



dBrain 10th Anniversary

INTERNATIONAL CONFERENCE ON **FISCAL REFORM**

Paradigm Shift in the Fiscal Policy for Sustainable Growth

CONTENTS

Overview

- 004** Welcome
- 006** Conference Overview
- 008** Program

Keynote Address

- 011** Keynote Address
 - Mahmoud MOHIELDIN / Senior Vice President, World Bank Group
 - Vitor GASPAR / Director of Fiscal Affairs Department, IMF

Session 1

- 031** Korea's Fiscal Policy Reforms and Outcomes
 - Moderator : PARK, Jin / Professor, KDI School of Public Policy and Management
 - Presentation : PARK, Jhungsoo / Professor, Ewha Womans University
 - Discussion : Delphine MORETTI / Senior Policy Analyst, OECD
 PARK, Nowook / Director of Center for Performance Evaluation & Management, Korea Institute of Public Finance
 EOM, Tae-Ho / Professor, Yonsei University
 LEE, Jeonghee / Associate Professor, University of Seoul

Session 2

- 073** Good Practices of Fiscal Reforms
 - Moderator : KIM, Wonshik / Professor, Konkuk University
 - Presentation : Delphine MORETTI / Senior Policy Analyst, OECD
 Niklas FRANK / Deputy Head of Agency, Swedish Fiscal Policy Council
 Marc ROBINSON / Independent Consultant
 - Discussion : KWON, Osung / Senior Research Fellow, The Korea Institute of Public Administration
 PARK, Ki-Baeg / Associate Professor, University of Seoul

Session 3

- 113** Fiscal Reform toward Human-centered Economy
 - Moderator : WHANG, Seong Hyeon / Professor, Incheon National University
 - Presentation : Vinaya SWAROOP / Economic Adviser of Africa Region, World Bank Group
 JOO, Sangyong / Professor, Konkuk University
 CHOI, Sangdae / Director General of Fiscal Innovation Bureau, Ministry of Strategy and Finance
 - Discussion : Niklas FRANK / Deputy Head of Agency, Swedish Fiscal Policy Council
 KIM, Yu-Chan / Professor, Hongik University
 PARK, Yongjoo / Head of Fiscal Information Research Center, Korea Public Finance Information Service (KPFIS)

Session 4

- 171** Wrap-up Discussion : Direction for Fiscal Reforms and Challenges
 - Moderator : KIM, Junki / Professor, Seoul National University
 - Discussion : Marc ROBINSON / Independent Consultant
 Vinaya SWAROOP / Economic Adviser of Africa Region, World Bank Group
 KIM, Wonshik / Professor, Konkuk University
 PARK, Jhungsoo / Professor, Ewha Womans University
 LIM, Ki-Keun / Director General for Fiscal Planning, Ministry of Strategy and Finance

목 차

행사개요

- 004 모시는 글
- 006 컨퍼런스 개요
- 008 프로그램

기조연설

- 011 기조연설
 - Mahmoud MOHIELDIN / Senior Vice President, World Bank Group
 - Vitor GASPAR / Director of Fiscal Affairs Department, IMF

제1주제

- 031 4대 재정개혁과제의 성과 점검
 - 사회 : 박진 / KDI국제정책대학원 교수
 - 발표 : 박정수 / 이화여자대학교 교수
 - 토론 : Delphine MORETTI / Senior Policy Analyst, OECD
박노옥 / 조세재정연구원 연구위원
엄태호 / 연세대학교 교수
이정희 / 서울시립대학교 교수

제2주제

- 073 주요국 재정개혁 사례와 성과
 - 사회 : 김원식 / 건국대학교 교수
 - 발표 : Delphine MORETTI / Senior Policy Analyst, OECD
Niklas FRANK / Deputy Head of Agency, Swedish Fiscal Policy Council
Marc ROBINSON / Independent Consultant
 - 토론 : 권오성 / 한국행정연구원 선임연구위원
박기백 / 서울시립대학교 교수

제3주제

- 113 사람중심 경제구현을 위한 재정혁신과제
 - 사회 : 황성현 / 인천대학교 교수
 - 발표 : Vinaya SWAROOP / Economic Adviser of Africa Region, World Bank Group
주상영 / 건국대학교 교수
최상대 / 기획재정부 재정혁신국장
 - 토론 : Niklas FRANK / Deputy Head of Agency, Swedish Fiscal Policy Council
김유찬 / 홍익대학교 교수
박용주 / 한국재정정보원 재정정보연구본부장

제4주제

- 171 바람직한 재정현신의 방향 및 장애요인 극복방안
 - 사회 : 김준기 / 서울대학교 교수
 - 토론 : Marc ROBINSON / Independent Consultant
Vinaya SWAROOP / Economic Adviser of Africa Region, World Bank Group
김원식 / 건국대학교 교수
박정수 / 이화여자대학교 교수
임기근 / 기획재정부 재정기획심의관

Welcome

The socioeconomic dilemmas of low birth rate, aging population, and income polarization persist in Korean economy. This trend may put a pressure on the mid- to long-term economic growth of the nation. In this context, the role of public finance is increasingly becoming crucial in revitalizing national economy and public welfare.

The key importance of public finance lies on employing financial resources appropriately in order to enhance the lives of citizens and lay groundwork for a stable growth. As increasing tax revenues is a challenge itself, the expected expansion of public expenditure for the policies relevant to low birth rate and aging population is drawing a concerned attention to fiscal sustainability as well. We believe now is a perfectly fitting time to study different countries' fiscal reform cases of efficient fiscal management and to redefine the role and direction of fiscal policies that aim to improve the quality of life for the people.

As part of this effort, we have organized the International Conference on Fiscal Reform: Paradigm Shift in the Fiscal Policy for Sustainable Growth. The conference will seek to examine achievements and limitations of past fiscal reforms, facilitated by Korean and global financial experts, and to construct future fiscal reform policies which will contribute to advancing the quality of people's lives in the international communities.

We appreciate your presence and are excited to learn from your knowledge and insights on fiscal reform.

Thank you!

Lee Won Sik

President of the Korea Public Finance Information Service

모시는 글

안녕하십니까?

한국 경제는 저출산·고령화·소득 양극화 등의 문제가 지속되고 있습니다. 이러한 문제는 중·장기 경제 성장에도 부담으로 작용할 것으로 예상됩니다.

경제와 민생을 살리기 위한 재정의 역할은 갈수록 증대되고 있는 상황입니다. 재정의 역할은 필요한 곳에 재정지원을 통해 민생 안정과 안정적 성장의 발판을 마련하는데 있습니다.

세수 증가도 녹록치만은 않은 상황에서 저출산·고령화 현상으로 재정지출 확대가 예상되어 장기적으로는 재정 건전성에도 관심이 커지고 있습니다. 이에 주요국의 효율적 재정운용을 통한 재정 개혁 사례를 살펴보고, 국민의 삶의 질을 높이기 위한 재정의 역할과 방향에 대해 고민해야 할 시점입니다. 국내·외 재정 분야 전문가와 함께 지혜를 모아 그동안 재정개혁 성과와 한계를 점검하고, 국민의 삶의 질 향상에 기여할 수 있는 재정혁신 향후 과제를 도출하고자 「지속가능 사회와 재정운용 패러다임의 전환」이라는 주제로 재정혁신 국제 컨퍼런스를 준비하였습니다.

바쁘시더라도 부디 참석하시어 재정혁신을 위해 고견을 나누어 주시기 바랍니다.

감사합니다.

이 원 식

한국재정정보원장

Conference Overview

T i t l e	International Conference on Fiscal Reform
T h e m e	Paradigm Shift in the Fiscal Policy for Sustainable Growth
D a t e	09:30–17:10 14 th (Thu) and 10:00–12:00 15 th (Fri), December 2017
V e n u e	Orchid Room (2F), Grand Intercontinental Seoul Parnas
S e s s i o n	• Keynote Address · Mahmoud MOHIELDIN / Senior Vice President, World Bank Group · Vitor GASPAR / Director of Fiscal Affairs Department, IMF • Session 1 Korea's Fiscal Policy Reforms and Outcomes • Session 2 Good Practices of Fiscal Reforms • Session 3 Fiscal Reform toward Human-centered Economy • Session 4 Wrap-up Discussion : Direction for Fiscal Reforms and Challenges
Hosted by	Ministry of Strategy and Finance  Ministry of Strategy and Finance
Organized by	Korea Public Finance Information Service  KPFIS Korea Public Finance Information Service

컨퍼런스 개요

행 사 명	재정혁신 국제컨퍼런스
주 제	지속가능 사회와 재정운용 패러다임의 전환
일 시	2017. 12. 14(목) 09:30-17:10 / 15(금) 10:00-12:00
장 소	그랜드 인터컨티넨탈 서울 파르나스, 오키드룸(2F)
세 선	• 기조연설 · Mahmoud MOHIELDIN / Senior Vice President, World Bank Group · Vitor GASPAR / Director of Fiscal Affairs Department, IMF • 제1주제 4대 재정개혁과제의 성과 점검 • 제2주제 주요국 재정개혁 사례와 성과 • 제3주제 사람중심 경제구현을 위한 재정혁신과제 • 제4주제 바람직한 재정혁신의 방향 및 장애요인 극복방안
주 최	 기획재정부 Ministry of Strategy and Finance
주 관	 한국재정정보원 Korea Public Finance Information Service

Day 1 : December 14 (Thu.)

09:00 ~ 09:30 Registration

09:30 ~ 09:40 Opening Address

09:40 ~ 10:20 Keynote Address · Mahmoud MOHIELDIN / Senior Vice President, World Bank Group
 · Vitor GASPAR / Director of Fiscal Affairs Department, IMF

10:20 ~ 10:50 Coffee Break

10:50 ~ 11:50 Session 1 : Korea's Fiscal Policy Reforms and Outcomes

Moderator : PARK, Jin / Professor, KDI School of Public Policy and Management

Presentation : PARK, Jhungsoo / Professor, Ewha Womans University

Discussion : Delphine MORETTI / Senior Policy Analyst, OECD

PARK, Nowook / Director of Center for Performance Evaluation & Management, Korea Institute of Public Finance

EOM, Tae-Ho / Professor, Yonsei University

LEE, Jeonghee / Associate Professor, University of Seoul

11:50 ~ 13:30 Luncheon

13:30 ~ 15:10 Session 2 : Good Practices of Fiscal Reforms

Moderator : KIM, Wonshik / Professor, Konkuk University

Presentation : Delphine MORETTI / Senior Policy Analyst, OECD

Niklas FRANK / Deputy Head of Agency, Swedish Fiscal Policy Council

Marc ROBINSON / Independent Consultant

Discussion : KWON, Osung / Senior Research Fellow, The Korea Institute of Public Administration

PARK, Ki-Baeg / Associate Professor, University of Seoul

15:10 ~ 15:30 Coffee Break

15:30 ~ 17:10 Session 3 : Fiscal Reform toward Human-centered Economy

Moderator : WHANG, Seong Hyeon / Professor, Incheon National University

Presentation : Vinaya SWAROOP / Economic Adviser of Africa Region, World Bank Group

JOO, Sangyong / Professor, Konkuk University

CHOI, Sangdae / Director General of Fiscal Innovation Bureau, Ministry of Strategy and Finance

Discussion : Niklas FRANK / Deputy Head of Agency, Swedish Fiscal Policy Council

KIM, Yu-Chan / Professor, Hongik University

PARK, Yongjoo / Head of Fiscal Information Research Center, Korea Public Finance Information Service (KPFIS)

Day 2 : December 15 (Fri.)**10:00 ~ 11:40 Session 4 : Wrap-up Discussion : Direction for Fiscal Reforms and Challenges**

Moderator : KIM, Junki / Professor, Seoul National University

Discussion : Marc ROBINSON / Independent Consultant

Vinaya SWAROOP / Economic Adviser of Africa Region, World Bank Group

KIM, Wonshik / Professor, Konkuk University

PARK, Jhungsoo / Professor, Ewha Womans University

LIM, Ki-Keun / Director General for Fiscal Planning, Ministry of Strategy and Finance

11:40 ~ 12:00 Closing Address

1일차 : 12. 14(목)

09:00 ~ 09:30	등록
09:30 ~ 09:40	개회사
09:40 ~ 10:20	기조연설 · Mahmoud MOHIELDIN / Senior Vice President, World Bank Group · Vitor GASPAR / Director of Fiscal Affairs Department, IMF
10:20 ~ 10:50	Coffee Break

10:50 ~ 11:50 제1주제 : 4대 재정개혁과제의 성과 점검

사회 : 박진 / KDI 국제정책대학원 교수
 발표 : 박정수 / 이화여자대학교 교수
 토론 : Delphine MORETTI / Senior Policy Analyst, OECD
 박노옥 / 조세재정연구원 연구위원
 엄태호 / 연세대학교 교수
 이정희 / 서울시립대학교 교수

11:50 ~ 13:30 오찬

13:30 ~ 15:10 제2주제 : 주요국 재정개혁 사례와 성과

사회 : 김원식 / 건국대학교 교수
 발표 : Delphine MORETTI / Senior Policy Analyst, OECD
 Niklas FRANK / Deputy Head of Agency, Swedish Fiscal Policy Council
 Marc ROBINSON / Independent Consultant
 토론 : 권오성 / 한국행정연구원 선임연구위원
 박기백 / 서울시립대학교 교수

15:10 ~ 15:30 Coffee Break

15:30 ~ 17:10 제3주제 : 사람중심 경제구현을 위한 재정혁신과제

사회 : 황성현 / 인천대학교 교수
 발표 : Vinaya SWAROOP / Economic Adviser of Africa Region, World Bank Group
 주상영 / 건국대학교 교수
 최상대 / 기획재정부 재정혁신국장
 토론 : Niklas FRANK / Deputy Head of Agency, Swedish Fiscal Policy Council
 김유찬 / 홍익대학교 교수
 박용주 / 한국재정정보원 재정정보연구본부장

2일차 : 12. 15(금)

10:00 ~ 11:40 제4주제 : 바람직한 재정혁신의 방향 및 장애요인 극복방안

사회 : 김준기 / 서울대학교 교수
 토론 : Marc ROBINSON / Independent Consultant
 Vinaya SWAROOP / Economic Adviser of Africa Region, World Bank Group
 김원식 / 건국대학교 교수
 박정수 / 이화여자대학교 교수
 임기근 / 기획재정부 재정기획심의관

11:40 ~ 12:00 폐회사

Keynote Address | 기조연설

Keynote Address 1 | 기조연설 1

Fiscal Policy for Sustainable Development: The Need for a Long Term Perspective

Mahmoud MOHIELDIN / Senior Vice President, World Bank Group

Keynote Address 2 | 기조연설 2

Fiscal Policy for Inclusive Growth

Vitor GASPAR / Director of Fiscal Affairs Department, IMF



Keynote Address 1 | 기조연설 1

Fiscal Policy for Sustainable Development: The Need for a Long Term Perspective



Mahmoud MOHIELDIN

World Bank Group
Senior Vice President
Egypt

• A Brief Introduction

Dr. Mohieldin is the World Bank Group Senior Vice President for the 2030 Development Agenda, UN Relations and Partnerships. He serves as a Board member on the Global Partnership for Sustainable Development Data, as well as an observer to the EU Multi-Stakeholder Platform for the SDGs. Dr. Mohieldin previously served as Corporate Secretary, President's Special Envoy, and Managing Director for the World Bank Group.

Before joining the World Bank, Dr. Mohieldin held numerous senior positions in the Government of Egypt, including Minister of Investment from 2004 until 2010. He also served on several Boards of Directors including the Central Bank of Egypt and the banking and corporate sector. He was a member of the Commission on Growth and Development and selected a Young Global Leader of the World Economic Forum.

He is a Professor of Economics and Finance at Cairo University, an Honorary Professor at Durham University and member of the Advisory Board of the Durham Business School. He also held leading positions in national and regional research centers and think tanks. He has authored numerous publications and articles in leading journals in the fields of international finance, economics, and development in English and Arabic.

He received his Ph.D. in Economics from the University of Warwick, M.Sc. in Economic and Social Policy Analysis from the University of York, and B.Sc. in Economics, first in the order of merit, from Cairo University.

• 소개글

Mohieldin 박사는 2030 개발 어젠다, UN 관계와 파트너십을 맡고 있는 세계은행 부총재이다. Mohieldin 박사는 지속가능한 발전 데이터 를 위한 글로벌 파트너십(Global Partnership for Sustainable Development Data) 위원회의 이사이며 지속가능한 발전 목표를 위한 EU 다중 이해관계자 플랫폼(EU Multi-Stakeholder Platform for the SDGs)의 옵저버를 맡고 있다. Mohieldin 박사는 또한 세계은행 그룹의 사무총장(Corporate Secretary), 은행장 특사(President's Special Envoy) 및 운영이사(Managing Director)를 역임한 바 있다.

세계은행에서 근무하기 전에 Mohieldin 박사는 2004년부터 2010년까지 이집트 투자 장관을 맡는 등 이집트 정부에서 여러 고위직을 역임 하였다. Mohieldin 박사는 또한 이집트 중앙 은행 등 여러 은행 및 기업 부문의 이사회에서 일하기도 하였다. Mohieldin 박사는 성장 발전 위원회(Commission on Growth and Development)에 소속되어 일한 바 있으며 세계 경제 포럼의 젊은 글로벌 리더(Young Global Leader of the World Economic Forum)로 선정되었다.

Mohieldin 박사는 Cairo 대학 경제 금융학과 교수이며, Durham 대학교 명예 교수, Durham 비즈니스 스쿨의 자문위원을 맡고 있다. Mohieldin 박사는 그 외 여러 국가 및 지역 연구기관과 싱크탱크에서 고위직을 담당하고 있다. Mohieldin 박사는 국제 회계, 경제, 개발 분야에 여러 유수 저널에 영어와 아랍어 저작물과 기사를 기고하기도 하였다.

Mohieldin 박사는 Warwick 대학에서 경제학 박사, York 대학에서 경제 및 사회 정책 분석학 석사, Cairo 대학에서 경제학 학사 학위를 수 석으로 수여하였다.

Keynote Address 2 | 기조연설 2

Fiscal Policy for Inclusive Growth



Vitor GASPAR

International Monetary Fund (IMF)
Director of Fiscal Affairs Department
Portugal

• A Brief Introduction

Vitor Gaspar, a Portuguese national, is Director of the Fiscal Affairs Department of the International Monetary Fund. Prior to joining the IMF, he held a variety of senior policy positions in Banco de Portugal, including most recently as Special Adviser. He served as Minister of State and Finance of Portugal during 2011–2013. He was head of the European Commission’s Bureau of European Policy Advisers during 2007–2010 and director-general of research at the European Central Bank from 1998 to 2004. Mr. Gaspar holds a Ph.D. and a post-doctoral agregado in Economics from Universidade Nova de Lisboa; he also studied at Universidade Católica Portuguesa.

• 소개글

Vitor Gaspar는 포르투갈 국적을 보유하며 국제통화기금 재정부문국 (Fiscal Affairs Department) 국장으로 재직하고 있다. IMF 근무 이전에는 포르투갈 중앙은행 (Banco de Portugal)에서 정책 부문 선임으로 다양한 업무를 수행했으며, 가장 최근에는 특별 자문으로 역할을 수행했다. 2011–2013년에는 포르투갈 재무장관 (Minister of State and Finance)을 역임했고 2007–2010년에는 유럽연합 집행위원회의 유럽정책 자문관 사무국의 수장으로 역할을 수행했다. 1998–2004년에는 유럽중앙은행에서 리서치 부문 director-general로 재직했다. Universidade Nova de Lisboa에서 경제학 전공으로 박사학위를 취득했고 박사학위 취득 후 과정을 수행했으며 Universidade Católica Portuguesa에서도 수학했다.

Keynote Address 2 | 기조연설 2

Vitor GASPAR / Director of Fiscal Affairs Department, International Monetary Fund (IMF)

Fiscal Affairs Department

International Conference on Fiscal Reform:
Paradigm Shift in the Fiscal Reform for Sustainable Growth

Fiscal Policy for Inclusive Growth**VITOR GASPAR**FISCAL AFFAIRS DEPARTMENT
INTERNATIONAL MONETARY FUNDKOREA PUBLIC FINANCE INFORMATION SERVICE, SEOUL
DECEMBER 14-15, 2017

Outline

- I. Motivation: Inclusive Growth
- II. Fiscal structural reform for productivity and growth
 - A. *to push out the technology frontier*
 - B. *to narrow the productivity gap between firms*
- III. Fiscal support for structural reform
- IV. Conclusions

IMF Fiscal Affairs Department

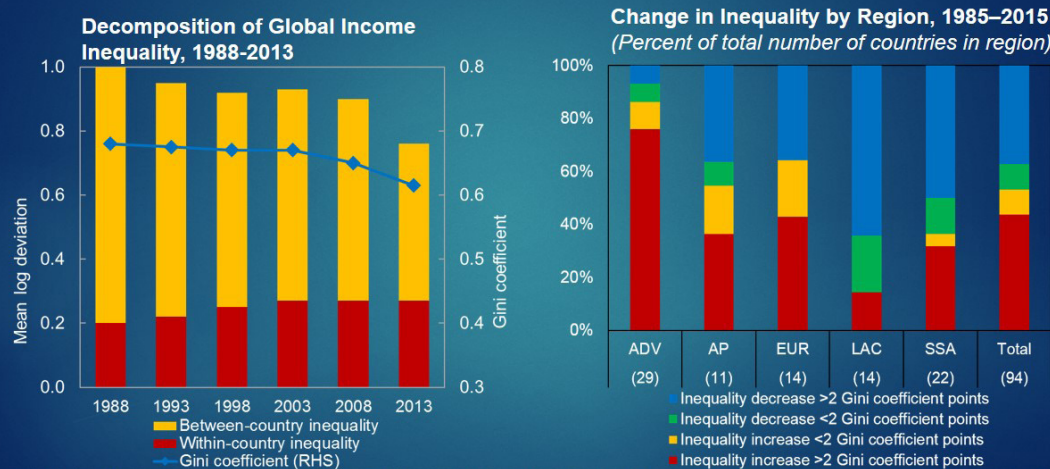
Keynote Address 2 | 기조연설 2

Vitor GASPAR / Director of Fiscal Affairs Department, International Monetary Fund (IMF)

I. Motivation: Inclusive Growth

IMF Fiscal Affairs Department

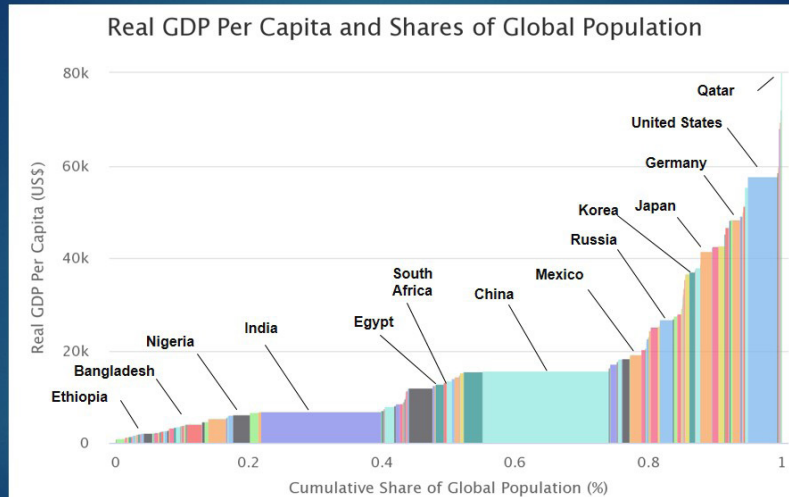
2

Global income inequality declined but trends differ across countries

IMF Fiscal Affairs Department

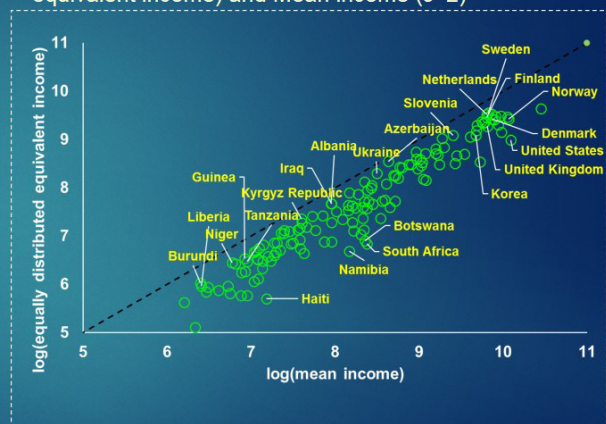
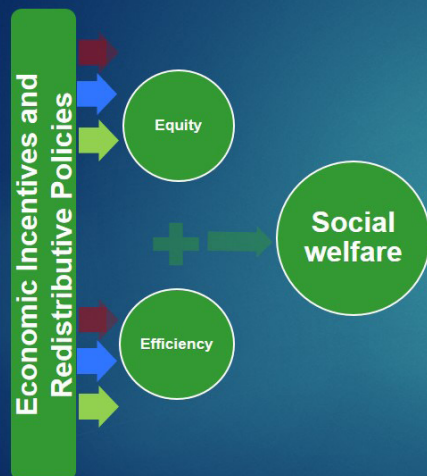
3

Income dispersion becomes wide



Strong correlation between Mean Income and SW

Relationship between social welfare (equally distributed equivalent income) and Mean income ($\epsilon=2$)

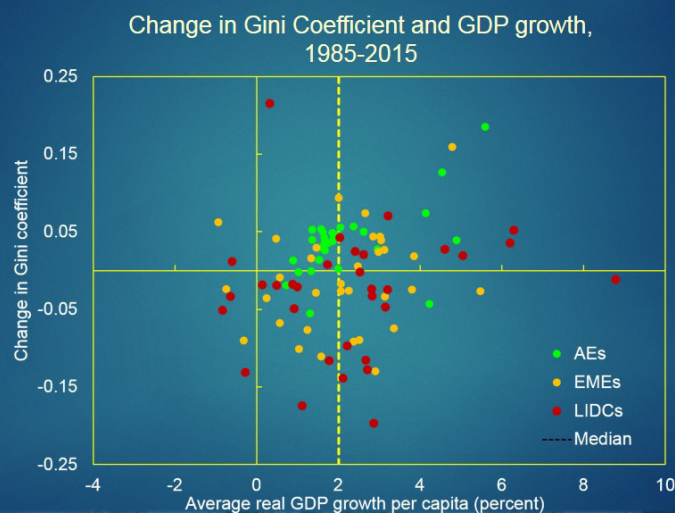


Sources: Gaspar and others, forthcoming; and IMF staff calculations.
Note: ϵ is the inequality aversion parameter.

Keynote Address 2 | 기초연설 2

Vitor GASPAR / Director of Fiscal Affairs Department, International Monetary Fund (IMF)

Promoting growth and reducing inequality are not incompatible objectives



IMF Fiscal Affairs Department

6

II. Structural reform for productivity and growth

IMF Fiscal Affairs Department

7

Fiscal policies are structural policies

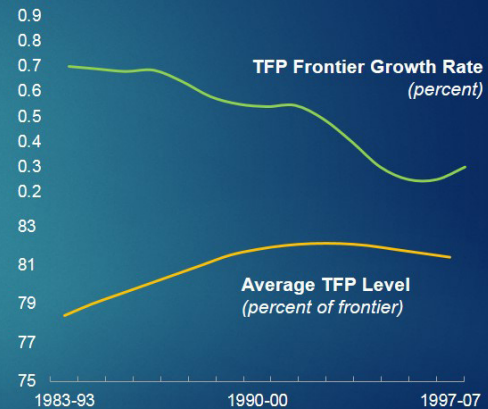
▶ Fiscal structural reform

- Policies to help push out the technology frontier
- Policies to help narrow the productivity gap between firms

▶ Fiscal support for structural reform

▶ *Understanding productivity calls for research based on microeconomics and micro-datasets*

Advanced economies: Stochastic Frontier Analysis, by Country-Sector



Source: Dabla-Norris and others (2015).

IMF Fiscal Affairs Department

8

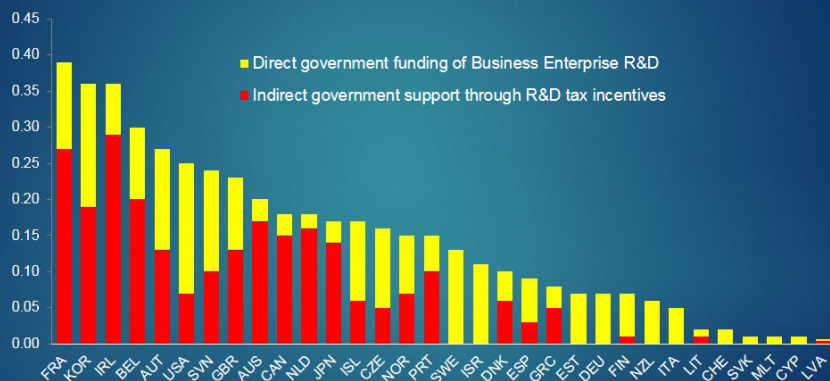
II. Structural reform for productivity and growth: A. to push out the technology frontier

IMF Fiscal Affairs Department

9

Keynote Address 2 | 기조연설 2

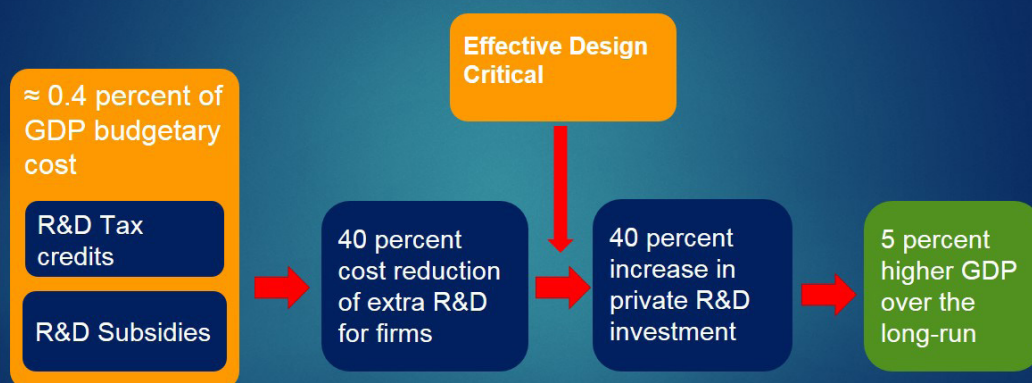
Vitor GASPAR / Director of Fiscal Affairs Department, International Monetary Fund (IMF)

R&D tax incentives play an important role**Direct Government Funding of business R&D and R&D tax incentives, 2014 (Percent of GDP)**

Source: OECD.

IMF Fiscal Affairs Department

10

Government Support for R&D Leads to Higher GDP

Note: Estimates are averages across OECD countries.

IMF Fiscal Affairs Department

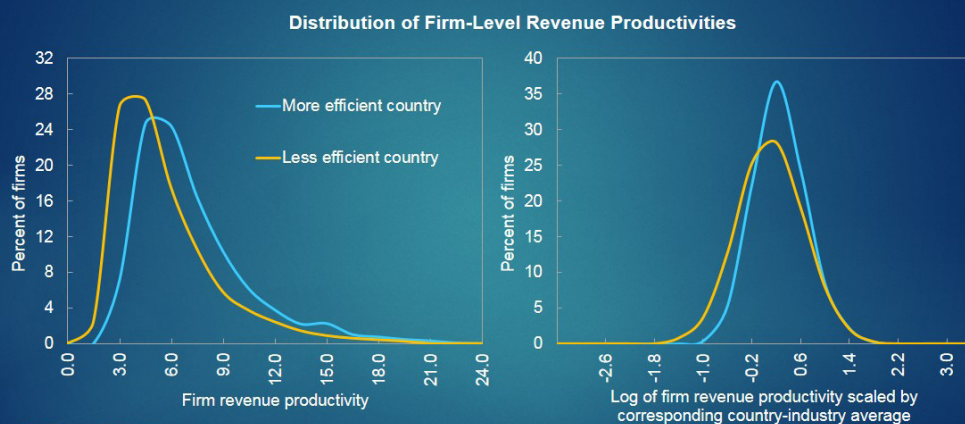
11

II. Structural reform for productivity and growth: B. to narrow the productivity gap between firms

IMF Fiscal Affairs Department

12

Productivity gaps between firms can be large

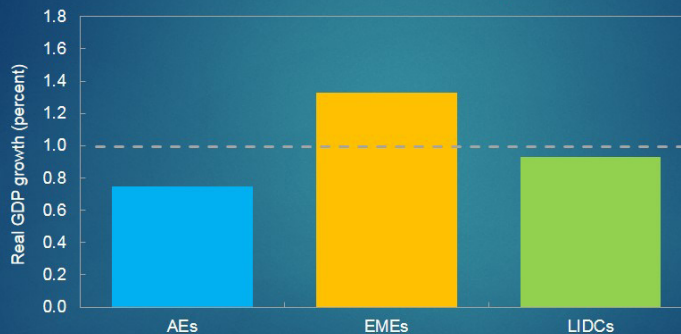


IMF Fiscal Affairs Department

13

Keynote Address 2 | 기조연설 2

Vitor GASPAR / Director of Fiscal Affairs Department, International Monetary Fund (IMF)

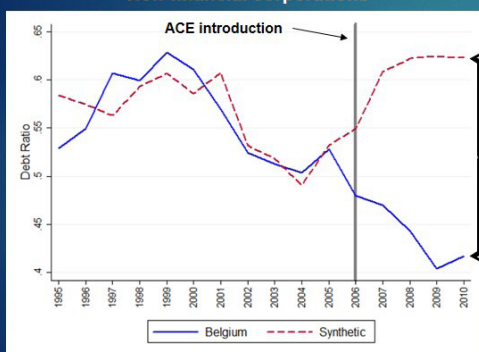
Eliminating distortions could improve productivity and lift growth**Estimated Annual Real GDP Growth Effects from Reducing Resource Misallocation**

Sources: ORBIS, World Bank, Enterprise Surveys, and IMF staff estimates.

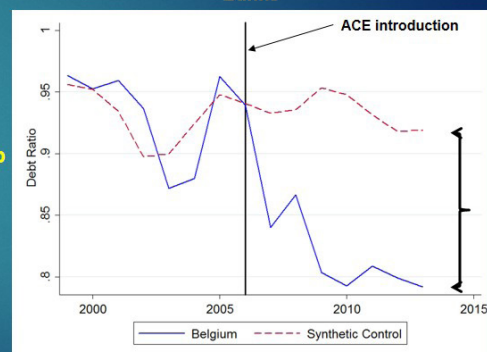
Note: The figure shows medians across country groups. Estimates assume a 20 year transition period, that other sectors could achieve TFP gains similar to those estimated for the manufacturing sector, and that there are no adjustment costs. AEs = advanced economies; EMEs = emerging market economies; LDCs = low-income developing countries.

IMF Fiscal Affairs Department

14

Example 1: Tax reforms can reduce debt bias**Introduction of an Allowance for Corporate Equity System in Belgium****Non-financial corporations**

20 pp

Banks

13.7 pp

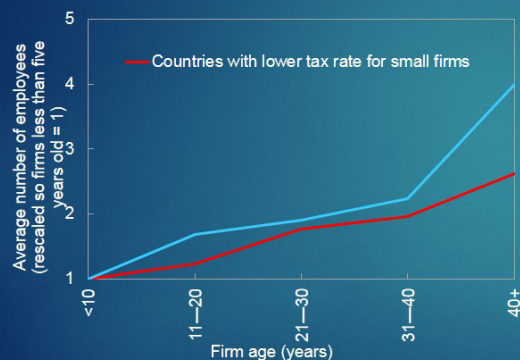
Source: IMF, 2016, "Tax Policy, Leverage and Macroeconomic Stability," IMF Policy Paper.

IMF Fiscal Affairs Department

15

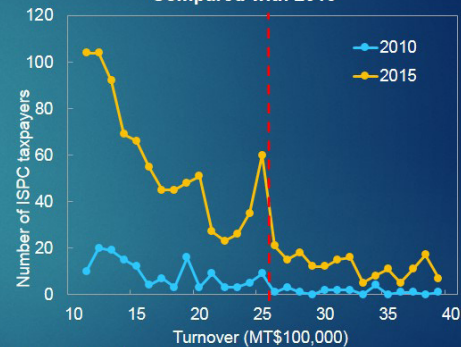
Example 2: lower taxes for small firms create a small business trap

Developing Countries: Employment by Firm Age



Sources: KPMG, World Bank, Enterprise Surveys, and IMF staff estimates.
Note: Lines represent the median for each group.

