



**Strengthen the concept of
budget performance
management through
institutional development**

**Guangdong Finance
Department · 2019**



1. Enhance performance management responsibilities based on performance objectives

(1)

Establish institutions to identify responsibilities among major stakeholders

(2)

Integration of such objectives into the budget for the fulfillment of responsibilities of major stakeholders

(3)

Establishment of an indicator bank and motivate major stakeholders to shoulder responsibilities

2. Enhance application of performance evaluation outcomes

(1)

Application of ex ante appraisal--to make budget compilation more scientific

(2)

Application of performance objectives-- to rectify and evaluate budget implementation

(3)

Application of performance evaluation outcomes --to optimize resource allocation and supervision

(1)

Enhance performance management responsibilities based on performance objectives

Establish institutions to identify responsibilities among major stakeholders

2011: 《Regulations on the Performance Objective Management of Budgetary Expenditures from the Provincial Departments in Guangdong》

Institutional building has long been valued in Guangdong to instill the sense of responsibilities into all the stakeholders related to performance objective management.

(1) Provincial Finance Department coordinates the organization and implementation of the objective management in regard to provincial budgetary expenditures, including the development of management standards, the guidance and supervision of objective declaration, and the review and finalization of performance objectives.

(2) The relevant department in charge takes responsibilities to manage its own performance and objectives in the department. It is responsible for setting up expenditure performance objectives for projects at its own level; also responsible for the guidance, collection, review and approval of the objectives of its subordinate entities.

(3) The project entity is responsible for its own expenditure performance objective management, including setting up objectives and submitting them to the upper department in charge for approval; and revising and



(1)

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2019: 《Management Methods for Performance Objectives of Provincial Fiscal Budgetary Expenditures in

Guangdong (Trial) 》

Combine new requirements with old ones and leverage the responsibilities of departments as an

anchor

1. Provincial finance department. Responsible for developing a management system of provincial fiscal performance objectives and for organizing the implementation of the system; the review and approval of provincial performance objectives and the finalization of performance objectives in provincial transfer payments; guidance for provincial business departments, and municipal and county-level finance departments to manage their respective performance objectives **2. provincial sector/business departments.** Responsible for the declaration and review of the performance objectives of the provincial public finances the department uses itself and manages; the supervision on the objectives implementation of their lower organizations and of municipal and county-level business departments; the establishment of a multi-level indicator system in their sector. **3. municipal and county-level finance departments.** Responsible for managing the performance objectives of the provincial transfer payments within their jurisdictions; the guidance for business departments at their level to manage the performance objectives. **4. municipal and county-level business departments.** Responsible for the objectives declaration of the provincial transfer payments used or managed by themselves; organization of the declaration, review and supervision of the performance objectives of the capital using organizations at their level **5. capital using organizations.** Responsible for the declaration of performance objectives of fiscal resources from the provincial level, annual performance objective declaration to the business departments within their own sectors; the annual report to business departments on objective fulfillment.

Four innovative points are worthy of mentioning in the division of responsibilities: first, the explicit requirements “four budgets” and “five synchronized steps”; second, more management responsibilities are shifted towards the business departments and fund using organizations; third, the management requirements are differentiated between projects reviewed at the provincial level and the ones reviewed at city-level or county-level;

(1)

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2018: 《Interim Management Methods of the Indicator Bank of Budget Performance in Guangdong》

