WeGO: Executive Committee Meeting 2013

2-5 September 2013
Chengdu, China

WeGO

**World e-Governments Organization of
Cities and Local Governments**

Meeting Schedule at a Glance

- **Dates: 2-5 September 2013**
- **Host: Chengdu City**
- **Venue: Jinjiang Hotel**
- **Language: English**
- **Program**

Day 1 : Monday, 2 September (Arrival & Welcome Dinner)

18:00— 20:00 a welcome dinner will be given for networking

Day 2 : Tuesday, 3 September (All-day Meeting)

Different sessions of the Executive Committee

Day 3 : Wednesday, 4 September (Tou & Farewell Dinner)

9:30 - 10:00	Chengdu Planning Exhibition Hall
10:30 - 11:20	City Hall of Chengdu
12:00 - 13:00	Lunch
13:30- 15:30	Panda Breeding Center of Chengdu
16:00 - 17:30	WuHou Temple or Kuanzhai Valley
18:00 – 20:00	Farewell dinner

Day 4 : Thursday, 5 September (Departure)

Meeting Schedule for Tuesday, 3 September 2013

Time	Program
08:30-08:40	Opening Announcement Promotional Video of Host City, Chengdu
08:40-08:45	Introduction to Participants and Daily Schedule
08:45-08:50	Announcement on Meeting Procedures
08:50-08:55	Briefing on Executive Committee
08:55-09:15	Progress Report 2012-2013
09:15-10:10	Agenda 1 Dates of 3rd General Assembly 2014 Agenda 2 Opening of Regional Offices
10:10-10:30	Coffee Break
10:30-10:35	Highlight Video on WeGO e-Government Training 2013
10:35-10:40	Financial Report
10:40-12:00	Agenda 3 Review of Existing Projects and Discussion for Improvement Agenda 4 New Membership and Funding Strategies
12:00-12:20	Pre-Lunch Refreshments
12:20-12:30	Regional Office Opening Ceremony
12:30-14:00	**Lunch**
14:00-15:30	Agenda 5 Good Practice Sharing Agenda 6 Discussion on Future Growth of WeGO: A Framework for an Exchange Program for Member Cities
15:30-16:00	Coffee Break
16:00-16:30	Meeting Summary

Introduction to Executive Committee (EXCOM)

About

- EXCOM consists of 20 member cities including 1 president city and 7 vice president cities.

- Members of EXCOM serve a term of 2 years and may be re-elected and re-appointed.

- Any city can join the EXCOM by notifying the Secretariat in writing of its candidacy. EXCOM members are elected by the General Assembly.

- The meeting of EXCOM is held every year.

- EXCOM for the term of 2012-2014 consist of 20 members of Abu Dhabi, Agra, Barcelona, Buenos Aires, Chengdu, Dar es Salaam, Dhaka South City Corporation, Edmonton, Frankfurt, Hebron, Jakarta, Khartoum State, Maputo, Mexico City, Nairobi, Paris, Sennar State, Seoul, Ulaanbaatar, and Ulyanovsk Region.
  - ✓ 11 New EXCOM members for 2012-2014 include Agra, Buenos Aires, Chengdu, Dar es Salaam, Hebron, Maputo, Mexico City, Sennar State, South Dhaka City Corporation, Ulaanbaatar, and Ulyanovsk.
  - ✓ EXCOM for the term of 2010-2012 consisted of 15 members of Abu Dhabi, Addis Ababa, Barcelona, Dakar, Edmonton, Frankfurt, Jakarta, Khartoum, Nairobi, Paris, San Francisco, São Paulo, Seoul, Suva, and Tunis.

- Classified by region, there are 6 members in Asia, 5 in Africa, 4 in Europe, 3 in American, and 2 in Middle East.

EXCOM meeting by WeGO Statute

Dates of General Assembly: Article 10, paragraph 3

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.

Executive Committee: Article 12, paragraph 1-8

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.
2. The Executive Committee may hold regular meetings and special meetings. Regular meetings shall be held every year.
3. Any city may join the Executive Committee by notifying the Secretariat in writing of its candidacy. Members of the Executive Committee shall be elected by the General Assembly.
4. Any member of the Executive Committee may convene a special meeting of the Executive Committee with the consent of more than half of its members. The special session of the Executive Committee shall be held at the city that requested the convening of the meeting.
5. Members of the Executive Committee shall serve a term of two (2) years and may serve additional terms.
6. The Secretary General of the Secretariat may attend any meetings of the Executive Committee and give advice but may not vote.
7. If a city resigns from the membership of the Executive Committee, another city nominated at the next Executive Committee meeting as a replacement shall become the new Executive Committee member.
8. 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

Secretariat and Regional Office: Article 13, paragraph 1, 5-8

1. The Secretariat of the Organization shall perform the functions and duties assigned to it by the General Assembly and by the Executive Committee, submit to the General Assembly at each regular session an annual report on the activities of the Organization and its financial matters, and provide other administrative services to the members of the Organization.

2. The Secretary General and the Assistant Secretary General of the Secretariat shall be appointed by the President of the Organization.

