

# Research on the Performance Evaluation of the Overall Expenditure of the Education Bureau in City A

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**Abstract:** Performance evaluation is the core of financial expenditure budget performance management and an important way to optimize the allocation of financial resources. However, there are some problems in practice, such as "fragmentation" of the evaluation content and weak incentive and restraint of the evaluation results, which reduce the efficiency of the use of financial funds to a certain extent. Therefore, this paper takes the overall expenditure of the Education Bureau of City A as an example, aiming at the problems of the department in budgeting, performance target management, performance self-evaluation and other aspects, and puts forward targeted suggestions to provide decision-making reference for relevant government departments.

**Keywords:** Performance Evaluation; Overall Departmental Expenditure; Budget

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## 1. Introduction

Finance is the foundation and important pillar of national governance. Especially in the context of century old changes and global epidemics, rigid expenditures such as basic livelihood and dual carbon goals have increased, downward pressure on the economy has increased, and financial resources are increasingly scarce. Therefore, establishing a firm performance concept and promoting the quality and efficiency of financial expenditure has become an urgent problem to be solved. Education is the foundation of people's livelihood. Strengthening the performance management of education expenditure and improving the effectiveness of education expenditure funds are of great significance for improving the quality of education and enhancing the ability of education to serve economic and social development. However, the overall expenditure performance evaluation, budgeting and performance target management of the education sector in China have been in a "two skin" state for a long time, and the overall expenditure performance evaluation of the sector has not constructed a scientific and reasonable evaluation index system from the perspective of the sector as a whole, mainly as follows: (1) The rights and responsibilities of financial departments, budget units and other implementing entities are unclear. The responsibilities of the Party committee and government, the National People's Congress, financial departments, budget units and other entities in budget performance management are not clear enough, the logical relationship between the application, allocation, performance and assessment of financial resources has not been fully clarified (Schick, 1988), the system decomposition and level by level summary mechanism of the department's overall expenditure strategic objectives and specific performance objectives has not been formed, and the linkage and coordination mechanism between financial departments and business departments, financial personnel and business personnel is not perfect, As a result, the department's overall expenditure performance evaluation is regarded as a partial "extra work", lacking overall performance awareness; (2) The content of the department's overall expenditure performance evaluation report is "fragmented" (Haitao Ma et al., 2021). The existing budget performance reports mainly include performance self-evaluation form, key project performance evaluation report, department overall expenditure performance evaluation report, etc. Although the report forms are diverse, various reports lack internal logical relationship, the content is scattered, and the application of evaluation results is not strong. Therefore, what is the department's overall expenditure performance evaluation? How to evaluate? It has become the focus of current theoretical and practical circles.

## **2. Department overall expenditure performance management connotation**

The department's overall expenditure performance evaluation refers to the comprehensive evaluation of the department's overall management efficiency, performance efficiency, social effects, etc. in order to improve the overall output and effect, adhering to the concept of "results oriented", centering on the department's responsibilities, long-term development planning, taking budget fund management as the main line, taking overall consideration of assets and business activities, designing a scientific and reasonable evaluation index system. Specific contents include: (1) Overall situation of the department. It includes evaluating whether the overall expenditure performance target setting of the department is reasonable, whether the budget allocation is scientific, whether the budget is implemented in time, whether the budget management is standardized, whether the responsibility is performed in place, and whether the performance effect is obvious; (2) The construction and implementation of various systems involved in the overall expenditure of the department. Conduct spot checks on the secondary budget units to understand their system construction and implementation, core work management and implementation; (3) Comprehensively evaluate the department's basic expenditure and project expenditure, fund allocation method, implementation of key project expenditure, etc., and deeply analyze budget management such as budget adjustment, payment progress, carry forward balance, and disclosure of budget and final account information.

## **3. Evaluation and analysis of the overall expenditure performance of A Municipal Education Bureau**

### **3.1 A brief introduction to the overall expenditure performance evaluation of the Education Bureau of City A**

Since 2019, the Education Bureau of City A has carried out the performance evaluation of the overall department and key projects every year, formed a better performance management atmosphere, designed a more specific and quantitative evaluation index system, and some performance evaluation results have been well applied. In 2021, the overall expenditure of the Education Bureau of City A will be 3.292 billion yuan. In order to improve the evaluation quality, university teachers and other industry experts were specially invited to form a performance evaluation working group. With reference to the documents related to budget performance management, the department's overall expenditure performance evaluation index system was designed. Through file research, interviews and questionnaires (Qingchang Lu et al., 2022), the department interviewed the Education Bureau of City A, primary and secondary schools and other units, investigated 20 primary and secondary schools on the spot, and recovered 1393 valid questionnaires. After the on-site investigation, the evaluation team conducts a comprehensive analysis of the evaluation data to form an evaluation conclusion, and issues a final evaluation report after full communication with stakeholders.

### **3.2 Problems in the performance evaluation of the overall expenditure of the Education Bureau of City A**

#### **3.2.1 Incomplete and inaccurate budgeting**

According to the spot check, the approved budget of a middle school in 2021 is 35.2563 million yuan, with no adjusted budget. The income budget and final accounts reflected in the final statement are both 47.9383 million yuan.