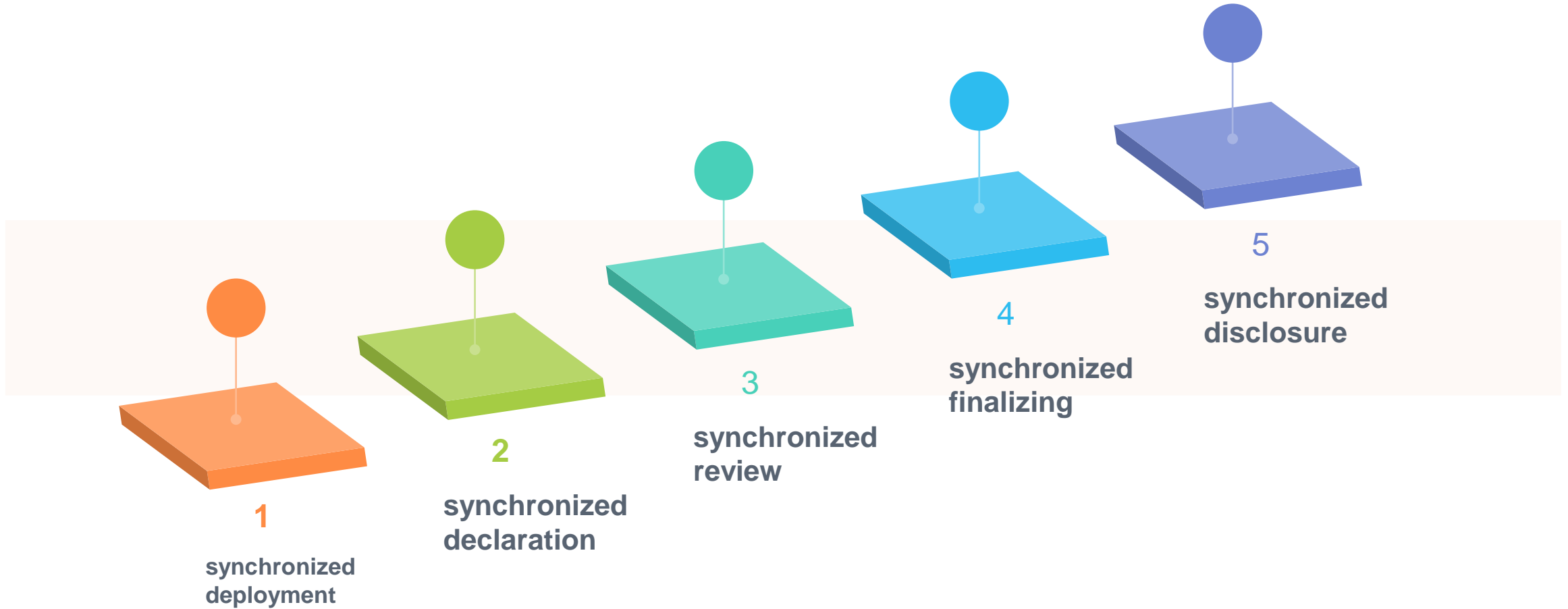
Responsibilities for indicator bank development, use and maintenance are specified in the document

The development of the indicator bank demonstrates that all business departments have the discretion of their own business management and they should shoulder responsibilities for their own performance management. They decide on the performance indicators and evaluation standards in the bank based on their sector-specific situations. The Provincial Finance Department will make necessary additions and bear the responsibilities for daily maintenance of the indicator bank.

(2)

Enhance performance management responsibilities based on performance objectives

Integration of such objectives into the budget for fulfillment of responsibilities by major stakeholders



(2)

Enhance performance management responsibilities based on performance objectives

Integration into the budget to fulfill responsibilities of major stakeholders

01

Management Methods of the Pool of Public Financed Projects in Guangdong

Notice on the Pipeline of Projects for the 2020 Provincial Special Funded Project Pool

Notice on Declaration of 2020 Provincial Budget Performance Objectives

Notice on Budget Compilation of Provincial Departments in 2020

The compilation and declaration of performance objectives shall be focused on the missions specified by the central and provincial governments with an aim to achieve public satisfaction. The objectives shall clearly reflect the departments' functions, priorities and specific tasks, and shall also specify expected outputs and effects, and include detailed quantitative indicators for measuring performance.

The 2020 budget makers shall take a step forward to enhance the quality of objectives and strengthen review of such objectives. The 2020 budget shall strive to include more predicative judgment of expenditures and policies. The performance review of major projects shall be experimented with the focus on cost-benefit analysis and the budget compilation accuracy needs to be enhanced.