3. The Secretary General and the Assistant Secretary General shall serve a term of two (2) years and may be reappointed.

4. In the event that the office of Secretary General becomes vacant, the Assistant Secretary General shall assume the duties of the Secretary General until a new Secretary General is appointed.

5. The Secretariat shall be established in Seoul city and the Organization may decide to set up regional offices at different locations.

6. The Executive Committee shall approve the establishment of regional offices with the consent of more than half of the members present at the meeting. When the Executive Committee is not in session, it may approve the establishment of regional offices by distance voting in written form. In this case, approval requires the consent of more than two thirds of the members of the Executive Committee.

7. 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.

8. The city where the regional office is located shall appoint the secretary general of the regional office.

Revenue of Secretariat: Article 14, paragraph 1

1. The revenue of the Organization shall consist of:
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.

Expenditure of Secretariat: Article 15, paragraph 1-2

1. The Organization may spend the revenue for the following expenses:

(a) Operational Expense
(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.
(ii) All expenses for running the Secretariat, including the expenses for hiring the Secretary General and Assistant Secretary General, shall be borne by the revenue of the Organization. However, the president city of the Organization elected at the Inaugural General Assembly is responsible for all expenses for operating the Secretariat until the year 2012. In the case that member cities send their staff to the Secretariat, the sending cities bear the salaries and all living costs of their staff to the Secretariat.
(iii) Other expenses approved by the Executive Committee for the effective management of the Organization may be paid by the revenue of the Organization.

(b) Project Expenses
(i) Expenses for conducting joint projects between and among cities shall be shared among cities participating in the project concerned. Expenses for joint projects between and among cities approved by the General Assembly attended by more than half of the total members may be paid in part from the revenue of the Organization with the consent of more than half of the members present at the session in consideration of the purpose and envisaged benefits of the project.
(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:
- Awarding of World e-Governments Prizes
- Establishing e-Government Training Programmes
- Organizing conferences and seminars held separately from the General Assembly
(iii) The president city of the Organization elected at the Inaugural General Assembly is responsible for paying the expenses for certain projects and programmes to be implemented for the purpose of promoting activities of the Organization during the period between the Inaugural General Assembly and the second session of the General Assembly with the approval of the

Executive Committee.

2. The Organization shall not pay for expenses incurred by the following:

(a) Expenses for the General Assembly
Expenses required to convene the sessions of the General Assembly other than specified in paragraphs 7 and 8 of Article 10, shall be borne by the host city.

(b) Expenses for the Executive Committee
The expenses for convening regular and special meetings of the Executive Committee shall be borne by the host city.

(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.

Quorum : Article 16, paragraph 1-2

1. Unless otherwise specified herein, each motion at the General Assembly shall be considered adopted with the attendance of more than one third of the total members of the Organization and with the concurrence of one half or more of the members present.
The same rule applies to the decision making at the Executive Committee with the exception of the selection of host city of General Assembly.
The decision making for the host city of next General Assembly, however, shall be considered adopted with the attendance of more than one third of the total members and with the concurrence of a majority of the members present if more than 2 cities wish to host next General Assembly

2. Each full member shall have one vote for each motion. In the case of a tie vote, the motion shall be regarded as rejected.

Mandate of the President : Article 18

Decisions relating to management and implementation of projects and programmes of the Organization not stipulated in the Statute shall be taken up by the President in consultation with the Executive Committee.

Past Meetings

Preparatory Executive Committee 2010
- Dates: 7-8 June 2010
- Host: Seoul City
- Participants: Delegates from 8 cities of Abu Dhabi, Barcelona, Beijing, Frankfurt, Nairobi, Paris, Sao Paulo, and Seoul
- Agenda: Discussion on the preliminary WeGO Statute, the inaugural president city and vice president cities, the host of Executive Committee 2011, and the official name and emblem of WeGO.

Executive Committee 2011
- Dates: 17-18 October 2011
- Host: Barcelona City Council
- Participants: Delegates from 6 cities of Barcelona, Edmonton, Jakarta, Khartoum, Nairobi, and Seoul
- Agenda: Dates of 2nd General Assembly 2012, candidate host city of 3rd General Assembly, regional office opening, the timeline for membership fee payment, funding plan, and eGov. Framework.

Executive Committee 2012
- Dates: 11 November 2012
- Host: Barcelona City Council
- Participant: Abu Dhabi, Barcelona, Edmonton, Frankfurt, Khartoum, Nairobi, Paris, and Seoul.
- Agenda: Progress report 2011-2012 and discussions on the revision of WeGO Statute, the host of Executive Committee 2013 and 3rd General Assembly 2014, new EXCOM members, strategies for future growth of WeGO, terms and conditions of WeGO Secretariat, Guidelines to WeGO Awards, and financial report.

Agenda 1.

Dates of 3rd General Assembly 2014

[Relevant Clause of the Statute]
Article 10
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.

