



WeGO EXCOM 2020

Rethinking Smart Cities: Agile and Connected

MOSCOW | NOVEMBER 17

AGENDA BOOK



MEETING OVERVIEW

- **Date:** 2020-11-17 (Tuesday)
- **Time:** 11:00 - 13:40 (MSK)
- **Venue:** Online (DVMS Platform)

I. Open Session

1. Opening Announcement
2. Welcome Remarks by Moscow
3. Introduction of Participants and Overview of the Meeting Schedule
4. Adoption of the Agenda for WeGO EXCOM 2020
5. Review of Meeting Memorandum of WeGO EXCOM 2019
6. Discussion and Decision on Official Agenda Items:
Agenda 1: Review of 2019-2020 WeGO Secretariat Annual Report
Agenda 2: Approval of New Memberships & Withdrawals
Agenda 3: Annual Assessment of WeGO Regional Offices
Agenda 4: Review of New Regional Office Proposals
Agenda 5: Review of Proposed Amendments to WeGO Statutes

<Short Break>

- Agenda 6:** Approval of Host of the 5th WeGO General Assembly and Information on Elections of President and Appointment of Vice President Cities and Executive Committee Members for Next Term of 2020-2023
- Agenda 7:** Information on the 6th WeGO General Assembly
- Agenda 8:** Information on the WeGO 2030 Masterplan
- Agenda 9:** Upcoming WeGO Activities for 2021
7. Closing Remarks by the Chair
 8. Open Session Adjourns

II. Closed Session

9. Discussion and Decision on the Remaining Agenda Items:
Agenda 10: Review of 2019-2020 Financial Report & Strategy
Agenda 11: Approval of Membership Fee Use for 2021
10. Closed Session Adjourns

WeGO Executive Committee Meeting 2019

Meeting Memorandum



- **Date/Time:** October 14, 2019, 14:00-17:30
- **Venue:** Gyeonggi Center for Creative Economy & Innovation (GCCEI), Floor B1, Conference Hall
- **Chair:** Ms. Kübra Güllal, Vice Mayor, Beyoğlu, Vice President City
- **Assistant to Chair:** Ms. Melis Kaplangi, Head of Foreign Affairs, Beyoğlu, Vice President City
- **Moderator:** Mr. Kyong-yul Lee, Secretary General, WeGO
- **Participants:**

EXCOM members (11): Addis Ababa (Ethiopia), Beyoğlu (Turkey), Chengdu (China), Goyang (Korea), Hebron (Palestine), Mexico City (Mexico), Nairobi (Kenya), Seberang Perai (Malaysia), Seoul (Korea), Ulaanbaatar (Mongolia), and Ulyanovsk Region (Russia)

Observing local government members (12): Andek (Cameroon), Batibo (Cameroon), Cauayan (Philippines), Gaziantep (Turkey), Jeju (Korea), Kampala (Uganda), Muscat (Oman), Sejong (Korea), Seongnam City (Korea), Tshwane (South Africa), Tubah (Cameroon), Yakutsk (Russia)

Observing local government non-members (3): Aurora (USA), Milan (Italy), New York City (USA)

Observing institutional members (4): Digizens Collaborative Platform (Nigeria), National Information Center (Sudan), Seoul Business Agency (Korea), Seoul Housing & Communities Corporation (Korea)

Observing institutional non-members (11): Asian Mayors Forum, European Network of Living Labs, GloWViCC Plc, Ministry of Foreign Affairs (Korea), Ministry of Housing and Urban Affairs (India), NYC Grand Central Tech (USA), Re-Imagining Cities Foundation, Seoul Urban Solutions Agency (Korea), Smart Cities Council, Union of Municipalities of Turkey (Turkey), Yakutsk Center "My Documents" (Russia)

Observing corporate members (3): Manageon, SRPOST, Umay

- **Summary of the Open Session:**

Following a group photo, the session kicked off with opening remarks by the Assistant to the Chair, Ms. Melis Kaplangi, and welcome remarks by the representative of Host Seongnam City, Mr. Sangcheol Cha, Director-General of Finance and Economy Bureau. The Moderator, Mr. Kyong-yul Lee, introduced all present participants and gave a brief overview of the meeting. The Assistant to the Chair then reviewed the Meeting Memorandum of the preceding WeGO EXCOM Meeting in 2018, and the EXCOM unanimously adopted the current meeting agenda. Finally, the EXCOM members proceeded to the main meeting agenda.

Agenda 1: Review of 2018-2019 WeGO Secretariat Annual Report

The EXCOM reviewed the 2018-2019 annual report presented by the Secretariat.

Agenda 2: Approval of New Memberships & Withdrawals

The EXCOM officially approved the full memberships of 15 local governments, 16 corporations, and 8 institutions. The new full members are listed below.

Local Governments:

- Belbari 11/29/2018
- Patharishanishchare 12/11/2018
- Menzel Jemil 1/24/2019
- Ratuwamai Municipality 2/3/2019
- Tshwane 3/12/2019
- San Antonio de Areco 3/28/2019
- Ghazni 4/7/2019
- Pul-i-Alam 4/10/2019
- Ramallah Municipality 4/22/2019
- Itahari Sub Metropolitan City 5/3/2019
- Coatzacoalcos 7/2/2019
- Jeju 8/13/2019
- Batibo 9/30/2019
- Andek 10/8/2019
- Tubah 10/8/2019

Corporations:

- Danfoss 12/6/2018
- Winitech 12/11/2018
- LifeBlocs 12/18/2018
- TG Co., Ltd. 1/25/2019
- ICONLOOP 2/11/2019
- GACHain Technology 2/21/2019
- Haezoom 3/4/2019
- Data Alliance Co. Ltd. 4/12/2019
- SCANETCHAIN Co. Pte. Ltd 4/15/2019
- Manageon Inc. 4/30/2019
- Umay Inc. 5/14/2019
- PT Qlue Performa Indonesia 5/20/2019

- USIS 6/18/2019
- GEOMEXSOFT 6/19/2019
- Winnertech 7/15/2019
- INTERINNOV S.A.S 8/5/2019

Institutions:

- Botswana Communications Regulatory Authority 11/19/2018
- Engineering School of Kabul University 11/26/2018
- African Smart Cities Innovation Foundation 3/20/2019
- Enactus IIT Delhi 5/30/2019
- FIWARE Foundation 8/21/2019
- Digizens Collaborative Platform 8/30/2019
- Seoul Housing & Communities Corporation 9/9/2019
- Seoul Business Agency 10/14/2019

Additionally, the city of Stavropol, Russia, formally withdrew from WeGO. Thus, the number of WeGO members totals to 184¹.

