

JACEK SZOŁTYSEK
ALDONA
FRĄCZKIEWICZ-WRONKA

**The application
of supply chain analysis
to the evaluation of the
effectiveness of social
service organizations^{1, 2}**

**1. The categories of a chain and a network in
creating value for a beneficiary**

Globalization, as the conditioning of contemporary life, has intensified the research on improving companies functioning, aimed at obtaining at least short-term advantage over competitors. The reason for such studies is the rapid expansion of the areas of real competition, causing both unprecedented opportunities for accumulating powerful assets and using them in accordance with the pre-established priorities, and risk of losing everything that the organizations possesses. Thus, a continuous and intensive search for areas to improve efficiency and effectiveness of businesses appears, and is accompanied by an attempt to find the answer to basic questions about how to be better than others. The answer might be found in the opportunities offered by functioning in chains and networks. Theoretical studies and their

Prof. dr hab. Jacek Szoltysek
University of Economics, Katowice
Prof. dr hab. Aldona Frączkiewicz-
Wronka
University of Economics, Katowice

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practical verifications served as an impetus for the attempts to apply business experiences onto the social field. Ever more often, contemporary management literature uses the concept of chains and networks to describe the process of creating value for the beneficiary in detail. Usually, one might find references to Porter's concept of the value chain and system, or to an earlier and much simpler concept of process line or product chain. The essence of the chain is simple, and based on the assumption that any undertaking can be represented as a sequence of functions or activities, the analysis of which allows for identifying the source of company's advantage over its competitors. This is because the organization that manages value more skilfully than others meets the needs of beneficiaries more effectively and more promptly. In the secondary sources, the notion of the value chain appears frequently in the context of value creation activities taken by many business entities. What the authors who use such a context mean is a linear process, which leads to the manufacture of products and the provision of services to final customers, and which begins with the procurement of raw materials. What emerges from such a representation, is a product chain in the simple form, and, in the joint management form - a supply chain (table 1).

Table 1. Product chain vs. supply chain

Feature	Product chain	Supply chain
The concept of inventory management	Independent efforts of companies	Joint inventory reduction
The concept of total cost	Minimizing the company's costs (attempts to)	Cost advantages for the entire chain
Time horizon	Short-term	Long-term
The amount of shared and controlled information	Limited to the needs of current (separate) transactions	Dependant on the requirements of planning and monitoring processes
Philosophy of business	Irrelevant	Unanimous in key companies' relationships
Management	Operations management	Strategic management
Joint planning	For separate purchase-sale transactions (occasionally)	Constant process
Leadership in the logistics chain	Unnecessary	Necessary to concentrate coordination processes
Risk and profit sharing	Each party incurs risk and receives profit on its own	Risk and profit are jointly shared on a long-term basis

Source: own work based on: Kisperska-Moroń 2003, s. 590

The dominant role in both these chain forms is played by material, information and financial flows. They occur between the chain links, and so the value chain is defined as “value creating activities all the way from basic raw materials, to component suppliers, and through to the ultimate end-use product delivered to the consumers” (Shank, Govindarajan, 1991). Figure 1 shows the relations between the phenomena of the product chain and the supply chain.