[Survey Results]

City	Favorable Months	Unfavorable Months
Muscat	October	N/A
Edmonton	September, October, November	N/A
Jakarta	September, October, November	N/A
Sao Paulo	September, October, November	N/A
Ulyanovsk Region	October	N/A
Frankfurt	Don't have general preference	
Nairobi	September	N/A
Chengdu	September, November	October

[Secretariat Review]
1. The secretariat consulted with the host city of Chengdu for the dates of 3rd General Assembly 2014. As a result, Chengdu proposed to host the 3rd General Assembly on 3-6 November 2014 in parallel with the Executive Committee 2014.
2. According to the results of a survey, there is no objection to convening the meeting in November.
3. In consideration of the preferred dates of host city and the opinions of member cities, it is proposed to host the 3rd General Assembly on 3-6 November 2014.

[Procedures]
The final date will be determined by Executive Committee 2013 after discussions among participants.

[Follow-ups]
The dates of 3rd General Assembly 2014 will be announced to all members by email and posted on the official website of WeGO at least one year prior to the meeting date, according to the Statute of WeGO.

Agenda 2.

Opening of Regional Offices

[Background Knowledge]
The opening of regional offices was tabled at the meetings of Executive Committee in 2011 and 2012. As a result, we identified several cities with interest of hosting the regional offices. In 2011, Jakarta, Nairobi, and Barcelona expressed interest in opening regional offices, while Barcelona, Nairobi, Abu Dhabi, Chengdu, Mexico city, and Buenos Aires were interested in opening the regional offices in 2012.

At the meeting of Executive Committee 2012, we discussed the importance of regional offices for the future development of WeGO. Following the discussions, the secretariat developed necessary procedures.

[Relevant Clause of the Statute]
Article 13
5. The Secretariat shall be established in Seoul city and the Organization may decide to set up regional offices at different locations.

6. The Executive Committee shall approve the establishment of regional offices with the consent of more than half of the members present at the meeting. When the Executive Committee is not in session, it may approve the establishment of regional offices by distance voting in written form. In this case, approval requires the consent of more than two thirds of the members of the Executive Committee.

7. 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.

8. The city where the regional office is located shall appoint the secretary general of the regional office

Article 15
2-(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.
[Bidding Package for Regional Office]

The bidding package includes Application Form, Letter of Oath, and Proposal of WeGO Regional Office Establishment.

[Secretariat Review]
1. The bidding packages submitted to the secretariat were emailed to all members of Executive Committee prior to the meeting.
2. Ulyanovsk Region and Chengdu City submitted the bidding packages. Therefore, the establishment of European regional office in Ulyanovsk Region and Asian regional office in Chengdu is tabled to the Executive Committee for approval.
3. Bidding proposals will be presented to the members of Executive Committee, and the establishment of regional office will be approved with the concurrence of one half or more of the members present.

[Procedures]
Each proposal will be presented for 10 minutes and followed by a 5-minute Q & A.

[Follow-ups]
1. In case the opening of a regional office is approved by EXCOM 2013, a certificate board will be handed over to the host city on the same day.
2. The secretariat will announce the establishment of regional offices to members of WeGO.
3. The secretariat will supervise the implementation of bidding proposals regarding the opening of regional offices within 6 months after approval, budget, and manpower. The progress of regional offices will be reported to the next meeting of Executive Committee.
4. The operational manual of regional offices will be developed and tabled at the next meeting of Executive Committee.

Financial Report

I. Financial Status

Total Revenue: 199,472.64 USD
Total Expenditure: None

Status of Annual Membership Fee Payment
- In 2012, 20 members out of 48 (41.7%) paid 108, 949.75 USD for membership fee.
- In 2013, 19 members out of 69 (26.1%) paid 74,552.89 USD for membership fee

The following is the list of cities that paid membership fee.

No.	City	2012 Fee	2013 Fee
1	Abu Dhabi	$ 9,973.75	$ 7,973.75
2	Addis Ababa	$ 1,000	$ 680
3	Agra	$ 1,983	
4	Ankara	N/A	$ 7,000
5	Bangkok		$ 5,990
6	Barcelona	$ 10,000	$ 9,000
7	Bucharest	$ 6,000	
8	Dar es Salaam	$ 970	
9	Dhaka North city	$ 979.50	
10	Edmonton	$ 9,980	$ 7,990
11	Frankfurt	$ 10,000	$ 8,000
12	Harare	$ 995	$ 495
13	Hasahisa Locality	N/A	€ 1,121.50
No.	City	2012 Fee	2013 Fee

14	Hebron	N/A	$ 475.14
15	Helsinki	$ 10,000	$ 7,990
16	Hong Kong	$ 9,970	
17	Jakarta	$ 6,500	
18	Khartoum State	€ 2,784	€ 2,784
19	Maputo	N/A	$ 580
20	Mexico city	$ 9,983.50	
21	Nairobi	$ 975	$ 720
22	Quezon	$ 2,995	
23	Rotterdam		$8,000
24	Seberang Perai	N/A	$ 7,970
25	Seoul	$ 10,000	$ 10,000
26	South Dhaka City Corporation	$ 964	
27	Ulaanbaatar	$ 2,000	$ 2,000

II.   Purpose of Expenditure

Following is the official purposes of expenditure prescribed in Article 15 of WeGO Statute.

1.   Operational Expenses

(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.

Paragraph 7 and 8 of Article 10 states:
7. 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 the meeting,

an alternative date and venue of the General Assembly shall be decided by the Executive Committee.

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.