Mozambique: Distribution of ISPC Taxpayers, 2015 Compared with 2010



Source: Swistak, Liu, and Varsano 2017.

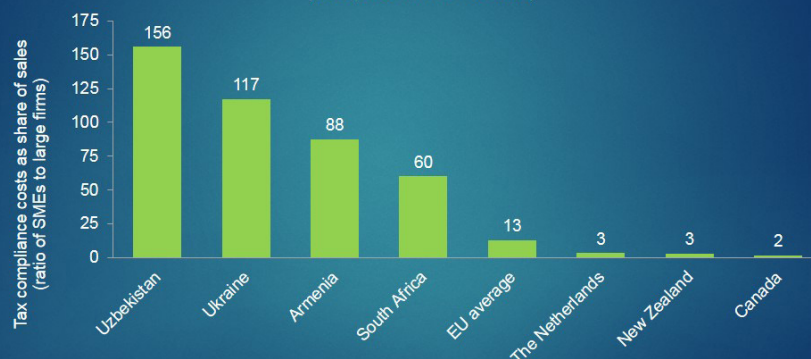
Note: The horizontal axis shows the distribution of imposto simplificado para pequenos contribuintes (ISPC) taxpayers by turnover bins of MT\$100,000.

IMF Fiscal Affairs Department

16

Example 3: small firms face high tax compliance costs

Developing Countries: Tax compliance burden of small firms
(as a percent of total sales)



Source: Dabla-Norris and others, 2017

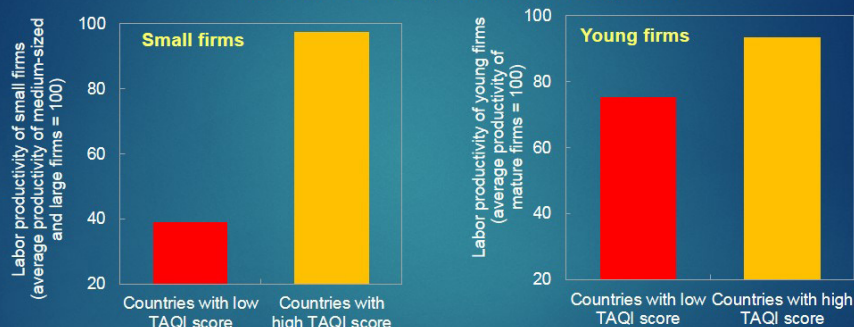
Note: Average tax compliance costs as a share of sales of SMEs divided by tax compliance as a share of sales of large firms. Data from different years, and definition of SMEs differs across countries.

IMF Fiscal Affairs Department

17

Keynote Address 2 | 기조연설 2

Vitor GASPAR / Director of Fiscal Affairs Department, International Monetary Fund (IMF)

Example 3: lower tax compliance costs help small and young firms**Developing Countries: Tax Administration Quality Index and Labor Productivity of Small and Young Firms**

Source: Dabla-Norris and others, 2017.

Note: Labor productivity refers to sales divided by the number of employees. Small firms have fewer than 20 employees; young firms are less than seven years old. A higher score on the TAQI implies lower tax compliance costs. Countries with a low (high) TAQI score are those at the 25th (75th) percentile of the sample distribution. The TAQI uses country-specific information on different dimensions of tax administration that are likely to matter for tax compliance costs faced by firms, from the IMF's Tax Administration Diagnostic Assessment Tool (TADAT). Medium-sized and large firms are those with 20 or more employees. Mature firms are those seven or more years old.

IMF Fiscal Affairs Department

18

III. Fiscal support for structural reforms

IMF Fiscal Affairs Department

19

Fiscal support for labor and product market reforms

- ▶ Most labor and product market reforms strengthen medium-term public finances indirectly by raising output
- ▶ BUT: Impact of labor market reforms on fiscal outcomes depends on cyclical conditions
- ▶ MOREOVER: Fiscal “sweeteners” can help build the necessary political momentum for reform.

IMF Fiscal Affairs Department

20

IV. Conclusions

IMF Fiscal Affairs Department

21

Keynote Address 2 | 기조연설 2

Vitor GASPAR / Director of Fiscal Affairs Department, International Monetary Fund (IMF)

- ▶ Fiscal policy has an important role to promote strong, sustainable and inclusive growth
- ▶ R&D tax incentives can help push out productivity frontier
- ▶ Moving towards neutrality: eliminating corporate debt bias and reducing compliance costs can help reduce inter-firm productivity gaps
- ▶ Fiscal policies can also be deployed to support labor and product market reforms



22

Thank you!



23

Keynote Address

Session 1 | 제1주제

Korea's Fiscal Policy Reforms and Outcomes

4대 재정개혁과제의 성과 점검

Moderator : PARK, Jin / Professor, KDI School of Public Policy and Management

사회 : 박진 / KDI 국제정책대학원 교수

Presentation | 발표

Review of the 4 Major Fiscal Reforms & Future Direction

PARK, Jhungsoo / Professor, Ewha Womans University

박정수 / 이화여자대학교 교수

Discussion | 토론

Delphine MORETTI / Senior Policy Analyst, OECD

PARK, Nowook / Director of Center for Performance Evaluation & Management, Korea Institute of Public Finance

박노옥 / 조세재정연구원 연구위원

EOM, Tae-Ho / Professor, Yonsei University

엄태호 / 연세대학교 교수

LEE, Jeonghee / Associate Professor, University of Seoul

이정희 / 서울시립대 교수

Moderator | 사회

**PARK, Jin**

KDI School of Public Policy and Management

Professor

Republic of Korea

• A Brief Introduction

Jin PARK has been a Professor at KDI School of Public Policy and Management (KDIS) since 2001. He started his academic career at KDI (Korea Development Institute) as a research fellow in 1992 before he joined the government as Director for Administrative Reform Team under the Ministry of Planning and Budget where he worked for three years. He also served as an Executive Director, Research Center for State-Owned Entities during 2012~13. His academic interest covers public sector reform, state-owned enterprises, development economics. He has worked as an expert consultant for many developing countries including Vietnam (2018), Myanmar (2017), Bulgaria (2015), Indonesia (2007~2011), Guatemala (2010), Namibia (2009), and Turkey (2006). He received his Ph.D. in economics from University of Pennsylvania, and B.A. from Seoul National University.

• 소개글

박진 교수는 2001년부터 KDI국제정책대학원 교수로 재직하고 있다.

박진 교수는 1992~98년 한국개발연구원(KDI) 부연구위원으로 일했으며 이후 3년간 기획예산처의 정부개혁실 팀장을 역임하였다.

2012- 2013년에는 공공기관연구센터 소장으로 재직하였다.

박진 교수의 관심분야는 공공부문 개혁, 공기업, 개발경제로, 베트남 (2018), 미얀마 (2017), 불가리아 (2015), 인도네시아 (2007~2011), 과테말라 (2010), 나미비아 (2009), 터키 (2006) 등 여러 개발도상국에 전문 컨설팅을 제공해왔다.

박진 교수는 서울대학교에서 학사를, 펜실베이니아 대학교(University of Pennsylvania)에서 경제학 박사학위를 수여받았다.

Presentation | 발표



PARK, Jhungsoo

Ewha Womans University
Professor
Republic of Korea

• A Brief Introduction

Jhungsoo Park(Ph.D.) is a professor of public policy at the Ewha Womans University. He had been in charge of the Education Reform Forum, Korea, from 2007 to 2011. He had served as a consultant for the World Bank during 1996-1997, 2001-2002 and 2012-2013, and for the OECD during 2009-2010. From 2004 to 2006, he served as a founding director general for budget analysis at the National Assembly Budget Office(NABO), Korea, and as a founding executive director for the Research Center for State Owned Entities, KIPF (Korea Institute of Public Finance), Korea during 2010-2011. He had served as a chairman of the Performance Evaluation Team of Postal Service, Korea, for 5 years, from 2010-2015. Currently, he has served as a chairman of the Research forum for State Owned Entities from 2013.

He graduated from the Seoul National University, major in Economics and the University of Pittsburgh, major in Public Policy. His dissertation, 'Can Decentralization Policy Constrain the Leviathan?' was widely referred to the field. After completion on Ph.D., he served as a research fellow at the Korea Institute of Public Finance for five years. And he fulfilled several researches and consultancy functions in Korean government and international institutions, especially for fiscal policy and budgeting field.

Recent publications include: Education Reform in Korea (2006), Education System: present and future (2009) and Economic Growth and Education Development in Korea (2009). State Owned Enterprises and National Policy (2010, 2011, 2012, 2013), and Financial Management (2014). Professor Park has been the project leader and principal author of a number of projects for the government of Korea and other countries including Brazil, Mongolia, Saudi Arabia, Myanmar and Vietnam. He published in OECD publishing, Reviews of National Policies for Education: Santa Catarina, Brazil and World Bank publishing, Challenging Corruption in Asia - Case Studies and a Framework for Action.

• 소개글

박정수 박사는 이화여자대학교 행정학과 교수이다. 박정수 박사는 2007년부터 2011년까지 한국의 교육개혁 포럼 회장으로 모임을 이끌어왔다.

박정수 박사는 1996-1997년, 2001-2002년, 2012-2013년까지 세계은행에, 2009-2010년에는 경제협력개발기구(OECD)가 주관하는 국가 컨설팅에 컨설턴트로 참여하였다.

2004-2006년에는 국회예산정책처(NABO) 초대 예산분석심의관으로 재직하였으며 2010-2011년에는 한국조세재정연구원의 공공기관연구센터 초대 소장을 역임하였다. 박정수 박사는 또한 2010-2015년까지 5년 동안 우정사업본부 경영평가단장을 역임하기도 하였다. 2013년부터 현재까지는 한국행정학회 공공기관연구회장을 맡고 있다.

박정수 박사는 서울대학교 경제학과를 졸업한 후 피츠버그대학(University of Pittsburgh)에서 공공정책을 전공하였다. 그의 학위논문 "분권화 정책이 리바이어던을 통제할 수 있을 것인가?"는 해당 부문에서 널리 인용되고 있다.

박정수 박사는 박사 학위 수여 후 5년간 한국조세연구원에서 연구위원으로 재직하였으며, 특히 재정 정책과 예산 부문에 대한민국 정부와 국제기구를 위한 많은 연구와 컨설팅을 진행하였다.

그의 최근 발행물로는 "한국의 교육개혁(2006)", "교육시스템의 현황과 미래(2009)", "한국의 경제성장과 교육개발(2009)", "공기업과 국가정책(2010, 2011, 2012, 2013)", "재무관리(2014)"가 있다. 박정수 교수는 한국 정부 및 브라질, 몽고, 사우디아라비아, 미얀마, 베트남 등 여러 정부에서 진행하는 프로젝트 리더 및 팀리더로 활동해 오고 있다. 또한 "브라질 산타카타리나주의 국가 교육정책 점검"을 OECD에서 보고서로 발간하였고 "아시아국가의 부정부패 문제-사례연구와 행동강령"을 세계은행에서 보고서 발간한 바 있다.

Review of the 4 Major Fiscal Reforms & Future Direction

PARK, Jhungsoo / Professor, Ewha Womans University

International Conference
on Fiscal Reform

Review of the 4 Major Fiscal Reforms & Future Direction

Jhungsoo Park
Ewha Womans University

Table of Contents

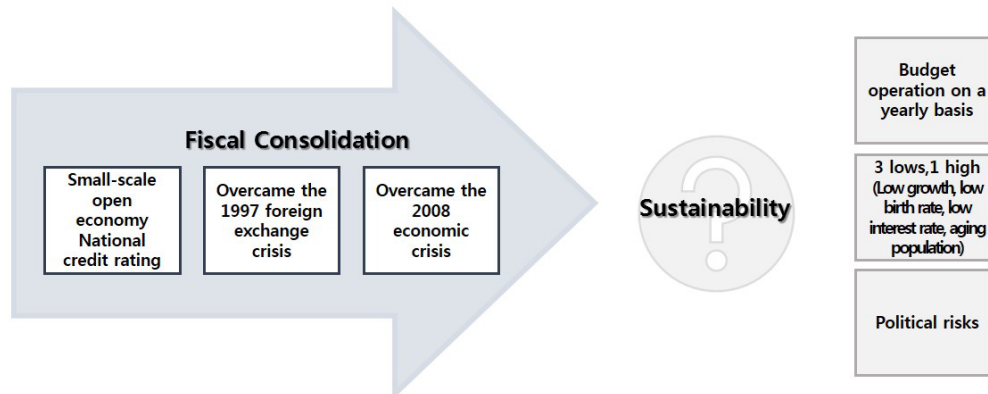
I . Why Fiscal Reform now?**II . Fiscal Reform Efforts and Self-Reflection****III . Changes in the Environment and New Challenge****IV . Establishment of a New Strategy for Fiscal Reform****V . Fiscal Reform; Challenges Ahead**

Review of the 4 Major Fiscal Reforms & Future Direction

PARK, Jhungsoo / Professor, Ewha Womans University

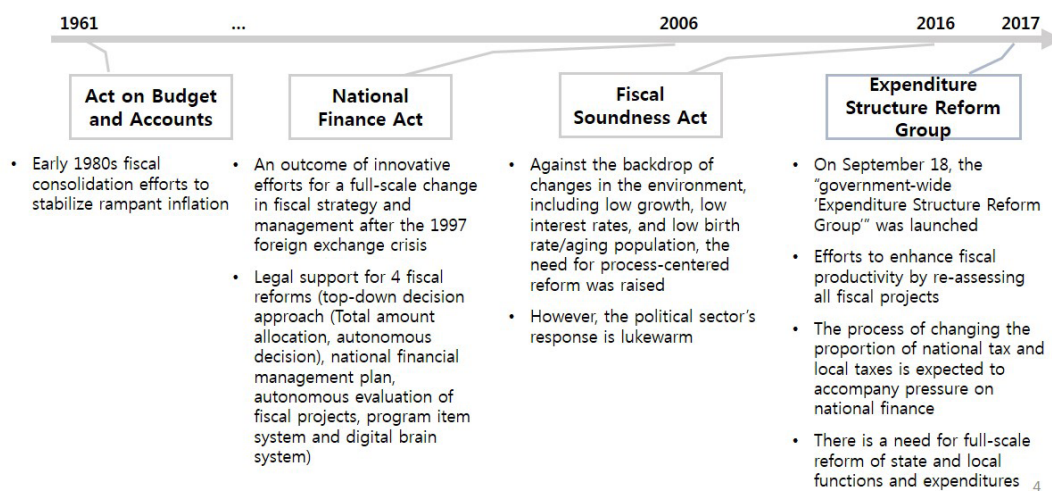
I . Why Fiscal Reform?

In fiscal management, there is a need for efforts to perform examinations and establish strategies from a long term perspective at all times.



3

I . Why Fiscal Reform?



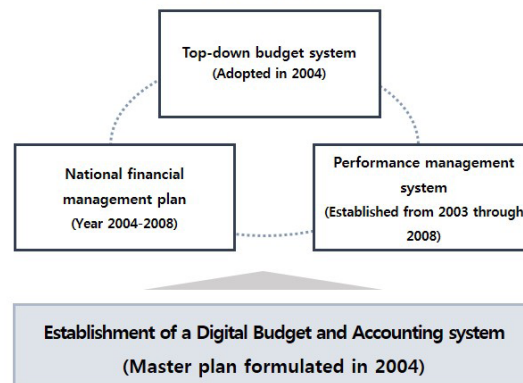
4

II. Fiscal Reform Efforts and Self-Reflection

1. Significance of the Year 2006 National Finance Act and the '4 Major Fiscal Reforms'

- After the foreign exchange crisis, Korea depended on an expansionary fiscal policy
- Roh Moo-hyun government;
 - Disperse the concentrated authority of the BO
 - Implemented 4 major fiscal reforms
 1. National financial management plan
 2. Performance management system
 3. Total amount allocation and autonomous budget formulation (Top-down)
 4. Digital Budget and Accounting system
 - Enactment of the National Financial Act (Fiscal Soundness Act)

<Diagram 1> Roh Moo-hyun government's fiscal reform model in 2004



5

II. Fiscal Reform Efforts and Self-Reflection

2. Self-reflection on the 4 Major Fiscal Reforms

Fiscal pressure began after the 2008 financial crisis

- Lack of effects of monetary policy instruments
- Adoption of measures that were based on government expenditures
- Early allocation of budget to actively cope with changing economic conditions

Need for a full-scale review of fiscal management from the perspective of soundness and effectiveness of fiscal management

- Are the fiscal reform measures of 2004
- Still working?
 - Given up on?
 - Being mistakenly operated, but condoned?

Lack of software from the operation perspective

6

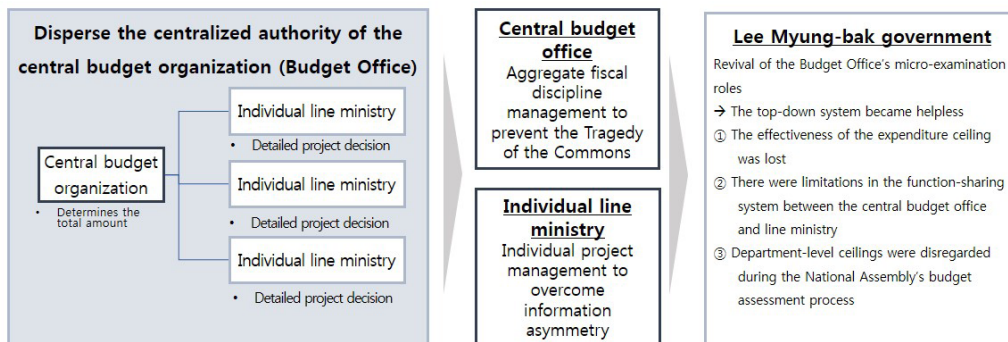
Review of the 4 Major Fiscal Reforms & Future Direction

PARK, Jhungsoo / Professor, Ewha Womans University

II. Fiscal Reform Efforts and Self-Reflection

2. Self-reflection on the 4 Major Fiscal Reforms

1) Top-down budgeting system



7

II. Fiscal Reform Efforts and Self-Reflection

2. Self-reflection on the 4 Major Fiscal Reforms

2) Performance evaluations without performance management

Establishment of a performance evaluation system that is based on autonomous fiscal project evaluation method
planning, execution, and performance indicators

- Individual government departments: Self-evaluation of fiscal projects
- Budget Office: meta evaluation

- Emphasis was placed on formality and qualitative aspects
- Performance management lacked substance
- Focused on points, rather than establishing a structure that would enhance performance

- A lack of connection between the characteristics of a project and the performance goal was pointed out as an issue of the autonomous fiscal project evaluation system

- There was no effect on enhancing project performance
- There were performance evaluations but no performance management

8

II. Fiscal Reform Efforts and Self-Reflection

2. Self-reflection on the 4 Major Fiscal Reforms

3) National financial management plan

Adopted the national financial management plan as a medium term expenditure framework

- Presenting a direction is important for fiscal plans
- Gathering of opinions on expenditures through participation expansion

Reduced effectiveness owing to lower predictability and lacking binding force

4) Financial reports without financial analysis

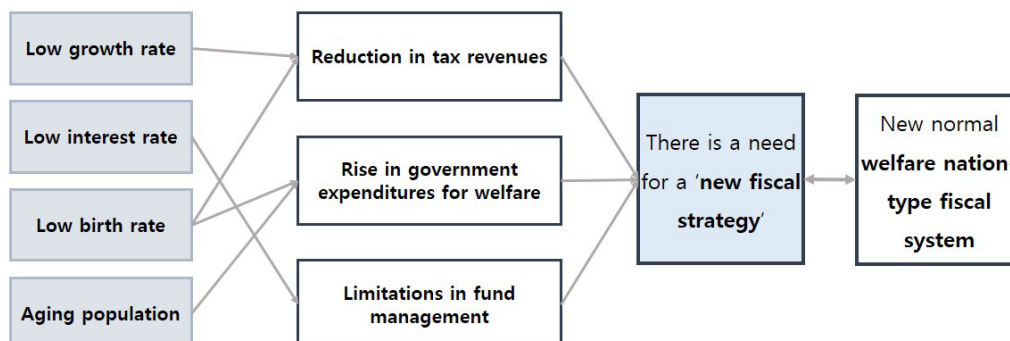
Full-scale government adoption of the double-entry bookkeeping method on an accrual basis

- National Accounting Act in 2007
- Local Accounting Act in 2016

- Lack of interest other than that of public officials in charge
- Lack of production of information that contributes to decision-making

9

III. Changes in the Environment and New Challenge



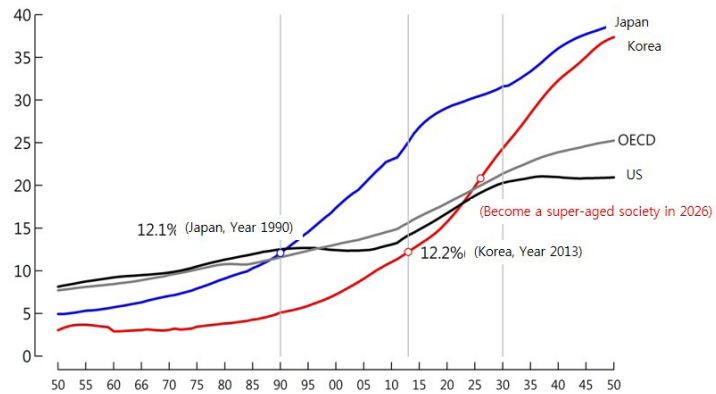
10

Review of the 4 Major Fiscal Reforms & Future Direction

PARK, Jhungsoo / Professor, Ewha Womans University

III. Changes in the Environment and New Challenge**1. Changes in the Economic Environment****1) Low birth rate/Aging population**

- Lowest birth rate in the world
2.1 persons (Year 1983)→1.17 (Year 2016)
- Fastest aging population in the world
Percentage of seniors aged 65 and older:
13.1% (Year 2015)→At least 20% (Year 2026)
→37% (Year 2050)



Source: OECD report (2013), 2060 Global Economic Outlook

11

III. Changes in the Environment and New Challenge**1. Changes in the Economic Environment****2) Low growth rate**

- Record a growth rate that is higher than the OECD average until 2030
- Potential growth rate is forecast to considerably drop afterwards due to the low birth rate and aging population
- The average economic growth rate will decrease to 2.7%, which is slightly above the OECD average, between 2011 and 2030
- Korea's average economic growth rate is forecast to drop to 1% between 2030 and 2060, making it the lowest-ranking country in economic growth among OECD countries

Type	Country	GDP				Per-capita GDP			
		'95~'11	'11~'30	'30~'60	'11~'60	'95~'11	'11~'30	'30~'60	'11~'60
Countries in low-level category in terms of tax revenue as percentage of GDP	US	2.5	2.3	2.0	2.1	1.5	1.5	1.5	1.5
	Switzerland	1.7	2.2	2.0	2.1	1.0	1.5	1.8	1.7
	Australia	3.3	3.1	2.2	2.6	1.9	2.0	1.7	1.8
Countries in mid-level category in terms of tax revenue as percentage of GDP	UK	2.3	1.9	2.2	2.1	1.9	1.3	1.8	1.6
	Canada	2.6	2.1	2.3	2.2	1.6	1.3	1.8	1.6
	The Netherlands	2.2	1.8	1.6	1.7	1.7	1.5	1.7	1.6
Countries in high-level category in terms of tax revenue as percentage of GDP	Sweden	2.5	2.4	1.8	2.0	2.1	1.7	1.5	1.6
	Denmark	1.5	1.3	2.1	1.8	1.1	1.0	2.0	1.6
	Germany	1.4	1.3	1.0	1.1	1.4	1.5	1.5	1.5
	Austria	2.0	1.5	1.4	1.4	1.7	1.2	1.4	1.3
	Italy	1.0	1.3	1.5	1.4	0.6	0.9	1.5	1.3
Southern European countries	Spain	2.9	2	1.4	1.7	1.9	1.6	1.3	1.4
	Portugal	1.7	1.4	1.4	1.4	1.3	1.4	1.6	1.5
	Greece	2.4	1.8	1.2	1.4	1.9	1.7	1.3	1.4
Korea		4.6	2.7	1.0	1.6	4.0	2.5	1.4	1.8
Japan		0.9	1.2	1.4	1.3	0.8	1.4	1.9	1.7

Source: OECD, 「Long-term Growth Scenarios」, 2013.

12

III. Changes in the Environment and New Challenge

1. Changes in the Economic Environment

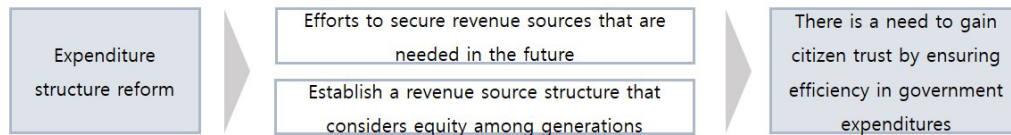
3) Low interest rates

Era of low interest rates of around 2%

- There is a need to use funds flexibly rather than to accumulate funds
- There is a need to reform the way of preserving interests using reserve funds as well as fiscal activity methods in relation to financing, investments, and contributions

- There is a need to use private capital rather than direct government intervention
- There is a need to re-establish market and government functions
- There is a need for efforts to prevent moral hazard and unlawfulness/embezzlement

4) Need for a new fiscal strategy that responds to the new economic environment



13

III. Changes in the Environment and New Challenge

1. Changes in the Economic Environment

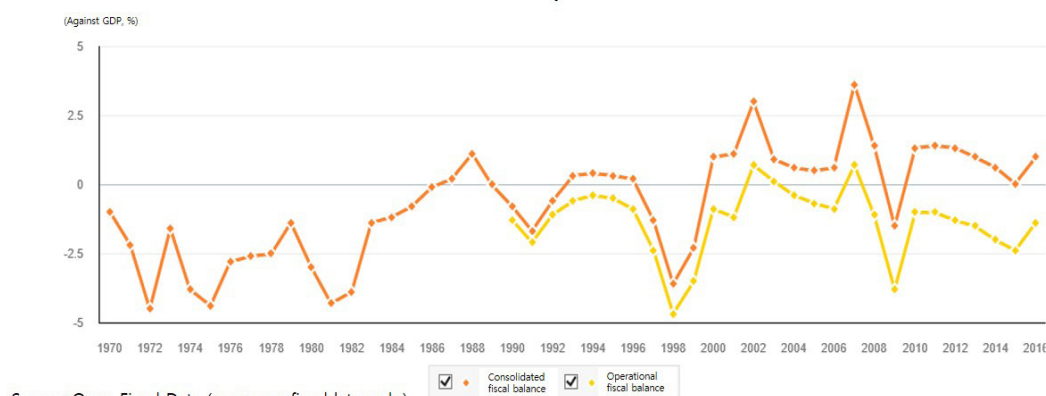
Tasks to reform the fiscal management method in tandem with changes in the environment

Tax revenue	Cause	Expenditure
• Reduced tax revenues • Reform of the tax structure • Reform of the revenue source structure	Low growth	• Increased expenditures for growth • Need for enhanced effects of projects
Use of private capital	Low interest rate	• Change in market and government functions • Need to overcome moral hazard
Reduced tax revenues	Low birth rate/Aging population	• Increased demand for welfare • Important to design policies that are aimed at enhancing project effectiveness • Need to curtail costs by re-designing the delivery system • Need for efforts to prevent budget leaks

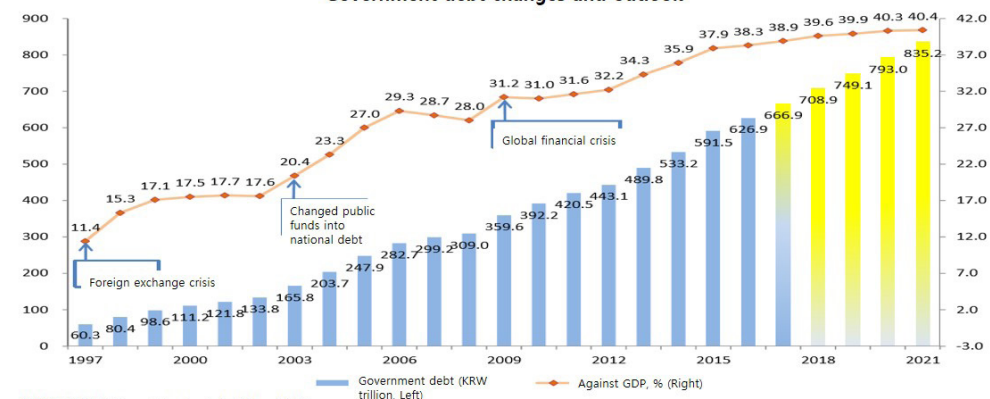
14

Review of the 4 Major Fiscal Reforms & Future Direction

PARK, Jhungsoo / Professor, Ewha Womans University

III. Changes in the Environment and New Challenge**2. Fiscal Crisis Signals****Consolidated fiscal balance and operational fiscal balance outlook**

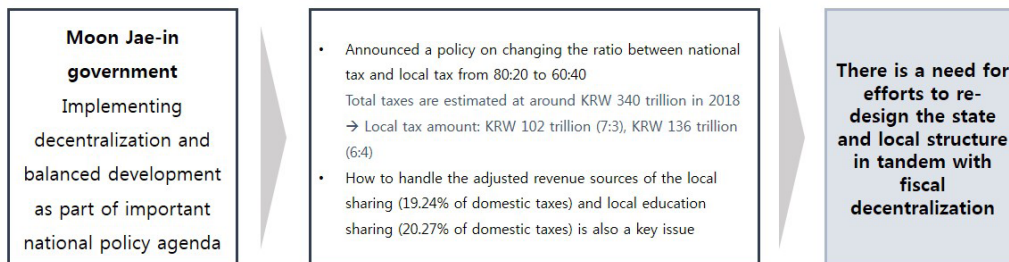
15

III. Changes in the Environment and New Challenge**2. Fiscal Crisis Signals****Government debt changes and outlook**

16

III. Changes in the Environment and New Challenge

3. Moon Jae-in Government's Strengthening of Fiscal Decentralization



17

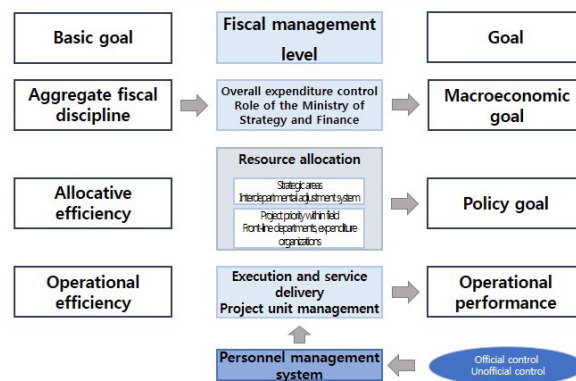
IV. Establishment of a New Strategy for Fiscal Reform

1. Basic Direction

Define three major directions of fiscal reform

1. Ceiling management through aggregate fiscal discipline
2. Adjust priorities and spend on necessary targets through **allocative efficiency**
3. Based on **operational efficiency** or technical efficiency, spend at lower costs when spending on the same target

Fiscal reform strategy system



Source: Allen Schick (1998).

18

Review of the 4 Major Fiscal Reforms & Future Direction

PARK, Jhungsoo / Professor, Ewha Womans University

IV. Establishment of a New Strategy for Fiscal Reform

1. Basic Direction

1) Aggregate fiscal discipline

Efforts to recover fiscal soundness

- The central budget office needs to focus on macroscopic resource allocation, breaking away from individual project-centered microscopic performance management
(Example) Change the direction of budget allocation from SOC expenditure to social expenditure

There is a need to emphasize the functions of the medium term expenditure framework, in its original meaning, the top-down budget system etc., and review the spending structure

19

IV. Establishment of a New Strategy for Fiscal Reform

1. Basic Direction

2) Allocative efficiency

- Allocative inefficiency signifies adjusting expenditures for areas on which there should be no spending (including idle funds)
- Macroscopic aspect: Issue that arises because the expenditure structure and priorities are inadequate
- Microscopic aspect: Issue that arises because a problematic project is decided upon, and this project is not adequately managed

Fragmentation

Many organizations implement a project for the same policy goal, but their activities are isolated and connectivity is weak. There is room for improvement in service delivery efficiency and effectiveness.

Overlap

Many organizations or projects carry out similar activities for a similar policy goal, or provide services to similar beneficiaries

Duplication

Many organizations or projects engage in the same activities or provide the same services to the same service targets for the same policy goal

20

IV. Establishment of a New Strategy for Fiscal Reform

1. Basic Direction

3) Technical efficiency

- Technical efficiency means to produce maximum output from minimum input for the management perspective
- (Application to government expenditure) In the process of executing a project after the project is finalized or in the process of delivering public services, factors that incur additive costs are eliminated to maximize efficiency

Management inefficiency (X-inefficiency)

- Reckless personnel and organization management leads to project redundancy, wasteful and ineffective execution, and illegal execution in the management or budget execution or service delivery process.
- In case of inefficiency that takes place in the fiscal execution and service delivery process, budgetary waste from similar and duplicate projects, unlawful payment of subsidies, and unlawful credit card use have recently been garnering social interest → Improvements need to be made in this regard to regain citizen trust

Budgetary waste is defined as FWA

- **Fraud:** Inefficiency that occurs because of an intentional violation of the law to pursue private interests
- **Waste:** Inefficiency that occurs because resources are inadequately used or excessively used, although unintentionally
- **Abuse:** Conduct that harms effectiveness or efficiency of project operations by damaging the organization's rule or process

21

IV. Establishment of a New Strategy for Fiscal Reform

1. Basic Direction

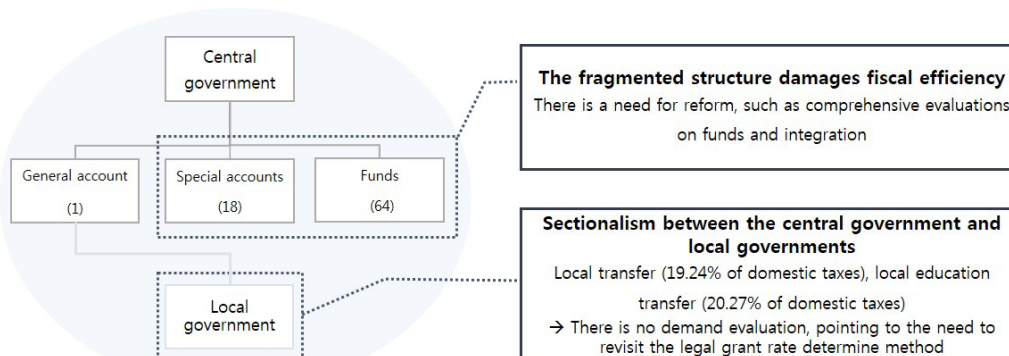
Summary of alternatives

Objective	Enhance allocative efficiency (wrong decision)	Enhance technical efficiency (wrong execution)
Problem	• Budget allocation to a project with low feasibility • Budget allocation that is excessively focused on sharing • Fragmentation, overlap, and duplication	• X inefficiency (management inefficiency) • Moral hazard; unlawful recipients • Purchasing at high prices, excessive welfare benefits
Cause	• Information asymmetry; lack of a collaboration system • Rent-seeking, moral hazard	• Lack of unit price/cost management system • Inadequate project operator selection • Project plan change, design change
Int'l benchmark	• UK, Australia - Spending Review • France - Special multi-department program management	• US - Action Tracker - DB of similar, duplicate risk project groups • UK - Public Service Agreement
Alternatives	<Strengthen governance> • Strengthen the overall budget control function • Strengthen training of budget officials by line ministry • Adopt fiscal rules <Reform the management system> • Engage in integrated management of revenue sources (off budget control) • Strengthen preliminary feasibility test • Sunset system for budget projects	<Strengthen governance> • Overhaul the budget waste report center <Reform the management system> • Promote the budget execution manual • Project management card (tag DB construction) • Adopt the performance agreement method • Strengthen incentives for budget reduction performance • Taxpayer lawsuit

22

Review of the 4 Major Fiscal Reforms & Future Direction

PARK, Jhungsoo / Professor, Ewha Womans University

IV. Establishment of a New Strategy for Fiscal Reform**2. Overcoming Rigid Operations that Trigger Sectionalism**

23

IV. Establishment of a New Strategy for Fiscal Reform**3. New Fiscal Activity Tasks in the Form of Policy Instruments**

Reduction of subsidy	- The absence of a redemption obligation triggers moral hazard - Set a ceiling for subsidy projects → Set a ceiling by department → Prevent total amount increases - In relation to operation of public institutions, there is a need to revisit support methods for institutions that are provided with subsidies for the amount of deficit
Integration of contribution	- A rise in government-supported institutions has triggered an increase in current costs - There is a need to look into integration for budget efficiency as well as efficiency in research, surveys, etc.
Minimization of contribution	- There is a need to consider the Golden Share approach - The Court of Justice of the European Union allows the limitation principle through the mandatory requirements of public interests, the principle of proportionality, etc. - There is a need to look for ways that guarantee public interests while minimizing investments
Reduction of guarantee	- It was pointed out (by the IMF) that it is an off budget activity. Demands were made for reduction, stating that it is preferential treatment of companies under the FTA regime. - Because each local government operates a guarantee institution, there is functional collision - There is a need to define roles among guarantee institutions, reduce excessive investments, and adjust redundant functions with local governments
Change loan system	- In a time when funds amounting to nearly KRW 100 trillion are used for loans, interest subsidy is efficient for the state - If loans are changed into interest subsidy, existing reserves will go down → There is a need to perform a comparative analysis between reserves and market demand - Funds are loan-providing channels → Loan reform is partially interlocked with fund reform

24

IV. Establishment of a New Strategy for Fiscal Reform

4. Direction of Fiscal Efficiency; Establishment of Fiscal Discipline



25

IV. Establishment of a New Strategy for Fiscal Reform

5. Expectations for the Fiscal Soundness Act

1) Major content

- In 2016, the government tabled the 'Fiscal Soundness Act'
- This is a special act in comparison to the National Finance Act, which is a fundamental act on fiscal affairs. It includes extremely active regulations, including those on fiscal discipline, the Pay Go principle, redesign of governance, and long-term fiscal outlook and forecast.

