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A Case Study Based on the  
Bryson's Framework

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May 26<sup>th</sup>, 2013

# Outlines

- Research Motivation
- The Bryson's Framework
- Methodology
- Case Analysis
- Conclusion & Future Work

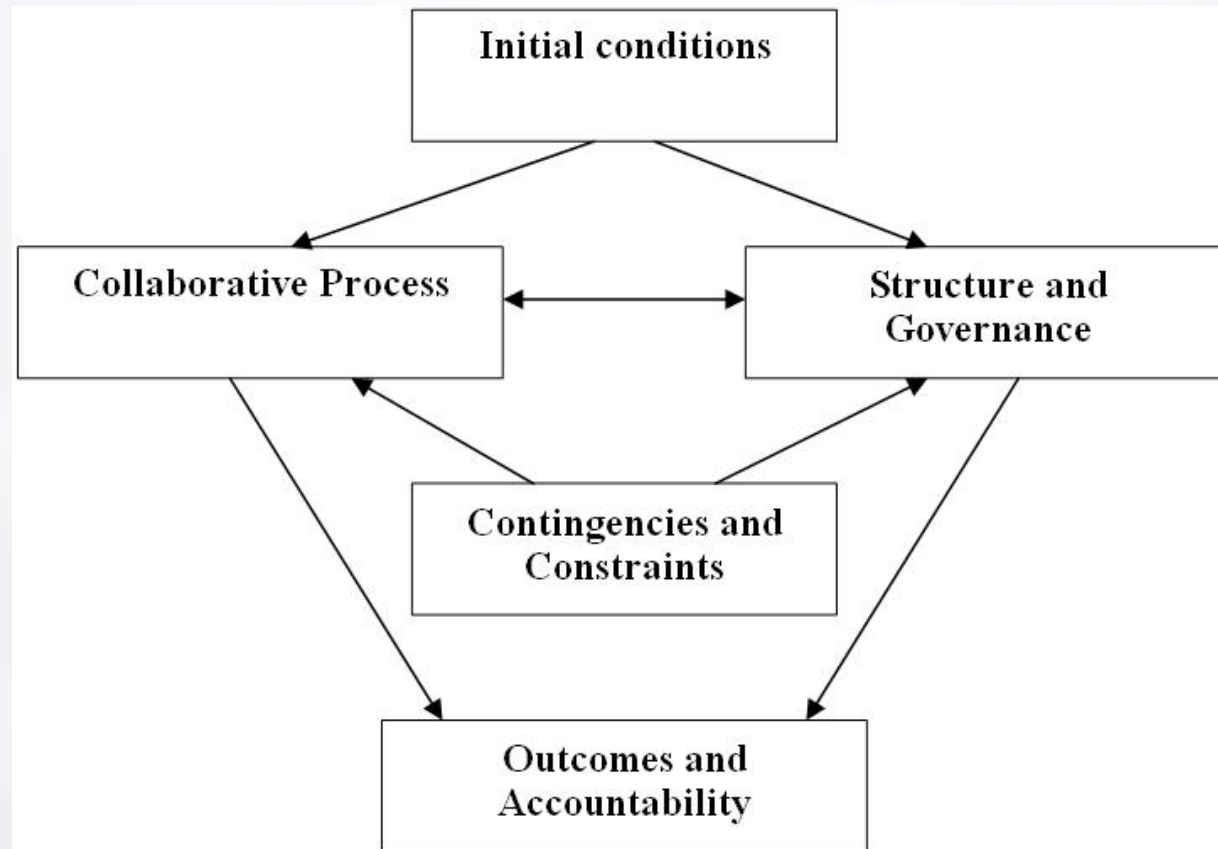
# Research Motivation

- Cross-Sector Collaboration (CSC)
  - A classical issue in Public administration research
  - CSC in information age
    - Opportunity--- IT makes broad information sharing possible
    - Challenge--- e-Government projects without collaboration always went to failure (Information island).
- The One-Stop Centre
  - A good case for both CSC and Information

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# Bryson's Framework



- Bryson et. al. 2006 (Public Administration Review)

