliance named 'World Administrative Cities Association' during the 2017 World Administrative Cities Forum hosted by Sejong city from June 29 to July 1. We could think of hosting the two events consecutively to attract a wider number of participants in 2020. By that time, Sejong could have accumulated more expertise in organizing such international conferences.

Finally, I wish to convey my sincere appreciation to you, knowing that the WeGO has led to a remarkable achievement for a quite short time period. The development of the WeGO is a valuable example for my city and for the WACA organization. I look forward to the possibility of working with you in the coming years. Please do not hesitate contact our team for any questions or inquires you may have.

Thank you for your time and attention.

Yours faithfully,

LEE, Choon-Hee
Mayor, Sejong City, Republic of Korea

WeGO Secretariat

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The City of Sejong

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● Introduction of City and Vision

(as of 2016.12.31)



The City of Sejong is a newly planned city as one of the biggest national agendas in the Republic of Korea. Officially named Sejong Special Self-governing City, it is the nation's de facto administrative capital. In early 2007, the central government vowed to build a special administrative district, situated 120 kilometers away from the metropolitan city of Seoul. The goal was to reduce the influence and dominance of Seoul on national governance and economics, whilst promoting the regional development of other areas of the country. The new city opened on July 1st, 2012

The city is being constructed into three phases according to a budget of approximately USD \$20.6 billion. To date, about USD \$12 billion, or 60% has been invested in the city's construction. The following table shows the Sejong City Project's a brief masterplan into three phases;

| | Focus | Achievement | Target population |
|---|--|--|-------------------|
| 1 st phase (2007 to 2015) | Construction, Government relocation | 55 government ministries and national institutes (18,000 public servants) have relocated | 150,000 |
| 2 nd phase (2016 to 2020) | Urban Growth, Investment attraction | Working on economic self-sufficiency, building communities | 300,000 |
| 3 rd phase (2021 to 2030) | Project Completion | - | 500,000 |

In the meantime, to keep up the pace with the 21st century, the urban development has been focusing on the convergence of eco-friendly technology and top-notch information communication technology from the very beginning stage of the city's construction. For instance, an extensive green space has been created in the center of town while residential and office buildings are

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located around it—resembling a ring. This was done as a way to address the typical urban problems of pollution, housing shortages, and traffic congestion, etc., from the outset. For this clean and green environment, 411 km long underground conduits (to be stretched to 1,000km by 2030) for the supply of power, water and telecommunications are also controlled at the Sejong Smart City Center. Likewise, the city's automatic waste-to-fuel recycling system with the daily capacity of 30 tons is monitored by an IT solution.

The Sejong Smart City Center is the control tower for a wide range of smart services including real-time traffic information, operation and monitoring of security cameras with two-way communication channels, fire/disaster prevention network connected to local fire stations and police stations, and other smart services that are easily available with smartphone applications. Of the total budget, approximately USD \$140 million will be sent to smart city services by 2030.

The Sejong City government, led by Mayor Dr. LEE, Choon-hee, is going to celebrate its 10th anniversary for the start-up and 5th anniversary for the inauguration in the coming July 2017. Merely 5 years later, Sejong is now outperforming in many aspects with the rapid growth in population of 250,000 today (versus 105,000 in 2012) contributing to the balanced development as well as harmonious growth nationwide. In addition, Sejong ranked top in 2016 amongst 17 provincial governments in the nation in terms of its excellence in local governance and initiatives for green environment.

Particularly in terms of the digital governance initiatives, Sejong has also made several achievements. The Sejong Smart City system acquired the ISO (International Organization for Standardization) 22301 certification for business continuity management to protect against, reduce the likelihood of, and ensure the business recovers from disruptive incidents for the first time in Korea in 2016. Also, a smartphone-based digital government system was firstly introduced early this year to foster communication with citizens.

Now, Sejong is seeking a momentum to flourish for the next 100 years, looking back the past 10 years. The city has a vision a world class livable place with the use of eco-friendly ICT technology, bridging the digital divide between the rural and urban areas, providing administrative efficiency and openness, and economically and environmentally sustainable for future generations.

This is the reason why the City of Sejong is submitting a bid package for the 5th WeGO General Assembly 2020. Hosting the General Assembly will be a great chance to interact with other member organizations as Sejong wishes to achieve this vision by collaborating with other international cities and stakeholders worldwide. Likewise, Sejong will be the first to share good practices and knowledge.