Synchronised
arrangement

(2)

Enhance performance management responsibilities based on performance objectives

Integration into the budget to fulfill responsibilities of major stakeholders

02 synchronized declaration: declaring the performance objectives in the budget management system

项目基本信息 → 资金需求 → **绩效信息** → 项目附件 → 项目审核意见表

← 上一步 下一步 →

绩效信息

绩效评审结果

绩效评分: 评审结果:

评审不通过原因...

项目实施进度计划

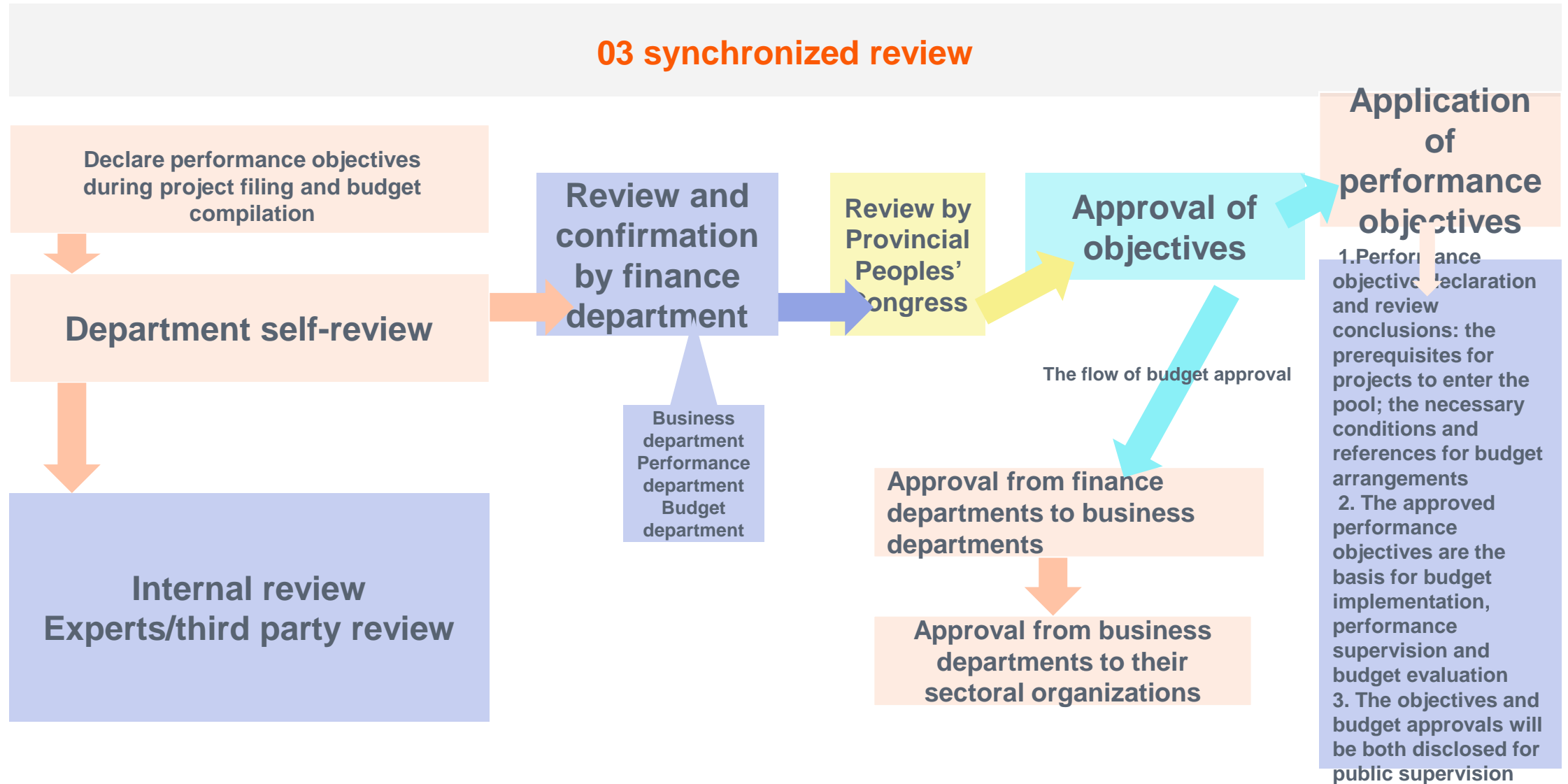
	开始时间	结束时间	项目实施内容
1	2019	2021	完成国省道改造2000公里。