A signing ceremony for the Memorandum of Understanding between WeGO and Seoul Business Agency took place after the approval.

Agenda 3: Annual Assessment of WeGO Regional Offices & Call for New Regional Offices

After viewing the annual report presentations by WeGO's regional offices in East Asia (Chengdu), Eurasia (Ulyanovsk Region), Latin America (Mexico City), and the Mediterranean (Beyoğlu), the EXCOM officially approved their continued operations. The WeGO Secretary General expressed words of appreciation to each regional office and encouraged them to make full use of the funds annually allocated to them by the Secretariat.

Tubah stressed the necessity of establishing a regional office of WeGO in Africa.

Agenda 4: Review of Proposed Amendments to WeGO Statutes

The EXCOM reviewed the proposed amendments to the WeGO Statutes, including but not limited to:

- Members to be divided into local governments, corporations, and institutions. Membership fee amounts in the aforementioned categories to be revised.
- Guidelines to be introduced as to the nonpayment of membership fees and subsequent actions.
- Limitation on number of President Cities to be removed.
- Minimum number of Vice President Cities to be reduced to six.
- EXCOM composition to include one corporate member and one institutional member.
- Membership fee waiver for one year to be extended to EXCOM members upon their hosting of a regular meeting.

Agenda 5: Approval of Dates of the 5th WeGO General Assembly

The EXCOM officially approved the dates for the 5th WeGO General Assembly as the first and/or second week of September 2020.

The themes suggested by the host city include "Future Cities: Smart and Sustainable," "Digital Cities: Enabled and

¹ Corrected figure.

Connected People,” and “Cities and Technology Beyond 2020.” Nairobi supported the last theme, while Mexico City made a suggestion to include the aspect of climate change.

Agenda 6: Information on WeGO’s Mission and Three-Year Strategic Plan of 2020-2023

The EXCOM took note of the Secretariat’s plans to update the three-year strategic plan for 2020-2023 at the next General Assembly.

Agenda 7: Information on Elections of President and Executive Committee Members & Appointment of Vice President Cities for Next Term of 2020-2023

The EXCOM took note of the new concept of a “co-presidency” and the upcoming elections (President, EXCOM members) and appointments (Vice Presidents) at the next General Assembly.

Specific guidelines on co-presidency with eligibility criteria and operational and financial responsibilities will be developed by the Secretariat and circulated to members in due course.

Among the present local government representatives, Beyoğlu expressed interest in continuing its role as a Vice President City of WeGO, while Gaziantep, currently serving as the President of the Asian Mayors Forum, expressed interest in being an EXCOM member as well as hosting the EXCOM Meeting in 2021.

Later nominations for the President’s/Co-Presidents’, Vice Presidents’, and EXCOM members’ roles may also be accepted prior to the next General Assembly.

Agenda 8: The 4th WeGO Smart Sustainable City Awards

The EXCOM took note of the proposed amendments to the Terms of Reference of the WeGO Smart Sustainable City Awards (WeGO Awards).

Seoul made a comment on further improving the award criteria, judging system, and benefits of the WeGO Awards in consideration of the current President’s feedback to ensure higher prestige around and deliverables from the Awards.

Agenda 9: Upcoming WeGO Activities for 2020

The EXCOM took note of the proposed plan of activities in 2020.

Seoul Urban Solutions Agency, a specialized agency of Seoul Metropolitan Government for sharing policy expertise and exporting solutions to cities around the world, shared its activities ranging from knowledge sharing and capacity building to consulting to investment projects and invited all present for closer cooperation. While the geographical coverage of past projects is quite diverse (Dar Es Salaam, Kampala, Kyiv, Nairobi, Ulaanbaatar, among others), in 2020, the agency’s focus will be laid upon projects in South-East Asia and Latin America.

A signing ceremony for the Memorandum of Understanding between WeGO and the European Network of Living Labs took place at the end of the report.

The session was concluded with short closing remarks by the Assistant to the Chair and the Moderator.

Agenda 1

Review of 2019-2020 WeGO Secretariat Annual Report

Despite the times of the pandemic, WeGO has launched the two new flagship programs—WeGO Smart City Driver and Smart Health Responder—and undertook a variety of offline and online events. Under the mission of transforming cities into smart sustainable cities, the programs conducted by WeGO have guided sustainable development of WeGO members and partners and enabled dynamic interaction among cities, smart city solution providers, and institutions.

Below are three tables summarizing the programs and initiatives undertaken during 2019-2020.

