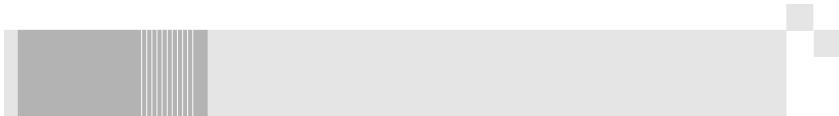


2012-001
기본연구

평창녹색성장포럼 추진 당위성 및 전략 수립

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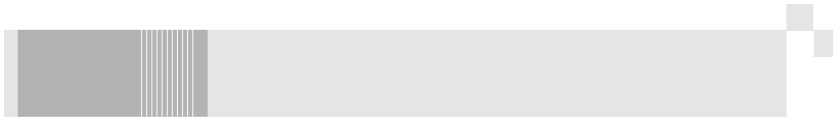
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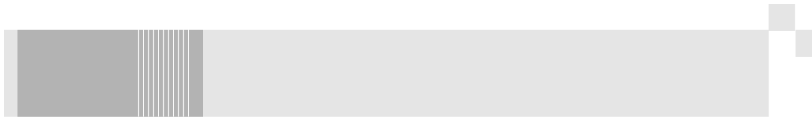
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평창녹색성장포럼 추진 당위성 및 전략 수립

그동안 화석연료를 기반으로 한 석유문명에서의 인류는 화석연료를 태워 활발한 경제활동을 전개하였고, 경제발전과 더불어 온실가스 배출 등의 환경 문제를 야기하였다. 또한 화석연료의 가채년도가 한정되어 있어 인류에게는 새로운 에너지를 기반으로 하는 새로운 문명으로의 전환이 필요하다. 이러한 새로운 문명으로의 전환이 녹색성장 정책기조이다.

한국은 그 동안 글로벌 녹색성장모델을 제시했으며 글로벌 녹색성장연구소를 설립하고 녹색성장 서밋 및 글로벌녹색성장포럼을 개최하는 등 다각적인 노력을 기울여 오고 있다. 녹색성장 의제의 지속적 확대 추진이 필요하며 이제는 이론적 상태를 뛰어넘는 녹색성장의 실질적인 성공모델을 창출하기 위한 기반을 조성할 필요가 있다.

그 동안 동계올림픽 유치과정에서 평창의 인지도는 상승하였고 탄소 배출보다 탄소 흡수량이 많은 저탄소 친환경 도시로서 2018평창동계올림픽과 연계하여 녹색성장포럼을 개최하면 녹색성장에 대한 국제협력방안과 실천계획수립 방향을 제시해 주어 개인, 사회, 세계 각국이 녹색성장의 실질적인 결과를 도출해 낼 수 있는 촉매 역할을 할 수 있을 것으로 보인다.

본 연구에서는 평창녹색성장포럼의 개최 필요성 및 목적을 고찰하였으며 평창녹색성장포럼이 지향해야 할 비전과 전략을 담은 기본계획을 수립하였고 현재 성공적으로 진행되고 있는 세계적인 국제포럼의 성공요인과 착안점을 살펴본다 평창녹색성장포럼 개최에 도움이 되도록 하였다.

▮ **키워드** : 기후변화, 녹색성장, 평창동계올림픽, 평창녹색성장포럼

제 1 장

서 론

제1장

서론



제1절 전문

1. 연구의 배경

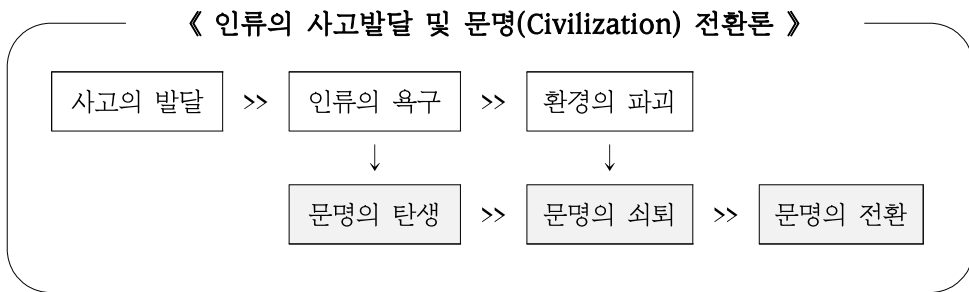
가. 인류의 사고발달에 따른 문명의 진화

- 태초 우주의 생성 이후 인간은 일차원적 정신적 행복을 위해, 풍부한 화석 연료와 다양한 도구를 사용하여 시간과 공간속에 제도를 만들고, 정보 소통 방식 및 발전지향주의에 의거 문명(Civilization)을 이룸

《문명(Civilization)》

"문명은 한 사회 또는 사회적 집단에서 나타나는 생활양식, 가치관, 전통, 신념 등의 독특한 정신적, 물질적, 지적 특징"-UNESCO-

- 인류는 생활의 편리함을 추구하기 시작하면서 스스로 진화하고 새로운 문명을 탄생시켰으며, 인류 최초의 문명인 메소포타미아에서 근대에 이르기 까지 많은 문명들이 인류의 욕심에 의한 전쟁과 더불어 극심한 가뭄 등 기후변화로 인해 쇠퇴되었으며, 또 다른 새로운 문명으로 전환 되어 왔음



나. 기후변화에 의한 현대문명의 시한부 선고

- 현대 인간 중심의 문명 발달은 과도한 화석연료의 사용과 그로 인한 기상이변, 생물종의 멸종을 야기했으며, 그로 인한 자연재해 증가 및 심각한 지구 생태계 파괴를 유발
 - ※ 온실가스 다배출로 2100년 지구기온 6.4℃ 상승(현대문명에 시한부 선고)
;1990년 360ppm이던 이산화탄소는 2011년 400ppm까지 증가
 - ※ 현대 문명을 대체할 새로운 문명의 전환점 필요(Civilization conversion)

다. 시공간을 초월한 「제4의 녹색성장」 문명 필요성 증대

- 21세기 문명은 지리적, 공간적 개념을 초월한 범지구적 공통의 가치관으로 확장 되었으며, 시공간 속의 1차원적 지구문명 개념이 첨단 정보화기술 발달로 트위터, Facebook 등을 통한 개방, 공유, 확산 추세
- 21세기 문명은 지리적, 공간적 개념을 초월한 범지구적 공통의 가치관
녹색문명은 자연에너지와 녹색기술에 기반을 둔 저탄소 문명으로 과거의 화석에너지 및 지역기반 중심에서 벗어나는 탈 화석, 탈 공간을 지향하고 있음
 - ※ 녹색성장 문명은 지구환경 보전을 위한 지속가능발전을 가능케 하는 신 성장 패러다임

- 산업화 이후 온실가스 배출 증가에 따른 기후변화의 문제를 해결하기 위해서는 패러다임의 이동(Paradigm shift)이 일어나야 하며, 농업혁명, 산업혁명, 정보혁명을 거쳐 이제는 ‘제4의 물결 - 녹색혁명’을 통한 새로운 문명의 시대를 준비해야 함

라. 녹색기술 · 산업 중심의 녹색성장 패러다임 주도권 경쟁 가속화

- 1990년대 이전 환경을 훼손시키며 이룩한 경제성장은 한계를 드러내 지속가능 발전(Sustainable Development)이라는 개념이 대두되었으며, 국제사회는 환경보전과 경제성장을 동시에 이룰 수 있는 녹색산업의 주도권을 잡기 위한 본격적인 그린 레이스에 진입
- 1990년대 이전 환경을 훼손시키며 이룩한 경제성장은 한계가 드러남에 따라 녹색기술, 산업을 선점한 나라가 지속가능한 성장과 더불어 세계경제를 주도할 수 있게 되어 앞으로 국가별 주도권 경쟁을 가속화 될 것으로 전망



제2절 필요성 및 목적

1. 필요성

1.1 녹색혁명을 통해 오일문명에서 녹색문명으로 향하는 길을 제시

- 그 동안 화석연료에 기반을 둔 석유문명은 경제활동을 하면 할수록 환경 파괴를 야기하였음. 또한 화석연료의 가격이 급등하고 있을 뿐만 아니라 가채년도가 한정되어 있어 전 인류적인 차원에서 새로운 문명으로의 전환이 모색되어야 함
 - 화석연료를 바탕으로 한 산업화 문명은 인해 온실가스가 배출되었고, 온실가스로 인해 지구온난화에 의한 자연재앙이 빈발하게 되었음
 - 현재 지구는 환경위기와 자원위기를 동시에 직면하고 있으며 현재와 같은 상태의 에너지 다소비체제를 지속할 경우 기후변화로 인해 매년 세계 GDP의 5-20%(’06, 스텐보고서) 경제손실 우려
- 평창녹색성장포럼의 비전은 “21세기 녹색성장 문명의 이니셔티브 도출 및 확산”으로써 글로벌 녹색성장 모델을 개발하고 녹색성장 플랫폼 정립을 통해 개발도상국의 지속가능 성장 지원 및 지구온난화 방지에 기여하고자 함



그림 1-1. 녹색성장 개념도

- ◇ 녹색성장1 (경제→환경) : 환경을 훼손하는 것이 아니라 개선하는 경제성장
- ◇ 녹색성장2 (환경→경제) : 환경을 새로운 동력으로 삼는 경제성장

- 글로벌 녹색성장 거버넌스의 구축을 통하여 국제사회 공동의 새로운 녹색성장 지평을 열고자 함

가. 녹색성장 전략을 추구하는 국가들을 보다 효율적으로 지원하기 위한 국제적인 협력방안 제시

(1) 점차 많은 국가들이 효율적인 자원 활용과 환경보호를 핵심 경제발전 전략에 포함시키고 있음

- ◇ 영국 : 그린혁명 발표('08.6), 에너지기후변화부 설치('08.10), 온실가스 감축 목표를 법으로 규정('08.11.18)

※ 2050년까지 1990년의 80% 수준으로 배출을 감축

- ◇ 프랑스 : 환경·에너지 지속가능 국토부 설치(2008), 환경포럼을 통해 녹색혁명의 방향과 과제 결정, 저탄소사회 장기대책 발표('08.6), 자동차 종류별 보조금-부과금제도 도입

- ◇ 독일 : 에코 효율성 혁명인 제3차 산업혁명 주도

- ◇ 일본 : '저탄소 사회' 정책을 통한 성장 동력 확보

※ 후쿠다 비전 발표('08.6)

(2) 전 세계적인 기후변화 대응을 위해서는 개별 국가의 노력을 결집시킬 수 있는 녹색성장 거버넌스의 구축 필요

※ 의제의 지속성과 확장성 및 통합성을 담보할 수 있는 거버넌스 필요

(3) 「평창녹색성장포럼」이 국제사회의 기후변화대응을 위한 핵심적인 포럼 (premier forum)으로써 21세기 경제-환경 공생발전을 위한 글로벌 거버넌스(global governance)의 최우선 기제로 삼게 할 필요성 있음

나. 지속가능한 저탄소 경제발전 패러다임으로 빠르게 전환할 수 있는 효과적인 협력방안과 실천계획 논의

※ 저탄소 경제발전의 패러다임으로의 전환은 개별국가와 지역을 뛰어넘는 글로벌 거버넌스에서 다루어져야 함

1.2 한국이 선점해 온 녹색성장의 모멘텀 승화발전

가. 한국의 녹색성장 추진성과



그림 1-2. 한국의 녹색성장 추진성과

나. 세계의 녹색성장 추진방향 제시

- 전 세계의 ‘저탄소 사회’ 전환에 따른 의제의 지속적 확대 추진 필요
 - 세계는 지금 이론적 상태를 뛰어넘는 녹색성장의 성공적 모델 기대
- 국제협력 방안과 실천계획 수립 방향 제시. 개인, 사회, 국가 그리고 전 세계적인 협력방안을 모색하고 실질적인 결과를 도출해 낼 수 있는 실천계획(action plan) 수립

다. 평창의 국제적 인지도를 활용한 녹색성장 포럼 개최

- 그 동안 한국은 국제사회서 녹색성장 모범국가로서의 위상을 높이고 개도국과 선진국간의 가교 역할을 수행하고자 노력해 왔음

- 평창은 동계올림픽 유치과정에서 전 세계의 인지도가 상승하였으며 탄소 배출보다 탄소흡수량이 많은 친환경 도시로서 2018동계올림픽과 연계하여 녹색성장포럼을 개최

2. 목적

1.1. 글로벌 녹색성장 플랫폼 구축 및 활용전략 수립

가. 녹색성장 정책 및 제도적 인프라 구축 및 공유 확산 도모

- 공공부문, 기업, 소비자의 녹색행동을 장려하고 동기부여 할 수 있는 전 세계적인 정책 및 제도 도출(재정적 및 규제적 환경조성 필요)
- 녹색일자리, 녹색자본, 녹색기술 창출 촉진
 - ※ 녹색성장은 새로운 기술의 도입이 필요하며 기존의 기술과 자본으로는 만들 수 없던 일자리를 만들 수 있음
- 녹색문명을 향한 녹색혁신에 대한 적절한 인센티브와 지원을 제공하는 녹색정책 및 제도 인프라를 구축
 - ※ 지속적인 녹색정책을 추진할 수 있는 동력이 필요

나. 녹색산업, 녹색기술, 녹색제품 확산을 위한 표준도출

- 녹색기술 확산, 경쟁촉진 및 녹색기술 구매를 가능케 하는 비용 효과적인 녹색해법(green solution)의 개발과 전 세계적 전파
- 자유시장(open market)과 조화된 표준(harmonized standards) 개발 및 보급과 녹색기술의 전 세계적인 확산은 녹색성장을 이루는데 필수적 역할수행

다. 녹색투자 활성화 전략 제시

- 녹색투자의 회수(return)를 향상시키기 위한 국제협력 전략 제시
 - 녹색기술 및 녹색산업의 발전을 위해서는 녹색투자가 필요하며 자금회수 및 경제성 향상이 이루어져야 함

- 녹색투자의 회수(return)를 향상시키기 위한 국제협력 전략 제시
 - 무역·비무역 장벽 제거, 녹색보호주의 방지 등 녹색해법(Green solution)이 도출되어야 하며 대규모 투자를 통한 신재생에너지 생산 및 보급 향상과 유망한 대체에너지 개발 등이 이루어져야 함

제2장

평창녹색성장포럼 기본계획

제2장

평창녹색성장포럼 기본계획



제1절 평창녹색성장포럼의 비전과 전략

1. 비전 및 주요전략

- 평창녹색성장포럼의 비전은 “21세기 녹색성장 문명의 이니셔티브도출 및 확산”으로써 글로벌 녹색성장 모델개발 및 플랫폼 정립을 통한 개도국의 지속가능 성장 지원 및 지구온난화 방지기여

<< 평창녹색성장포럼(Pyeongchang Green Growth Forum) >>

화석연료에 의존한 경제성장 위주의 현대문명 모델에서 지구 환경순환 시스템을 존중하고 친 지구적 녹색성장 문명으로의 플랫폼 전환 매개체

- 아울러 탈 공간, 탈 사회, 탈 이념, 탈 화석, 탈 성장 등 기존의 환경과 경제, 공동체 메커니즘을 탈피한 새로운 범지구 공동의 패러다임 추구

- 탈 사회론 : 지역·국가주의를 뛰어넘는 공동의 사회적 협력체 필요
- 탈 공간론 : 1차원적 공간에서 2, 3차원의 공간으로 시스템화
- 탈 이념론 : 지구시스템의 연계성 인식 및 독자적 보호주의 이념 탈피
- 탈 화석론 : 지구시스템 훼손의 화석연료 방식을 벗어난 자연에너지로 전환
- 탈 성장론 : 환경 훼손 경제성장 모델에서 녹색성장 모델로의 모델 전환



그림 II-1. 평창녹색성장포럼의 비전

2. 평창녹색성장포럼의 기능

2.1 글로벌 녹색성장 표준 플랫폼 정립

- 기후변화는 지리적 측면과 규모 측면에서 일부 국가가 해결할 수 있는 문제가 아닐 뿐더러, 나아가 발생하는 피해 또한 범지구적 차원의 문제
 - 기후변화에 대한 범지구적 공동 책임론·대응론 인식 확산
 - 2011 더반 COP17차 회의에서 더반플랫폼(Durban Platform) 합의
- ※ 2020년 선진국 및 개도국 모두 온실가스 감축체제에 동참

- 평창녹색성장포럼은 국가 간 합의채널을 구축하고 저탄소 녹색성장 모델의 표준 플랫폼을 개발함으로써 전 세계의 공동의 저탄소 녹색성장 플랫폼 확산 기반 마련
 - Green Growth Summit과 연계 추진

2.2 글로벌 녹색성장 거버넌스 구축 및 범지구적 녹색성장 문명 확산

- 녹색성장 플랫폼의 공유 및 국가별 이해관계 합의, 저탄소 녹색성장의 공론화를 도모
 - 평창녹색성장 포럼은 녹색성장 패러다임의 확산 및 공유 매개체
- 더불어, 지속가능한 녹색성장 모델 확산을 통한 범지구적 녹색성장문명의 정착을 통해 기후변화 방지 및 지속가능성장 발판 마련

2.3 선진국의 저탄소화 및 개도국의 녹색성장 발전기여

- 기후변화협약이 주요 원칙 중 “공동의 차별화된 원칙”에 따라 녹색기술 및 산업을 통한 선진국의 저탄소화 및 개도국의 기후변화 적응 역량 강화 및 지속가능 성장 지원
- 기후변화의 책임론에 따른 선진국과 개도국의 첨예한 이해관계 중재를 통한 선진·개도국간의 협상 구심점 역할

2.4 지구온난화 방지기여

- 저탄소 녹색성장 패러다임 확산을 통한 녹색문명의 확산으로 화석연료 저감 및 온실가스의 감축에 따른 지구촌 공동의 목표인 “지구 온도 2℃ 이내 상승 억제”의 목표 달성 기여

- IPCC 4차보고서(IPCC Fourth Assessment Report)
- ※ IPCC : Intergovernmental Panel on Climate Change

2.5 녹색성장 모델 개발 및 부문별 이행전략 수립

- 평창녹색성장포럼의 하부조직으로 녹색산업, 녹색경제, 녹색기술, 녹색 실천 등 부문별 W/G(Working Group)을 구성하여 기술적 측면의 녹색성장 모델의 개발 및 표준화 추진



제2절 세계적인 국제포럼의 대표적 사례

1. 세계지식포럼

정의	<ul style="list-style-type: none"> · 2000년부터 매일경제가 주관하고 있는 포럼으로, 매년 10월 한국(서울)에서 개최 · 매년 세계 최고의 기업가, 석학, 정치인, 국제기구 대표 등 각 분야의 전문가들이 한자리에 모여 미래를 예측하고 기업경영전략을 제언
참가 규모	<ul style="list-style-type: none"> · 50여 개국, 3,000명
특징	<ul style="list-style-type: none"> · 10년 정도의 신생포럼임에도 불구하고 스위스에서 개최하는 다보스포럼과 같은 국제적인 인지도의 포럼으로 성장 · 3일 동안 개최하며 약 80~90회의 특별강연, 분과세션, 강의로 구성 · 지식포럼은 아시아, 경제, 금융, 리더십, 환경, IT, 문화 등 다양한 주제로 그 해의 현안이나 다가올 미래의 중요 문제를 올해는 '신 경제 위기 : 글로벌 리더십의 변혁과 아시아의 도전(The New Economic Crisis: Reforming Global Leadership & Asia's Challenge)'이라는 주제로 진행 · 참가비는 일반인 280만원(사전등록 252만원)이며, 전회포럼 참가자 10%할인, 교수·공무원 30%할인, 대학생 40%할인 · 2008년부터 YKL(Young Knowledge Leader)을 운영하여 대학생의 온라인 홍보를 유도하고 연사수행 및 무료참관 특전을 제공
착안점	<ul style="list-style-type: none"> · 약 12년에 걸쳐 지속적인 차별화 노력으로 국내에서 열리는 세계적인 포럼을 성장 발전되었음. 평창녹색성장포럼 개최 시 지속적인 차별화 전략을 구사할 필요 · 포럼을 진행함에 있어서 인시아드 세션, 엔터테인먼트 및 창조세션, 인시아드 MBA 세션 등을 분화, 발전시킴으로써 전 세계에 인지도 제고 및 지식제공플랫폼 구축에 성공

표 II-1. 세계 지식포럼 개최성과

구 분	주 요 내 용
1회 (2000년)	<ul style="list-style-type: none"> ○ 주 제 : Shaping the New Millennium with Knowledge (지식으로 새 천년 새 틀을 짚다) ○ 초청연사 Lester Thurow(MIT 교수), Paul Romer(스탠포드대학교 교수), Donald Johnston(OECD 전 사무총장), Heinrich Rohrer(노벨물리학상 수상자), Rajat Gupta(전 맥킨지 전무이사), Robert Davis(라이코스 창업자), Thomas Andersson(IKED 대표), Phillip Melchior(로이터 미디어 사장) ○ 주요내용 <ul style="list-style-type: none"> - 총회 : OECD총회 등 6개 총회 개최 - 분과세션 : 7분과 24개 세션 - 특별세션 : 2세션 ○ 장 소 : 서울 센터럴시티, JW메리어트호텔 ○ 참가규모 : 20여 개국, 1,200여명
2회 (2001년)	<ul style="list-style-type: none"> ○ 주 제 : Drawing the Roadmap for Knowledge Economy and Global Prosperity (지식기반경제 시대 인류공영을 위한 비전의 모색) ○ 초청연사 Bill Gates(마이크로소프트 창업자), Supachai Panitchpakdi(WTO 전 사무총장), Paul Krugman(프린스턴대 교수), Yves Doz(인시아드 경영대학원 교수), Nagao Makoto(교토대 총장), Lindiwe Hendricks(남아공 상공부 차관(당시)), Bjorn Stigson(WBCSD 사무총장), Ashok Soota(마인드트리 컨설팅 회장겸 최고경영자) ○ 주요내용 <ul style="list-style-type: none"> - 총회 : 블룸버그 총회 등 4개 총회 개최 - 분과세션 : 5분과 20개 세션 - 특별강연 : 4회 - 특별세션 : 8세션, 워크숍 2회, 특별연설 1회 ○ 장 소 : 서울 센터럴시티, JW메리어트호텔 ○ 참가규모 : 20여 개국, 1,200여명

