Governmental Social Responsibility Model
An Innovative Approach of Quality in
Governmental Operations and Outcomes

An ambitious Project in the frame of the SOUTH EAST EUROPE
TRANSNATIONAL COOPERATION PROGRAMME.

The Challenge and the Project's Concept and Objectives

Over the last years the concepts of "total quality", and "continuous improvement", "excellence" and – recently - *"Corporate Social Responsibility"* (CSR) have penetrated "organizational life" (mainly of private companies) whilst positively affected "organizational culture" and in most cases led to multiple benefits (for example, improvement in fields such as productivity, efficiency, effectiveness, etc. and, most of all, at the levels of satisfaction and positive attitude of customers, employees, collaborators, and of "contribution to the community").

The Public Sector, in many countries and cases, confronts serious problems with issues such as productivity, functionality, lack of impartiality, quality of services, interaction with "clients" (citizens and legal entities), etc. : it seems to be "obsolete" and this is not only in relation to its "operational capacity" but also in concern to the fact that the major problem lays in their "organizational culture", which creates obstacles to any efforts for "moving ahead" and also raises barriers in quality effectiveness.

A solution to this crucial problem and an effective response to this kind of relevant challenges could be the "transplantation" of "excellence" and "social responsibility" concepts to Public Sector's Agencies: such a process could lead to results such as the change of attitudes and the commitment towards continuous quality improvement, as well as to the adaptation of the philosophy and operation of a "conscious and socially responsible organization", smooth and effective interaction with its environment and substantial facilitation of its improvement.

In this context, the overall objective of "GSR Model" is to create conditions for developing "Sustainable Governmental Services", able to drive and coordinate Sustainable Socio-Economic Growth; this approach concerns the systematic and systemic incorporation of "Social Responsibility" and "Excellence" concepts in Governmental Agencies, and their development to "Qualitative and Conscious Administrators" of the elements comprising the entire Socio-Economic System.

Project Objectives

G.S.R.'s central objective is to contribute to the overall development of the SEE regions by proposing and introducing changes in a sector that directly or indirectly affects all aspects of the economy, the society and the environment, namely the Public Sector. In this respect, G.S.R. is consistent with all national, regional and local policies, since a common characteristic of these policies in European level is the improvement of the efficiency and the offered services of the public sector on the one hand, and the development of territories respecting the principles of sustainable development on the other. Furthermore, the project is in consistency with other national, regional and local objectives.

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GSR

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More specifically, as the project's field of pilot implementation in Greece is entrepreneurship and innovation, the project is consistent with the country's objective to promote innovation, improve the institutional environment and increase the country's attractiveness.

Implementation in Bulgaria will be held in the Ministry of Health covering the field of healthcare which is considered as a top priority in the cohesion policy agenda. Furthermore, pilot implementation in Bulgaria is consistent with two other objectives, namely the promotion of balanced territorial development and the protection of the environment. As in the case of Greece, Hungary has also set up objectives concerning promotion of innovation and strengthening of knowledge economy. In this respect, a pilot project will be implemented in this field. Moreover, the project is consistent with Italy's objectives to develop knowledge circuits, improving living standards and providing services for quality of life. Furthermore, GSR's objectives are consistent with Romanian policy objectives to promote a balanced territorial development. Last but not least, Bosnia-Herzegovina's policy of promoting entrepreneurship

Domains of intervention

- *Public services* (public administration, demographic services, fiscal services)
- **Economy (**Development Agencies, commerce se**r**vices, License Agencies)
- *Environment protection* (Waste and water management, environment)
- *Health and social protection* (housing, recreation services, hospitals, public health)
- *Education* (schools, universities)
- *Public utilities*
- *Public transport*

Expected results

- GSR Mechanism, an integrated, innovative and effective tool, ready–to–use
- The training for experts of numerous stakeholders/ Actors of all categories
- The pilot application process, assistance, testing and improvement of products,
- Dissemination and mainstreaming, involving a considerable number of stakeholders.
- Further expansion of the application through the GSR-Net
- A significant impact at the policy-making level
- Integration of the GSR Mechanism's elements (Standard-Model-Certification System) in relevant policies and measures
- Harmonization of the regulatory and operational framework for constantly improving Public Services' competences, "organizational culture", quality and social responsibility.