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● Proposed Dates

July 1st – July 4th, 2020 in celebration of the 8th anniversary of city inauguration and the completion of the 2nd phase of the Sejong City project

● Proposed Programs

<Conference>

- Theme: Sustainable Urban Growth and O2O (Online to Offline) for citizens' sake
- Objectives: to figure out different service platforms of O2O services in order to make a livable smart city
- Domestic and international experts and researchers can be invited for presentations

<Exhibition and other programs>

- O2O IT festivals (with the core technologies and services of the 4th industry)
- Exhibition of world leading ICT players in 3D printing, AI robots, drones, self-driving cars, etc.
- O2O Experiential program for citizens
- 3D printing experience making food or cloths
- Smart farming experiential program
- O2O project contest
- O2O academic forum
- Self-driving car show rooms

● Conference Venue

<Sejong Convention Center>

| Building | Name | Unit | Size (㎡) | Capacity | Equipment |
|-----------------|-------------------------------|------------------------|------------------------|----------------------------|---|
| Conference Wing | International Conference Room | 1 | 574 | 200(tables) 300(chairs) | Video projector, screen, Simultaneous interpretation booths (upto 6 languages), microphones |
| | Mid-sized meeting room | 1 | 383 | 160(tables) 260(chairs) | Video projector, screen, microphones |
| | Small-sized meeting room | 2 (can be combined) | 159 (when combined) | 20 (40 when combined) | Video projector, screen, microphones |
| | Grand Ballroom | 1 | 677 | 300 | Video projector, screen, microphones |
| | Mid-sized Ballroom | 2 (can be combined) | 168 (when combined) | 60 (120 when combined) | Video projector, screen, microphones |
| | Small-sized Ballroom | 4 | 82/70/ 77/103 | 24-30 | PDP monitor, Interactive White Board, Electronic lecture desk |

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| Building | Name | Unit | Size (m ²) | Capacity | Equipment |
|-----------------|-------------------|------------------------|------------------------|----------|--------------------------------------|
| Exhibition Wing | Exhibition Room | 2 (can be combined) | 1,134 | - | Video projector, screen, microphones |
| Promotion Wing | Exhibition Room 1 | 1 | 718 | - | |
| | Exhibition Room 2 | 1 | 635 | - | |

(source:http://www.chungsa.go.kr/chungsa/frt/sub/a02/b04/convenience_d5_4/screen.do?depths1=1&menu=1&smenu=5&tab=4)

<Sejong Benikea Hotel>

- Located at near the Sejong Lake Park, the hotel is scheduled to be completed by 2018 (currently basement work is ongoing) covering 20 stories above ground with 417 rooms. Its grand ballroom of 570m² could accommodate 350 people and there will be 2 seminar rooms of 120m² and 8 small-sized meeting rooms of 60m².

● International Air Access & Local Transportation

<two international airports>

- Incheon International Airport is accessible within 2 hours drive
- Cheongju International Airport is accessible within 1 hour drive

<Local transportation>

- BRT bus, taxi, train (Jochiwon station), KTX Express train (Osong station)
- Accessible within 20 minutes from every corner of the city
- Accessible within 2 hours from every major city of the nation

● Hotel Accommodation

<Sejong Benikea Hotel>

- Located at near the Sejong Lake Park, the hotel is scheduled to be completed by 2018 (currently basement work is ongoing) covering 20 stories above ground with 417 rooms.

<Hotels in Yoosung Tourist District in the vicinity>

- Accessible within 20 minutes from Sejong City
- 8 hotels available in Yoosung Tourist District including the Hotel Riviera
 - *Hotel Riviera: 174 rooms
 - *Lotte City Hotel Daejeon: 312 rooms

● Budget

total of KRW 700-800 million (approx. USD 650-730 thousand)

- City budget: KRW 300 million (approx. USD 270 thousand)
- State budget: up to KRW 100 million
- Corporate sponsorship: up to KRW 200 million
- WeGO secretariat grant: up to KRW 300 million



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● Potential Financial Support

<the list of expected corporate sponsorship (up to KRW 200 million)>

- Korea Land and Housing Public Corporation (a developer for Sejong Smart City construction) is highly likely to sponsor the WeGO General Assembly in Sejong city as the meeting can be a great opportunity to promote the company and smart city services to wider international audience.
- Korea Telecom (a contractor for the telecommunication network) is one of the leading telecommunication service providers. Since the event could provide a full of potential business opportunities, they will be willing to advertise their brand.
- SK Telecom (a contractor for the Sejong Smart Farm system) would love to join the exhibition as they are able to show their up-to-dated smart farming system to international stakeholders.