표 계속

구 분	주 요 내 용
3회 (2002년)	<ul style="list-style-type: none"> ○ 주 제 : Knowledge in a World of Risk: A Compass towards New Prosperity (위기를 넘어, 새로운 번영을 향해) ○ 초청연사 Michael Dell(델컴퓨터 회장 겸 CEO), Orit Gadiesh(베인 & 컴퍼니 회장), Joseph E. Stiglitz(2001년 노벨경제학상 수상자), Larry Ellison(오라클 창업자), David Johnston(캐나다 워털루대 총장), John Ridding(파이낸셜타임스 CEO), Philip Kotler(노스웨스턴대학교 켈로그 경영대학원 석좌교수), Stephen R. Covey('성공하는 사람들의 7가지 습관' 저자) ○ 주요내용 <ul style="list-style-type: none"> - 총회 : OECD총회 등 7개 총회 개최 - 분과세션 : 7분과 26개 세션, 인시아드 세션: 강의 4회 - 특별강연 : 7회, 특별세션: 2세션, 마스터클래스 : 3개 ○ 장 소 : 그랜드힐튼서울 ○ 참가규모 : 50여 개국, 1,100여명
4회 (2003년)	<ul style="list-style-type: none"> ○ 주 제 : Creating a New World Order and Economy (인류번영을 위한 새로운 세계질서와 경제의 창조) ○ 초청연사 Francis Fukuyama(존스 홉킨스대학교 교수), Edwin J. Feulner(헤리티지 재단 회장), Robin Buchanan(런던비즈니스 스쿨 학장), Edith Cresson(전 프랑스 최초 여성 수상), John J. Fernandes(세계경영대학협의회 회장), Jim Collins('위대한 기업'의 저자), Ohmae Kenichi(주식회사 비즈니스 브레이크스쿨 회장), Martin Feldstein(전 미국 경제자문위원회 의장) ○ 주요내용 <ul style="list-style-type: none"> - 총회 : IBM총회 등 6개 총회 개최 - 분과세션 : 7분과 20개 세션, 인시아드 세션: 강의 4회 - 특별강연 : 11회, 특별세션: 8세션, 특별발표 1회 ○ 장 소 : 그랜드힐튼서울 ○ 참가규모 : 50여 개국, 1,100여명

표 계속

구 분	주 요 내 용
5회 (2004년)	<ul style="list-style-type: none"> ○ 주 제 : Partnership for Renewed Growth (파트너십을 통한 세계경제의 재도약) ○ 초청연사 김대중(전 대한민국 대통령), Robert A. Mundell(1999년 노벨경제학상 수상자), Carly S. Fiorina(전 HP 회장), Mori Yoshiro(전 일본 총리), Paul Kennedy(예일대학교 교수), Gianni De Michelis(전 이탈리아 부총리), John Donahoe(베인&컴퍼니 전무), Pierre-Jean Everaert(인베브 회장) ○ 주요내용 <ul style="list-style-type: none"> - 총회 : OECD총회 등 5개 총회 개최 - 분과세션 : 3분과 26개 세션 - 인시아드 세션 : 강의 4회, 사례발표 1회 - 특별강연 : 5회, 특별세션: 특별발표 4회 ○ 장 소 : 웨라톤 워커힐 호텔 ○ 참가규모 : 30여 개국, 1,400여명
6회 (2005년)	<ul style="list-style-type: none"> ○ 주 제 : Creativity and Collaboration: Foundation for the New Era (창조와 협력 : 새로운 시대를 위한 토대) ○ 초청연사 Jack Welch(전 GE 회장), Kevan Watts(뱅크오브아메리카 메릴린치 인도 대표), Edward Prescott(2004년 노벨경제학상 수상자), Steve Ellis(베인&컴퍼니 CEO), Robert Kagan(카네기 국제평화재단 교수), Ralph Parks(JP모건 아시아지역 회장), LOO Choon Yong(싱가포르 래플스 병원 병원장), Paul Jacobs(퀄컴 사장) ○ 주요내용 <ul style="list-style-type: none"> - 총회 : 아시아총회 등 4개 총회 개최 - 분과세션 : 6분과 27개 세션 - 인시아드 세션 : 강의 4회 - 특별강연 : 15회, 기조강연 1회 ○ 장 소 : 웨라톤 워커힐 호텔 ○ 참가규모 : 50여 개국, 2,300여명

표 계속

구 분	주 요 내 용
7회 (2006년)	<ul style="list-style-type: none"> ○ 주 제 : Creative Economy (창조경제) ○ 초청연사 George Soros(소로스 펀드매니지먼트 창업자), Kenneth Rogoff(하버드대 교수), Shelly Lazarus(오길비&마더 월드와이드 CEO), Alan Eustace(구글 수석부사장), Leon Brittan(전 EU 통상담당 집행위원), Jacques Attali(플래닛파이낸스 회장), Craig Mundie(마이크로소프트 연구전략담당 최고책임자), Thomas C. Schelling(2005년 노벨경제학상 수상자) ○ 주요내용 <ul style="list-style-type: none"> - 총회 : CEO원탁회의 등 4개 총회 개최 - 분과세션 : 5분과 17개 세션 - 인시아드 세션 : 강의 4회 - 특별강연 : 15회, 특별세션: 5세션, 특별연설 1회 ○ 장 소 : 웨라톤 워커힐 호텔 ○ 참가규모 : 30여 개국, 2,300여명
8회 (2007년)	<ul style="list-style-type: none"> ○ 주 제 : Wealth Creation and Asia (부의 창조, 그리고 아시아 시대) ○ 초청연사 Edmund Phelps(2006년 노벨경제학상 수상자), Colin Powell(전미국 국무장관), Tom Peters(톰 피터스 컴퍼니 회장), Philip Rosedale(린든 랩 창업자), Vinton G. Cerf(구글 수석부사장), Rolf Jensen(드림소사이어터 저자), Alan Greenspan(전 미국 연방준비제도 이사회 의장), Peter Sands(스탠다드 차터드 은행 그룹최고 경영자) ○ 주요내용 <ul style="list-style-type: none"> - 총회 : OECD총회 등 4개 총회 개최 - 분과세션 : 6분과 25개 세션 - 인시아드 세션 : 강의 3회, 토의 2회 - 특별강연 : 10회, 기조강연 1회, 특별세션: 7세션 ※ YKL(Young Knowledge Leader) 참관 : 대학생선발, 온라인 홍보, 연사수행 및 무료참관 특전 ○ 장 소 : 웨라톤 워커힐 호텔 ○ 참가규모 : 30여 개국, 2,300여명

표 계속

구 분	주 요 내 용
9회 (2008년)	<ul style="list-style-type: none"> ○ 주 제 : Collabonomics & Greater Asia(협력의 마법 & 아시아 시대) ○ 초청연사 Michael Porter(하버드대학교 교수), Richard Branson(버진그룹 회장), Eric Maskin(2007년 노벨경제학상 수상자), Bertie Ahern(아일랜드 전 총리), John Howard(호주 전 총리), Richard Levin(예일대학교 총장), Robert Polet(구찌그룹 회장), Jack Trout('포지셔닝'저자) ○ 주요내용 - 총회 : OECD총회 등 2개 총회 개최, 개막연설 2회 - 분과세션 : 7분과 28개 세션 - 인시아드 세션 : 강의 4회, 개막연설 1회 - 특별강연 : 17회, 특별세션: 15세션 ○ 장 소 : 웨라톤 워커힐 호텔 ○ 참가규모 : 30여 개국, 2,300여명
10회 (2009년)	<ul style="list-style-type: none"> ○ 주 제 : One Asia New Economic Order & Recovery (하나의 아시아, 신 경제질서 그리고 경기회복) ○ 초청연사 George W. Bush(미국 43대 대통령), Gary Hamel(런던비즈니스스쿨 교수), Peter Brabeck-Letmathe(네슬레 회장), Paul Krugman(2008년 노벨경제학상 수상자), Biz Stone(트위터의 창업자), Jack & Suzy Welch(전 GE 회장 & 컬럼니스트), Nassim Nicholas Taleb('블랙스완' 저자), Jim Rogers(로저스 홀딩스 회장) ○ 주요내용 - 분과세션 : 8분과 44개 세션 - 특별세션 : 9세션, 특별강연: 28회 - 인시아드 세션 : 강연 4회 ○ 참 가 비 : 10%할인 : 9회 포럼 참가자, 20%할인 : 교수, 공무원 30%할인 : 대학생 ○ 장 소 : 웨라톤 워커힐 호텔 ○ 참가규모 : 30여 개국, 3,000여명

표 계속

구 분	주 요 내 용
11회 (2010년)	<ul style="list-style-type: none"> ○ 주 제 : One Asia Momentum, G20 Leadership & Creatinnovation (원 아시아 모멘텀, G20 리더십 & 창조적 혁신) ○ 초청연사 Yukio Hatoyama(전 일본 총리), Niall Ferguson(하버드대학교 교수), Richard Branson(버진그룹 창립자), Jeffrey Katzenberg(드림웍스 CEO), Tony Blair(전 영국총리), Paul Krugman(프린스턴대 교수(2008년 노벨경제학상수상자)), Nouriel Roubini(뉴욕대 스톤비즈니스스쿨 교수), Hans Vestberg(에릭슨 회장) ○ 주요내용 <ul style="list-style-type: none"> - 분과세션 : 8분과 33개 세션 - 특별세션 : 4세션, 특별강연: 23회 - 인시아드 MBA : 강연 4회, 금융 MBA: 강연 4회 ○ 참 가 비 : 일반 : 280만원(조기등록: 252만원), 40%할인 : 대학생 30%할인 : 교수, 공무원, 10%할인 : 10회 포럼 참가자, ○ 장 소 : 웨라톤 워커힐 호텔 ○ 참가규모 : 40여 개국, 3,000여명
12회 (2011년)	<ul style="list-style-type: none"> ○ 주 제 : The New Economic Crisis: Reforming Global Leadership & Asia's Challenge (신 경제 위기: 글로벌 리더십의 변혁과 아시아의 도전) ○ 초청연사 Sarah Louise Palin(미국 정치인), James Gordon Brown(전 영국 총리), Larry Summers(하버드대학교 교수), Seiji Maehara(일본 민주당 정책조사회장), Michael J. Sandel(하버드대학교 교수), Tom Albanese(리오 틴토 대표), Nouriel Roubini(뉴욕 스톤스쿨 경영대학원 교수), Amy Chua(예일대학교 교수) ○ 주요내용 <ul style="list-style-type: none"> - 분과세션 : 11분과 49개 세션, 특별강연: 20회 - 인시아드 MBA : 강연 4회, 스톤금융 MBA : 강연 4회 - IE비즈니스 스쿨 하프세션 : 강연 4회 ○ 참 가 비 : 일반 : 280만원(조기등록: 252만원), 40%할인 : 대학생 30%할인 : 교수, 공무원, 10%할인 : 10회 포럼 참가자 ○ 장 소 : 웨라톤 워커힐 호텔 ○ 참가규모 : 40여 개국, 3,000여명

2. 세계경제(다보스)포럼

정의	<ul style="list-style-type: none"> • 스위스의 휴양도시 다보스에서 열리는 세계경제포럼으로 1971년 창설되었으며 1981년부터 매년 다보스에서 포럼이 열리기 때문에 다보스포럼이라고 함 • 세계의 저명한 기업인·경제학자·저널리스트·정치인 등이 모여 범세계적 경제문제에 대해 토론하고 국제적 실천과제를 모색하는 국제 민간회의
참가 규모	<ul style="list-style-type: none"> • 90여 개국, 2,500명
특징	<ul style="list-style-type: none"> • 세계의 정계·재계·언론계·학계 지도자들이 참석해 ‘세계경제올림픽’으로 불릴 만큼 권위와 영향력이 있는 유엔 비정부자문기구로 성장하면서 세계무역기구(WTO)나 서방선진 7개국(G7) 회담 등에 막강한 영향력을 행사 • 세계경제포럼 산하 국제경영개발원(IMD)이 발표하는 ‘국가경쟁력보고서’등을 통해 세계의 경제정책 및 투자환경에 큰 영향을 미침 • 세계경제포럼의 가장 중요한 회의는 매년 1월말 다보스에서 열리는 연례총회로 포럼회원기업 1,000개 회사의 CEO, 선출된 정치인, 학계와 NGO 등 초대자에 한하여 참석 가능함 • 연례총회 이외에도 뉴 챔피언 연례총회, 지역회의, 차세대 지도자 커뮤니티 등 다양한 회의를 개최 • 뉴 챔피언 연례총회(여름 다보스) : 2007년에 설립하여 중국의 다롄과 텐진에서 개최되었음. 뉴 챔피언 연례총회는 중국, 인도, 러시아, 멕시코, 브라질 등 급부상한 신흥 국가를 거점으로 하는 기업들이 주로 참석 • 차세대 지도자 : 2005년에 시작한 포럼으로 다양한 전문분야나 섹터에서 일하는 40세 이하의 젊은 지도자이 참석. 2030년의 비전을 제시하고 비전에 도달하는 행동계획을 설정하는 것에 중점을 두고 있음
착안점	<ul style="list-style-type: none"> • ‘세계경제’라는 중요한 테마를 가지고 전 세계에 지대한 영향력을 미치는 권위 있는 포럼 • 평창녹색성장포럼도 ‘녹색성장(green growth)’의 테마의 중요성을 최대한 부각시키도록 노력해야 할 필요 있음

표 II-2. 역대 세계경제포럼 연례회의 테마 및 주요 세션

연 도	주 요 내 용
Annual Meeting 2008	<ul style="list-style-type: none"> ○ 테 마 : The Power of Collaborative Innovation ○ 주요세션 <ul style="list-style-type: none"> - Believing in the Future - Understanding Iran's Foreign Policy - Threats to the Global Trading System - Genomics of Disease - The Role of Central Banks - The Future of Global Governance: Time for Government 2.0? - Europe's Purpose - Tomorrow's Ads - Japan: A Forgotten Power? - Pioneers and Pitches: The Next Big Thing ○ Co-chairs Tony Blair(전 영국총리), James Dimon(JPMorgan Chase CEO), K. V. Kamath(ICICI은행장), Henry A. Kissinger(전 미국 국무부장관), Indra Nooyi(웹시 회장), David J. O'Reilly(세브론사 회장), Wang Jianzhou(차이나모바일 회장)
Annual Meeting 2009	<ul style="list-style-type: none"> ○ 테 마 : Shaping the Post-Crisis World ○ 주요세션 <ul style="list-style-type: none"> - Believing in the Dignity of All - A Roadmap Out of the Economic Crisis - The Global Agenda for 2009: The View from Davos - The Fight against Protectionism - India in Transition - The Challenge of Sustainable Mobility - Unlocking the Food Chain - Rebooting the Global Economy - Regulating Complex Industries - Science for World Leaders ○ Co-chairs Kofi Annan(7대 UN 사무총장), Stephen Green(HSBC 그룹 회장), Werner Wenning(바이엘그룹 CEO), Rupert Murdoch(뉴스코퍼레이션 회장), Maria Ramos(압사그룹 CEO), Jeroen van der Veer(Royal Dutch Shell CEO), Anand G. Mahindra(Mahindra & Mahindra 회장)

표 계속

연 도	주 요 내 용
Annual Meeting 2010	<ul style="list-style-type: none"> ○ 테 마 : Improve the State of the World: Rethink, Redesign, Rebuild ○ 주요세션 <ul style="list-style-type: none"> - The Global Agenda 2010: The View from Davos - Japan in Transition - Rethinking Trade and Climate Change - Financial Risk Management 2.0? - Zero Option for Corruption - Global Industry Outlook: Health, Consumers, Tech and Travel - Redesign Your Cause - Rebuilding Water Management - Redesigning Financial Regulation - The Art of Musical Improvisation ○ Co-chairs Josef Ackermann(도이체뱅크 CEO), Azim H. Premji(Wipro Limited 회장), Peter Sands(스탠다드차타드CEO), Patricia A. Woertz(아처대니얼스미들랜드 CEO), Ronald A. Williams(RW2 Enterprises 회장), Eric Schmidt(구글 회장), Melinda French Gates(Bill & Melinda Gates Foundation 의장) ※ 이명박 대통령 특별연설
Annual Meeting 2011	<ul style="list-style-type: none"> ○ 테 마 : Shared Norms of the New Reality ○ 주요세션 <ul style="list-style-type: none"> - Inspired for a Lifetime - The Global Agenda in 2011 - The Davos Debrief: Global Risks - The Davos Debrief: Policy Priorities - Building a Civilized Workplace: The "No Jerks" Rule - Leading within Complexity - WHAT IF: there is reunification on the Korean Peninsula? - Governing One-sixth of the World's Citizens - The Ownership Gap - The Dividends of Longevity ○ Co-chairs Paul Bulcke(네슬레 CEO), Chanda Kochhar(ICICI 은행장) Yorihiro Kojima(미쓰비시 회장), Ellen Kullman(듀폰 회장) Jacob Wallenberg(Chairman, Investor AB), Wei Jiafu(COSCO CEO)

표 계속

연 도	주 요 내 용
Annual Meeting 2012	<ul style="list-style-type: none"> ○ 테 마 : The Great Transformation: Shaping New Models ○ 주요세션 <ul style="list-style-type: none"> - The Future across Generations - The Global Agenda 2012 - The Davos Debrief: Growth and Employment Models - The Davos Debrief: Leadership and Innovation Models - The Davos Debrief: Sustainability and Resource Models - The Davos Debrief: Social and Technological Models - The Future Enterprise Model - Civilization and Transformation: Myths of Our Creation - After Doha: The Future of Global Trade - Brazil Outlook ○ Co-chairs Yasuchika Hasegawa(다케다약품공업 CEO), Vikram Pandit(씨티그룹 CEO), Paul Polman(Unilever CEO), Alejandro Ramírez(Cinapolis CEO), Sheryl Sandberg(Facebook CEO), Peter Voser(Royal Dutch Shell CEO)

3. 세계물포럼

정의	<ul style="list-style-type: none"> · 세계 물 문제 해결을 논의하기 위해 세계 물 위원회(World Water Council)가 1997년부터 3년마다 개최되는 국제회의 · 전 세계 정부, NGO, 학계 및 전문가 등이 참가하여 물 문제에 대해 토론하고 그 중요성을 널리 알리는 것이 포럼의 목적 · 세계물포럼은 정치적 과정(Political Process), 주제별 과정(Thematic Process), 지역별 과정(Regional Process)으로 구분되어 세계각료, 국회의원, 지자체장의 플랫폼을 형성하고, 주제별로 100여개 이상의 세션이 민관산학 공동으로 동시에 이루어지는 복합 매트릭스 포럼임
참가 규모	<ul style="list-style-type: none"> · 150여 개국, 25,000명
특징	<ul style="list-style-type: none"> · 양적인 부족, 오염 등 점점 많은 문제를 낳고 있는 물 문제의 심각성을 인식하고 이에 대한 대책을 논의하기 위해 각국 정부와 전문가, 국제비정부기구(NGO) 등이 모인 세계물위원회(World Water Council)에서 제창되어 창설 · 물 관련으로는 지구촌 최대의 행사로, ‘세계수자원회의’라고도 불림 · 세계 물의 날(3월 22일)을 전후해 개최되며 국가 수반회의, 장관급 회의, 지역별 회의, 주제별 세션, 세계 물 엑스포 등 다양한 행사들이 펼쳐짐 · 2012년 3월 프랑스 마르세유에서 6차 세계물포럼 회의가 열렸으며, 7차 세계물포럼 회의는 2015년 3월에 대한민국 대구에서 개최예정
착안점	<ul style="list-style-type: none"> · 인류 생존에 필수자원인 물 관련 포럼으로 세계각료, 국회의원, 지자체장 등의 리더십과 민관산학이 공동으로 구성된 복합 매트릭스 포럼 · 평창녹색성장포럼 개최 시에도 민간섹터의 활발한 참여를 유도하여 initiative의 광범위한 확산 도모 필요

표 II-3. 역대 세계물포럼 테마 및 개최도시

구 분	주 요 내 용
1회 (1997년)	<ul style="list-style-type: none"> ○ 테 마 : Vision for Water, Life and the Environment ○ 개최국가 : 모로코 마라케슈 ○ 참가규모 : 500여명
2회 (2000년)	<ul style="list-style-type: none"> ○ 테 마 : From Vision to Action ○ 개최국가 : 네덜란드 헤이그 ○ 참가규모 : 39,100여명
3회 (2003년)	<ul style="list-style-type: none"> ○ 테 마 : A Forum with a Difference ○ 개최국가 : 일본 교토, 오사카, 시가 ○ 참가규모 : 39,100여명
4회 (2006년)	<ul style="list-style-type: none"> ○ 테 마 : Local Actions for a Global Challenge ○ 개최국가 : 멕시코 멕시코시티 ○ 참가규모 : 39,100여명
5회 (2009년)	<ul style="list-style-type: none"> ○ 테 마 : Bridging Divides for Water ○ 개최국가 : 터키 이스탄불 ○ 참가규모 : 39,100여명
6회 (2012년)	<ul style="list-style-type: none"> ○ 테 마 : Solutions for Water ○ 개최국가 : 프랑스 마르세유
7회 (2015년)	<ul style="list-style-type: none"> ○ 개최국가 : 대한민국 대구 ○ 개최예정

