

WORLD SMART SUSTAINABLE CITIES ORGANIZATION

# Terms of Reference

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WeGO Regional Office

# TERMS OF REFERENCE FOR THE WeGO REGIONAL OFFICE

## I. Background and Objectives

The World Smart Sustainable Cities Organization (hereinafter referred to as “WeGO”) is committed to pursuing smart sustainable urban development with the support of its global network of members and partners, as well as WeGO Regional Offices. The WeGO Regional Offices have been established in the following regions: Africa, Central Asia, East Asia, Latin America, Mediterranean, and Middle East and North Africa. And, WeGO plans to open new regional offices in Europe and Southeast Asia. Other subdivisions of the mentioned regions are possible upon consultation with the WeGO Secretariat.

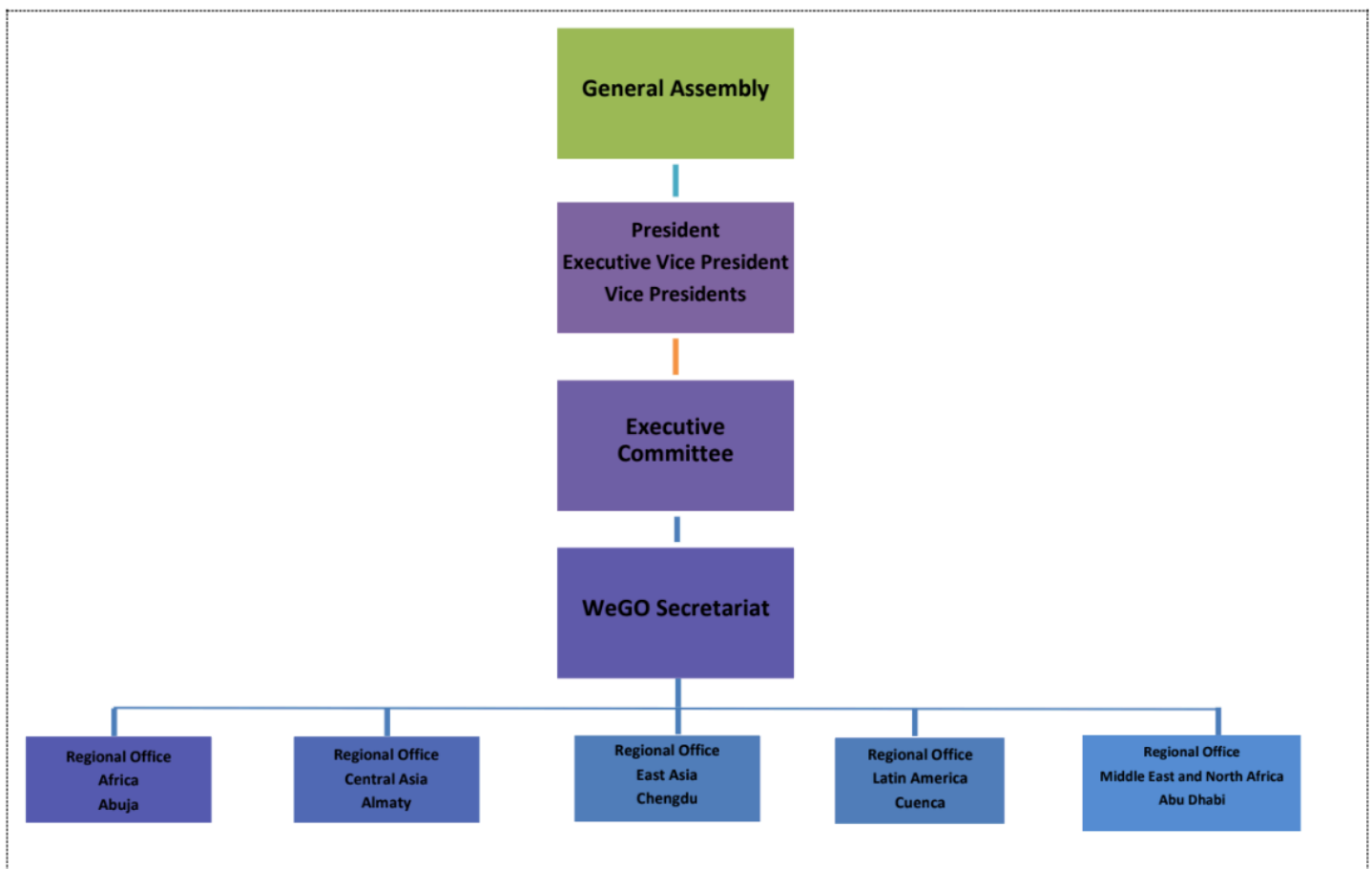
As an affiliated organization of the WeGO Secretariat, the WeGO Regional Office acts as a focal point for WeGO activities at the regional level to improve communications and networking amongst members within the respective region, as well as to contribute to the sustainable growth of WeGO.

