1. Record Nr. UNINA9910639885003321 Autore Hadorn Susanne **Titolo** Network Management and Governance in Policy Implementation: The Case of Smoking Prevention Programs / / Susanne Hadorn Pubbl/distr/stampa Cham, Switzerland: .: Palgrave Macmillan, . [2022] ©2022 **ISBN** 9783031088087 9783031088070 Descrizione fisica 1 online resource (266 pages) Collana International Series on Public Policy Series Disciplina 320.6 Policy networks Soggetti Political planning Smoking cessation Lingua di pubblicazione Inglese **Formato** Materiale a stampa Livello bibliografico Monografia Nota di bibliografia Includes bibliographical references and index. Nota di contenuto Intro -- Acknowledgments -- Contents -- List of Figures -- List of Tables -- Chapter 1: Management and Performance in Collaborative Networks: A Review of the Literature and the Contribution of This Book -- 1.1 The Age of Collaborative Service Delivery -- 1.2 Definition of the Concept 'Networks' -- 1.3 Determinants of Network Performance -- 1.4 Deficits in the Network Literature -- References -- Chapter 2: Linking Characteristics of Network Managers' Work Context to Network Management and Project-Level Output -- 2.1 A Synthesis of the Analytical Framework -- 2.2 Conditions Distinguishing Different Network Managers in Terms of Their Work Context -- 2.2.1 Integration -- 2.2.2 Legal Status -- 2.2.3 Caseload -- 2.2.4 Policy Design Phase --2.2.5 Combinations of the Four Conditions -- 2.3 Effects of the Conditions Characterizing Network Managers' Work Context on Network Management Activities -- 2.3.1 The Phenomenon to Be Explained: Network Management -- 2.3.2 Condition 1: Integration -- 2.3.3 Condition 2: Legal Status -- 2.3.4 Condition 3: Caseload -- 2.3.5 Condition 4: Policy Design Phase -- 2.3.6

Configurational Effects -- 2.4 Explaining Performance in Networks -- 2.4.1 Network Performance: What Are We Measuring? -- 2.4.2