4. Global Green Growth Forum(3GF)

정의	<ul style="list-style-type: none"> · 글로벌 녹색 성장 포럼(3GF)은 글로벌 녹색 경제로의 성공적인 전환을 위한 관민협력(public-private partnership)으로 전 세계로 녹색성장을 확산시키기 위해 한국정부의 지원으로 열리게 되었음 · 연례로 열리게 될 글로벌 녹색성장포럼(3GF)은 전 세계 정부, 기업, 금융 및 시민사회 분야의 글로벌 리더들이 초청되어 녹색성장을 견인하고 그린 경제를 위한 아키텍처(architecture)를 설계하기 위해서 만들어졌음
참가 규모	<ul style="list-style-type: none"> · 3개국, 200명
특징	<ul style="list-style-type: none"> · 덴마크 코펜하겐에서 열린 제1회 포럼에서 에너지 효율성, 재생에너지, 전기차 테스트 마켓, 수송 연료, 항공분야의 지속가능한 바이오연료, 공공조달, 수자원, 녹색성장 파이낸싱에 관한 논의 진행 · 대한민국, 멕시코, 덴마크의 정부대표가 참석하였으며 이벤트 파트너로 녹색성장연구소(GGGI)가 참여하고 있음
착안점	<ul style="list-style-type: none"> · 현재까지는 한국주도로 포럼이 진행되어 왔으며 덴마크의 적극적인 참여와 멕시코의 지지를 이끌어내어 이제는 국제적인 포럼으로 발돋움 할 수 있는 모멘텀을 확보한 상태 · 평창녹색성장포럼 개최 추진 시 이 Global Green Growth Forum과 주제가 중복되어 동일한 주제(Green Growth)로 두 번에 걸친 국제적인 포럼이 개최된다는 문제가 발생될 수 있음

5. OECD세계포럼

정의	<ul style="list-style-type: none"> · GDP의 한계를 극복하고 경제, 사회, 환경 등을 모두 포괄할 수 있는 새로운 사회발전 개념을 정립 · 사회발전 측정을 위한 새로운 패러다임 모색 및 글로벌 차원의 협력을 논의하기 위한 OECD 최대 규모 국제회의
참가 규모	<ul style="list-style-type: none"> · 130여 개국, 1,200명
특징	<ul style="list-style-type: none"> · 새로운 사회발전에 대한 개념을 재정립하고, 사회발전을 측정할 수 있는 포괄적 지표 개발 및 이를 위한 사회 각 구성원의 역할 등에 대한 범세계적 논의를 진행 · OECD 통계국 주관 하에 OECD 회원국 중 한 곳을 선정하여 2년에 한 번씩 개최 · 후원단체 : 유엔(UN), 세계은행(World Bank), 유엔개발계획(UNDP) 유럽연합(EU, European Union), 국제연합아동기금(UNICEF, United Nations Children's Fund) 등
착 안 점	<ul style="list-style-type: none"> · 사회발전 정도를 측정하기 위한 지표로서 국내총생산(GDP)을 대체할 만한 것을 찾기 위한 포럼. 전 세계 130여 개국에서 2,000여명이 참석하는 OECD가 주관하는 가장 큰 행사 · 평창녹색성장포럼 개최 시 녹색성장은 화석연료에 기반을 둔 회색성장을 대체할 유일한 길임을 강조하여 포럼의 중요성을 부각시킬 필요 있음

표 II-4. 역대 OECD세계포럼 주제 및 주요 의제

구 분	주 요 내 용
1회 (2004년)	<ul style="list-style-type: none"> ○ 주 제 : Statistics, Knowledge and Policy ○ 주요의제 : - 통계, 지식, 정책 간 연계, 사회발전 측정을 위한 주요 지표개발 등 <ul style="list-style-type: none"> - 지표개발 중장기 계획 마련, 세계포럼의 주기적 개최 합의 ○ 개최국가 : 이탈리아 팔레르모 ○ 참가규모 : 43여 개국, 540여명
2회 (2007년)	<ul style="list-style-type: none"> ○ 주 제 : Measuring and Fostering the Progress of Societies ○ 주요의제 : 21세기 사회발전의 의미 정립, 기후변화·세계화 등을 아우르는 포괄적 글로벌 지표 작성 <ul style="list-style-type: none"> 사회 분야별 통합지표 개발 및 근거 기반 의사결정 문화의 확산 등에 대한 국제적 합의 ○ 개최국가 : 터키 이스탄불 ○ 참가규모 : 130여 개국, 1,200여명 ○ 기 타 : 정보이용혁신전시회 운영 (참가기관 : 각국 정부기관, 국제기구, IBM 등 총 35개 기관 참가)
3회 (2009년)	<ul style="list-style-type: none"> ○ 주 제 : Charting Progress, Building Visions, Improving Life ○ 주요의제 : 발전이란 무엇인가? <ul style="list-style-type: none"> 사회발전 측정을 위한 새로운 패러다임 구축 사회발전을 실질적으로 구현하기 위한 방안 ○ 개최국가 : 대한민국 부산 ○ 참가규모 : 130여 개국, 1,500여명 ○ 기 타 : OECD 통계위원회 특별회의, 국제전시회 운영
4회 (2012년)	<ul style="list-style-type: none"> ○ 주 제 : Measuring Well-Being for Development and Policy Making ○ 개최국가 : 인도 뉴델리 ○ 개최예정



제3절 마스터플랜

1. 단계별 기본계획

- 평창녹색성장포럼은 2012년 창설하여 2018년 150개국, 1,000개 도시 이상 참여하여 글로벌 녹색성장 플랫폼 확산기구로 성장하기 위하여 총 3단계의 발전 전략을 제시

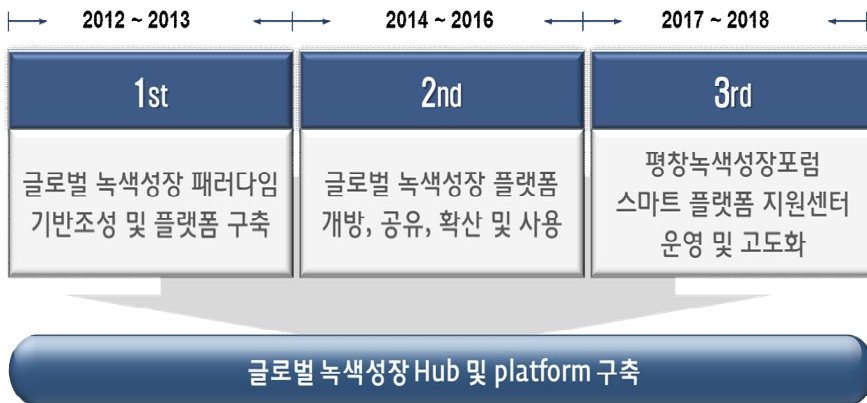


그림 II-2. 평창녹색성장포럼 발전 전략

- 1단계: 평창녹색성장포럼 Initiative 구축
 - ※ 각 부문별 녹색성장 모델을 개발하며 새로운 저탄소 친환경 녹색기술을 창출하여 녹색성장 플랫폼을 구축함(연구, 지식, 사례공유, 정책, 전략의 플랫폼)

표 II-5. 평창녹색성장포럼 1단계 발전 전략

1단계	
목표	평창녹색성장포럼 Initiative 구축
기간	2012~2014
주요내용	<ul style="list-style-type: none"> · 평창녹색성장포럼 프레임구성 · 평창녹색포럼의 역할정립 · 주요 국가, 정부 및 기관 참여협의 · 평창녹색포럼의 후원사 모집 · 글로벌 녹색성장 모델 개발
전략	<ul style="list-style-type: none"> · GGGI의 포럼 주관 및 Initiative 구축 추진 · GGS 공식의제 선정 · G8 및 UNFCCC COP 연계추진 · W/G의 구축(세계 유수의 학계, 연구소 참여)

○ 2단계: 글로벌 녹색성장 플랫폼 개방, 공유, 확산 및 활용

※ 각 부문별 녹색성장 플랫폼을 기반으로 녹색성장 선도기업을 육성하여
전 세계적인 녹색성장 플랫폼 확산 유도(기술의 혁신, 핵심가치 도출
및 배치)

표 II-6. 평창녹색성장포럼 2단계 발전 전략

2단계	
목표	글로벌 녹색성장 플랫폼 구축
기간	2015~2017
주요내용	<ul style="list-style-type: none"> · 글로벌 녹색성장 플랫폼 초안 마련 · 녹색성장 표준 플랫폼의 국가 간 합의 · 글로벌녹색성장 지수 표준화 · 글로벌 녹색성장 상 제정
전략	<ul style="list-style-type: none"> · W/G의 부문별 녹색성장 표준플랫폼 연구 · GGS를 통한 표준플랫폼의 합의 · 국제기구와 연계한 녹색플랫폼의 공론화 · G8 및 국제회의의 녹색플랫폼 의제제안

- 3단계: 평창녹색성장포럼 스마트 플랫폼 지원센터 운영 및 고도화
 - ※ 각 부문별 녹색성장 플랫폼의 스마트화 실현 및 녹색성장 플랫폼의 전 세계 시장 유통, 교환, 및 소통 유도
 - 평창녹색성장포럼 스마트 플랫폼 지원센터 운영

표 II-7. 평창녹색성장포럼 3단계 발전 전략

3단계	
목표	글로벌 녹색성장 플랫폼 확산
기간	2018~
주요내용	<ul style="list-style-type: none"> · 사회 전부문의 녹색성장 세부 플랫폼 확산 · 글로벌 아젠다로 녹색플랫폼 설정 · 글로벌 이슈 및 미래상 제시 · 글로벌 합의 및 협의기구로 발전
전략	<ul style="list-style-type: none"> · GGGI의 규모 및 역할 증대 <ul style="list-style-type: none"> - GGGI의 주요 국가별 사무국 설립 · 평창녹색포럼 사무국의 UN기구화

2. 운영조직 구성(안)

- 조직 구성(안) : 평창녹색성장포럼 운영을 위해 사무국을 두며, 녹색성장위원회 및 GGGI와 협력하여 포럼을 운영. 자문위원회는 국가, 지역, 지방의 저탄소 녹색성장계획 개발, 그리고 저탄소사회 구현을 위한 추진전략, 정책 및 기술의 이행문제와 관련하여 자문을 제공

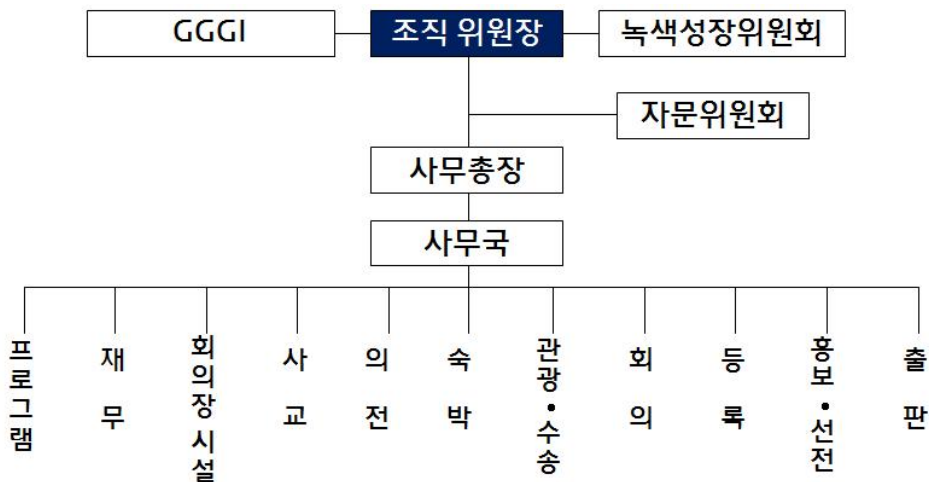


그림 II-3. 평창녹색성장포럼 운영조직도

- 평창녹색성장포럼 개최: 글로벌녹색성장연구소 단독 혹은 글로벌녹색성장연구소와 강원도의 공동 주최하며, 경제협력개발기구(OECD), 연합환경계획(UNEP), 세계은행(World Bank), IOC의 협력을 받아 글로벌녹색성장연구소에서 주관

표 II-8. 평창녹색성장포럼 주최, 주관, 후원기관 예시

Hosted by	 Global Green Growth Institute  강원도 GANGWON PROVINCE
Organized by	 Global Green Growth Institute
In Association with	 UNEP  OECD  THE WORLD BANK Working for a World Free of Poverty  INTERNATIONAL OLYMPIC COMMITTEE
Related Organizations	 GREEN GROWTH KOREA  대통령직속 녹색성장위원회  기획재정부 MINISTRY OF STRATEGY AND FINANCE  국토해양부 Ministry of Marine Affairs and Fisheries  KOICA Korea International Cooperation Agency  의고행청부  농림수산식품부  MKE 지식경제부 Ministry of Knowledge Economy  mev 환경부

3. 참여인사 구성

- 경제와 환경 분야를 대표하는 세계적인 석학들과 세계 주요 정책담당자, 각국의 정부지도자, 주요 국제기구 지도자, 세계민간기업의 CEO가 참석하여 G20 정상회의와 Rio+20 정상회의 및 UNFCCC산하의 당사국총회 등 국제사회와 관련된 주요 논의에 기여



그림 II-4. 평창녹색성장포럼 참여자 구성

- (1) 정부 : 세계 각국의 정부 및 지도자
 - Global Green Growth Summit과 연계하여 세계 각국의 지도자, 정부대표자 및 관계자로 구성된 주요 사항에 대한 협의 진행
- (2) 국제기구 : UN, OECD, GGGI, UNFCCC, IOC, UNEP
 - UN 등 기후변화 및 녹색성장 관련 국제기구의 참여를 통한 범지구적 포럼으로 개최



그림 II-5. 평창녹색성장포럼 참여 협의 세계 주요 지도자 예시

(3) 공기업 및 민간기업

- 세계민간 기업: IOC 공식후원기업 및 녹색성장 선도기업 다수 포함



그림 II-6. 평창녹색성장포럼 후원기업 예시

(4) 학계 및 연구소

- 환경, 경제, 기후변화, 정치 분야 등의 세계적인 석학이 참여하여 분야 및 분과세션의 토론과 회의를 주재할 것임

(5) 개인

- 환경, 경제, 사회 등 녹색성장 전 분야에 걸친 개별적 참여자



제4절 기대효과

1. 한국의 녹색성장모델 전 세계 전파

- 녹색성장 Initiative와 평창녹색성장포럼을 통해 녹색성장의 주도권 확보 및 국내 녹색성장 모델의 전 세계 전파를 통한 국가 위상 강화
- 전 세계의 석학, 각국의 정부 지도자, 국제기구 지도자, 그리고 다수의 녹색성장 선도기업이 포럼에 참석하여 한국의 녹색성장 노력을 경험함으로써 국가 브랜드 가치 상승효과 발생

2. 녹색기술, 녹색산업의 수출 증대로 국가 경제성장 기여

- 녹색성장 플랫폼 주도로 녹색기술과 녹색산업의 표준을 제시함으로써 국내 녹색기술의 전 세계 주도권 확보 및 해외 수출 증대 기여
- 평창녹색성장포럼에서 구축된 플랫폼은 새로운 패러다임의 기술 및 산업의 전환을 가속화시킬 것이며 그로 인해 기존 패러다임의 산업과는 차별화된 새로운 녹색산업을 창출하여 미래성장 동력산업으로 발전할 수 있음

3. 글로벌 녹색 미래상 선도

- 녹색성장 실현을 주도해온 민간 전문가들과 세계적 석학들이 모여 글로벌 녹색성장 거버넌스의 새로운 지평을 열어나갈 혁신적인 아이디어 및 대표적인 성공사례가 공유됨으로써 한국이 포럼을 통해 글로벌 녹색성장 및 기후변화대응 미래전략을 선도할 수 있음

4. 경제적 효과 및 기존 인프라 활용

- 2018동계올림픽 유치도시로서의 높은 인지도를 활용한 마케팅으로 펼칠 수 있으며 이로 파생되는 경제적 효과는 매우 클 것으로 예상됨 또한 녹색성장 서밋(Global green growth summit)과 연계하여 이미 구축된 기존 인프라 활용을 극대화할 수 있을 것으로 예상됨

5. 일자리 및 글로벌 전문가 양산

- 평창녹색성장포럼개최에서 파생되는 경제효과로 인해 포럼과 직, 간접적인 일자리가 창출되고 녹색성장 관련 글로벌 전문가를 양산할 수 있어 지속 가능한 발전을 이룰 수 있을 것으로 예상됨

부 록

부록 1. Articles of Incorporation of GGGI

부록 2. 한국물포럼 정관

부록 3. Articles of Incorporation of Japan Water
Forum

부록 4. Charter of ICLEI

부록 5. The Northern Forum Rules of Procedure

【부록 1】 ARTICLES OF INCORPORATION FOR THE GLOBAL GREEN GROWTH INSTITUTE

(Non-Profit Foundation established under the Korean Civil Code)

Preamble

The Global Green Growth Institute is established as a nonprofit, and globally represented institution for addressing global climate change and the promotion of economic growth by supporting developing countries in the development of strategies and policies for “green growth” (i.e. sustainable, climate resilient, low-carbon economic development) through program development and implementation, capacity building, best practice sharing and the provision of grants to partner institutions. By addressing the issues related to global climate change, promoting green-growth, developing new insights and knowledge, and supporting developing countries, the Institute will seek to make significant contributions to the protection of environment by assisting developing countries in their objective to achieve economic growth in a manner that is environmentally sustainable. The Institute will have a staff of experts that provides services to support governments of developing countries in their green growth efforts; collaborates with experts from other institutions including partner organizations, works with civic and business leaders; and operates on principles of global partnership in order to position the green growth model as the new global growth paradigm and to present a practical and effective green growth vision to the world. The Republic of Korea will host the headquarters of GGGI and serve as its lead funder in pursuit of its aspiration to promote and

disseminate green growth globally. The Global Green Growth Institute is being initially established as a non-profit foundation under Article 32 of the Civil Code of the Republic of Korea. The Institute will convert into an international organization based on the international agreements and resolutions between the participating governments.

CHAPTER I. GENERAL PROVISIONS

Article 1. Name

The name of the Institute shall be, in Korean, “*Jaedanbeobin Global Noksaekseongjang Yeonguso*” and, in English, “Global Green Growth Institute” (hereinafter referred to as the “GGGI”).

Article 2. Purpose

The purpose of the GGGI shall be to provide services to developing countries to support them in their efforts to systematically develop and implement green growth strategies and policies, and to engage in analytically sound, fact-based activities to spread green growth practices and approaches as a new growth paradigm around the globe, making significant contribution to the protection of environment by promoting green growth strategies as described in the Preamble and Chapter I, Article 2. GGGI also aims, as an independent and globally represented institution, to build local capacity in developing countries to support green growth, and to assist in the worldwide development and adoption of best practices in green growth principles.

Article 3. Korean and Overseas Offices

- (1) The GGGI's offices shall be classified as follows: the headquarters and branch offices.
- (2) The principal office (headquarters) of the GGGI shall be located in Seoul, Korea.
- (3) The GGGI may establish branch offices in Korea and overseas by the resolution of the Board of Directors.

Article 4. Activities

The GGGI shall engage in the following activities in order to achieve the purposes set forth in Article 2 above:

1. Support for the development of national, regional, and local low carbon green growth plans including provision of and assistance in integrating mitigation and adaptation plans with economic development strategies;
2. Support for the development of measures and policies for implementing strategies for climate change adaptation;
3. Support for strategies for the development and dissemination of green technology;
4. Capacity building for green growth in developing countries;
5. The creation of a global network for the sharing of best practices on low-carbon, climate resilient strategy development, policies, and implementation;
6. The collection of data and construction of tools, models, and methodologies to support its activities;
7. The provision of financial grants to partner institutions in support of the above activities and objectives; and
8. Other matters relevant to cooperation with nations and international

organizations relevant to green growth.

CHAPTER II. ORGANIZATION

Article 5. Organizational Bodies

The GGGI shall consist of the following bodies:

1. Board of Directors;
2. Facilitative Committee of the Board of Directors;
3. Management Committee;
4. Advisory Council;
5. Auditors; and
6. Headquarters (including any subsidiaries established under Article 34) and branch offices.

Article 6. Election of Directors

(1) The Board of Directors shall elect at least five (5) and up to twenty (20) directors. The initial directors at the time of incorporation of GGGI shall be as set forth in Attachment 2 of the Addenda. The Board of Directors should eventually include the following:

1. One (1) person recommended by the government of the country where the headquarters of the GGGI is located;
2. One (1) person recommended by each government or organization that has made a financial contribution to support the activities of GGGI equal to or greater than an amount prescribed by the Board of Directors;
3. Two (2) internationally recognized green growth and climate change experts; and

4. Two (2) green growth and climate change experts from major developing countries.
- (2) Directors other than those set forth in Paragraph (1), Items (1) and (2) shall be elected by the resolution of the Board of Directors from amongst candidates who are recommended by one or more incumbent directors.
- (3) Any vacancy in the office of director shall be filled by the resolution of the Board of Directors within two (2) months from the occurrence of such vacancy. The term of office for the director elected to fill a vacancy shall commence anew from the day of election.
- (4) Any new director shall be elected by the resolution of the Board of Directors at least two (2) months prior to the expiration date of an outgoing officer's term of office.
- (5) The Board Chair shall be elected from among the directors of the GGGI, and the Board Chair may appoint one or two Vice Chairs among the directors; provided, however, that the Board Chair, Vice Chair(s) and the directors at the time of incorporation shall be elected pursuant to Article 3 of Addenda.
- (6) No director, except for the Executive Director, shall serve as a full-time director.

Article 7. Appointment of Executive Director and Auditors

- (1) The Board of Directors by resolution shall appoint the Executive Director. The Executive Director during their term shall serve as a member of the Board of Directors. At the time of incorporation the interim Executive Director shall be as set forth in Attachment 2 of

the Addenda.

- (2) The Board of Directors by resolution may appoint a Deputy Executive Director. The Deputy Executive Director shall serve as the designated representative of the Executive Director pursuant to Article 23, Paragraph (1).
- (3) The Board of Directors shall elect one (1) to two (2) auditors who have no special interests with any of the directors and employees of the GGGI, and have expertise in management and accounting. The auditors at the time of incorporation shall be as set forth in Attachment 3 of the Addenda.

Article 8. Term of Office of Directors and Auditors

- (1) The term of office of the directors and the Board Chair shall be three (3) years, which is renewable by resolution of the Board of Directors; provided, however, that the term of office of directors at the time of incorporation shall be as set forth in Article 3 of Addenda.
- (2) The term of office of the auditors shall be two (2) years, which is renewable for one more term, subject to the resolution of the Board of Directors.