The Terms of Reference for the WeGO Regional Office (hereinafter referred to as the “TOR”) aims to provide operational guidelines to WeGO Regional Offices established under the Statutes of WeGO (hereinafter referred to as the “WeGO Statutes”). The relevant provisions of the WeGO Statutes are attached as [Annex I](#).

## II. Relationship between WeGO Secretariat and the WeGO Regional Office

Under Article 13.7 of the WeGO Statutes, a Regional Office is an affiliated organization of the WeGO Secretariat that supports the functions of the Secretariat, facilitates the implementation of WeGO projects, and manages members in the respective region. Each Regional Office will operate under the direction of the WeGO Secretariat and the supervision of the Secretary General of WeGO.

**Governance Structure of WeGO**



## TERMS OF REFERENCE FOR THE WeGO REGIONAL OFFICE

### III. Official Name

The official name of a Regional Office will be “WeGO ‘Name of Region’ Regional Office,’ Name of the host city”.

### IV. Term of the WeGO Regional Office

The regional office can serve for a term of five (5) years. The term may be renewed under Article V of the given TOR.

### V. Administrative Details

The details on how to bid for establishing a WeGO Regional Office are outlined in the *Guidelines for the WeGO Regional Office Bidding Package*. Once approved, the Regional Office should be officially opened within 6 months after the approval of its establishment by the Executive Committee and submit a one (1)-year Business Plan (refer to *Annex II Annual Work Plan Template*) to the WeGO Secretariat within one (1) month after the official opening of the Regional Office.

Each year during its five (5)-year term, the Regional Office is required to submit an Annual Report to the Secretariat two (2) months prior to the Executive Committee meeting and present it to the Executive Committee during the meeting (refer to *Annex III Annual Report Template*).

At the end of the five (5)-year term, the Regional Office must rebid along with other member cities to the Executive Committee for a new term based on *the Guidelines for the WeGO Regional Office Rebidding Package*. The rebidding process will take place at the Executive Committee meeting, and the Executive Committee will assess the performance of the Regional Office based on its past term and its prospective plans.

### VI. Financial Matters

According to Article 15.2 of the WeGO Statutes, the host city of the Regional Office will be responsible for the budget of establishing and running the office (including, but not limited to, office space, labor cost, operational, and program expenses).

WeGO will not provide any grant, subsidy, or financial support to a WeGO Regional Office. However, in the event of jointly organizing a program/project, the WeGO Secretariat may provide support and guidance through the WeGO Regional Office Fund (See *Guidelines for WeGO Regional Offices – 2026*).

### VII. WeGO Information

The WeGO Secretariat will provide the WeGO Regional Office with details of member cities in the region to be used by the Regional Office to manage the members in the region and fulfill its role and responsibilities during its term as a WeGO Regional Office.

Any information provided by the WeGO Secretariat to the Regional Office is confidential and remains the sole property of the WeGO Secretariat and may only be used by the Regional Office for the agreed designated purpose. The Regional Office will not, at any time either during the office’s term or afterward, use or divulge to any person, organization, or company, the provided information except in good faith furtherance of the office’s role and responsibilities under the TOR and will not use it for its own benefit in a way that may be detrimental to the interests of the WeGO Secretariat.