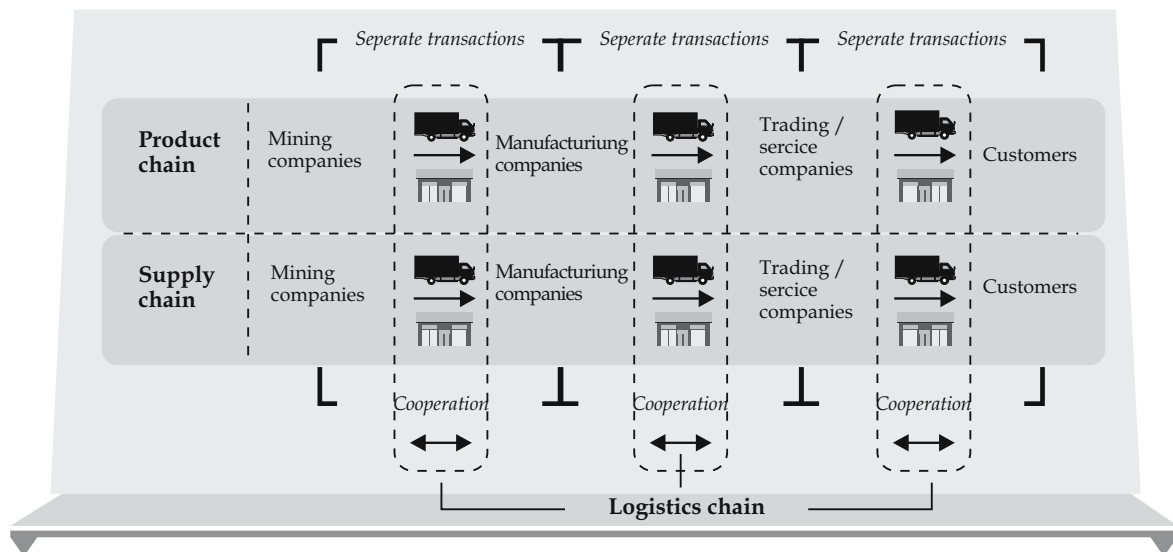


Figure 1. Product chain vs. supply chain

Source: Twaróg 2012

Finally, the concept of network and its significance to the completion of both economic and social processes is to be discussed. In this respect, the parallels between the public and the business sectors are exceptionally clearly visible. In order to find the answer to the question what a network is in economic theory, one should move back to year 1937, when the basic idea within the transaction cost perspective was presented. Its author, R. H. Coase (1937, s. 386-406) pointed out that activity coordination in the economic system is not attributed exclusively to the price mechanism, which operates by itself within the market. What also can be observed is planning, made by business entities that participate in the economic activities coordination. The author put forward, and the developed, a basic thesis that markets and firms should be regarded as alternative ways of coordinating economic activity, capable of mutual substitution. When the market mechanism costs increase, they can be reduced, but never will they

be eliminated. It is assumed that, when the market is not effective enough, businesses, taking over the role of the market, are established and developed. The coordination within their internal hierarchies provides them with potential solutions for situations in which market conditions do not meet the expectations of businesses. Therefore, if the costs of the market mechanism are too high, companies may be inclined to omit market relations and to replace them with relationships of the internal management hierarchies, under conditions of more extended enterprise. The key feature of internal relations within the hierarchy, in comparison to market relations, is that they require some form of explicit regulation, structured rules and a course of action. This means that they need a clear direction in their actions, with specific objectives or performance targets.

Organizing activities within the internal hierarchy might be taken by both the public and the private sector. Nonetheless, there are differences between the public and the private forms of hierarchical control or management systems. The public sector does not have to comply with the same commercial criteria, limitations and obligations, which the private sector firms are subjected to. In particular, the activities in the public sector are not constrained or coerced by being coordinated by the market system. Public organizations do not feel as strong a pressure to submit their activity and its effects to the same or similar commercial market criteria as private enterprises, because, should their organizational tasks fail, they are not eliminated from the business as rapidly. In other words - since the public sector entities are relatively autonomous and independent of external constraints, they are not forced to choose between coordinating activities in the market or these within the internal hierarchy. As it turns out, the model which present a network as a market-versus-hierarchy continuum explains patterns of economic development incorrectly, and fails to recognize role that mutuality and collaboration plays in the relationships between entities, as alternative mechanisms of coordination. The main assumption, on which the relationships in a network are based is that each party of the exchange can rely on the resources controlled by the other party, so that both of them benefit from drawing from various sources. Therefore, it is claimed that a network bases itself on direct personal contact and is often considered as an informal coordination form and activity practice (Thompson 2003, s. 30). One might state that, characteristically, a network is goal-oriented, as manifested by the promotion of such attributes as loyalty and trust, rather than administrative orders or the price mechanism. In turn, loyalty and trust, as the basis of mutual relations, enforce the care of the entity's reputation. Assuming that a network is a spatial structure, comprising of organizations which enter into relationships with each other in order to achieve a specific goal, then the

supply chain may be seen as a concrete and simplified linear implementation in a networked environment. The network environment itself is a natural area of the local partnerships implementation. With that premise in mind, it might be concluded that to provide social services is to organize activities in a networked environment, within a supply chain, and that this provision should be subjected to monitoring and evaluating its effectiveness.