Article 9. Duties of Directors, Board Chair, Executive Director, and Auditors

- (1) The Board Chair shall represent GGGI, oversee general business affairs of GGGI, and serve as the chairperson of the Board of Directors.
- (2) The directors shall carry out the following duties:

1. Attending the Board of Directors' meetings and resolve issues related to the operations of the GGGI;
 2. Performing the duties entrusted to them by the Board of Directors or the Board Chair; and
 3. Drafting and submitting agenda items to the Board Chair to be discussed at the Board of Directors' meetings
- (3) The directors shall exercise due care as bona fide managers in resolving matters brought before the Board of Directors and in performing their duties.
- (4) Subject to the authority and direction of the Board of Directors, the Executive Director shall be the top management officer and oversee GGGI's staff and operations; the Executive Directors shall carry out the following duties:
1. Implementing matters deliberated and resolved pursuant to Article 12, Paragraph (3), Article 21, Paragraph (1), and Article 24, Paragraph (1);
 2. Chairing the Management Committee under Article 23;
 3. Drafting and submitting agenda items to the Board Chair to be discussed at the Board of Directors meetings as it is necessary for the operation of GGGI;
 4. Performing other duties entrusted by the resolution of the Board of Directors; and
 5. Performing any other duties and undertaking decisions necessary to achieve the purposes of GGGI.
- (5) The auditors shall have the following rights and duties:
1. Auditing the operations and the financial status of the GGGI;
 2. Requiring the directors to submit data or opinions necessary for the auditing process, and expressing their opinions thereon at the Board of Directors' meetings;

3. Ascribing their names and affixing their seals to minutes of the Board of Directors' meetings;
 4. Expressing their opinions to the directors with respect to the financial status and the operations of the GGGI;
 5. Reporting to the Board of Directors if they become aware of any illegal or irregular conduct as a result of the audit of the operations and the financial status of the GGGI; and
 6. Demanding the convening of a Board of Director's meeting, if necessary, in order to submit a report under Item 5 above.
- (6) If any illegalities or irregularities have been found as a result of the audit of the operations or the financial status of the GGGI, such shall be reported immediately to the competent authority.

Article 10. Acting Board Chair

- (1) In the event that the Board Chair is unable to perform his or her duties for a period of three (3) months or more due to an unavoidable circumstance, one of the Vice Chairs nominated by the Board Chair shall act as the Board Chair.
- (2) In case of a vacancy in the office of the Board Chair, the Vice Chair shall act as the Board Chair. Provided, however, if there are two or more Vice Chairs, a Vice Chair elected by the directors shall act as the Board Chair. In such case, the term of office for the acting Board Chair shall be the remainder of the term of his/her predecessor.

Article 11. Dismissal of Directors and Auditors

In the event that any director (including the Board Chair) or auditor

commits any of the following acts, such director or auditor may be dismissed by the resolution of the Board of Directors:

- (1) An act of making personal profits by engaging in any businesses other than those set forth in Article 2 by exploiting the materials and/or human resources of the GGGI;
 - (2) An act of committing an accounting fraud or a remarkably improper practice,
- which results in damages to the GGGI, whether actual or threatened; or
- (3) An act of violating the Articles of Incorporation.

CHAPTER III. BOARD OF DIRECTORS

Article 12. Composition and Functions of the Board of Directors

- (1) The Board of Directors shall consist of directors and the Board Chair elected under Article 6.
- (2) The Board Chair shall convene the Board of Directors' meetings and shall serve as the chairperson of the Board of Directors.
- (3) The Board of Directors shall deliberate, resolve, and establish rules and policies as appropriate on the following matters.
 1. Matters concerning the budget, closing of accounts, loans, and acquisition, disposal and management of the property of the GGGI;
 2. Matters concerning amendments to the Articles of Incorporation;
 3. Matters concerning the dissolution of the GGGI;
 4. Matters concerning the appointment and removal of directors and auditors;
 5. Matters concerning the appointment and removal of the members of Management Committee pursuant to Article 23, Paragraph (2);

6. Matters concerning the compensation plan for GGGI employees pursuant to an annual submission proposed by the Executive Director; and the standards for the reimbursement of expenses related to the activities of the Institute spent by any director prescribed in Article 35;
 7. Matters concerning the basic plan for the establishments of branch offices;
 8. Matters concerning changes in the business plan, whereby the operational expenses equivalent to more than 30/100 of the budget of the relevant fiscal year approved by the Board of Directors, are applied to purposes other than those originally intended;
 9. General matters concerning the organization of the GGGI headquarters and branch offices pursuant to Article 33;
 10. Matters concerning the Management Committee pursuant to Article 22;
 11. Matters concerning the approval of the basic plan regarding the annual or long-term business of the GGGI;
 12. Matters concerning the appointment of Advisory Council Members pursuant to Article 20;
 13. Matters regarding the organization of GGGI and allocation of duties of employees;
 14. Matters regarding the consignment of work to and any contracts regarding such consignment with another entity; and
 15. Other matters required for the achievement of the foregoing objectives pursuant to Article 2.
- (4) The Board of Directors may create an Facilitative Committee of the Board of Directors and any other subcommittees deemed appropriate to the operations of the Board of Directors and appoint the

members of such committees, delegating to such committees such powers and authority as the Board of Directors authorizes.

- (5) The auditors may attend the Board of Directors' meeting to express their opinions.

Article 13. Convening of Board of Directors' Meetings

- (1) The Board of Directors' meetings of the GGGI shall be of two types – regular and extraordinary meetings of the Board of Directors – and shall be convened by the Board Chair.
- (2) Regular meetings of the Board of Directors shall be, in principle, convened at least two (2) times a year with at least one meeting in person in the location of the headquarters; provided, however, that if the Board Chair approved in consultation with other directors, considering extraordinary conditions such as international conferences, the attended meetings may take place in a location other than the location of the headquarters.
- (3) The Board Chair may convene the regular or the extraordinary meeting of the Board of Directors through the means of either telephone conference or video conference, except for the meetings in person as prescribed in Paragraph (2) above.
- (4) Extraordinary meetings of the Board of Directors shall be convened when the Board Chair deems necessary or as otherwise stipulated in the Articles of Incorporation.
- (5) In convening a Board of Directors' meeting, a notice thereof which specifies in detail the purpose of the meeting shall be given to each director at least seven (7) days prior to the date set for such meeting; provided, however, that the foregoing shall not apply when all directors, together and through unanimous consent, demand the

convening of the Board of Directors' meeting.

- (6) Notwithstanding the former part of Paragraph (5) above, in cases where all directors in office are present in the meeting and they unanimously consent, matters that have not been notified beforehand may also be submitted for deliberation and resolved.

Article 14. Exceptions to Convening of the Board of Directors' meetings

- (1) In cases where there is a demand for the convening of the Board of Directors' meeting as follows, the Board Chair shall convene the Board of Directors' meeting within twenty (20) days from the date of such demand.
1. If majority of all directors in office demand the convening of the Board of Directors' meeting by submitting a document stating the purpose of the 10 meeting; or
 2. If the auditors demand convening of the Board of Directors' meeting pursuant to Article 9, Paragraph (5), Item 6.
- (2) In cases where it is impossible to convene the Board of Directors' meeting due to the vacancy of the person authorized to convene the Board of Directors' meetings or his/her decline to convene the meetings, the Board of Directors' meetings may be convened by the initiative of two (2) or more directors and the consent of a majority of all directors in office.
- (3) The chairperson of such Board of Directors' meeting convened under Paragraph (2) above shall be elected from the directors present at such meeting.

Article 15. Quorum for Resolutions

- (1) Unless otherwise provided for in the Articles of Incorporation, the resolutions of Board of Directors' meetings shall be adopted by the consent of a majority of all directors in office (including the Board Chair). However, in the event of a tie the resolution shall be adopted as determined by the Board Chair.
- (2) The voting right of a director may be delegated to one of the directors by a written proxy duly executed by the director delegating such right.
- (3) Each director shall have an equal voting right, except as prescribed in Paragraph (1).

Article 16. Quorum for Special Resolutions

- (1) The following matters shall be resolved through the unanimous consent of all directors in office.
 1. Matters concerning the dissolution of the GGGI; and
 2. Matters concerning relocation of the headquarters.
- (2) The resolutions of following matters shall be adopted by affirmative vote of more than two thirds (2/3) of all directors in office.
 1. Matters concerning amendments to the Articles of Incorporation;
 2. Matters concerning the dismissal of the directors, including Board Chair and the Executive Director, and the relieving of the position of Board Chair; and
 3. Matters concerning the dissolution or the closure of a branch office within or outside of Korea.

Article 17. Prohibition of Written Resolution

- (1) Subject to Article 15, Paragraph (2), resolutions of the Board of Directors' meetings may not be adopted through written instruments other than the following cases:
 1. International emergency or crisis situation such as war or natural disaster; and
 2. If the Board Chair deems the written resolution necessary and approves it due to an unavoidable reason.
- (2) The Board Chair shall report the matters resolved in writing under Paragraph (1) above to the next Board of Directors' meeting.
- (3) Paragraph (1) above shall not be applied to the decisions of the Facilitative Committee of the Board of Directors pursuant to Article 21.

Article 18. Conflict of Interests

- (1) Including the following cases, in cases where the interests of the Board Chair or any other directors are in conflict with those of the GGGI, they shall not participate in the concerned resolution at the Board of Directors' meeting:
 1. In cases where the matter subject to the resolution is related to the appointment, removal of, or the compensation plan for, the relevant person (including the Board Chair and Executive Director); or
 2. In cases where the interests of the relevant person are in conflict with those of the GGGI, in relation to the matters, such as concerning the receipt of money and properties, or litigation.
- (2) The voting rights of the directors falling under Paragraph (1) shall be

excluded when counting the number of the voting rights of the directors in office for the relevant resolution at the relevant Board of Directors' meeting.

CHAPTER IV. ADVISORY COUNCIL

Article 19. Advisory Council

- (1) The Advisory Council shall advise GGGI on the development of national, regional and local low carbon green growth plans including provision of and assistance in integrating mitigation and adaptation plans with economic development strategies, and on matters related to the implementation of low carbon programs, policies and technologies.
- (2) The Advisory Council shall help facilitate GGGI's cooperation with developing countries and international organizations including academic institutions, non-governmental organizations, and other multilateral institutions.
- (4) The Advisory Council shall be convened once per year at the invitation of the Board of Directors and shall be chaired by one of the Vice Chairs,
- (5) The Executive Director, at his or her discretion, may from time to time request assistance from individual members of the Advisory Council, or request assistance from one or more members of the Advisory Council members, to support GGGI's activities.

Article 20. Members of the Advisory Council and Role of the Members

- (1) The Advisory Council shall be comprised of up to twenty five (25)

members for the term of two (2) years,, selected by the Board of Directors from among those recommended by any member of the Board of Directors and the Advisory Council, institutions of developing countries, international academic institutes, non-governmental organizations, and multilateral institutions.

- (2) A member of the Advisory Council may represent the organization which recommended him/her and carry out duties to strengthen the relationships between the relevant organization and GGGI.

CHAPTER V. FACILITATIVE COMMITTEE OF THE BOARD OF DIRECTORS

Article 21 Organization, Composition, Authority and Operation of the Facilitative Committee of the Board of Directors

- (1) A Facilitative Committee of the Board of Directors may be organized to facilitate and ensure the close coordination and effective decision making of the Institute, pursuant to Article 12, Paragraph (4).
- (2) The Facilitative Committee of the Board of Directors shall be comprised of the Board Chair (or a representative director designated by the Board Chair), one of the Vice-Chairs, and two other directors as appointed by the Board of Directors.
- (3) The Board of Directors may require the Facilitative Committee to report the matters discussed in the Facilitative Committee to the next Board of Directors' meeting as appropriate, and may deliberate on the appropriateness of the decisions made by the Facilitative Committee.
- (4) The matters concerning the authority and operation of the Facilitative Committee shall determined by the Rules enacted by the resolution of the Board of Directors pursuant to Article 12 Paragraph (3).

CHAPTER VI. MANAGEMENT COMMITTEE

Article 22 Organization of the Management Committee

- (1) A Management Committee shall be established to manage the effective operations and strategies of GGGI.
- (2) The Management Committee may organize and appoint sub-committees to develop plans for specific operational activities.

Article 23. Composition of the Management Committee

- (1) The Management Committee shall be chaired by the Executive Director or a representative designated by the Executive Director.
- (2) The members of the Management Committee shall be comprised of followings:
 1. Senior management officers of the organization as recommended by the Executive Director in consultation with the Facilitative Committee and approved by the Board of Directors
 2. Two members of the Facilitative Committee as selected by the Board of Directors

Article 24. Authority and Operation of the Management Committee

- (1) The Management Committee shall deliberate and advise the Chair of the Management Committee on the operations and activities of the organization.
- (2) The Executive Director or a designate shall prepare and keep the record of the Management Committee Meetings.
- (3) The Board of Directors may require the Executive Director to report

the matters discussed in the Management Committee to the next Board of Directors' meeting as appropriate.

CHAPTER VII. PROPERTIES AND ACCOUNTING

Article 25 Classification of Properties

- (1) Any of the following among the properties of the GGGI shall be classified as basic properties.
 1. Properties which are specified in Attachment 1; and
 2. Part of the general properties resolved at a Board of Directors' meeting to be classified into the basic properties.
- (2) The general properties shall be assets other than the basic properties stated in Paragraph (1).
- (3) The basic properties at the time of incorporation will be contributed by the relevant institutions or organization of the Republic of Korea and other funds for operation may be contributed by relevant institutions or organizations of the Republic of Korea, governments of other countries, relevant institutions or persons.
- (4) The list of the basic properties under Paragraph (1) above is attached hereto as "Attachment 1."

Article 26. Disposition of Basic Properties

In the event that the GGGI intends to dispose of the basic properties (including sale, donation, lease, exchange and provision as security), it shall undergo procedures for allowing changes made to the Articles of Incorporation as set forth in Article 37 hereof.

Article 27. Income for Operation

Any expenses necessary for the maintenance and operation of the GGGI shall be paid from any income arising from the basic properties, subsidies received for specific business purposes, donations, fees that may be received in the conjunction of the provision of services consistent with Article 4, use of retained earnings pursuant to Article 31, and other support funds.

Article 28. Fiscal Year

The GGGI's fiscal year shall begin on the first day of January and shall end on the thirty first day of December.

Article 29. Budgeting

The GGGI's budget for revenue and budget for expenditures shall be determined no later than one (1) month prior to the commencement date of each fiscal year and approved by the resolution of the Board of Directors.

Article 30. Closing of Accounts

The GGGI shall prepare a report on closing of accounts within two (2) months after the closing of each fiscal year and submit the report to the Board of Directors for approval.

Article 31. Retained Earnings

Retained earnings of each year shall be classified as the basic properties of GGGI, unless the earnings are carried forward to the following year by resolution of the Board of Directors for use in the budget of the following year to support the objectives of GGGI..

Article 32. Accounting Audit

- (1) The GGGI shall be audited by an independent external audit organization entrusted by the auditors of the GGGI pursuant to Article 5, Item 5 each year.
- (2) The results of audit as prescribed in Paragraph (1) may be accessed by the government of the Republic of Korea and other funders of GGGI.

CHAPTER VIII. ORGANIZATION OF HEADQUARTERS AND BRANCH OFFICES

Article 33. Organization and Staff of Headquarters and Branch Offices

- (1) The headquarters and branch offices shall be established to pursue and support the GGGI's activities prescribed in Article 4.
- (2) The organization and staffing shall be described in the organization's business and strategy plans. Significant changes to the organizational and staffing plans shall be ratified by the Facilitative Committee of the Board of Directors.

Article 34. Establishment of subsidiary organizations

The GGGI may establish subsidiary organizations for developing and researching green growth strategies in order to support the business

conducted by the GGGI through the resolution by the Board of Directors.

CHAPTER IX. SUPPLEMENTARY PROVISIONS

Article 35. Expenses of the Board of Directors

- (1) Expenses required to conduct GGGI business shall be reimbursed in accordance with the standards prescribed in the Rules pursuant to Article 12 Paragraph (3).
- (2) Directors shall be insured against liability consistent with Korean Law.

Article 36. Dissolution of the GGGI and Its Residual Properties

- (1) Upon the occurrence of any of the following instances, the GGGI may be dissolved by the resolution by the Board of Directors' meeting as prescribed in Article 16, Paragraph (1), Item 1:
 1. Where the GGGI is approved as an international organization according to the globally accepted procedures; and/or
 2. Where the GGGI becomes unable to achieve its objectives as described in the Preamble and Article 2.
- (2) Once the resolution by the Board of Directors on the dissolution of GGGI is made, the Board Chair shall report such dissolution to the competent authority without delay.
- (3) In case of dissolution under Paragraph (1), Item 1 above, The GGGI's remaining assets at the time of dissolution shall be reverted to the international organization upon obtaining the approval of the competent authority, and in other cases of dissolution the GGGI's

remaining assets shall be transferred to the Government of the Republic of Korea and will be settled in accordance with an appropriate procedures.

Article 37. Amendment to the Articles of Incorporation

- (1) Any amendment to the Articles of Incorporation shall take place by the resolution pursuant to Article 16, Paragraph (2), Item 1 and upon obtaining the approval of the competent authority.
- (2) Notwithstanding Paragraph (1) above, any changes to the purposes shall not drastically conflict with or differ from the existing purposes.

Article 38. Donations

- (1) Regarding the matters on donations, the GGGI shall make it available to the public the annually collected amount of donations and the uses thereof on its website.
- (2) Regarding the disclosure pursuant to Paragraph (1) above, if a donor (including a corporation, foundation, or individual) requests anonymity, the donation shall be registered as an anonymous donation and the amount shall be included in the annually collected amount and open to the public.
- (3) In the case where a donor requests the issuance of certificates on the matters regarding the donation (e.g. details of expenditure) or disclosure of related matters, the Institute shall comply with the request.

Article 39. Designation of Partner Institutions

- (1) For the purpose of carrying out GGGI's business, the Board of Directors may approve the designation of external organizations as "partner institutions" with GGGI; any of the following types of institutions may be candidates for such designation: provided, however, that the partner institutions designated at the time of the establishment are as set forth in Article 4 of the Addenda:
1. International agencies for climate change and green growth (including affiliated institutions therewith);
 2. International agencies for providing aid to developing countries;
 3. Specialized research institutions to address relevant issues such as global climate change and energy crisis;
 4. Specialized research institutions to develop green growth strategies and technologies;
 5. Specialized research institutions for green growth-related society, culture and policy;
 6. Academic, non-governmental, or non-profit foundations engaged in research on economics, development, mitigation, adaptation, low-carbon technologies, or green growth policies; and/or
 7. Any other institutions or associations within or outside of Korea with whom creating such a partnership would further the conduct of business pursued by GGGI.
- (2) The terms of each such partnership may be set forth in a Memorandum of Understanding between GGGI and any proposed partner institution for consideration by the Board of Directors and adopted by Board resolution; such Memoranda of Understanding shall specify the commitments being made by GGGI to the partner institution and the commitments made by the partner institution to GGGI in order to further the conduct of business pursued by GGGI.

【부록 2】 한국물포럼 정관

제 1장 총 칙

제 1조 (명칭) 이 법인의 명칭은 (사단법인) 한국물포럼으로 칭하며 영문명칭은 Korea Water Forum (KWF)으로 한다.

제 2조 (목적) 한국물포럼은 물 관련 국제협력 파트너십 증진을 도모하고, 국내외 물 관련 연구, 토론 등을 통하여 기후변화 등으로 인한 범지구적 물 문제의 해결에 기여하며, 대국민 물교육 실현을 통해 미래의 물 비전을 제시하고 지속 가능한 정책을 제안하며, 물 유관 기관 및 개인을 비롯한 물이용자의 교류 창구가 되어 구체적인 활동을 이행하고 촉진시키는 것을 목적으로 한다.

제 3조 (사업 및 활동) 한국물포럼은 다음 각 호의 사업을 수행한다.

1. 물 분야 조사·연구 수행 및 정보 교류 사업
2. 대국민 물 교육 사업
3. 정책 제언을 위한 정기 포럼 및 워크숍 등 개최
4. 물산업 해외 진출 지원을 위한 국내외 활동
5. 기타 제2조의 목적달성을 위하여 필요한 물 관련 사업

제 4조 (사무국의 소재지) 한국물포럼 사무국은 서울특별시에 둔다.

제 5조 (위원회 및 연구소) 한국물포럼은 제3조의 사업 및 활동을 수행하기 위하여 이사회의 결의로써 필요한 위원회 및 연구활동을 위한 연구소를 둘 수 있다.

제 2장 회 원

제 6조 (종류 및 자격) 한국물포럼의 회원은 한국물포럼의 설립목적 및 취지에 찬동하고 정관이 정하는 의무와 책임을 다하고자 하는 기관과 개인으로 한다.

1. 기관 회원은 기관의 대표자로 하며, 이사회의 승인을 거친다.
2. 개인회원은 정회원, 고문, 참여회원으로 한다.
3. 정회원은 물에 관심을 갖고 사회적, 학술적으로 한국물포럼 위원회에 속하여

활동을 하는 자로서 이사회가 승인한 자로 한다.

4. 고문은 이사 및 위원장을 역임하거나 또는 물 분야에 탁월한 공적을 남긴 인사로 이사회회의 의결로 추대한다.
5. 참여회원은 한국물포럼에 입회원서를 제출하고, 위원회에는 소속되지 아니한 자로 한다.

제 7조 (회원의 권리) 회원은 다음과 같은 권리를 갖는다.

1. 정회원은 총회를 통하여 한국물포럼의 운영에 참여할 수 있으며, 발의권, 의결권, 선거권, 피선거권을 갖는다.
2. 정회원 이외의 회원은 한국물포럼 홈페이지를 통해 정보 취득, 의견 개진 등의 권한을 갖는다.

제 8조 (회비) 회원은 이사회에서 결의하여 총회의 승인을 받은 별도의 회비를 납부해야 한다.

제 9조 (탈퇴와 제명) 한국물포럼을 탈퇴하고자 하는 회원은 사무국에 탈퇴서를 제출함으로써 그 자격을 상실할 수 있다. 또한 회원의 사망은 탈퇴로 간주한다. 한국물포럼의 회원이 아래와 같은 행위를 하였을 경우, 이사회회의 의결을 거쳐 제명할 수 있다.