## TERMS OF REFERENCE FOR THE WeGO REGIONAL OFFICE

### VIII. The Role and Responsibilities of the WeGO Regional Office

1. Assist the WeGO Secretariat in communicating with each of the WeGO members in the region where the Regional Office is located, by:
  - Assisting members and partners in the region with inquiries via email, phone calls, social media, etc.;
  - Promoting and disseminating information about WeGO and WeGO activities;
  - Facilitating active involvement and participation of members in the region in WeGO programs and meetings, including the General Assembly and Executive Committee meeting;
  - Encouraging members in the region in fulfilling their member duties, such as paying membership fees - including overdue amounts - on time;
  - Updating the contact and other details relating to members in the region;
  - Gathering information on the members' needs at the regional level upon request; and
  - Translating WeGO-related materials into languages used in the region for online and offline publications.
2. Provide a platform through which members may network, technically cooperate, and share information, knowledge, and experiences relevant to smart sustainable urban development more effectively within the region, by:
  - Developing and running the Regional Office's annual regional program(s) to promote exchanges of expertise and cooperation among members in the region (e.g., training, workshops, webinars, etc.). The benefit of such programs should be extended, if possible, to members outside the region as well.
3. Represent WeGO in the respective region and keep coherent brand identity by applying the official WeGO Regional Office logo that is provided by Secretariat for both internal and external uses including regional activities, fundraising, Regional Office space, and others.
4. Support the WeGO Secretariat in securing new members, including city members, friendship members, and corporate members, in its region.
5. Support the WeGO Secretariat in developing partnerships with reliable regional and local organizations to contribute to the expansion and diversification of the global network of WeGO.
6. Manage the WeGO Regional Office website by updating the latest information relevant to the WeGO Regional Office operation and activities in a timely manner.
7. Submit an Annual Work Plan, Annual Report, and other additional reports upon request to the WeGO Secretariat in due course. The Regional Director will also be required to present the Annual Report at the annual Executive Committee Meeting. Refer to Article X of the TOR for more details.
  - Provide the latest overview information of the regional office including the organizational structure and contact information.
  - Deliver a measurable evaluation (number of events, total participants, regional diversity, new members, etc.) that is drawn from the Regional Office events and activities, and include it as an impact measurement.
  - Disclose fiscal and budget information (secured budget, budget source, fundraising activities, etc.) relevant to the WeGO Regional Office operation and activities in a timely manner.
8. Inform the Secretariat beforehand regarding any plans for fundraising activities or newly updated plans that are initiated after submitting the Annual Work Plan.
9. Consult the WeGO Secretariat on major agenda and maintain regular communications with it.
10. Abide by all provisions of the Terms of Reference for the WeGO Regional Office.

## TERMS OF REFERENCE FOR THE WeGO REGIONAL OFFICE

### IX. Organizational Structure of the WeGO Regional Office & Responsibilities of the Regional Director

The Regional Office will consist of the Regional Director, a Deputy Director, and at least two (2) other staff members including full-time professionals, temporary staff members, and public employees from the city where the office is located and other cities in the region.

The Regional Director will represent and manage the Regional Office and consult with the WeGO Secretariat for a major agenda. The Regional Director will be responsible for the following:

1. Setting up a Regional Office within 6 (six) months of the approval of the Executive Committee for its establishment;
2. Appointing a Deputy Director and at least two other staff members who will be responsible for the day-to-day operations of the Regional Office;
3. Submitting the annual Work Plan to the WeGO Secretariat within the first quarter of the calendar year;
4. Presenting the Annual Report at the Executive Committee meeting taking place in the year following the establishment of the Regional Office;
5. Operating the Regional Office under the direction of the WeGO Secretariat and the supervision of the Secretary General of WeGO;
6. Ensuring the Regional Office's fulfillment of its Role and Responsibilities under Article VIII and all other provisions of the TOR;
7. Ensuring financial sustainability for the budget during the term of the Regional Office for operational and program expenses of the Regional Office;
8. If applicable, leading the rebidding process in consultation with the WeGO Secretariat;
9. Ensuring the return of all WeGO Information and other property of WeGO upon the dissolution of the WeGO Regional Office.

### X. Annual Assessment

At the Executive Committee 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.

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

1. Pre-review of the Annual Report before the Executive Committee meeting. The Annual Report should contain a report on operational progress for the past year and a business plan for the following year, among other requirements;
2. Review of the quality of the presentation of the Annual Report by the Regional Office at the Executive Committee meeting;
3. Regional WeGO activities conducted in the respective region in the previous year;
4. New WeGO members and partners acquired in the previous year in the respective region; \*
5. Financial stability and prospects of the Regional Office for the next year;
6. The Regional Office's relationship and cooperation with members in the region and the WeGO Secretariat; and
7. The Regional Office and host city's commitment to promoting smart sustainable urban development in the city, country, and region of its location.

## TERMS OF REFERENCE FOR THE WeGO REGIONAL OFFICE

*\*Regional offices that demonstrate involvement in the recruitment of a new member(s) will be entitled to a larger proportion (up to 30%) of the Regional Office Fund OR a 10 (ten) percent reduction on their membership fee in the year following the first payment from the new member(s)*

### **XI. Dissolution**

According to Article 13.6 of the WeGO Statutes, a WeGO Regional Office may be dissolved based on the results of the annual assessment to be conducted under Article X of the TOR, 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 WeGO.

WeGO and the WeGO Secretariat will not be liable to indemnify the dissolved Regional Office or its host city for any loss or damages sustained by such dissolution.