总目标 (填写预期产出和预期社会经济效益)

设置	资金用途	一级指标	二级指标	个性化指标	当年年度	周期年度	指标解释及计算公式
1	普通公路、高速...	产出指标	数量指标	公路通车里程达标 (万公里)	完成国省道改造...	完成国省道改造...	达到或超过标准值得满分; 未达标...
2	普通公路、高速...	产出指标	数量指标	公路建设工程量完成率 (%)	100%	100%	实际数/计划数*指标分值
3	普通公路、高速...	产出指标	数量指标	公路管理事项审批率 (%)	100%	100%	实际审批的公路管理事项/应审批的...
4	普通公路、高速...	产出指标	时效指标	施工进度达标率 (%)	100%	100%	(按计划进度完成的工程量/计划应...
5	普通公路、高速...	效益指标	社会效益指标	普通国省干线二级及以上公路比重...	普通国道达到90%	普通国道达到95%	普通国干线二级及以上公路总里程/...

(2)

Enhance performance management responsibilities based on performance objectives
Integration into the budget to fulfill responsibilities of major stakeholders



(2)

Enhance performance management responsibilities based on performance objectives
Integration into the budget for the fulfillment of responsibilities by major stakeholders

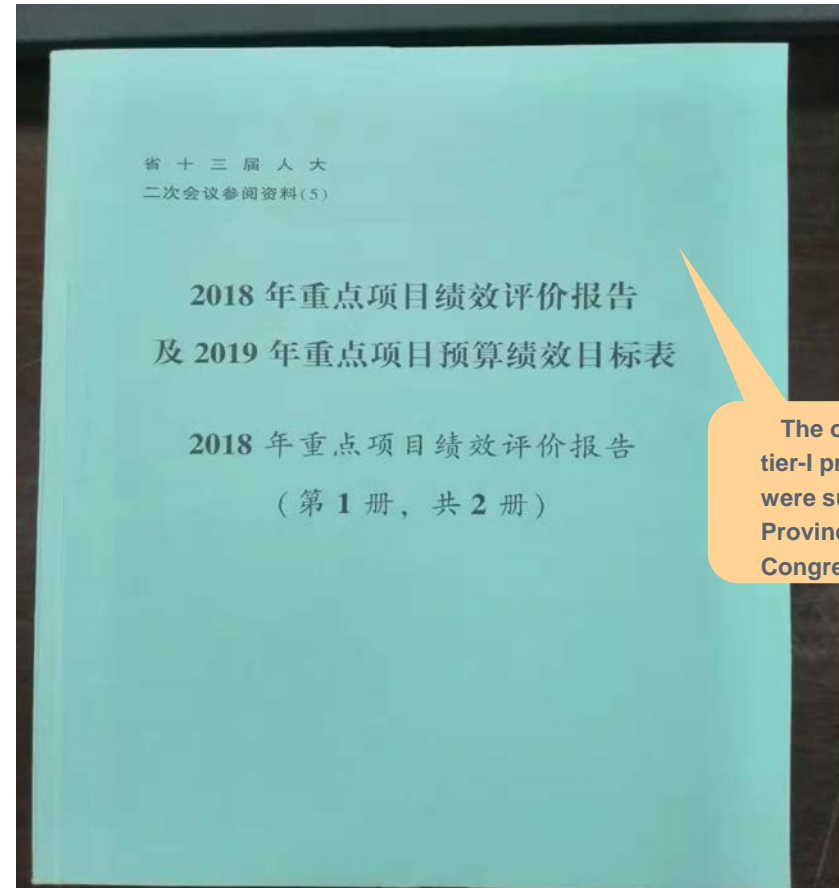
04 synchronized finalization within the department

