

# Research on the Current Situation and Countermeasures of State owned Assets Management in Administrative Institutions

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## ABSTRACT

As a socialist country with a dominant public ownership system, the core status of public ownership is significantly reflected in the State's control and guidance over the key sectors of the national economy. As the representative of all citizens in the country, the State is the sole owner of state-owned assets. Therefore, effective management of state-owned assets is an objective necessity to promote the development of the national economy and a necessary requirement to maintain the basic economic system of the country. The core task of the audit agency is to ensure the transparency, compliance, and maximum efficiency of fiscal and financial spending, thereby implementing comprehensive and effective supervision. In this process, auditing the state-owned assets of administrative and public institutions is an indispensable part. This paper analyzes the weak links and causes of the management of state-owned assets in municipal administrative and public institutions in Yibin City based on the special audit process of municipal state-owned assets. Using resource value theory and property rights theory, the study finds that the management of state-owned assets in municipal administrative and public institutions is characterized by weak foundation management, unregulated lease management, inadequate use management, and low efficiency in project property rights processing. In order to enhance the management efficiency of state-owned assets by administrative and public institutions, each unit should: 1. Strengthen the professionalism and capabilities of managers; 2. Establish a sound system of state-owned asset management; 3. Optimize the allocation of state-owned asset management; 4. Clarify the scope of state-owned asset management; and 5. Improve the information management of state-owned assets.

## KEYWORDS

Resource Value Theory; Property Rights Theory; State-owned Asset Resources

## 1. BACKGROUND OF THE STUDY

The importance of administrative state-owned assets, as a key component of China's state-owned asset system, is self-evident. Not only does it support the smooth operation of government agencies at all levels and the vigorous development of various undertakings, but it also profoundly affects the quality and efficiency of social service supply. In the current complex and ever-changing domestic and international environment, its strategic value is increasingly prominent, and it plays an irreplaceable role in promoting the modernization of national governance and enhancing the comprehensive strength of the country. As of the end of 2022, its total amount has reached 59.8 trillion yuan, of which assets held by administrative units and public institutions have reached 21.6 trillion yuan and 38.2 trillion yuan respectively. This figure not only reflects its huge size, but also highlights its core supporting role in promoting stable economic growth and social harmony and progress of the country.

For a long time, the traditional concepts of "heavy fund allocation, light asset management" and "heavy procurement process, light follow-up maintenance" have to some extent obscured the true value and management needs of such assets, resulting in them not receiving the attention and refined management they deserve. With the continuous improvement of the state-owned assets management framework and the in-depth implementation of the policy of separating government from enterprises, coupled with the changes in the international economic pattern brought about by the global COVID-19 epidemic and the dual impact of domestic tax and fee reduction policies, the government finance has entered a period that requires careful calculation and efficient use of resources, and has to adopt more prudent spending strategies. In this context, the importance of administrative state-owned assets has become increasingly prominent, becoming a key link in ensuring the effective performance of government functions, maintaining social stability, and promoting economic development. Therefore, reexamining and strengthening the management of administrative state-owned assets is not only an active adaptation and response to the current fiscal environment, but also a strategic choice to deepen the reform of the national governance system and enhance the modernization level of governance capacity. By refining management processes and introducing efficient management strategies, the utilization efficiency of administrative state-owned assets can be further improved, ensuring that they play a more active and important role in supporting national development and serving the people.

## **2. RESEARCH STATUS**

### **2.1. Current Research Status in China**

In China, theoretical research on the management of administrative state-owned assets is relatively lagging behind. It was not until the early 21st century that research in this field began to significantly increase. Currently, research mainly focuses on the following dimensions:

#### **2.1.1. Exploration and Innovation of Management System**

Zheng Yongqin (2005) and other scholars first proposed the idea of building a hierarchical authorization management system, aiming to optimize the management structure by clarifying the management authority of each level [1]. Wen Zongyu (2006) further refined the construction of the management system, advocating the establishment of an administrative state-owned asset management system covering the central to local governments, and the construction of a multi-level management system to ensure the harmonious unity of financial power, administrative power, and public management functions [2]. Han Ping (2013) and other scholars have deeply analyzed the problems existing in the current management system, such as weak awareness, incomplete system, unclear accounting, low efficiency, and risk of loss, and emphasized that the management system needs to keep pace with the times and be improved from multiple aspects [3]. Zhu Pengfei (2015) proposed a management system concept of "three-level model" in response to the particularity of state-owned assets in public institutions, and called for accelerating the relevant legislative process [4].