2. Social services supply chain

Social services are an element of public services, which are a key area of state authority activities aimed at social, economic and regional cohesion in Europe. In the words of B. Kozuch and A. Kozuch, on the basis of management sciences, within their sub-discipline of public management, the nature of public services is determined mainly by the shared values of a given society, and the motivation behind the service provision. It is therefore important to define services of general interest, to know their place in the system of services, and the conditions for the implementation of these services, resulting in specific relationships between public organizations created to provide these services (Kozuch, Kozuch, 2008, p. 19).

The status of social services has been enhanced in the activities of the European Union by, among others, the European Parliament resolution of 14 March 2007 on social services of general interest in the European Union. The analysis of the document allows for the following clarifying categories of public social services and their place in a modern state (European Parliament resolution of 2007):

- social services of general interest (SSGIs) form one of the pillars of the European social model, play an essential part in securing civic peace and the European Union's economic, social and territorial cohesion, and are one of the means whereby the Lisbon Strategy objectives can be achieved,
- SSGIs are designed to carry into effect values shared throughout Europe including, among others, social justice, equality, solidarity and the development of democracy and freedom, and whereas the ultimate purpose of SSGIs is to uphold citizens' fundamental rights and respect for human dignity,
- SSGIs should not be regarded as a burden on public authorities, because, on the contrary, they generate positive externalities in terms of economic growth, prosperity, employment and social cohesion,
- SSGIs are delivered in a changing environment to which they have to adjust constantly in order to maintain high standards of quality and efficiency,
- the availability of essential social services varies considerably from one Member State to another; whereas, however, the services in question should be

- provided throughout the territory of the European Union in order to ensure its economic, social and territorial cohesion,
- social services must not in any circumstances be reduced to a residual category defined by the fact that they cannot be equated either with commercial services or with services of general economic interest; whereas, on the contrary, because of the sector of society whose needs they address, and the distinctive features of their organisation, funding and remit, SSGIs must be regarded as a separate and specific category of services of fundamental importance for society,
 - the SSGI sector provides employment for an increasing number of people, the rate of increase in employment in that sector is higher than the average in other sectors of the economy, a large number of women are employed in the sector, and the sector contains interesting flexible employment models, such as part-time working, 'flexitime' and voluntary work, which should be encouraged and receive adequate protection under employment law; whereas, on the other hand, the sector also presents alarming instances of job insecurity, which should be avoided.

Social services of general interest - like all public services, which they are a part of - are at the heart of human dignity, and guarantee everyone the right to social justice and full respect for their fundamental rights, as defined in the Charter of Fundamental Rights, as well as in international commitments, particularly in the revised European Social Charter and the Universal Declaration of Human Rights. They serve to guarantee social, territorial and economic cohesion, through the implementation of solidarity principle, in particular to respond to any adverse social phenomena that may threaten the physical and mental well-being of a human being, such as disease, advanced age, incapacity to work, disability, occupational instability, poverty, social exclusion, drug addiction, family and housing problems, difficulties related to the integration of foreigners.

The distribution and accessibility to services and goods held by the public sector happens on very different rules. Always, however, they take place according to a mechanism other than the market mechanism, and the paradigm of the state as a regulator of access to scarce or limited goods obliges it to seek methods of distribution in accordance with the principle of social justice, as well as to seek ways to maximize the profit from existing resources through good management. Obviously, this might be difficult and unrewarding for the entities involved in the distribution process. Such a division is performed mainly by the state administration - hence the administrative mechanism of the public goods distribution (Rosenbloom, Kravchuk 2005, pp. 436-476). The state performs the allocative function of dividing their resources between public and private goods,

and of determining the public goods structure. The main problem that arises in the allocation of these resources is to clarify the selection criteria, which the state would use when making decisions about the type and quantity of public goods and how to distribute them to individual members of society.