Greece

**ELOT Hellenic Organization
 for Standardization
 (Lead Partner)
www.elot.gr**

**E.C. Business and Innovation
Centre of
Attika (BIC of Attika),
 www.bicofattika.gr**

**University of Patras
 Department of Business
Administration www.upatras.gr**

**Prefecture of Piraeus,
www.nomarhiapeiraia.gr**

Italy

**University of Salento
Department of Innovation
for Engineering, www.dii.unile.it**

**Basilicata Region,
Department of Business,
Enterprises and Technological
Innovation Policies
www.regione.basilicata.it**

REGIONE BASILICATA

The South East Europe Programme

*For 14 countries the eligible area is the whole territory of the
Bulgaria, Romania, Croatia, the former Yugoslav Republic
In 2 countries only certain regions are eligible: In Italy these
Friuli-Venezia-Giulia, Emilia Romagna, Umbria,
In Ukraine :*

Partners

Municipality of Bari,
www.comune.bari.it

Bulgaria
Ministry of Health,
www.mh.government.bg

**Union of Bulgarian Black Sea
Local Authorities**
www.ubbsla.org

Romania

Municipality of Iasi
www.primaria-iasi.ro

Hungary

**INNOSTRART
National Business**
www.innostrart.hu

Bosnia – Herzegovina

**Business Service Centre
of Government of
Zenica-Doboj Canton**,
www.bsczdk.ba

Area includes 16 countries.
country namely for Albania, Austria, Bosnia and Herzegovina,
of Macedonia, Greece, Slovakia, Slovenia and Moldova.
regions are : Lombardia, Bolzano/Bozen, Trento, Veneto,
Marche, Abruzzo, Molise, Puglia Basilicata
Cjermovestka, Oblast, Ivano-Frankiviska

The Project's Activities

The axes around which the project's action will be deployed, and the main results expected are:

a) Elaboration of the „Standardization Document" (analytical profile) of a „Socially Responsible-Totally Qualitative" Government Agency (GSR Standard Profile) based upon review, comparative evaluation and integration of relevant best practices, standards and standards and codes.

b) Development of a Model Management System (GSR Model) and of supportive Methodological Tools, whose application could lead in satisfying the Standard's criteria and requirements set by the GSR Profile. The model will be in a generic form, adaptable to the existing system and the particular needs of each Unit.

c) Establishment of a competent „GSR Transnational Expert Network", and design of an application of relevant Pilot Strategies, stressing on Capacity Building of Actors and participants involved, as well as the implementation of the GSR Mechanism in „pilot sectors" of selected Governmental Agencies (the levels of application will be the Regional/Local level)

The Pilot Strategies will comprise:

-Awareness Raising of executives of the Public Services, of representatives of important Actors/Stakeholders of all related categories in each target region – consultation - Design, Planning and organization of training Seminars in excellence and Social Responsibility in the Public Sector.

-Evaluation of the Target Units/Governmental Agencies, Elaboration of the „Transition Plans" for attaining the criteria of the GSR Profile- Specification/Adaptation/ Incorporation of the GSR model System to each involved Agency, Monitoring and Evaluation of Results, Elaboration of a Sustainability and Further Exploitation Plan.

Work packages

WP1 – Transnational project management

GSR is characterized by strong interlinking of its WPs and activities, and by an intensive involvement of the partners in the implementation of each one of them. This WP includes the establishment and the operation of the Project Management Instruments, elaboration of the Project Management System based upon partner's existing know-how and experience and constituting a coherent mechanism referring to all aspects (Organization Structure, Instruments, Authority, Roles, Procedures, Monitoring-Controlling-Auditing, Reporting, etc.), building up of the Project Management Supportive Software supporting management, coordination, monitoring (deliverables, time, finances, etc.) and reporting processes.

WP2 – Communication

The dissemination of GSR results and outputs to the widest possible audience is of major importance for achieving the goals set. This aim will be achieved by:

a) Awareness raising and animation of potential stakeholders of all categories,

b) intensive, wide dissemination and mainstreaming of results and outputs and assurance of strong impact. "Internal Communication", smooth flow of information and prompt interaction will be supported by the Project Management System

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WP3 – Identification and Analysis of the Current Status–Review and Evaluation of Best Practices, Standards and Codes

WP3 is setting the ground for production and implementation of the mechanisms and tools that will be developed in the frame of G.S.R. The main relevant characteristics of the target regions will be identified and analysed (target groups, existing mechanisms, systems, regulatory framework, etc.), and the prospects for the adoption of quality and social responsibility will be traced. Knowledge and experiences will be exchanged and existing standards and good practices will be evaluated on a comparative basis, providing basic elements for the development of the GSR Mechanism.