(ii) All expenses for running the Secretariat, including the expenses for hiring the Secretary General and Assistant Secretary General, shall be borne by the revenue of the Organization. However, the president city of the Organization elected at the Inaugural General Assembly is responsible for all expenses for operating the Secretariat until the year 2012. In the case that member cities send their staff to the Secretariat, the sending cities bear the salaries and all living costs of their staff to the Secretariat.

(iii) Other expenses approved by the Executive Committee for the effective management of the Organization may be paid by the revenue of the Organization.

2. Project Expenses

(i)Expenses for conducting joint projects between and among cities shall be shared among cities participating in the project concerned. Expenses for joint projects between and among cities approved by the General Assembly attended by more than half of the total members may be paid in part from the revenue of the Organization with the consent of more than half of the members present at the session in consideration of the purpose and envisaged benefits of the project.

(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:
- Awarding of World e-Governments Prizes
- Establishing e-Government Training Programmes
- Organizing conferences and seminars held separately from the General Assembly

(iii) The president city of the Organization elected at the Inaugural General Assembly is responsible for paying the expenses for certain projects and programmes to be implemented for the purpose of promoting activities of the Organization during the period between the Inaugural General Assembly and the second session of the General Assembly with the approval of the Executive Committee.

Following are NOT the official purposes of expenditure.

(a) Expenses for the General Assembly
Expenses required to convene the sessions of the General Assembly other than specified in paragraphs 7 and 8 of Article 10, shall be borne by the host city.
(b) Expenses for the Executive Committee
The expenses for convening regular and special meetings of the Executive Committee shall be borne by the host city.

(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.

III.   **Expenditure of WeGO since 2012**

1. **Operational Expenses (Covered by Seoul city, exclusive of labor cost)**
    - Approx. 629,963 USD in 2012
    - Approx. 319,547 USD in 2013

2. **Project Expenses (Covered by Seoul City)**
    a. e-Government Training
    - Approx. 53,425 USD in 2012
    - Approx. 30,015USD in 2013

    b. e-Government Consultation
    - Approx. 291,558 USD in 2012
    - Approx. 179,420 USD in 2013

IV.   **Secretariat Review on the Use of Revenue of WeGO**

1. At the 2nd General Assembly, we considered the conditions of members to lower the annual membership fee of WeGO in general.

2. The secretariat has continued to encourage members to pay for the overdue annual membership fee.

3. On average, the membership fee increased by approx. 89,766 USD every year, but the total value of revenue is still not enough to spend for projects or the operations of secretariat.
    - The estimated revenue of WeGO is approx. 448,833 USD by 2016.

Agenda 3.

Review of Existing Projects of WeGO and Discussion for Improvement

[Background Knowledge]
Since the inauguration, WeGO has conducted e-government training and consultation projects. Therefore, it is necessary to review the past achievements and discuss the ideas for improvement.

3-1. e-Government Training

[Relevant Clause of the Statute]

Article 4

In accordance with its goal of improving the quality of life of citizens stipulated in article 1, the Organization shall conduct the projects to:

(a) Share and disseminate best e-government practices between and among cities;
(b) Conduct research to bridge the digital-divide among citizens and cities;
(c) Promote the use of information technology to innovate the administrative process, improve online public service, and enhance administrative transparency;
(d) Exchange officials between and among cities and create business models utilizing information technology through public-private partnerships;
(e) Analyze and implement good practices in e-governments by conducting agreements with public government organizations; and
(f) Conduct other functions as deemed necessary for the purpose of fulfilling the intentions and purposes of the Organization.

Article 15

1. The Organization may spend the revenue for the following expenses:

(b) Project Expenses

(i) Expenses for conducting joint projects between and among cities shall be shared among cities participating in the project concerned. Expenses for joint projects between and among cities approved by the General Assembly attended by more than half of the total members may be paid in part from the revenue of

the Organization with the consent of more than half of the members present at the session in consideration of the purpose and envisaged benefits of the project.

(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:
- Awarding of World e-Governments Prizes
- Establishing e-Government Training Programmes
- Organizing conferences and seminars held separately from the General Assembly

[About e-Government Training]
1. **Objectives**
- Develop human resources by enhancing the digital capabilities of public employees of member cities
- Strengthen the network and solidarity among members

2. **Programs**
- Morning lectures and afternoon tours to technical/cultural site
✓ Lectures on theory and practices of municipal e-governance are delivered for discussions. Also, participants introduce their own practices and learn from each other. Furthermore, they visit technical sites to experience the good practices that used ICTs for better public services.

3. **About**
- Location: Seoul city of Korea
- Participants: Public employees of members of WeGO
- Frequency: one or two sessions a year (for 5 days each)
- Budget: Seoul city supports the training financially (approx. 36,000 USD for one session of 20 people)
✓ Participants are responsible for airfare while Seoul city support them with hotel accommodation, airport transfer, lectures and tours, meals, and local transport.