1. 회원으로써의 의무를 이행하지 않았을 경우
2. 한국물포럼의 명예를 실추하거나 또는 이 법인의 목적에 반하는 행위를 행한 경우
3. 정관 또는 제 규정 및 의결 사항을 위반하였을 경우
4. 기관회원의 경우, 2년 이상 회비를 체납했을 경우

제 10조 (복권) 한국물포럼을 탈퇴하였거나 제명된 자가 복권을 희망하는 경우에는 이사회회의 승인을 받아야 한다.

제 11조 (포상)

1. 회원이 한국물포럼의 명예를 선양하거나, 타인의 귀감이 되는 경우에는 이사회회의 심의를 거쳐 포상할 수 있다.
2. 한국물포럼의 회원이 아닌 시민이나 기업 또는 단체가 귀감이 되는 경우에도 이사회회의 의결을 거쳐 포상할 수 있다.

제 3장 임원과 기구

제 12조 (임원) 한국물포럼은 총재(1인), 부총재(7인 이내), 이사(50인 이내)와 감사(2인)를 둔다.

제 13조 (임원의 선출과 해임)

1. 총재와 부총재는 이사회에서 선출한다.
2. 이사 및 감사는 총회에서 선출한다. 감사는 이사 또는 이 법인의 직원을 겸할 수 없다.
3. 명예총재는 총재를 역임한 자 중에서 이사회의 의결을 거쳐서 선임한다.

제 14조 (임기)

1. 임원의 임기는 3년으로 하되 연임할 수 있다.
2. 임기 중 결원이 생기면 총회에서의 결의로 선임할 수 있으며, 보선된 임원의 임기는 전임자 임기의 잔여기간으로 한다.
3. 임원은 사임 또는 임기 만료 후에도 후임자가 취임하기 전까지는 그 직무를 수행해야 한다.

제 15조 (임원의 직무) 임원의 직무는 아래와 같다.

1. 총 재 : 총재는 한국물포럼의 대표이며, 한국물포럼의 제반 업무를 총괄하고 그 사무를 집행한다. 또한 총회 및 이사회 의결시 의장이 된다. 총재 유고시에는 상임부총재가 총재를 대리한다.
2. 부총재 : 부총재는 총재를 보좌하며, 한국물포럼을 대신하여 대외 활동을 수행할 수 있다. 총재는 부총재 중 1인을 상임부총재로 지명하여 한국물포럼의 행정과 기획 등을 담당하게 한다. 상임부총재 유고시에는 연장의 부총재가 상임부총재를 대리한다.
3. 이 사 : 총재와 부총재 외의 이사는 총재와 부총재를 보좌하고, 이사회에 출석하여 정관 변경의 초안을 정하는 일 및 이사회에서 정한 업무를 하며, 사업계획 및 예·결산안을 심의·의결한다.
4. 감 사 : 감사는 한국물포럼의 재산, 회계, 업무 집행 사항을 감사하여 총회에 보고한다. 감사결과 부당한 사실을 발견하였을 때에는 이를 총회에 즉시 보고하여 시정을 요구하여야 하며 감독관청에도 보고한다. 필요한 경우에는

사안에 따라 이사회 및 총회의 소집을 요구할 수 있다.

제 16조 (임원의 임기중 퇴임) 임원은 임기 중 6개월 이상 한국물포럼 업무를 처리하기 어려운 경우에는 퇴임하여야 한다.

제 17조 (임원 임기의 승계) 임원 중 임기 도중에 결원이 생길 경우에는 다음과 같이 잔여임기를 승계한다.

1. 총재 결원시에는 상임부총재가 승계하고, 상임부총재 결원시에는 연장의 부총재가 승계한다.
2. 이사와 감사가 결원이 되었을 경우에는 총재단(총재/부총재)이 추천한 자를 총회의 승인을 얻어 그 수를 보충할 수 있다.

제 18조 (임원의 해임) 임원이 다음 각 호의 하나에 해당되었을 때에는 이사회 의결에 따라 해임할 수 있다.

1. 법령, 법인의 정관 또는 규정에 위반한 때
2. 심신의 질병으로 인해 직무 수행을 감당할 수 없다고 인정될 때
3. 직무상의 의무위반, 기타 임원으로서 적절하지 않은 행위를 했을 때
4. 단, 앞항의 규정에 따라 임원을 해임하고자 할 경우는 의결 전에 해당 임원에게 해명의 기회를 주어야 한다.

제 19조 (임원의 보수) 임원은 무보수 명예직으로 한다. 다만 이사회가 정하는 바에 따라 수당 등 기타 필요경비를 지급할 수 있다.

제 20조 (기구) 한국물포럼은 총회와 이사회를 의결기구로, 사무국을 실무 부서로 두며, 실무부서의 운영세칙은 별도로 규정한다.

제 4장 총 회

제 21조 (총회의 종류와 소집)

1. 총회는 정기총회와 임시총회로 구분한다.
2. 정기총회는 매년 1회 개최하며, 임시총회는 다음과 같은 경우에 총재가 소집한다.
 - (1) 총재가 필요하다고 인정한 때
 - (2) 이사회의 의결이 있을 때
 - (3) 정회원 5분의 1 이상이 서면으로 요구할 때

- (4) 감사가 회의의 목적사항을 제시하여 요구할 때
- 3. 총재는 임시총회의 소집요구를 접수한 날로부터 14일 이내에 총회를 소집하여야 한다.
- 4. 총재가 총회를 소집할 때에는 특별한 사정이 없는 한 개최 1주일 전에 일시, 장소, 의안 등을 명시하여 회원에게 통지하여야 한다.
- 5. 회의의 의사록은 다음 사항을 포함하여 기록하고, 의장 및 출석한 이사 5인 이상의 서명날인을 받아 보관하여야 한다.
 - (1) 일시 및 장소
 - (2) 이사 총 인원 수, 출석자 수 및 출석자 이름
 - (3) 심의 사항
 - (4) 의사 경과의 개요 및 의결 결과

제 22조 (회의의 의결방법) 총회의 결의는 민법 또는 정관에 다른 규정이 없으면 기관 회원과 정회원의 재적 과반수의 출석과 출석회원 과반수의 찬성으로 의결한다. 다만, 가부동수인 경우에는 의장이 결정한다.

제 23조 (총회의 의결사항) 총회에서는 다음사항을 의결한다.

- 1. 이사, 감사의 선임 및 해임에 관한 사항
- 2. 정관 변경에 관한 사항
- 3. 매 회계연도 예산 및 결산의 의결
- 4. 사업계획의 승인
- 5. 기본재산의 처분 및 담보의 설정
- 6. 한국물포럼의 해산에 관한 사항
- 7. 기타 이사회 결의로 제안되는 사항

제 24조 (회원의 의결권 및 제한)

- 1. 정회원과 기관회원(대표자 또는 대표자의 서면위임을 받은 자)은 총회에 참석하여 의결권을 가지며, 각 회원의 의결권은 평등하다.
- 2. 총회에 참석하지 못하는 회원은 그 의결권을 총회에 위임할 수 있다. 이 경우 위임장을 총회 개시 전까지 의장에게 제출하여야 한다.
- 3. 특정 회원과 관계된 사항을 의결하는 경우에는 그 회원은 의결권이 없다.
- 4. 부득이한 경우 총회를 소집할 수 없거나 경미한 사항에 대해서는 서면으로

의결할 수 있다.

제 5장 이 사 회

제 25조 (이사회의 구성 및 의결방법)

1. 이사회는 명예총재, 총재, 부총재, 이사로 구성한다.
2. 이사회는 재적이사 과반수의 출석으로 개의하고, 출석이사 과반수의 찬성으로 의결한다. 다만, 이사회 이전에 위임장을 제출한 자는 이사회에 참석 및 의결권을 위임한 것으로 간주한다.
3. 감사와 고문은 이사회에 출석하여 의견을 개진할 수 있다.
4. 회의의 의사록은 다음 사항을 포함하여 기록하고, 의장을 포함한 5인 이상의 출석이사가 날인하여 사무국에 비치한다.
 - (1) 일시 및 장소
 - (2) 이사 총 인원 수, 출석자 수 및 출석자 이름
 - (3) 심의 사항
 - (4) 의사 경과의 개요 및 의결 결과

제 26조 (이사회의 소집)

1. 이사회는 정기이사회와 임시이사회로 한다.
2. 정기 이사회는 연 2회 이상 개최한다.
3. 임시 이사회는 다음 각 호의 경우에 총재가 소집한다.
 - (1) 대표가 필요하다고 인정할 때
 - (2) 재적이사 3분의 1 이상이 서면으로 요구할 때
 - (3) 감사의 요구가 있을 때
4. 이사회의 소집은 총재가 일시, 장소, 의안을 명시하여 회의일 1주일 전까지 이사에게 통지하여야 한다.

제 27조 (이사회의 의결사항) 이사회에서는 다음 사항을 의결한다.

1. 예산안 및 결산안
2. 사업계획안 및 사업계획 변경안
3. 규정의 제정, 개정 및 폐지

4. 회원의 포상 및 징계에 관한 사항
5. 총회에 제안할 사항 및 총회에서 위임받은 사항
6. 일시 차입 및 기채
7. 한국 물포럼의 사업계획 및 정책 방향에 관한 사항
8. 예산편성 및 조달 방법, 결산서 운영에 관한 사항
9. 각 위원회가 상정한 안건의 심의 및 확정
10. 회비의 결정 및 변경
11. 대표가 이사회 의결이 필요하다고 인정한 사항

제 28조 (이사회 의 서면결의) 부득이한 경우 이사회를 소집할 수 없거나 경미한 사항에 대해서는 서면으로 의결할 수 있다.

제 6장 위 원 회

제 29조 (상설위원회) 한국물포럼에 다음 상설위원회를 두고 위원장은 총재가 위촉한다.

1. 총괄운영위원회
2. 기획위원회
3. 정책위원회
4. 기술위원회
5. 교육위원회
6. 홍보위원회
7. 국제협력위원회
8. 편집위원회

제 30조 (특별 및 임시위원회) 한국물포럼의 회무 및 사업을 집행하기 위해 필요할 때에는 이사회 의결을 거쳐 특별 및 임시위원회를 설치할 수 있다.

제 31조 (위원회 규정) 위원회 운영에 관한 운영규정은 이사회에서 따로 정한다.

제 32조 (위원회 사업계획 수립 및 집행) 총괄운영, 기획, 정책, 기술, 교육, 홍보, 국제협력, 편집위원회는 매 회기 초에 사업계획서를, 회기 말에는 결과보고서를 이사회에 제출하여야 한다.

제 7장 사 무 국

제 33조 (사무국의 구성) 사무국은 이사회에서 의결된 사항과 한국물포럼의 통상 업무를 수행하는 실무기구로써 사무국장과 유급직원 약간 명을 둔다.

1. 사무국장은 이사회의 동의를 얻어 총재가 임명한다.
2. 기타 직원은 사무국장의 제청에 의하여 총재가 임명한다.
3. 사무국에는 한국물포럼의 특정사업의 수행을 위해 기관회원(정부, 공기업, 단체 등)으로부터 관계직원을 파견받아 업무를 수행하게 할 수 있다.

제 34조 (사무국의 기능) 사무국은 한국물포럼의 전반적인 업무 및 예산의 관리와 효율적인 사업의 진행을 담당하며 아래의 사항을 처리한다.

1. 이사회에서 결정된 사업 및 예산의 실무 집행과 결산
2. 사무규정의 제정
3. 이사회에 상정할 사업과 예산의 심의

제 35조 (사무국의 복무규정) 사무국의 인사관리, 복무, 보수에 대한 사항은 별도의 규정으로 정한다.

제 36조 (사무국장의 임무) 사무국장의 임무는 아래와 같다.

1. 이사회에서 의결된 사항의 집행 및 처리
2. 일반적인 한국물포럼의 통상 업무 처리
3. 이사회에 상정할 각종 회의안건 및 사업운영, 예산 책정에 대한 사안의 처리
4. 사무규정의 제정

제 8장 재 정

제 37조 (자산) 한국물포럼의 자산은 다음 각 호의 것으로 한다.

1. 한국물포럼이 취득하고 있는 부동산 및 주요 동산
2. 회원의 회비
3. 후원금 및 기부금, 각종 찬조 비용
4. 사업 수익금

5. 수탁연구비

6. 간행물 발행, 포럼, 제반 활동에서 부수되는 수입, 기타 재원

제 38조 (회계연도) 한국물포럼의 회계연도는 매년 1월 1일부터 12월 31일까지로 한다.

제 39조 (세입)

1. 한국물포럼의 운영경비 및 사업에 필요한 재원은 다음 각 호의 수입금으로 충당한다.

- (1) 회 비
- (2) 국가 및 지방자치단체의 보조금
- (3) 후원금 및 기부금
- (4) 사업수입
- (5) 기타수입

2. 한국물포럼은 특정사업을 수행하기 위하여 각 호와 같은 방법으로 기금을 조성하여 운영할 수 있다.

- (1) 회원의 특별출연
- (2) 국가 및 지방자치단체의 보조금
- (3) 경제단체 및 특정사업에 동의하는 자의 특별기부금
- (4) 한국 물포럼에서 영위하는 사업으로 발생하는 이익금

3. 기금을 운영할 경우 다른 회계와 구별하여 별도로 관리 운영한다.

제 40조 (세출)

1. 모든 세출은 예산에 편성한다.
2. 회계년도 개시전에 예산을 확정하지 못하였을 때에는 전년도 예산에 준하여 필요경비는 익년도 2월 말까지 지출할 수 있다.

제 41조 (사업계획 및 예산)

1. 한국물포럼의 운영을 위하여 매 회계연도의 사업계획서와 세입세출결산서를 작성하여 이사회의 의결을 거쳐 정기총회에 제출하여 승인을 받아야 한다.
2. 총회에서 승인받은 예산에 대하여 이사회의 의결로 추가 또는 경정할 수 있다. 다만, 다음 총회에서 추인을 받아야 한다.

제 42조 (사업실적 및 결산)

1. 매 회계연도 종료 후 감사의 의견서를 첨부한 전회계연도의 다음 서류를 작

성, 총회에 제출하여 승인을 받아야 한다.

- (1) 사업실적 보고서
- (2) 대차대조표
- (3) 세입세출 결산서
- (4) 잉여금 또는 손실금 처리안

2. 매년도 사업 실적과 결산은 회계연도 종료후 2개월 이내에 완료하여 총회의 승인을 받고 국토해양부장관에게 보고한다.

제 43조 (결산잉여금) 매 회계연도의 결산잉여금은 다음 년도로 이월하는 것을 원칙으로 한다.

제 44조 (감사) 감사는 사업 및 회계 감사를 연 1회 이상 실시하고, 그 결과를 총재와 이사회 및 총회에 보고한다.

제 45조 (회계에 관한 규정) 한국물포럼의 회계처리는 기업의 일반회계 원칙에 따르되, 그 기준, 절차 및 예산, 결산, 회계 등에 관하여 별도의 규정으로 정한다.

제 9장 보 칙

제 46조 (정관 개정) 한국물포럼의 정관을 개정하고자 할 경우에는 총회에서 재적정회원(고문 포함) 과반수의 출석과 출석정회원 3분의 2 이상의 결의를 거쳐 국토해양부장관의 허가를 받아야 한다.

제 47조 (해산) 한국물포럼을 해산하고자 할 때에는 총회에서 재적정회원 3분의 2 이상 찬성으로 의결하고, 국토해양부장관에게 해산 신고를 하여야 한다.

제 48조 (해산에 따른 청산인) 한국물포럼이 해산하였을 경우 제 13조의 임원이 청산인이 된다.

제 49조 (잔여 재산의 처분) 한국물포럼 해산시의 잔여 재산은 이사회의 결의를 거쳐 국토해양부장관의 승인을 받아 국가, 지방자치단체 또는 한국물포럼과 유사한 목적을 가진 다른 단체에 기증해야 한다.

제 50조 (운영규정) 총재는 이 정관 및 제 규정을 시행하기 위하여 필요한 세부적인 사항 및 절차를 따로 정할 수 있다.

부 칙

제 1 조 (시행일) 이 정관은 국토해양부장관의 승인을 득하고 관할 법인의 등기를 득한 날부터 효력을 발생한다.

제 2 조 (의사준칙) 이 정관에 명기되지 아니한 사항은 민법 및 국토해양부 소관 비영리 법인의 설립 및 감독에 관한 규정을 준용한다.

제 칙

본 일부 개정정관은 2009. 9. 14 국토해양부장관이 승인한 날부터 시행한다.

【부록 3】 Articles of Incorporation of Japan Water Forum

Chapter I General Provisions

(Name)

Article 1 The name of this corporation shall be the Non-Profit Organization Japan Water Forum.

2 The English name of this corporation shall be the Japan Water Forum (JWF for short).

(Location of Office)

Article 2 The head office of JWF shall be located at 6th floor, 5-4 Nihonbashi-Hakozakicho, Chuo-ku, Tokyo.

Chapter II Purpose and Activities

(Purpose)

Article 3 JWF shall utilize and further expand the human network, knowledge, information, experience and international credibility cultivated through the 3rd World Water Forum held in 2003. In keeping with the mission of the 3rd World Water Forum, and in view of the fact that water is indispensable for sustainable development, elimination of poverty and starvation as well as for the people's health and welfare, JWF shall support, by acting as a point of contact of exchange and cooperation, national and international organizations and institutions in their dealing with water problems, as well as citizens and individuals concerned with water problems. JWF shall also promote expansion and coordination of international water issues and debates and assist to realize and increase concrete actions for the realization of solutions to world water problems, thereby contributing to the solution of national and international water problems.

(Types of Non-Profit Activities)

Article 4 JWF shall be involved in the following activities to pursue the above purpose:

1. International cooperation activities
2. Disaster relief activities
3. Activities for environmental preservation
4. Activities to promote social education
5. Activities to promote community development
6. Activities to promote culture, art and sports
7. Community security activities
8. Activities to promote the healthy growth of children
(Tentative translation, Original text: Japanese)
9. Support management or activities of organizations carrying out any of the activities stated above, and provide advice and communication regarding the same.

(Operations)

Article 5 JWF shall undertake the following non-profit activities in order to fulfil the objectives described in Article 3.

1. Follow up on the 3rd World Water Forum. Any operation that is necessary to facilitate utilization and further expansion of the domestic and overseas human network, knowledge, information, experience and international credibility relating to water issues cultivated through the 3rd World Water Forum.
2. Any operation that supports the realization of international promises, proposals and agreements made at the 3rd World Water Forum.
3. Any operation that facilitates surveys, research and information sharing of the principle theme as well as those of study groups at the 3rd World Water Forum and that promotes cooperative exchange.

4. Any activity relating to management of the “Water Voice” / virtual forum project
5. Any activity that monitors the results of the “Portfolio of Water Activities” etc. that was put together by the Ministerial Conference of the 3rd World Water Forum, and provides support necessary for the realization of the same as well as providing other follow up activities.
6. Any activity that supports World Water Forums to be held in the future.
7. Any activity as the secretariat for the cooperative partnership among advanced countries regarding water. Conducting surveys, research, planning and providing support of other agency’s activities relating to the foregoing. Conducting surveys, research, planning regarding implementation of international or regional cooperation, and providing support to other organizations’ activities.
8. Conducting surveys, research, holding of meetings as well as promoting cooperative exchange with concerned institutions and other activities for realization of the common goals of the United Nations and other international societies.
9. Gathering and sharing the most advanced technical information about water from around the world, such as constructing and managing an overseas water information data-base, etc. Collecting and providing information from various international academic conferences or other international forums about water. Providing support to the promotion and research of foresighted science and technology, as well as construction of a permanent joint information exchange function among NGOs, governments, private sectors and academia concerning their respective various policies, activities and movements, as well as (Tentative translation, Original

text: Japanese) implementing surveys and research, holding seminars and trainings concerning the foregoing.

10. Sharing information, conducting surveys, performing research and development for the solution of domestic and overseas water issues and water crises, as well as providing support for the expansion of the base for the foregoing activities.
11. Conducting surveys and research and providing support and cooperation for the reconstruction and alleviation of damages of international water crises caused by disasters or civil conflict, etc. as well as world wide water problems.
12. Holding domestic and international conventions, workshops and symposiums concerning water as well as providing publicity by way of publishing opinions, etc. to enhance the understanding of water issues domestic and overseas.
13. Providing surveys, research in order to help make policy recommendations concerning domestic and overseas water issues, as well as providing support for their implementation.
14. Acting as a point of contact for information sharing, exchange and cooperation for domestic institutions, citizens and other individuals concerned to conduct activities directed to the solution of overseas water problems, as well as providing support for these activities.
15. Any other activity necessary to fulfil the objectives set forth in Article

Chapter III Membership

(Types of Membership)

Article 6 There shall be one category of members in JWF and they shall be members under the Law to Promote Specified Non-profit Activities (hereafter, the “Law”).

1. Members: Individuals or groups who have joined and support the objectives of JWF. They shall have voting rights at the general meeting of the members.

(Admittance)

Article 7 No specific conditions are prescribed for admittance.

- 2 Persons or groups wishing to become members shall submit to the Chair of the Board of Directors an application form which is separately prescribed by the Chair of the Board of Directors.
- 3 The Chair of the Board of Directors must admit such applicant in the absence of any proper reason to the contrary as long as such applicant is judged to agree with the purpose of JWF.
- 4 If the Chair of the Board of Directors does not approve the admittance of such applicant, the party must be promptly notified to that effect in writing with reasons provided.
- 5 Such applicant shall become a member only after confirmation of the payment of the membership fee having been admitted for membership by the Chair of the Board of Directors.
- 6 In case of a group, it must designate the person who will exercise its rights to JWF as a representative of the group (limited to one person, hereinafter the “Designated Representative”) and notify the Chair of the Board of Directors of the designation.
- 7 In case of a change in the Designated Representative, the Chair of the Board of Directors must be notified in a timely manner by the separately prescribed application form.

(Membership Fees)

Article 8 Members shall pay a yearly membership fee which shall be determined at the general meeting of the members.