1. Conferences, Expos & Webinars

Name of Program	Date	Location
► Organized by WeGO		
WeGO Briefing Session	2019-04-10	Online
Impact Collective by Citypreneurs	Mid Dec.	Online
(NEW) Series of Smart Health Responder Webinars:		
- Sharing COVID-19 measures with local governments, smart tech solution providers, and healthcare professionals	2020-05-29	Online
- Exploring Effects and Results of COVID-19 in the Americas	2020-07-24	Online
- Citizen Engagement: (Re)connection in the New Reality	2020-11-17	Online
(NEW) Webinar on CJK Smart Cities	2020-08-05	Seoul/Online
(NEW) Series of Smart City Driver Webinars:		
- Submit your project through the Activator	2020-08-27	Online
- Designing solution packages with the Smart City Driver	2020-11-17	Online
(NEW) WeGO-JICA Workshop	2020-10-20	Online
(NEW) NEASCN Online Pre-Workshop	2020-12-09	Online
► Organized by Partner/Stakeholder		
(NEW) The Annual Meeting of Healthy Cities Mayors of Mongolia	2020-01-24/25	Choibalsan
(NEW) 10 th World Urban Forum	2020-02-09/12	Abu Dhabi
(NEW) 5 th South Asian Cities Summit	2020-03-05/06	Goa
(NEW) WEF-Smart Cities Mission Global Webinar	2020-04-30	Online
(NEW) Series of Smart City Institute Japan Webinars:		
- WeGO, Best Practice in Korea, and Strategic Partnerships in Japan	2020-07-06	Online
- Partnerships with Japan for Project Implementation through WeGO's Smart City Driver	2020-07-13	Online
(NEW) 3rd ASCN Annual Meeting	2020-07-17	Online
(NEW) GO SMART Day Online	2020-08-22	Online

2. Digital products & services, project development, and capacity building

Name of Program	Date	Location
► Feasibility Studies		
Project Implementer 2020 (former Feasibility Study) *Implementation postponed to 2021	2020-2021	Cauayan City
(NEW) Project Implementer Development Consultancy	Aug - Dec 2020	Online
► Training Programs		
WeGO-NIA-AfDB Training Program	2020-11-16/12-04	Online
► Products & Services		
Smart Sustainable City Projects Catalog	Ongoing	Online
Smart Cities Activator	Ongoing	Online
(NEW) Smart Health Responder: - Data Portal - Knowledge Hub - Smart Health Assistance	Ongoing	Online

3. WeGO Governance

Name of Program	Date	Location
► Annual Meetings		
WeGO EXCOM 2020 Online	2020-11-17	Moscow/Online
► Strategy Planning		
WeGO Masterplan 2030	2020 (Ongoing)	WeGO Secretariat

The Executive Committee is invited to **review** the Annual Report presentation.

Agenda 2

Approval of New Memberships & Withdrawals

In accordance with Article 12 of the WeGO Statute, the Executive Committee shall conduct “*Approval of new membership, suspension, and withdrawal of existing membership*”. 14 local governments, 7 corporations, and 5 institutions have joined WeGO as associate members, while two local governments have formally withdrawn their status as full members since the last EXCOM meeting.

New Members since EXCOM 2019

Name of Entity	Date of Adhesion	Name of Entity	Date of Adhesion
► Local Governments			
Abuja	2019-12-03	Kankai	2020-03-05
Sunawarshi	2020-01-16	Shivasatakshi	2020-03-05
Altai	2020-01-25	Isfahan	2020-05-09
Choibalsan	2020-01-25	Wellington	2020-05-20
Sainshand	2020-01-25	Rabat	2020-06-18
Erdenet	2020-02-04	Tabriz	2020-06-30
Bhadrapur	2020-03-05	Anyang	2020-08-24
► Corporations			
UCWARE	2019-10-28	FATOS Corporation	2020-05-25
WeavAir	2019-11-04	InsightAir	2020-05-29
DamoGO	2019-12-12	beCloud (Belarusian Cloud Technologies)	2020-08-03
Breeze Technologies UG	2020-01-07		
► Institutions			
Healthy City Network of Mongolia	2019-11-07	Asia Pacific Foundation of Canada	2020-01-20
Korea Internet & Security Agency	2019-11-20	Solar Impulse Foundation	2020-03-03
Seoul Digital Foundation	2019-12-16		

Withdrawals since EXCOM 2019

Name of Entity	Date of Withdrawal	Name of Entity	Date of Withdrawal
► Local Governments			
Yakutsk	2020-04-22	Gwangmyeong	2020-09-15

The Executive Committee is invited to **approve** all new associate members to full member status.

Agenda 3

Annual Assessment of WeGO Regional Offices

Pursuant to Article 10 of the Terms of Reference for the WeGO Regional Office, “At the Executive Meeting following the establishment of the Regional Office, the Executive Committee will conduct an annual assessment of the performance of each Regional Office to determine whether to allow it to continue its operations or dissolve the Regional Office.”

All four Regional Offices have submitted their annual reports for the Executive Committee to review (see Annexes 2-5). The representatives of the Regional Offices are invited to present the Annual Report at the Executive Committee Meeting. The Executive Committee will assess each Regional Office and its performance based on the following criteria:

- Pre-review of the Annual Report before the Executive Committee Meeting;
- Review of the quality of the presentation of the Annual Report by the Regional Office at the Executive Committee Meeting;
- Regional WeGO activities conducted in the respective region in the previous year;
- New WeGO members and partners acquired in the previous year in the respective region;
- Financial stability and prospects of the Regional Office for the next year;
- The Regional Office’s relationship and cooperation with members in the region and the WeGO Secretariat; and
- The Regional Office and host city’s commitment to promoting smart sustainable urban development in the city, country, and region of its location.

Pursuant to Article 13.6 of the WeGO Statutes, a Regional Office may be dissolved based on the results of the annual assessment to be conducted under Article 10 of the Terms of Reference, or if 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 Executive Committee is invited to **listen to the reports and approve the Regional Offices** to continue operations.