1	In relation to fiscal discipline, manage national debt to be no more than 45% of GDP Manage fiscal deficits to be no more than 3% of GDP
2	Pay Go principle: When a new law is created to implement a policy for mandatory expenditure, make it mandatory to enact financing measures, such as increasing tax revenues or reducing legal expenditure
3	Establish a fiscal strategy council that is chaired by the Minister of Strategy and Finance and participated in by experts and ministers. The council would deliberate and decide on matters related to policies that are aimed at enhancing fiscal soundness.
4	The Ministry of Strategy and Finance handles integrated management of estimation data in relation to long-term fiscal outlook of social security, including each department's funds, health insurance, etc.

26

Review of the 4 Major Fiscal Reforms & Future Direction

PARK, Jhungsoo / Professor, Ewha Womans University

IV. Establishment of a New Strategy for Fiscal Reform

5. Expectations for the Fiscal Soundness Act

Relationship between the National Assembly and the executive body

- Fiscal soundness acts as a restraint on fiscal policies.
- Setting a ceiling for fiscal expenditure results in the effect of placing limits on project decisions. The National Assembly would not accept this.

Concerns over the bill

- Stipulate as an exception cases of a war or large-scale disaster as well as cases of occurrence or concerns over the likely occurrence of considerable changes in internal and external conditions, such as economic recession, mass unemployment, changes in relations between the two Koreas, and economic cooperation → Vague standard
- There is a plan for integrated management of fiscal soundness of local governments and local education offices, but there are concerns over effectiveness

27

IV. Establishment of a New Strategy for Fiscal Reform

6. Fiscal Reform; Sustainable Reform

Who will lead fiscal reform, and what method will be used?

There is a need to improve scientific forecast capabilities in relation to fiscal expenditure

Based on elaborate models, the population structure, changes in the tax revenue base, and expenditure requirements should be forecast by professional research institutions, including the KDI, KIPF, National Assembly Budget Office, and Audit and Inspection Research Institute, followed by in-depth discussions.

There is a need to clarify two issues

1. **Who will do it** → A government-wide coalition that includes the National Assembly is adequate in order to open the door to a new era
2. **How will it be done** → Categorize reform cases into different types to set a direction for existing reform tasks from among abolition, reduction, succession, and expansion

28

Thank You

29

4대 재정 개혁의 점검과 미래 방향

박정수 / 이화여자대학교 교수

재정혁신 국제 컨퍼런스

4대 재정 개혁의 점검과 미래 방향

박정수

이화여대

목차

I. 왜 재정개혁인가 ?

II. 재정 개혁의 노력과 반성

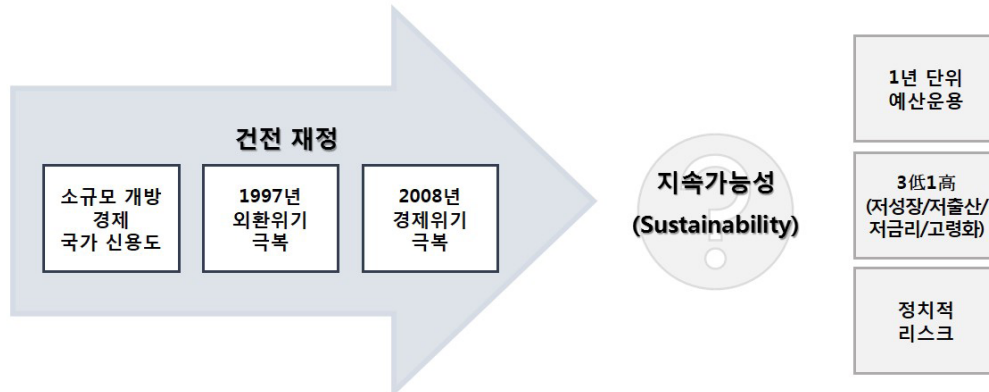
III. 환경 변화와 새로운 도전

IV. 재정 개혁의 새로운 전략 설계

V. 재정 개혁 ; 도전과 응전

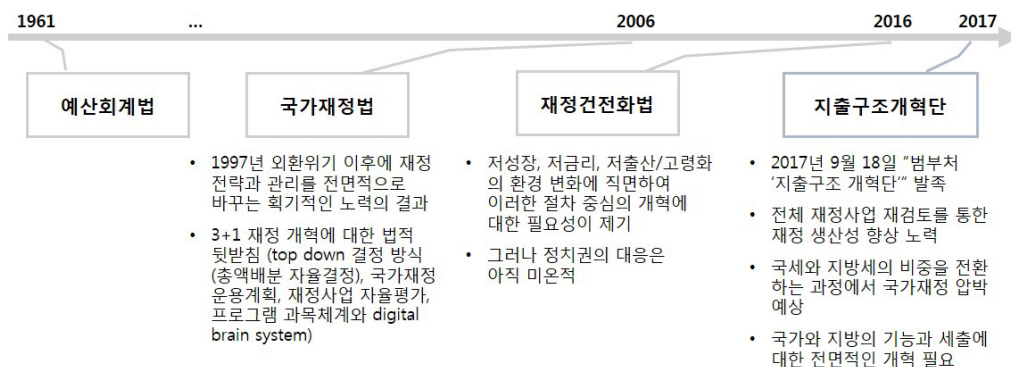
I. 왜 재정개혁인가?

재정 운영에서 항상 장기적인 시각에서 점검하고 전략을 설계하는 노력이 필요



3

I. 왜 재정개혁인가?



4

4대 재정 개혁의 점검과 미래 방향

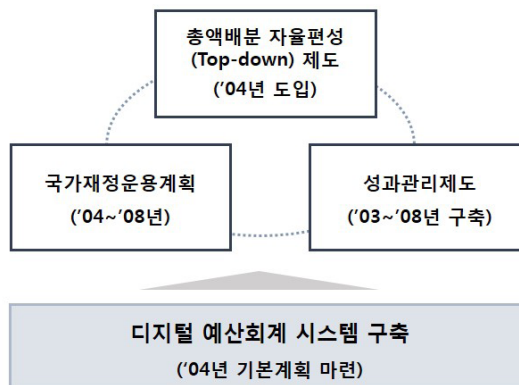
박정수 / 이화여자대학교 교수

Ⅱ. 재정 개혁의 노력과 반성

1. 2006년 국가재정법과 ‘4대 재정 개혁’ 의 의의

- 우리나라는 외환위기 이후, 확정적 재정정책에 의존
- 노무현 정부;
→ ‘예산실의 집중화된 권한 분산’
 - 4대 재정 개혁 추진
 1. 국가재정운용계획
 2. 성과 관리
 3. 총액배분 자율편성(Top Down)
 4. 디지털 예산회계제도
 - 국가재정법(재정건전화법) 제정

<그림 1> 2004년 노무현 정부의 재정 개혁 모형



5

Ⅱ. 재정 개혁의 노력과 반성

2. 4대 재정 개혁에 대한 반성

2008년 금융위기 이후 재정에 대한 압박 시작

- 금융정책 수단의 효과 부족
- 재정지출을 통한 조치들 도입
- 적극적 경기대응을 위한 재정조기집행

재정 운영의 건전성과 효과성 관점에서, 재정 관리에 대한 전면적 재검토 필요

- 2004년 재정 개혁 조치가
- 지금도 작동하고 있는가?
 - 포기했는가?
 - 잘못 운영되고 있음에도 묵인하고 있는가?

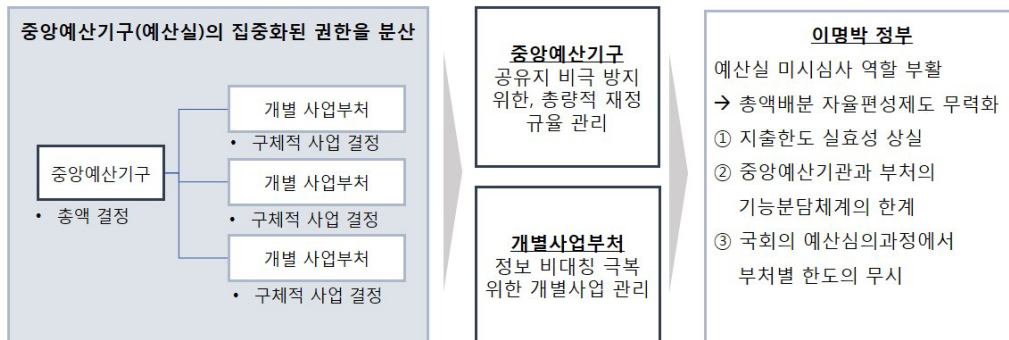
운영 관점에서 소프트웨어 부족

6

프. 재정 개혁의 노력과 반성

2. 4대 재정 개혁에 대한 반성

1) 총액배분 자율편성

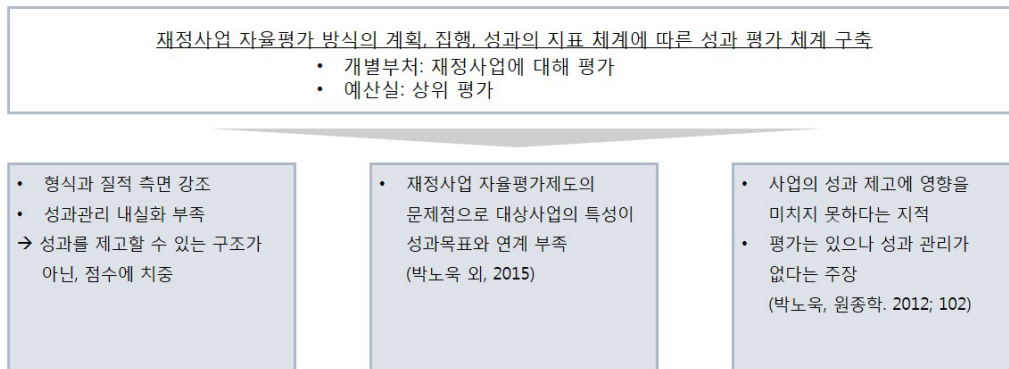


7

프. 재정 개혁의 노력과 반성

2. 4대 재정 개혁에 대한 반성

2) 성과 관리가 없는 성과 평가



8

4대 재정 개혁의 점검과 미래 방향

박정수 / 이화여자대학교 교수

Ⅱ. 재정 개혁의 노력과 반성

2. 4대 재정 개혁에 대한 반성

3) 국가재정운용계획

중기재정계획으로 국가재정운용계획 도입

- 재정계획의 방향성 제시 중요
- 참여 확대를 통한 세출에 대한 의견 수렴

예측가능성 저하와 구속력 부족으로 실효성 감소

4) 재무 분석이 없는 재무보고서

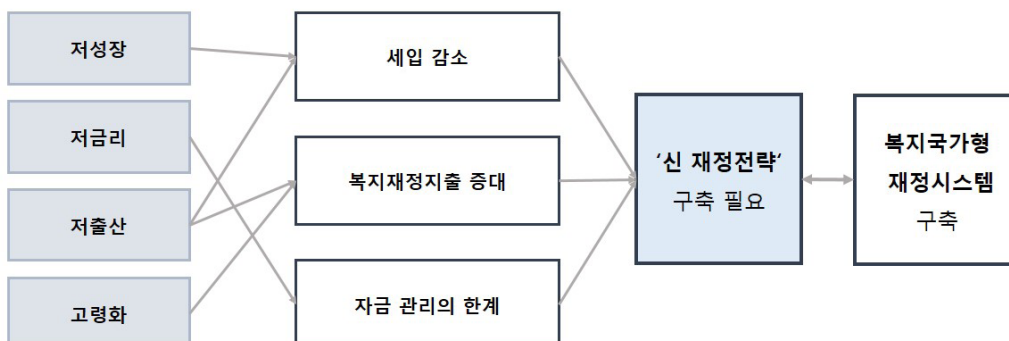
정부 복식부기 발생주의를 전면적으로 도입

- 2007년 국가회계법
- 2016년 지방회계법

- 담당 공무원 이외 관심 부족
- 의사결정에 도움이 되는 정보 생산 부족

9

Ⅲ. 환경 변화와 새로운 도전



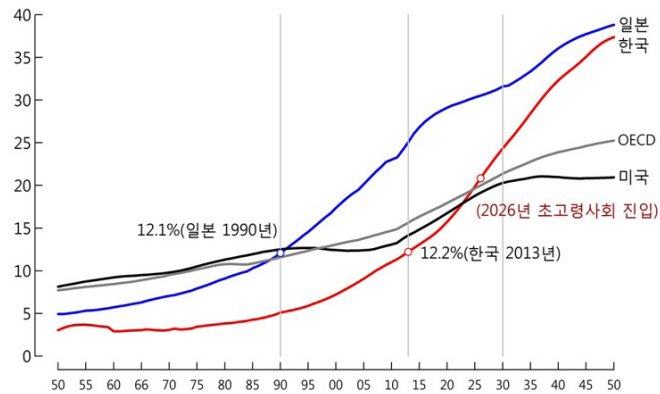
10

Ⅲ. 환경 변화와 새로운 도전

1. 경제 환경의 변화

1) 저출산/고령화

- 세계 최저의 출산율
2.1명(1983년)→1.172(2016년)
- 세계 최고의 노령화 속도
65세 이상 노인 비중:
13.1%(2015년)→20% 이상 (2026년)
→37%(2050년)



자료 : OECD 보고서 (2013), 2060 세계 경제 전망

11

Ⅲ. 환경 변화와 새로운 도전

1. 경제 환경의 변화

2) 저성장

- 2030년까지 OECD 평균보다 높은 성장률 기록
- 이후로는 저출산·노령화 영향으로 잠재성장률이 현저하게 저하될 것으로 예상
- '11~'30년의 평균 경제성장률이 OECD 평균보다 약간 상회하는 2.7%로 하락
- '30~'60년 동안에는 평균 경제성장률이 1%로 하락하여 OECD 국가들 중 최하위권의 경제성장률을 기록하는 국가가 될 것으로 전망

유형	국가	GDP				1인당 GDP			
		'95~'11	'11~'30	'30~'60	'11~'60	'95~'11	'11~'30	'30~'60	'11~'60
저 국민부담률 국가	미국	2.5	2.3	2.0	2.1	1.5	1.5	1.5	1.5
	스위스	1.7	2.2	2.0	2.1	1.0	1.5	1.8	1.7
	호주	3.3	3.1	2.2	2.6	1.9	2.0	1.7	1.8
중 국민부담률 국가	영국	2.3	1.9	2.2	2.1	1.9	1.3	1.8	1.6
	캐나다	2.6	2.1	2.3	2.2	1.6	1.3	1.8	1.6
	네덜란드	2.2	1.8	1.6	1.7	1.7	1.5	1.7	1.6
고 국민부담률 국가	스웨덴	2.5	2.4	1.8	2.0	2.1	1.7	1.5	1.6
	덴마크	1.5	1.3	2.1	1.8	1.1	1.0	2.0	1.6
	독일	1.4	1.3	1.0	1.1	1.4	1.5	1.5	1.5
남유럽 국가	오스트리아	2.0	1.5	1.4	1.4	1.7	1.2	1.4	1.3
	이탈리아	1.0	1.3	1.5	1.4	0.6	0.9	1.5	1.3
	스페인	2.9	2	1.4	1.7	1.9	1.6	1.3	1.4
	포르투갈	1.7	1.4	1.4	1.4	1.3	1.4	1.6	1.5
	그리스	2.4	1.8	1.2	1.4	1.9	1.7	1.3	1.4
	한국	4.6	2.7	1.0	1.6	4.0	2.5	1.4	1.8
	일본	0.9	1.2	1.4	1.3	0.8	1.4	1.9	1.7

자료: OECD, 「Long-term Growth Scenarios」, 2013.

12

4대 재정 개혁의 점검과 미래 방향

박정수 / 이화여자대학교 교수

Ⅲ. 환경 변화와 새로운 도전

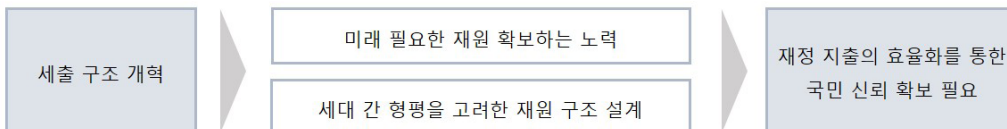
1. 경제 환경의 변화

3) 저금리

- 2% 내외의 저금리 시대
- 기금 적립 보다는 자금을 신축적으로 활용하는 것이 필요
 - 적립금을 이용한 이자보전 방식과 융자, 출자, 출연의 재정 활동 방식에 대한 개편 필요

- 직접 개입 보다는 민간 자본 활용 필요
- 시장과 정부의 기능 재정립 필요
- 도덕적 해이 및 불법·횡령 방지 노력 필요

4) 새로운 경제 환경에 대응하는 신재정전략의 필요성



13

Ⅲ. 환경 변화와 새로운 도전

1. 경제 환경의 변화

환경 변화에 따른 재정 관리 방식의 개편 과제

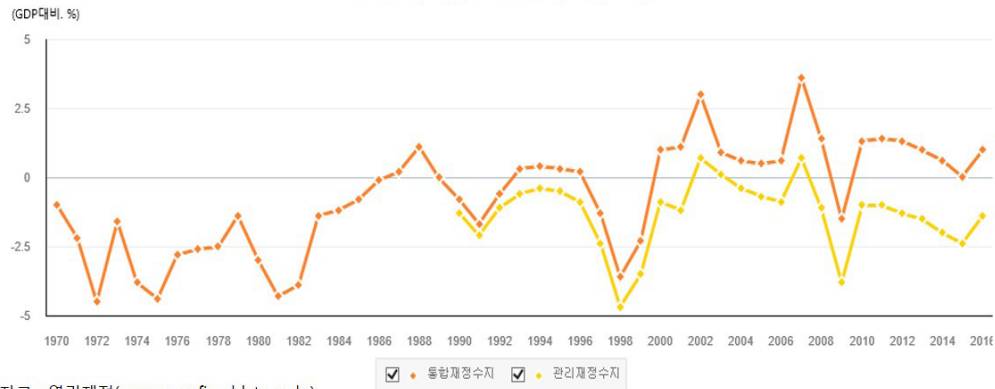
세입측면	요인	세출측면
• 세입감소 • 조세 구조 개편 • 자원 구조 개편	저성장	• 성장을 위한 세출 증대 요인 • 사업의 효과 제고가 필요
민간자본 활용	저금리	• 시장과 정부의 기능 전환 • 도덕적 해이 극복이 필요
세입감소	저출산/고령화	• 복지 수요 증대 • 사업 효과 제고를 위한 정책 설계가 중요 • 전달체계 재설계를 통한 비용 절감 필요 • 예산 누수 방지 노력 요구

14

Ⅲ. 환경 변화와 새로운 도전

2. 재정의 위기 신호

통합재정수지와 관리재정수지의 예측



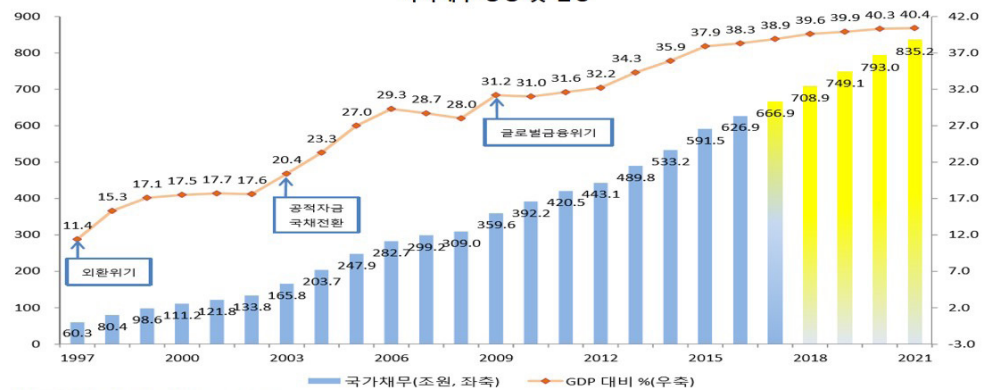
자료 : 열린재정(www.openfiscaldat.go.kr)

15

Ⅲ. 환경 변화와 새로운 도전

2. 재정의 위기 신호

국가채무 동향 및 전망



NABO, (2017) 2018년도 예산안 총괄분석 I

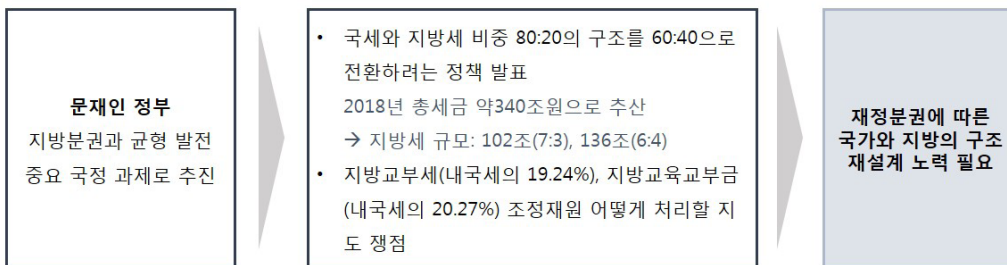
16

4대 재정 개혁의 점검과 미래 방향

박정수 / 이화여자대학교 교수

Ⅲ. 환경 변화와 새로운 도전

3. 문재인 정부의 재정분권 강화



17

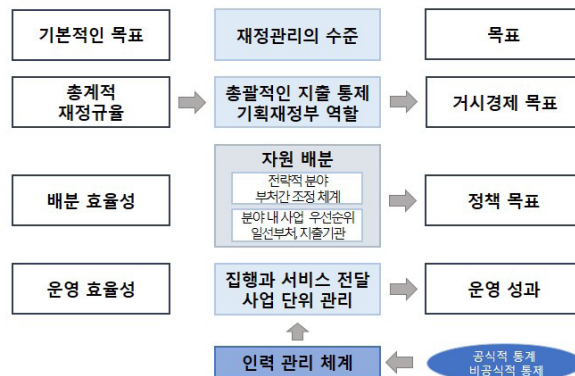
Ⅳ. 재정 개혁의 새로운 전략 설계

1. 기본 방향

재정개혁의 방향을 크게 3가지로 접근

1. 총계 재정 규율(aggregate fiscal discipline)을 통한 한도액 관리
2. 배분 효율성 (allocative efficiency)을 통해 우선순위를 조정하고 필요한 대상에 지출
3. 운영 효율성(operational efficiency) 또는 기술 효율성(technical efficiency)으로 같은 대상에 지출을 하더라도 보다 낮은 비용으로 지출

재정개혁의 전략 체계도



자료 : Allen Schick. (1998).

18

IV. 재정 개혁의 새로운 전략 설계

1. 기본 방향

1) 총계 재정 규율

재정건전성 회복 노력

- 중앙예산기구는 개별 사업 위주의 미시적 성과관리에서 벗어나 거시적 자원배분에 초점을 맞출 필요
(예) 경제적 지출로 부터 사회적 지출로 예산배분의 방향을 전환

본래적 의미의 중기재정계획(Medium Term Expenditure Framework),
top-down 예산제도 등의 기능을 정상화
지출구조에 대한 검토 필요

19

IV. 재정 개혁의 새로운 전략 설계

1. 기본 방향

2) 배분적 효율성

- 배분적 비효율성은 지출해서는 안 되는 분야에 대한 지출을 조정하는 것을 의미 (유휴자금 포함)
- 거시적 측면: 지출의 구조, 우선순위가 제대로 이루어지지 않아 발생하는 문제점
- 미시적 측면: 문제가 있는 사업이 결정되고 그것이 제대로 관리되지 않아 발생하는 문제점

분절화(Fragmentation)

동일한 정책목표를 위해 다수의 조직이 사업을 추진하지만, 활동이 서로 이격되어 있고 연계성이 미약하여, 서비스 전달의 효율성과 효과성을 개선할 여지가 있는 경우

중첩(Overlap)

다수의 조직이나 사업이 유사한 정책목표를 위해 유사한 활동을 수행하거나, 유사한 수혜 대상에게 서비스를 제공하는 경우

중복(Duplication)

다수의 조직이나 사업이 동일한 정책목표를 위해 동일한 활동을 하거나 동일한 서비스를 동일한 서비스 대상에게 제공하는 경우

20

4대 재정 개혁의 점검과 미래 방향

박정수 / 이화여자대학교 교수

IV. 재정 개혁의 새로운 전략 설계

1. 기본 방향

3) 기술적 효율성

- 기술적 효율성은 관리적 측면에서 최소의 투입 (Input) 최대의 산출 (Output)을 산출하는 개념
- (재정지출에 적용) 사업 확정 후 집행과정이나 공공서비스의 전달과정에서 비용을 발생시키는 요인을 제거하여 효율성을 극대화하는 것으로 정의

관리 비효율성 (X-efficiency)

- 인력 및 조직의 방만의 경영으로 인한 관리 또는 예산집행이나 서비스 전달과정에서 발생하는 사업 중복, 낭비적이고 비효과적인 집행, 불법적 집행으로 발생
- 재정집행 및 서비스 전달과정에서 발생하는 비효율성의 경우, 최근 유사중복 사업, 보조금 부정수급, 카드부정사용에서의 예산낭비가 사회적 관심 → 국민의 신뢰회복을 위해 반드시 개선해야 할 과제

미국은 예산낭비를 FWA로 정의

- 횡령 (Fraud): 사익을 추구하기 위해 의도적으로 법령을 위반하여 발생하는 비효율성
- 낭비(Waste)는 비 의도적인 하지만 자원을 잘못 활용하거나 과다하게 사용해서 발생하는 비효율성
- 남용 (Abuse)은 조직의 규칙이나 절차를 훼손하여 사업운영의 효과성이나 효율성을 저해하는 행위

21

IV. 재정 개혁의 새로운 전략 설계

1. 기본 방향

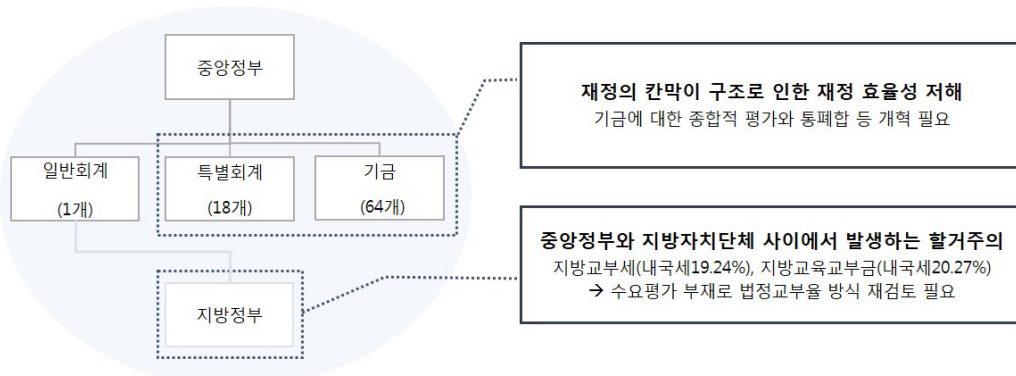
대안 요약

목표	배분적 효율성 제고 (잘못된 결정)	기술적 효율성 제고 (잘못된 집행)
문제점	• 타당성이 낮은 사업에 예산 배정 • 나눠 먹기식 예산 배정 • 분절화, 중첩, 중복	• X inefficiency (관리 비효율) • 도덕적 해이; 부정수급자 • 고가 구매, 과다한 복리 후생
원인	• 정보비대칭; 협업 체계 부족 • 지대추구, 도덕적 해이	• 단가/원가의 관리 체계 부족 • 부적절한 사업자 선정 • 사업계획 변경, 설계 변경
외국의 정책 사례	• 영국, 호주 - Spending Review • 프랑스 - 다부처 프로그램 특별 관리	• 미국 - Action Tracker - 유사중복 위험 사업군 DB • 영국 - Public Service Agreement
대안 제시	<거버넌스 강화> • 예산 총괄 기능 강화 • 부처별 예산 담당자 교육 강화 • 재정 준칙 도입 <관리 체계 개편> • 재원의 통합 관리(off budget 통제) • 예비타당성 강화 • 예산 사업 일몰제	<거버넌스 강화> • 예산낭비 신고센터 재정비 <관리체계 개편> • 예산집행 매뉴얼 활성화 • 사업 관리 카드(tag DB 구축) • 성과계약 방식 도입 • 예산절감 성과 인센티브 강화 • 납세자 소송

22

IV. 재정 개혁의 새로운 전략 설계

2. 할거주의를 유발하는 경직적 운영의 극복



23

IV. 재정 개혁의 새로운 전략 설계

3. 정책 수단으로서 재정활동의 새로운 과제

보조방식의 축소	- 상환의 의무가 없기 때문에 도덕적 해이 유발 - 보조금 사업의 한도액(ceiling) 설정→부처별 한도액 설정→총액 증가를 방지하는 것 필요 - 공공기관 운영 관련, 수지차 보전 기관의 지원 방식 재검토 필요
출연 방식의 통폐합	- 정부출연기관 수 증가로 경상경비의 확대 유발 - 예산의 효율성 관점뿐만 아니라, 연구, 조사 등의 효율성을 위해서도 통폐합 모색 필요
출자 방식의 최소화	- 황금주(Golden Share)방식 고려 필요 - EU 법원에서도 필수적 요건으로서의 공익, 비례성 원칙 등을 통해 제한의 원칙 허용 - 출자분을 최소화하면서 공익을 보장하는 방안 모색 필요
보증 방식의 축소	- 예산외 방식(off budget activity)이라는 지적(IMF), FTA 체제에서 기업에 대한 특혜조치라고 축소 요구 - 각 자치단체에서 보증 기관을 운영하고 있어서 기능의 충돌도 발생 - 보증기관 간의 역할 정립, 과다한 출자금 축소, 지방자치단체와의 중복 기능 조정 필요
융자 방식의 전환	100조원 가까운 자금이 융자로 활용되는 시기에는 이차보전이 국가적으로 효율적 - 융자를 이차보전으로 전환하는 경우, 기존 적립금 축소→적립 규모와 시장 수요 비교분석 필요 - 융자를 실시하는 창구가 기금→융자 개혁이 기금의 개혁과 일부 맞물려 있음

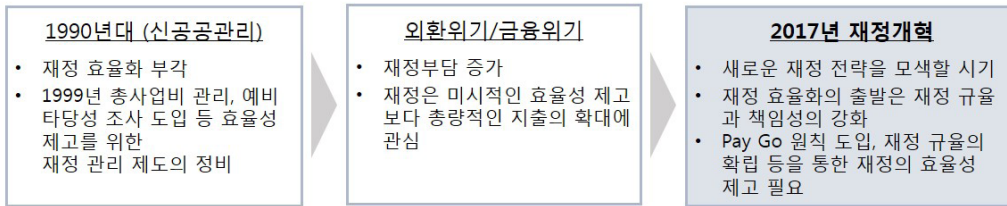
24

4대 재정 개혁의 점검과 미래 방향

박정수 / 이화여자대학교 교수

IV. 재정 개혁의 새로운 전략 설계

4. 재정 효율화 방향 ; 재정 규율의 확립



25

IV. 재정 개혁의 새로운 전략 설계

5. 재정건전화법에 대한 기대

1) 주요 내용

- 2016년 정부는 '재정건전화법' 발의
- 재정 관련 기본법인 국가재정법에 비해 특별법의 의미를 가지고 있는 동법은 재정규율, pay go 원칙, 거버넌스 재설계, 장기 재정 전망 예측 등 매우 적극적인 규정들을 포함.

1	재정규율과 관련하여 국가채무를 국내총생산 대비 45% 이내로 관리 재정수지 적자를 국내총생산의 3% 이하로 관리
2	pay go 원칙: 의무지출을 위한 정책을 추진하기 위해 새로운 입법을 하고자 할 때, 이에 상응하는 세입 증가나 법정지출 감소 등 재원조달 방안이 동시에 입법화되도록 의무화
3	기획재정부 장관이 위원장이 되고 전문가와 각 부 장관이 참여하는 재정전략협의회를 두어 재정건전성 제고를 위한 정책에 관한 사항을 심의.의결
4	기획재정부가 각 부처에서 수행하는 연금, 건강보험 등 사회보장의 장기재정전망에 대해 추계자료를 통합관리.

26

IV. 재정 개혁의 새로운 전략 설계

5. 재정건전화법에 대한 기대

국회와 행정부와의 관계

- 재정건전화법 재정정책에 있어 하나의 제약 요인으로 작용
- 재정지출의 한도를 설정하는 경우 사업결정의 한도를 설정하는 효과가 존재하는데, 국회가 이를 받아들이지 못하는 상황

법안에 우려되는 부분

- 첫째는 전쟁이나 대규모 재해가 발생한 경우, 경기침체·대량실업·남북관계의 변화·경제협력과 같은 대내·외 여건에 중대한 변화가 발생하였거나 발생할 우려가 있는 경우에는 예외로 규정 → 기준의 모호성
- 지방자치단체와 지방교육청의 재정건전화도 통합 관리하려는 의지를 보이고 있으나 실효성이 우려

27

IV. 재정 개혁의 새로운 전략 설계

6. 재정 개혁 ; 지속가능한 개혁

재정 개혁, 누가 어떤 방식으로 할 것인가?

재정 지출과 관련하여 과학적 예측 능력의 제고가 필요

인구 구조, 세입 기반 변화, 지출 소요를 정교한 모델에 근거하여
KDI, KIPF, 국회 예산정책처, 감사연구원 등 전문 연구기관에서 각자 예측하고 이에 근거한 치열한 토론 필요

2가지 쟁점 명확화 필요

1. 누가 할 것인지를 결정 → 새로운 시대를 열기 위해서는 국회를 아우르는 범 정부 주체 적합
2. 어떻게 할 것인지를 결정 → 개혁 사례들 유형화하여, 기존 개혁 과제들에 대해 폐지, 축소, 승계, 확대의 방향을 설정하는 것이 필요

28

4대 재정 개혁의 점검과 미래 방향

박정수 / 이화여자대학교 교수

감사합니다.