#### **2.1.2. Improvement and Innovation of Regulatory Mechanisms**

Scholars such as Song Junfa (2012) have explored the improvement path of non-operational state-owned asset supervision from a legal perspective, emphasizing the establishment of a sound legal system and regulatory framework, clarifying the responsibilities of the financial department, and implementing unified supervision [5]. Scholars such as Xie Di and Liu Jiali (2013) proposed the idea of classified regulation to address the disconnect between regulatory mechanisms and socio-economic development. This involves implementing policies based on the nature, characteristics, and functions of assets to improve regulatory efficiency [6]. Xu Fengjun (2020) proposed a series of suggestions to improve the supervision system from the perspective of the supervision of the National People's Congress, including pre guidance, in-process supervision, and post-supervision, aiming to build a more comprehensive and effective regulatory system [7].

### 2.1.3. Establishment and Optimization of Performance Evaluation System

Tan Jing (2012) and other scholars have realized the importance of performance evaluation system, pointing out that with the growth of administrative state-owned assets, performance evaluation has become an important link that cannot be ignored. They have established a comprehensive performance evaluation system aimed at scientifically evaluating the efficiency of asset allocation and utilization [8]. Ding Zengqi (2016) and other scholars have conducted in-depth research on the principles and strategies of performance evaluation, and proposed specific measures such as improving asset ledger management, strengthening budget review, optimizing allocation methods, and improving internal accountability mechanisms [9]. Lin Su'e (2016) and other scholars emphasized the role of performance evaluation system in improving asset utilization efficiency and optimizing resource allocation, and proposed diversified evaluation indicators such as guarantee, scale, and structure to enhance the scientificity and authenticity of performance evaluation [10].

## 2.2. Current Research Status Abroad

Compared to China, which started relatively late, foreign countries have a longer history of exploring this type of asset management field. Due to differences in political and economic systems, developed capitalist countries in the West do not directly use the term "administrative state-owned assets", but instead use "government assets" to refer to similar categories. Several representative scholars and their research achievements have showcased the unique perspectives and practices of foreign government asset management:

### 2.2.1. Australia's Leading and Collaborative Management Model

David Arthur Shand (2009) conducted an in-depth analysis of the innovative approach to public asset management by the Australian government, which clearly sets the finance department as the core driver responsible for coordinating and leading the execution work of various asset management departments. At the same time, the asset utilization department needs to prepare a detailed asset demand budget, which can only be implemented after being reviewed and approved by Congress. This model highlights the key role of budget in resource allocation [11].

### 2.2.2. Budget oriented comprehensive management system in the UK

Colin V Balmer's (2008) study revealed a major feature of UK government asset management, which also adopts a comprehensive management model led by the finance department, with specific departments responsible for daily operations. The financial department achieves effective control over overall assets through budget management methods, reflecting the core position of the budget system in asset management [12].

### 2.2.3. Process oriented legal regulatory system in Germany

Hculli Arnold (2010) highlighted the uniqueness of German government asset management through cross-border comparisons. Unlike other countries, Germany has not established a dedicated government asset management law, but relies on a series of legal provisions involving various processes and links of asset management to achieve flexible intervention and timely adjustment of the entire management process. This legal regulatory model emphasizes the continuity of the process and the integrity of the legal system [13].

### 2.2.4. Implications for Legal Construction in Canada and the United States

Shirley Jen (2010) focused on the legal system construction of government assets in Canada and the United States, emphasizing the important role of sound laws and regulations in regulating government asset management processes, improving public service levels, and enhancing asset utilization efficiency. The practical experience of both countries shows that reasonable institutional arrangements are an indispensable cornerstone for achieving efficient management of government assets [14].