Annex 2. Annual Report of the East Asia Regional Office
Annex 3. Annual Report of the Eurasia Regional Office
Annex 4. Annual Report of the Latin America Regional Office
Annex 5. Annual Report of the Mediterranean Regional Office

Agenda 4

Review of New Regional Office Proposals

At the WeGO EXCOM 2019, the Executive Committee approved subdividing the jurisdiction of existing Regional Offices to increase the number of high-quality regional programs and to expand WeGO's membership. A call for bids to host new WeGO Regional Offices in Africa, Europe, and Southeast Asia was made to WeGO members in June 2020.

The Secretariat has received an application from the city of Abuja to be the Regional Office for Africa. A representative of the city will present the following application for the approval of the Executive Committee. The Executive Committee will assess the bid for the new Regional Office based on the following criteria:

- Pre-review of the Annual Report before the Executive Committee Meeting;
- Review of the quality of the presentation of the proposal by the host city at the Executive Committee Meeting;
- Clarity of strategy and objectives and significance of expected results;
- Appropriateness of Regional Office organizational structure and proposed personnel;
- Feasibility of operational plan; and
- Alignment of proposed objectives with WeGO's mission.

The Executive Committee is invited to **listen the proposal presentation and approve the operation of the new WeGO Africa Regional Office hosted by Abuja.**

Annex 6. WeGO Africa Regional Office Proposal (Abuja)

Agenda 5

Review of Proposed Amendments to WeGO Statutes

At WeGO EXCOM 2019, the Secretariat proposed in Agenda 4 to amend the WeGO Statutes to clarify and correct existing statutes related to the use of terms, membership categories, rights of members, membership fees, President and Vice Presidents, Executive Committee, revenue, and membership fee exemption, which was duly reviewed by EXCOM.

On June 22, a call for proposals from full members to amend the statutes was released along with an initial proposal for reference, drafted by the Secretariat per the direction presented to EXCOM. By the deadline, one submission was received from the President City. The Secretariat is currently in discussions to further clarify areas of its proposal.

With the rescheduling of the 5th WeGO General Assembly by EXCOM, the Secretariat will, under the current statutes, reopen the call for proposals three (3) months before the GA and circulate all submissions to members for their advance review one (1) month before the GA. Statute amendments will then be presented as an agenda item at the GA and proposals will be adopted one-by-one following the procedure for quorum established in Article 16 of the WeGO Statutes.

For this year's review by EXCOM, the Secretariat proposes a revised set of membership fee scales and sub-categories since its last review, outlined in the proposed Annexes I, II, and III. A scheme of membership benefits and discounts by category will be separately established and applied by the Secretariat outside the scope of the WeGO Statutes.

1. Local Governments

Amendments to the membership fee scale for local governments will be proposed as shown below to more closely align amounts with financial capacity--in particular, for those with higher GDPs and lower populations which represent one of the highest rates of nonpayment of membership fees--and thereby increase the total revenue of the organization.

Current Membership Fee Scale (USD)

Population ('0000) GDP per capita (USD)	0 - 299	300 - 599	600 - 999	1,000 - 1,999	2,000 - 3,999	4,000 - 6,999	7,000 - 9,999	10,000+
0 - 999	400		500		600		700	
1,000 - 1,999	500		600		700		800	
2,000 - 3,999	500	750	1,000	1,250	1,500	1,750	2,000	2,250
4,000 - 5,999	700	1,000	1,300	1,600	1,900	2,200	2,500	3,000
6,000 - 7,999	1,500	2,000	2,500	3,000	3,500	4,000	4,500	5,000
8,000 - 9,999	2,000	2,500	3,000	3,500	4,000	4,500	5,000	5,500
10,000 - 14,999	3,500	4,000	4,500	5,000	5,500	6,000	6,500	7,000
15,000 - 19,999	4,500	5,000	5,500	6,000	6,500	7,000	7,500	8,000
20,000+	6,000	6,500	7,000	7,500	8,000	8,500	8,500	10,000

Note

- The latest International Financial Statistics published by the International Monetary Fund shall be applied in calculating the GDP per capita in the table above. The GDP per capita is based on purchasing power parity.
- The membership fee amount in any given year is determined based on the GDP of the year immediately preceding the previous year.

Proposed Membership Fee Scale

Population ('0000) GDP per capita (USD)	0 - 50	50 - 199	200 - 299	300 - 599	600 - 999	1,000 - 1,999	2,000 - 3,999	4,000 - 6,999	7,000 - 9,999	10,000+
0-999	400			500		600		700		
1,000-1,999	500			600		700		800		
2,000-3,999	500		750	1,000	1,250	1,500	1,750	2,000	2,250	
4,000-5,999	700		1,000	1,300	1,600	1,900	2,200	2,500	3,000	
6,000-7,999	1,500		2,000	2,500	3,000	3,500	4,000	4,500	5,000	
8,000-9,999	2,000		2,500	3,000	3,500	4,000	4,500	5,000	5,500	
10,000-14,999	2,500	3,000	3,500	4,000	4,500	5,000	5,500	6,000	6,500	7,000
15,000-19,999	3,500	4,000	4,500	5,000	5,500	6,000	6,500	7,000	7,500	8,000
20,000+	4,000	5,000	6,000	6,500	7,000	7,500	8,000	8,500	8,500	10,000

Note

- The latest International Financial Statistics published by the International Monetary Fund shall be applied in calculating the GDP per capita in the table above. The GDP per capita is based on purchasing power parity.
- The membership fee amount in any given year is determined based on the GDP of the year immediately preceding the previous year.

2. Corporations

Amendments to the membership fee scale for corporations will be proposed as shown below, to more closely align amounts with financial capacity by sub-category--multinational corporations (MNCs), small and medium-sized enterprises (SMEs), and startups--taking into account not the only number of employees, but also years since establishment and annual revenue, as applicable, and thereby increase the total revenue of the organization.