29

Discussion | 토론



Delphine MORETTI

OECD
Senior Policy Analyst
France

• A Brief Introduction

Delphine Moretti, a French national, is a senior policy analyst in the OECD Budgeting and Public Expenditure division. She leads the division's work on financial management and reporting. As part of her assignment, she's been involved in recent Budget Reviews of OECD member countries, including Sweden and the European Union.

Prior to joining the OECD, Delphine served in the International Monetary Fund (IMF), within the Fiscal Affairs Department, where she assisted several countries in introducing a range of budgetary reforms and improving their fiscal transparency.

Delphine was involved in a number of research of studies both at the OECD and IMF, including an IMF Board paper on Budget Transparency and OECD publication on OECD countries financial reporting practices.

She also worked for the French administration, at the ministry of Budget and Supreme Audit Institution (Cour des comptes). She holds a Masters degree from Sciences Po Paris and the University of Aix-Marseille (France).

• 소개글

Delphine Moretti는 프랑스 국적을 보유하고 있으며 OECD 예산 및 공공지출(Budgeting and Public Expenditure) 부문에서 선임 정책 애널리스트로 근무하고 있다. 최근 담당 업무의 일환으로 스웨덴 및 유럽연합을 포함한 OECD 회원국들의 예산 검토 업무에 관여했다.

OECD 근무 이전에는 국제통화기금(IMF) 내 재정업무부(Fiscal Affairs Department)에 재직하면서 광범위한 예산 개혁 도입과 재정 투명성 개선을 위해 여러 국가를 지원했다.

예산 투명성에 대한 IMF 이사회 자료 및 OECD 회원국의 재무보고 관행에 대한 OECD 출판물을 비롯하여 OECD와 IMF에서 여러 연구조사에 관여했다.

프랑스 행정부 산하 예산 및 최고감사기구(Cour des comptes)에서 근무하기도 했다. Sciences Po Paris와 University of Aix-Marseille (프랑스)에서 석사학위를 취득했다.

Discussion | 토론



PARK, Nowook

Korea Institute of Public Finance
Director of Center for Performance Evaluation & Management
Republic of Korea

• A Brief Introduction

Nowook Park received PhD in economics at the University of Michigan focusing on the areas of public finance and political economy. Currently, he is founding director at the Center for Performance Evaluation and Management in the Korea Institute of Public Finance.

He has been playing an active role in introducing and implementing public financial management reforms in Korean government. His role in the reform process has been multi-faceted: research, consulting, training and evaluation. He has also contributed to the design and implementation of gender-sensitive budgeting, in which Korea is one of two countries that enacted it. He also designed performance-based welfare to work program in Korea and has been providing advice to line ministries in reforming their program management.

He also has served on many advisory and evaluation committees in the Korean government including an advisory committee for the National Assembly Budget Office and the Audit and Inspection Research Institute.

In addition, he has been actively engaged in various international policy consulting services sponsored by multilateral international organizations including World Bank, IMF, OECD, IDB and ADB, and country aid agencies including KOICA, Australia Aid and UK Aid.

• 소개글

박노옥 박사는 미시건 대학(University of Michigan) 에서 재정학과 정치경제학 전공으로 박사학위를 마쳤다. 한국조세재정연구원에 연구위원으로 합류하였으며, 현재 조세재정연구원 내의 재정성과평가센터의 창립 소장(Founding Director)로 일하고 있다. 재정성과평가센터는 재정사업의 성과관리와 평가에 관한 총괄연구지원기관의 역할을 수행하고 있다.

박노옥 박사는 우리나라 재정관리제도 개혁 과정에서 다양한 역할을 수행하였으며, 연구, 컨설팅, 교육, 평가 등에 관련된 과제를 수행하였다. 특히 재정사업 성과관리와 평가제도의 도입과 운영에 크게 기여하였다. 재정관리제도 전반에 대한 개혁 뿐아니라, 성인지 예산제도의 도입, 성과기반의 취업연계 복지사업 도입, 사업부처의 사업관리 개선 등을 위한 연구와 자문을 수행하였다.

국제 정책 자문활동도 적극적으로 수행하여, 세계은행(World Bank), 국제통화기금(IMF), 경제협력개발기구(OECD), 미주개발은행 (IDB), 아시아개발은행 (ADB) 등 다양한 국제기구 및 한국국제협력단(KOICA), 호주지원단(Australia Aid), 영국지원단(UK Aid) 등이 지원하는 프로젝트에 참여하였다.

Discussion | 토론



EOM, Tae-Ho

Yonsei University
Professor
Republic of Korea

• A Brief Introduction

- President, The Korean Association for Government Accounting
- Chairperson, International Cooperation Committee of The Korean Association for Public Administration
- Editorial Member, ABFM Public Budgeting and Finance
- Editorial Member, Journal of Public Management and Social Policy(JPMSP)

• 주요 약력

- 한국정부회계학회 회장
- 한국행정학회 국제협력위원장
- 미국재무행정학회(ABFM) Public Budgeting and Finance 편집위원
- Journal of Public Management and Social Policy(JPMSP) 편집위원

Discussion | 토론



LEE, Jeonghee

University of Seoul
Associate Professor
Republic of Korea

• A Brief Introduction

Associate Professor at Department of Public Administration at University of Seoul. Deputy Director of Strategic Planning at Provost Office of University of Seoul.

Dr. Lee's current research interests are fiscal rules including PAYGO rule and debt limit, reform of budget and legislative process, application of public policy theories to major policies of Korea in areas such as industries, business-government relations etc.

Before joining UOS in 2012, Dr. Lee worked as research fellow at Korea Institute of Public Administration(KIPA), research institute which is affiliated with Prime Minister's Office. He received a bachelor in Economics and MPA from Seoul National University and Ph.D. in Public Administration from American University.

• 소개글

이정희 교수는 서울시립대학교 행정학과 부교수로 서울시립대학교 기획부처장을 맡고 있다. 주요 연구 분야는 국가재정법, 페이그(PAYGO)원칙 등 재정준칙, 부채한도, 예산 및 법제화 과정 개혁, 민-관-산 협력 등 주요 국내 정책에 대한 공공정책 이론 적용이다. 현재 한국재정정보원 연구자문위원, 기획재정부 보조사업평가위원 등으로 활동하고 있다.

Session 2 | 제2주제

Good Practices of Fiscal Reforms

주요국 재정개혁 사례와 성과

Moderator : KIM, Wonshik / Professor, Konkuk University

사회 : 김원식 / 건국대학교 교수

Presentation1 | 발표1

Budget Reforms in OECD Countries

Delphine MORETTI / Senior Policy Analyst, OECD

Presentation2 | 발표2

Fiscal Policy Reforms in Sweden

Niklas FRANK / Deputy Head of Agency, Swedish Fiscal Policy Council

Presentation3 | 발표3

Budget Reform after the Global Financial Crisis (GFC)

Marc ROBINSON / Independent Consultant

Discussion | 토론

KWON, Osung / Senior Research Fellow, The Korea Institute of Public Administration

권오성 / 한국행정연구원 선임연구위원

PARK, Ki-Baeg / Associate Professor, University of Seoul

박기백 / 서울시립대 교수

Moderator | 사회



KIM, Wonshik

Konkuk University

Professor

Republic of Korea

• Educational Background

1988 -	Texas A&M University	PH.D (Economics), Department of Economics 경제학박사
1982 -	Sogang University 서강대학교	M.A. (Economics), Department of Economics 경제학석사
1980 -	Sogang University 서강대학교	B.A. (Economics), Department of Economics 경제학사

• Specialties

Public Finance/ Public Policy | 재정학

Labor Economics | 노동경제학

Social Insurance/ Welfare program | 사회보장

• Work Experience

Present -	Committee of National Pension 국민연금심의위원회	Member
Present -	Committee of National Health Insurance 건강보험정책심의위원회	Member
2014 -	Korea Public Finance Association 한국재정학회	President 회장
2011 -	Korea Pension Association 한국연금학회	President 초대회장
2009 -	Korea Social Security Association 한국사회보장학회	President 회장

Presentation 1 | 발표 1



Delphine MORETTI

OECD
Senior Policy Analyst
France

• A Brief Introduction

Delphine Moretti, a French national, is a senior policy analyst in the OECD Budgeting and Public Expenditure division. She leads the division's work on financial management and reporting. As part of her assignment, she's been involved in recent Budget Reviews of OECD member countries, including Sweden and the European Union.

Prior to joining the OECD, Delphine served in the International Monetary Fund (IMF), within the Fiscal Affairs Department, where she assisted several countries in introducing a range of budgetary reforms and improving their fiscal transparency.

Delphine was involved in a number of research of studies both at the OECD and IMF, including an IMF Board paper on Budget Transparency and OECD publication on OECD countries financial reporting practices.

She also worked for the French administration, at the ministry of Budget and Supreme Audit Institution (Cour des comptes). She holds a Masters degree from Sciences Po Paris and the University of Aix-Marseille (France).

• 소개글

Delphine Moretti는 프랑스 국적을 보유하고 있으며 OECD 예산 및 공공지출(Budgeting and Public Expenditure) 부문에서 선임 정책 애널리스트로 근무하고 있다. 최근 담당 업무의 일환으로 스웨덴 및 유럽연합을 포함한 OECD 회원국들의 예산 검토 업무에 관여했다.

OECD 근무 이전에는 국제통화기금(IMF) 내 재정업무부(Fiscal Affairs Department)에 재직하면서 광범위한 예산 개혁 도입과 재정 투명성 개선을 위해 여러 국가를 지원했다.

예산 투명성에 대한 IMF 이사회 자료 및 OECD 회원국의 재무보고 관행에 대한 OECD 출판물을 비롯하여 OECD와 IMF에서 여러 연구조사에 관여했다.

프랑스 행정부 산하 예산 및 최고감사기구(Cour des comptes)에서 근무하기도 했다. Sciences Po Paris와 University of Aix-Marseille (프랑스)에서 석사학위를 취득했다.

Budget Reforms in OECD Countries

Delphine MORETTI / Senior Policy Analyst, OECD



BUDGET REFORMS IN OECD COUNTRIES

Seoul, Korea, December 2017

Delphine Moretti
Senior Policy Analyst

Budgeting and Public Expenditures Division
Public Governance and Territorial Development
Directorate, OECD



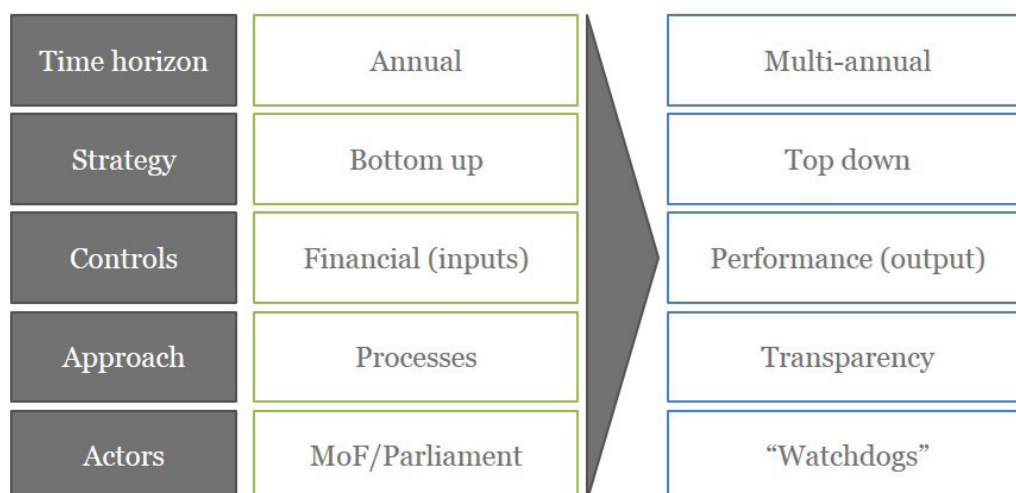
Drivers for budget reforms

- Major economic and fiscal crisis over the last decades.
- Increasing uncertainties around productivity/growth, demography,...
- Large and/or long-term fiscal consolidation requirements.
- Need to restore the general public confidence's that governments monitor and address challenges that lie ahead.

Budget Reforms in OECD Countries

Delphine MORETTI / Senior Policy Analyst, OECD

Past (and current) trends in budget reforms



3

OECD 10 Budget Recommendations





OECD 10 Budget Recommendations

Multi-annual	MTEF, LT fiscal sustainability assessments
Top down	Fiscal rules, policy objectives
Performance	Performance budgeting, spending reviews
Transparency	Wider institutional coverage, accruals
Independent oversight	External auditors, fiscal councils, PBOs

5



Are budget reforms effective?

- Difficult to demonstrate, as fiscal deficits and debt to GDP ratios remain high ...
- but some evidence of negative impacts where transparent institutions are lacking.
- Stock taking exercise by OECD countries (e.g., New Zealand, France, Austria,...) are globally positive, but there is a clear trends towards simplifying and streamlining processes and outputs.

6

Budget Reforms in OECD Countries

Delphine MORETTI / Senior Policy Analyst, OECD



What could be future trends?

- Further shielding public finances from shocks (fiscal risks management).
- Making the budget process more open, inclusive and participative.
- Increasing the policy relevance of budget tools (“gender budgeting”, “green budgeting”, “youth budgeting”).
- Making government reporting more accessible, legible and tailored to users’ needs.

More information in the results of the OECD 2018 Budget Survey.

7



More information

- OECD Recommendations:
<http://www.oecd.org/gov/budgeting/oecd-recommendations-relating-to-budgeting-and-public-expenditures.htm>
- OECD Budgeting practices and procedures database:
<http://www.oecd.org/gov/budgeting/budgeting-practices-and-procedures-database.htm>
- OECD Budget Reviews:
<http://www.oecd.org/gov/budgeting/seniorbudgetofficialcountryreviews/budgetingsystems.htm>

8



THANK YOU FOR YOUR ATTENTION

delphine.moretti@oecd.org

<http://www.oecd.org/gov/budgeting/>

Presentation 2 | 발표 2



Niklas FRANK

Swedish Fiscal Policy Council
Deputy Head of Agency
Sweden

• A Brief Introduction

Since 2011 I work as deputy head of the staff of the Swedish Fiscal Policy Council, an independent agency with the task of annually providing an analysis of the government's fiscal policy, with special focus on the compliance with the national fiscal framework and fiscal rules. The Swedish Fiscal Policy Council is also involved in a European network of independent fiscal institutions that has been built up over the last few years, as well as in OECD networks for fiscal councils and parliamentary budget offices.

Currently I am temporarily working as a secretary in a parliamentary commission set up to achieve broad political support for changes of the fiscal framework intended to strengthen the parliamentary procedures regarding the national budget.

Before joining the Fiscal Policy Council I served for approximately 10 years as a non-political committee secretary at the Committee on Finance in the Swedish Parliament.

During 2009–2010 I was employed by the IMF and stationed in Riga, Latvia where I served as a long term technical advisor to the Latvian Ministry of Finance.

I worked during the second half of the 1990-ties in the Budget Department in the Swedish Ministry of Finance during a period when Sweden went through a deep economic crisis and the fiscal framework was being built up.

I hold a degree of economics from Uppsala University.

• 소개글

Niklas Frank는 2011년부터 스웨덴 재정정책협의회(Swedish Fiscal Policy Council) 부국장(deputy head)으로 근무해오고 있다. 재정정책협의회는 매년 스웨덴 정부의 재정정책에 대한 분석을 실시하고 정보를 제공하는 독립 기관으로서, 특히 국가 재정 체계와 재정 규칙 준수에 중점을 두고 있다. 이 협의회는 지난 몇 년에 걸쳐 구축된 독립 재정 기관들로 구성된 유럽 네트워크에도 관여하고 있으며 재정 협의회 및 의회 예산국의 OECD 네트워크에도 관여하고 있다.

현재, 국가 예산 관련 의회절차 강화를 목표로, 재정 체계 변화를 위한 광범위한 정치적 지원 제공을 위해 설립된 의회 위원회에서 비서관(secretary)으로 임시 업무를 수행하고 있다.

재정정책협의회에서 업무를 수행하기 이전에는 약 10년 동안 스웨덴 의회 재무 위원회에서 비정치적 위원회 비서관으로 근무했다.

2009년에서 2010년 기간 동안에는 IMF에서 근무했으며 라트비아의 리가(Riga)에 주재하면서 라트비아 재무부에 대한 장기 기술자문으로 역할을 수행했다.

1990년대 후반에는 스웨덴 재무부 산하 예산부(Budget Department)에서 근무했으며 이 기간 동안 스웨덴은 심각한 경제위기를 겪으면서 재정 체계를 구축했다.

Uppsala University에서 경제학을 전공하여 학위를 취득했다.

Fiscal Policy Reforms in Sweden

Niklas FRANK / Deputy Head of Agency, Swedish Fiscal Policy Council



Fiscal Policy Reforms in Sweden

Seoul, December 14, 2017

Niklas Frank
Swedish Fiscal Policy Council

1

FINANSPOLITISKA RÅDET
SWEDISH FISCAL POLICY COUNCIL

Background (1)

- Late 80s – booming economy
 - High growth, unemployment of 2 percent
- Structural problems under the surface:
 - Fixed exchange rate but higher wage and price increases than competing countries
 - Weak productivity growth
 - Poor competition
 - Large and growing public sector

2

FINANSPOLITISKA RÅDET
SWEDISH FISCAL POLICY COUNCIL

Fiscal Policy Reforms in Sweden

Niklas FRANK / Deputy Head of Agency, Swedish Fiscal Policy Council

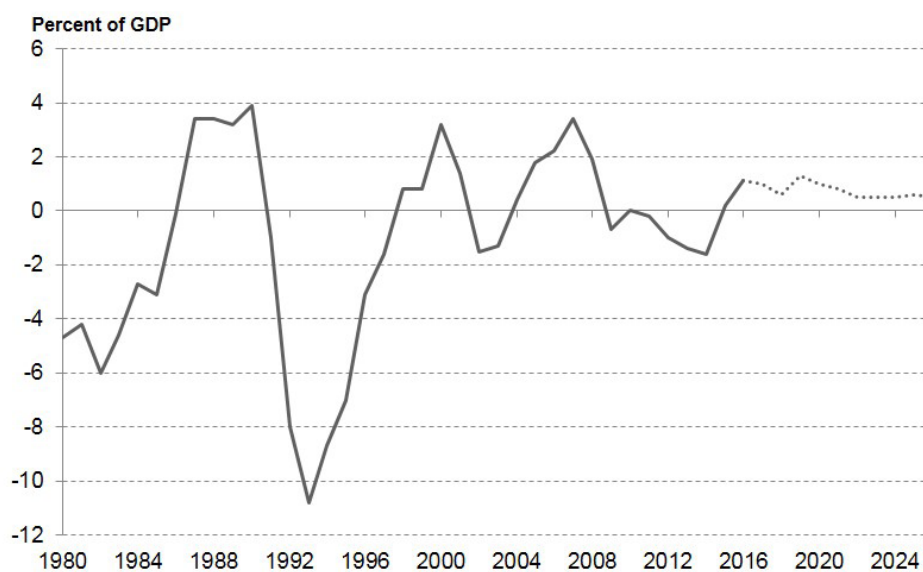
Background (2)

- Early 90s – deep crisis:
 - Central bank gave up exchange rate defence
 - Housing market collapsed
 - Government bank bailouts
 - Unemployment tripled
 - Public deficit reached 11 percent of GDP
 - National debt doubled

3

FINANSPOLITISKA RÅDET
SWEDISH FISCAL POLICY COUNCIL

Government net lending

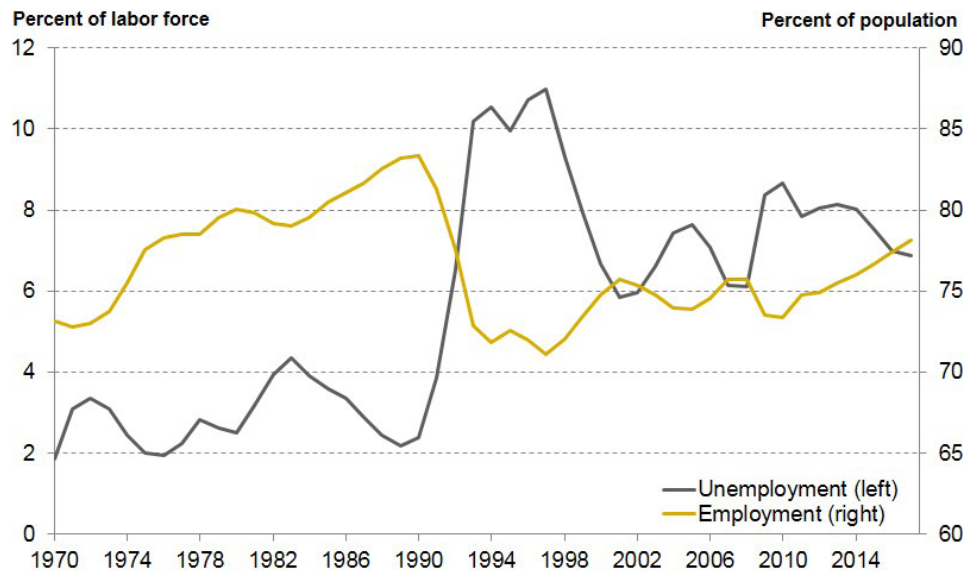


Source: National Institute of Economic Research (NIER).

4

FINANSPOLITISKA RÅDET
SWEDISH FISCAL POLICY COUNCIL

Employment & unemployment



5

FINANSPOLITISKA RÅDET
SWEDISH FISCAL POLICY COUNCIL

Background (3)

- The crisis was home made:
 - No international downturn
 - Caused by domestic structural problems and policy mistakes
- It would not be solved from the outside
- Austerity program, and importantly ...
- ... opportunity for structural reforms
- The crisis created a political understanding of the need for reforms, and the will to go ahead

6

FINANSPOLITISKA RÅDET
SWEDISH FISCAL POLICY COUNCIL

Fiscal Policy Reforms in Sweden

Niklas FRANK / Deputy Head of Agency, Swedish Fiscal Policy Council

Background (4)

- Several reforms were made, I will talk about three:
 - The pension reform
 - The budget reform
 - The tax reform
- What were their main elements?
- Have they been successful?
- Where do they stand today?

7

FINANSPOLITISKA RÅDET
SWEDISH FISCAL POLICY COUNCIL

The pension reform (1)

Why a new pension system?

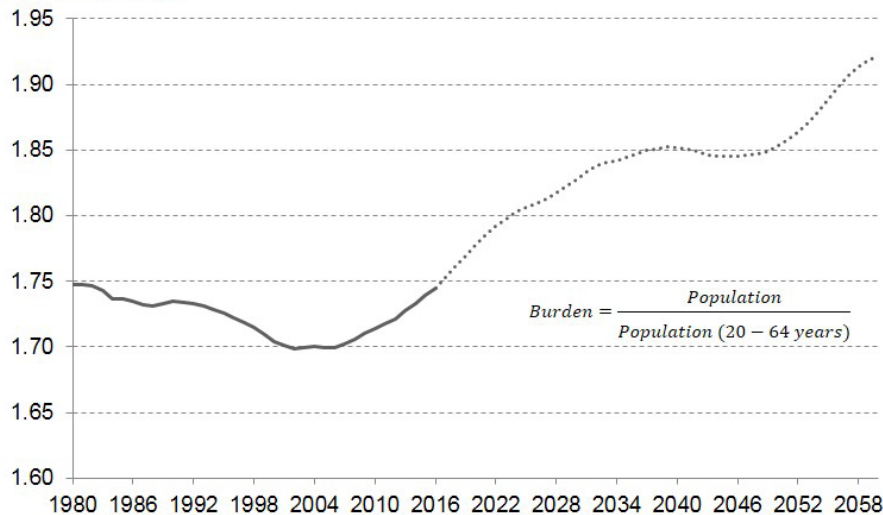
- Ageing population
- Old system not stable against economic and demographic changes
- Need for a robust pension system that could withstand both the demographic development and cyclical variations

8

FINANSPOLITISKA RÅDET
SWEDISH FISCAL POLICY COUNCIL

Demographic burden

No. of individuals each
working must support



Source: Statistics Sweden (SCB).

9

FINANSPOLITISKA RÅDET
SWEDISH FISCAL POLICY COUNCIL

The pension reform (2)

Main elements of the new pension system, 1994

- Contribution defined system
- Pay-as-you-go, but also a funded part, political compromise
- Pensions based on life time income
- Takes increasing life expectancy into account
- Income indexation
- Automatic balancing mechanism
- Buffer funds

10

FINANSPOLITISKA RÅDET
SWEDISH FISCAL POLICY COUNCIL

Fiscal Policy Reforms in Sweden

Niklas FRANK / Deputy Head of Agency, Swedish Fiscal Policy Council

The pension reform (3)

Where we are today

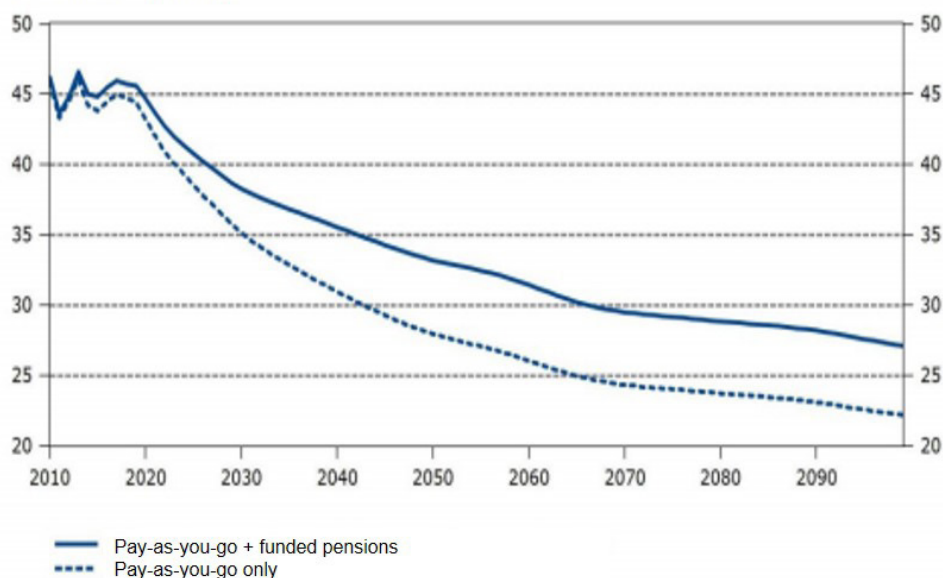
- The old system was adopted after a long and hard political battle
 - Strong will to avoid a similar fight over new pension reform
- Political working group with 5 out of 7 parties prepared the reform - working group made permanent
 - Pension reform supported by 80 - 85 percent in parliament
- Financially robust but pension/wage ratio decreasing

11

FINANSPOLITISKA RÅDET
SWEDISH FISCAL POLICY COUNCIL

Old-age pensions in relation to wages

Percent of average wage



Source: National Institute of Economic Research (NIER).

12

FINANSPOLITISKA RÅDET
SWEDISH FISCAL POLICY COUNCIL

The pension reform (4)

Where we are today

- Will need higher fees and/or higher retirement age, unpopular decisions need to be made
 - Life expectancy 7 years longer by 2100
 - Pension system stable if 2/3 of longer life is spent working
- Five party working group still holds
 - Adjustments have been made, in political agreement
- Good reason to believe that necessary changes will also be made in agreement

13

FINANSPOLITISKA RÅDET
SWEDISH FISCAL POLICY COUNCIL

The budget reform (1)

Why a budget reform?

- Structural problem - growing expenditure
- Short term problem - large deficit and growing debt
- Incremental process - poor overview
- Weak process in an international perspective

14

FINANSPOLITISKA RÅDET
SWEDISH FISCAL POLICY COUNCIL

Fiscal Policy Reforms in Sweden

Niklas FRANK / Deputy Head of Agency, Swedish Fiscal Policy Council

The budget reform (2)

Main elements of the budget reform, 1997

- Top down procedure in both government and parliament
 - Early decisions on aggregates
 - Expenditure limits for line ministries set in March
- New decision process in parliament:
 - Budget aggregates taken in one single decision including:
 - total expenditure
 - limits for expenditure areas
 - revenue estimates
 - tax legislation
 - Appropriations decided jointly for each expenditure area

15

FINANSPOLITISKA RÅDET
SWEDISH FISCAL POLICY COUNCIL

The budget reform (3)

A new fiscal framework, 1997

- Surplus target for general government net lending
 - Surplus of 1% of GDP on average over the business-cycle
- Expenditure ceiling for central government
 - Set by parliament three years ahead
- Balanced budget requirement for local governments
- Fiscal Policy Council, since 2007

16

FINANSPOLITISKA RÅDET
SWEDISH FISCAL POLICY COUNCIL

The budget reform (4)

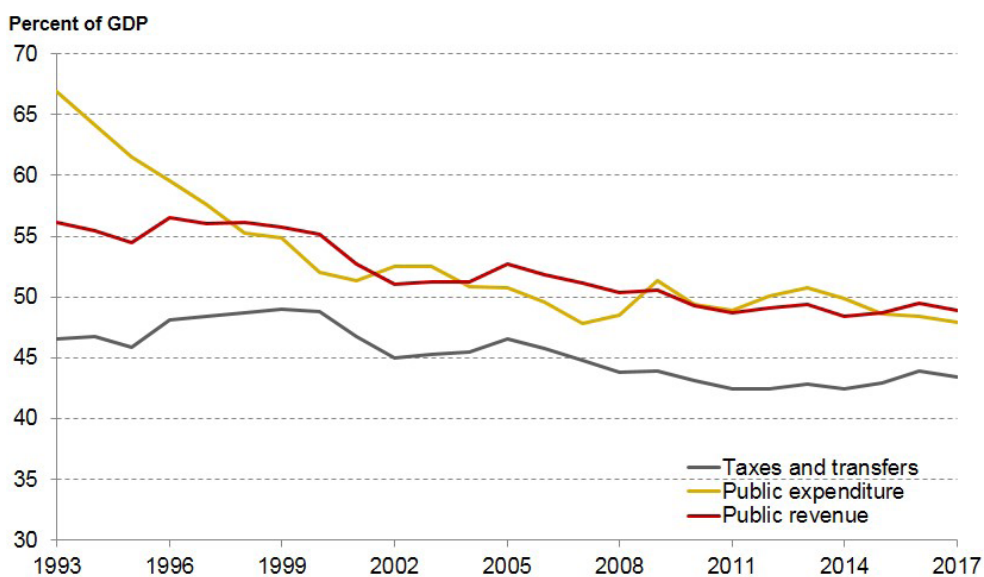
Where we are today

- Broadly considered successful
- The budget reform was not done in political agreement
 - Contested both from left and right
 - But accepted and embraced by a new government in 2006
- A combination of rules and agreements that has gradually evolved
- No institutional arrangement for changing the budget system

17

FINANSPOLITISKA RÅDET
SWEDISH FISCAL POLICY COUNCIL

Public expenditure and revenue



Source: National Institute of Economic Research (NIER).

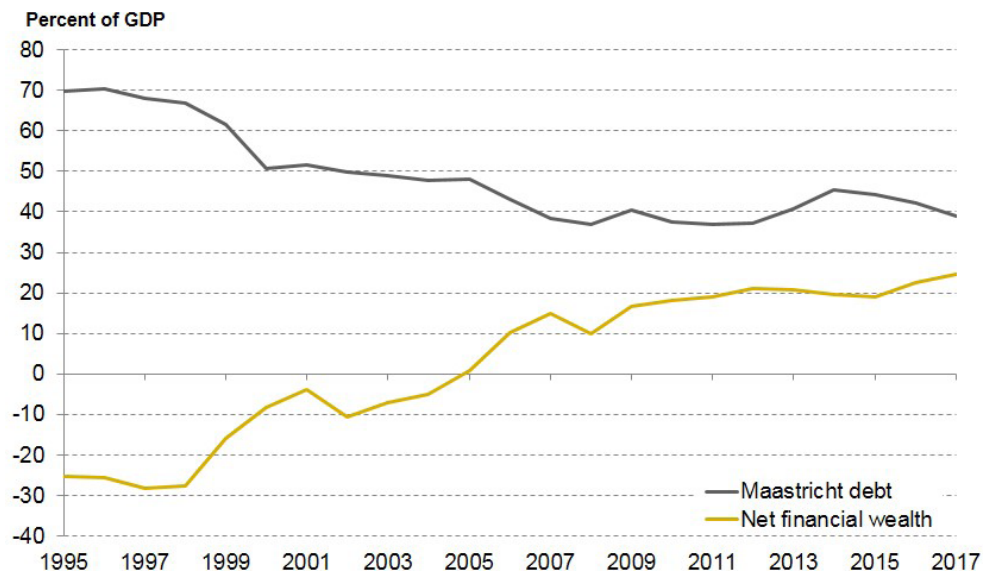
18

FINANSPOLITISKA RÅDET
SWEDISH FISCAL POLICY COUNCIL

Fiscal Policy Reforms in Sweden

Niklas FRANK / Deputy Head of Agency, Swedish Fiscal Policy Council

Maastricht debt and net financial wealth



19

FINANSPOLITISKA RÅDET
SWEDISH FISCAL POLICY COUNCIL

The budget reform (5)

Where we are today

- General ambition to maintain broad political support
 - But the fiscal framework has sometimes caused political turmoil
- Changes to the fiscal framework will be made in 2019
 - And will be broadly supported
- Despite recurring disagreements, the budget system has turned out to be surprisingly resilient

20

FINANSPOLITISKA RÅDET
SWEDISH FISCAL POLICY COUNCIL

The tax reform (1)

Why a tax reform?

- Structural problems in the tax system
 - High taxation on labour and fully deductible interest rates
 - Weak incentive to work – strong incentive to borrow
 - Too complex

21

FINANSPOLITISKA RÅDET
SWEDISH FISCAL POLICY COUNCIL

The tax reform (2)

Main elements of the tax reform, 1991

- Dual system:
 - progressive tax on labour - highest level 50 percent
 - proportional tax on capital income - 30 percent
- Corporate tax were reduced and deductions limited
- Guiding principles:
 - Fewer rates, broader tax bases
 - Simplicity

22

FINANSPOLITISKA RÅDET
SWEDISH FISCAL POLICY COUNCIL

Fiscal Policy Reforms in Sweden

Niklas FRANK / Deputy Head of Agency, Swedish Fiscal Policy Council

The tax reform (3)

Where we are today

- Despite wide support for the principles, the tax reform has not been upheld
 - Marginal taxes increased
 - Numerous new selective deductions
- Once again the tax system is a complicated patchwork

23

FINANSPOLITISKA RÅDET
SWEDISH FISCAL POLICY COUNCIL

Concluding remarks (1)

- The 90s crisis created an opportunity for reform
- Is a crisis necessary to get structural reforms done?
 - No, but it helps
 - And it helps to be well prepared when the opportunity for structural reforms arises
- Structural reforms must last longer than next election
- Reforms with broad political support have survived, others have not

24

FINANSPOLITISKA RÅDET
SWEDISH FISCAL POLICY COUNCIL

Concluding remarks (2)

- Current areas in need of reform:
 - Housing market
 - Tax system
 - Labour market
- Broad understanding that reforms are necessary,
 - but politically unlikely they will happen in the near future
- Perhaps a new crisis would get the job done?

25

FINANSPOLITISKA RÅDET
SWEDISH FISCAL POLICY COUNCIL



26

FINANSPOLITISKA RÅDET
SWEDISH FISCAL POLICY COUNCIL

Presentation 3 | 발표 3



Marc ROBINSON

Independent Consultant

Australia & Switzerland

• A Brief Introduction

Dr. Marc Robinson is a senior consultant specializing in public financial management and fiscal policy. Dr. Robinson has advised over thirty countries on budgeting reforms, ranging from OECD countries to developing countries.

Dr. Robinson has published over thirty books and articles on budgeting issues, including *Performance Budgeting: Linking Funding to Results* (IMF/Palgrave Macmillan, 2007) and *Performance-Based Budgeting* (CLEAR/World Bank, 2011). His most recent publications include papers on budget reform and expenditure ceilings (both in *OECD Journal on Budgeting*, 2016), *Program Classification for Performance-Based Budgeting* (World Bank, 2013), *Spending Review* (*OECD Journal on Budgeting*, 2013), a chapter on performance budgeting in the *International Handbook of Public Financial Management* (2013), and a paper on top-down budgeting (*OECD Journal on Budgeting*, 2012).