As for implementation, the distribution of social services occurs in traditional supply chains, which, in practical terms, may be evaluated in reference to their organizational maturity, regardless of where they are applied. The organizational maturity is composed of the following stages (Improving Supply Chain 2008, p. 8):

1. Initial - Stage refers to the very early stage of supply chain operation where everything is Relatively unorganized and not well-structured. The focus of the operation is expediency.
2. Stage - Managed refers to the stage of operation where the business owner starts to collect data on operational performance and apply some control over business operation.
3. Integrated - Stage refers to the stage of operation where management makes an effort to align and integrate resources to reduce wastage Which occurs due to a dry duplicated operations as redundant data entry or duplication in the preparation of functional reports.
4. Collaborative Stage refers to the stage of operation where management further optimizes the operation by extending its management scope to involve upstream suppliers and downstream customers and then initiating collaborative programs with these trading partners.

The essence of these stages is in fact their proper integration, in which the integrative function is performed by the chain leader. For the efficiency and effectiveness of organizations which provide social services, this is a *sine qua non* of their success. The issue of the emergence of actual leaders in supply chains has not been clearly and conclusively researched in reference to business yet. Still, one might assume that the chain link which is the most committed and motivated to maximize the effect of the whole chain's of activities, or is strongest in terms of its resources, becomes the chain leader in a natural way. In such a case, the particular link often takes over not only the actual, but also the formal power over the entire chain. However, there are certain situations, in which the supply chain management is entrusted to an entity external to the chain. This is so-called third-party logistics (3PL). Such a possibility is not to be considered as an option in case of the location of power in the social services supply chain .

The role and power of a leader carries an extensive share in the partnership in the chain with itself. Partnership is in fact co-participating and collaborating,

according to the principles of equal rights and duties, with regard to differences. Provision of social services can be improved by organizing them into local partnerships. For the parties which agree to collaborate, in a specific time period, in order to jointly diagnose local needs and determine the best ways of achieving their goals, such partnerships are placed within the centre of the coordination of their activities (Frączkiewicz-Wronka 2010, s. 30-31). According to the methodology of the Environmental Partnership Foundation (Serafin, Kazior, Biderman, 2008, 6), a partnership group is a local coalition, within which the representatives of different society sectors (governments, business, NGOs, schools, universities and ordinary people) work together to solve local problems and to achieve sustainable development in the region.

It is worth pointing out that the partnership is a process (see: Grewiński, Tyrowicz 2007, pp. 182-184), rather than a single act. It is intended to create long-term value, but also to bring people together and to unite local communities. The main objective of the partnership is mostly to motivate local communities, so that they work independently on solving their own problems. Thus, the critical factor that enables the stability and sustainability of social services supply chains is the need for joint ventures, that create value for both its members and a wider community. Partnership is therefore a form of compliance with the boundary conditions which correspond to leadership in business supply chains.

3. Evaluation of social services supply chain

Introducing the issues typical for a broad spectrum of social policy to the domain of public management encourages both researchers and practitioners to diagnose the efficiency of the organizations involved in the provision of social services, on the basis of strategic management theory, within the sub-discipline of public management. The beginning of the twenty-first century has brought a lot of research on networks that are created for the implementation of projects aimed at creating social values (Weiner, Alexander, 1998, 39-55; Dees, Anderson, Wei-Skillern, 2004, s. 24-32). The scarcity of public resources makes it necessary to seek such principles of organization of social service delivery system, that would make it effective and compliant to the principles of social justice. Local agencies often find it difficult to understand how their different contributions fit together into a delivery chain. They can even be hindering each other's efforts. This guidance on organising and running delivery chain analysis workshops should help partners to plan, manage, and deliver their local area agreement (LAA) outcomes.