WP4 – Design–Development of the "Governmental Social Responsibility Mechanism"

The development of the GSR Mechanism: an integrated "set of tools" comprising : a GSR Standard including relevant standards-codes-practices (ISO Standards, EFQM Model, CSR codes and practices), a Model Management System of Total Quality, easily adaptable to the existing systems and to particular needs, an experimental "Governmental Social Responsibility and Quality Certification System", reflecting the Standard, a Methodology for establishing sustainable "Social Dialogue-Consultation" processes for continuous improvement, quality and social responsibility of the Public Services (involving significant Actors of all levels and types of Public Agencies, Expert and Representatives of various categories of "public services' recipients").
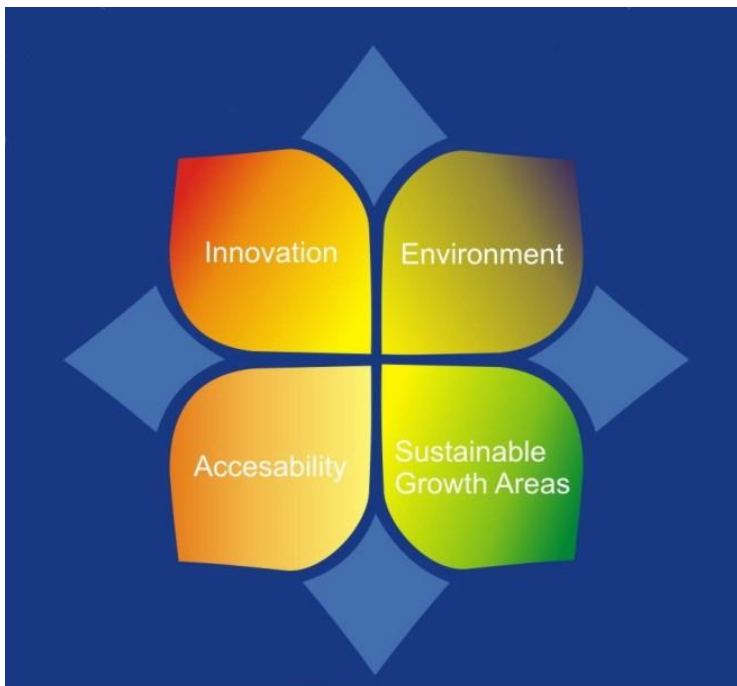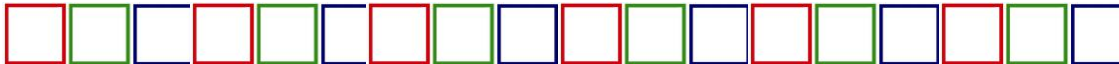
WP5 – Design of the Transnational "Governmental Social Responsibility Network"

WP5 concerns the design of the Transnational GSR-Net and of its local antennas - operative units that will be established in partners' structures (GSR Units). The GSR-Net will act in various fields: observation, analysis of evolutions, distribution of information, support of Governmental Agencies in the fields of quality, social responsibility, continuous improvement, coordination of Territorial Social Consultation Processes for Quality and Social Responsibility in the Public Sector. Also, activities for animating Actors/Stakeholders that will join the GSR-Net and the GSR Consultation Processes will be carried out, to prepare the ground for the pilot implementation process.

WP6 – Pilot Application of the GSR Mechanism-Operation of the GSR-Net: Capacity Building, Carrying out of the GSR Consultation Processes, Implementation of Pilot Plans

WP6 includes training packages, a pilot application process, aiming at testing and "refining" the mechanism and tools developed, but also creating a multidimensional "critical mass" (stakeholders, competent Network and "territorial platforms for consultation and collaboration" and strategies) which should become the basis for: a) adoption of the GSR concept and development of quality Governmental Agencies in the target regions, and b) sustainability and further expansion of the project's outcomes. The GSR Mechanism's specialisation will concern concrete sectors, selected depending on the needs of the project partners (entrepreneurship, environment, public services, knowledge transition, health, education).

www.gsrmodel.eu

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