Current Membership Fee Scale

Criteria (No. of Employees Worldwide)	Annual Membership Fee (USD)
0 - 499	2,000
500 - 1,999	4,000
2,000+	8,000

Proposed Membership Fee Scale

Type of Corporation	Criteria (Annual Revenue or No. of Employees)	Annual Membership Fee (USD)
Multinational Corporation (MNC)	200+ Employees	15,000
	Annual Revenue (open to public) >10M USD	
Small and Medium-Sized Enterprise (SME) <i>- 6 years or more since establishment</i> <i>- 10 employees or more</i>	251+ Employees	10,000
	101 - 250 Employees	8,000
	61 - 100 Employees	6,000
	21 - 60 Employees	4,000
	10 - 20 Employees	2,000
Startup <i>- 5 years since establishment</i>	21+ employees	2,000
	11 - 20 Employees	1,500
	1 - 10 Employees	1,000

Note: The latest International Financial Statistics published by the International Monetary Fund shall be applied in calculating the revenue in the table above.

3. Institutions

Amendments to the membership fee scale for institutions will be proposed as shown below, to more closely align amounts with financial capacity by sub-category--associations and alliances, national and subnational public agencies, academic institutions, and non-profit organizations--clarifying the delineation between partners.

Current Membership Fee Scale

Type of Institution	Criteria (GDP in USD)	Annual Membership Fee (USD)
Any regional association of local governments	0 - 9,999	1,000
Any government agency or governmental entity that is directly concerned with local smart city or e-Government issues	10,000 - 19,999	3,000
	20,000+	5,000

Proposed Membership Fee Scale

Type of Institution	Criteria (GDP per capita (PPP) of Located Country (USD) or No. of Employees)	Annual Membership Fee (USD)
Associations and Alliances		
<i>Includes all international and domestic associations and alliances comprised of member national or subnational local governments, corporations, and institutions focused on smart city and other relevant topics, such as sustainable urban development</i>		
National and Subnational Public Agencies	0 - 1,999 USD	750
	2,000 - 4,999 USD	1,000
	5,000 - 7,999 USD	1,500
	8,000 - 9,999 USD	2,000
	10,000 - 14,999 USD	3,000
	15,000 - 19,999 USD	4,000
Academic Institutions	20,000+ USD	5,000
	<i>Includes all international and domestic academic institutions, such as universities, think tanks, and research organizations</i>	
Non-Profit Organizations	0 - 9 Employees	1,000
	10 - 49 Employees	2,000
	50 - 99 Employees	3,000
	100 - 499 Employees	4,000
	500+ Employees	5,000
<i>Includes all international and domestic individual non-profit organizations focused on promoting sustainable urban development</i>		

***Partners:** Only applicable to institutions with clear mandates preventing the joining of other membership-paying networks, such as WeGO. Examples include, but are not limited to: "In accordance with the charter, the organization shall not join membership-paying networks or join any organizations that require financial contributions of any sort". A copy of the mandate or charter that explicitly shows the clause(s) preventing the institution's joining of the network will be requested before the commencement of MoU negotiations and the application of the said clause may be subject to interpretation by the WeGO Secretariat.

The Executive Committee is invited to **express its comments** on the proposed revisions to the membership fee scales and sub-categories.

Agenda 6

Approval of Host of the 5th WeGO General Assembly & Information on Elections of President and Appointment of Vice President Cities and Executive Committee Members for Next Term of 2020-2023

1. Approval of Host of the 5th WeGO General Assembly

Under Article 10(7) of the WeGO Statutes, *“If a city designated to host the regular session of the General Assembly is affected by an event of force majeure 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. If a host is not selected, the General Assembly will convene at the President City.”*

Makati City was elected as the host of the 5th WeGO General Assembly at the 4th WeGO General Assembly in 2017. Due to the effects of the ongoing pandemic and in consideration of the safety of participants, Makati City officially requested cancellation of the GA on April 21, 2020, which was duly accepted by the Executive Committee. The WeGO Secretariat then initiated the process of securing an alternative host and date for the GA through a call for bids launched in June 2020.

To date, no bids have been submitted by WeGO’s member cities. Considering, the ongoing development of the pandemic and to give enough time for our member cities to review this opportunity, the WeGO Secretariat would like to propose extending the call for the bids until 31st of May, 2021.

2. Information on Elections of President and Executive Committee Members and Appointment of Vice President Cities for Next Term of 2020-2023

Pursuant to Article 10 of the WeGO Statutes, *“The General Assembly shall have the power to decide on, approve, and confirm the following matters: [...] (d) Election of the president city and the Executive Committee members.”* The Secretariat would like to propose to extend the tenure of WeGO’s President City, Vice President Cities, and the Executive Committee Member Cities until the next election at the 5th WeGO General Assembly.

The Executive Committee is invited to **comment and provide suggestions on the proposed direction.**

Agenda 7

Information on the 6th WeGO General Assembly

Pursuant to Article 10.2 of the WeGO Statute, *“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.”*

Following a call for bids in June 2020, the following member cities submitted bids to host the 6th WeGO General Assembly and WeGO Executive Committee Meeting 2023:

- Kampala
- Mexico City

The selection of the host city of the 6th General Assembly will take place through a pre-review of the submitted proposals by the Executive Committee and a final vote by the Committee at the 5th General Assembly in 2021.

The Executive Committee is invited to **comment on the proposed direction.**

Agenda 8

Information on the WeGO 2030 Masterplan

On the occasion of WeGO’s 10th anniversary, WeGO 2030 Masterplan establishes the short- and long-term strategic direction of the organization over the next three and ten years, respectively, taking into account the evolving needs of smart cities and aiming to better serve the organization’s members. It presents an action plan that articulates the organization’s renewed vision and mission, activities and areas of engagement, and procedure to monitor and evaluate implementation.