### 3. THE HISTORICAL EVOLUTION OF THE MANAGEMENT OF ADMINISTRATIVE STATE-OWNED ASSETS IN CHINA

As an important component of China's state-owned asset system, administrative state-owned assets not only support the normal operation of government agencies at all levels, but also widely serve the vigorous development of various social undertakings, including key areas such as healthcare, education and research, culture and sports, and people's livelihood security. They constitute an indispensable basic material support for national development and social services. State owned assets exhibit diverse forms, covering a wide range of categories such as current assets, fixed assets, intangible assets, construction in progress, government materials for strategic reserves, housing resources to ensure people's livelihoods, and various types of agency assets under entrusted management. Among them, current assets such as monetary funds ensure the daily operational needs of administrative institutions; Fixed assets such as office buildings and structures are the physical basis for fulfilling their responsibilities; Public infrastructure, affordable housing, and emergency relief reserve materials directly serve the public, improving the quality and level of social public services. In the early days of the founding of the People's Republic of China, facing the challenges of weak national economic foundation and lack of public infrastructure, although China's administrative state-owned assets had a difficult start, with the continuous development of the national economy and long-term unremitting efforts, their scale has achieved a qualitative leap. This significant increase in assets not only provides a solid guarantee for the efficient performance of government duties, but also lays a solid material foundation for the comprehensive progress of China's social undertakings, especially the extensive construction of livelihood infrastructure. From 2020 to 2022, the total amount of administrative state-owned assets in China has shown a steady growth trend. By the end of 2022, this total amount has jumped to an astonishing 59.8 trillion yuan, with public assets accounting for more than 70% of the total assets, highlighting its core position in public service provision. This trend not only demonstrates China's emphasis and investment in social services, but also demonstrates that administrative state-owned assets are an indispensable key factor in promoting equalization of social services and enhancing people's well-being.

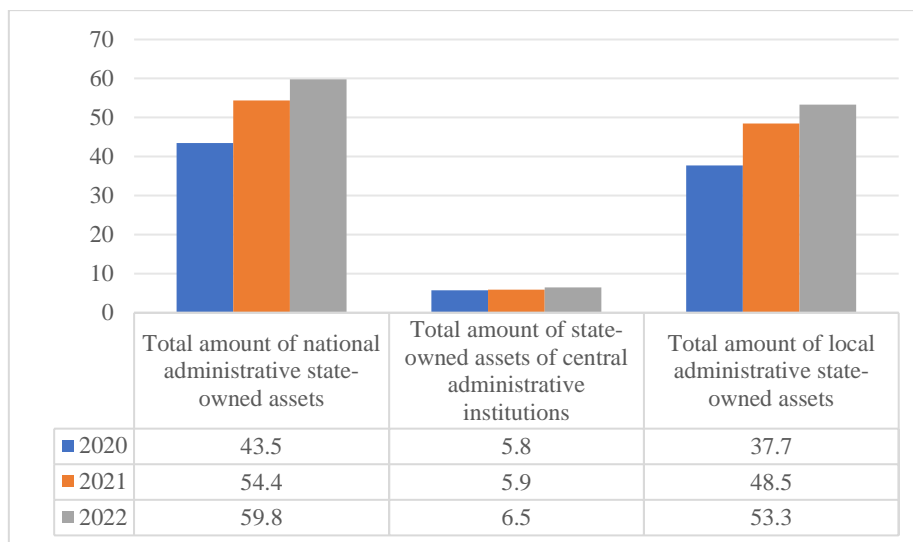
In summary, China's administrative state-owned assets are not only an important material cornerstone of the national governance system, but also a key force in promoting social progress and enhancing people's well-being. The continuous expansion of its scale and continuous optimization of its structure provides strong support for China to achieve higher quality development and build a more harmonious society.

**Table 2-1.** Total amount of administrative state-owned assets in China over the past three years

Unit: Trillion yuan

Time	2020	2021	2022
Total amount of national administrative state-owned assets	43.5	54.4	59.8
Total amount of state-owned assets of central administrative institutions	5.8	5.9	6.5
Total amount of local administrative state-owned assets	37.7	48.5	53.3

Data source: Official website of the Ministry of Finance



**Figure 2-1.** Comparison of Total Administrative State owned Assets in the Past Three Years (in Trillion Yuan)

**Table 2-2.** National Administrative State owned Assets and Institutional State owned Assets  
Unit: Trillion yuan

Time	2020		2021		2022	
Total amount of national administrative state-owned assets	43.5	Proportion	54.4	Proportion	59.8	Proportion
Total amount of administrative state-owned assets	15.3	35.2%	19.0	34.9%	21.6	36.1%
Total amount of state-owned assets for public purposes	28.2	64.8%	35.4	65.1%	38.2	63.9%

Data source: Official website of the Ministry of Finance

In recent years, although the scale of administrative state-owned assets in China has significantly expanded, building a solid asset foundation for the normal operation of government agencies, the improvement of state-owned asset management level has lagged behind and failed to keep pace with the rapid growth of asset scale. This situation is deeply influenced by traditional fiscal management concepts and the long-standing "heavy procurement and light management" model, resulting in insufficient attention to state-owned assets by managers and users, and a clear mismatch between management level and asset size, which has been particularly significant in the past two decades.

