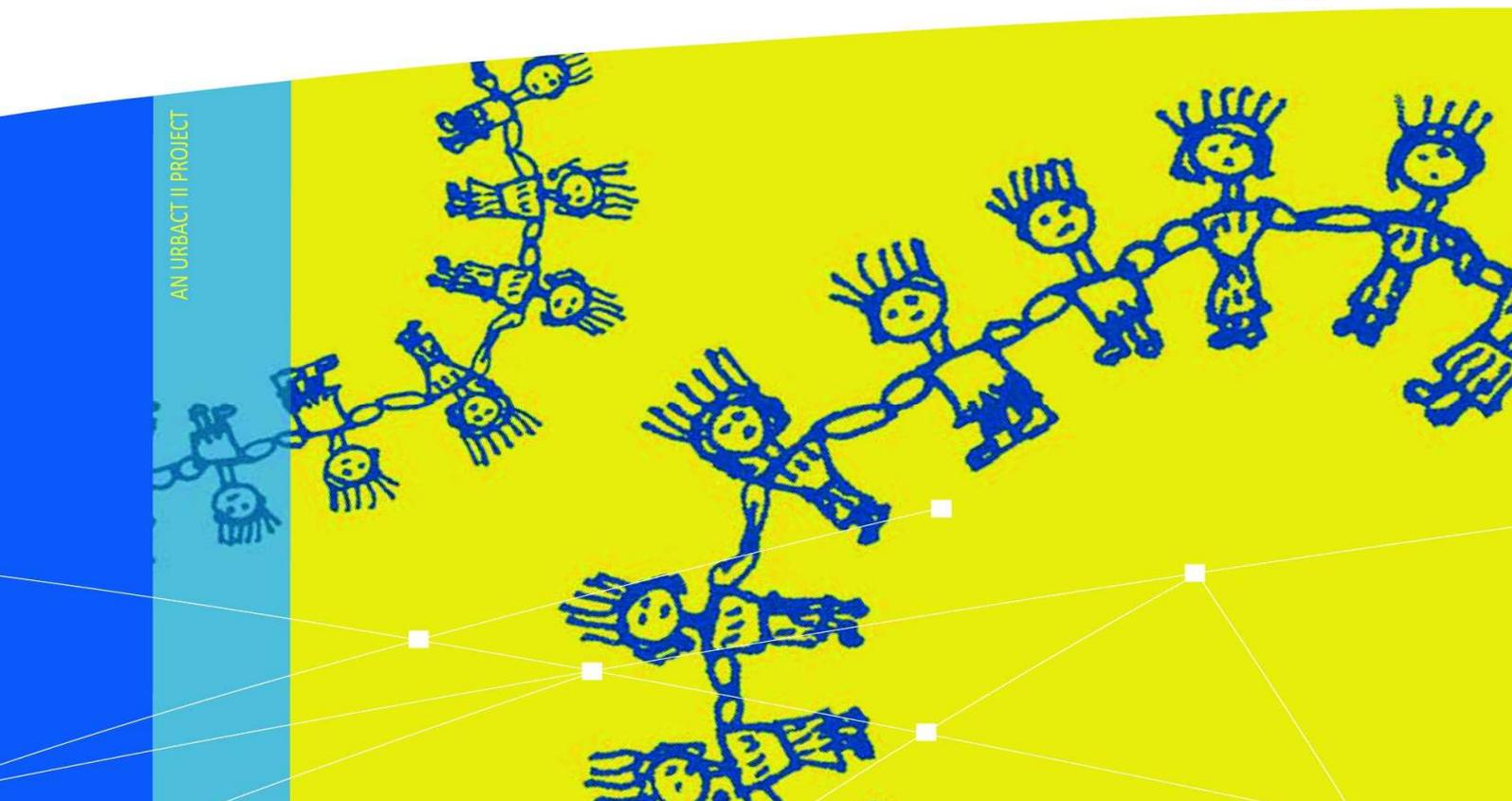




Local Action Plan of co-responsibility in KAVALA

June 2012





The framework of well-being

The meaning of well-being according to the dictionary is “the state of being comfortable, healthy, or happy¹; a good or satisfactory condition of existence; a state characterized by health, happiness, and prosperity; welfare²”.

How can one achieve happiness, as a conception of well-being, has concerned people and society since the very beginning of time. Aristotle related happiness (*ευδαιμονία*) to well-being (*ευ ζην*). In his work “Politics” he connected the well being of individuals to Polis (city)³ while in his work “Nicomachean Ethics” he took one step further by stating that “wealth is evidently not the good we are seeking; for it is merely useful and for the sake of something else”⁴ cancelling in that way “prosperity” from a direct homonym of “well being”. Of course after Aristotle a long row of philosophers, sociologists and economists argued that well-being is also a synonym for personal and national wealth⁵ since wealth represents the needs of individuals⁶ and defines the procedure of offer and demand⁷.

¹ Oxford Dictionary, <http://oxforddictionaries.com>

² <http://dictionary.reference.com>

³ Politics 1, 1252b30

⁴ “Nicomachean Ethics” 1. 5-6

⁵ Adam Smith, *An Inquiry Into the Nature and Causes of the Wealth of Nations*

⁶ Abraham Maslow, *A Theory of Human Motivation*, 1943, *Psychological Review* 50(4): 370-96.