(Loss of Membership Qualifications)

Article 9 Members shall lose their membership qualifications if any one of the

following occurs.

1. Submission of a notification of resignation from JWF
2. Death or adjudication of disappearance of the concerned person, or dissolution of the group that is a member
3. Defaults in the payment of membership fees for more than two consecutive years
4. Expulsion from membership

(Resignation)

Article 10 Members shall be able to voluntarily withdraw from membership by submitting a notice of resignation that is separately stipulated by the Chair of the Board of Directors.

(Expulsion)

Article 11 Members shall be expelled by a resolution of the general meeting of the members when any one of the following occurs. In that case, an opportunity must be given to the member to explain him/herself before the resolution takes effect.

1. Violation of the Articles of Incorporation
2. Involvement in any activity that may cause damage to the reputation of JWF or behavior in a way that is contrary to the purpose of JWF. (Non-Refundability of Fees and Contributions)

(Tentative translation, Original text: Japanese)

Article 12 Membership fees and other contributions that have already been paid shall be non-refundable under any circumstances.

Chapter IV Board Members

(Types and Numbers of Board Members)

Article 13 JWF shall appoint the following types and numbers of Board Members.

- (1) Director . Three (3) or more
- (2) Auditor . One (1) or more but

no more than three (3)

- 2 Among the Directors, one shall be appointed Chair of the Board of Directors and two may be appointed Vice Chair of the Board of Directors (Elections, etc)

Article 14 All Board Members shall be elected by the decision of the general meeting of the members

- 2 The Chair of the Board of Directors and Vice Chair of the Board of Directors shall be determined by mutual vote of all Directors
- 3 No more than one person within three degrees of kinship to any one Board Member (including that Board Member's spouse) may be a Board Member, and the total number of such Board Members and their spouses or relatives within three degrees of kinship may not exceed 1/3 of all Board Members.
- 4 No person covered under any of Article 20 of the Law may become a Board Member.
- 5 An Auditor may not concurrently be a Director or an employee.
(Duties of Board Members)

Article 15 The Chair of the Board of Directors shall represent JWF and shall preside over all activities of JWF.

- 2 The Vice Chair of the Board of Directors assists the Chair of the Board of Directors and carries out the duties of the Chair of the Board of Directors in the event that the Chair of the Board of Directors is incapacitated or absent.
- 3 Directors constitute the Board of Directors and carry out the duties specified by the Articles of Incorporation and resolutions passed at the general meeting of the members and the meeting of the Board of Directors.
- 4 The Auditor shall perform the following duties
 - (1) Confirm that the Directors are carrying out their duties.

- (2) Auditing the financial status of JWF.
- (3) Report to the general meeting of the members or the appropriate governmental authority if, as a result of the inspection specified in the preceding items, improper conduct or important facts indicating violation of laws, regulations, or these Articles of Incorporation with regard to the business or assets of JWF is discovered.
- (4) Convene the general meeting of the members when a report of activities as specified in the preceding item is necessary.
- (5) Reporting of its opinions regarding the administration of JWF's business by the Directors and its financial situation to the Directors or requesting that the Board of Directors be convened.

(Term of Office of Board Members)

Article 16 The term of office of Board Members shall be two years. However, reappointment shall be permitted.

2 The term of a Board Member appointed to fill a vacancy or due to an increase in the number of Board Members will be that of that person's predecessor or of the Board Members serving currently.

3 A Board Member who has resigned or completed his/her term of office must carry out his/her duties until a successor is named.

(Filling of Vacancies)

Article 17 If more than one third of the positions of Board Members are vacant, they are to be filled without delay.

(Dismissal of Board Members)

Article 18 Board Members can be dismissed by means of a decision by the general meeting of the members for any of the reasons below.

- (1) Mental or physical injury that is judged to make it impossible for the Board Member to carry out his or her duties.

(2) Activities in violation of work duties or other activities unbefitting to a Board Member.

2 In the event of dismissal specified in the preceding item, the Board Member must be provided with an opportunity to give a defence before the decision is made.

(Remuneration)

Article 19 No more than one third (1/3) of the total number of Board Members may receive remuneration.

2 Board Members shall be reimbursed for expenses necessary for the execution of their duties.

3 Necessary compensation relating to the previous two items shall be provided for separately by the Chair of the Board of Directors and approved by the general meeting of the members.

(Central Office and Staff)

Article 20 JWF shall establish a Secretariat Office to conduct JWF's administrative work.

2 JWF shall have an Secretariat General and other necessary staff.

3 The Secretariat General shall be appointed and dismissed by the Chair of the Board of Directors.

4 The staff shall be appointed and dismissed by the Secretariat General.

Chapter V Honorary President, President, etc

(Honorary President, President, etc)

Article 21 In addition to the Board Members and positions outlined in the previous chapter, the Chair of the Board of Directors may with approval of the Board of Directors, recommend the appointment of an Honorary President, President, etc.

(Honorary President)

Article 22 The Honorary President shall take an honorary position in JWF.
(President)

Article 23 The President shall advise and direct basic policy and code of conduct of JWF.

2 The President may recommend and commission members of the Advisory Council chosen from among those who support JWF's purpose and operations.

3 The President may commission a Vice-President from among the members of the Advisory Council to assist in JWF's purpose and operations.

(Vice President)

Article 24 The Vice President assists the President and carries out the duties of the President in the event that the President is incapacitated or absent.

2 The term of office of the Vice President shall be two years.
However, reappointment shall be allowed.

(Member of the Advisory Council)

Article 25 Members of the Advisory Council shall answer questions from the President and Board of Directors as well as directing and giving advice.

2 The term of office of a member of the Advisory Council shall be two years. However, reappointment shall be allowed.

(Advisory Council)

Article 26 JWF shall have an Advisory Council made up of the President, Vice President and members of the Advisory Council.

2 The Advisory Council shall be convened by the President when deemed necessary by the President or requested by the Chair of the Board of Directors.

- 3 The President shall chair the Advisory Council's Meeting.
- 4 The President shall determine any other points necessary for the management of the Advisory Council, not included in this article.

Chapter VI General Meetings of the Members

(Types of General Meetings of the Members)

Article 27 General meetings of the members are to be divided into ordinary and special general meetings of the members.

(Structure of General Meetings of the Members)

Article 28 The general meeting of the members shall consist of all members

(Powers of General Meetings of the Members)

Article 29 The following items shall be resolved at general meetings of the members:

- 1 Amendment of the Articles of Incorporation
- 2 Dissolution and Merger
- 3 Business plans, budget for revenues and expenditures
- 4 Reporting of operations and settlement of revenues and expenditures
- 5 Appointment and dismissal of Board Members, Board Member's duty and remuneration
- 6 Amounts of membership fees
- 7 Borrowing (excluding the short-term loan repaid within the current fiscal year (The same applies to Article 54)) and other new debt obligations, or waiver of rights
- 8 Dismissal of members
- 9 Other important issues relating to business operations

(Holding General Meetings of the Members)

Article 30 The ordinary general meeting of the members will be held once per year.

2 Special general meetings of the members shall be held in any of the following cases.

- (1) When the Board of Directors determines it is necessary to call a meeting.
- (2) When one-fifth (1/5) or more of the total number of members make a written request for a meeting specifying the purpose of the meeting.
- (3) When the Auditor convenes a general meeting of the members according to Article 15, item 4, number 4.
- (4) When the Chair of the Board of Directors deems it necessary to call a meeting.

(Convening General Meetings of the Members)

Article 31 The Chair of the Board of Directors convenes the general meeting of the members except in the events stipulated in item 2 number 3 of the preceding Article.

- 2 When a request is made under the stipulations of numbers 1 and 2 of item 2 of the preceding Article, the Chair of the Board of Directors shall convene a special general meeting of the members within 60 days from the date the request was received.
- 3 When a general meeting of the members is convened, written notice including its date, time, location, purpose and items to be considered must be made to all members at least 5 days in advance.

(President of General Meetings of the Members)

Article 32 The Chair of the Board of Directors shall chair the general meetings of the members.

(Quorum of General Meetings of the Members)

Article 33 A general meeting of the members cannot be held if fewer than half of all members are in attendance.

(Resolutions at General Meetings of the Members)

Article 34 The matters to be decided by general meetings of the members shall be announced ahead of time in accordance with the provisions of Article 31, Item 3.

2 The resolutions of general meetings of the members shall be made by a majority of the members in attendance unless otherwise provided for in these Articles of Incorporation. Ties are to be broken by the President.

3 Voting rights for the general meeting of the members shall be 1 vote per member, regardless of the number of memberships held by an individual.

(Voting at General Meeting of the Members)

Article 35 Each member shall have equal voting rights at the general meeting of the members.

2 Any member, who cannot attend a general meeting of the members due to unavoidable circumstances, may submit written votes on the issue at hand, or request to have a proxy for his/her voting at the meeting.

3 Such members specified in the preceding item shall be considered in attendance at the general meeting of the members.

4 Those members with special stakes in the decision of the agenda may not participate in the voting for such agenda.

(Minutes of General Meeting of the Members)

Article 36 The following items shall be covered in the minutes of the general meeting of the members.

(1) Date, time, and location

(2) Number of attendants (including proxy)

(3) Matters discussed

(4) An outline of the course of the proceedings and the results of

votes

(5) Matters relating to the selection of persons to sign the minutes

2 The minutes of the general meeting of the members shall be signed by the President and 2 attendants appointed at the meeting.

Chapter VII Board of Directors

(Structure of the Board of Directors)

Article 37 The Board of Directors shall be made up of the Directors

(Function of the Board of Directors)

Article 38 The Board of Directors makes decision in the following matters, based on the provisions of the Articles of Incorporation.

- (1) The matters to be considered and/or decided by the general meetings of the members
- (2) Matters relating to the execution of decisions of general meetings of the members
- (3) Other matters relating to the execution of the business of the Board which need not be decided by the general meetings of the members

(Meetings of the Board of Directors)

Article 39 The Board of Directors shall be convened in any of the following cases.

- (1) When it is judged necessary by the Chair of the Board of Directors.
- (2) When at least half (1/2) of all Directors make a written request for a meeting including a reason for the meeting.
- (3) When a meeting is convened by an Auditor under the stipulations of Article 15, item 4, number 5.

(Convening the Meetings of the Board of Directors)

Article 40 The Chair of the Board of Directors shall convene the Board of Directors.

2 When a request is made under the provisions of item 2 or 3 of the preceding Article, the Chair of the Board of Directors shall convene the Board of Directors within 30 days from the date of request.

3 Written notice including the date, time, location, purpose, and the items to be considered must be made at least 5 days in advance.

(President of the Board of Directors)

Article 41 The Chair of the Board of Directors shall serve as the President of the Board of Directors.

(Resolutions of the Board of Directors)

Article 42 The matters to be resolved by the Board of Directors shall be announced ahead of time in accordance with Article 39 Item 3.

2 All the proposals and motions shall be approved by the majority vote of all the Directors, with the President breaking ties.

(Voting Rights, etc. of the Board of Directors)

Article 43 All Directors are to have equal voting rights.

2 Any Director who cannot attend a meeting for unavoidable reasons may submit written votes on matters that have been announced ahead of time.

3 Directors voting in accordance with the provisions of the previous item shall be considered as attending the meeting of the Board for the purposes of the previous article and item 1 of the following article.

4 Directors with special stakes in a decision of a meeting of the Board cannot be involved with the decision of that matter.

(Minutes of Meetings of the Board of Directors)

Article 44 Minutes including the following information shall be prepared for each meeting of the Board of Directors.

- (1) Date, time and location
 - (2) Total number of Directors, number and names of Directors in attendance, (if any Director is submitting a vote in writing, a note is to be made to that effect)
 - (3) Matters discussed
 - (4) An outline of the course of the proceedings and their resolutions
 - (5) Matters relating to the selection of persons to sign the minutes
- 2 The minutes of the meeting of the Board of Directors shall be signed and their seals affixed by the President and two or more attendees appointed at the meeting to sign the minutes.

Chapter VIII Assets and Accounting

(Composition of Assets)

Article 45 The assets of JWF are made up of the following

- (1) The assets listed in the inventory of assets at the time of foundation
 - (2) Membership dues and fees
 - (3) Donated funds and goods
 - (4) Income derived from the assets
 - (5) Income from the operations
 - (6) Other income
- 2 The assets of JWF are classified as those relating to Specified Nonprofit Activities.

(Asset Administration)

Article 46 The assets of JWF shall be administered by the Chair of the Board of

Directors according to methods provided separately by the Chair of the Board of Directors and approved by a general meeting of the members.

(General Rules for Accounting)

Article 47 The accounting of JWF shall be in accordance with the principles as stipulated in Article 27 of the Law.

2 The accounts of JWF shall be classified as accounts for the business relating to specified Non Profit Activities.

(Business Plans and Budgets)

Article 48 Business plans for JWF and the budgets accompanying them shall be prepared by the Chair of the Board of Directors, and must be approved by a general meeting of the members.

(Provisional Budget)

Article 49 Notwithstanding the provisions of the previous Article, when no budget has been established for unavoidable reasons, the Board of Directors can approve that the income and expenditures be handled in accordance with the budget of the previous fiscal year until the date that a budget is established.

2 The income and expenditures of the previous item are to be considered the income and expenditures of a newly established budget.

(Establishment and Use of Reserve Funds)

Article 50 Reserve Funds may be established as part of the budget and applied to budget deficits and unexpected expenditures. The approval of the Chair of the Board of Directors must be obtained when reserve funds are used.

(Supplementary and Revised Budgets)

Article 51 The final approved budget may be revised in the event of unavoidable circumstances with the approval of the general meeting

of the members.

(Reporting of Operations and Settlement of Accounts)

Article 52 Reports of the operations and accounting-related documents of JWF such as statements of income, balance sheets and inventories of property shall be prepared by the Chair of the Board of Directors promptly after the end of each fiscal year and shall be inspected by the Auditors and approved by the general meeting of the members.

2 In the event of a budget surplus, the surplus shall be carried forward into the next fiscal year.

(Fiscal Year)

Article 53 The fiscal year of JWF shall begin on April 1st of each year and end on March 31st of the following year.

(Expedient Transactions)

Article 54 Aside from those transactions included in the budget, any loan or other new liabilities, waiver of any rights shall be approved by the general meeting of the members.

Chapter IX Revision of the Articles of Incorporation, Dissolution and Mergers

(Revision of the Articles of Incorporation)

Article 55 These Articles of Incorporation shall be approved by a two-thirds (2/3) majority of the members present at a general meeting of the members. No revision of the Articles of Incorporation shall be effective unless approval is obtained from the appropriate authorities except in the case of minor matters specified in Article 25, Paragraph 3 of the Law.

(Dissolution)

Article 56 JWF may be dissolved for any of the following reasons

(1) Resolution of a general meeting of the members

(2) Inability to effectively carry out operations relating to the specified non-profit activities that are its objective

(3) Shortage of members

(4) Merger

(5) Bankruptcy

(6) Revocation of the certification of establishment by the appropriate authorities

2 If JWF is dissolved for reason given in number (1) of the previous item, the approval of two-thirds (2/3) of all members must be obtained.

3 If JWF is dissolved for the reason given in number (2) of item 1, the approval of the appropriate authorities must be obtained.

(Disposal of Remaining Assets)

Article 57 Remaining assets resulting from the dissolution of JWF (except for dissolution due to merger or bankruptcy) shall be assigned to an entity out of those specified in the Article 11, Item 3 of the Law, selection of which shall be determined by a resolution of more than two thirds of the members present at a general meeting of the members.

(Merger)

Article 58 In the event that JWF wishes to carry out a merger, the approval of more than two-thirds (2/3) of all members and the appropriate authorities must be obtained.

Chapter X Method of Public Notice

(Method of Public Notice)

Article 59 Official announcements of JWF shall be posted at JWF's bulletin board as well as published in the official gazette.

Chapter XI Miscellaneous Provisions

(By-laws)

Article 60 By-laws necessary to carry out the Articles of Incorporation shall be stipulated by the Chair of the Board of Directors and approved by the Board of Directors. (Supplementary Provisions)

- 1 The Articles of Incorporation shall become effective from the date of foundation.
- 2 The Board Members at the time of foundation are:
Chair of the Board of Directors Hideaki Oda
Director Yukiko Kada
Director Masahiro Fujiwara
Auditor Yasuji Takano
- 3 Notwithstanding the provisions specified in Article 16 item 1, the term of office for the founding Board Members shall be the period from the date of the foundation to June 30, 2004.
- 4 The business plan and the budget for the first period of JWF shall be determined by the founding general meeting of the members regardless of the provisions of Article 44.
- 5 Notwithstanding the provisions of Article 49, the first fiscal year of JWF shall be from the date of foundation to March 31, 2005.
- 6 The membership fees at the time of the foundation of JWF shall be as follows, regardless of the provisions of Article 8.
 - (1) Regular Member (Individual/Group)
Annual membership fee . 10,000 yen

【부록 4】 ICLEI Charter

Article 1. Name, Seat and Purposes

Charter 1.1 – Name and Seat

ICLEI - Local Governments for Sustainability(hereafter referred to as the “Association”)was established as an international local government association in the year 1990. From its founding until 31 December 2003, the Association bore the name “International Council for Local Environmental Initiatives (ICLEI)”.

The Association’s seat shall be the location of its international headquarters (World Secretariat).

Charter 1.3 – Mission

The Association’s Mission shall be to build and serve a worldwide movement of local governments to achieve tangible improvements in global sustainability with special focus on environmental conditions through cumulative local actions.

Charter 1.4 – General Mandate

The Association shall build an active and committed municipal membership of local spheres of government (local and regional governments and authorities) as well as international, regional, national and sub-national local-government associations.

Charter 1.5 – Work Mandate

To support its members, the Association shall:

- (a) mobilize and provide support to local-level initiatives that address specific priority problems of local and global significance;
- (b) help develop and strengthen local capacity and expertise;

- (c) support networking among and exchange of experiences between local governments, especially between developing and industrialized countries;
- (d) work with groups of local governments and partner organizations in order to research, develop, pilot and implement local initiatives for sustainability;
- (e) function as a clearinghouse for information, and as a training center, on local sustainable development and environmental policies and programs;
- (f) provide technical support services and consultancy to aid the implementation of local sustainable development and environmental policies and programs;
- (g) evaluate and report on the impacts of local actions;
- (h) work with private corporations and research institutes to develop and exchange environmental knowledge and appropriate environmental technologies;
- (i) promote the role of local government as a necessary innovator and implementer of sustainable development and environmental policy;
- (j) campaign for meaningful policy making authority for, and adequate resourcing of, local governments; and
- (k) raise and dispense of funds to fulfill the purposes of the Association.

Charter 1.6 – Representation Mandate

The Association shall serve as an international representative for its members and program participants by providing advocacy before national and international governments, agencies and organizations and multilateral bodies to increase their understanding and support for local sustainable development and environmental protection activities. Through such advocacy, the Association will work to achieve an effective division of responsibilities and resources for sustainable development and environmental protection between the various spheres of government.

Charter 1.7 – Principles

The Association shall promote, and ask its individual members to adopt, the following Earth Charter Principles to guide local action:

- (1) Respect Earth and life in all its diversity.
- (2) Care for the community of life with understanding, compassion, and love.
- (3) Build democratic societies that are just, participatory, sustainable, and peaceful.
- (4) Secure Earth's bounty and beauty for present and future generations.
- (5) Protect and restore the integrity of Earth's ecological systems, with special concern for biological diversity and the natural processes that sustain life.
- (6) Prevent harm as the best method of environmental protection and, when knowledge is limited, apply a precautionary approach.
- (7) Adopt patterns of production, consumption, and reproduction that safeguard Earth's regenerative capacities, human rights, and community well-being.
- (8) Advance the study of ecological sustainability and promote the open exchange and wide application of the knowledge acquired.
- (9) Eradicate poverty as an ethical, social, and environmental imperative.
- (10) Ensure that economic activities and institutions at all levels promote human development in an equitable and sustainable manner.
- (11) Affirm gender equality and equity as prerequisites to sustainable development and ensure universal access to education, health care, and economic opportunity.
- (12) Uphold the right of all, without discrimination, to a natural and social environment supportive of human dignity, bodily health, and spiritual well-being, with special attention to the rights of indigenous peoples and minorities.
- (13) Strengthen democratic institutions at all levels, and provide transparency and accountability in governance, inclusive participation in decision

making, and access to justice.

(14) Integrate into formal education and life-long learning the knowledge, values, and skills needed for a sustainable way of life.

(15) Treat all living beings with respect and consideration.

(16) Promote a culture of tolerance, nonviolence, and peace.

The Association shall develop, and encourage its members to use, a framework for measuring performance in the area of sustainable development and environment.

Article 2. The Association and its Members

Charter 2.1 – Definitions

“Association”: The ICLEI Association is composed of the entirety of all its Members and is governed by the Council, the Global Executive Committee and Regional Executive Committees;

“Members”: The members of the Association are public authorities from local spheres of government as stipulated in article 2.2;

“Council”: The Council represents ICLEI’s global membership by way of representative democracy. It is the supreme decision-making and oversight body of the global association. The Council is regulated in Article 3;

“Regional Executive Committee”: The Regional Executive Committee is the regional representation and policy-making body of the Members of the Association in a given region as defined by the By-Laws. The Regional Executive Committees are regulated in Article 4.1.1;

“Global Executive Committee”: The Global Executive Committee is the representation of the Members of the Association at global level. The Global Executive Committee is regulated in Article 4.1.2.

“Community”: A Community is a group of Members of the Global Association who share a specific set of features and goals.

“Termination”: Termination is the cessation of all business, service and administrative relationships with the Global Association and its Affiliates.

Charter 2.2 – Eligibility for Membership

Members of the Association shall be local spheres of government (local and regional governments and authorities), as defined in the particular country, and international, regional, national and sub-national associations of such municipal governments and authorities, which support the Association’s mission, mandate and principles as stated in the Charter. In case of doubt the Global Executive Committee determines the eligibility for membership of a type of government or authority in a country.

Charter 2.3 – Obtaining Membership

Membership may be requested by submitting an application, through which process the Charter is explicitly accepted, and paying an annual dues fee. The Global Executive Committee reviews applications and accepts or rejects the application according to criteria specified in the By-Laws. Membership becomes effective with acceptance in writing by the Association and receipt of the first annual (12-month period) dues fee.