In the evolution of the management system, since 2004, the Ministry of Finance has gradually integrated the management functions of state-owned assets of administrative and public institutions through the establishment of specialized agencies, until the establishment of the Asset Management Department in 2015, marking a move towards a more centralized and efficient management system. However, in this process, there has always been overlap and competition between the central and some provincial and municipal government affairs departments and the finance department in the management of state-owned assets, which has brought certain challenges to management efficiency.

At the level of management system, it was not until the promulgation of the "Administrative State owned Assets Management Regulations" in 2021 that the state-owned assets management system entered a new stage. Prior to this, although a series of relevant regulations and measures were introduced by the central and local governments, they were still scattered and not sufficiently systematic. In terms of management awareness, for a long time, the financial department has attached

far less importance to the management of state-owned assets than to fund management, and has not fully recognized the importance of assets as the ultimate form of funds and their key role in the financial management loop. This lack of management awareness is directly reflected in the practice of administrative institutions, manifested as a common phenomenon of "heavy allocation and light management", extensive asset management, and even serious problems such as incomplete accounts and asset loss. Some cases even expose the risk of corruption in the asset management process.

Overall, although China has made certain progress in the management of administrative state-owned assets in recent years, such as streamlining the management system, improving the institutional framework, and saving financial funds, it is still necessary to continuously increase improvement efforts in refined management, information construction, and internal management mechanisms of units in the face of new situations and requirements, in order to comprehensively enhance the level of state-owned asset management, ensure the effective utilization and preservation of assets.

## **4. CURRENT SITUATION AND ANALYSIS OF STATE-OWNED ASSET MANAGEMENT IN ADMINISTRATIVE INSTITUTIONS**

### **4.1. Current Situation of Administrative State-Owned Assets Management in Yibin City**

After in-depth analysis of the current situation of administrative state-owned asset management in Yibin City, it was found that there are four core problems in the management of administrative state-owned assets in Yibin City, which urgently need to be highly valued and effective measures taken to solve them.

#### **4.1.1. Poor basic management leads to chaotic asset management**

10 municipal level administrative institutions have basic management issues such as unregistered housing assets, discrepancies between financial accounts and physical assets, and failure to register and change ownership of assets, involving more than 40 houses with a construction area of approximately 17000 square meters. The lack of solid basic management has led to unclear assets and unknown numbers of relevant administrative institutions, resulting in the loss of the bottom foundation for standardized asset management.

#### **4.1.2. Improper rental management and potential risk of loss of state-owned assets**

Seven municipal level administrative institutions have issues such as rent receivables not being collected and failure to fulfill rental approval procedures, involving 10 housing assets with a construction area of 7100 square meters. Among them, a certain unit has outstanding rent receivables of 352100 yuan and has not fulfilled the rental approval procedures to reduce rent by 4.0173 million yuan.

#### **4.1.3. Inadequate management of usage, resulting in idle and wasteful assets**

Two administrative institutions are involved in three long-term idle land assets, among which one unit has lost four land certificates and cannot determine the area. Four leased properties have been idle for a long time, involving a rent of 268900 yuan; The usage of one Shenzhen property asset is not high, and compared to the past, it not only does not generate rental income, but also bears an annual expenditure of 55200 yuan on property management fees and other expenses.

#### **4.1.4. Conversion of construction in progress to fixed assets with low efficiency in obtaining property ownership certificates**

The construction project of a certain unit was delivered for use at the end of August 2009, and the financial settlement for project completion was processed. However, due to incomplete information provided by the construction agency, the property ownership certificate has not been processed yet;

The construction project of a certain unit was delivered for management and use in 2011, but due to the reasons of the construction agency, the final settlement has not been processed yet; The construction project of a certain unit was delivered to the city for use in July 2021 and May 2021 respectively, but the final settlement has not been completed yet. In summary, many administrative institutions' construction projects that have been converted into fixed properties do not have property ownership certificates, and are temporarily recorded based on existing evidence and estimated value.