The need for efficient delivery of services has led both practitioners and theorists to take an interest in inter-organizational cooperation, as the form in which these services can be provided (see Pollitt, 2003, p. 25-31, Newman, 2003). Modern approach to the provision of services means that its essence lies the use of synergy resulting from the stimulation of inter-organizational relationships. The problem which remains is thus not how to identify the chain, but how to adopt proper principles of research and evaluation to determine the effectiveness of specific organizations that provide social services.

Among the many proposals for the selection of tools for assessing supply chain social services, the authors decided to choose one that seems to be a relatively simple, yet fast and affordable way of making an evaluation. The method, or rather the tool comprises of a set of strategic questions, used for self-evaluation. The way that government departments ask and answer these questions will differ from the way that other partners in the chain will ask and answer them. It is important to recognize that the features referred to in each of the twelve questions apply as much to individuals in the delivery chain as they do to their organizations. To succeed, delivery partners need to make sure that both of these aspects are taken into account in the design of the delivery chain. Even where organizations have good internal alignment, if key individuals (whether leaders, middle managers or front line staff) have goals, incentives or an understanding that are not in accord with those of the delivery chain more generally, there is a risk that the delivery chain will fail. Sharing perspectives and reaching common shared conclusions will put delivery partners in a position to agree how to achieve far more effective and efficient delivery. Over the longer-term, as delivery chains are better understood and become more effective and efficient, Government will be able to set ever smarter Public Sector Agreement targets to improve local public services (see: Delivering Efficiently 2006, s. 5, Working better 2009).

4. The evaluation of social services supply chains in a pilot study of partnerships in Silesia

The study involved 11 institutions located in the Silesian Voivodeship. Nine of them were Local Social Welfare Centres, while the other two institutions were Local Family Support Centres. The institutions most frequently mentioned social, professional, educational and healthcare activation as the objectives of their local initiative programmes. An important objective of the implemented programmes was to prevent social exclusion and to bring the local community

together. For two of the programmes, the dominant objective was to restore the excluded people to the labour market. One of the programmes included improving the quality of life of disabled people, and their social integration. The duration of the studied programmes was various, and ranged from 2 to 6 years. The diagnostic sheet contained 5 sources of financing the local activity programmes or partnerships of other type. The organizations indicated from 1 to 3 different sources of financing its activities, the percentage of which is shown in table 2.

Table 2: Sources of financing

Source of financing	Number of choices	Percentage of choices
Assistance funds other than the systemic project financing (e.g. EOG)	3	15%
Assistance funds of the systemic project	8	40%
Funds at the level of the province (<i>voivodeship</i>)	1	5%
Funds at the level of the county (<i>powiat</i>)	0	0.
Funds at the level of commune or municipality (<i>gmina</i>)	8	40%
Total	20	100%

Source: own work

As seen above, sources of funding the researched programmes came mostly from the systematic project financing and from the commune/municipality budget. In the particular programmes, partnerships consisted of 2 to 16 members. The analysis of the responses concerning the connection between financing and the amount of organizations in the partnership showed that when the partnership involved many entities, funds came from the systemic project. In case of three of the programmes, the collaboration was based solely on oral or written formal contract that precisely defined the rules of collaboration. The form of an informal written contract setting out the general principles of cooperation, suggested by the research authors, was used in two cases. Three programmes were based on oral contracts, shaped on a formal written agreement.

The next aspect of the research was to define the level of collaboration between the organizations which form local activity programmes. Seven levels of collaboration were distinguished, and the research results are presented in table 3.