He is a member of the OECD's Advisory Panel on Budgeting and Public Expenditures and the IMF Panel of Fiscal Experts. Earlier in his career, he was a senior civil servant, a professor of economics, and a staff economist at the International Monetary Fund.

His principal engagement at present is as chief technical adviser to the World Bank-managed PFM reform program in Vietnam (the Analytic and Advisory Assistance Program). He also continues to undertake other consulting engagements, most recently including engagements on behalf of the IMF in Malaysia and Egypt.

Dr. Robinson lives in Switzerland, and is an Australian and Swiss dual national. He holds a PhD from the Australian National University, a masters in economics from the University of Melbourne, and a BA (first class honors) from the University of Sydney. His website is www.pfmresults.com

• 소개글

Marc Robinson 박사는 공공 재무관리 및 재정정책을 전문으로 하는 선임 컨설턴트이다. OECD 국가에서 개도국에 이르기까지 30개 이상 국가에 예산 개혁에 대한 자문을 제공해왔다.

예산 관련 이슈에 대해 *Performance Budgeting: Linking Funding to Results* (IMF/Palgrave Macmillan, 2007)와 *Performance-Based Budgeting* (CLEAR/World Bank, 2011)을 포함한 30여 권의 저서와 기사를 발표해왔다. 가장 최근 발표는 예산 개혁과 지출 상한선에 대한 논문(두 논문 모두 *OECD Journal on Budgeting*, 2016에 게재), *Program Classification for Performance-Based Budgeting* (World Bank, 2013), *Spending Review* (*OECD Journal on Budgeting*, 2013), *International Handbook of Public Financial Management* (2013)에서 성과예산에 대한 일부, 하향식 예산수립에 대한 논문(*OECD Journal on Budgeting*, 2012) 등이 있다.

예산 및 공공 지출에 대한 OECD 자문 패널, 재정 전문가들로 구성된 IMF 패널의 일원이며, 과거 경력 초기에는 선임 공무원, 경제학 교수, 국제 통화기금(IMF)에서 이코노미스트로 근무했다.

현재는 세계은행(World Bank)이 관리하는 베트남 PFM 개혁 프로그램(분석 및 자문지원 프로그램)에 대한 수석 기술자문으로 역할을 수행하고 있다. 이외 다른 컨설팅 업무도 지속적으로 수행하고 있으며, 가장 최근에는 말레이시아와 이집트에서 IMF를 대표하여 업무를 수행하기도 했다.

현재 스위스에서 거주하고 있으며 호주와 스위스 이중국적을 가지고 있다. 호주국립대학(Australian National University)에서 박사학위를 취득했으며 University of Melbourne에서 경제학 전공으로 석사학위를, University of Sydney에서 학사학위(우등)를 취득했다.

웹사이트는 www.pfmresults.com이다.

Budget Reform after the Global Financial Crisis (GFC)

Marc ROBINSON / Independent Consultant

International Conference on Fiscal Reform
Seoul, November 2017

Budget Reform after the Global Financial Crisis (GFC)

Marc Robinson
pfmresults.com

Aggregate Fiscal Discipline

- ▶ Increased emphasis following GFC
 - Fiscal sustainability
- ▶ Fiscal rules (deficits and debt) refined and reinforced
- ▶ Aggregate expenditure discipline strengthened
 - Top-down budgeting
- ▶ Medium-term budgeting
- ▶ Realistic fiscal forecasting
 - Methodological improvements
 - Independent verification

Budget Reform after the Global Financial Crisis (GFC)

Marc ROBINSON / Independent Consultant

Aggregate Expenditure Discipline

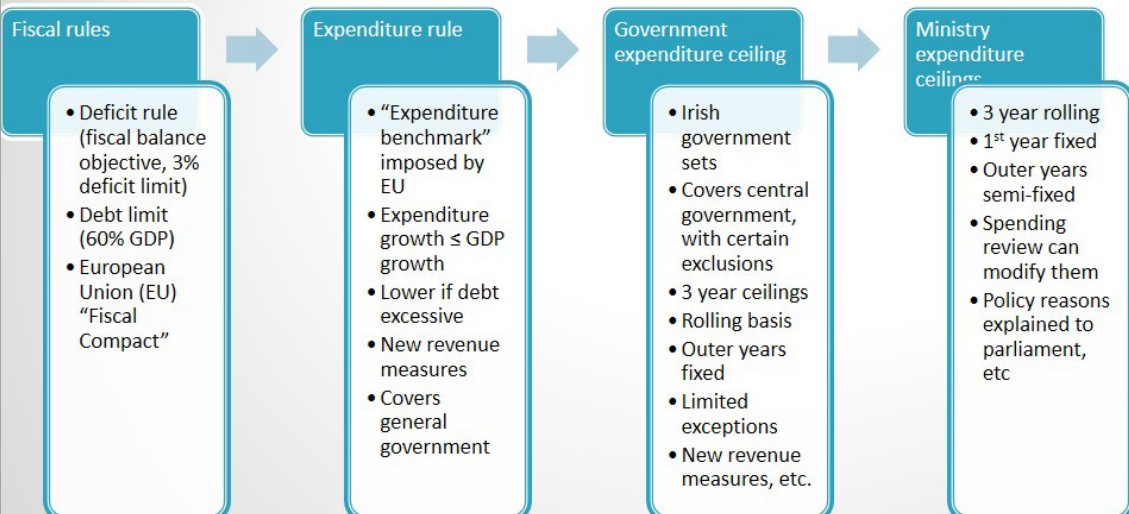
Expenditure rules

- Limits set in general form
- apply to all future years
- E.g. *expenditure growth rate* $\leq$ *long-term revenue growth rate*
- Avoid pro-cyclical expenditure, or
- Smaller government

Expenditure ceilings

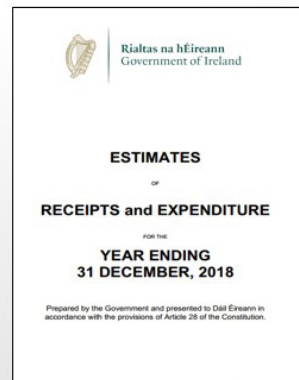
- Quantitative limits on government spending for specific years
- E.g. spending limit of 450bn for 2018
- Top-down budgeting
- Budget preparation
- Apply expenditure rules

Ireland



Baselines

- ▶ Baseline expenditure & revenue forecasts
 - No policy change basis
- ▶ Enforcing expenditure rules and ceilings
- ▶ Essential element of medium-term budgeting
 - Revenue forecasts → Aggregate expenditure ceilings
 - “Fiscal space” = Aggregate ceiling *minus* baseline expenditure
- ▶ European Union
 - Baseline forecasts mandatory
 - Must be made public
 - Methodology must be explained
- ▶ Ireland: published before budget



Australia: Baselines Updated & Reconciled

	Estimates			Projections	
	2016-17	2017-18	2018-19	2019-20	Total
	\$m	\$m	\$m	\$m	\$m
2016-17 Budget expenses	450,553	464,812	489,324	511,604	1,916,292
Changes from 2016-17 Budget to 2016 PEFO					
Effect of policy decisions(a)	1	-1	-3	-6	-9
Effect of parameter and other variations	0	0	0	0	0
Total variations	1	-1	-3	-6	-9
2016 PEFO expenses	450,554	464,811	489,320	511,598	1,916,283
Changes from 2016 PEFO to 2016-17 MYEFO					
Effect of policy decisions(a)	-927	-1,138	-367	-270	-2,703
Effect of parameter and other variations	-985	-3,291	-5,321	-7,353	-16,949
Total variations	-1,912	-4,429	-5,688	-7,623	-19,652
2016-17 MYEFO expenses	448,642	460,382	483,632	503,975	1,896,631
Changes from 2016-17 MYEFO to 2017-18 Budget					
Effect of policy decisions(a)	1,775	5,004	5,155	3,754	15,688
Effect of economic parameter variations					
Total economic parameter variations	-55	421	-569	-1,042	-1,244
Unemployment benefits	427	714	694	685	2,520
Prices and wages	9	199	138	-111	235
Interest and exchange rates	9	-32	-62	-32	-118
GST payments to the States	-500	-460	-1,339	-1,583	-3,882
Public debt interest	44	-67	-167	-444	-635
Program specific parameter variations	-365	-236	-851	-788	-2,241
Other variations	716	-1,242	-337	-2,257	-3,119
Total variations	2,115	3,880	3,231	-777	8,449
2017-18 Budget expenses	450,757	464,262	486,863	503,198	1,905,080

Budget Reform after the Global Financial Crisis (GFC)

Marc ROBINSON / Independent Consultant

Spending Review

- ▶ Review of baseline expenditure
 - Not the review of new spending proposals
- ▶ To identify savings options
 - Cutting programs or services
 - Efficiency measures
- ▶ Objectives
 - Increase fiscal space in top-down budgeting system
 - Better allocation of limited resources
- ▶ Increased use after the GFC
 - Tool for cutting aggregate expenditure
- ▶ What is the future of spending review now?

Spending Review after the Crisis

2008-9 Special Group Review

- ▶ Ad hoc
- ▶ Independent Group
- ▶ Finance did the work
- ▶ Credibility for cuts
- ▶ “Deniability”
- ▶ €3.5 bn. savings options

Comprehensive Reviews of Expenditure (CREs)

- ▶ 2011 & 2014
- ▶ SR is only part of the CRE process (like UK)
- ▶ Fully integrated into MT budget process
- ▶ Civil service process

New Irish Spending Review System

- ▶ Review spending over 3 years
 - Not one big review, as in the past
 - Started in 2017
- ▶ Selective (topic-based), e.g.
 - Acute hospital services
 - Public transport subsidies
- ▶ Different fiscal context
 - Revenues increasing rapidly
 - Improved prioritization and efficiency are main objectives
- ▶ Strengthening information base
 - Better indicators and evaluation

Conclusion

- ▶ Better fiscal discipline
- ▶ Better control of expenditure
- ▶ Improved prioritization of expenditure

Discussion | 토론



KWON, Osung

The Korea Institute of Public Administration
Senior Research Fellow
Republic of Korea

• A Brief Introduction

Osung KWON received Ph.D. in financial administration from University of Georgia in the US., and is currently engaged in a number of researches in financing and budget in the Korea Institute of Public Administration

Many of his major research papers have been published in renowned journals such as *Public Budgeting & Finance*, *Public Administration*. He has also actively been providing consulting to government offices.

• 소개글

권오성은 미국 University of Georgia에서 재무행정을 전공으로 행정학박사학위를 취득하고 한국행정연구원에서 재정 및 예산에 관련된 다수의 연구를 수행하고 있다. 주요 연구논문들이 *Public Budgeting & Finance*, *Public Administration* 등과 같은 저명 학술지에 게재된 바 있으며, 정부에 대해서도 많은 자문활동을 수행하고 있다.

Discussion | 토론

**PARK, Ki-Baeg**

University of Seoul
Associate Professor
Republic of Korea

• Educational Background

Seoul National University
서울대학교

Bachelor of Economics
경제학 학사

University of Wisconsin at Madison
위스콘신 대학교 매디슨 캠퍼스

M.A., Ph.D., Economics
경제학 석사, 박사

• Work Experience

2009 - Present

University of Seoul
서울시립대학교

Associate Professor (Department of Tax)
교수 (조세학과)

1996 - 2009

Korea Institute of Public Finance
한국조세재정연구원

Senior Researcher, Head of Public Finance Division
선임 연구위원, 조세연구본부 소장

1994 - 1996

Hyundai Research Institute
현대경제연구원

Researcher
연구위원

Session 3 | 제3주제

Fiscal Reform toward Human-centered Economy

사람중심 경제구현을 위한 재정혁신과제

Moderator : WHANG, Seong Hyeon / Professor, Incheon National University

사회 : 황성현 / 인천대학교 교수

Presentation1 | 발표1

Fiscal Reform with a Human Face

Vinaya SWAROOP / Economic Adviser of Africa Region, World Bank Group

Presentation2 | 발표2

The Income-led Growth for Korea

JOO, Sangyong / Professor, Konkuk University

주상영 / 건국대학교 교수

Presentation3 | 발표3

Republic of Korea's FISCAL POLICY DIRECTION

CHOI, Sangdae / Director General of Fiscal Innovation Bureau, Ministry of Strategy and Finance

최상대 / 기획재정부 재정혁신국장

Discussion | 토론

Niklas FRANK/ Deputy Head of Agency, Swedish Fiscal Policy Council

KIM, Yu-Chan / Professor, Hongik University

김유찬 / 홍익대학교 교수

PARK, Yongjoo / Head of Fiscal Information Research Center, Korea Public Finance Information Service (KPFIS)

박용주 / 한국재정정보원 재정정보연구본부장

Moderator | 사회



WHANG, Seong Hyeon

Incheon National University
Professor
Republic of Korea

• A Brief Introduction

- Ph. D. in Economics(University of Pennsylvania)
- Acting President of the Korean Association of Public Finance
- Editor of the Korean Economic Forum, The Korean Economic Association
- Former President of the Korea Institute of Public Finance

• 주요 약력

- Ph. D. in Economics(University of Pennsylvania)
- 한국재정학회 회장 직무대행
- 한국경제학회 한국경제포럼 편집위원장
- 전 한국조세재정연구원 원장

Presentation 1 | 발표 1



Vinaya SWAROOP

World Bank Group
Economic Adviser of Africa Region
USA

• A Brief Introduction

Vinaya Swaroop is an Economic Adviser in the Office of the Vice President of the World Bank Group's Africa Region. His duties involve advising the vice president on economic and social development issues relating to all 48 countries in Africa. Prior to taking this position in January 2017, he was a Global Lead of the Global Solutions Group on Growth in the World Bank's Global Practice of Macroeconomics and Fiscal Management. Earlier, he was a Sector Manager covering economic policy and poverty issues in the World Bank Group's South Asia Region.

Mr. Swaroop is a broad-based economist with over 25 years of experience and research, applied and policy skills in macroeconomics and public finance. He has worked in operations, research, and corporate units of the World Bank Group and his engagement has focused on policy-based research, sharing knowledge and relevant best practice lessons with clients, leading country economic dialogue and policy reform loans. Mr. Swaroop has published articles in refereed journals (including the *Journal of Development Economics*, *Journal of Public Economics*, *Journal of Monetary Economics*, *Public Finance*, *World Bank Economic Review*, *World Development*), and books on topics that include (a) aid fungibility and effectiveness; (b) public spending and economic growth; (c) efficacy of public spending and good governance; (d) public infrastructure pricing; and (e) efficiency of taxation.

Mr. Swaroop holds a PhD in Economics from Northwestern University, Evanston, Illinois, USA.

• 소개글

Vinaya Swaroop은 World Bank Group의 아프리카 지역 담당 Vice President Office에서 경제자문으로 역할을 수행하고 있다. 아프리카 지역 내 전체 48개국 관련 경제 및 사회 개발 이슈에 대해 자문을 제공한다. 2017년 1월 현재 업무를 담당하기 전에는 World Bank내 거시경제 및 재정관리에 관한 글로벌 부문에서 성장에 대한 글로벌 솔루션 그룹을 주도하는 글로벌 리드 역할을 수행했다. 그 이전에는 World Bank Group 남아시아 지역에서 경제정책 및 빈곤에 대한 이슈를 다루는 Sector Manager로서 업무를 담당했다.

25년 이상의 경력과 리서치 경험을 기반으로 광범위한 분야에 대한 이코노미스트로서 거시경제 및 공공재정에서 응용 및 정책 스킬을 구축해 왔다. World Bank Group에서 운영, 리서치, 기업 부문 업무를 담당했으며 정책 기반의 리서치, 클라이언트와 지식 및 관련 모범 사례 공유, 국가별 경제 관련 대화 및 정책 개혁여신 등의 부문에 집중해왔다. 관련 저널(the *Journal of Development Economics*, *Journal of Public Economics*, *Journal of Monetary Economics*, *Public Finance*, *World Bank Economic Review*, *World Development* 포함)에 기고해 오면서 (a) 원조 대체가능성 및 효과; (b) 공공 지출 및 경제성장; (c) 공공지출 및 우수 거버넌스의 효과; (d) 공공 인프라 가격 설정; (e) 과세 효율성 등의 주제와 관련된 서적을 출판했다.

미국 일리노이주, Northwestern University에서 경제학 전공으로 박사학위를 취득했다.

Fiscal Reform with a Human Face

Vinaya SWAROOP / Economic Adviser of Africa Region, World Bank Group

Fiscal Reform with a Human Face

Paradigm Shift in the Fiscal Policy for Sustainable Growth
International Conference on Fiscal Reform

December 14 – 15, 2017
Seoul, South Korea

Vinaya Swaroop
World Bank Group



My presentation...

- *Lays out* a framework in which a fiscal reform process can be carried out with a human face, that is, a reform process that protects the poor and other vulnerable sections of society as part of the required expenditure reduction and revenue enhancements;
- *Analyzes* lessons from country experience where such processes have taken place; and
- *Reflects* on factors that contribute to their success and pitfalls to watch for.

Fiscal Reform with a Human Face

Vinaya SWAROOP / Economic Adviser of Africa Region, World Bank Group

Prudent Fiscal Policy: Why do we need?

- Prudent fiscal policy is a key requirement for macroeconomic stability
- Macroeconomic instability deters private investment, which, in turn, is a necessary condition for sustainable growth
- Countries with an expenditure-revenue imbalance associated with rising deficits & debt, are required to undertake fiscal reforms that frequently involve painful expenditure cuts; and
- Lessons from experience suggest that such a process can be designed with a human face.

3

Factors Enabling Inclusive & Sustainable Growth



Factors that necessitate fiscal reforms...

- Large fiscal deficits (and arrears) resulting from inadequate revenue and/or large expenditures/subsidies
- High & rising debt that is becoming fiscally unsustainable
- State-owned enterprises that are operating inefficiently and imposing fiscal liabilities – actual & contingent – on the treasury

5

Fiscal Consolidation: Elements of a Framework

1. *Intensity & Scope of correction.* Entailing a combination of expenditure reduction & revenue enhancement, the design depends on
 - Magnitude of fiscal imbalance & its composition
 - Time frame: Short- or long-term consideration
2. *Enhance tax revenues* by broadening the domestic tax base, improving tax compliance, and curbing tax evasion

6

Fiscal Reform with a Human Face

Vinaya SWAROOP / Economic Adviser of Africa Region, World Bank Group

Fiscal Consolidation: Elements of a Framework (contd.)

3. *Protect people by safeguarding pro-poor spending*
 - Don't protect industries/firms, protect *people*
 - Safeguard pro-poor spending to minimize pain to the most vulnerable sections of society
 - The best protections are spending on education, nutrition, social safety nets & access to basic services
4. *Reduce tax expenditures & other subsidies* excepting for very limited & targeted amount that has a strong rationale for assisting the poor & vulnerable

7

Fiscal Consolidation: Elements of a Framework (contd.)

5. *Right size public sector employment* by not relying on civil service as an employer of last resort
6. *Resist calls to reduce fiscal deficits*, due to purely short-term macroeconomic compulsions, by cutting expenditure on infrastructure investment or other spending that yields large social returns in the long run, e.g., education or health.

8

Fiscal Consolidation: Pitfalls & Challenges

1. All development stakeholders – politicians, policymakers, technocrats, media, NGOs – tend to agree that while fiscal consolidation may be necessary and is beneficial for long-term growth, it entails short-term costs, which tend to be politically challenging
2. Elements of a reform program – reduction in government spending, subsidy removal, restructuring or privatizing inefficient public enterprises, removing rents to end patronage – invariably have major political costs

9

Fiscal Consolidation: Pitfalls & Challenges (contd.)

3. *Why politically challenging?* They primarily affect the upper- and middle-income classes who are better organized and can protest such changes.
4. Facing such challenges, political decision makers generally focus on the short run and discount the future heavily; responding to short-term macro compulsions, they often cut productive infrastructure spending rather than reduce large & inefficient subsidies that benefit the better-off groups.
5. Unwilling to upset their constituencies, politicians often find it difficult to address the needed reforms. How to address the tough political challenges?

10

Fiscal Reform with a Human Face

Vinaya SWAROOP / Economic Adviser of Africa Region, World Bank Group

Fiscal Consolidation & Falling Commodity Prices

- Declining commodity prices have created major revenue problems in commodity exporting companies. A number of such countries – both developed and developing, from Australia, Russia and Saudi Arabia to Angola, Nigeria and Zambia – are in need of and are going through major fiscal consolidation
- Among the developed ones, **Saudi Arabia** seems to have responded well with plans to: (a) reduce energy subsidies and the public sector wage bill; (b) sell shares of the state-run oil giant Saudi Aramco; and (c) levy taxes on some consumer goods & on undeveloped land

11

Fiscal Consolidation & Falling Commodity Prices

- While the developed countries have more resources and better planning, developing countries have faced tough choices.
- When you lose 10 percentage point in revenue (share of GDP) due to falling oil prices, as in **Angola** in recent years, the needed fiscal adjustment is difficult; more challenging when 28% of the population is poor.
- The **Zambian** economy in 2015 was hit by lower copper prices; revenue fell short of the target by 7.5 percentage point (share of GDP) while spending was above target by 10 percentage point. (64% poverty)

12

Political Economy of Subsidy Reduction

- Large electricity and water subsidies to agricultural farmers in a couple of southern **Indian states**. Electricity for irrigation pumps not metered; water charges not even covering 30% of O&M expenses. Despite subsidy benefits not accruing to the poor, political economy prevented reforms
- In **Indonesia**, the “big bang” removal of fossil-fuel subsidies in 2015 was successful -- significantly reduced and the remaining targeted to poor households; down to less than 1% of **GDP** (in 2016) from more than 3% in 2014. Low oil prices were helpful!

13

High revenue but higher spending...

- **Maldives**, a small island economy, is an upper middle-income country (per capita **GDP** of over \$16,000) – it raises enough revenue – nearly 33% of **GDP** in 2013
- Has had an expenditure problem – total public spending has been increasing and was around 42% of **GDP** in 2013 – at the level of **OECD** countries, which have high social welfare expenditures
- Gap between revenues & spending has been large – close to 10% of the country’s **GDP** in 2013 – an underestimate as arrears have been accumulated through unpaid commitments (a conservative estimate 3% of **GDP**)

14

Fiscal Reform with a Human Face

Vinaya SWAROOP / Economic Adviser of Africa Region, World Bank Group

Recapping

Fiscal Consolidation with a Human Face

1. Designing a program that achieves fiscal stability but also protects the poor and vulnerable, is difficult and challenging, but is certainly doable
2. There is no perfect blue print that would work in all situations; program design varies from country to country and depends on country-specific situation
3. Political economy often becomes a binding constraint; patience and practical considerations are needed

15

Recapping

Fiscal Consolidation with a Human Face (contd.)

4. Emphasis on protecting the poor has to be front and center in any such program
5. Program should be accompanied with a communication strategy to sensitize the public on the need to implement reforms

16

Thank You!

17

Presentation 2 | 발표 2



JOO, Sangyong

Konkuk University
Professor
Republic of Korea

• A Brief Introduction

Sangyong Joo is an economist and a professor at Konkuk University in Seoul, Korea.

After graduating Seoul National University Department of Economics, he studied at the University of Wisconsin at Madison, earning a PhD for his thesis entitled Three Essays on Stock Returns and Inflation in 1994.

Since then he had worked as a research fellow at the Korea Institute for International Economic Policy (KIEP), and an assistant professor at Sejong University. In 2002 he moved to Konkuk University. He has published numerous research papers in the field of macroeconomics and international finance, as well as undergraduate textbooks on macroeconomics and monetary economics.

Recently, he has delved into the relationship between distribution and growth. He received the Hakhyeon academic award in 2014 for his paper entitled The Effect of Labor Income Shares on Domestic Demand. He also wrote a book entitled Return of the Dismal Science with financial support from the Publication Industry Promotion Agency of Korea in 2015.

• 소개글

주상영 교수는 현재 건국대학교 경제학과 교수이다.

서울대학교 경제학과를 졸업한 후 1994년 “주식수익률과 인플레이션에 대한 세 고찰”이라는 제목의 논문으로 미국 위스콘신 매디슨 대학교(University of Wisconsin at Madison)에서 박사학위를 받았다. 이후 대외경제정책연구원의 연구위원 및 세종대학교 교수로 재직하였고, 2002년부터 건국대학교에 재직하고 있다.

주상영 교수는 거시경제와 국제금융 분야에서 여러 논문을 발표하였고 거시경제와 화폐금융에 관한 학부 교과서도 집필하였다.

최근에는 성장과 분배 간의 관계에 관심을 두고 있으며, 2014년에는 “노동소득분배율 변동이 내수에 미치는 영향”이라는 제목의 논문으로 학현 학술상을 수상하였다. 또한 2015년에는 한국출판문화산업진흥원의 지원으로 “우울한 경제학의 귀환”이라는 저서를 내놓은 바 있다.

The Income-led Growth for Korea

JOO, Sangyong / Professor, Konkuk University

The Income-led Growth for Korea

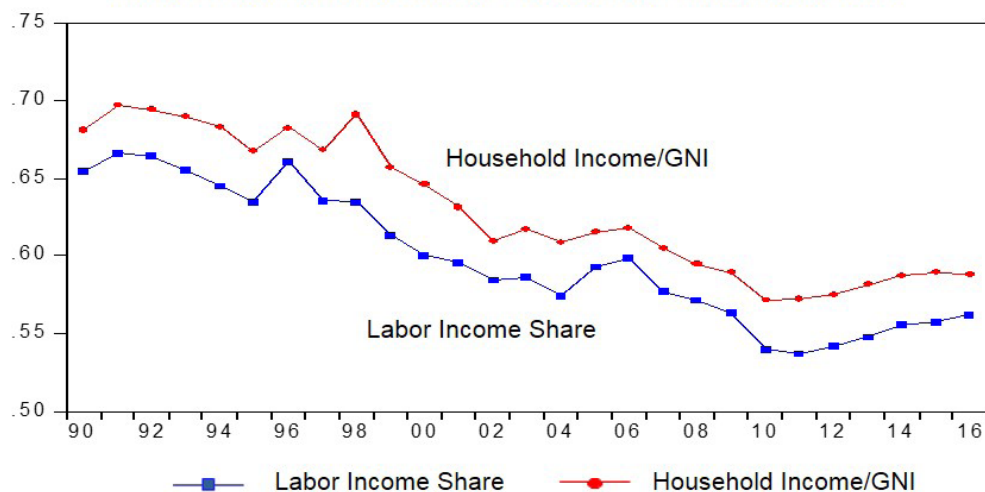
Sangyong Joo
(Konkuk University)

Dec 2017



Distribution matters!

Labor Income Share and Household Income Share



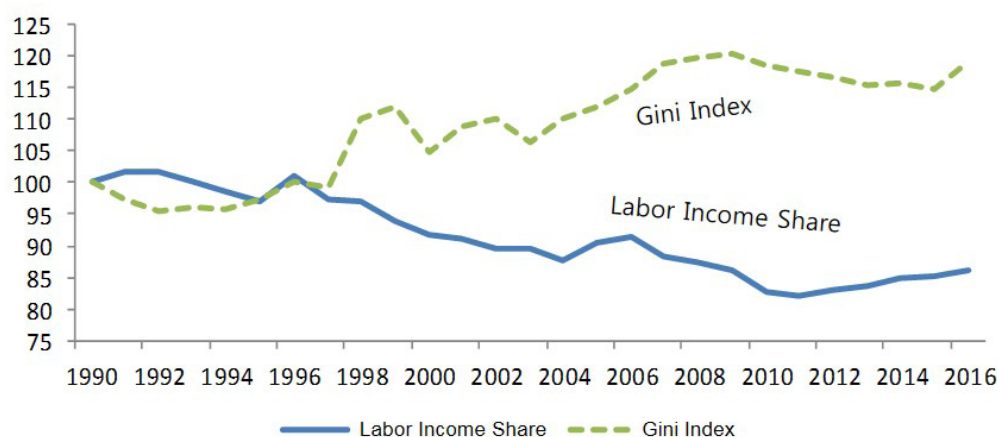
Labor Income Share = (employee compensation + adjusted OSPUE) / GVA
The OSPUE is divided into labor income and capital income as the same fraction in the rest of the economy. Data: Bank of Korea, 1990~2016.

The Income-led Growth for Korea

JOO, Sangyong / Professor, Konkuk University

Distribution matters!

Labor Income Share and Gini Index: 1990=100



- The functional income distribution as well as personal income distribution has worsened drastically after the currency crisis in 1997.

Falling labor shares weaken aggregate demand mainly through consumption.

Determinants of Yearly Consumption Growth: 1985-2016

	I	II	III	IV
consumption growth(-1)	0.051 (0.122)	-0.144 (0.172)	0.063 (0.242)	0.059 (0.145)
labor income share(-1)	0.315*** (0.062)	0.235** (0.113)	-	0.227** (0.089)
real stock price changes(-1)	0.062** (0.031)	-	0.053** (0.02)	0.052** (0.023)
real effective exchange rates	-	0.172 (0.108)	0.180*** (0.064)	0.130 (0.081)
life expectancy	-0.193*** (0.042)	-0.359*** (0.089)	-0.200** (0.082)	-0.301*** (0.071)
R^2	0.459	0.413	0.461	0.539
DW	2.138	1.664	1.822	1.861

Source: Joo(2017b)

Newey-West standard errors are in parentheses. *, **, *** 1%, 5%, 10% significance levels.

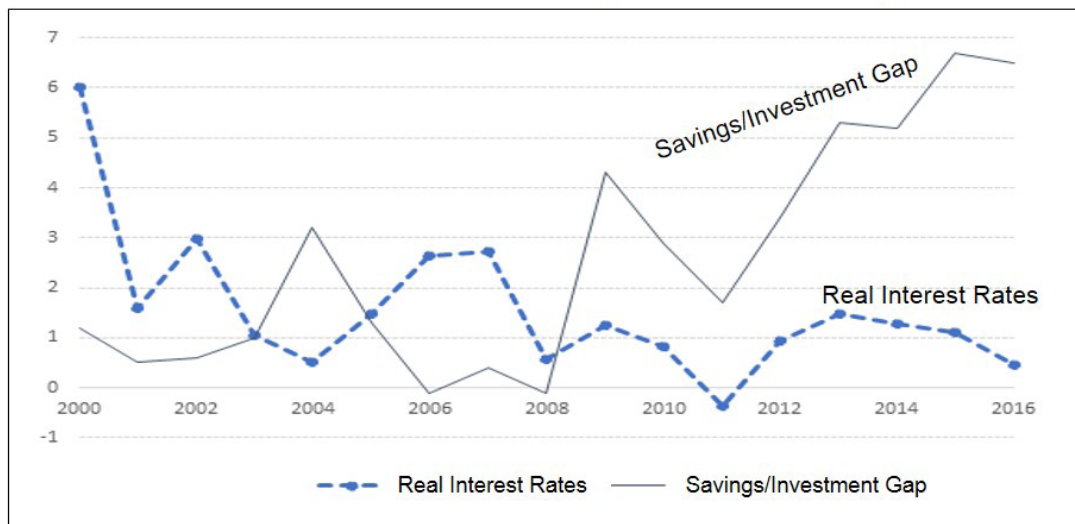
real stock price changes = KOSPI changes - CPI changes

real effective exchange rates are from BIS, and set to 100 in the year of 2010.

The increase in numbers indicates appreciation of Korean Won

Lack of Demand or Lack of Supply?

Real Interest rates and Savings-Investment Gap, %

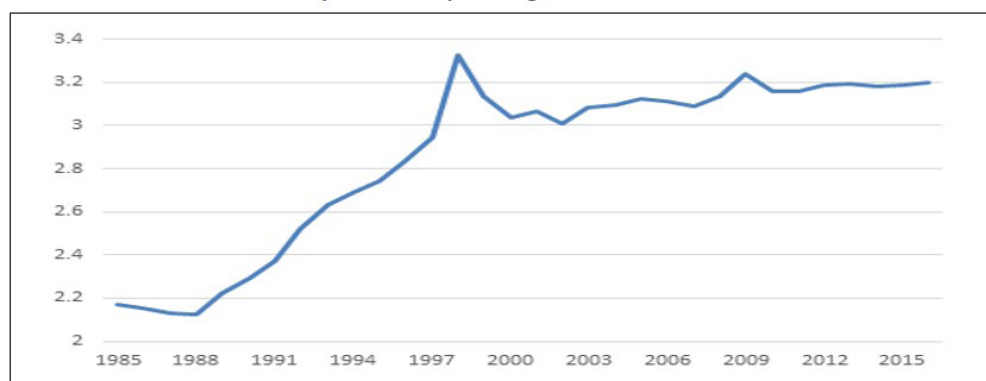


real interest rates = 3 year government bond rates - CPI Changes
 savings-investment gap = (gross savings - gross investment) / GDP

Lack of Demand or Lack of Supply?

- Even with near zero real interest rates savings far exceed investments
- The capital-output ratio has stagnated and already reached the level of advanced nations.
- We cannot expect rapid capital accumulations any more.

Capital Deepening: 1985-2016



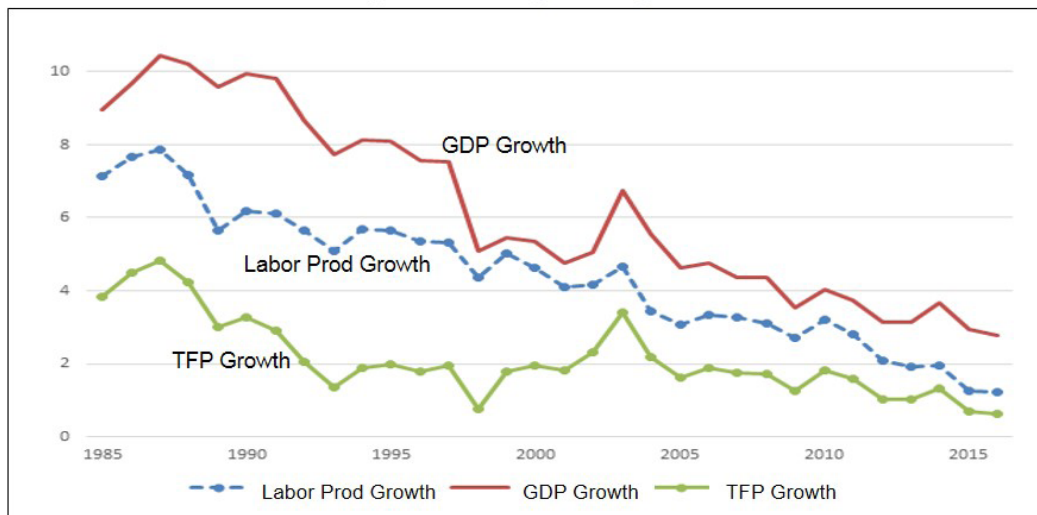
The capital is defined as real fixed assets including knowledge assets.
 capital deepening = capital-output ratio

The Income-led Growth for Korea

JOO, Sangyong / Professor, Konkuk University

Lack of Productivity Growth?

Real GDP Growth and Productivity Growth: 1985~2016
5-year Moving Averages. %



labor productivity: per employed. total factor productivity growth: calculated from the Cobb-Douglas production function with an average labor income share of 0.6

Productivity is not independent of demand!

- The GDP growth Granger-causes TFP growth, not vice versa. See Joo(2017b). This suggests the **cumulative causation between aggregate demand and supply** emphasized earlier by *Nicholas Kaldor*, a great post-Keynesian economist. The aggregate demand and supply are not independent each other. They are interconnected!
- The recent persistent **low inflation**, together with **the large savings-investment gap** and deteriorated distribution, tells us the main problem lies on demand, not supply.
- Furthermore, the **declining population** in the near future will make worse the problem of **domestic demand shortages**.

Some Policy Measures for the Income-led Growth

1. Labor vs Capital

- minimum wage increase and temporary wage subsidies
- more generous unemployment insurance
- increase in capital income tax and property tax (especially on land

2. Strict and effective competition policies enforced

3. Fiscal Policy

- expanding public investment, services, and employment
- concerted efforts on raising fertility rates
- raising Tax-GDP ratio gradually, allowing mild rise in Gov't Debt/GDP ratio
- not being too obsessed with fiscal austerity: more simulations are needed based on various combinations of future (social expenditure/GDP, tax/GDP)

4. Monetary policy preventing deflationary pressures Credit policies directed towards SMEs and startups

References (in Korean)

Joo, S., 2013a, Discourses on Progressive Growth in Korea: Status and Prospects, *The Review of Social and Economics Studies*, No.41.