## **4.2. Challenges Faced in the Management of Administrative State-Owned Assets**

In the past decade, significant progress has been made in the management of administrative state-owned assets in China, with a qualitative leap in both institutional and systemic construction. However, behind the rapid development, there are still two major management challenges that urgently need to be addressed, which pose significant challenges to improving management efficiency.

### **4.2.1. Management system still needs comprehensive optimization**

At present, the work of streamlining the management system has not been fully completed, mainly reflected in the obstacles to collaborative cooperation between different regulatory departments. From a vertical perspective, the blurred boundaries of responsibilities between municipal finance and government affairs management departments have led to the phenomenon of management responsibility shifting, which has affected management efficiency and effectiveness. At the same time, there is a lack of unified standards for the management of administrative state-owned assets between superiors and subordinates, and the phenomenon of multiple management is common. This not only leads to inconsistent policy interpretations or even policy gaps, but also directly weakens the authority and effectiveness of supervision. For example, relevant departments may be unable to provide accurate answers in a timely manner due to unclear functions or information blockage, exacerbating confusion and chaos in policy implementation. From a horizontal perspective, although the hierarchical management model of finance supervisory department administrative institutions has deeply rooted in people's hearts, the supervisory department often feels powerless when dealing with the dual management requirements of finance and government affairs management departments. Especially with the introduction and implementation of new policies, there are often conflicts with existing systems or policies, such as the approval and management of idle housing rentals by administrative units, which is a typical example. These issues all demonstrate the need for a deep reform of the management system to explore solutions that are more in line with practical work needs.

### **4.2.2. The construction of internal control system in administrative institutions lags behind**

At the regulatory level, China has established a relatively complete system of systems and mechanisms. However, in terms of asset utilization and management, the internal control system of administrative institutions at all levels is particularly weak, especially in grassroots units. Firstly, the lack of independent asset management personnel is a common phenomenon, leading to unclear asset management responsibilities and inefficient processes. Many units' separate asset management from financial management, with physical management mostly handled by the logistics department, while financial management personnel have little knowledge of the status of physical assets, resulting in an awkward situation of "separation of accounts and materials". Under this management model, there is a frequent occurrence of discrepancies between accounts and actual assets, as well as between accounts, which seriously affects the accuracy and completeness of asset information. In addition, grassroots units generally face the problems of aging asset management personnel and insufficient professional abilities, and even with sound policy systems, it is difficult to effectively implement them. Taking Yibin City as an example, more than half of the supervisory departments have not yet established a sound internal control system for asset management, which undoubtedly restricts the overall improvement of asset management level. Therefore, strengthening the construction of internal control systems in administrative institutions and enhancing the professional competence of management personnel have become important issues that urgently need to be addressed.

### **4.3. Analysis of the Causes of Existing Problems**

#### **4.3.1. Lack of proactive management awareness**

The deep-rooted reason for the management of administrative state-owned assets lies in the long-term underestimation and neglect of their value. Compared to state-owned enterprises that directly contribute economic benefits, administrative state-owned assets have long been placed in a secondary position due to their non direct profit-making nature. This biased cognitive orientation has led to a significant lag in the pace of innovation in the field of state-owned asset management by the government during the administrative reform process, compared to the overall economic environment and the pace of change in state-owned enterprises. The management's disregard for state-owned asset management positions further exacerbates the complexity of the problem. The arbitrariness and non-professionalism in personnel allocation have led to a widespread lack of professional knowledge and responsibility in the management team. Management personnel have insufficient understanding of the core values and urgency of state-owned asset management, which directly weakens management efficiency and makes it common for the asset base to be unclear and the boundaries of rights and responsibilities to be blurred. Due to the lack of systematic professional knowledge updates and opportunities to improve practical abilities, management personnel are unable to handle the increasingly complex and changing tasks of state-owned asset management. The accuracy of account management is greatly reduced, and the problem of discrepancies between accounts and reality frequently occurs, seriously restricting the overall level and development potential of state-owned asset management in administrative institutions. To fundamentally solve various problems in the management of administrative state-owned assets, it is necessary to start with changing ideological concepts, recognizing and enhancing the importance of state-owned asset management, and strengthening the construction and professional training of management personnel. With professional and standardized management methods, we can promote the comprehensive improvement of state-owned asset management level.