Upon the dissolution, the Regional Office will return any materials of WeGO that may be in its possession or relate in any way to the affairs of WeGO and no copies of the same or any part thereof shall be retained by the dissolved WeGO Regional Office.

## **Relevant Provisions of the WeGO Statutes**

### **ARTICLE 13 Secretariat**

5. The Secretariat shall be established in Seoul and may be extended to another city or cities by consensus of the Presidents. The Secretariat may decide to set up regional offices through a bidding process; any member city that wishes to host a regional office may participate in the bidding process.

#### 6. Establishment and Dissolution of WeGO Regional Offices

- (a) The Executive Committee shall approve the establishment of regional offices for a term of five (5) years. If two (2) or more cities wish to establish a regional office in the same region, the regional office in the city receiving the largest number of votes shall be decided as the new regional office. At the end of the five (5) year term, regional offices must be rebid along with other member cities to the Executive Committee for a new term.
- (b) The Executive Committee may rescind the establishment of a Regional Office pursuant to the initial and annual assessments to be conducted under the Terms of Reference for the WeGO Regional Office or in the event that the Executive Committee decides that the conduct, omission, or negligence of the Regional Office causes harm to the mission or purpose and/ or reputation of the Secretariat. WeGO and the Secretariat shall not be liable to indemnify such dissolved Regional Office or its host city for any loss or damages sustained by such dissolution.

7. Each Regional Office is an affiliated organization of the Secretariat that supports the functions of the Secretariat, facilitates the implementation of projects, and manages members in the respective region. Each Regional Office shall submit an annual report on its operational progress to the Secretariat two (2) months prior to the Executive Committee meeting.

8. The city where the regional office is located shall appoint a Regional Director of the regional office. The regional office shall consist of one team with the Regional Director, Deputy Director, and at least two (2) other staff members and abide by the Terms of Reference for the WeGO Regional Office.

### **ARTICLE 15 Expenditure**

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

- (c) Expenses for the Regional Offices  
Expenses required for setting up and operating the regional offices, including the salaries of the Regional Directors, Deputy Directors, and staff of regional offices, shall be borne by the cities where the regional offices are located.

# WeGO Regional Office Annual Work Plan

Submitted by WeGO 'Name of Region' Regional Office, 'Name of the Host City'

To the WeGO Secretariat on April 15, 2026.

## Table of Contents

### 1. Introduction:

- Background
- Vision & Mission
- Objectives
- Organizational Structure
- Contact Information
- Financial Status & Plan

### 2. Annual Work Plan and Strategy

- Strategy for Securing New Members in the Region
- Plans for Operational and Program Activities in the next year

### 3. Annexes

**1. Introduction:**

**1.1. Background**

Please provide a brief introduction of your Regional Office and background of its establishment.

**1.2. Vision & Mission**

State the Vision and Mission of your Regional Office for the WeGO Network.

**1.3. Objectives**

State the Objectives of your Regional Office.

**1.4. Organizational Structure**

Please include below information and a diagram that clearly shows the organizational structure of your Regional Office.

**General Information:**

Name of the city and country where the Regional Office is based	
Address of the Regional Office	
Headshot of the Mayor/Governor	
Name of the Mayor/Governor	
Incumbent term	

**Diagram example:**

# TERMS OF REFERENCE FOR THE WeGO REGIONAL OFFICE



## 1.5. Contact Information

Provide detailed information of your office in the following manner:

Regional Office Staff Members					
Headshot*	Name	Official Title	Key Responsibilities (briefly)	Email	Phone Number

\*The headshot photo will also be uploaded on the WeGO Regional Office website staff introduction page.

## 1.6. Financial Status & Plan

Please present an overview of the fiscal year information, and secured budget for the next 12 months including the budget source. If applicable, kindly share your plans for fundraising, and what assistance may be expected from the Secretariat.

## 2. 1-Year Plan and Strategy

### 2.1. Strategy for Securing New Members in the region

Provide the membership status of WeGO members in your region with a strategy for securing new members in the next 12 months.

## TERMS OF REFERENCE FOR THE WeGO REGIONAL OFFICE

### 2.2. Plans for Operational and Program Activities in the next year

Briefly present the WeGO activities including operational plans such as recruiting that your office will initiate, conduct, and prepare for in your region in the next 12 months. Kindly be mindful of the impact measurement\* that needs to be delivered after the execution of plans.

*\*Impact measurement mainly includes performance evaluations that are measurable, such as number of activities, total number of participants, overview of regional representation, new members that joined, and so on.*

### 3. Annexes

You may present any additional information including photos and PPT files that may help us better understand and effectively assess your commitment to smart sustainable urban development in your region in the next 12 months. You may also attach additional files if necessary.

