Brief contents of National Scientific Foundation project
“Research on the organizational model and management problems of China local government performance evaluation”

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Fundamental research of government performance evaluation

- The theories of government performance evaluation (GPE) were briefly summarized based on literatures in terms of important points and emerging areas both in China and abroad. The organizational models of GPE in foreign countries as USA, UK, Australia, and South Korea were simply discussed. We put forward the dividing principles of GPE models in China by clearing the independence of right between organizing, evaluating and monitoring in GPE which were used to summarize all of the practical cases. There are three kinds of models which include first-party evaluation, which means operate the evaluation by government itself, second-party evaluation, which means the performance was evaluated by upper-level government and the third-party evaluation, which means the performance of government was evaluated by organizations out of government independently.

- The theoretical bases of GPE were studied around the thread of public governance theory and the special public governance problems in China, including the concept and evolution of governance, the evaluation of public governance and the innovation of local governance.

- The value orientation of GPE in China was discussed in terms of its connotation, the different meanings of value orientation when the evaluation subjects differ from government, citizens and private enterprises and the different value orientation of GPE in different levels of government.

Research on the organizational model of GPE
The categories of organizational institution in GPE in terms of the relationship between government and the organizational institution, the existing time of organizational institution and whether it is professional or pluralistic were discussed. The organizational flow of GPE was briefly divided into three stages: preparation, execution and result application.

Considering the independence of right between organizing, evaluating and monitoring and the object characteristics of GPE, we divided the GPE into six theoretical models which contains perceptive evaluation model in which citizens are the primary evaluator, bureaucratic efficiency evaluation model which describes different kinds of evaluation operated by governmental sectors itself, decisive evaluation model which was organized by government with professionals be the evaluation subject, participative evaluation model which was conducted by an independent third-party with the purpose to evaluate the degree of satisfaction of citizens, social efficiency evaluation model which was conducted by an independent third-party with the purpose to evaluate the internal performance of government and supervisory evaluation model.

As well, the innovative path of organizational model in GPE was discussed.

**Research on the management problems of GPE**

- Self-discipline and supervision of local GPE were studied in terms of its contents, principles and methods. For the self-discipline mechanism, there are three hierarchies including the effective inner governance structure, complete rules and regulations and the advocacy of organizational mission and value.

- The communication of government performance is the exchange and delivery of ultimate evaluation results between the manager, organizer, evaluator and evaluation objectives in the process of GPE. The purposes of performance communication are different in different stages which contain the objective setting stage, objective execution stage, performance measurement stage and the stage of result feedback and application.
The proper management of performance evaluation result can make contribution to the performance budget, the reform of personnel system and the benchmarking management can be realized through comparison of the evaluation result. It is necessary to constitute some mechanisms such as motivation and competition mechanism, information disclosure mechanism, evaluation responsibility mechanism and evaluation appeal mechanism.

The responsibility in GPE was studied in the project as a managerial problem.

**The application of research results**

- Government performance evaluation of municipal governments sectors and provincial sectors of Gansu province. Gansu mode is a third-party evaluation model with features of modern public governance and customer orientation. The evaluation subjects are non-public enterprises and it is organized and implemented by professional academic institutions. Essentially it is a public governance evaluation. The theoretical system of third-party government performance evaluation was generated in this project.

- The GPE of public sector and staffs in a district in Xinjiang Autonomous Region. The project developed the “Networked Organizational Performance model” by integrating the Balanced Score Card, The common Assessment Framework, Key performance Indicators and Multi-source Assessment. The Networked Organizational Performance Model can reveal the personnel performance, sector performance and the performance contribution of each sector to the entire organization.

- The GPE system of county-level government in China was developed. Our team proposed that the system should contain the value system, evaluation index system, organizational system, technical system, external environment and the interrelationship between them.