Notice on Arranging the Fifth Round of Special Fund for Provincial Healthcare Development in 2018

2018年医疗卫生健康事业发展专项资金绩效目标表 (加强基层医疗卫生服务体系和全科医生队伍建设)

专项名称	医疗卫生健康事业发展专项资金 (加强基层医疗卫生服务体系和全科医生队伍建设)			
省级财政部门	省财政厅	省级主管部门		省卫生计生委
资金情况 (万元)	此次安排金额	1090		
年度总体目标	实施百名首席专家下基层计划和千名高校毕业生下基层计划,启动医疗卫生人才“组团式”挂职工作,开展县级公立医院专科特设计划和基层医疗卫生机构全科医生特设计划,实施订单定向培养农村卫生人才、全科医生规范化培训、住院医师规范化培训及产科儿科医生转岗培训等卫生人才培养,加快县级及以下基层医疗卫生机构医疗卫生队伍建设,加强县级公立医院基础设施和设备装备建设,提高县级公立医院硬件设施水平;推动基层医疗卫生机构实施国家基本药物制度,推进落实补偿机制、人事制度、收入分配等方面综合改革,推进和完善基层医疗卫生机构管理信息系统和镇村远程医疗平台建设,加强县镇医疗联合体建设,切实提高县级及以下基层医疗卫生机构医疗卫生服务能力,加快落实国家分级诊疗要求。			
绩效指标	一级指标	二级指标	三级指标	指标值
			47家中心卫生院聘用首席专家人数	100
			粤东西北地区乡镇卫生院招聘医学专业本科毕业生人数	340
			医疗卫生人才“组团式”挂职工作人数	25
		县级公立医院专科特设数量	300	

05 synchronized disclosure



(3)

Enhance performance management responsibilities based on performance objectives

Establishment of the indicator bank to motivate major stakeholders to shoulder responsibilities

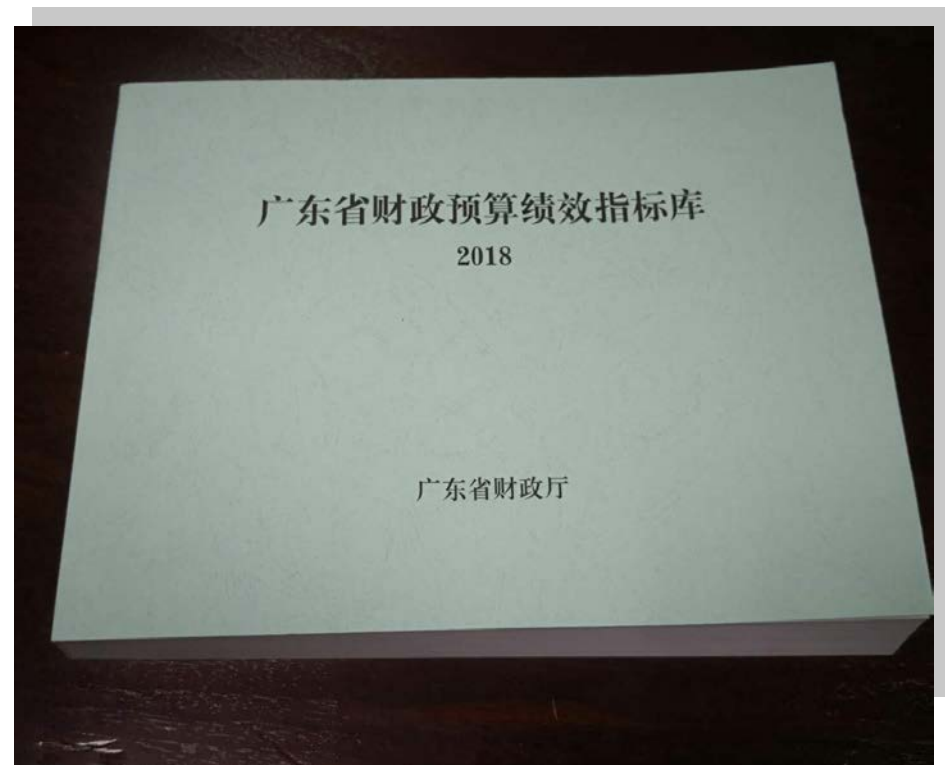
The indicator bank is co-built and shared by Provincial Finance Department and provincial business departments