_____, 2013b, The Effects of Labor Income Shares on Domestic Demand, *Journal of Korean Economic Development*, Vol.19, No.2

_____, and Jeon, S., 2014, Measuring Labor Income Share for Korea, *The Review of Social and Economics Studies*, No.43.

Jeon, S. and Joo, S., 2016, Functional Income Distribution and Aggregate Demand in Korea, *The Review of Social and Economics Studies*, No.51.

Joo, S., 2017a, A Criticism and Anti-criticism for Income-led Growth Theory, *The Review of Social and Economics Studies*, Vol.30, No.54.

_____, 2017b, Income-led Growth for Korea: Conditions and Policy Discussions, *Journal of Budget and Policy*, Vol.6, No.2.

Presentation 3 | 발표 3



CHOI, Sangdae

Ministry of Strategy and Finance
Director General of Fiscal Innovation Bureau
Republic of Korea

• Educational Background

2002 -	University of Maryland 매릴랜드대학교, 미국	Master of Public Policy 공공정책학(석사)
1991 -	Seoul National University 서울대학교	Master of Public Administration 행정학(석사)
1988 -	Yonsei University 연세대학교	Bachelor of Economics 경제학

• Work Experience

2017 - Present	Ministry of Strategy and Finance 기획재정부	Director General of Fiscal Innovation Bureau 재정혁신국장
2016 - 2017		Chief Secretary to the Deputy Prime Minister 부총리 비서실장
2012 - 2013		Director of Budget Coordination Division 예산총괄과장
2011 - 2012		Director of Budget Policy Division 예산정책과장
2010 - 2011		Director of Welfare Budget Division 복지예산과장

Republic of Korea's FISCAL POLICY DIRECTION

CHOI, Sangdae / Director General of Fiscal Innovation Bureau, Ministry of Strategy and Finance

International Conference on Fiscal Reform
Paradigm Shift in the Fiscal Policy for Sustainable Growth

Republic of Korea's FISCAL POLICY DIRECTION

CHOI SANGDAE

Director General
Fiscal Innovation Bureau
Ministry of Strategy and Finance

December 14, 2017
Seoul, Korea

INTERNATIONAL
CONFERENCE ON
FISCAL REFORM



Ministry of Strategy
and Finance

Table of Contents

I. Korea's Economic and Social Situation

1. Weakening Growth Potential
2. Polarization of Wealth
3. Youth Unemployment
4. Economic Participation of Women
5. Low Birth-Rate & Aging Population

II. The Role of Fiscal Policy

III. Fiscal Policy Direction of the New Administration

1. Active Role of Fiscal Policy
2. Intensive Fiscal Reform
3. Democratic & Transparent Fiscal Management

INTERNATIONAL
CONFERENCE ON
FISCAL REFORM



Ministry of Strategy
and Finance

Republic of Korea's FISCAL POLICY DIRECTION

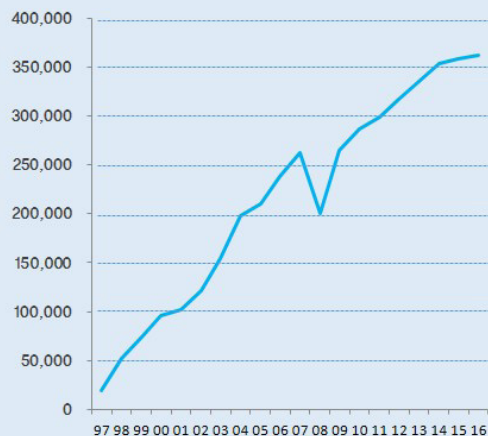
CHOI, Sangdae / Director General of Fiscal Innovation Bureau, Ministry of Strategy and Finance

20 Years Ago & Now

INTERNATIONAL
CONFERENCE ON
FISCAL REFORM

Ministry of Strategy
and Finance

Foreign Exchange Reserves
(US\$ million)



< Source: The Bank of Korea >

The 20:20 Ratio



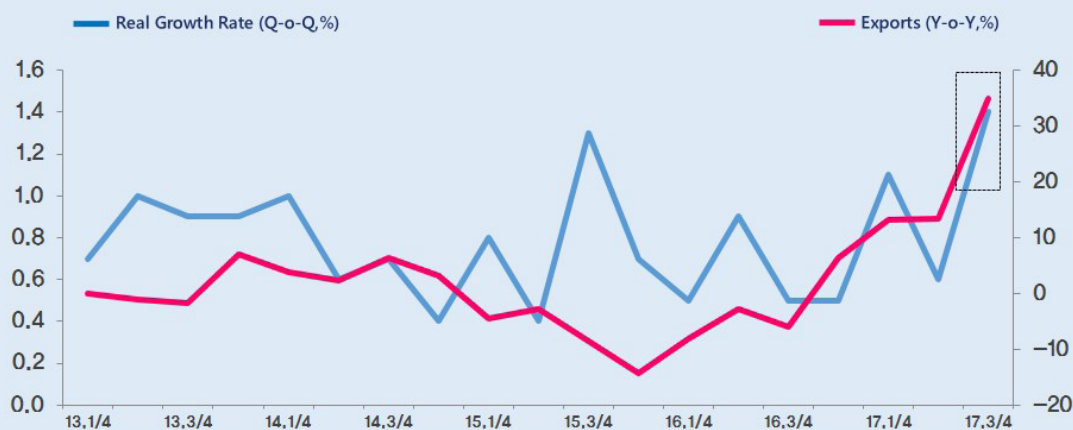
< Source: Statistics Korea >

I. Korea's Economic and Social Situation

INTERNATIONAL
CONFERENCE ON
FISCAL REFORM

Ministry of Strategy
and Finance

Korean Economy at a Glance



< Source: The Bank of Korea, Korea Customs Service >

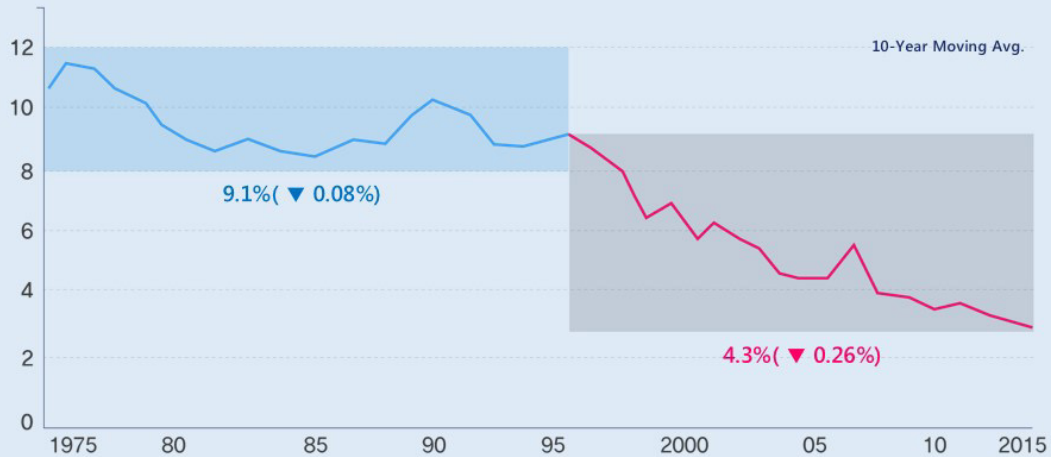
I. Korea's Economic and Social Situation
1. Weakening Growth Potential

INTERNATIONAL
CONFERENCE ON
FISCAL REFORM

Ministry of Strategy
and Finance

Structural Problem in the Economy

Long-term economic growth trend



< Source: The Bank of Korea >

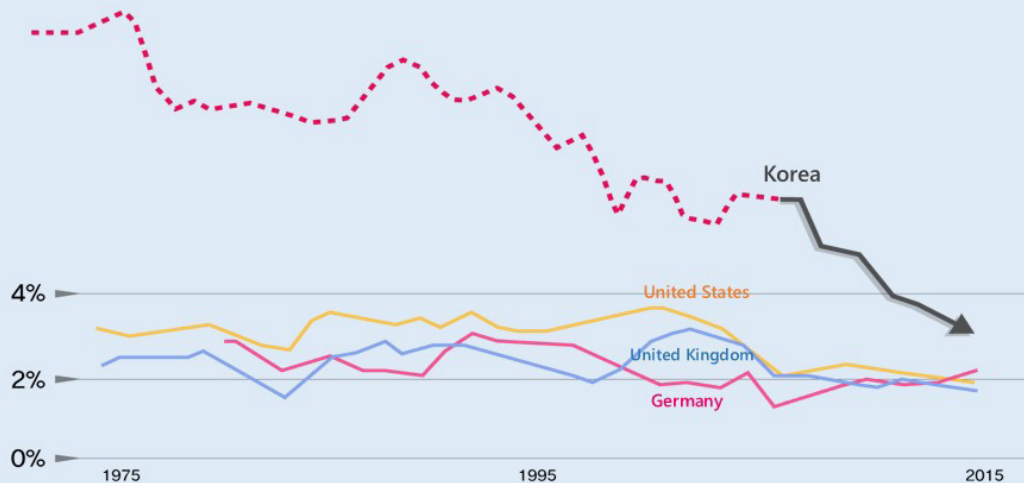
I. Korea's Economic and Social Situation
1. Weakening Growth Potential

INTERNATIONAL
CONFERENCE ON
FISCAL REFORM

Ministry of Strategy
and Finance

New Normal?

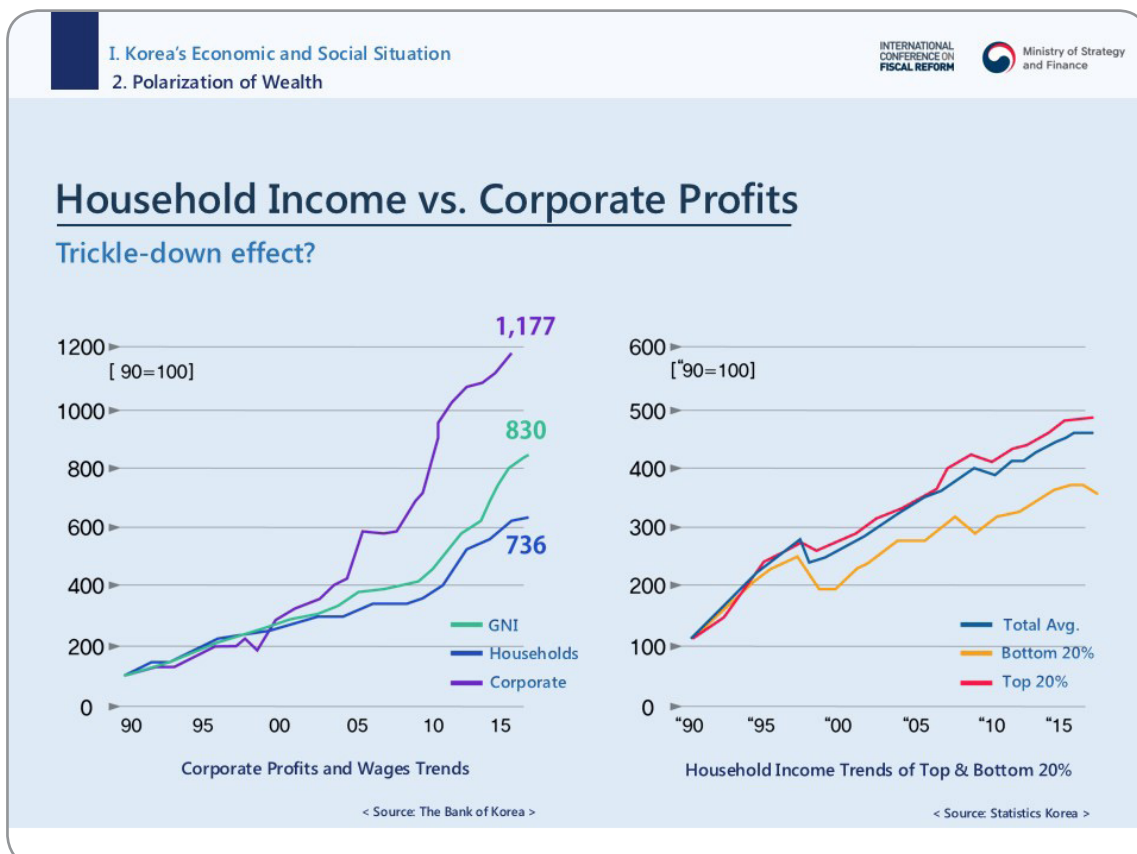
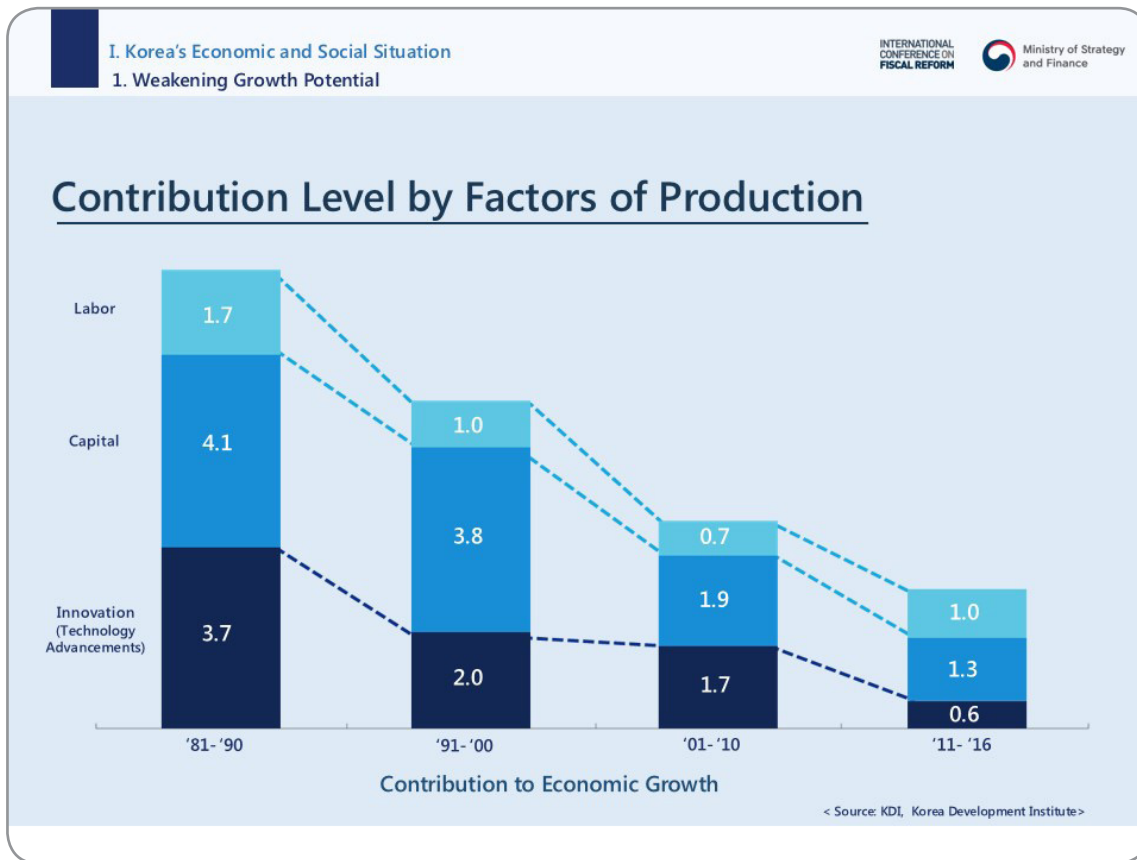
Long-term economic growth trends in developed countries



< Source: The Bank of Korea, OECD >

Republic of Korea's FISCAL POLICY DIRECTION

CHOI, Sangdae / Director General of Fiscal Innovation Bureau, Ministry of Strategy and Finance



I. Korea's Economic and Social Situation
2. Polarization of Wealth

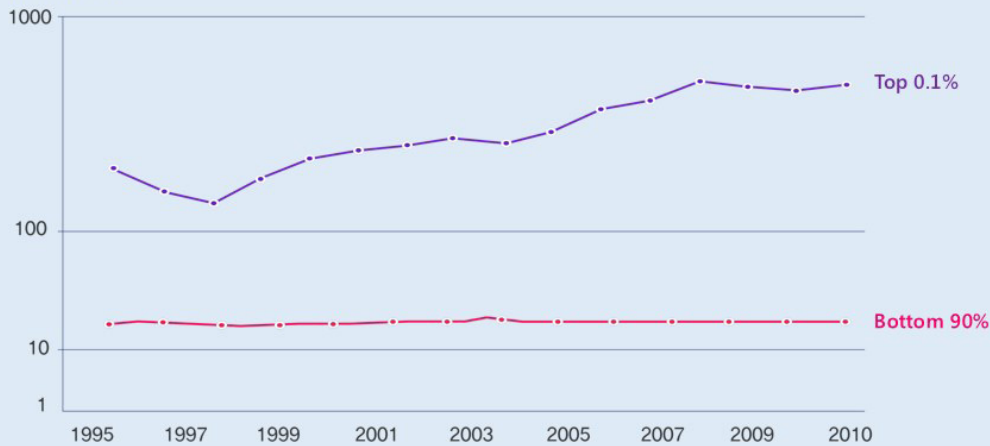
INTERNATIONAL
CONFERENCE ON
FISCAL REFORM

Ministry of Strategy
and Finance

90% of Population Income Growth: Slow to No Change

20-Year Trend

[Million KRW]



< Source: Income Inequality in Korea Nak-Nyeon Kim >

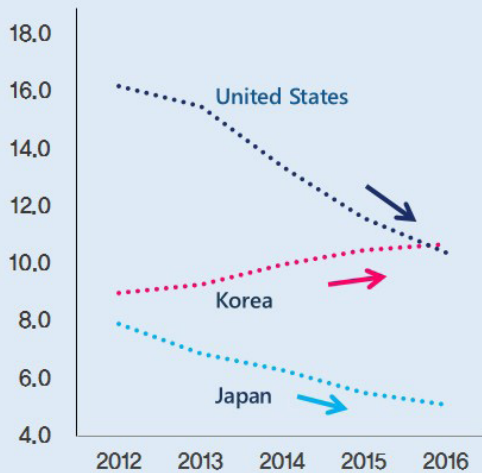
I. Korea's Economic and Social Situation
3. Youth Unemployment

INTERNATIONAL
CONFERENCE ON
FISCAL REFORM

Ministry of Strategy
and Finance

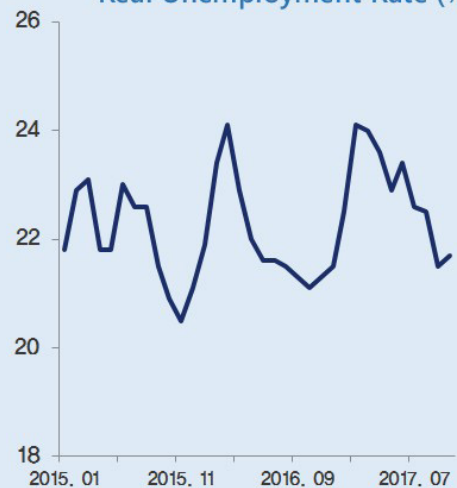
Youth Unemployment

International Comparison



< Source: OECD Employment Outlook >

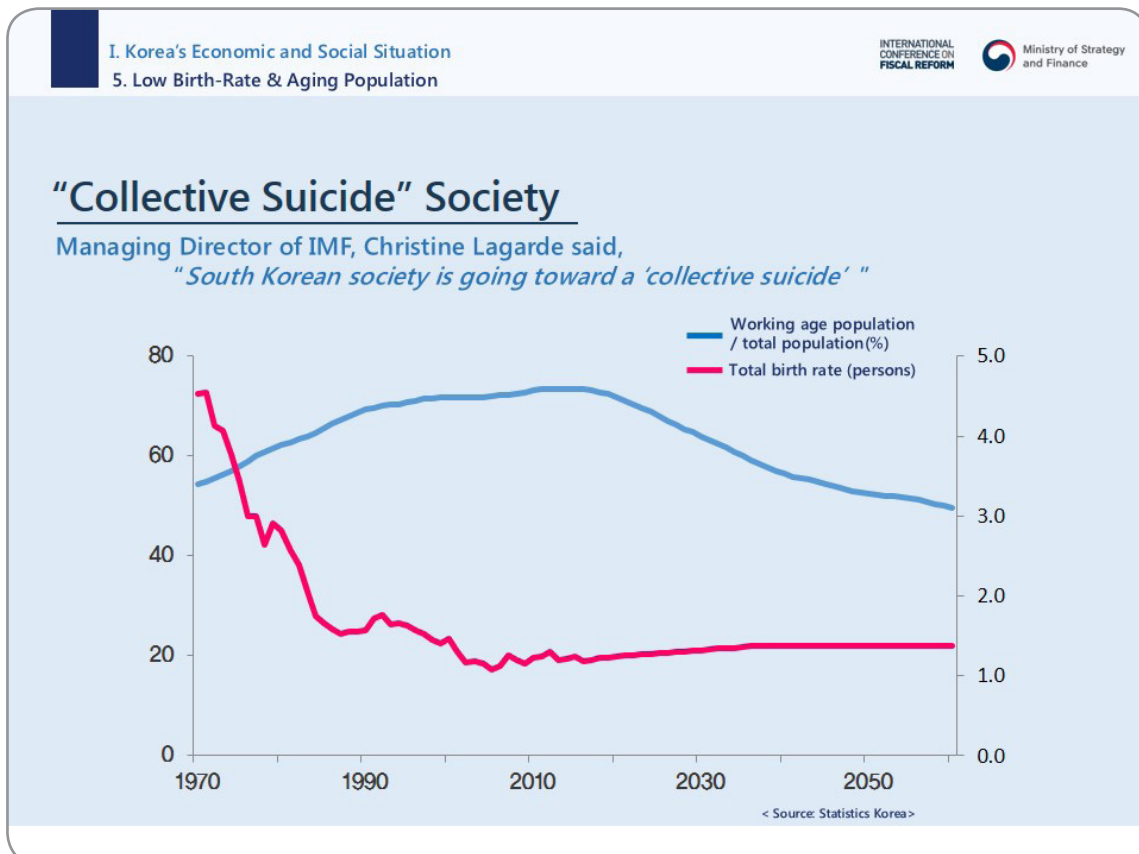
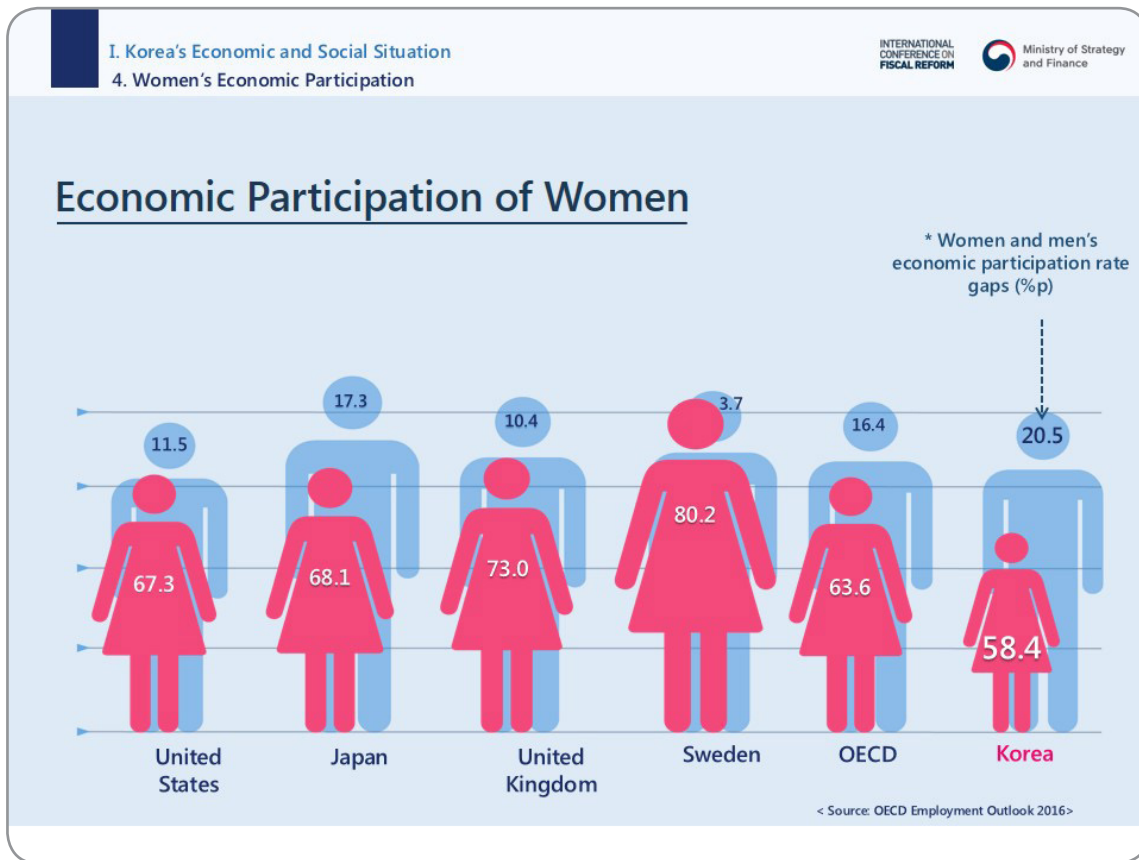
Real Unemployment Rate (%)



< Source: Statistics Korea >

Republic of Korea's FISCAL POLICY DIRECTION

CHOI, Sangdae / Director General of Fiscal Innovation Bureau, Ministry of Strategy and Finance



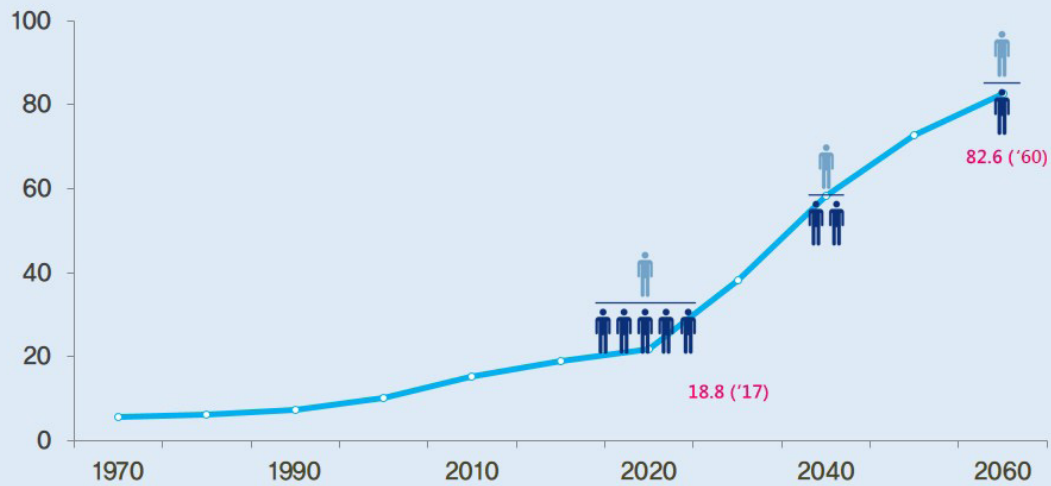
I. Korea's Economic and Social Situation
5. Low birth-rate & aging population

INTERNATIONAL
CONFERENCE ON
FISCAL REFORM

Ministry of Strategy
and Finance

Old-Age Dependency Ratio*

* Number of people aged 65 and over as % of labor force (aged 15-64)



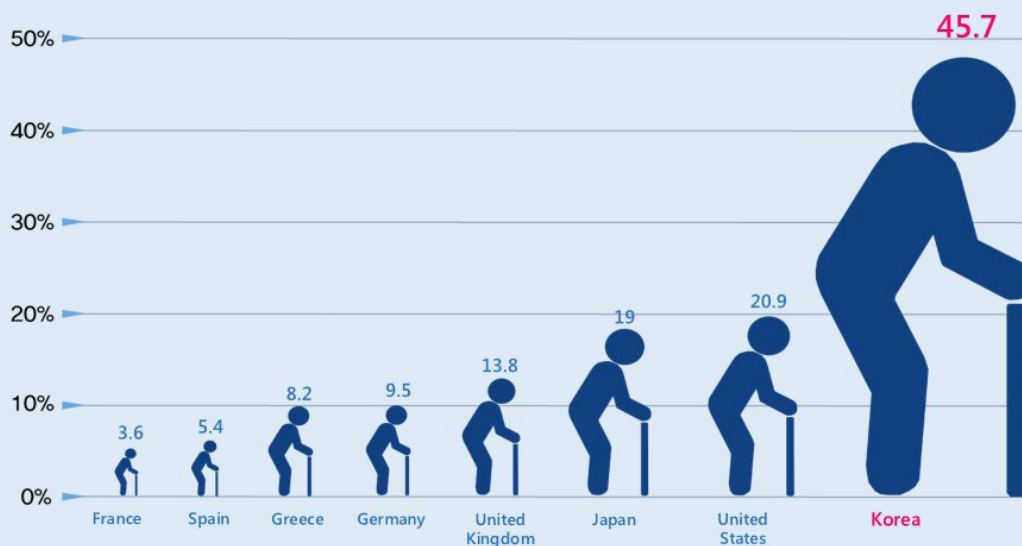
< Source: Statistics Korea >

I. Korea's Economic and Social Situation
5. Low birth-rate & aging population

INTERNATIONAL
CONFERENCE ON
FISCAL REFORM

Ministry of Strategy
and Finance

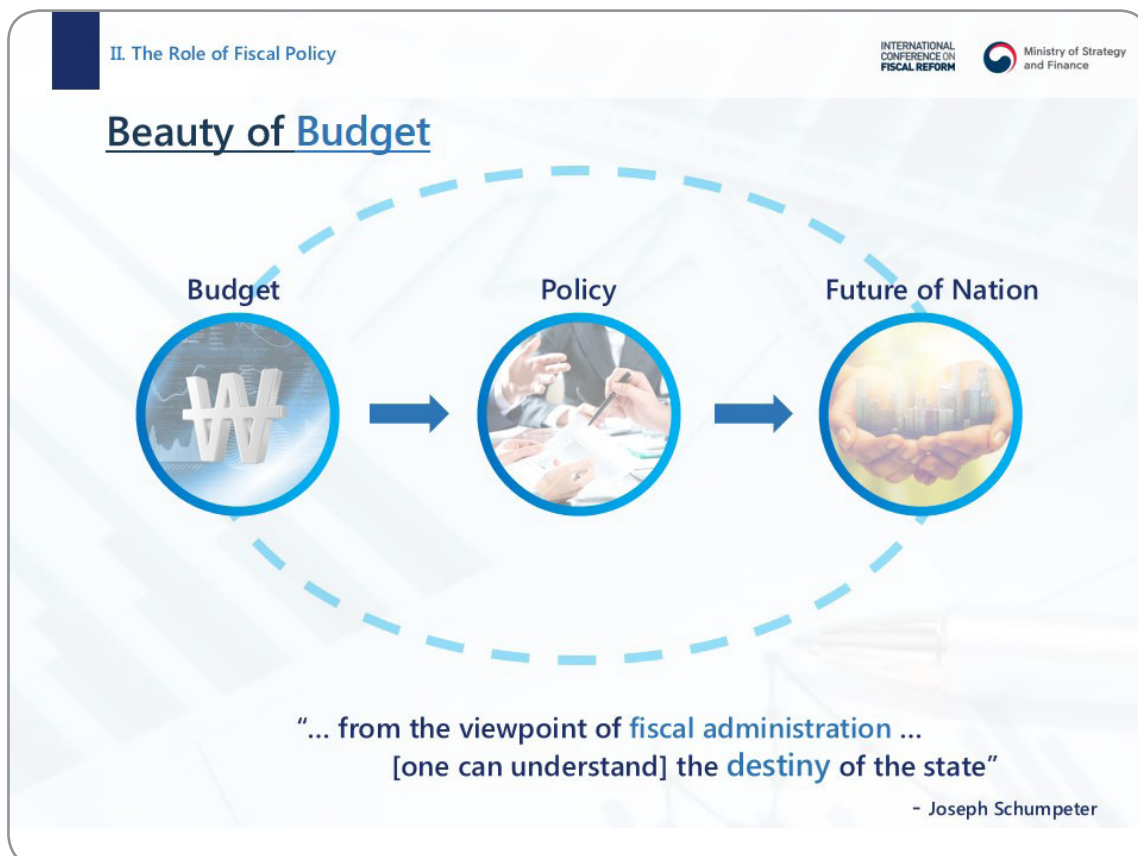
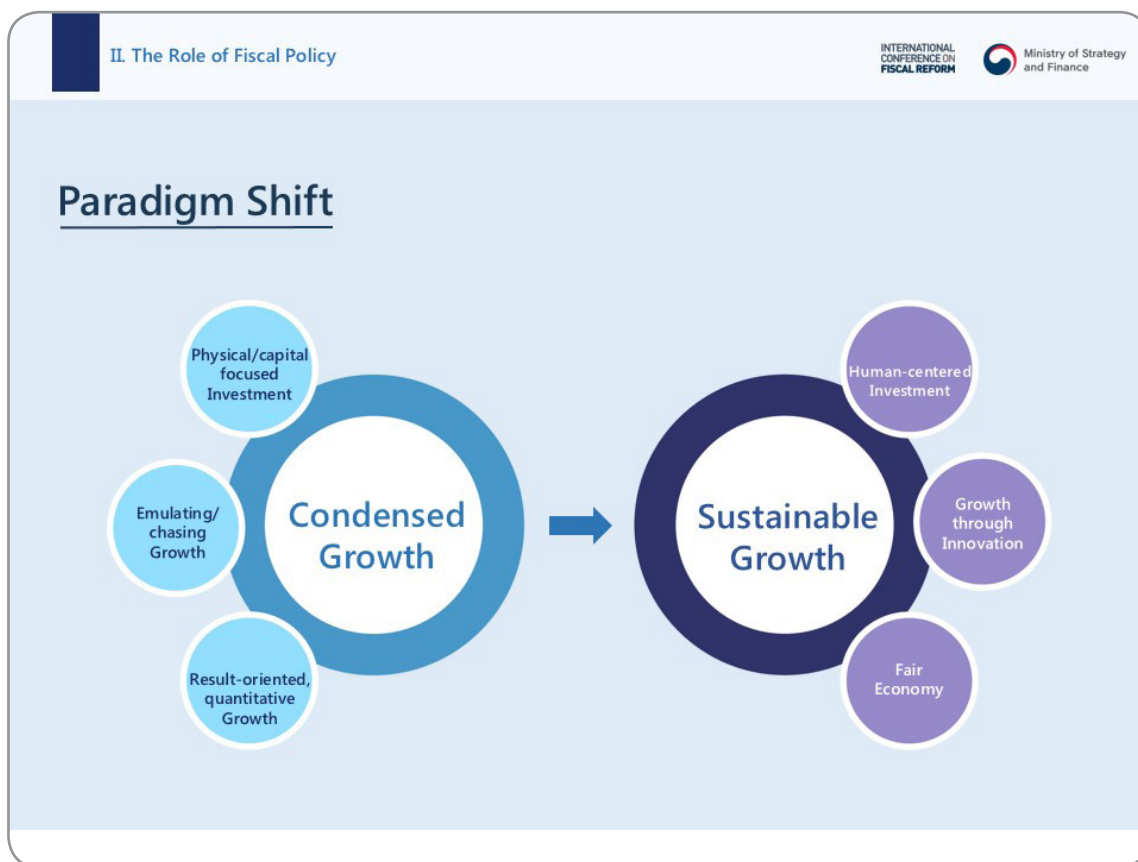
Elderly Poverty Rate



< Source: OECD Employment outlook >

Republic of Korea's FISCAL POLICY DIRECTION

CHOI, Sangdae / Director General of Fiscal Innovation Bureau, Ministry of Strategy and Finance



Fiscal Direction of the New Administration

Active Role of Fiscal Policy

Address structural issues,
Carry out national priorities



Intensive Fiscal Reform

Secure fiscal space for
government projects



Democratic & Transparent Fiscal Management

Encourage public participation
in budget formulation



Active Role of Fiscal Policy, International Insights

IMF
Managing
Director
(Sep. 2017)

"South Korea needs to strengthen social safety nest to solve problems such as taking care of children and the elderly. This will help growth and increase social productivity."
"The IMF chief praised the Korean government for its economy policy, as it corresponds with inclusive growth, an IMF priority."