Charter 2.4 – Termination of Membership

A Member may terminate membership by notifying the Association in writing. Membership can also be terminated by the Association if the requirements for membership are not met. Membership expires with the end of the period for which the membership fee has been paid.

Charter 2.5 – Obligations of Members

Members shall pay an annual dues fee. The membership dues structure and procedures shall be regulated in the By-Laws. Further obligations of membership

shall be regulated in the By-Laws.

Charter 2,6 – Opportunities of Membership

2.6.1-The Association shall offer Members access to opportunities for networking, peer-to-peer learning, innovation, and participation in programs to enhance their performance.

2.6.2-The Association shall organize and facilitate Communities of Members and/or their political leaders, planners and other representatives.

Article 3. Council

Charter 3,1 – Mandate and powers of the Council

3.1.1-The Council represents ICLEI's global membership by way of representative democracy. It is the supreme decision-making and oversight body of the global association.

3.1.2-The Council shall:

- (a) have sole power to amend or revise this Charter;
- (b) elect members to the ICLEI Global Executive Committee;
- (c) establish directions for the Association and adopt the ICLEI Strategic Plan;
- (d) deal with all matters placed on its agenda

Charter 3,2 – Constitution and term of the Council

3.2.1-The Council is composed of all those members who have a seat in the ICLEI Regional Executive Committees as stipulated in Article 4.2.7.

3.2.2-The Council is established through a declaration by the Secretary General that the Regional Executive Committees have been established. In case the establishment of one or more Regional Executive Committees experiences a delay, the Council is established if at least two thirds of the Regional Executive Committees are established.

3.2.3-The Council serves for a three-year term from the moment of the Secretary General's declaration as stipulated in article 3.2.2.

Charter 3.3 – Meetings of the Council

3.3.1-A regular meeting of the Council shall be held every three years.

3.3.2-The Council can convene for extraordinary meetings.

Charter 3.4 – Procedure

Council Meetings shall be chaired by the President or First Vice President. The procedure shall be determined in the By-Laws.

Article 4. Executive Committee

Charter 4.1.- Executive Committee

The Association shall set up a maximum of nine Regional Executive Committees and one Global Executive Committee.

Charter 4.2 – Regional Executive Committees

4.2.1-The Association shall set up a maximum of nine ICLEI Regional Executive Committees in accordance to article 4.3.

4.2.2-Each Regional Executive Committee shall nominate one representative to the Global Executive Committee according to Article 4.3.6

4.2.3-The Regional Executive Committee is the regional representation of the Members of the Global Association in a given region, both generally and before regional institutions.

4.2.4-Each Regional Executive Committee shall consist of three to five Members who shall serve the Association in that region on the basis of pre-defined portfolios of activity and interest, two of whom shall be elected Chair and Vice Chair.

4.2.5-The members of a Regional Executive Committee are appointed by the Members of the Association in that region from a list of candidates from that region.

4.2.6-The term of the Regional Executive Committee is three years.

4.2.7-The Regional Executive Committee in a region shall regularly meet with the Secretary General's Regional Director or other appropriate designate in the region for consultation on how they can politically support the regional implementation of the Strategic Plan.

4.2.8-The entirety of members of the Regional Executive Committees form the Council.

4.2.9-The procedures are stipulated in the By-Laws.

Charter 4.3 – Global Executive Committee

4.3.1-The Association shall have one ICLEI Global Executive Committee.

4.3.2-The Global Executive Committee is the representation of the members of the Association at global level, both generally and before global and international institutions.

4.3.3-The Global Executive Committee is the only body other than the Council in a Council Meeting that has the power to decide policy for the Association.

4.3.4-The Global Executive Committee shall have:

- (a) the sole power to adopt and amend the By-Laws of the Association,
- (b) the power to call meetings of the Council,
- (c) the power to appoint and remove the Secretary General, and to approve the establishment of regional, sub-regional and country offices.

4.3.5-Each Regional Executive Committee shall appoint one member to the Global Executive Committee, for a maximum of 9 Regional Seats. In addition, the Global Executive Committee will have a number of Portfolio Members who shall serve the Association at the global level elected by the Council of the Association from a list of candidates nominated by the Secretary General.

4.3.6-The President of the Association shall serve as chair, and the First Vice President as Vice Chair of the Global Executive Committee.

4.3.7-The term of the Global Executive Committee is for three years.

Charter 4.4 – Eligibility for Regional or Global Executive Committee

4.4.1-Executive Committee members shall preferably be officials (elected or appointed) of dues-paying Members of the Association. In case certain portfolios of activity and interest require special competence, other candidates shall also be eligible for appointment to an Executive Committee.

4.4.2-Executive Committee members are required to sign the Code of Honor.

4.4.3-Provisions regarding the termination of a mandate shall be made in the By-Laws.

Charter 4.5 – Geographical Representation

4.5.1-A maximum of nine Regional Executive Committees shall be set up with, preferably, one in each of the regions stipulated in the By-laws.

4.5.2-Upon proposal by the Secretary General, the Global Executive Committee shall decide, for next term, the number of Regional Executive Committees to be set up as well as in which regions or, as the case may be, in which sub-regions.

4.5.3-Details are to be regulated by the By-Laws.

Charter 4.6 – Office

Members of the Global or Regional Executive Committee shall hold office for a three-year term from the date of a Council Meeting to the subsequent Council Meeting, or until the successor Global or Regional Executive Committee takes office.

Charter 4.7 – Vacant Seats

In the case that a seat is left vacant by resignation, death or removal, such vacancy shall be filled for the remainder of the term of office through appointment by the Global or Regional Executive Committee respectively. Geographical and gender representation shall be considered.

Charter 4.8 – President, First Vice President, Vice President

The Association shall have a President, a First Vice President and two Vice Presidents who shall be elected by the Global Executive Committee from among its members. The President, and in her/his absence one of the Vice President, represents the Association politically and chairs the meetings of the Executive Committee and the Council.

Charter 4.9 – Meetings and decision making

The Global and Regional Executive Committee shall hold a regular annual meeting once a year. Extraordinary meetings may be called as required.

Charter 4.10 – Management Committee

4.10.1-The Global Executive Committee establishes a Management Committee.

4.10.2-The Management Committee shall:

- (a) oversee the legal, financial and personnel affairs of the Association;
- (b) serve as body for arbitration to resolve conflicts between ICLEI corporations.

Powers are delegated by the Global Executive Committee through the By-Laws.

4.10.3-The Management Committee shall consist of appointed members from the Global Executive Committee.

4.10.4-Details are regulated in the By-Laws.

Charter 4.11 – Committees

The Global Executive Committee shall have the power to establish standing committees, advisory groups, and ad hoc committees and appoint the chairpersons thereof.

Article 5-Special bodies

Charter 5.1 – Initiation

The Association may initiate or create, and support or administer, special bodies alone or in cooperation with other organizations.

Charter 5.2 – Terms of Reference

The Executive Committee shall establish Terms of Reference for such bodies.
Information: 5.1.a-As of May 2011, ICLEI has initiated and serves as the Secretariat for the following bodies:

- (a) World Mayors Council on Climate Change
- (b) Global Alliance for EcoMobility

Article 6-Partners

Charter 6 – Partners

6.1-The Association may work with non-Member partners in fulfillment of its Mission and Mandate. Partnerships shall be defined and formalized through Memoranda of Understanding.

6.2-The Association maintains special partnership arrangements for Associate Partners and Corporate Partners. These are non-exclusive, long-term relationships with non-Member parties engaged in the purpose of fulfilling the ICLEI Mission and Strategic Plan. Categories of Partnerships as well as rights and duties of Partners shall be defined in the By-Laws.

Article 7. Secretary General

Charter 7.1 – Appointment

A Secretary General shall be appointed by the Global Executive Committee.

Charter 7.2 – Powers of the Secretary General

The Secretary General shall serve as the chief executive officer of the Association and may exercise all of the powers of the Association, except those powers reserved for the Council, the Global Executive Committee and for the Members of the Association by this Charter, the By-Laws, or by law.

These powers shall include:

- (a) the global representation of the Association;
- (b) the direction of the Association's World Secretariat, international, regional and country offices and agents to ensure the fulfillment of the Association's mandate and the implementation of the Strategic Plan and annual work programs,
- (c) the assignment of tasks and portfolios to Regional Seats of the Global Executive Committee in the interest of the Association;
- (d) the preparation and execution of the annual budget and work plans;
- (e) the establishment of management procedures and policies; and
- (f) the appointment and dismissal of staff.

Charter 7.3 Offices

7.3.1–The Secretary General shall direct the World Secretariat as the Association's international headquarters.

7.3.2–The Secretary General may establish regional, sub-regional and country offices, appoint regional, sub-regional and country representatives and delegate powers to these.

7.3.3–The establishment of regional, sub-regional and country offices requires

approval by the Global Executive Committee.

Charter 7.4 Legal Entities

7.4.1 - The Secretary General shall effect the establishment of legal entities in the countries in which offices operate in order to ensure lawful, valid and accountable business operations.

7.4.2 - The establishment of any legal entity in ICLEI's name requires the approval by the Management Committee.

7.4.3 - The relationship between each ICLEI-affiliated legal entity and the Global Association shall be governed by an Affiliate Agreement. The Management Committee shall oversee the affiliate relationships.

Article 8. Legal provisions

Charter 8.1 – Liabilities and Legal Affairs

The Members, Regional or Global Executive Committee members and Officers, and the Secretary General of the Association shall not be personally liable for any debt, liability or obligation of the Association.

Charter 8.2 – Dissolution and Liquidation

Decisions concerning the dissolution of the Association shall require approval by a majority of two-thirds of the Council

【부록 5】 The Northern Forum Rules of Procedure

ARTICLE I. NAME AND OFFICE

Section 1.1. NAME

“The Northern Forum,” “NF”, “corporation,” “organization” shall be used interchangeably throughout this Manual.

Section 1.2. PURPOSE

Defined in Bylaws

Section 1.3. SECRETARIAT

Secretariat duties and responsibilities include the following:

1. Administer daily operations of the Northern Forum.
2. Plan and facilitate the NF's Biennial General Assembly and other meetings such as the Regional Coordinators Committee and project meetings.
3. Notify members of meetings and schedules, projects, conferences or other activities as decided appropriate by the Board of Governors and Regional Coordinators Committee, and disseminate available information to members.
4. Inform members of newly-developed project working groups and facilitate the exchange of useful information concerning northern issues.
5. Staff members of the Secretariat assist in the coordination of all NF projects. They communicate and work closely with project working groups, assist in the development of project progress reports, and work to promote NF projects.
6. Conduct fundraising activities, which includes membership development, grant-seeking and other activities.

7. Produce international conferences, in order to summarize and present issues considered by the Northern Forum.
8. Expend and receive funds in order to carry out its functions.
9. The Secretariat uses several means of communication and information distribution including facsimile, e-mail, internet, small package delivery services, regular or express mail and other means.

Section 1.4. ASSOCIATE SECRETARIATS AND OFFICES

Associate Secretariat duties and responsibilities include the following:

1. Provide logistical assistance and project specific assistance to the Secretariat, particularly in the geographical areas in which they are located.
2. Distribute reports and other written materials to member regions.
3. Solicit for new memberships and funding sources, collect information, and assist with travel arrangements.
4. Work in close cooperation with the Secretariat and in compliance with the NF Bylaws.
5. All agreements between Associate Secretariats and other entities shall be presented for review to the Secretariat.

Section 1.5. COMMUNICATIONS

Members may contact the Secretariat directly at any time to send or receive information. Members may also communicate with the Secretariat through one of the Associate Secretariats. When possible, the Secretariat also conveys information to members through the Associate Secretariats.

All communication and reports shall be sent to the Northern Forum Regional Coordinators who shall forward the information to appropriate persons in their regions.

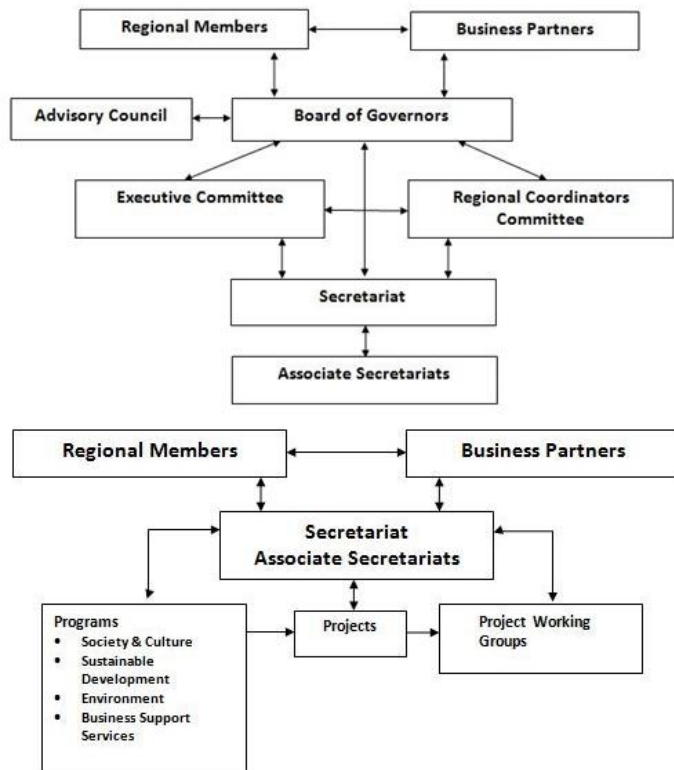
The Secretariat may ask any member region for special assistance in

communicating with another member region.

ARTICLE II. ORGANIZATIONAL

Section 2.1. ORGANIZATIONAL STRUCTURE

Organizational structure shall be defined and approved by the Board of Governors.



Section 2.3. SEAL

The seal of the Northern Forum shall be kept at the corporate office of the Northern Forum. Only officers of the Corporation are authorized to use the seal.

Section 2.4. BYLAWS AND RULES OF PROCEDURE

Rules of Procedure Manual must be reviewed by the Regional Coordinators Committee and approved by the Board of Governors as a supplementary document to the Bylaws and shall be updated to conform with updated information in the NF Bylaws.

Section 2.5. STRATEGIC PLAN AND WORK PLAN

Defined in Bylaws.

Section 2.6. DECLARATION AND RESOLUTION

Defined in Bylaws.

Section 2.7. AGENDA

Although there are no specific provisions for meeting agendas, the following are general guidelines used by the Secretariat:

- Roll Call / Attendance - determination of quorum
- Presentation of Agenda and Concurrence
- Welcoming Address - Chair
- Welcoming Address - Executive Director
- Consent Agenda
- Report to the Board
 - Accomplishments
 - Secretariat Activities (including Associate Secretariats)
 - Annual Work Plan

- Personnel Issues
- Budget
- Priority Project Summaries
- Appearance Requests
- Regular Agenda includes items pulled from Consent Agenda
- Resolutions for Action
- Declarations for Action
- Election of Officers
- Place for Next Meeting
- Adjournment

The agenda for the meeting shall be presented to the Board of Governors in advance and any changes are made prior to proceeding with the meeting.

The agenda for Governor's Summits shall be developed by the Executive Director with the guidance from the Chair of the Board and distributed to the members of the BOG thirty (30) days prior to the meeting.

The Consent Agenda includes items that require little or no discussion by the Board of Governors. The Board will act on these items in one motion at the beginning of the meeting. If any concerns are expressed regarding any item on the consent agenda, the item will be removed from the Consent Agenda and will be considered by the Board during the Regular Agenda. Approval by the Board of Governors of Consent Agenda items means that the recommendations of the Secretariat are approved without changes. Items placed on the Consent Agenda must have been introduced to the Board members in writing at least thirty (30) days before the meeting and must contain a clear statement of the issue and recommendations from the Secretariat for action.

Items addressed during the Regular Agenda include those items that have been pulled from the Consent Agenda at the start of the meeting. They will be heard in the order shown on the Consent Agenda. The region which requests an item be removed from the Consent Agenda must make a brief statement concerning the reason for removing the item.

The Appearance Request portion of the agenda provides the opportunity for each member region to make a presentation to the Board of Governors. These are generally brief presentations, limited in length by the Executive Director. Member regions must request placement on the agenda at least thirty (30) days before the Board of Governors meeting, or such requests can be added to the agenda during the review of the agenda at the start of the meeting. All requests for placement on the agenda must be in writing.

ARTICLE III. MEMBERSHIP

Section 3.1. CLASSES

There shall be two membership classes: Regional Governments and Business Partners.

Section 3.2. MEMBERSHIP I – REGIONAL GOVERNMENTS

○ Membership I – Regional Governments criteria

The candidate for Regional Government Membership must be a governmental entity from a region meeting basic characteristics of a northern region. A governmental entity is defined as a regional or state governmental unit, city or municipal administrations in situations where no regional structure exists in a nation. Northern regions share characteristics that set them apart from other areas of the world. These include:

- Harsh climates and vulnerable ecosystems
- Small populations, diverse and strong indigenous cultures

- Economies based primarily upon extraction of natural resources and outsourcing of all goods
- Limited internal investment capital, high operating costs
- Limited infrastructure, mostly oriented in North-South directions
- Limited influence on national government and multinational corporate decision-making

○ Membership I - Regional Governments are entitled to:

1. Attend all meetings and sponsored events of the Northern Forum;
2. Participate in project working groups, conduct and host project activities as agreed to by members;
3. Receive various publications of the Northern Forum;
4. Receive information from the Secretariat and Associate Secretariats on projects and issues of concern to particular members;
5. Participate in open meetings and events of the United Nations (UN) as part of the Northern Forum's official delegation;
6. Participate in the Arctic Council's (AC) projects and activities as an observer. Attend AC meetings as part of the Northern Forum's official delegation;
7. Voting privileges in creating and approving Northern Forum policy statements, bylaws amendments, supporting priority projects and taking any and all other actions necessary to operate the Northern Forum.

○ Membership I - Regional Governments application procedure

An application for Membership I - Regional Governments shall be submitted to the Northern Forum Secretariat in the form of an official letter signed by Governor or Senior Regional Official. Upon the approval of 2/3 of the quorum in a regularly scheduled meeting of the Board of Governors, the applicant shall be admitted to membership.

The Executive Director, with the concurrence of the Executive Committee, may admit an eligible applicant to a provisional membership, pending the next Board of Governors meeting. Provisional membership carries the same responsibilities and entitlements as full membership.

Section 3.3. MEMBERSHIP II – NORTHERN FORUM BUSINESS PARTNERS

○ Membership II – Northern Forum Business Partner criteria

Business Partner Membership status may be granted to business and corporate institutions, non-profit organizations and NGOs, which demonstrate interest in northern issues and commitment to work in partnership with the Northern Forum in accordance with its Articles of Incorporation, Bylaws, and Rules of Procedure.

○ Membership II – Northern Forum Business Partners entitlements

○ Bronze and Silver Memberships

- Link from the NF web site to your web site.
- Business name and contact information listed on NF website.
- Brief business information posted on NF website.
- Automatic subscription to Northern Forum (NF) Regional Weekly News.
- Access to secured NF website information.
- Participation in NF workshops, round tables, seminars, and presentations.

○ Gold Membership

All of the Bronze and Silver Member benefits, plus the following:

- Posting of business offers and tenders, information about products and services on the NF website.
- Extensive description of business on NF Website.
- Distribution of information during exhibits, conferences, and other events.

- Basic assistance with invitations for visas and regional government contacts.

○Platinum Membership

Bronze, Silver, and Gold Member benefits, plus the following:

- Preferred Assistance with visas, invitations, and regional government contacts.
- Preferred Assistance with business delegation travel to NF member regions.
- Marketing Assistance in NF member regions.
- Extensive coverage on website, including products and services information.
- Sponsorship acknowledgement on NF web site.
- Organization of company exhibits in international exhibitions.
- 8 hours of written or verbal translation services annually at no cost.
- Recognition at all NF events of sponsorship of NF activities.

○Membership II - Northern Forum Business Partner application procedure

○Membership II - Potential business partners may contact the Secretariat directly for membership application forms and application submission process. The application shall be submitted to the Secretariat. The application shall be reviewed by the Regional Coordinators Committee and approved by the Executive Committee.

In addition, potential Business Partners may be sponsored by a member region. Such sponsorship may be indicated by recommendation from a Board Member or his official designee. Upon receipt of written acknowledgment of sponsorship from a member, receipt of application form, and receipt of applicable membership fees, the Executive Director may admit the applicant as a Partner without further requirements.

NF Business Partner membership is also open for entities from non-member

regions. Applications from non-member regions shall be reviewed by the Regional Coordinators Committee and approved by the Executive Committee.

The Executive Director, with the concurrence of the Executive Committee, may admit an eligible applicant to a provisional membership, pending the next Board of Governors meeting. Provisional membership carries the same responsibilities and entitlements as full membership.

Section 3.4. MEMBERSHIP FEES

○Membership I – Each Regional Member with a population of above 500,000 shall pay an annual base fee of \$25,000 USD; Regions with a population of between 50,001 and 500,000 shall pay an annual base fee of \$15,000; and Regions with a population of fewer than 50,000 shall pay a membership fee of \$6,000 USD per year. Membership fees are subject to change and are determined and approved by Board of Governors on a biennial basis. Any waivers to the fees, in whole or in part, must be approved by the Board of Governors or the Executive Committee acting on the Boards behalf.

○Membership II – Northern Forum Partner membership dues are subject to change and are determined and approved by Board of Governors on a biennial basis.

○Membership II dues are based on the following categories:

- Bronze membership : \$500–50 or less employees
- Silver membership : \$1,000–50 or more employees
- Gold membership : \$5,000–100 or more employees
- Platinum membership : \$10,000 and over – Northern Forum Sponsor

Membership dues for both Member I and II shall be invoiced in January of

each year. All fees must be paid in full no later than July 1st of each year.

Section 3.5. ALLOCATION OF MEMBERSHIP DUES

Defined in Bylaws.