4. Past Sessions

No.	Year	Participant cities	Number of Participants	Dates	Location	Technical Visits to:
1	2011	Batam, Jakarta, Mexico City, Muscat, Nairobi, Dar es Salaam, Chengdu, Hunan Province, Bucharest	13 people from 9 cities	4-10 Sept.	Seoul Human Resources Development Center	Seoul Data Center, Digital Media City, Transportation Operation and Information System (TOPIS), 120 Dasan Call Center, Dongdaemoon Design Plaza, Seoul Hangang Projects Headquarters, Banpo Bridge Rainbow Fountain, National Museum of Korea
2	2012	Mexico City, Nairobi, Maputo, Hasahisa, Dar es Salaam	7 people from 5 cities	29 May – 6 June		120 Dasan Call Center, Ride on a Boat on Han River, Guro District Office, Nonverbal Musical Performance 'Nanta', Seoul Data Center, Korea Information Certificate Authority, Kyungbok Palace
3		Mexico City, Bucharest, Nairobi, Muscat, Hunan Province, Addis Abab, Maputo, Ulaanbaatar, Dar es Salaam, Khartoum, Umelgoura	19 people from 11 cities	1-7 July		Seongsu IT Integration Center, New Seoul City Hall, Samsung dlight
4	2013	Barcelona, Chengdu, Muscat, Maputo, Seberang Perai, Ulaanbaatar, Khartoum, Hebron, Shaikan Locality, Ankara, Ulyanovsk Region, White Nile State	18 people from 12 cities	23-30 June		Seoul Data Center, TOPIS, Han River Cruise Tour, Samsung D'light, Seoul Namsan Traditional Theater, Seoul N-Tower
Total Participants				57 people from 22 cities		

[Survey Results]

1. Survey by the training participants shows that about 97% of respondents are satisfied with the training in terms of lecture contents, lecturers, hotel accommodation and facilities, and technical/cultural visits.

2. Survey by members of Executive Committee shows that Muscat and Ulyanovsk Region were interested in organizing e-government training program in their cities.

   ✓ Muscat: "Training is a good way to learn, good to have training twice a year and it will be a good idea to have it third one in different city. We are interested in organizing a e-government training session or seminar in Muscat" "We are interested in organizing e-government training session in Muscat."

   ✓ Ulyanovsk Region: "In the Ulyanovsk region it is planned to open the Center of Excellence for organizing ICT courses for citizens. Our city is interested in organizing a e-government training session or seminar after opening the Center next year."

   ✓ Chengdu: "e-government training program is very useful for participants in learning e- Government development and the cutting-edge IT technology of the world, it is also beneficial for participants from WeGO member cities to build relations to develop potential joint projects. It would be better to have the training programs in different WeGO member cities." "The training sessions or seminar can be held in Chengdu if WeGO Asia office were settld down in Chengdu."

   ✓ Sennar State: Yes we are interested in organizing a e-government training session or seminar in our city.

[Secretariat Review]

1. The e-Government Training is an important project that contributes to improving the digital capabilities and bridging the digital divide among cities. Therefore, **the training should continue and engage more cities.**

2. According to the Statute, WeGO may use its revenue for e-government training programs with the approval from the Executive Committee. Since the revenue of WeGO is weak, however, it is proposed that the cities interested in organizing training programs in their cities support the training participants in the following conditions:

The host cities of training programs support participants with hotel accommodation, meals, and local transport,(the same conditions that Seoul support the participants with) **while the participants are responsible for a round-trip airfare.**

3. Seoul city is working to secure the budget for training programs to be held in Seoul in 2014. The secretariat will discuss with the prospective host cities of training programs to develop an integrated training plan for 2014 and will announce it to all the members.

[Procedures]
1. Brief on the e-Government training
2. Presentation of prospective host cities of e-government training followed by Q&A.
3. Discussions among EXCOM members

[Follow-ups]
1. Based on the results of discussions, the annual training plan for 2014 will be developed and announced to all the members.

3-1. e-Government Consultation

[Relevant Clause of the Statute]

Article 4
In accordance with its goal of improving the quality of life of citizens stipulated in article 1, the Organization shall conduct the projects to:
(a) Share and disseminate best e-government practices between and among cities;
(b) Conduct research to bridge the digital-divide among citizens and cities;

Article 15
1. The Organization may spend the revenue for the following expenses:

(b) Project Expenses
(i) Expenses for conducting joint projects between and among cities shall be shared among cities participating in the project concerned. Expenses for joint projects between and among cities approved by the General Assembly attended by more than half of the total members may be paid in part from the revenue of the Organization with the consent of more than half of the members present at the session in consideration of the purpose and envisaged benefits of the project.

[About e-Government Consultation]
1. **Objectives**
   - Realize the e-sharing for all, one of the objectives of WeGO
   - Bridge the digital divide among cities around the world

2. Scope
- Conducts feasibility study for the IT master plan setting
- Researches the laws and regulations and level of information and technologies to develop action plans
- Analyzes the technical and economic feasibility and expected benefits

3. Procedures
Korean IT consulting firm is recruited as a business partner for e-government consultation project

4. Past Practices

Year○	Target Members	Budget	Duration
2011	Dar es Salaam	85,000 USD	Dec.2010-Jan.2011
2012	Buenos Aires, Dar es Salaam, Ulaanbaatar	290,000 USD	Jul.2012-Jan.2013
2013	Addis Ababa, Maputo	180,000 USD	Jul.-Dec. 2013

Consultation in 2011 (completed)
Project Title
- Dar es Salaam: Environment Analysis for Groupware and e-Document Management System

Consultation in 2012 (completed)

1. Project Title

- Buenos Aires: Smart Citizen Service HUB (AIO) with Smart Card in terms of citizen`s service satisfaction

- Dar es Salaam: Feasibility Study for the Implementation of Public Administration Information System Infrastructure in terms of Digitalization of Administrative Tasks (Paperless Office)

- Ulaanbaatar: Feasibility Study on Spatial Data Infrastructure (SDI) in terms of underground facilities such as network, pipelines and electricity in urban area

2. Level of Satisfaction
Three cities were satisfied with the results of consultation project but concerned about the fundraising for the implementation of system.