#### **4.3.2. Lack of sound management system**

For a long time, governments at all levels in various provinces and cities have faced a series of historical legacy issues in the field of state-owned asset management, resulting in a complex management system and a lack of unified standards, leading to a situation of fragmentation and chaotic management. The core of this situation lies in the unclear management subject, vague definition of responsibilities, and the phenomenon of functional overlap and unclear authority among state-owned asset management departments. For example, the positioning of management entities is vague, the boundaries of rights and responsibilities between government affairs management, financial management, and asset use units are unclear, and the allocation of rights within finance, supervisory departments, and use units in financial and asset management is also unclear. This institutional defect not only weakens management efficiency, but also easily leads to responsibility shifting when problems arise, making it more difficult to quantify and manage state-owned assets. A series of complex problems arise, seriously hindering the effective management of state-owned assets by administrative institutions. In addition, the lag in legal construction further exacerbates management difficulties, lacking a comprehensive and systematic legal and regulatory system, resulting in arbitrariness and confusion in management practice, making it difficult to adapt to new challenges in the new situation. At the same time, there are contradictions and conflicts between local regulations and policies issued by various levels of management departments, and the enforcement efforts are uneven, further weakening the management effectiveness. Therefore, building a sound state-owned asset management system and a comprehensive legal system, clarifying the scope of responsibilities and operational norms of management institutions, and enhancing the professionalism and systematicity of management have become urgent needs and key to improving the efficiency of state-owned asset management in administrative institutions. This is not only the only way to solve

the current management chaos, but also an indispensable solid support for the standardization and legalization of state-owned asset management.

#### 4.3.3. Lack of reasonable resource allocation

The core of the purchase funds for state-owned assets comes from fiscal appropriations, so its allocation efficiency is directly related to the optimization of fiscal fund allocation and is the key to the efficient utilization of public financial resources. Reasonable asset allocation is not only related to the decision-making of asset distribution and quantity, but also deeply affects the input-output ratio of fiscal funds and the social welfare it brings. However, in the current practice of state-owned asset management, the problems of imbalanced allocation and lax management have become prominent, leading to unclear asset reserves and high barriers to cooperation between departments. Of particular concern is that administrative institutions have deviated from the established approval track in asset adjustment, which has directly triggered a chain reaction. If technical institutions lack scientific planning and careful evaluation during equipment updates, blind procurement may lead to the "dormant" state of technical equipment, seriously restricting resource utilization efficiency and causing unnecessary waste. In addition, the bias in resource allocation may exacerbate the imbalance in financial resource allocation, causing some key areas or projects to fall into the dilemma of funding shortages. Given this, it is imperative to strengthen the rational allocation and refined management of state-owned assets.

#### 4.3.4. Lack of comprehensive information technology construction

With the rapid development of technology, the diversification of information acquisition channels has brought unprecedented opportunities for administrative institutions in the field of state-owned asset management. In practice, it is not difficult to find that although many units have adopted information technology platforms to assist in state-owned asset management, their potential has not been fully tapped, resulting in poor flow of management information, barriers to information sharing still exist, and many advantages of information management have not been fully demonstrated. The root cause of this situation lies in the fact that the design of existing information platforms still needs to be improved, with a lack of scientificity and professionalism. The connection between functional modules is not smooth enough, and the operation interface is not intuitive and simple enough, which affects the accuracy and timeliness of information management. On the other hand, management personnel are not proficient enough in using information management tools, and their understanding of physical management of state-owned assets is not effectively integrated with information systems, which can easily lead to discrepancies between accounts and actual assets, thereby endangering the authenticity and integrity of state-owned asset data and posing hidden dangers to asset management security.

Therefore, administrative institutions must pay attention to the continuous optimization and upgrading of the platform, strengthen the information technology training of management personnel, enhance their information operation ability and refined understanding of state-owned asset management, in order to achieve consistency between accounts and reality, and ensure the accurate and efficient operation of state-owned asset management.