The Secretariat presents the key elements of the WeGO 2030 Masterplan, and based on the feedback received from the EXCOM, WeGO Advisory Boards, and a professional strategic consultant, the Secretariat will finalize the new strategic plan and share the updated version with WeGO members at the end of this year. The WeGO 2030 Masterplan will be presented at the 5th General Assembly for final approval.

A full draft of the WeGO 2030 Masterplan can be found in Annex 1.

1. WeGO Advisory Board

As an essential part of the project, WeGO has formed a special advisory board consisting of eight experts from various sectors in the smart city field. In the course of the project development, the advisory board has shared their insights in shaping the direction of the 2030 WeGO Masterplan by participating in online/offline meetings for consultancy and by providing feedback on the content of the report. Below are the members of the advisory board:

Name, Position, Affiliation	Type
Jean-François Habeau, <i>Executive Director, FMDV</i>	Institution
Kim Sae Young, <i>CEO, Seoul Housing</i>	Corporation
Bernadia Tjandradewi, <i>Secretary General, UCLG ASPAC</i>	Institution
Chungha Cha, <i>CEO, Re-Cities</i>	Institution
Kris Panday, <i>Director of Board of Directors, ADB</i>	MDB
Philip Bane, <i>Managing Director, Smart Cities Council</i>	Institution
Jong-Hyun Lee, <i>Managing Director, Social Enterprise Network</i>	Institution
JongHeon Yu, <i>Director, Gwangjin-gu Office</i>	Government

2. Key Elements of WeGO 2030 Masterplan

WeGO will expand and diversify its activities by theme, format, sector, and region to target cities of all sizes and stages of development, and their partners. This will be pursued by goals and programs that address three strategic pillars:

- Digital Transformation of Services:** Exploiting the power of digital to enhance substance and means of what WeGO and its members do;
- Geographical and Sectoral Growth:** Dramatically expanding membership to ensure representation and collaboration amongst those parties that will enable swift and quality delivery of better outcomes in cities on a worldwide basis;
- Reform of Governance, Resourcing, and Brand:** Strengthening the governance mechanisms across a growing network; establishing business models that work best for members; and building the necessary capabilities.

More focus will be placed on developing compelling content, also through exploiting new digital platforms, that will underpin city transformation worldwide. This will include co-creating packaged solutions with members and partners for rapid scale deployment. To accompany these steps, WeGO will increase the focus on developing bankable projects and engaging the investment community to bring the necessary business models, finance, and funding to the table. Consistent with this shift, capacity development will play a prominent role.

WeGO will focus on growth. This will involve corporations large and small, institutions of many forms, and investors, including a suitably balanced membership of cities. Regional Offices will help ensure context-informed growth.

WeGO will implement a series of structural changes to meet the demands of the rapidly expanding global community of smart sustainable city stakeholders. This will include: diversifying support for the Secretariat; the introduction of the Co-Presidency; more regionally balanced representation of Vice President Cities; empowerment of Regional Offices; and a decision-making process that is inclusive of all members - local governments, institutions, and corporations.

Consistent with the heightened focus on growth and impact, WeGO will augment its business model to provide more tailored value propositions to members. This will include traditional membership fees and elective contributions for specific services that are provided to the various member types. This will ensure better managed value for members, and more focused financial investment. By 2030, WeGO will consist of only paying members, enabling the organization to focus all its attention on those who contribute to its success.

With 20,000 cities around the world pursuing to be smarter and more sustainable, WeGO expects to reach 300 members by 2023 and 600 by 2030. WeGO will reach these targets by exploring new opportunities to expand its membership

base with an outreach strategy that taps into the networks of key partners, including international, regional, and national associations in the public sector and corporate groups and other forms of consortia in the private sector.

By 2030 WeGO will be the **world's foremost smart sustainable cities organization**.

WeGO's Vision 2030

Smart Sustainable Cities for All.

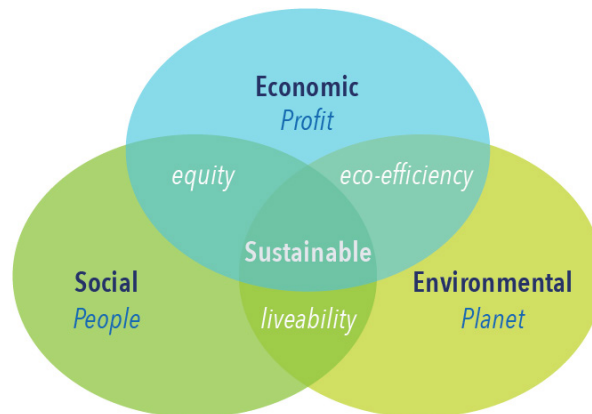
Cities that ensure enduring economic, social, and environmental sustainability by:

- exploiting the power of digital technologies;
- engaging city leaders and communities;
- integrating across sectors and disciplines;
- accessing investment;

to improve efficiency of urban operation and services, quality of life, and economic prosperity and services for their communities.

WeGO's Mission 2030

- To promote and facilitate the worldwide transformation of cities to smart sustainable cities;
- To be a global platform for cities and their partners to leverage their innovation potential, enhance their digital capabilities, and develop transformative solutions for smart sustainable cities;
- To foster and improve international exchange, cooperation, project implementation, and learning amongst cities and with their partners.



The Executive Committee is invited to **review** the current status of the WeGO 2030 Masterplan and **share their recommendations**. The Secretariat welcomes **written comments** from EXCOM members on this agenda **until November 31, 2020**.