3. Joint Project with the World Bank

The World Bank used the outcomes of the e-government consultation of WeGO to develop **Urban e-Gov. Diagnostic & Solution Framework**. This joint project was continued by August 2013.

The framework will be open to all the member cities and others through the official website of WeGO.

Consultation in 2013 (ongoing)

1. Project Title
4. Addis Ababa: Improving delivery of government services to citizens
5. Maputo: Complaints and Claims Management and Solid Waste Management

[Survey Results]

- **Question**: Please comment on the e-Government Consultation for Member Cities, including the feedback, ideas or areas of improvements.
- **Feedback**
- Jakarta: Very good project , implement the latest IT for e-government development
- Sao Paulo: We strongly believe that the e-Government Consultation for Member Cities is a great initiative that has to continue.

[Secretariat Review]

1. As a flagship project of WeGO, the e-government consultation project aims to conduct a joint project between the advanced cities and advancing ones. The consultation was designed to promote exchanges and cooperation in municipal e-governance and bridge the digital divide among cities around the world.
2. Seoul, cities engaged in this joint project with Seoul, and business partners cooperated for the follow-up projects and made a significant achievement by developing a joint project of WeGO and the World Bank for _Urban e-Gov. Diagnostic & Solution Framework._
3. It is proposed to discuss how to improve this project and create new projects for the future growth of WeGO.

[Procedures]

1. Brief on the e-Government consultation project
2. Listen to the feedback of participants on the project
3. Share ideas on the new projects of WeGO

[Follow-ups]

1. Reflect the ideas of participants to the ongoing project in 2013 or new projects to come.

Agenda 4.

New Membership and Funding Strategies

[Background Knowledge]
1. The revenue of WeGO is solely dependent on the membership fee paid by full members.
2. It is required to discuss the funding strategies for the future growth of WeGO. Following the decision of EXCOM 2012, it is necessary to discuss how to develop a long-term and sustainable partnership model with global corporations.
3. The funding strategies discussed at EXCOM 2011:
   ✓ The Executive Committee agrees on attracting sponsorship from private companies for the meeting and events of WeGO.
   ✓ Sponsorship will be used to support certain member cities with financial difficulties concerning travel and accommodation and to support meeting expenses of the General Assembly in part.
   ✓ The Executive Committee undertakes to develop long-term and sustainable partnerships with global companies.
   ➔ As a result, WeGO raised sponsorship of USD 121, 104.19 for the 2nd General Assembly 2012.

[Relevant Clause of the Statute]
Article 6 Rights of Members
1. Full members shall have the right to take part in discussion, vote, approve, decide on, and confirm in the General Assembly on matters of, including but not limited to, the election of the president city and the agenda concerning the Statute, projects, and annual membership fees.
2. Associate members 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.

Article 8 Membership Fee
1. Full members of the Organization shall pay the annual membership fee as prescribed in Annex
2. Members shall begin to pay annual membership fees starting from the following year they are admitted to the Organization. (Revised on 13 Nov. 2012)

[Survey Results]

Respondent Cities	In relation to extending the membership categories, which categories would your city like to be included in the member of WeGO?	In case you agree to extend the membership categories for revenue increase, how would you like the new members contribute to WeGO?	In case you do NOT agree to extend the membership categories for revenue increase, please describe the reasons behind and propose your ideas for revenue increase
Muscat	Corporate Member, NGO, Research Institute, Universities	Membership Fee Payment, Voluntary Donation, Support for Events	
Edmonton			NA
Jakarta	NGO, Research Institute	Membership Fee Payment, Voluntary Donation, Support for Events	
Sao Paulo	I don't want to extend the membership categories (for now)		
Ulyanovsk Region	Corporate Member, NGO	Support for Events	NA
Frankfurt	Corporate Member, NGO, Research Institute, Universities	Membership Fee Payment	
Seoul	Corporate Member, NGO, Research Institute, Universities	Membership Fee Payment, Voluntary Donation, Support for Events	
Chengdu	Corporate Member, Research Institute	Membership Fee Payment, Voluntary Donation, Support for Events	

[Secretariat Review]

1. In an effort to develop a long-term and sustainable partnership model with global corporations, the secretariat conducted a survey to inquire about the opinions of members in new categories and areas of contribution.
2. Most respondents to survey answered the questions positively.
3. The National Information Center (NIA) of Sudan submitted a proposal to the secretariat in which NIC suggest new membership category, a friend member.
4. The secretariat referred to the membership categories of other international organizations and classified the new membership into 2

groups: Corporate Member (for profit organization) and Friend Member(not-for-profit organization). Based on the survey results, the secretariat proposes the following new membership to WeGO.

