

지자체 건축 · 도시 관련 중앙정부 공모사업의 효율적 운영을 위한 정책방안 연구

A Strategy for Efficient Operation of Projects Supported by the Central Government
for Improving Built Environment of Municipalities

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As the importance of value on **spacial environment design**⁵⁵⁾ is being emphasized recently, many local governments are promoting various projects related with architecture and urban space to create their brand and to vitalize their region. In accordance with this trend, the central government has been running design pilot projects with competition for local governments. However because there are no comprehensive plan nor a design management system many of the projects are just one-off thing that are easy to allocate the budget or can show the project performance in a short time. This led to create similar kinds of projects through out the country which are an imitation of the existing cases. For the ultimate success at **Local Area Support Project**⁵⁶⁾ we should strengthen local capacity, encourage local governments to be self sufficient and seek supportive ways to be autonomous to foster efficiency of the project. This study aims to explore policies that runs the project efficiently by reflecting regional characteristics and strengthening local capacity and maximizes project effects by making differences between each projects and sharing and linking the roles among them.

Chapter 2 analyzes the implementation system of central government competitions related with architecture and urban space of local governments. The project is mostly targeted to small scale area of local government or local community and the Block Grants Program⁵⁷⁾ categorizes areas into population. The projects are all selected by competitions. Some of the projects designates pilot project areas at an

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56) 지역지원사업 - ① Local Area Support Project, ② Local Area Supporting Project

57) 포괄보조사업 (포괄보조금제도 - block grants)

early stage and then compete among them. Some particular projects applies incentive programs when selecting the projects. The project usually supports grants for 1 to 5 years. If the project last for many years for continuity and connectivity, grants will be given annually. The project has both hardware and software programs but it is still hard to find differences among the projects. The hardware programs includes project of developing buildings or facilities, streetscape improvement project and project of creating and improving public space. The software programs are projects developing local content and strengthening local capacity. Among these, the local capacity usually can be strengthen by educating local resident consciousness and visiting advanced cases but the contents recently began to diversify.

Chapter 3 points out local capacity of local governments and performances and limitations of competition project. The research is focused on the 33 local governments which are implementing or has implemented Regional Development Sub-account Project⁵⁸⁾ and at the same time has run or now running 2 or more central government competitions. By this research the limitations and problems of central government competitions indicated is as follows. First, because of the lack of local government finance and manpower it is hard to organize dedicated organization or staff members. Therefore promoting integrated projects and its continuous management could be difficult. Second, since there aren't any effective strategic plan that considers local conditions nor make little use of it, it is hard to plan or promote projects reflecting local characteristics. Third, there are difficulties in establishing governance due to perfunctory management of promotion council and no continuous capacity raising program after or before the project. Forth, the central government is inflexible in running the project and because the project is unstable as the policies are changeable or be closed in a sudden the local governments seem to be full of complaints. Lastly, as works after the competition such as accumulating data or monitoring management were not well done the central government is hard to construct system of spreading performances of the project.

Chapter 4 is dealing with the ways to improve project system which can produce actual results in competitions and the ways to strengthen local capacity. 'To select project by how it can affect local capacity and to reform system of promoting

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project' and 'to make differences between Regional Development Sub-account Project and each central government's projects(competition or pilot project)' are set to be the first priority improvements. The tasks related with improvements of Regional Development Sub-account Project are things such as establishing integrated masterplan, organizing dedicated organization, constructing governance system and 'the project of development of leading regions in strengthening capacity'⁵⁹⁾ which gives stability and autonomy in the use of budget to local governments that have administrative capability is necessary. Local governments that lacks administrative capability need to build up project management system such as strengthening the links between plans and projects, improving management of project process and performance, establishing project support system, setting the project area in small community scale, limiting numbers of project on each local governments. For the improvements of each central government competition or pilot project we should rebuild the project as Local Capacity Raising Project focused on software which can strengthen administrative capability in software parts such as to establish comprehensive masterplan, to organize dedicated organization and to construct governance system. Moreover, we need to ensure stability so that the project could continue for 5 years with ties to Major Government Projects⁶⁰⁾ and strengthen promotion and monitoring systems of follow-up process so that performances could be spread out.

The study is significant in the sense that it comprehensively analyzes competitions on local governments which was sporadic so far and finds out problems and improvements of local government's actual project by looking into it in depth. In further study, more research is needed on specific action plans of 'the project of development of leading regions in strengthening capacity' which is newly represented in this study. With the launch of the new government new directions of Regional Development Policy⁶¹⁾ has been set up and as Regional Development Sub-account Project is divided according to each central government departments for 'the project of development of leading regions in strengthening capacity' a searching examination and discussion which can encompass all departments and can stand with the change

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of Regional Development Policy is necessary. The study clearly shows the needs of construction of database in all kinds of central government's competition(or pilot project) targeted on local governments and also the needs of comprehensive alternatives in performance management after the project. Accumulating data related to central government competition in architecture and urban space field and establishing comprehensive system that can check performances must be conducted for continuation and systematic management.

Keyword : competition, local capacity, integrated masterplan, governance, dedicated organization