Agenda 9

Upcoming WeGO Activities for 2021

For 2021, the Secretariat will pursue its regular activities, focusing on the below:

- 5th General Assembly
- Regional Smart City Networks
 - » Northeast Asia Smart City Network
 - » China-Japan-Korea Smart City Network
 - » ASEAN Smart City Network
- WeGO Smart City Driver
- WeGO Smart Health Responder

1. Conferences & Expos

Name of Program	Date	Location
► Organized on WeGO's initiative		
WeGO Briefing Session	March	Seoul
5 th WeGO General Assembly	TBD	TBD
(NEW) Regional WeGO Briefing Sessions	March	Seoul/Online
(NEW) Smart Health Responder Workshop	TBD	Online
(NEW) Trilateral Smart City Forum	June (TBD)	Japan
(NEW) Inaugural Meeting of NEASCN	September (TBD)	Vladivostok (TBC)
(NEW) WeGO-ASCN Mayoral Conference	November (TBD)	TBD
► Organized by External Partners		
World Smart Cities Expo	September (TBD)	Online
Smart City Expo LATAM	October (TBD)	Merida
Seoul Smart City Summit	October (TBD)	Seoul
Urban Innovation Challenge: Citypreneurs	October (TBD)	Seoul
(NEW) Smart Tech Korea	June	Seoul

2. Digital products & services, project development, and capacity building

Name of Program	Date	Location
► Feasibility Studies		
WeGO Feasibility Study Program	Year-Round	Cauayan City
(NEW) WeGO-NIA Pre-Feasibility Study Program	Year-Round	Beneficiary City
(NEW) WeGO-KISA Feasibility Study Program	Year-Round	Beneficiary City

► Training Programs

WeGO Smart Sustainable Cities Training Program	March	Seoul
WeGO-NIA-WB Joint Workshop	July	Jeju
WeGO East Asia Regional Office Chengdu Training Program	November	Chengdu

(NEW) Smart Health Responder Training Program	TBD	Seoul
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(NEW) WeGO-Metropolis Smart City Study Visits	TBD	TBD
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► Products & Services

Smart Sustainable City Projects Catalog	Ongoing	Online
Civic Participation System (CPS)	Ongoing	Online
WeGO Smart City Driver	Ongoing	Online
WeGO Smart Health Responder	Ongoing	Online

(NEW) WeGO-Lee Kuan Yew School of Public Policy Smart City Module Development	Ongoing	Online
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► Webinar Programs

(NEW) CJK Smart City Webinar	January	Online
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(NEW) Strategy Development Workshops with Regional Offices	February	Online
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(NEW) Solutions Meet Cities: Matchmaking for Project Implementation through WeGO	February	Online
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(NEW) Reviving Local Economies for the New Normal	March	Online
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(NEW) Korean Smart City Development and Prospective Projects	April	
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(NEW) Aligning Business Models with the SDGs	May	Online
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(NEW) Chinese Smart Cities and the Global Agenda	May	Online
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(NEW) Customizing Smart Solutions for LATAM	June	Online
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(NEW) Smart Health Responder Workshop for Joint Expansion with Partners	June	Online
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(NEW) WeGO Project Pitching Day for Smart City Investors	September	Online
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(NEW) On-Demand G2B Matchmaking Sessions for WeGO Members	Year-Round	Online
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The Executive Committee is invited to **review** the 2021 Upcoming Activities presentation.

Agenda 10

Review of 2019-2020 Financial Report & Strategy

1. Financial Report

In accordance with Article 12.2(b) of the WeGO Statutes, the Executive Committee shall perform a “review of financial support and expenses for projects and programs.” The 2020 financial report which outlines the revenues and expenditure as of October 31, 2020 is as below.

Due to the location of the Secretariat in Korea, all accounts are in Korean won (KRW). Membership fees are collected in US dollars (USD), according to the membership fee scales of the organization. KRW figures have been roughly calculated into USD for ease of reference.

Annual Contribution in 2020	In KRW (1000s)	In USD
Contributions from President City Seoul	1,064,600	967,818
Revenue in 2020	In KRW (1000s)	In USD
Membership Fees in 2020 (Approved Use for 2020)	139,554 (345,500)	126,867 (314,090)
Expenditure in 2020	In KRW (1000s)	In USD
Contributions from President City Seoul	684,933	622,666
Membership Fees in 2020	116,963	106,330

* USD 1 = KRW 1,100 | In KRW (1000s)

2. Use of Revenue

A. Revenue from Membership Fees

From 2012 to 2015, all membership fees collected were kept in reserve, and programs and operations were wholly funded by contributions from President City Seoul. Every year thereafter starting in 2016, the Executive Committee has approved the expenditure of membership fees to supplement that of contributions from President City Seoul.

With a constant increase in membership, the revenue from membership fees has also been growing till 2019 as indicated below (Table on Revenues from Membership Fees & Graph on Revenue from Membership fees).

Revenue from Membership Fees									
Year	2020	2019	2018	2017	2016	2015	2014	2013	2012
USD	126,867	171,410	143,570	131,627	127,348	132,806	122,747	125,924	118,769
KRW (1000s)	139,554	188,551	157,927	144,790	140,083	146,087	135,021	138,516	130,646
Total	USD 1,201,068 (KRW 1,321,175)								

* USD 1 = KRW 1,100 | In KRW (1000s)



B. Revenue from Voluntary Contributions

In addition to membership fees, WeGO has accumulated the below revenue in the form of voluntary contributions from members.

Member	Amount
▶ 2018	
Hancom	USD 2,727 (KRW 3,000)
▶ 2019	
Seoul Business Agency	USD 1,227 (KRW 1,350)
SRPOST	USD 1,227 (KRW 1,350)
KBSYS	USD 818 (KRW 900)
Total	USD 5,999 (KRW 6,600)

This makes a total revenue of USD 1,207,067 (KRW 1,327,775) since 2012.

C. Expenditure from Revenue

Expenditure from Revenue									
Year	2020	2019	2018	2017	2016	2015	2014	2013	2012
USD	106,330	121,048	97,404	80,274	78,540	0	0	0	0
KRW (1000s)	116,963	133,152	107,144	88,301	86,394	0	0	0	0
Total	USD 483,596 (KRW 531,954)								

* USD 1 = KRW 1,100 | In KRW (1000s)

D. Total Balance

Inclusive of revenue from voluntary contributions, the total balance is USD 723,471 (KRW 795,821,000).