#### **3.2.2 Non standardized management of fixed assets**

Through on-site inspection of the fixed assets management of the Education Bureau of City A and 20 primary and secondary schools selected for inspection, it was found that the management of fixed assets was not standardized. It is mainly shown as follows: (1) The fixed assets are not labeled and checked regularly, which makes it difficult to ensure the rationality and integrity of fixed assets allocation; (2) Some fixed assets with long aging cannot find physical objects, and the asset account is inconsistent with the actual; (3) The entry time of fixed assets does not meet the requirements of accounting standards. For example, the registration card of fixed assets in a primary school indicates that the acquisition date is December 23, 2020, but the entry time is 2021, which is inconsistent with the relevant provisions on initial recognition of fixed assets. (4) The collection procedures of fixed assets are incomplete, and there is no signature of the physical recipient; No inventory of fixed assets at the end of the year. (5) The fixed assets are not disposed

in a standardized way. If the disposal of fixed assets of a primary school has been approved by the Finance Bureau of City A, but is still stacked in the warehouse, it is still recorded in the financial account if not actually disposed.

### **3.2.3 Incomplete approval procedures for fund allocation and long-term account suspension of other receivables**

It was found through spot check that the payment of 116000 yuan for temporary workers in a middle school was paid without the approval of the head of the business department and the person in charge of finance (the head of the unit); A number of other receivables with an aging of more than 10 years, or even more than 20 years, are on long-term account.

### **3.2.4 Funds are not allocated and used in time**

For example, in 2021, the special fund document for orchestra music of a primary school was issued to the Education Bureau of City A in November 2021, and the actual allocation to the primary school was in December 2021, leading to the future availability and use in 2021, which was recovered by the Finance Bureau at the end of the year; In 2018, 900000 yuan of basic education promotion subsidy was received, which has not been used and has been recovered by the Finance Bureau at the end of 2021.

### **3.2.5 There are weak links in basic accounting**

For example, (1) the transformation cost of fixed assets has not been capitalized. In 2021, a middle school will incur a transformation cost of 498000 yuan for the teacher's duty room. The specific content is that two rooms will be changed into three rooms, and the purchase of some fixed assets will be directly included in the current profits and losses (maintenance costs) in accounting, which is inconsistent with the relevant provisions of the accounting standards that should be capitalized; (2) Some accounts and vouchers are inconsistent. In 2021, a middle school received 217600 yuan in the subsidiary account of the public expense project allocated by the Municipal Education Bureau, but the amount in the corresponding accounting vouchers and original vouchers was 231200 yuan.

### **3.2.6 The preparation of performance objectives is not scientific, and the budget performance management level needs to be improved**

According to the Application Form for *Overall Expenditure Performance Objectives of the Education Bureau of City A* and other materials, the work tasks are more specific, but the performance objectives are not reflected through clearer and measurable indicators, which do not fully match the annual work tasks of the department; According to the performance self-evaluation report provided by the Education Bureau of City A, the performance management was carried out, but the performance evaluation index system was not designed and standardized, the self-evaluation conclusion was not formed, and the score, reason for deduction and result application suggestions were not stated.

## **3.3 Suggestions for improvement**

The Education Bureau of City A should actively connect with the financial department, prepare the budget according to the actual situation, standardize the budget preparation content, and ensure the rationality, scientificity and integrity of the budget preparation.

### **3.3.1 Strengthen fixed assets management**

The Education Bureau of City A and relevant primary and secondary schools should take effective measures to strengthen the management of relevant fixed assets: (1) Regularly make inventory of assets, master the use status and configuration of relevant assets, and timely dispose those that reach the scrapping disposal status according to relevant management regulations, so as to ensure the safety and integrity of assets and the consistency between accounts and reality; (2) Improve the management of fixed assets, do a good job in asset registration, receiving registration account, pasting labels, etc., to ensure the integrity and safety of assets; (3) According to the relevant regulations on fixed assets management, the purchased fixed assets are classified and recorded, and the accumulated depreciation is accrued. (4) It is suggested that the relevant units should treat the scrapped fixed assets that can no longer be used in

strict accordance with the provisions of fixed asset expenditure, dispose them in a timely manner according to the prescribed procedures, and turn over the income from asset disposal.

In accordance with the provisions of the financial accounting standards, the capital expenditure matters shall be paid after approval, and other receivables and payables shall be cleared and settled to find out the reasons for long-term suspensions, master the accounting and settlement of current funds, and regularly check the suspensions.

### 3.3.2 Timely appropriation and use of budget funds

It is suggested that the relevant units should allocate the budgetary financial funds in a timely manner and use them in a timely manner according to the actual needs to ensure the efficiency of fund use.

Standardizing the basic work of accounting. The relevant units shall confirm, measure, record and report the revenue and expenditure in accordance with the provisions of the accounting standards, and strictly review the original accounting vouchers to ensure that the accounts are consistent with the vouchers and the accounts are consistent with the facts. At the same time, it is necessary to strengthen the accounting of basic data to ensure the accuracy of basic data.

Strengthening performance management policy and practice training, and improve budget performance management level. It is suggested that relevant units and staff strengthen budget performance management training, and improve budget performance management levels such as performance target preparation and prior performance evaluation. If necessary, invite a third-party professional evaluation institution, or invite performance management experts and industry experts to participate in the performance self-assessment, emphasize the application of evaluation results, and improve the budget performance management level.

## 4. Conclusion

The performance evaluation is not a negation of the existing management methods, but focuses more on the efficiency of financial resource allocation and use efficiency, and more on the expenditure results and the degree of achievement of performance objectives.

The implementation of financial budget performance management is not only a theoretical problem, but also a practical problem. It is necessary to implement the spirit of relevant policy documents in practice, trace the concept and method of performance management to the end of fund use and project implementation, and run through the whole process of financial expenditure demonstration, policy system formulation and implementation, fund allocation and use, and sustainable effect. It requires the coordination and cooperation of financial departments, budget units, implementation agencies and other stakeholders. Therefore, performance evaluation is not only a financial expenditure management work, but also a systematic project carried out by all stakeholders around project decision-making, implementation and efficiency.

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