## 5. SUGGESTIONS FOR OPTIMIZING MANAGEMENT MODE

### 5.1. Improve the Management Ability of Management Personnel

The primary task of administrative institutions in optimizing the management of state-owned assets is to elevate the level of emphasis on asset management from top to bottom, ensuring that senior leaders set an example and lead the entire unit to give sufficient attention to state-owned asset management. Subsequently, based on the specific operational status of the unit, a detailed and practical management system and implementation plan will be tailored to provide clear and

followable standards and frameworks for state-owned asset management. To ensure the effective implementation of the system, it is necessary to establish and improve the organizational structure of state-owned asset management, set up specialized management institutions or positions, clarify the division of responsibilities, and be responsible for the daily management and maintenance of state-owned assets. At the same time, we attach great importance to the construction of talent teams, select personnel with high sense of responsibility and professional qualities to take up management positions, and continuously improve the professional skills and comprehensive quality of management personnel through organizing systematic collective training and encouraging various systems to carry out characteristic independent training.

This series of measures aims to cultivate the correct concept of state-owned asset management among managers, encourage them to strictly abide by rules and regulations, and internalize them as personal professional ethics, manifested in every detail of daily work. By strengthening the sense of responsibility and mission of management personnel, promoting their efficient and standardized performance of management responsibilities, ensuring the safety and efficient utilization of state-owned assets, and ultimately maximizing the value of state-owned assets.

## **5.2. Establish and Improve A Unified State-Owned Asset Management System**

In the process of building an administrative state-owned asset management system, the core concept of "the state as the sole owner, the government implementing a hierarchical supervision strategy, and units responsible for specific use and implementation" should be upheld, aiming to form a unified and efficient management system. The supervisory departments at all levels bear the responsibility of formulating specific management systems that closely comply with national laws and regulations, and are granted approval authority for the daily use and disposal of assets. At the same time, they maintain communication and filing with the financial department to ensure smooth and transparent management processes. As a front-line position, asset utilization units need to fully assume the management responsibilities of the entire life cycle of assets. From budget preparation to allocation, use, disposal, and revenue submission, all links need to be finely operated, and internal control mechanisms need to be established and improved to strengthen daily supervision. At the same time, these units should maintain an open attitude and actively accept regular or irregular supervision and inspection from the financial and supervisory departments to continuously improve management efficiency. Deepening the understanding of state-owned assets within the unit is equally important, as it helps to accurately grasp the quantity of assets and lays a solid data foundation and strong information support for the formulation of subsequent management strategies. On this basis, management personnel strictly implement the state-owned asset management system, refine the asset procurement process, ensure its compliance and efficiency, and establish a sound performance evaluation system to comprehensively evaluate the utilization efficiency of administrative state-owned assets.

## **5.3. Optimizing the Allocation of State-Owned Asset Management**

At the level of administrative institutions, asset management needs to closely align with actual needs, by revitalizing idle assets, optimizing the allocation of in use assets, and achieving the maximum utilization of assets. For assets that need to be updated, a strict reporting system should be established to achieve the goal of evidence-based asset allocation decisions and standardized and orderly management processes. At the same time, the government should take the lead in building a specialized asset procurement platform and establish an authoritative and unified asset management agency to coordinate the overall situation. For key equipment, finance and user units need to establish a multi-level accounting system, relying on the government procurement information system, to achieve a comprehensive perspective on the status of state-owned assets. And in order to accurately evaluate the efficiency and rationality of asset utilization and allocation, the government should regularly dispatch professional audit teams to the front line to conduct on-site inspections and

efficiency evaluations. These on-site investigations will directly reflect the true operating status of assets and provide solid data support for optimizing resource allocation. In addition, asset cleaning work should be carried out on a regular basis, and outdated, damaged, or long-term idle assets should be disposed of in a timely manner to avoid resource waste and improve the effectiveness and economy of asset management.

At the same time, we will strengthen the standardized management of asset allocation declaration, require administrative institutions to strictly comply with national processes, improve internal control systems, and ensure that every link of fund and asset management is effectively guided, constrained, and supervised. Taking technology procurement as an example, units need to submit applications on the premise of mature technical conditions, and after approval, strictly follow the budget and standards to carry out procurement, in order to ensure the scientific allocation and efficient utilization of state-owned assets.