Table 3: Levels of cooperation

The level of cooperation	Description	Number of choices
Lack of relations	No joint activities in practice; our participation in the partnership is solely formal.	0
Communication	Our cooperation is limited to sharing information on ongoing activities.	0
Cooperation	We share information on ongoing activities, and we work on their implementation together.	3
Coordination	We work together, as separate organizations, to achieve our shared goals; by keeping each party informed, we prevent overlapping of goals and activities.	0
Collaboration	We work together and actively use opportunities for joint activity, but we do not have a formal contract.	4
Full partnership	We work together as a formal team, on the basis of regulations that determine the scope of our collaboration and activity. We have a formal contract.	2
Full link	We plan our activities together, we have certain rules of using resources and funds, we divide tasks between ourselves, we pursue shared goals.	2

Source: own work

The lowest level of collaboration proved to be cooperation, indicated in three cases. Four respondents chose *collaboration*, which is the most representative situation for the researched population. The two last forms of collaboration, *full partnership* and *full link*, were selected in case of four programmed altogether. In the relation of the researched issue to the formalization of partnerships, it is observed that these partnerships are mostly informal, and can be intuitively managed, by drawing on the tradition of informal collaboration, set in both professional and private bonds. The researchers dealt with semi-formal partnerships as well, the structure and activity principles of which are usually governed by partnership declarations and regulations. In the implementation of joint projects, the leader of the partnership was, in the case of the researched institutions, one of the commune/municipality organizations.

As the data presented in table 4 shows, in case of six of the local activity programmes, one of the organizations assumed the function of the entity responsible for management. A feature characteristic of the researched population is the fact that the implementation of their programmes did not require the involvement of any external body, the task of which would be to manage the programme.

Table 4: Local activity programmes management

The description of the management	Number of choices
Co-management is used, which means that each organization is involved in the decision-making process, as for the goals and methods of their achievement.	1
Making decisions and implementing them is clearly divided between the separate organizations that compose up the local activity programme.	4
One of the organizations involved in the local activity programme took over the function of a manager.	6
An external management entity was hired (e.g. a project manager, employed for the period of the programme).	0

Source: own work

By analyzing the connection between the management in local activity programmes and the previously analyzed levels of collaboration, one might conclude that if one of the organizations plays the role of a managing entity (a formal or informal leader), then the lowest level of collaboration is cooperation. Moreover, it is worth mentioning that the type of management characteristic for four of the researched programmes might be labelled as not very complex, task-oriented partnerships. Such a management type, the one which is not based on the authority of one leader, can be described as a flat organizational structure.

The diagnostic sheet contained a question, which, by applying supply efficiency to the area of public services, allowed for evaluating an organization's readiness to deliver services. The respondents provided the researchers with a material, on the basis of which twelve aspects of the effectiveness of public services delivery were examined. The assessment was based on a three-point scale (-1, 0, 1 point), and the interpretation of the results is presented in the table below (National Audit Office 2006, s. 6-7) (see table 5).

Table 5: The evaluation scale of public services effectiveness

The scope of evaluation [points]	==Interpretation==
from -12 to -9	High risk of failure
from - 8 to - 3 points	Inefficiency is likely and little effective delivery
from -2 to 2 points	Delivery may be effective in some parts of the delivery chain but only where capacity is strong
from 3 to 8 points	While delivery is effective, there is a risk of inconsistency and Potential Efficiencies are not fully realised
from 9 to 12 points	Highly effective and efficient

Source: own work, based on National Audit Office 2006, s.6-7

The researched aspects of efficiency may be divided into four groups of issues relating to supply chains:

1. Building the supply chain (Was the goal of the project clearly defined?, Is there any strong evidence to prove this fact?, Is the capacity and availability of resources sufficient for the service to be provided?, Is there an operational plan that describes how to deliver services?).
2. Supply chain links (Are the pre-established goals reflected in the strategy of fund-raising?).
3. Improving supply chain efficiency (Is the communication between all the management levels sufficient, and does it create favourable conditions for good coordination? Are there levers and incentives adequate to the goals?, Are the supply chain risks well-managed?, Is it possible to monitor the quality of each service?, Is there a strong leader responsible for clear management structures at all levels of the supply chain?, Are there mechanisms which facilitate the learning processes of the organization?).
4. How to make supply chains more efficient. (Were the efficiency systems embedded in supply chains?).