3. Financial Strategy

Despite a constant increase in membership, revenue from membership fees for this year thus far stands at a historic low, in terms of both payment rate and amount. Much of the cause attributed to the cities' financial constraints as a result of COVID-19.

While considering these factors, the Secretariat will proceed with the financial strategy elaborated in the WeGO 2030 Masterplan. The action items to this end include the development of the following:

- A membership benefit structure in sync with the priorities of major metropolises and business interests of multinational corporations (MNCs) and empowers all members through the delivery of customized solutions at scale.
- A dedicated fund to provide additional benefits to members; set up and replenished via voluntary contributions.
- A process for the limitation or revocation of rights and privileges for inactive members, with penalties elaborated for trial application over the next few years.

The Secretary General will present further ideas for improving the financial strategy at this EXCOM Meeting.

The Executive Committee is invited to **review** the financial report for 2020 and **discuss** strategies to increase the finances of WeGO.

Agenda 11

Approval of Membership Fee Use for 2021

In accordance with Article 12.2(e) and (h) of the WeGO Statutes, the Executive Committee 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 “*approval of operational expenses to be paid with the revenue of the Organization.*”

The budget request from revenue for 2021, taken from membership fees and voluntary contributions from members, is as below along with a history of revenue use since 2019.

Due to the location of the Secretariat in Korea, all accounts are in South Korean won (KRW). Membership fees are collected in United States dollars (USD), according to the membership fee scales of the organization. KRW figures have been roughly calculated into USD for ease of reference.

Use of Revenue in 2019 (Approved in 2018)

Use of Revenue	Approved for 2019 (at EXCOM 2018)	Actual Expenditure in 2019
▶ Operations		
● Hiring of WeGO Staff	USD 109,090 (KRW 120,000)	USD 94,649 (KRW 104,113)
● Other Operational Expenses		

*In addition to KRW 70,000 approved at EXCOM 2018, KRW 50,000 was additionally approved through a tacit agreement to the Secretariat's request via WeGO19-26.

► Programs

- WeGO Programs for Members
- WeGO Promotional Activities USD 70,704 (KRW 77,774)
- WeGO Online Tools and Website USD 26,399 (KRW 29,039)
- WeGO Regional Office Support

Total	USD 179,794 (KRW 197,774)	USD 121,048 (KRW 133,152)
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* USD 1 = KRW 1,100 | In KRW (1000s)

Use of Revenue in 2020 (Approved in 2019 | In Progress)

Use of Revenue	Approved for 2020 (at EXCOM 2019)	Actual Expenditure in 2020 (To Date)
► Operations		
● Hiring of WeGO Staff	USD 197,272 (KRW 217,000)	USD 98,077 (KRW 107,884)
● Other Operational Expenses		
► Programs		
WeGO Programs for Members		
● WeGO Awards	USD 45,454 (KRW 50,000)	USD 3,202 (KRW 3,523)
● International Conferences (E.g. WeGO-ASCN Mayoral Conference)		
WeGO Smart City Tools (Products & Services)		
● Smart City Activator	USD 32,272 (KRW 35,500)	USD 450 (KRW 495)
● WeGO Quarterly		
● Stationery & Souvenirs		
WeGO Regional Office Support	USD 29,090 (KRW 32,000)	USD 0 (KRW 0)
Professional Research and Capacity Building	USD 10,000 (KRW 11,000)	USD 4,601 (KRW 5,061)
Total	USD 314,090 (KRW 345,500)	USD 8,253 (KRW 9,079)

* USD 1 = KRW 1,100 | In KRW (1000s)

Use of Revenue in 2021 (Proposed for Approval)

Use of Revenue	Proposed for 2021 (At EXCOM 2020)
► Operations	
● Secretariat Staff Salaries (Base) (Program Director x 1, Program Officer x 3, Junior Program Officer x 1)	
● Bonuses & Incentives (Performance Evaluations & New Member Recruitment/Fee Payment)	USD 201,455 (KRW 221,600)
● Other Operational Expenses	

► Programs

WeGO Programs for Members

- Regional Networks (ASCN, NEASCN et al.)
 - International Conferences (CJK, South Asia, LATAM et al.)
 - Project Implementation (Korea Internet & Security Agency et al.)
 - Training Programs (Metropolis, Seoul Human Resource Development Center et al.)
 - Startup Accelerators (Urban Innovation Challenge: Citypreneurs et al.)
- USD 56,818 (KRW 62,500)

WeGO Smart City Tools (Products & Services)

- Smart City Driver
 - Smart Health Responder
 - WeGO-Lee Kuan Yew School of Public Policy Smart City Module Development
 - Smart Sustainable City Projects Catalog
 - Civic Participation System (CPS)
 - WeGO Quarterly
 - Stationery & Souvenirs
 - Enterprise Resource Planning (ERP)
- USD 40,455 (KRW 44,500)

WeGO Regional Office Support USD 29,090 (KRW 32,000)

Professional Research and Capacity Building USD 10,000 (KRW 11,000)

Total USD 337,818 (KRW 371,600)

* USD 1 = KRW 1,100 | In KRW (1000s)

While the average yearly increase in expenditure of revenue has sustained around 25% since 2017, the proposed amount for operations is only around a 3% increase since 2019, while no change is proposed for Regional Office support and professional research and capacity building at the Secretariat. This year's increase of 25% is thus limited to the subcategories of programs, products, and services, in light of the ambitious work plan set out in the WeGO 2030 Masterplan.

The Executive Committee is invited to **discuss and approve** the proposed use of revenue in 2021.