Section 3.6. MEMBERSHIP STATUS

Member delinquency:

- a. Delinquency occurs when a member has not paid dues by July 1st of a given year;
- b. As part of the annual financial report to the Executive Committee and the Board of Governors, the Executive Director shall recommend that a delinquent member be removed to inactive status;
- c. All decisions regarding removal of a delinquent member to inactive status shall be made by the Board of Governors at a regular meeting, or by the Executive Committee in lieu of a plenary meeting of the Board of Governors.

Any member which becomes inactive:

- a. Shall lose voting rights on the Board of Governors, Executive Committee, Regional Coordinators Committee, and any project working groups;
- b. Shall not be entitled to financial assistance for projects and/or other subsidies;
- c. Shall cease to receive information and other materials distributed to Northern Forum members by the Secretariat and/or Associate Secretariats;
- d. Shall not receive any other assistance from the Secretariat and/or Associate Secretariats.

Any member which has not paid dues may be dropped from membership in the Northern Forum by the Board of Governors, bearing in mind the following

guidelines:

- a. Prior to removing a member from the Northern Forum, the Board of Governors shall notify the member that the Board has recommended its removal from the organization; and
- b. Removal from membership will become effective within thirty (30) days of the date of the notification by the Board of Governors, unless the Secretariat receives notification that the member's delinquent membership dues are paid in full and its membership accounts are brought current, or unless the delinquent member proposes a Payment Plan which is accepted by the Executive Director.

Delinquency and inactive status may be avoided, despite late payment or non-payment of membership dues, if the member in question proposes a realistic Payment Plan to the Executive Director before the end of the calendar year in which delinquency has occurred or is likely to occur, and if this Payment Plan is accepted by the Executive Director.

Northern Forum members removed to inactive status shall be reinstated to active membership by the Executive Director, upon receipt by the Secretariat of payment in full of all delinquent and current membership dues. Reactivated members shall receive all benefits and reassume their membership in the Northern Forum.

Section 3.7. RESIGNATION

Defined in Bylaws.

Section 3.8. COST OF ATTENDING NORTHERN FORUM MEETINGS

All member delegates shall be responsible for expenses related to attending Northern Forum meetings. The Secretariat or the host region may provide

funding support for the cost of meeting facilities, meals, and limited other expenses during meetings if funds are included in the operating budget.

ARTICLE IV. BOARD OF GOVERNORS (BOG)

Section 4.1. AUTHORITY AND RESPONSIBILITY

The Board of Governors shall have the following authority and responsibilities:

1. Ensure and monitor financial stability of the NF;
2. Ensure that the resources needed to accomplish the objectives of the Northern Forum are in hand;
3. Approve NF budget;
4. Ensure adherence to NF mission;
5. Monitor affairs of NF programs;
6. Ensure that the organization operates responsibly, ethically, and effectively;
7. Establish and review strategic directions and set institutional priorities;
8. Create committees and delegate its duties to NF Committees and to the Executive Director of the Northern Forum, or other officers as it sees necessary;
9. Approve the establishment of Associate Secretariats;
10. Establish and carry out an effective system of governance at the board level;
11. Select, advise, evaluate, and if need be, replace the Executive Director;
12. Promote public and external relations of the organization.

Section 4.2. NUMBER, SELECTION, AND TENURE

Each Governor serves four (4) years in the Board of Governors. Any member of the Board of Governors may resign at any time by giving prior written notice to the Executive Director. If a Governor ceases to be the top government official of his/her region, for any reason, he/she shall be deemed to have

resigned as a Board member and his/her successor as top government official of the member region shall serve out the remainder term until the next regularly scheduled General Assembly of the Northern Forum.

Each member of the Board of Governors may appoint a designee to represent the region at NF meetings. Designees may be regional delegates who hold plenary power to speak and take all necessary actions on behalf of their regions. This plenary power should be granted in writing and forwarded to the Secretariat prior to all meetings.

Section 4.3. QUALIFICATIONS

Defined in Bylaws.

Section 4.4. QUORUM AND VOTING

Defined in Bylaws.

Section 4.5. BOARD MEETINGS

1. Board of Governors meeting occurs biannually, normally in conjunction with the General Assembly. The Board of Governors meeting is the regular business meeting of the Northern Forum, held at the principal office of the Corporation or at any other place the Board may from time to time direct.
2. The General Assembly is a meeting of all fully-recognized members of the Northern Forum including all associate members and business partners. The General Assembly may include other types of meetings such as Governors Summits, Regional Coordinators Meetings, Board of Governors Meeting, and may include project meetings or conferences pertinent to Northern Forum issues.

3. The Governors Summit is held as a component of the General Assembly meetings. A Governors Summit is an informal but structured meeting of the Governors (or highest executive officials). Only one (1) staff member per region is allowed to assist the Governor. During this meeting frank discussion of policy issues, strategic planning of the Northern Forum take place and basic agreements are made with respect to issues which are important to the organization's membership.
4. All or any one or more of the Governors may participate in a meeting of the Board by means of conference telephone or similar communications equipment, by which all persons participating in the meeting can hear each other. Participation in a meeting pursuant to such communications shall constitute presence in person at such meeting.
5. The Chair or first Vice Chair of the Board shall preside at each meeting of the Board of Governors.
6. Notice of Board of Governors meeting shall be given to each Governor at least six (6) weeks before such meetings, either personally, by e-mail, post mail or fax. Meeting documents shall be presented to the Board members at least four (4) weeks in advance.
7. Minutes and summary of actions taken at any BOG meeting must be provided within fourteen (14) days of the date of such meetings.
8. Each Board member is responsible for travel, lodging and other expenses related to the costs of attending the meetings.
9. Each Board member is entitled to receive important information during the course of the year and outside of meetings, including periodic mailings by the Executive Director of press releases, speeches, items of general interest in areas of concern to the organization, or memos on important topics.

Section 4.6. ACTION WITHOUT A MEETING

Defined in Bylaws.

Section 4.7. IMPLEMENTATION

Defined in Bylaws.

Section 4.8. REIMBURSEMENT

Defined in Bylaws.

Section 4.9 – Intentionally left blank

Section 4.10 TRANSPARENCY AND CONFLICT OF INTEREST

In an effort to maximize transparency for the Northern Forum, ensure full disclosure, and provide opportunities for employees, officers and directors to comment on NF activities, the following policies applies:

Section 4.10.1 Employee Protection (Whistleblower) Policy

If any employee reasonably believes that some policy, practice, or activity of the Northern Forum is in violation of law, a written complaint must be filed by that employee with the Executive Director or the Chairman of the Board of Governors. It is the intent of Northern Forum to adhere to all laws and regulations that apply to the organization and the underlying purpose of this policy is to support the organization's goal of legal compliance. An employee is protected from retaliation only if the employee brings the alleged unlawful activity, policy, or practice to the attention of the Northern Forum and provides the Northern Forum with a reasonable opportunity to investigate and correct the alleged unlawful activity.

The Northern Forum will not retaliate against an employee who in good faith,

has made a protest or raised a complaint against some practice of the Northern Forum, or of another individual or entity with whom the Northern Forum has a business relationship, on the basis of a reasonable belief that the practice is in violation of law, or a clear mandate of public policy. The Northern Forum will not retaliate against employees who disclose or threaten to disclose to a supervisor or a public body, any activity, policy, or practice of the Northern Forum that the employee reasonably believes is in violation of a law, or a rule, or regulation mandated pursuant to law or is in violation of a clear mandate of public policy concerning the health, safety, welfare, or protection of the environment.

Section 4.10.2 Conflict of Interest

Conflict of interest arises whenever the personal or professional interests of a board member are potentially at odds with the best interests of the nonprofit.

No member of the Board of Governors or any of its Committees, Officers or employees shall derive any personal profit or gain, directly or indirectly, by reason of his or her participation with the Northern Forum. Each individual shall disclose to the organization any personal interest which he or she may have in any matter pending before the organization and shall refrain from participation in any decision on such matter.

Any member of the Board, any Committee, Officer or Staff, shall refrain from obtaining any list of clients for personal or private solicitation purposes at any time during the term of their affiliation.

Members of the Board of Governors, any Committee, Officers or Staff of the Northern Forum must complete the following certificate annually:

This is to certify that I, except as described below, am not now nor at any time during the past year have been:

- 1) A participant, directly or indirectly, in any arrangement, agreement, investment, or other activity with any vendor, supplier, or other party doing business with the Northern Forum which has resulted or could result in personal benefit to me.
- 2) A recipient, directly or indirectly, of any salary payments or loans or gifts of any kind or any free service or discounts or other fees from or on behalf of any person or organization engaged in any transaction with the Northern Forum.

Any exceptions to 1 or 2 above are stated below with a full description of the transactions and of the interest, whether direct or indirect, which I have (or have had during the past year) in the persons or organizations having transactions with the Northern Forum.

ARTICLE V. OFFICERS

Section 5.1. OFFICERS

The officers of the Corporation shall be appointed by the Board of Governors and shall consist of Executive Director, Deputy Director, and Secretary/Treasurer. Other officers that the Board of Governors may deem necessary may be selected by the Board of Governors or the responsibility may be delegated to the Executive Director.

Section 5.2. APPOINTMENT OF OFFICERS

The Executive Committee of the Northern Forum shall function as a Nomination Committee and have the following responsibilities with regard to selection of corporate officers:

1. The Nomination Committee shall ensure that all members of the Board are notified of a vacancy in the Secretariat or selection of officers.
2. The Executive Committee may develop job descriptions and establish minimum qualifications for Corporate Officers. In addition to specific job descriptions, nominees for these positions must be fluent in English, and have experience in international and northern affairs, non-profit and financial management.
3. For consideration by the Nomination Committee, nominees must indicate that they currently reside in the same location as the Secretariat or are willing to relocate to that location.
4. Officers of the Northern Forum can be non-citizens of the country where the Secretariat is located, but must obtain applicable visas and comply with local immigration laws and regulations.
5. Qualified nominations from each Northern Forum member will be accepted in writing for a period of forty five (45) days following the Nomination Committee's official announcement of a vacancy. The Nomination Committee may request assistance of the Regional Coordinators Committee in this process. The Nomination Committee may consider unsolicited personal applications.
6. The Nomination Committee shall review all nominations and applications, conduct interviews as necessary, and develop recommendations for consideration by the Board of Governors. The Nomination Committee shall notify the members of the Board of its recommendations no later than thirty (30) days prior to a vote of selection by the Board of Governors.
7. Selection of the Executive Director and other officers shall be by 2/3 majority vote of the quorum of the Board of Governors. Selection of Corporate Officers may take place during a Board of Governors meeting or by the independent vote of the members of the Board of Governors via telecommunications or in writing.

8. The Executive Committee may appoint an interim Executive Director and/or other corporate officers as needed to ensure continuous and stable operation of the Northern Forum.
9. Any vacancy occurring in one of the offices shall be filled by an individual appointed by the Board of Governors. The officer so elected shall hold office until his or her successor is chosen and qualified.

Section 5.3. TERMS OF OFFICE

The officers of the Corporation shall serve two (2) year renewable term. Terms of office are subject to change and approval by the Board of Governors. At the end of the two-year term, officers may be eligible for reappointment by direct action of the Board of Governors, or Executive Committee acting on Board's behalf.

Section 5.4. RESIGNATION

Defined in Bylaws.

Section 5.5. REMOVAL

An officer or employee of the Northern Forum may be removed by the Board of Governors, upon the recommendation of the Executive Committee. The Executive Committee may take emergency action to remove officer for gross misconduct, unprofessional behavior, or others actions which are contrary to the Bylaws of the Corporation. Appointment of an officer or employee does not establish contract rights.

Section 5.6. COMPENSATION

Defined in Bylaws.

Section 5.7. EXECUTIVE DIRECTOR

The Executive Director shall have the following authority and duties:

1. Prepare and present an annual report that includes information on NF finances, delinquencies, and project status;
2. Oversee and organize Northern Forum activities and projects commensurate with the Northern Forum's mission, goals, and objectives and in compliance with the approved Strategic and Work Plans;
3. Maintain effective communication with NF Chair, Board of Governors, Regional Coordinators, Associate Secretariats, and the staff of the Secretariat;
4. Attend meetings and represent the Northern Forum in affiliations with other international organizations;
5. Hire and directly manage staff associated with the Northern Forum's Secretariat and Associate Secretariat;
6. Oversee operations of the Secretariat and Associate Secretariats to ensure their activities comply with NF Bylaws and Rules of Procedure and are consistent with NF Strategic and Work Plans;
7. Prepare and present annual NF budget for review by the Board of Governors;
8. Conduct fundraising efforts and implement fiscal responsibility;
9. The Executive Director shall serve as a non-voting member of the Executive Committee ex officio. He or she shall act as Secretary to the Executive Committee.
10. Perform whatever other duties and have whatever other powers as the Board of Governors may from time to time assign;
11. Ensure overall success of the organization.

Section 5.8. DEPUTY DIRECTOR

The Deputy Director shall, in the absence or request of the Executive Director, perform the duties and exercise the powers of the Executive Director. The

Deputy Director shall perform other duties as requested and assigned by the Executive Director and/or Board of Governors. The position of Deputy Director may remain vacant at the discretion of the Board.

Section 5.9. SECRETARY/TREASURER

Secretary/Treasurer ensures that appropriate procedures are being followed in the financial affairs of the Corporation, and shall perform such other duties as occasionally may be assigned by the Board. Secretary/Treasurer shall provide to the Executive Committee and the Board of Governors a biennial audited financial report that details all income and expenses for the preceding corporate fiscal year and includes a record of membership fees payments for both Membership I and II, and payment plans, if any. The position of Secretary/Treasurer may remain vacant at the discretion of the Board.

ARTICLE VI. COMMITTEES

Section 6.1. EXECUTIVE COMMITTEE (EXCOM)

The competence and responsibilities of the Executive Committee shall include:

1. The Executive Committee shall hold at least one (1) regular meeting per calendar year;
2. Provide on-going oversight, supervision, and guidance to the Executive Director concerning fiscal and policy matters of the Secretariat, Associate Secretariats, and other activities of the Northern Forum;
3. Approve changes in expenditures, fundraising efforts and other activities which affect the approved budget of the Northern Forum;
4. Act on behalf of the Board of Governors to address issues requiring immediate attention that arise during interim periods between regular Board meetings;
5. Review and act upon recommendations of the Executive Director

concerning Northern Forum projects and/or activities;

6. Serve as a Nomination Committee for the appointment of the Executive Director and other officers of the Northern Forum Inc.;
7. Hold special meetings of the Executive Committee as necessary to deliberate upon the above and other issues.

Selection process:

1. Selection of the Executive Committee and the Chair shall occur during meetings of the Board of Governors at the biennial General Assembly of the Northern Forum.
2. Selection shall be by 2/3 majority vote of the quorum of the Board of Governors.
3. The Board of Governors shall select one (1) Chair and four (4) Vice Chairs, who shall serve as the Executive Committee of the Northern Forum. In the event that the Chair vacates his/her position before the term of office is complete, the First Vice Chair will take over as the Chair until the next official meeting of the Board of Governors.
4. Term of office of the Executive Committee members is two (2) years, from the end of the General Assembly in which they are elected.
5. Governors may serve two consecutive terms as Chair of the Northern Forum; thereafter the Chairmanship shall rotate to another region. Past Chairmen may serve subsequent terms, after an interim two-year period has passed.

Section 6.2. REGIONAL COORDINATORS COMMITTEE (RCC)

Regional Coordinators Committee is generally responsible for the implementation of NF Declarations, Work Plans and the enactment of projects and activities directed by the Board. The competence and responsibilities of the Regional Coordinators shall include the following:

1. Review and recommend to BOG and ExCom Annual Budget of the

Northern Forum;

2. Review and approve new projects;
3. Review and approve project work plans;
4. Review and approve progress reports for priority projects and provide recommendations on each issue to the Executive Director, the Executive Committee and the Board of Governors;
5. Prepare draft Strategic Plan;
6. Review Bylaws and Rules of Procedures of the Northern Forum and if needed recommend changes;
7. Provide recommendations to the Board of Governors or the Executive Committee on the work and performance of the Secretariat, Associate Secretariats and the Executive Director;
8. Provide guidance to the Executive Director concerning issues that might be brought before the Executive Committee and/or the Board of Governors;
9. Maintain active communications with the Secretariat and/or Associate Secretariats and among Northern Forum members.

Meetings of the Regional Coordinators occur at the call of the Board of Governors or, as designated by the Executive Director. The custom and practice of the Northern Forum is to convene a Regional Coordinators meeting annually, approximately three months before Board of Governors Meeting. The purpose of the meeting is to discuss and negotiate issues which must be decided at the Board of Governors meeting.

Discussions during the RCC meetings include general operations of the Northern Forum, the status of priority projects, the status of upcoming General Assembly and Board of Governors meetings, operational issues associated with the Secretariat and Associate Secretariats, and other issues determined by the Secretariat and the Regional Coordinators.

Section 6.3. ADVISORY COUNCIL

Defined in Bylaws.

ARTICLE VII. PROJECTS

Section 7.1. PROJECT PROPOSALS

Defined in Bylaws.

Section 7.2. PRIORITY PROJECTS

Priority projects provide a means of accomplishing concrete solutions to problems or challenges which transcend national boundaries. These projects utilize a common pool of experience, ideas and cooperative efforts from regional specialists in order to produce results which will benefit all the participating regions.

Each region participating in the project appoints project participants, and together as a working group, they establish overall objectives, confirm each region's specific interests, and establish project charter and work plan within a basic cooperative framework. Each project is formulated realistically, bearing in mind the availability of key personnel, funding, and other resources. Project working groups meet throughout the year and report on the progress of the project to the Regional Coordinators Committee.

Priority Projects must meet the following criteria:

1. Priority projects must be presented by a member region of the Northern Forum, who assumes the lead responsibility for planning and implementation of the project, with appropriate assistance from the Secretariat and other participating member regions and business partners;
2. A project must have at least three (3) participating member regions;

3. A project must demonstrate a clear need through available data and other supporting information;
4. Priority projects must be consistent with the mission and principles of the Northern Forum.
5. Priority projects should avoid unnecessary duplication with ongoing national and international initiatives, and should cooperate with these initiatives to the maximum extent possible;
6. A project must have a clear work plan that must, among other things, specify the responsibilities of the leading region and participating regions, and member regions not actively participating in the project but offering cooperative services, and any business partners involved in the project;
7. A project must have a clear financial plan which demonstrates that the planning and management of the project is financially self-sustaining and there is a reasonable plan for obtaining the funding necessary to fully implement the project. The Secretariat's budget does not anticipate funding for Priority Projects, other than the normal level of logistical and communications support;
8. One (1) year project work plan and financial plan for all priority projects must be submitted for review to the Secretariat and approval by the Regional Coordinators Committee.

Project Working Group

All priority projects must have a working group. Project working group is composed of Chair and project participants from regions participating in the project. Chair is appointed by the members of the working group for the purposes of planning, implementation, and reporting for the project.

Special advisors, experts or observers may assist with the project at the discretion of the working group. Project working group will work closely with

the Secretariat and the Regional Coordinators Committee to take necessary actions to address and meet project needs. They will establish their own meeting schedule and project implementation timelines and make maximum use of telecommunications to facilitate their work and to keep travel costs to a minimum.

Project Initiating Region

Each project is introduced and led by a member region (project initiating region) that presents a project proposal for general acceptance by the NF members, and thereafter takes responsibility for the planning and implementation of the project.

A priority project must have active participation from at least three (3) member regions of the Northern Forum. A region is considered an active project participant if the region supplies: a) a person responsible for the project; and b) financial resources to enable participation in project working group meetings and in the project itself.

Project Reporting

The working group shall develop and submit an annual project progress report and one (1) year project work plan to the NF Secretariat sufficiently in advance to be distributed to the Regional Coordinators Committee for review and approval at their annual meeting. In addition, project working groups shall establish an accounting procedure and report their receipts and expenses to the Northern Forum as part of their regular reporting requirements.

Project Discontinuation

A project may be discontinued for one of the following reasons:

- a. When a project working group provides a written request for project

discontinuation.

- b. When Regional Coordinators Committee determines that there have been no project activities such as working group meetings, electronic or written exchange of information, and other specific project actions for one year.

Section 7.3. PROJECT FUNDING

Defined in Bylaws.

Section 7.4. ENDORSED PROJECTS

Endorsed projects may be re-designated as priority projects if a member region sponsoring the project can demonstrate that the criteria for consideration as a priority project are fully met.

If the Executive Director, in consultation with the working group, determines that a priority project no longer meets the required criteria, the project is re-designated as an endorsed project, subject to approval by the Board of Governors.

Section 7.5. NF COOPERATION AND PARTNERSHIPS

Defined in Bylaws.

ARTICLE VIII. FINANCIAL ADMINISTRATION

Section 8.1. FISCAL YEAR

All membership dues shall be invoiced in January of each year and paid no later than July 1st of each year.

Section 8.2. FINANCIAL REPORTING

Secretary/Treasurer and/or Executive Director to develop an annual financial report for the Corporation that details all income and expenses for the current and preceding corporate fiscal years. The report shall also include a record of membership dues payments and payment plans if any, with accurate accounting of receipts and disbursements and all other financial transactions relating to the financial condition of the Corporation, including a report on the prior corporate fiscal year's expenditures in comparison with the proposed budget.

Secretary/Treasurer and/or the Executive Director shall prepare and present to the Board of Governors, the Executive Committee, and the Regional Coordinators Committee an annual budget. The Executive Committee and the Regional Coordinators Committee shall be responsible for the approval of changes in expenditures, fundraising efforts and other activities that affect NF's annual budget. The Executive Director shall make a financial report to membership on annual or calendar year basis.

Section 8.3. CREDIT, LOANS, CHECKS

The Executive Director shall report annually.

Section 8.4. CONTRACTS, DEEDS AND INSTRUMENTS

Defined in Bylaws.

Section 8.5. DEPOSITS AND ACCOUNTS

Defined in Bylaws.

Section 8.6. LIABILITY

Defined in Bylaws.

ARTICLE IX. OTHER CLAUSES

Section 9.1. BOOKS AND RECORDS

Defined in Bylaws.

Section 9.2. CORPORATE NAME AND LOGO

Defined in Bylaws.

ARTICLE X. AMENDMENT OF BYLAWS

Defined in Bylaws.



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