● Options for Technical and Cultural Tours

<Course 1: Smart City Tour>

Sejong Smart City Center (the smart city control tower) → Waste-to-Fuel Facility, Water treatment center, Automated waste collection center → Smart Energy, Solar Energy system → City tour along the self-driving trial course

<Course 2: Sejong Culture Tour>

Urban Atrium (a new commercial complex) → Arts Center → the Presidential Archives → Sejong National Library → Lake Park → Korea National Arboretum → Sejong Museum Complex

<Course 3: Sejong Culture & History Tour>

Dweeungbark village (a traditional restaurant and theme park) → Municipal Folk Museum → Biam Temple → Sejong Traditional Market → Gobok Natural park → Beartree Park → Sejong Space Observation Center

● Dining and Entertainment

- Dining: all the meals can be provided at the hotel and conference hall during the General Assembly
- Entertainment: Traditional cultural art performances are available at Sejong Convention Center, Arts Center, and the conference hall

● Safety and Security

- The city government is committed to establish a thorough security and safety plan for the 2020 WeGO General Assembly including following:
 - * formal request to the central government security and safety supports
 - * operation of a security/safety task force including municipal public officials, local police offices, fire stations, and hospitals
 - * organization of civil volunteers for safe and successful operation



Agenda 10

UPCOMING WEGO ACTIVITIES FOR 2017-2018

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WeGO Programs in 2017

Main Activities

4th WeGO General Assembly

Ulyanovsk Region, Russia / June 27th - 30th |

- WeGO's triennial flagship conference
- Mayors and CIOs, along with 350+ experts and smart city stakeholders from around the world
- Contribute to key WeGO agenda and demonstrate best ICT practices to a high-profile international audience
- Enjoy rich networking opportunities at numerous smart city side events



3rd WeGO Smart Sustainable City Awards

Seoul, South Korea - Ulyanovsk Region, Russia
December 2016 - June 2017

- International competition that recognizes the outstanding ICT, e-Government, and Smart City solutions of cities in the following categories:
 - (1) Open City
 - (2) Digital Inclusion
 - (3) Innovative Smart City
 - (4) Sustainable City
 - (5) e-Government Service
 - (6) Cooperative City
- Winners will receive global recognition and be invited to the Awarding Ceremony that takes place during the 4th WeGO General Assembly
- Winners may be featured in the WeGO Smart Sustainable City Best Practices Journal

WeGO Smart Sustainable City Projects Catalog

Online & Offline / 2017

- WeGO will compile smart city best practices in one unified format
- Physical as well as online publication
- A call for submissions for the Catalog will be announced
- WeGO Smart Sustainable City Awards applicants will automatically be considered for the publication



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WeGO Programs in 2017

Conferences & Exhibitions

WFUNA-WeGO Hackathon

Seoul, Korea / September 23-24

- A collaborative effort in conjunction with WFUNA (World Federation of United Nations Associations), UNESCAP (United Nations Economic and Social Commission for the Asia Pacific), and Seoul Digital Foundation
- An international competition to nurture young and bright minds to solve complex challenges and tasks using ICT and Smart City solutions
- Participants may get the opportunity to partake in ITU Telecom World in Busan!



Smart Cities Innovation Summit Asia 2017

Goyang, Korea KINTEX (Korea International Exhibition & Convention Center) / September 6th-8th

- The most comprehensive showcase of smart cities and technologies in Asia, attracting 25,000 visitors over three days
- City Leaders and Planners will be coming to the Smart Cities Innovation Summit to meet with other cities and leading solution providers
- WeGO members will be offered exclusive invitation to speak and exhibit their city's projects as well as WeGO's complimentary booth and sponsorship (subject to approval)

11th Global City Informatization Forum

Shanghai, China / November 2017

- WeGO will collaborate with the Shanghai Academy of Social Sciences (SASS) for a jointly-branded Smart Sustainable Cities session
- SASS is a leading think tank and China's oldest academic institution for the humanities and social sciences
- The Forum is an initiative of the Shanghai Municipal Government and the United Nations Department of Economic and Social Affairs (UNDESA), with the aim to promote Smart City programs for city informatization and social advancement globally



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WeGO Programs in 2017

Conferences & Exhibitions

Global City Teams Challenge Phase II

Austin, Texas / October 2016 - Summer 2017

- Organized by the United States National Institute of Standards and Technologies (NIST)
- Two-phase initiative designed to advance the deployment of Internet of Things (IoT) technologies within a smart city environment through existing or new "action clusters" as well as "superclusters"
- Partner with other cities, companies, NGOs, and academia to develop tangible, replicable, and measurable smart city deployment examples and present them at thematic workshops and the concluding GCTC Expo II in summer 2017



3rd Asia-Pacific Regional Forum on Smart Cities and e-Government

Bangkok, Thailand / September 21st - 22nd

- WeGO will co-organize with the International Telecommunication Union (ITU) the 3rd installment of the Forum
- WeGO member cities and experts will share their achievements and insights into creating smart sustainable cities
- Attendance of high-profile guests including ministers, mayors, and CIOs