Article 5 Provincial Finance Department shall be responsible for fundamental tasks such as the framework development, system establishment and setting of management rules. Elaborate indicators shall be established and filed based on the real needs of provincial business departments. Finance department may make necessary additions.

Article 10 Business departments and finance departments shall set up and file indicators based on the actual objectives of fiscal resource use to accurately reflect the relationship between “resources” and “responsibilities”. At the same time, business departments and finance departments shall stabilize the filed indicators over a period of time. The departments shall adjust or delete the indicators which are no more consistent with the real situations or no longer used.

Article 17 Provincial Finance Department shall maintain the common performance objectives. In principle, provincial business departments shall apply to the Provincial Finance Department for the maintenance of their sector-specific indicators. The departments shall specify the indicators to be added, adjusted and deleted, and shall submit supportive evidence and documents to the Finance Department. The bureau shall update the bank after review and approval.

Article 19 Business departments shall actively support Provincial Finance Department to maintain their sector-specific indicators and optimize the indicator bank.



2.Enhance performance management effect by strengthening the application of performance outcomes

(1)

Application of ex ante appraisal to provide more evidence for budget compilation

(2)

Application of performance objectives to rectify and evaluate budget implementation

(3)

Application of performance evaluation to optimize resource allocation and supervision

Establish an institutional framework to apply the evaluation outcomes

(1)

Enhance performance management effect based on outcome application

Application of ex ante appraisal to provide more evidence for budget compilation

In 2019, we published the *Management Methods on the Provincial Public Finance Performance in Guangdong*, and selected 3 newly added resources and 2 department budgets to conduct an ex ante appraisal. The main purpose is about evaluating the necessity of declaration, input economics, appropriateness of objectives, implementation feasibility and funding compliance.

The appraisal helped us to optimize policymaking to clearly reflect the policy orientation, and provided strong support for the budget to be properly compiled.

The results of appraisal are used as the prerequisites for policymaking and budget arrangements.



(2)

Enhance performance management effect based on outcome application

Application of performance objectives to rectify and evaluate budget implementation

In the 2019 budget compilation, we reviewed the performance objectives of 238 tier-I projects of special capital, 300 tier-I projects of other development expenditures, 3000 key tier-II projects of department functioning expenditures and 69 department-wide expenditures.

The review outcomes were applied to budget implementation, both the cash operation and objectives completion were monitored, and thus it helped rectify deviations from performance objectives.

After a budget year is closed when the review outcomes were applied, the completion of performance objectives was evaluated to reflect the rationality of the objective setting.



(3)

Enhance performance management effect based on outcome application

Application of performance evaluation to optimize resource allocation and supervision

Based on the evaluation of key performance objectives, when we compile the budget for the next year, we strive to optimize fiscal resource allocation by stopping or adjusting the financial support for those with poor results, and providing no budget arrangements for those failing to achieve the performance objectives in the previous year.

At the beginning of 2019, we submitted to the first session of the 13th provincial people' s congress a publication encompassing the performance objectives of 298 tier-I budgetary items in 2019 and the performance evaluation reports of 50 key projects in 2018; at the same time, the publication will be publicized on the website of Provincial Finance Department for public supervision.



Thank you