IMF
Fiscal Monitor
(Apr. 2017)

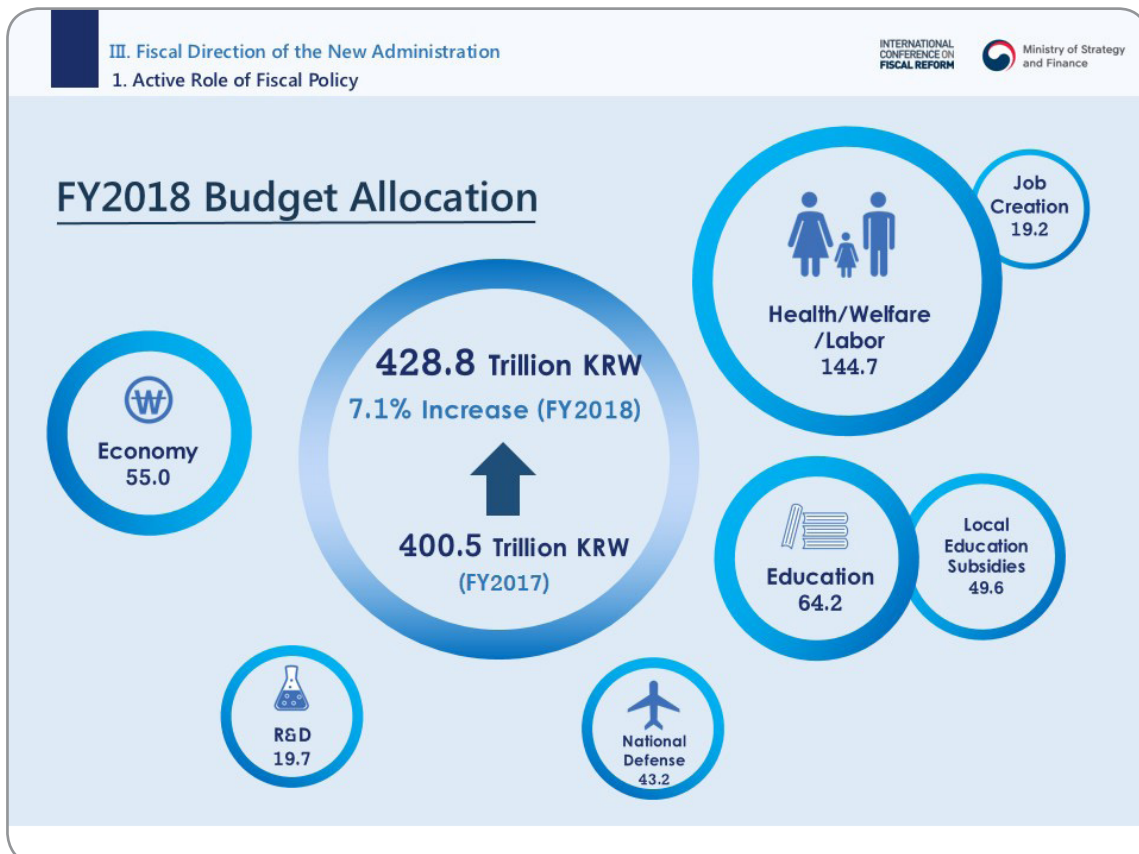
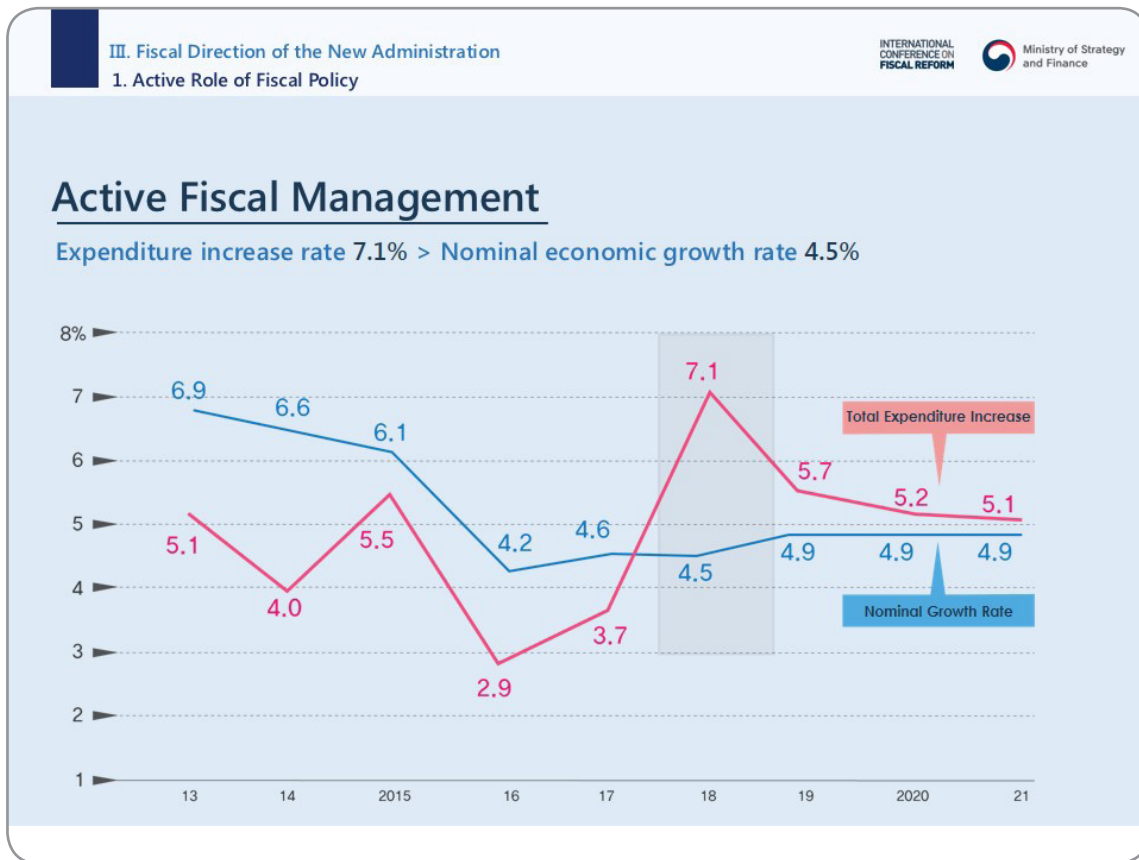
"Fiscal policy is generally seen as a powerful tool for promoting inclusive growth and can contribute to stabilizing the economy, particularly during deep recessions (e.g. the global financial crisis)"

OECD Economic
Outlook
(Nov. 2016)

"Korea's persistent government surpluses and low public debt (around 45% of GDP) provide ample scope to increase spending in the near term..."

Republic of Korea's FISCAL POLICY DIRECTION

CHOI, Sangdae / Director General of Fiscal Innovation Bureau, Ministry of Strategy and Finance



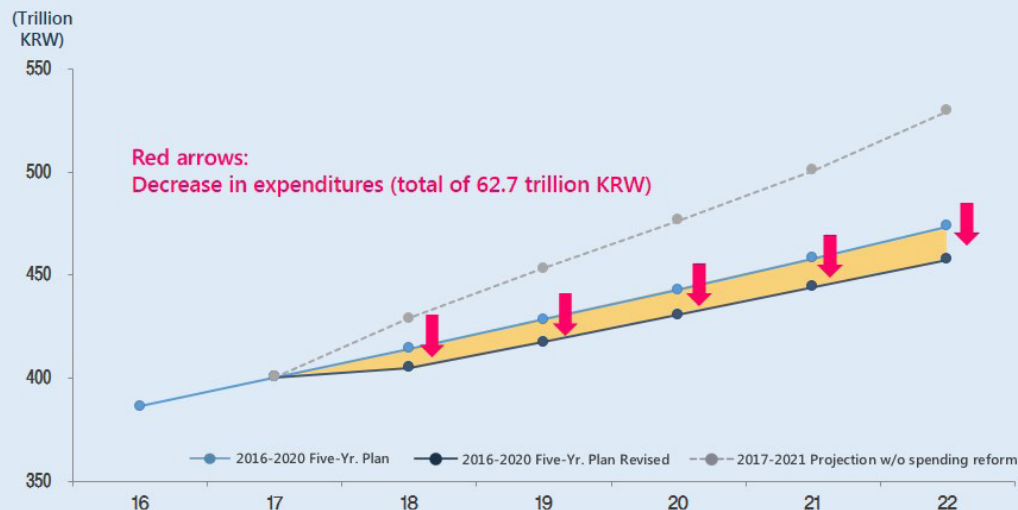
III. Fiscal Direction of the New Administration

2. Intensive Fiscal Reform

INTERNATIONAL
CONFERENCE ON
FISCAL REFORMMinistry of Strategy
and Finance

Reform in Spending Structure: Quantitative Approach

Based on prioritization, performance evaluation, etc.



III. Fiscal Direction of the New Administration

2. Intensive Fiscal Reform

INTERNATIONAL
CONFERENCE ON
FISCAL REFORMMinistry of Strategy
and Finance

Reform in Spending Structure: Qualitative Approach

Increase spending efficiency by improving systems, easing regulations, etc.

Remuneration System Innovation

- Strengthen infrastructure and industry ecosystem
- Link selection criteria of recipients to productivity

Delivery System Improvement

- Recipient/user centered support
- Integration and linkage of assistance programs

Project Structure Revision

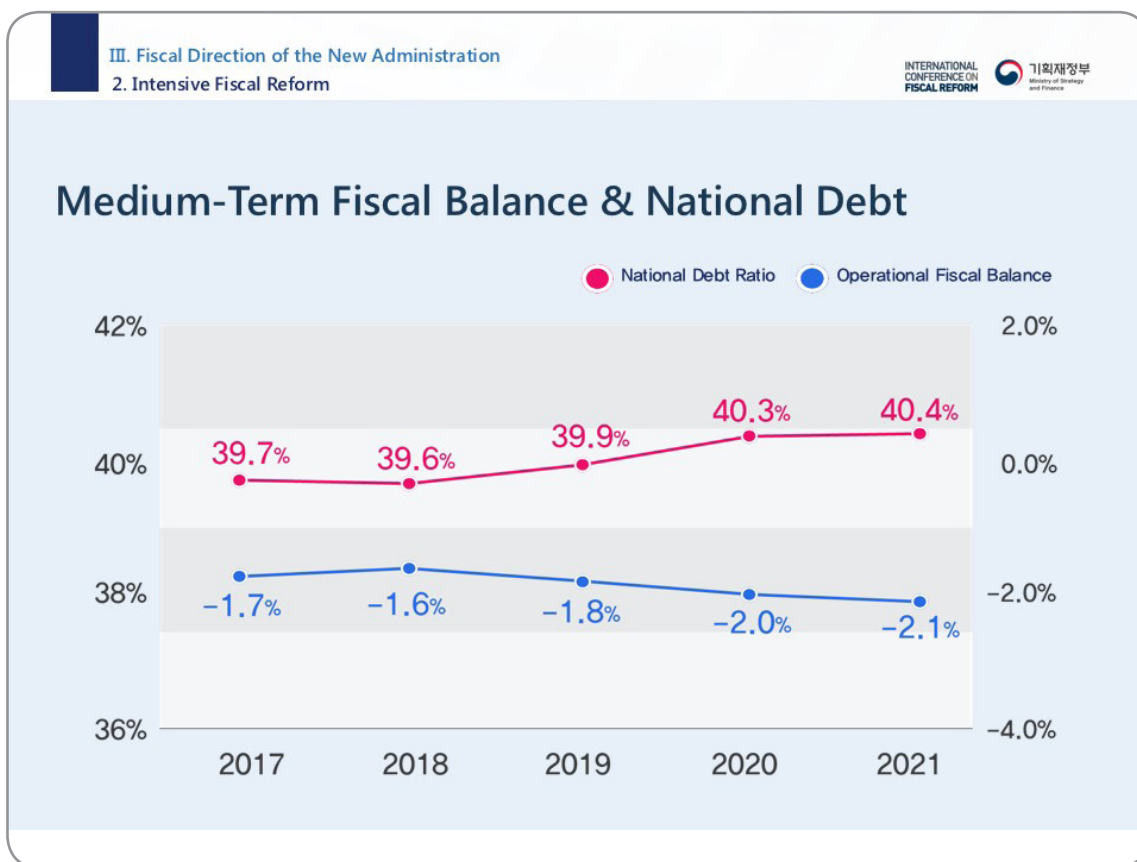
- Performance-based project structure
- Sunset provision, periodic assessment of provisions

Complete Fiscal Policy Reform Roadmap (e.g. spending structure) by the End of 2017

➡ Full-fledged Implementation in FY2019 Budgeting

Republic of Korea's FISCAL POLICY DIRECTION

CHOI, Sangdae / Director General of Fiscal Innovation Bureau, Ministry of Strategy and Finance



새 정부의 재정정책방향

최상대 / 기획재정부 재정혁신국장

새 정부의 재정정책방향

기획재정부 재정혁신국장
최상대

2017.12.14

재정혁신 국제컨퍼런스
지속가능 사회와 재정운용 패러다임의 전환

INTERNATIONAL
CONFERENCE ON
FISCAL REFORM



Table of Contents

I. 한국경제 현 상황

1. 성장잠재력 약화
2. 양극화 심화
3. 청년실업
4. 여성경제활동
5. 저출산 · 인구고령화

II. 재정의 역할

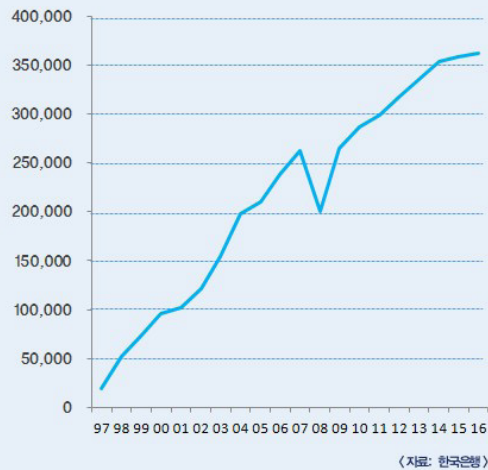
III. 새 정부의 재정정책방향

1. 재정의 적극적 역할
2. 강도 높은 재정혁신 추진
3. 재정의 민주성 · 투명성 제고

20 Years Ago & Now

INTERNATIONAL
CONFERENCE ON
FISCAL REFORM기획재정부
Ministry of Strategy
and Finance

외환보유액 현황 (백만 달러)



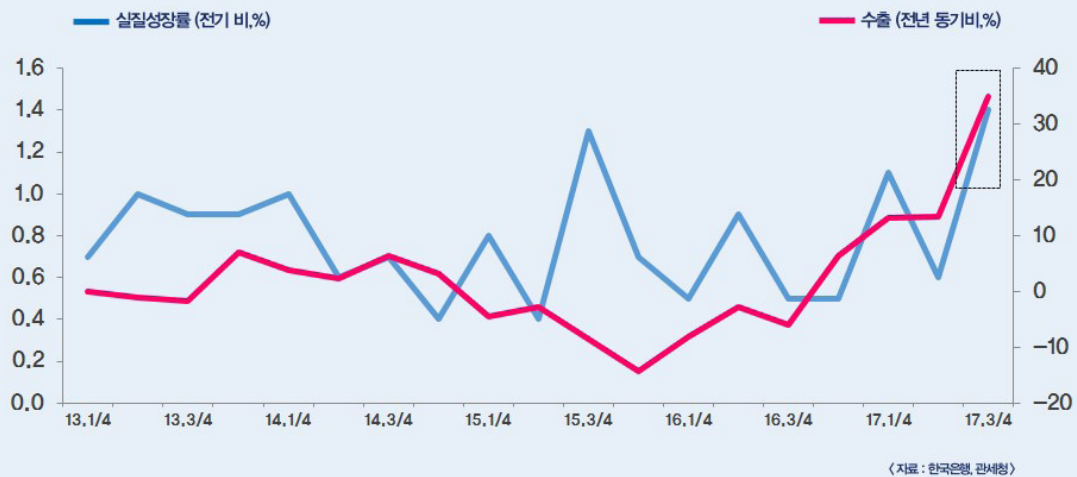
소득 5분위 배율



I. 한국경제 현 상황

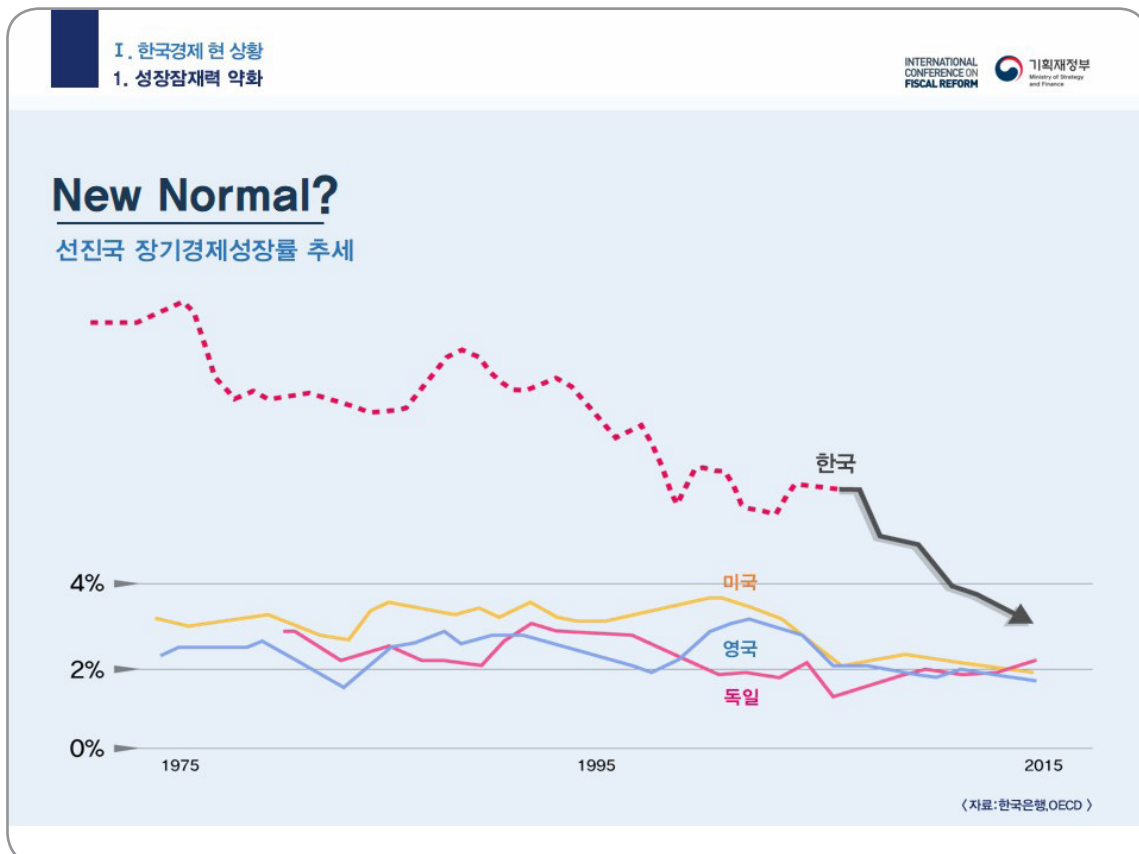
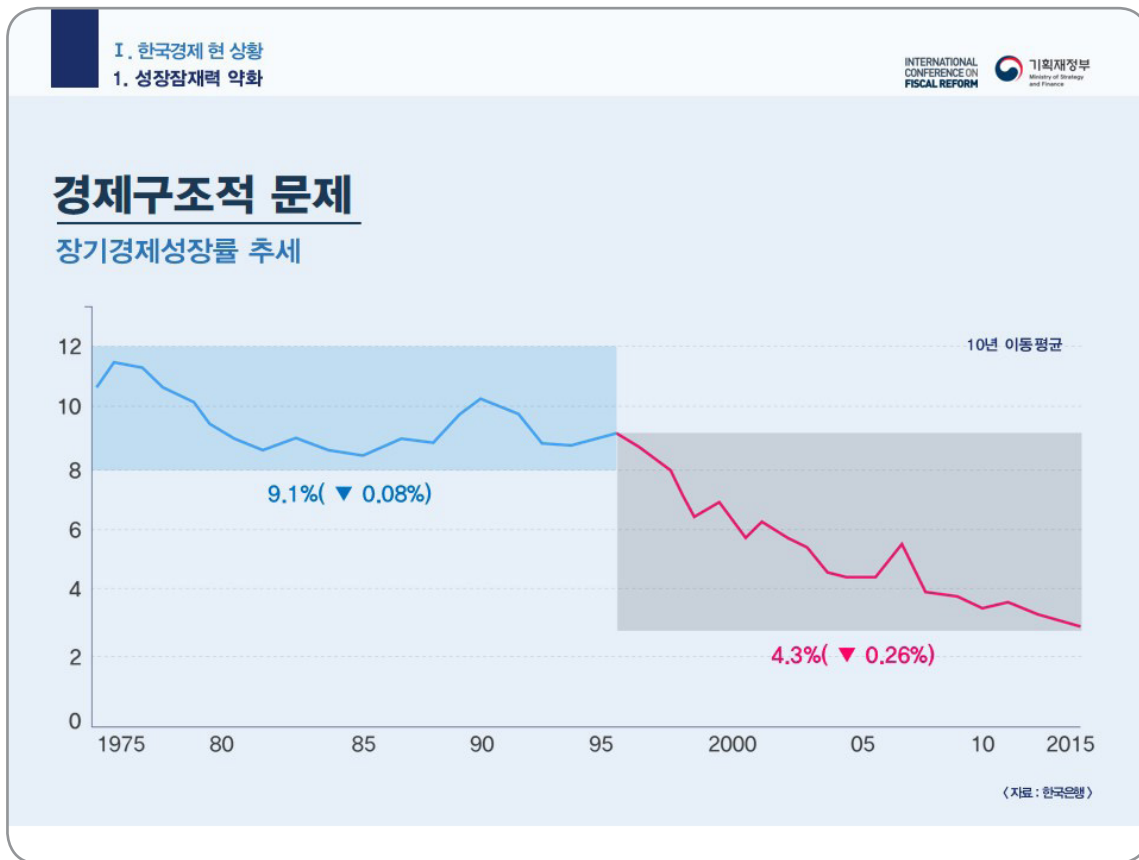
INTERNATIONAL
CONFERENCE ON
FISCAL REFORM기획재정부
Ministry of Strategy
and Finance

우리 경제상황



새 정부의 재정정책방향

최상대 / 기획재정부 재정혁신국장

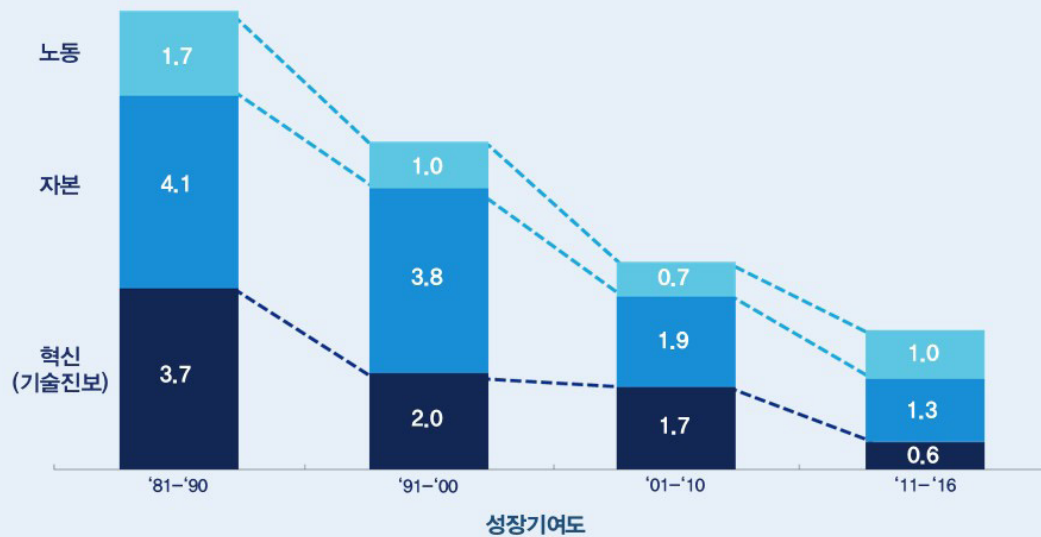


I. 한국경제 현 상황
1. 성장잠재력 약화

INTERNATIONAL
CONFERENCE ON
FISCAL REFORM

기획재정부
Ministry of Strategy
and Finance

생산 요소별 성장기여도



〈자료: KDI〉

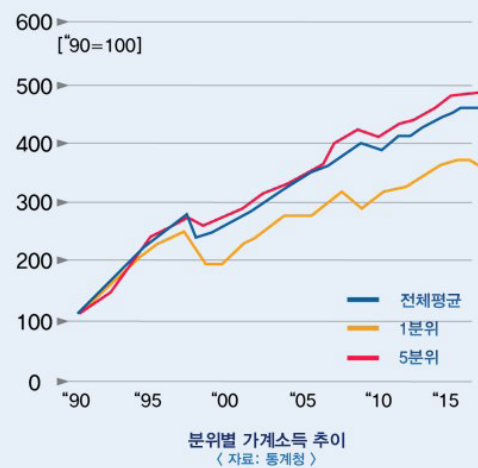
I. 한국경제 현 상황
2. 양극화 심화

INTERNATIONAL
CONFERENCE ON
FISCAL REFORM

기획재정부
Ministry of Strategy
and Finance

가계소득 vs 기업소득

낙수효과?



새 정부의 재정정책방향

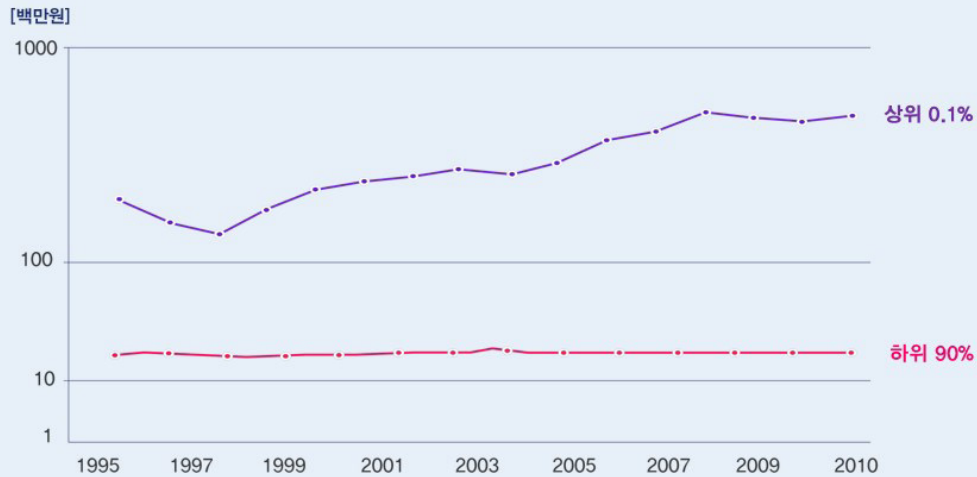
최상대 / 기획재정부 재정혁신국장

- I. 한국경제 현 상황
2. 양극화 심화

INTERNATIONAL
CONFERENCE ON
FISCAL REFORM

기획재정부
Ministry of Strategy
and Finance

20년간 국민90%, 실질소득 정체



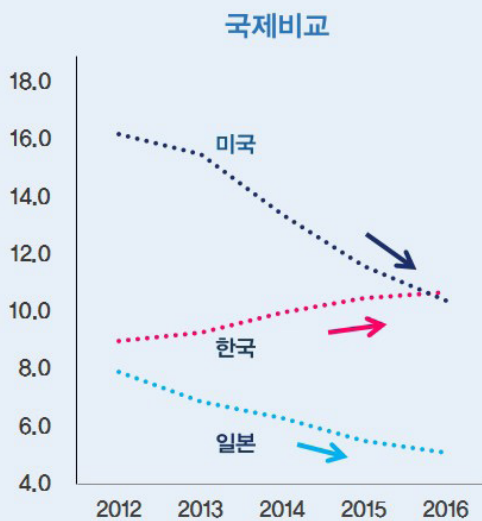
〈자료: "한국의 소득불평등" 김낙년〉

- I. 한국경제 현 상황
3. 청년실업

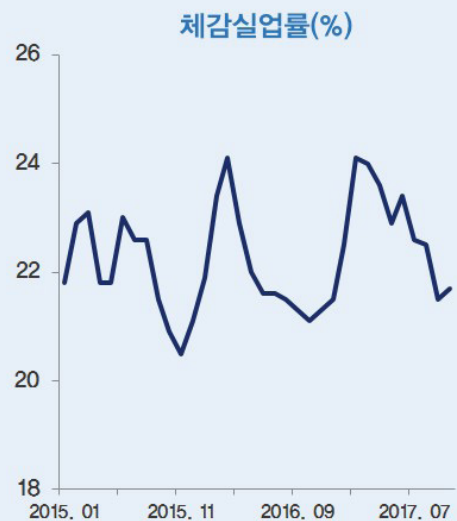
INTERNATIONAL
CONFERENCE ON
FISCAL REFORM

기획재정부
Ministry of Strategy
and Finance

청년실업



〈자료: OECD Employment outlook〉



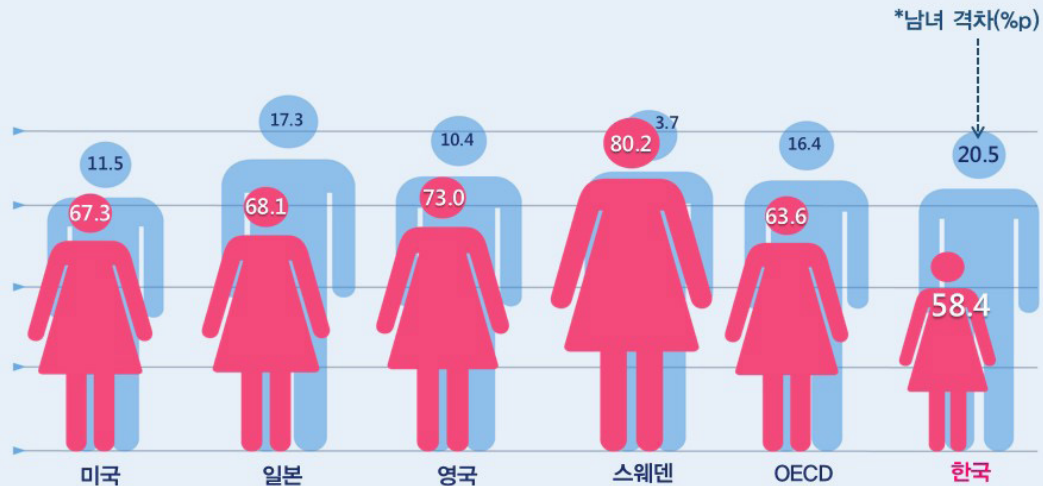
〈자료: 통계청〉

I. 한국경제 현 상황
4. 여성경제활동

INTERNATIONAL
CONFERENCE ON
FISCAL REFORM

기획재정부
Ministry of Strategy
and Finance

여성경제활동



〈자료: OECD Employment outlook /2016〉

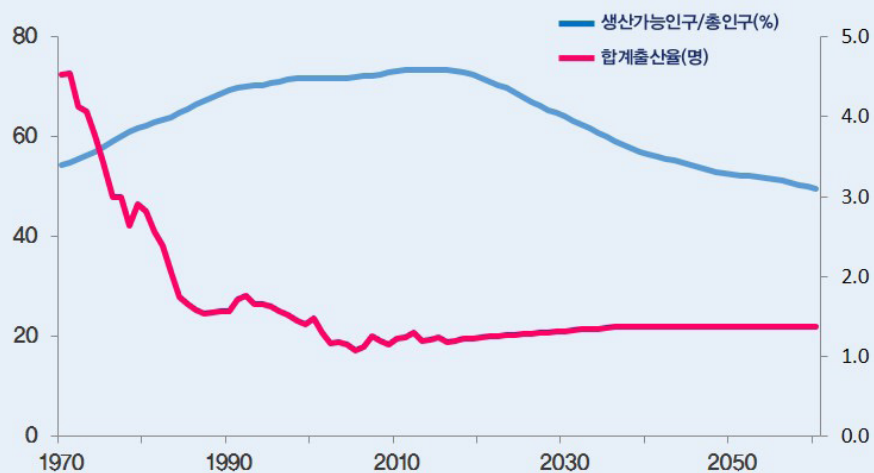
I. 한국경제 현 상황
5. 저출산 인구고령화

INTERNATIONAL
CONFERENCE ON
FISCAL REFORM

기획재정부
Ministry of Strategy
and Finance

집단적 자살사회(Collective suicide)

라가르드 IMF총재, “한국은 집단자살사회”



〈자료: 통계청〉

새 정부의 재정정책방향

최상대 / 기획재정부 재정혁신국장

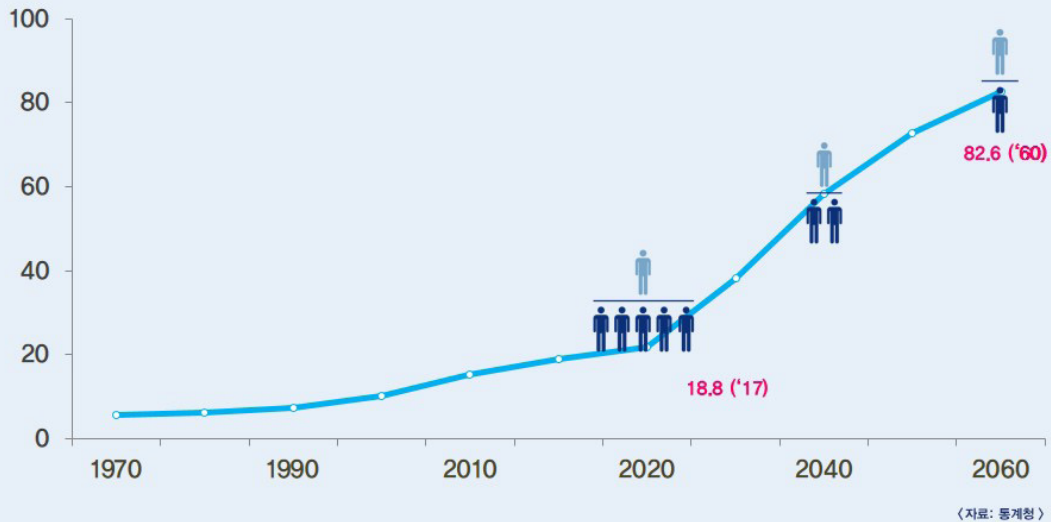
I. 한국경제 현 상황
5. 저출산 인구고령화

INTERNATIONAL
CONFERENCE ON
FISCAL REFORM

기획재정부
Ministry of Strategy
and Finance

노년 부양비

생산가능인구 100명당 부담하는 65세 이상 인구

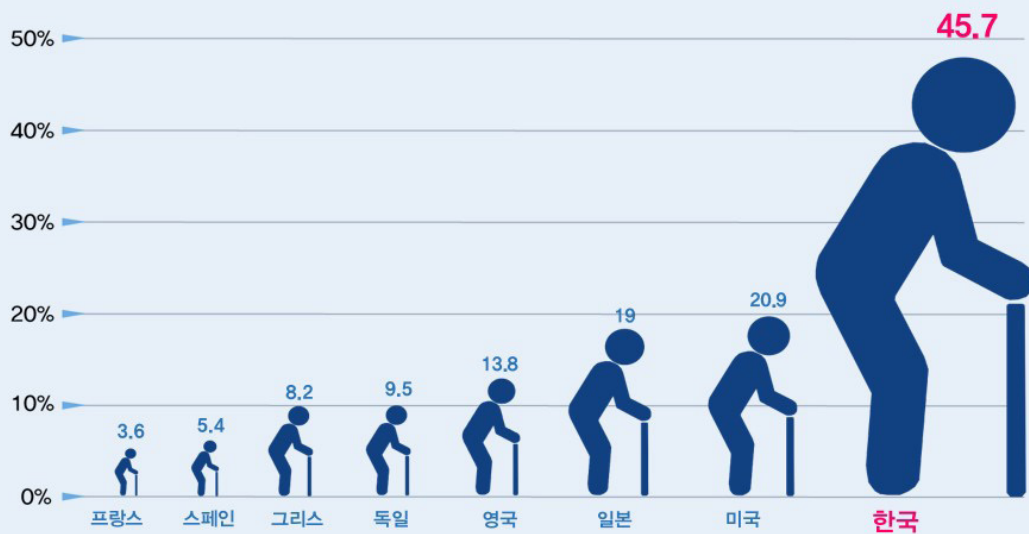


I. 한국경제 현 상황
5. 저출산 인구고령화

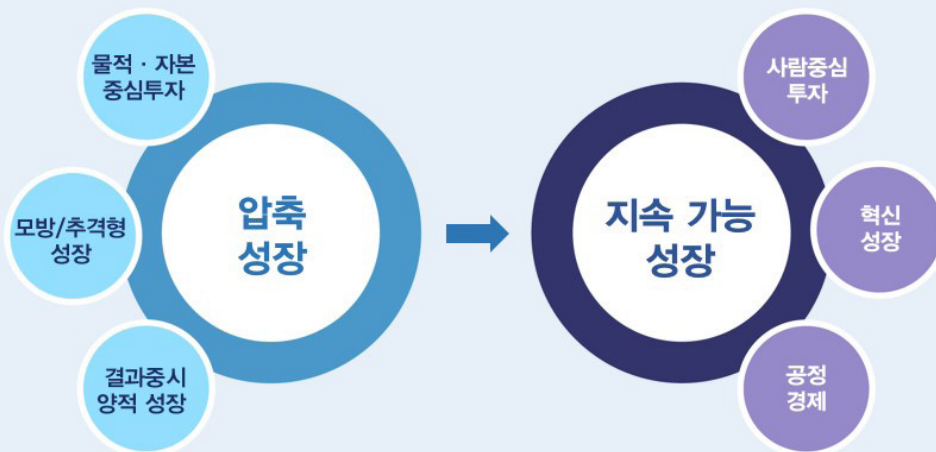
INTERNATIONAL
CONFERENCE ON
FISCAL REFORM

