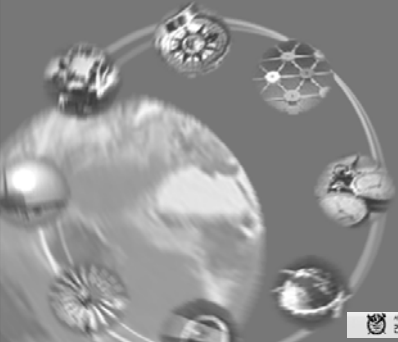


Ten Key Elements

Fair Treatment, Transparency

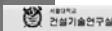

401.649 Cost Planning for Construction Projects April 17th, 2008



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Fair Treatment of Actual Competitor

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- Fairness
 - One of the core values in procurement systems
 - A prerequisite for most private sector firms to compete
- Provide a **Level Playing Field** to serve as *referees* in the award and performance of procurement contracts

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- Wastewater Treatment as a good example of the dynamic nature of the tradeoffs between a focus on project definition and a focus on fair project allocation
 - Revenue stream more predictable than in mass transit systems. BUT, often overestimated by the government → capital & operating losses
 - Traditionally, both publicly and privately controlled mechanism

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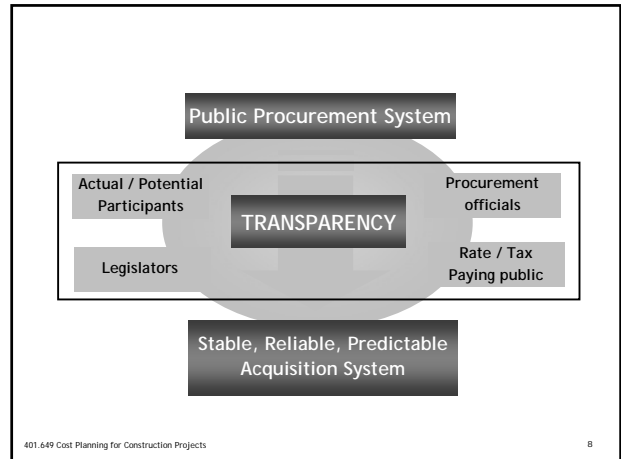
- Then, how to treat contractors fairly in practice?
- *The rules under which contracts are awarded and performed* should be established and published before the competition commences for fair treatment of competitors

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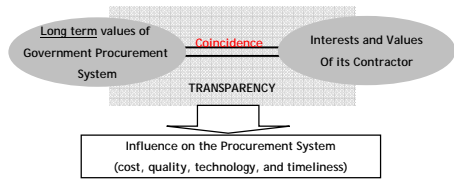
Case Project: Charlotte-Mecklenburg Waste Water Treatment Plant

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Transparency



- Transparency to Contractors
 - Notion that potential competitors can see and understand the acquisition process prior to making a commitment to participate, and can rely upon government.
 - Signal Fair Treatment to Potential Competitors
- Transparency drives much of what is good and bad about the procurement system



Case Project: The Wilmington, Delaware Waste Water Treatment Plant

Privatization

Advantage	Disadvantage
시장논리에 의한 효율화 증대 기대	적시적소에 투자가 될지 의문(기업의 이익과 소비자의 혜택의 일치 여부)
국가 - 공기업에 투자되었던 자본 회수	정부 정책대로 물가조절을 할 수 있을지 의문(요율증가에 따른 물가 상승)
공기업 - 일반회사로서 경쟁에 참여 ①관료제적 성향: ②경쟁력약화 탈피	공기업은 독점화 상태에 있는 데 이를 민영화하고 요금 정책까지 기업에 맡긴다면 인수한 기업이 시장에 ①독점적 체제를 구축; ②독점재벌로의 경제력집중도 심화 - 국민경제에 악영향을 주므로 방지해야 함
자본시장의 자본 확대	수익성 원리에 따라 시설의 지역적 차별이 발생
정부기능의 축소 - 규제완화	취약계층에 대한 사회적 요금체계가 무시 - 돈이 없으면 공공서비스를 제대로 이용하지 못하게 됨
	민간독점 기업으로 전환 - 독점이윤으로 소수 자본 세력에게 전유

Privatization Types

- 형식적 민영화: 사실상의 지배권 유지
 - PPP: BOT, BTL etc
 - 국유화해제 (denationalization): 공기업 지분일부매각
- 실질적 민영화: 지배권 축소, 경영권 이양
 - 기능적 민영화 (functional privatization): 관리업무 완전위탁 (예, 예술의전당 위탁 운영)
 - 민간위탁(contracting out): 특정 업무 민간 위탁 (예, 쓰레기처리, 고속도로 휴게실 운영)