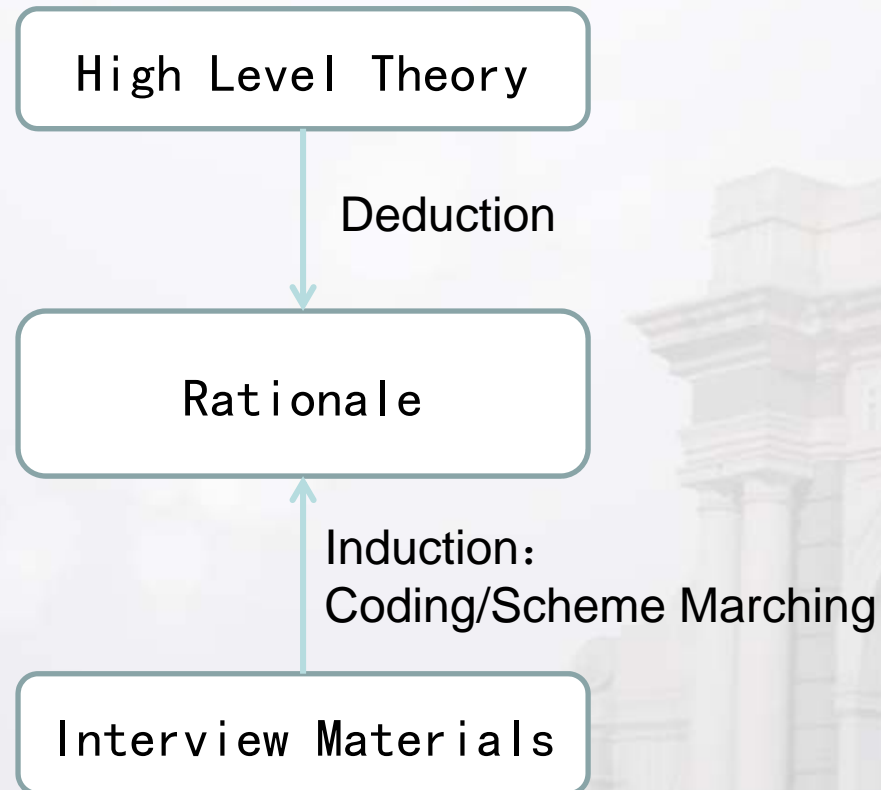
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# Methodology

- Data Collection
  - Conducting Several Interviews to key persons in the Quan-cheng-dai-ban projects (Chaoyang District, Beijing)
  - Collecting all related documents and records
- Analysis
  - Coding and Schema matching
  - Following to Yin (2003)' s principles

# Methodology





# Methodology

NAME	ABBR.	CORRESPONDING INTERVIEW RECORDS
Higher Authority Impact Rationale (Leadership)	HAIR	D122: unlike scientific research institutions, government mainly receives arrangements from higher authorities. Since the “Quan Cheng Dai Ban” is arranged by the higher authority, we all consider it as responsibility of our department.
		A 200: As a grass-root official who is better acquainted with the “Quan Cheng Dai Ban” system in her area, the interviewee cannot separate relevant work of the system from her daily routine work. In her point of view, whether to use the system or to receive orders from higher authorities makes no difference, and she and her subordinates will all follow the instructions (description.)
		Y203: It is rather troublesome to use the system as it requires repeated labor. It is just that higher authority requires us to use it.

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# Case Analysis

- Initial conditions
  - Motivation
    - Rural or Periurban Problem vs Urbanization
  - Uneven IT Infrastructures
    - High: less of enthusiasm (already have similar functions)
    - Low: less of condition ( no necessary hardware environment)
    - Medium: The most appropriate

# Case Analysis

- Process Components
  - Leadership (+)
    - A Top-down project
  - Legitimacy (+)
    - Related supporting policies in different levels of government
  - Trust (+)
    - The practitioners has experiences of working together in the one-stop service centre

# Case Analysis

- Process Components (Continued)
  - Initial Agreement (-)
    - IT project or cross-sector collaboration project?
  - Managing Conflicts (-)
    - Everyone knows, and no one try to solve
  - Planning (ns)
    - Low confidence, Far distance date

# Case Analysis

- Structure and Governance
  - Less power of the head of the one-stop service centre
  - Two boss for every service staff
    - Local government and vertical sector
  - Promotion route determines who is the real boss

# Case Analysis

- Constraints
  - Collaboration type
    - Superficial: Service delivery collaboration
    - Essential: Information integration
  - Power imbalances
    - Local government can not integrate information from mighty sectors such as police, tax
  - Competing institution logic
    - Performance evaluation lead to dilemma: cooperative relation or competitive relation?



# Case Analysis

- Outcomes and Accountability
  - Less of higher-order effects
    - Low information integration level
  - Feedback and Assessment
    - The feedback chain is too long to efficient



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# Conclusion

- Two paths
  - Top-down: to destroy information resource barriers among sectors
  - Bottom-up: to provide stable governance structure and leadership to one stop service centres
- The third one?

# Future Work

- To complete the comparative case study
  - To describe the two case by using the extended Bryson's framework
  - To find the key features of them, who make the differences of outcomes
  - To summarize the suggestions for



The background is a solid purple color. In the center, there is a faint, light-colored world map. Below the map, a city skyline with various skyscrapers is visible, mirrored across a horizontal line. The scene is decorated with numerous white, star-like light trails that curve and swirl across the frame, creating a sense of motion and energy.

Thanks !