# WeGO Regional Office Annual Report

Submitted by WeGO ‘Name of Region’ Regional Office, ‘Name of the Host City’

To the WeGO Secretariat on August 1, 2026.

## Table of Contents

### **1. Operational Details**

- **Vision & Mission**
- **Smart Sustainable City Strategy & Projects**
- **Organizational Structure**
- **Contact Information**
- **Financial Status & Plan**

### **2. Operational Progress of the past year**

### **3. Next Year's Plan and Strategy**

- **Strategy for Securing New Members in the region**
- **Plans for Operational and Program Activities in the next year**

### **4. Cooperation with Regional Members/ WeGO Secretariat**

### **5. Annexes**

**1. Operational Details:**

**1.1. Vision & Mission**

State the Vision and Mission of your Regional Office for the WeGO Network.

**1.2. Smart Sustainable City Strategy and Projects**

Describe your city’s key smart sustainable city strategy and key notable projects.

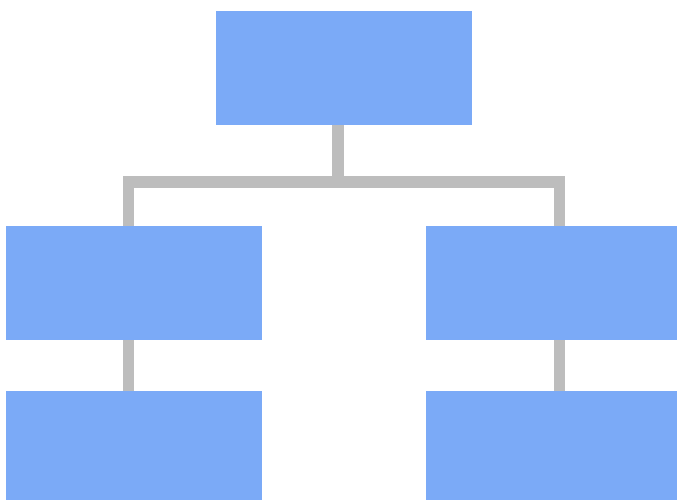
**1.3. Organizational Structure**

Please include below general information and a diagram that clearly shows the organizational structure of your Regional Office.

**General Information:**

Name of the city and country where the Regional Office is based	
Address of the Regional Office	
Headshot of the Mayor/Governor	
Name of the Mayor/Governor	
Incumbent term	

**Diagram example:**



# TERMS OF REFERENCE FOR THE WeGO REGIONAL OFFICE

## 1.4. Contact Information

Provide staff information of your office in the following manner:

Regional Office Staff Members					
Headshot*	Name	Official Title	Key Responsibilities (briefly)	Email	Phone Number

\*The headshot photo will also be uploaded on the WeGO Regional Office website staff introduction page.

## 1.5. Financial Status & Progress and Results

Please present an overview of the fiscal year information, and executed budget for the past 12 months including the budget source. If applicable, kindly share the result of fundraising activities.

## 2. Operational Progress of the past year

Briefly present the WeGO activities that were operated in your region in the past 12 months. Kindly include the impact measurement\* that demonstrates the performance evaluation of the executed plans. You could list any new members that you supported (directly recruited, facilitated meetings/introductions, conducted research, etc.) to join the WeGO network and partnerships you have entered into in the last year. You may include any challenges faced or achievements obtained during this period.

*\*Impact measurement mainly includes performance evaluations that are measurable, such as number of activities, total number of participants, overview of regional representation, new members that joined, and so on.*

## 3. Next Year's Plan and Strategy

### 3.1. Strategy for Securing New Members in the region

Provide the membership status of WeGO members in your region and strategy for securing new members in the region.

### 3.2. Plans for Operational and Program Activities in the next year

- a) Briefly present the WeGO activities that your office is currently planning for the next 12 months in your region.
- b) Please include next year's plan for operational activities, including recruitment, etc.

## 4. Cooperation with Regional Members/WeGO Secretariat

## TERMS OF REFERENCE FOR THE WeGO REGIONAL OFFICE

Please elaborate on any specific cooperation with WeGO members in your region (e.g., joint events, visits, communications, etc.) and the WeGO Secretariat (e.g., regular conference calls, services provided for the Secretariat pursuant to special requests, etc.).

### 5. Annexes

You may present any additional information including photos and presentation files that may help us better understand and effectively assess your regional operations and activities in the past 12 months as well as any new plans in your region. You may also attach additional files if necessary.

**Note:** *Please be aware that your office will be requested to make a presentation on this Annual Report at the upcoming Executive Committee meeting.*