The outcome of the research was the assignment of the respondents' answers to separate scales of effectiveness evaluation. None of the studied aspects of effectiveness was qualified to the group characterized by high risk of failure. One of the twelve studied aspects fell into the group characterized high risk of failure. Six respondents (54.4% of all) felt that the performance management system within the partnership lacked the identification of results, or the identification is implemented inconsistently. As a consequence, the ability to monitor the level and quality of individual services was limited. The specific

problem was exacerbated by the lack of uniform standards for all the partners. Activity monitoring was conducted on a regular basis in case of only three of the studied organizations (27.3% of the respondents), and the measures applied there were easy to evaluate.

The next group of evaluation of the public service delivery comprised of four aspects of research. As for the question of whether there existed a plan, accepted by all the partners and aimed at performing social services so that the goals are achieved and the services provided, the self-assessment was divergent. In case of four of the surveyed organizations (36.4% of the respondents), there was no coherent superior plan, which would determine the roles and responsibilities for all entities in the partnership. Furthermore, the arrangements between the partners appeared to be fragmentary. The opposite opinion was however expressed by six respondents (54.5% of all). They stated that the consultations regarding goals and methods of implementation between the main partners and the local community was of a permanent, ongoing character, and as for the plan, which set out the responsibilities of all the partnership entities, it was entirely approved of. The next aspect within the same group of effectiveness was concerned with activity levers or incentives. In the case of four programmes surveyed (36.4% of the respondents) their amount was classified as small. Moreover, they proved to be inadequate for the goals to be achieved in partnership. The opposite opinion was expressed by six of the studied organizations (54.5% of the respondents). These respondents also claimed that the choice of levers used depended on the environment in which organizations operated, and the specificity of a particular partner. Most of the organizations surveyed (5 respondents, 45.5% of all) stated that there was a lack of tools and instruments for risk assessment and management within the partnership. Only four organizations (36.4% of the respondents) stated that they carried out regular risk assessment at all levels of partnership and its management. Each entity engaged in the partnership was aware of activities meant to identify key risk factors. To make the discussion of the research issues more detailed, the questions of leadership and the distribution of the responsibility for completion of tasks between the organizations involved in the programmes was also posed. For three of the organizations (27.3% of respondents), the leadership had a strategic dimension, so that the right people were appointed to preside the group. The self-evaluation of four of the programmes (36.4% of all) might be regarded as alarming, for the respondents felt that there was virtually no leadership and no clear guidance on who presided at a given time, which in turn caused chaos.

The largest group of the researched aspects can be described in terms of

effective delivery, with a risk of inconsistency and without full use of potential effectiveness occurring at the same time. 63.6% of the surveyed organizations (7 respondents) admitted that the purpose, for which the partnership was formed, was clearly defined and understood by all the partners. Moreover, the results measurement proved to cause no problems. Four of the researched programmes (36.4% of all) had a clear goal, but not all the partners approved of it, thus its measurement yet more difficult. The majority of the respondents (7 programmes, 63% of the respondents) stated that an analysis of available resources was performed, hence their effective use became likely. This activity served the achievement of the partnership goals. The next aspect was concerned with how the goals are reflected in the fund-raising strategy. For the vast majority of programmes (72.7% of cases, 8 programmes) it was found that the financial plan included the pre-established objectives, as well as of potential changes to the plan. Additionally, it might be said that financial flows were closely linked to performance outcomes and the level and structure of funding was matched to the stages of achieving specific goals. The respondents evaluated the communication between partners operating at different levels as sufficient. For this group of the respondents (7 programmes, 63.6% of the respondents), communication was used as an effective management tool, present in strategy development and activity risk reduction. In relation to the researched aspect, the process of information flow, as favourable for the organizational learning, was also positively assessed. Constant communication between all the providers of social services made good practices spread and created management role models. This opinion was shared by eight respondents (72.7% of the programmes). The last aspect in this effectiveness area divided the respondents into two, almost equally large groups. As demonstrated by the research results, it is not possible to firmly state that the studied programmes possess a system capable of helping to increase the efficiency within the partnership. For five of the respondents (45.5% of all), the problems lies in the failure to use economic scale effects, while some assets and services compose the common good. In the self-evaluation of six partnerships (54.5% of the respondents), a high level of commitment to the process of developing a good partnership facilitates the achievement of goals and the delivery of service. The assets and services compose a common good if that is necessary, and the management process is favourable for effective service delivery.