Dependent Variable: Policy Output -- 2.4.3 Network-Level Variables --Network Management -- Control Variables -- 2.4.4 Project-Level Variables -- Project Status -- Local Anchoring of Project Managers (Level) -- Policy Concept -- Control Variables -- 2.5 Recapitulation: A Causal Model of Conditions Characterizing Network Managers' Work Context, Network Management, and Project Outputs -- 2.5.1 Research Question 1: Characteristics of Network Managers' Work Context and Their Effects on Network Management -- 2.5.2 Research Question 2: Explaining Policy Outputs in Networks -- References. Chapter 3: A Multi-method Approach to Analyze Network Management and Policy Outputs -- 3.1 Case Selection -- 3.2 Operationalization --3.2.1 Network Management -- 3.2.2 Integration -- 3.2.3 Legal Status -- 3.2.4 Caseload -- 3.2.5 Policy Design Phase -- 3.2.6 Project Output -- 3.2.7 Network Size -- 3.2.8 Network Age -- 3.2.9 Project Status --3.2.10 Local Anchorage of Project Manager ('Level') -- 3.2.11 Concept -- 3.2.12 Instrument Type -- 3.2.13 Setting -- 3.2.14 Target Group --3.2.15 Dual Role -- 3.2.16 Project Manager Legal Status -- 3.2.17 Overview of Conditions/Variables, Categorization, Data, and Assessment Methods -- 3.3 Data Collection -- 3.4 Analysis and Methods -- 3.4.1 Descriptive Categorization -- 3.4.2 Crisp-Set Qualitative Comparative Analysis -- 3.4.3 Bayesian Ordered Logistic Regression -- References -- Chapter 4: Swiss Smoking Prevention Policies -- 4.1 Development of Smoking Prevention Policies -- 4.2 Cantonal Autonomy and National Coordination -- 4.3 The Cantonal Programs -- 4.4 The Role of the Network Manager in the Cantonal Policy Delivery Networks -- 4.5 The 13 Cantonal Smoking Prevention Networks -- 4.5.1 Overview of All 187 Projects -- 4.5.2 Cantonal Smoking Prevention Networks: Actor Constellation and Project Mix --Uri -- Zug -- Zurich -- Solothurn -- Basel-Stadt -- Basel-Landschaft -- Jura -- Fribourg -- St. Gallen -- Valais -- Vaud -- Thurgau --Ticino -- 4.5.3 Comparison of Different Actor Constellations and Project Mixes -- References -- Chapter 5: Connecting Network Managers' Work Contexts with Network Management -- 5.1 A Description of the 13 Network Managers and Their Work Context Studied -- 5.2 Policy-Specific Patterns in Empirically Observed Configurations -- 5.3 Observed Network Management Strategies --5.3.1 Process Agreements -- 5.3.2 Exploring Content -- 5.3.3 Arranging -- 5.3.4 Connecting. 5.4 Qualitative Comparative Analysis and Case Studies -- 5.4.1 Active Network Management -- 5.4.2 Non-active Network Management --5.4.3 Contradictory and Unexplained Cases -- 5.5 Discussion -- 5.5.1 Balancing Project-Level and Network-Level Responsibilities -- 5.5.2 Configurational Explanations for Non-state Network Managers' Activity Level -- 5.5.3 Configurational Explanations for Public Network Managers' Activity Level -- 5.5.4 Additional Qualitative Insights on the Links Between Network Managers' Work Context and Network Management Strategy Choices -- 5.6 Interim Conclusion -- References -- Chapter 6: Linking Network-Level and Project-Level Factors to Policy Outputs -- 6.1 Bayesian Ordered Logistic Regressions -- 6.2 Exploring Effects Through Case Studies -- 6.2.1 Extra-cantonal Project Managers and the Challenge to Create Local Anchorage -- First Case (Supporting the Results of the Regression Analysis) -- Second Case (Challenging the Results of the Regression Analysis) -- Explaining Differences in the Outputs and Discussing the Relevance of the Results of the Regression Analysis -- 6.2.2 Effects of Conceptual Problems on Project-Level Outputs -- First Case (Supporting the Results of the Regression Analyses) -- Second Case (Challenging the Results of the Regression Analysis) -- Explaining Differences in the Outputs

and Discussing the Relevance of the Results of the Regression Analyses -- 6.2.3 Interaction Between Network Management and Performance of New Projects -- First Case (Examining the Effects of Non-active Network Management in New Projects) -- Second Case (Examining the Effects of Active Network Management in New Projects) -- Explaining Differences in the Outputs and Discussing the Relevance of the Results of the Regression Analyses -- 6.3 Discussion -- 6.3.1 Hypothesis Testing.

6.3.2 Network Management and Project Performance: The Benefit for New Projects' Outputs -- 6.3.3 Project Managers' Local Anchoring: Gaining Access to Multipliers and Target Groups -- 6.3.4 Solid Policy Concepts: The Foundation for High Output Performance -- 6.3.5 Explaining the Statistical Insignificance of Control Variables -- 6.4 Interim Conclusion -- References -- Chapter 7: Drivers and Obstacles to Active Network Management and Their Influence on Network Performance -- 7.1 Network Managers and Their Dual Role: A Potential Danger to Network Management -- 7.2 The Benefit of Network Management for New, but Not for Existing Projects -- 7.3 Internetwork Dynamics: A Question of Systems Design and Network Management -- 7.4 Perceived Performance Versus Measured Performance -- 7.5 The Importance of Project-Level Characteristics in Understanding Network Performance -- 7.6 Trust in Mandated Networks -- 7.7 The Importance of Institutional Design Strategies in Facilitating Network Management -- References -- Chapter 8: How to Improve Collaborative Policy Delivery within Networks: Theoretical and Practical Insights -- 8.1 Summary of the Key Findings -- 8.2 Limitations -- 8.3 Theoretical Implications -- 8.4 Practical Implications -- 8.5 Conclusive Remarks -- References -- Index.