New Member Categories	Eligibility	Responsibility	Benefits	Rights of Members
Corporate Member	IT Corporations	① Annual Membership Fee ② Sponsorship	Corporate Member can publicize its business over the network of WeGO .(website, participation in events and projects) WeGO can publicize its projects and increase revenue.	Provide the same rights of associate members. 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. Do have the right to take part in discussion, vote, approve, decide on, and confirm in the General Assembly
Friend Member	① Central Government Organization ② NGO ③ Research Institute ④ Academia	① Speech at WeGO meetings ② Judging Panel for WeGO Awards ③ Joint Projects	Friend Member can facilitate its growth by conducting joint projects. WeGO can build global networks, publicize its projects, and ease the financial burden by reducing the budget for speaker invitation et c.	

✓ Note: In 2012, 6 companies of Samsung Electronics, Esri, Hyundai U&I, Microsoft, and CISCO sponsored the 2nd General Assembly. Also, NCDG (National Center for Digital Governance) and the World Bank participated as the judging panel of WeGO Awards and workshop speakers, respectively.

5. Changes in membership categories require the revisions in WeGO Statute and the approval by General Assembly. Therefore, the secretariat will listen to the feedback of Executive Committee this year, and the same agenda will be tabled to EXCOM 2014 for the final decision making at the 3rd General Assembly 2014.

[Procedures]
1. The National Information Center (NIC) of Sudan presents its proposal of friend

members to Executive Committee.
2. Participants share the opinions on the agenda.

[Follow-ups]
The discussions concerning the agenda will be announced to all members of WeGO. Also, the same agenda will be tabled to EXCOM 2014.

Agenda 5.

Good Practice Sharing

[Background Knowledge]
1. The good practices shared at WeGO meetings and Awards are posted online at the official website of WeGO.
2. The presentations of good practices and Q&A will create an opportunity for the potential joint projects and other exchanges among members of WeGO.
3. In 2011, the Executive Committee discussed the sharing of good practices in e-government. The following is the summary of such agenda.
   ✓ The Executive Committee supports that the following will be a concept for the practical implementation of the exchange of good practices.
   Phase 1. Build a database of good e-government practices or a knowledge sharing program.
   Phase 2. Exchange the details of practices and technical assistance between cities.
   Phase 3. Apply and disseminating practices between cities.
   ✓ The importance of linking the exchange of good practices with the WeGO Awards was highlighted.
   ✓ The proposal to collaborate with other organizations and city networks, such as Metropolis and UCLG, for the exchange of projects and best practices as well as benchmarking in order to reach a critical mass was put forward.
   ➜ 64 practices are posted online at the official website of WeGO.

[Relevant Clause of the Statute]
   ✓ Refer to the relevant clause of statute specified under Agenda 3.

Article 4. Projects of the Organization
In accordance with its goal of improving the quality of life of citizens stipulated in article 1, the Organization shall conduct the projects to:

(a) Share and disseminate best e-government practices between and among cities

[Survey Results]
As a result of survey, 5 members of Chengdu, Ulyanovsk Region, Hebron, Sennar State, and Seoul were interested in making presentations of their good practices of e-governance at the EXCOM 2013.

[Secretariat Review]
1. 5 members will have chance to present their good practices of e-governance at EXCOM 2013.
2. Participants will also learn from others and have opportunities to exchange knowledge and experiences and build a close network with other members. The secretariat proposes emailing the good practice presentations to all members.

[Procedures]
5 cities make presentations on their good practices of e-governance, which is followed by Q&A.

[Follow-ups]
Presentation files will be distributed through the website and by emails.

Agenda 6.

Discussion on Future Growth of WeGO:
A Framework for an Exchange Program for Member Cities

[Background Knowledge]
1. WeGO is committed to improving exchanges and cooperation among cities around the world, and it is important to create a framework for an exchange program for member cities.
2. The framework is expected to strengthen the solidarity among members and publicize WeGO around the world.

[Relevant Clause of the Statute]

Article 4 Projects of the Organization

In accordance with its goal of improving the quality of life of citizens stipulated in

article 1, the Organization shall conduct the projects to:
(a) Share and disseminate best e-government practices between and among cities;
(b) Conduct research to bridge the digital-divide among citizens and cities;

[Theme for Discussions]
A Framework for an Exchange Program for Member Cities

[Sub-themes for Discussions]
1. Identify Common Challenges using an Urban e-Gov. Diagnostic & Solution Framework (Proposed by Secretariat)

- Phase 1 (Members): The secretariat email the *****Urban e-Gov. Diagnostic & Solution Framework to all members and encourage them to submit the result of assessment to the secretariat by 31 Dec. 2013.

    *Urban e-Gov. Diagnostic & Solution Framework
    The framework asks 100 questions on 8 factors of economic stability, social stability, IT service industry, diversity & accessibility, information strategy, information infrastructure, and information usage/effect to assess the development of e-governance of a city.