#### **5.4. Clarify the Management Scope of State-Owned Assets**

In the state-owned asset management system of administrative institutions, the management perspective should be widely expanded, not only focusing on the maintenance of fixed assets, but also incorporating diversified assets such as monetary assets, intangible assets, and working capital into the core management scope. In practical operation, we attach great importance to the management of accounts receivable and non-traditional asset categories, establish a rigorous accounts receivable approval mechanism, and implement a regular verification system to ensure the timeliness and completeness of fund recovery. For funds that are difficult to recover, the responsible person should adopt strict review procedures and use legal means to pursue them, in order to prevent unjustified loss of assets.

For outbound investment activities, administrative institutions should adhere to the principle of prudence, prioritize risk assessment, and ensure that every investment decision is based on sufficient market research and comprehensive considerations. At the same time, strict implementation of the external investment approval process ensures compliance as the first line of defense to reduce investment risks. In the management process, the person in charge needs to maintain a high degree of market sensitivity, closely monitor the operation status of investment projects and changes in the external environment. Once potential risk signs are discovered, the emergency response plan system should be activated immediately, and effective strategies should be taken to intervene to maintain the safety and appreciation potential of external investment assets, striving to minimize potential losses.

In summary, by implementing a series of comprehensive and meticulous management strategies, administrative institutions will achieve a leapfrog improvement in the comprehensive management capability of state-owned assets, thus building a solid and solid foundation for the sustained and stable development of the institution.

#### **5.5. Enhance the Informatization Level of State-Owned Asset Management**

Building an efficient and professional state-owned asset information management platform is a key cornerstone for administrative institutions to move towards information-based and optimized management of state-owned assets. Within the existing integrated budget management framework, embed and strengthen the asset management module to achieve deep integration with core modules such as government procurement, accounting, and non-tax revenue management, thus building a full chain control system from the source of funds to the end of assets. This integration not only promotes seamless integration between budget management and asset management, but also ensures mutual support and dynamic adjustment between the two. Specifically, the asset management module should comprehensively cover key aspects such as asset disposal, income management, depreciation accounting, asset inventory, risk warning, and decision support, forming a refined control over the entire lifecycle of asset management. By deeply integrating the asset management module into the

budget management integrated system, it is possible to achieve reasonable regulation of incremental based on asset stock, while flexibly adjusting stock allocation according to incremental demand, thereby achieving the goal of optimizing resource allocation and improving utilization efficiency.

In addition, the asset management module can also serve as a data bridge, providing asset allocation reference information to the integrated budget management system and providing solid data support for budget preparation. After the budget is finally approved, the budget module will transmit the relevant new asset budget information back to the asset management module, laying a solid foundation for subsequent asset management performance evaluation.

The introduction of information management has greatly promoted the deep integration of state-owned asset management and financial management, achieved real-time sharing and efficient utilization of asset information, and significantly improved the accuracy and transparency of management. To ensure the smooth operation and efficient utilization of this platform, it is necessary to strengthen the information technology training for state-owned asset management personnel, ensure that each participant can proficiently master the platform operation, clarify their own responsibilities, and jointly promote the safe and efficient management of state-owned assets. Through the implementation of these comprehensive measures, administrative institutions will be able to significantly improve the level of state-owned asset management and contribute to the sustainable development of public finance.

## 6. RESEARCH CONCLUSIONS AND PROSPECTS

Based on the analysis of existing literature and advanced experiences at home and abroad, this article analyzes the current situation of administrative state-owned asset management in Yibin City, revealing a series of problems in the management of administrative state-owned assets in China. These problems mainly stem from two aspects: firstly, the management system has not been thoroughly straightened out, resulting in barriers to resource sharing and insufficient coordination mechanisms among regulatory departments, which affects management efficiency and effectiveness; The second issue is the weak internal control system of administrative institutions at all levels, including prominent problems such as inconsistencies between accounts and discrepancies between actual accounts, which seriously weaken the accuracy and transparency of asset management.

Based on the above analysis, this article proposes a series of countermeasures and suggestions aimed at optimizing management, innovating methods, and strengthening management effectiveness, taking into account the actual situation. Therefore, in order to promote the preservation and appreciation of state-owned assets, improve the efficiency of public finance fund utilization, and strengthen government governance capabilities, it is necessary for departments at all levels to explore and implement more efficient and scientific administrative state-owned asset management models, thereby promoting the improvement and upgrading of the entire management system.

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