2017 Asia Pacific Cities Summit & Mayors' Forum

Daejeon, Korea / September 10th - 13th

- This is an event initiated by the Brisbane City Council, and was held first in 1996 and continued biennially since 1999, alternating between the City of Brisbane and a bidding host
- Now in its 11th summit, APCS provides a dynamic and interactive platform for participants to exchange knowledge, identify a common agenda, develop shared solutions, improve city governance across the Asia Pacific region and ensure sustained prosperity. Despite its name, the forum is open to all cities around the globe.
- WeGO is partnering with Daejeon City and the APCS Secretariat to organize a Plenary Session
- WeGO members will be granted exclusive offer of sponsorship as well as discount on exhibition (subject to approval)



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WeGO Programs in 2017

Conferences & Exhibitions

CityNet Congress 2017

Colombo, Sri Lanka / November 5th - 8th

- WeGO has been delegated to collaborate with CityNet to organize a session specializing in ICT, e-Government and Smart City solutions
- The CityNet Congress 2017 will consist of the 35th Session of the Executive Committee, General Council, Mayor's Forum/International Forum, the 36th Session of the Executive Committee, technical sessions and site visits.
- WeGO members are encouraged to participate in WeGO's session as well as to join in on the celebration of this year's congress to mark the network's 30th anniversary!



ITU Telecom World 2017

Busan, Korea / September 25 - 28th

- ITU Telecom World is the global platform to accelerate ICT innovations for social, economic and industrial development, where governments and other stakeholders meet together to debate on the impacts of the latest disruptive technologies, share knowledge and case studies, and build networks for forging partnership.
- At ITU Telecom World 2017, 25-28 September 2017 at Busan, Korea, ITU is hosting "Smart ABC" Program held during the first two days of the event, which invites city mayors, financial industry leaders, AI experts and Fintech start-ups to address opportunities and challenges at the intersection of three key emerging smart sectors – AI, Banking (Finance) and Smart Cities.
- WeGO will collaborate with ITU for a Mayor's Roundtable during this event, where mayors and high-level city governors leading smart city projects will gather to share their experiences and discuss the future of smart cities. WeGO Members will be invited to speak and exhibit their city's projects (subject to approval).

Feasibility Study & Smart City Tools

WeGO Civic Participation System (CPS)

- As an output of its 2015 Feasibility Study, WeGO now offers its Civic Participation System (CPS) exclusively to its members.
- This digital-capacity-enhancing system helps cities to efficiently and comprehensively collect and manage the concerns of their citizens.
- Following a successful Feasibility Study conducted by WeGO consultants, Hanoi (Vietnam), San Fernando La Union (Philippines), Quezon City (Philippines), Pokhara (Nepal), and Bharatpur (Nepal) all chose to implement complimentary demo versions of the CPS.
- Members wishing to use the system on a demo-basis themselves will receive both the proprietary program and training in how to properly enact the system in their city for eventual full implementation to empower the citizens!



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WeGO Programs in 2017

Feasibility Study & Smart City Tools

WeGO Feasibility Study

Seoul-WeGO Member City / July - Dec 2017

- WeGO has been providing consultation services through Feasibility Studies (F/S) to WeGO members since 2011
- The focus area for the F/S project in 2016 was m-Government employed for a smart street and traffic light system in Seberang Perai
- The F/S leads to a pilot implementation of the project for the city
- This year's theme is mobile technology and connectivity



WeGO-TM Forum Smart City Maturity & Benchmark Model

- The WeGO-TM Forum Smart City Maturity and Benchmark Model is designed to help WeGO member cities measure and benchmark their development as a smart city through an end-to-end holistic view across city agencies and departments. The Model captures five key dimensions:

- (1) Leadership and Governance
- (2) Stakeholder Engagement and Citizen Focus
- (3) Effective Use of Data
- (4) Integrated ICT Infrastructure
- (5) Existing Levels of Smartness

WeGO eGovFrame

- The WeGO eGovFrame is an open source software framework to help develop e-Gov applications
- It consists of four software environments: development, runtime, operation, and management - as well as hundreds of reusable common components of e-Government systems, and web UX Functions and Mobile apps
- WeGO offers a complimentary eGovFrame Technical Training Program exclusively for WeGO members both in and outside Korea



City e-Government Diagnostic and Solution (CeDS) Online Platform

- The WeGO City e-Government Diagnostic and Solution (CeDS) Online Platform helps WeGO member cities analyze their city's e-Government maturity without the help of outside experts
- Users of the CeDS will acquire a deeper understanding of their city's e-Government environment and will allow them to formulate development strategies according to both what is necessary for development and what is reasonable given their particular circumstances.

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