기획재정부
Ministry of Strategy
and Finance

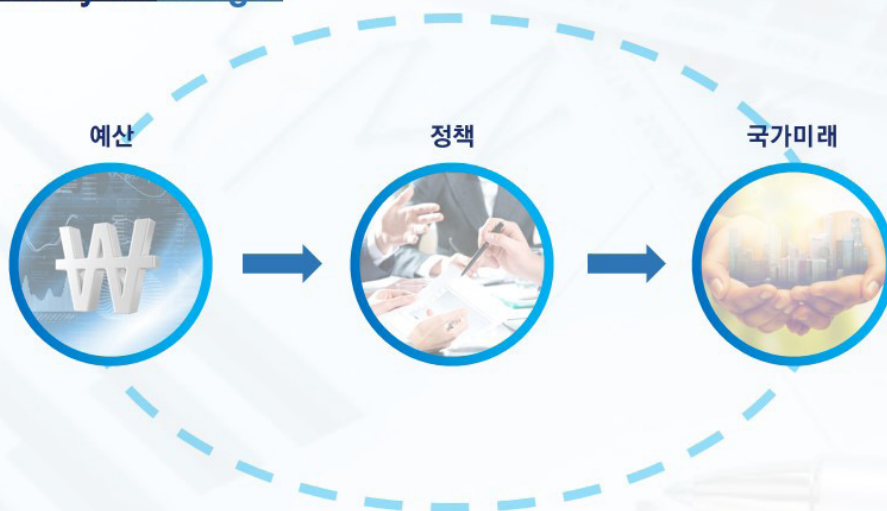
노인 빈곤율



II. 재정의 역할

INTERNATIONAL
CONFERENCE ON
FISCAL REFORM기획재정부
Ministry of Strategy
and Finance패러다임의 전환

II. 재정의 역할

INTERNATIONAL
CONFERENCE ON
FISCAL REFORM기획재정부
Ministry of Strategy
and FinanceBeauty of Budget

“한 나라의 미래는
그 나라의 재정을 보면 알 수 있다”

J. Schumpeter

새 정부의 재정정책방향

최상대 / 기획재정부 재정혁신국장

Ⅲ. 새 정부의 재정정책 방향

INTERNATIONAL CONFERENCE ON FISCAL REFORM

기획재정부
Ministry of Strategy and Finance

새 정부의 재정정책 방향

재정의 적극적 역할

구조적 문제 해결과
국정과제 이행



강도 높은 재정 혁신

정책과제 추진
재원 마련



재정의 민주성 투명성 제고

예산과정에 국민
참여 촉진



Ⅲ. 새 정부의 재정정책 방향

INTERNATIONAL CONFERENCE ON FISCAL REFORM

기획재정부
Ministry of Strategy and Finance

적극적 재정 역할, 국제사회 시각

IMF 총재
(17.9월)

“긴 안목으로 재정을 활용, 육아노인 등 사회 안전망 강화로
성장에 도움 주고 생산성 높여야”

“한국의 경제정책 방향이 IMF가 강조하는 포용적 성장에 부합”

IMF
Fiscal Monitor
(17.4월)

“글로벌 금융위기 이후 경기가 침체된 상황에서 경제를
안정화 하고 성장을 달성하기 위한 적극적 재정운용이 요구됨”

OECD 경제전망
(16.11월)

“한국은 낮은 수준의 국가부채 등을 고려할 때,
추경 등 적극적인 재정정책 추진 필요”

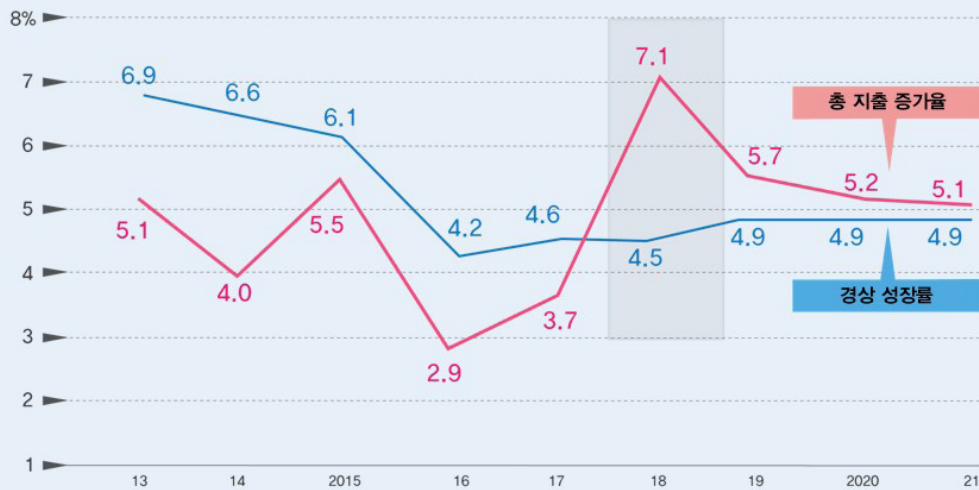
Ⅲ. 새 정부의 재정정책 방향
1. 재정의 적극적 역할

INTERNATIONAL
CONFERENCE ON
FISCAL REFORM

기획재정부
Ministry of Strategy
and Finance

적극적 재정운용

지출증가율 7.1% > 경상성장률 4.5%

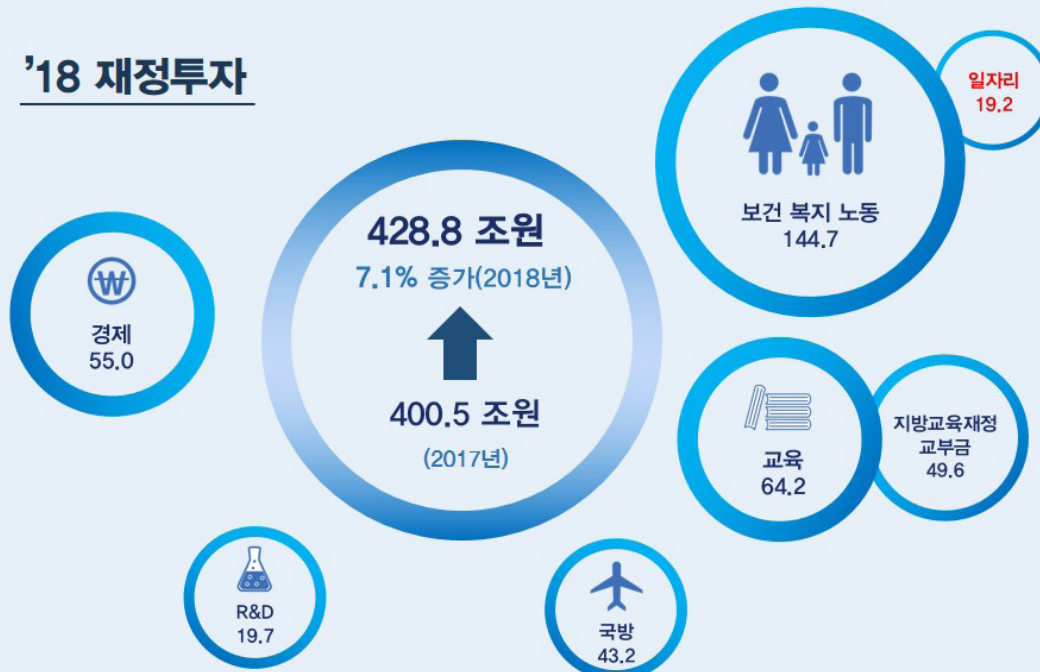


Ⅲ. 새 정부의 재정정책 방향
1. 재정의 적극적 역할

INTERNATIONAL
CONFERENCE ON
FISCAL REFORM

기획재정부
Ministry of Strategy
and Finance

'18 재정투자



새 정부의 재정정책방향

최상대 / 기획재정부 재정혁신국장

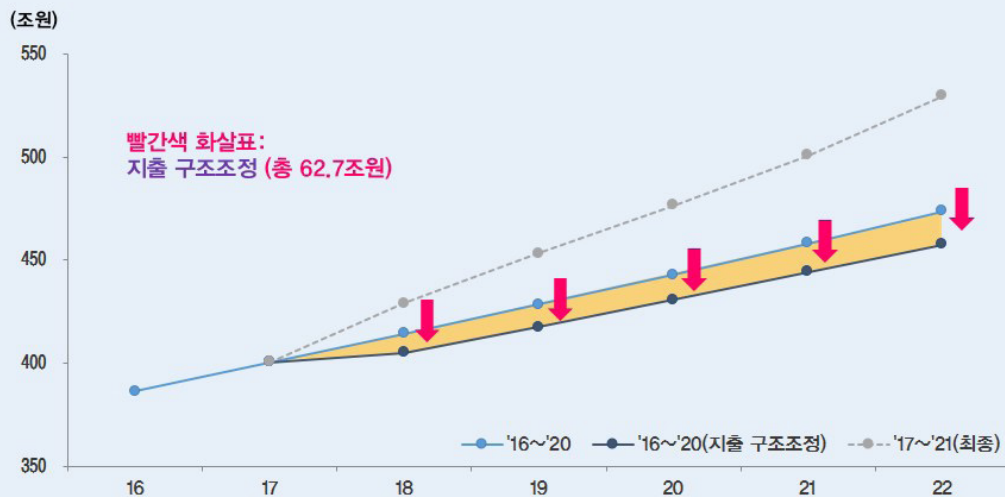
Ⅲ. 새 정부의 재정정책 방향
2. 강도 높은 재정혁신 추진

INTERNATIONAL
CONFERENCE ON
FISCAL REFORM

기획재정부
Ministry of Strategy
and Finance

양적 지출구조조정

우선순위, 성과평가 등에 따른 지출구조조정



Ⅲ. 새 정부의 재정정책 방향
2. 강도 높은 재정혁신 추진

INTERNATIONAL
CONFERENCE ON
FISCAL REFORM

기획재정부
Ministry of Strategy
and Finance

질적 지출구조조정

제도개선, 규제완화 등을 통한 지출 효율성 제고

보상체계 혁신

- 인프라 · 생태계 조성 강화
- 생산성과 연계한
지원대상 · 기준 개선

전달체계 혁신

- 수요자 중심의 지원 강화
- 지원 체계간 연계 · 통합

사업구조 개편

- 성과 중심의 사업구조 개편
- 일몰제 · 주기적 존치 평가 적용

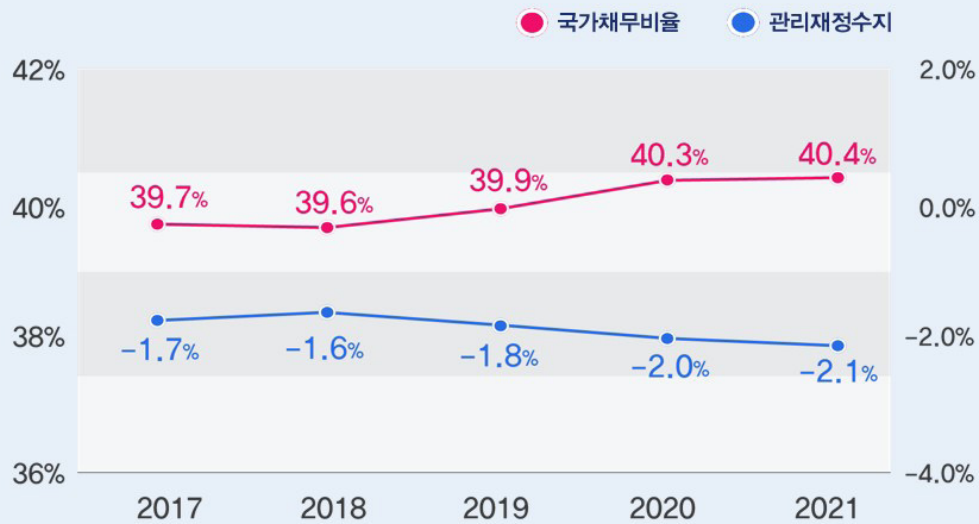
2017년 말까지 지출 구조조정 등 재정혁신 방안 마련

➡ 2019년 예산안부터 본격추진

Ⅲ. 새 정부의 재정정책 방향
2. 강도 높은 재정혁신 추진

INTERNATIONAL
CONFERENCE ON
FISCAL REFORM기획재정부
Ministry of Strategy
and Finance

중기 재정수지와 국가채무



Ⅲ. 새 정부의 재정정책 방향
3. 재정의 민주성, 투명성 제고

INTERNATIONAL
CONFERENCE ON
FISCAL REFORM기획재정부
Ministry of Strategy
and Finance

재정의 민주성, 투명성 제고



국민이 직접 예산을
제안 ▶ 심사 ▶ 결정하는
국민참여예산 도입



맞춤형 재정정보
공개 확대



연방제 수준의 재정분권
추진

Discussion | 토론



Niklas FRANK

Swedish Fiscal Policy Council
Deputy Head of Agency
Sweden

• A Brief Introduction

Since 2011 I work as deputy head of the staff of the Swedish Fiscal Policy Council, an independent agency with the task of annually providing an analysis of the government's fiscal policy, with special focus on the compliance with the national fiscal framework and fiscal rules. The Swedish Fiscal Policy Council is also involved in a European network of independent fiscal institutions that has been built up over the last few years, as well as in OECD networks for fiscal councils and parliamentary budget offices.

Currently I am temporarily working as a secretary in a parliamentary commission set up to achieve broad political support for changes of the fiscal framework intended to strengthen the parliamentary procedures regarding the national budget.

Before joining the Fiscal Policy Council I served for approximately 10 years as a non-political committee secretary at the Committee on Finance in the Swedish Parliament.

During 2009–2010 I was employed by the IMF and stationed in Riga, Latvia where I served as a long term technical advisor to the Latvian Ministry of Finance.

I worked during the second half of the 1990-ties in the Budget Department in the Swedish Ministry of Finance during a period when Sweden went through a deep economic crisis and the fiscal framework was being built up.

I hold a degree of economics from Uppsala University.

• 소개글

Niklas Frank는 2011년부터 스웨덴 재정정책협의회(Swedish Fiscal Policy Council) 부국장(deputy head)으로 근무해오고 있다. 재정정책협의회는 매년 스웨덴 정부의 재정정책에 대한 분석을 실시하고 정보를 제공하는 독립 기관으로서, 특히 국가 재정 체계와 재정 규칙 준수에 중점을 두고 있다. 이 협의회는 지난 몇 년에 걸쳐 구축된 독립 재정 기관들로 구성된 유럽 네트워크에도 관여하고 있으며 재정 협의회 및 의회 예산국의 OECD 네트워크에도 관여하고 있다.

현재, 국가 예산 관련 의회절차 강화를 목표로, 재정 체계 변화를 위한 광범위한 정치적 지원 제공을 위해 설립된 의회 위원회에서 비서관(secretary)으로 임시 업무를 수행하고 있다.

재정정책협의회에서 업무를 수행하기 이전에는 약 10년 동안 스웨덴 의회 재무 위원회에서 비정치적 위원회 비서관으로 근무했다.

2009년에서 2010년 기간 동안에는 IMF에서 근무했으며 라트비아의 리가(Riga)에 주재하면서 라트비아 재무부에 대한 장기 기술자문으로 역할을 수행했다.

1990년대 후반에는 스웨덴 재무부 산하 예산부(Budget Department)에서 근무했으며 이 기간 동안 스웨덴은 심각한 경제위기를 겪으면서 재정 체계를 구축했다.

Uppsala University에서 경제학을 전공하여 학위를 취득했다.

Discussion | 토론



KIM, Yu-Chan

Hongik University
Professor
Republic of Korea

• A Brief Introduction

Yoo Chan Kim received Ph D. in economics, public finance from Hamburg University in German.

He served as a research fellow at Korea Institute of Public Finance, and a head of Taxpayer Service Bureau at National Tax Service Jungbu Regional Office.

Dr. Kim currently work as a professor of Hongik University of Business Administration and Graduate School of Tax Studies. He is a former chairman of Korea Tax Research Forum, and the former head of Taxpayer Advocacy Committee at National Tax Service Seoul Regional Office.

Currently, he serves as a chairman of Korean-German Academy of Economics and Management, a member of Taxation Development Deliberation Committee, and the head of financing and taxation committee at Citizens' Coalition for Economic Justice.

• 주요 약력

- 독일 Hamburg 대학교 (경제학 박사: 조세정책 전공)
- 한국조세연구원 연구위원, 중부지방국세청 납세지원국장 역임
- 현재 : 홍익대학교 경영대학/ 세무대학원 교수
 - 한국조세연구포럼 회장, 서울지방국세청 납세자보호위원회 위원장 역임
- 현재 : 한독경상학회 회장, 세제발전심의위원회 위원, 경실련 재정세제위원장

Discussion | 토론**PARK, Yongjoo**

Korea Public Finance Information Service (KPFIS)

Head of Fiscal Information Research Center

Republic of Korea

• Educational Background

1995 -	Universitaet zu Koeln	Ph.D. in Economics 경제학 박사
1986 -	Sogang University 서강대학교	M.A. in Economics 경제학 석사
1984 -	Sogang University 서강대학교	B.A. in Economics 전공 : 경제학/ 부전공 : 수학

• Work Experience

2017 - Present	Fiscal Information Research Center, KPFIS 한국재정정보원	Head 재정정보연구본부장
2012 - 2017	Economic Analysis Office, NABO 국회예산정책처	Assistant Ministerial 경제분석실장
2009 - 2012	Program Evaluation Bureau, NABO 국회예산정책처	Director General 사업평가국장
2006 - 2009	Budget Analysis Office, NABO 국회예산정책처 예산분석실	Deputy Director General 예산분석심의관
2004 - 2006	Fiscal Policy Analysis Division, Economic Analysis Office, National Assembly Budget Office(NABO) 국회예산정책처 경제분석실	Director 재정정책분석팀장
2003 - 2004	Public Institutions Policy Division, Fiscal Reform Bureau, MPB 기획예산처 재정개혁국	Director 공기업정책과장
2001 - 2003	Public Sector Team, Government Reform Office, Ministry of Planning and Budget(MPB) 기획예산처 정부개혁실	Deputy Director 공공2팀장
1996 - 2001	Policy Research Center, Hyundai Research Institute 현대경제연구원 정책연구실	Research Fellow 연구위원

Session 4 | 제4주제

Wrap-up Discussion : Direction for Fiscal Reforms and Challenges

바람직한 재정혁신의 방향 및 장애요인 극복방안

Moderator : KIM, Junki / Professor, Seoul National University

사회 : 김준기 / 서울대학교 교수

Discussion | 토론

Marc ROBINSON / Independent Consultant

Vinaya SWAROOP / Economic Adviser of Africa Region, World Bank Group

KIM, Wonshik / Professor, Konkuk University

김원식 / 건국대학교 교수

PARK, Jhungsoo / Professor, Ewha Womans University

박정수 / 이화여자대학교 교수

LIM, Ki-Keun / Director General for Fiscal Planning, Ministry of Strategy and Finance

임기근 / 기획재정부 재정기획심의관

Moderator | 사회**KIM, Junki**

Seoul National University
 Professor
 Republic of Korea

- **A Brief Introduction**

Junki Kim, currently professor of public policy at Seoul National University, served as Director of the National Assembly Budget Office (NABO), an equivalent of Congressional Budget Office (CBO) in the U.S., between 2015-2017. He oversaw the workings of 180 staff members and four divisions. As Director of NABO, Dr. Junki Kim was ultimately responsible for the quality of cost estimates, evaluations, research and analysis prepared by the institution. NABO supports members of the National Assembly by providing expertise through: Analysis of budget bills and account settlements; estimates of the cost of enacting proposed bills; reports of economic outlook and fiscal analysis; analysis of tax system and estimation of tax revenue; evaluation of major state-sponsored programs; evaluation of performance, and medium- and long-term financial management plans of public institutions.

Prior to coming to the Office, Dr. Kim was Dean of the Graduate School of Public Administration, Seoul National University. He served in that position for two years where he oversaw the expansion of academic and research programs of the School.

Dr. Kim was a member of Presidential Committee on Policy Planning and the Regulatory Reform Commission in the Republic of Korea. He was also a frequent and active policy advisor to the Government of Korea, including in the Office of the President, the Office of the Prime Minister, the Ministry of Planning and Economy, and the Ministry of Industry and Energy.

His key research interests include economic policy, international development, regulatory economics, governance reform, and public sector reform. He has published many papers in these fields. Dr. Kim obtained his Ph.D. in Public Policy from Harvard University, and his Bachelor degree in Economics from the London School of Economics and Political Science.

- **소개글**

김준기 교수는 현재 서울대학교 행정대학원 교수이며 2015-2017년까지 국회예산정책처(NABO)의 처장을 역임하였다.

예산정책처장으로 예산안 및 중장기 재정 분석, 법안 비용산출, 중장기 경제 전망 및 재정 분석 보고서 발행, 조세 제도 분석 및 조세 수입 추정, 주요 정부 재정사업 평가, 공공기관의 중장기 재정 관리운영 평가 등을 총괄하였다.

예산정책처에 부임하기 전 서울대학교 행정대학원장으로 역임하면서 대학원의 교육 및 연구 프로그램을 확장시킨 바 있다.

김준기 교수는 대통령직속 정책기획위원회와 규제개혁위원회에서 활동하였다.

김준기 교수의 주요 연구 주제는 경제정책, 국제개발, 규제정책, 거버넌스 개혁, 공공부문 개혁 등이다.

김준기 교수는 하버드 대학교(Harvard University)에서 정책학 박사를, 런던 정치경제대학교(London School of Economics and Political Science)에서 경제학 학사를 수여하였다.

Discussion | 토론



Marc ROBINSON

Independent Consultant

Australia & Switzerland

• A Brief Introduction

Dr. Marc Robinson is a senior consultant specializing in public financial management and fiscal policy. Dr. Robinson has advised over thirty countries on budgeting reforms, ranging from OECD countries to developing countries.

Dr. Robinson has published over thirty books and articles on budgeting issues, including *Performance Budgeting: Linking Funding to Results* (IMF/Palgrave Macmillan, 2007) and *Performance-Based Budgeting* (CLEAR/World Bank, 2011). His most recent publications include papers on budget reform and expenditure ceilings (both in *OECD Journal on Budgeting*, 2016), *Program Classification for Performance-Based Budgeting* (World Bank, 2013), *Spending Review* (*OECD Journal on Budgeting*, 2013), a chapter on performance budgeting in the *International Handbook of Public Financial Management* (2013), and a paper on top-down budgeting (*OECD Journal on Budgeting*, 2012).

He is a member of the OECD's Advisory Panel on Budgeting and Public Expenditures and the IMF Panel of Fiscal Experts. Earlier in his career, he was a senior civil servant, a professor of economics, and a staff economist at the International Monetary Fund.

His principal engagement at present is as chief technical adviser to the World Bank-managed PFM reform program in Vietnam (the Analytic and Advisory Assistance Program). He also continues to undertake other consulting engagements, most recently including engagements on behalf of the IMF in Malaysia and Egypt.

Dr. Robinson lives in Switzerland, and is an Australian and Swiss dual national. He holds a PhD from the Australian National University, a masters in economics from the University of Melbourne, and a BA (first class honors) from the University of Sydney. His website is www.pfmresults.com

• 소개글

Marc Robinson 박사는 공공 재무관리 및 재정정책을 전문으로 하는 선임 컨설턴트이다. OECD 국가에서 개도국에 이르기까지 30개 이상 국가에 예산 개혁에 대한 자문을 제공해왔다.

예산 관련 이슈에 대해 *Performance Budgeting: Linking Funding to Results* (IMF/Palgrave Macmillan, 2007)와 *Performance-Based Budgeting* (CLEAR/World Bank, 2011)을 포함한 30여 권의 저서와 기사를 발표해왔다. 가장 최근 발표는 예산 개혁과 지출 상한선에 대한 논문(두 논문 모두 *OECD Journal on Budgeting*, 2016에 게재), *Program Classification for Performance-Based Budgeting* (World Bank, 2013), *Spending Review* (*OECD Journal on Budgeting*, 2013), *International Handbook of Public Financial Management* (2013)에서 성과예산에 대한 일부, 하향식 예산수립에 대한 논문(*OECD Journal on Budgeting*, 2012) 등이 있다.

예산 및 공공 지출에 대한 OECD 자문 패널, 재정 전문가들로 구성된 IMF 패널의 일원이며, 과거 경력 초기에는 선임 공무원, 경제학 교수, 국제 통화기금(IMF)에서 이코노미스트로 근무했다.

현재는 세계은행(World Bank)이 관리하는 베트남 PFM 개혁 프로그램(분석 및 자문지원 프로그램)에 대한 수석 기술자문으로 역할을 수행하고 있다. 이외 다른 컨설팅 업무도 지속적으로 수행하고 있으며, 가장 최근에는 말레이시아와 이집트에서 IMF를 대표하여 업무를 수행하기도 했다.

현재 스위스에서 거주하고 있으며 호주와 스위스 이중국적을 가지고 있다. 호주국립대학(Australian National University)에서 박사학위를 취득했으며 University of Melbourne에서 경제학 전공으로 석사학위를, University of Sydney에서 학사학위(우등)를 취득했다.

웹사이트는 www.pfmresults.com이다.

Discussion | 토론



Vinaya SWAROOP

World Bank Group
Economic Adviser of Africa Region
USA

• A Brief Introduction

Vinaya Swaroop is an Economic Adviser in the Office of the Vice President of the World Bank Group's Africa Region. His duties involve advising the vice president on economic and social development issues relating to all 48 countries in Africa. Prior to taking this position in January 2017, he was a Global Lead of the Global Solutions Group on Growth in the World Bank's Global Practice of Macroeconomics and Fiscal Management. Earlier, he was a Sector Manager covering economic policy and poverty issues in the World Bank Group's South Asia Region.

Mr. Swaroop is a broad-based economist with over 25 years of experience and research, applied and policy skills in macroeconomics and public finance. He has worked in operations, research, and corporate units of the World Bank Group and his engagement has focused on policy-based research, sharing knowledge and relevant best practice lessons with clients, leading country economic dialogue and policy reform loans. Mr. Swaroop has published articles in refereed journals (including the *Journal of Development Economics*, *Journal of Public Economics*, *Journal of Monetary Economics*, *Public Finance*, *World Bank Economic Review*, *World Development*), and books on topics that include (a) aid fungibility and effectiveness; (b) public spending and economic growth; (c) efficacy of public spending and good governance; (d) public infrastructure pricing; and (e) efficiency of taxation.

Mr. Swaroop holds a PhD in Economics from Northwestern University, Evanston, Illinois, USA.

• 소개글

Vinaya Swaroop은 World Bank Group의 아프리카 지역 담당 Vice President Office에서 경제자문으로 역할을 수행하고 있다. 아프리카 지역 내 전체 48개국 관련 경제 및 사회 개발 이슈에 대해 자문을 제공한다. 2017년 1월 현재 업무를 담당하기 전에는 World Bank내 거시경제 및 재정관리에 관한 글로벌 부문에서 성장에 대한 글로벌 솔루션 그룹을 주도하는 글로벌 리드 역할을 수행했다. 그 이전에는 World Bank Group 남아시아 지역에서 경제정책 및 빈곤에 대한 이슈를 다루는 Sector Manager로서 업무를 담당했다.

25년 이상의 경력과 리서치 경험을 기반으로 광범위한 분야에 대한 이코노미스트로서 거시경제 및 공공재정에서 응용 및 정책 스킬을 구축해 왔다. World Bank Group에서 운영, 리서치, 기업 부문 업무를 담당했으며 정책 기반의 리서치, 클라이언트와 지식 및 관련 모범 사례 공유, 국가별 경제 관련 대화 및 정책 개혁여신 등의 부문에 집중해왔다. 관련 저널(the *Journal of Development Economics*, *Journal of Public Economics*, *Journal of Monetary Economics*, *Public Finance*, *World Bank Economic Review*, *World Development* 포함)에 기고해 오면서 (a) 원조 대체가능성 및 효과; (b) 공공 지출 및 경제성장; (c) 공공지출 및 우수 거버넌스의 효과; (d) 공공 인프라 가격 설정; (e) 과세 효율성 등의 주제와 관련된 서적을 출판했다.

미국 일리노이주, Northwestern University에서 경제학 전공으로 박사학위를 취득했다.

Discussion | 토론



KIM, Wonshik

Konkuk University

Professor

Republic of Korea

• Educational Background

1988 -	Texas A&M University	PH.D (Economics), Department of Economics 경제학박사
1982 -	Sogang University 서강대학교	M.A. (Economics), Department of Economics 경제학석사
1980 -	Sogang University 서강대학교	B.A. (Economics), Department of Economics 경제학사

• Specialties

Public Finance/ Public Policy | 재정학

Labor Economics | 노동경제학

Social Insurance/ Welfare program | 사회보장

• Work Experience

Present -	Committee of National Pension 국민연금심의위원회	Member
Present -	Committee of National Health Insurance 건강보험정책심의위원회	Member
2014 -	Korea Public Finance Association 한국재정학회	President 회장
2011 -	Korea Pension Association 한국연금학회	President 초대회장
2009 -	Korea Social Security Association 한국사회보장학회	President 회장

Discussion | 토론



PARK, Jhungsoo

Ewha Womans University
Professor
Republic of Korea

• A Brief Introduction

Jhungsoo Park(Ph.D.) is a professor of public policy at the Ewha Womans University. He had been in charge of the Education Reform Forum, Korea, from 2007 to 2011. He had served as a consultant for the World Bank during 1996-1997, 2001-2002 and 2012-2013, and for the OECD during 2009-2010. From 2004 to 2006, he served as a founding director general for budget analysis at the National Assembly Budget Office(NABO), Korea, and as a founding executive director for the Research Center for State Owned Entities, KIPF (Korea Institute of Public Finance), Korea during 2010-2011. He had served as a chairman of the Performance Evaluation Team of Postal Service, Korea, for 5 years, from 2010-2015. Currently, he has served as a chairman of the Research forum for State Owned Entities from 2013.

He graduated from the Seoul National University, major in Economics and the University of Pittsburgh, major in Public Policy. His dissertation, 'Can Decentralization Policy Constrain the Leviathan?' was widely referred to the field. After completion on Ph.D., he served as a research fellow at the Korea Institute of Public Finance for five years. And he fulfilled several researches and consultancy functions in Korean government and international institutions, especially for fiscal policy and budgeting field.

Recent publications include: Education Reform in Korea (2006), Education System: present and future (2009) and Economic Growth and Education Development in Korea (2009). State Owned Enterprises and National Policy (2010, 2011, 2012, 2013), and Financial Management (2014). Professor Park has been the project leader and principal author of a number of projects for the government of Korea and other countries including Brazil, Mongolia, Saudi Arabia, Myanmar and Vietnam. He published in OECD publishing, Reviews of National Policies for Education: Santa Catarina, Brazil and World Bank publishing, Challenging Corruption in Asia - Case Studies and a Framework for Action.

• 소개글

박정수 박사는 이화여자대학교 행정학과 교수이다. 박정수 박사는 2007년부터 2011년까지 한국의 교육개혁 포럼 회장으로 모임을 이끌어왔다.

박정수 박사는 1996-1997년, 2001-2002년, 2012-2013년까지 세계은행에, 2009-2010년에는 경제협력개발기구(OECD)가 주관하는 국가 컨설팅에 컨설턴트로 참여하였다.

2004-2006년에는 국회예산정책처(NABO) 초대 예산분석심의관으로 재직하였으며 2010-2011년에는 한국조세재정연구원의 공공기관연구센터 초대 소장을 역임하였다. 박정수 박사는 또한 2010-2015년까지 5년 동안 우정사업본부 경영평가단장을 역임하기도 하였다. 2013년부터 현재까지는 한국행정학회 공공기관연구회장을 맡고 있다.

박정수 박사는 서울대학교 경제학과를 졸업한 후 피츠버그대학(University of Pittsburgh)에서 공공정책을 전공하였다. 그의 학위논문 “분권화 정책이 리바이어던을 통제할 수 있을 것인가?”는 해당 부문에서 널리 인용되고 있다.

박정수 박사는 박사 학위 수여 후 5년간 한국조세연구원에서 연구위원으로 재직하였으며, 특히 재정 정책과 예산 부문에 대한민국 정부와 국제기구를 위한 많은 연구와 컨설팅을 진행하였다.

그의 최근 발행물로는 “한국의 교육개혁(2006)”, “교육시스템의 현황과 미래(2009)”, “한국의 경제성장과 교육개발(2009)”, “공기업과 국가정책(2010, 2011, 2012, 2013)”, “재무관리(2014)”가 있다. 박정수 교수는 한국 정부 및 브라질, 몽고, 사우디아라비아, 미얀마, 베트남 등 여러 정부에서 진행하는 프로젝트 리더 및 팀리더로 활동해 오고 있다. 또한 “브라질 산타카타리나주의 국가 교육정책 점검”을 OECD에서 보고서로 발간하였고 “아시아국가의 부정부패 문제-사례연구와 행동강령”을 세계은행에서 보고서 발간한 바 있다.

Discussion | 토론



LIM, Ki-Keun

Ministry of Strategy and Finance
Director General for Fiscal Planning
Republic of Korea

• Educational Background

1992 - 1996	Seoul National University 서울대학교	Master of Policy Sciences 정책학석사
1986 - 1992	Seoul National University 서울대학교	Bachelor of Business Administration 경영학학사

• Work Experience

2017 - Present	Ministry of Strategy and Finance 기획재정부	Director General for Fiscal Planning 재정기획심의관
2014 - 2014		Director of Budget Coordination Division 예산총괄과장
2013 - 2014		Director of Budget Policy Division 예산정책과장
2012 - 2013		Director of Welfare Budget Division 복지예산과장

MEMO

MEMO