The aspect described as effective and efficient is concerned with diagnoses of social issues, as the basis for goal formulation. 90.9% of respondents (10 programmes) performed a comprehensive diagnosis of the issues, that were then

solved within the partnership, as well as pilot studies, designed to determine potential impacts of interventions. On their basis, such objectives and methods of their measurement were selected, so that they would be possible to achieve – at the highest level of efficiency, at all levels of the partnership and at a minimum cost. The quantitative analysis of the obtained data showed that in five programs partial efficiency is to be seen, provided, however, that its capacity is strong (on a scale from -2 to 2 points). In case of three of the programmes, it might be stated that the delivery is effective, but there exists a risk of inconsistency and the potential for effectiveness is not fully drawn on (from 3 to 8 points). Two of the tested programmes may be labelled as effective and efficient (from 9 to 12 points).

Summary

The application of supply chain analysis to the evaluation of the effectiveness of social service organizations

The identification and analysis of value chains is a way to find the sources of an organization's in-/efficiency, and an opportunity to explore how an organization is managed. Having in mind that an "organization network" is a form similar, in its functioning, to a separate organization, one may, using the value chain concept, investigate the management of local activity programmes, as of the networks they are. The researched partnerships introduced a management innovation, in that the social service provision organizations were brought together to form one chain. The researched organizations providing social services have introduced innovations in management that are supposed to unite organizations providing social services in a single chain. This kind of approach allows to obtain additional benefits, including the joint management of subjects composing the chain. In practice, it is also connected with sharing benefits between the participants in the chain, as well as replacing the elements of competition and suspicion with cooperation and trust. Delivering value to the beneficiary, under the provision of social services, is important not only from the point of view of humanity, but also in order to maximize the use of resources, usually insufficient to meet all the needs. The presented studies of supply chains of social services in Silesia showed, that some features of these newly created areas being subject of joint management, still crave for numerous improvements. What may help is logistics, in particular business

logistics, having years of experience in the area of observation and active participation in the chain management. However, unconditional adaptation of these experiences is not possible due to the fact that developed methods are based on cost and maintenance compromises, which are insensitive to human needs when the service cost for the chain is not sufficiently profitable. Therefore, it is necessary to implement different methods of managing these chains, principles of which are described in the social logistics. The authors are convinced that combination of the efforts of the organizers of social services and experienced logistics professionals can bring a double benefit. In practical terms it may help to improve the delivery of services with no deterioration of their quality, and to increase the range of services (quantitative or qualitative) based on specific resources. In the epistemological dimension it may enable to develop rules to adapt the theory of logistics for the socially significant needs. Therefore, this paper can be considered as the beginning of the discussion in this regard.

Keyword: *Key success factors, strategy, public organization, service*

Streszczenie

Zastosowanie analizy łańcucha dostaw dla oceny efektywności organizacji dostarczających usługi społeczne

Określenie i analiza łańcucha wartości to sposób na poszukiwanie źródeł sprawności i niesprawności przedsiębiorstwa, możliwość zbadania sposobu zarządzania. Pamiętając, że „sieć organizacji” jest formą zbliżoną w sposobie funkcjonowania do jednostkowej organizacji możemy za pomocą łańcucha wartości zbadać sposób zarządzania w sieci jaką jest program aktywności lokalnej. W analizowanych organizacjach dostarczających usługi społeczne wprowadzono innowacje w zarządzaniu polegającą na łączeniu organizacji dostarczających usługi społeczne w jeden łańcuch.

Słowa

kluczowe: *analiza łańcucha dostaw, usługi społeczne, efektywność*

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