    It allows cities to self-assess the level of city e-governance and analyzes the systems they should adopt in priority. Also, it provides guidelines for the system implementation and a business plan.

- Phase 2 (Secretariat): The secretariat classify the common challenges facing the cities
    ✓ Based on the results of assessments, the common challenges are classified into 5 groups of Building Infrastructure, e-Public Administration, Citizen Engagement, Mobile Government, and Big Data (GIS).
    ✓ A head city of each group is determined and informed by March 2014

- Phase 3 (General Assembly): The secretariat organizes a workshops of each group
    ✓ Workshops include presentations, sharing of good practices, and discussions
    ✓ Each group submits the results of workshops to the secretariat

- Phase 4 (Secretariat): The secretariat apply the results of workshops to a framework for an exchange program for member cities

2. Develop a Guideline to Encourage Exchange Programs between Members

(Proposed by Nairobi)
- Include good practices and areas of interest in each member city and identify the needs of those who require help and those willing to give help are identified
- Stipulate the areas to share with other cities and expected impacts of exchanges
- Specify the procedures and methods of exchanges (i.e. advanced cities share good practices → another cities undergoing the similar transformation request help → the secretariat matches the needs of both cities → advanced cities invite the members for training or visit the cities for skill/knowledge transfer

[Secretariat Review]
The secretariat proposes developing a framework for an exchange program for member cities based on the discussions and feedback of participants which will be used to publicize WeGO, develop a joint project between members, and organize the General Assembly.

[Discussion Procedures]
Proposal of secretariat → Discussions → Proposal of Nairobi → Discussions

[Follow-ups]
1. Develop a framework for an exchange program for member cities
2. Use the Urban e-Gov. Diagnostic & Solution Framework to analyze the current status of e-governance of member cities
3. Identify the common challenges facing cities and develop solutions through workshops at the next meeting of General Assembly

[Annex]

Urban e-Gov. Diagnostic & Solution Framework

WeGO and the World Bank signed a MOU in June 2011 and conducted a joint project on the Use of Information Technologies for Better Urban Management. The joint project will boost the growth of WeGO and raise its profile on the international stage.

Project Outlines
- Legal Name: Use of Information Technologies for Better Urban Management: Urban e-Gov. Diagnostic & Solution Framework

- Activities:

- Develop a needs assessment framework for city e-government solutions
- Implement case studies for selected pilot cities for which WeGO conducted e-government consultation in 2012, which can be replicated and used as a reference model globally

> About the Framework:
> ✓ <u>Features</u>: It is an integrated framework that provides both analysis and solution, and furthermore, it suggests a sustainable method to keep e-government developing.
> ✓ <u>Format</u>: It is created in spreadsheet format and input information of a city to derive a maturity level.
> ✓ <u>Applications</u>: After completion of the self-assessment, a maturity level is determined, and the framework recommends sectoral systems that have implementation priorities. Cities can begin with establishing an actual implementation strategy by referring to sectoral modules and master plan guideline.

- Budget: 300,000 USD of Korea Trust Fund (KTF)
✓ About KTF
- The government of Korea entrusts KTF to ADB, AfDB, and WB for the purpose of transferring the development experiences of Korea to developing countries.
- This project was supported by KTF-ICT4D (ICT for Development) among the categories of KTF.

- Business Partner: Hyundai U&I (the same business partner for the e-government consultation 2012)

- How to use the framework

[Phase 1]
- The framework consists of over 100 questions in 8 factors.
- Users put information of their cities in the framework created in spreadsheet format.
- After completion of the self-assessment, a maturity level is determined and cross referenced with the current system analysis and finally recommend sectoral systems that has implementation priorities.

[Phase 2]
- This is a step forward from a simple assessment and analysis
- Compare the city's current maturity level with the systems in operation. This comparing task displays the gap between current e-government level and where it is supposed to be in terms of sectoral system implementation.
- Once an essential sectoral system is identified, a city administrator can

consult with sectoral modules, implementation guidelines.
- There are 12 representative sectoral modules which will help city officers find the solutions easily.
  - ■ The following is the 12 sectoral modules.

1	Administration Information System
2	Spatial Data Infrastructure
3	Urban Monitoring System
4	Urban Planning Information
5	Mobile City Government
6	Call Center System
7	Bus Information System
8	Groupware Management System
9	e-Procurement
10	Underground Facility System
11	e-Archive System
12	Emergency Rescue System

[Phase 3]
- The next step is to follow the Master Plan guideline which will facilitate actual implementation of the chosen sectoral modules.
- The guidelines ushers the users step by step to establishing an implementation strategy.
- Follow-ups
- The secretariat will email the framework to WeGO members and ask them to return a complete framework. (An empirical survey to verify the accuracy of framework and increase the sample size).
- The final version of framework will be disclosed online through the website of WeGO (www.we-gov.org).

- Implications
- The framework was designed to assist cities to self-assess the e-government status and identify sectoral systems that have implementation priorities. Furthermore, the framework provides sectoral modules, implementation guidelines, and the master plan guideline.
- Through the framework, cities can assess, diagnose, select, and implement e-government sectoral modules by themselves.
- More importantly, the framework is not a one off process, but a sustainable chain of phases that can be conducted on annual bases for maximum outcome.