⁷ Amartya Sen, *The Philosophy of economics, Capability and well-being*,

Now, well-being is not only closely related to happiness and wealth but also to development⁸, whether we associate development to individuals or to societies and nations. Development however has several different aspects: economic, cultural, ecologic, social. According to Amartya Sen the objective of development is not to produce more "stuff, goods and services, but rather to increase the capabilities of people to lead full, productive and satisfying lives by realizing their full potential⁹". Not only that. In his work "Development as Freedom", the Indian economist underlines that "*Development* can be seen...as a process of expanding the real freedoms that people enjoy"¹⁰, explaining that this freedom is political freedom, basic economic freedom, social opportunities, transparency, security and protection. In other words well being, as a homonym to development, is connected both to the realization of people's potentials and to freedom.

Summarizing so far, we saw that in one way or another, well-being is related to happiness, wealth and development. The question that obviously rises right after the definition of well being is "how is well-being achieved and how one can measure it".

Social scientists of different kinds have tried to conceive and understand the forces that affect people's happiness and well-being. Also they tried to measure well-being. This approach introduced the need of collecting quantitative data for measuring and attributing well-being. For decades the tools for this procedure were coming from the field of economy, GDP per capita, standard of living etc. Still these tools have limitations¹¹ and rapidly became clear that GDP does not enable well-being to be measured, nor even the wealth of a society and its

⁸ Przeworski, Alvarez, Cheibub, Limongi, *Democracy and development*, Cambridge University Press, p. 4-5

⁹ Epameinonda Pana & Vassileias Ninni, *The importance of human development index for Greece: An econometrical application in the Greek regions* http://digilib.lib.unipi.gr/spoudai/bitstream/spoudai/74/1/t54_n3_107to153.pdf

¹⁰ Amartya Sen, *Development as freedom*, Anchor Books, p. 3

¹¹ http://www.economist.com/blogs/dailychart/2011/05/well-being_and_wealth

members¹². Even worse, GDP growth may prove deceptive and actually conceal losses of wealth and well-being, deepen inequalities and increase adverse effects on development¹³.

Within the framework of quantitative measurements, the United Nations introduced the Human Development Index¹⁴. This index, which takes into account both the GDP and several social indexes, gives a multivariate result that is composed of elements such as health, education and economy.

On the other hand it seems unlikely that human happiness in terms of welfare can be understood without, in part, listening to what human beings say¹⁵. Within that context there is a definition of happiness being the degree to which an individual judges the overall quality of his or her life as favourable¹⁶. This aspect initiates the subjective model that gives a new tool, the measurement by self-definition of well being¹⁷.

Going back to the achievement of well-being in a report under the title "Wealth welfare and well-being"¹⁸ written by Konstantinos Vrettos as member of the Council of Europe summarizes: "The economic crisis is presently forcing our societies to rethink their relationship with wealth creation and to consider economic growth in the light of societal well-being...Societal progress towards well-being is being implemented by building a strategy for social cohesion. (...). The implementation of the strategy requires a 3stepped approach:

¹² This was the idea posited by the Easterlin paradox (1974), according to which growth in GDP does not necessarily result in increased well-being.

¹³ Konstantinos Vrettos, *Wealth, welfare and well-being: how to reconcile them in a changing Europe?* Committee on Economic Affairs and Development, European Council, April 2010

¹⁴ http://en.wikipedia.org/wiki/Human_Development_Index

¹⁵ David G. Blanchflower & Andrew J. Oswald, *Well-Being Over Time in Britain and the USA, June 2002*, <http://wrap.warwick.ac.uk/315/> p.2

¹⁶ R. Veenhoven, R. (1993). *Happiness in Nations: Subjective Appreciation of Life in 56 Nations, 1946-1992*, Erasmus University Press, Rotterdam.

¹⁷ http://www.economist.com/blogs/dailychart/2011/05/well-being_and_wealth

¹⁸ Konstantinos Vrettos, *Wealth, welfare and well-being: how to reconcile them in a changing Europe?* Committee on Economic Affairs and Development, Council of Europe, April 2010

1. The development of indicators to define and measure the well-being of all, in particular in co-operation with citizens themselves;
2. The sharing of responsibilities to ensure progress towards the well-being of all, including future generations;
3. The monitoring and evaluation of the societal progress achieved”.

Following the publication in 2005 of the Council of Europe’s Methodological Guide to the concerted development of social cohesion indicators, a number of corresponding initiatives have been carried out at local level in specific geographical areas (communities, neighborhoods, municipalities, regions) and institutions (businesses, schools, etc). These initiatives led to the development of an initial methodological framework and of tools for facilitating its application and also to the forming of the idea of “Territories of co-responsibility”, i.e. specific areas where consultation processes were established for the purpose of developing a shared responsibility approach for the well-being of all.

Within the context of “Territories of co-responsibility” is being implemented the Project *TOGETHER*¹⁹, a project that brought together eight Municipalities from different places of Europe –among them the Municipality of Kavala- with an aim firstly to record and give measurable results about the well-being of individuals by adopting the self-definition of well-being and secondly to proceed, based on the results, to specific actions that would improve the well-being of the local society by initiating and motivating a co-responsible approach.

As Dr. Jon Bloomfield - Expert of the project- underlines: “TOGETHERS’ hypothesis is that social inclusion and well-being for all will be difficult to achieve without strong cooperation among public authorities, citizens and private and non governmental actors”²⁰.

TOGETHER’ project in its introduction highlights that: “In a context of economic crisis [...] the solutions [...] cannot be based on economic resources only, but

¹⁹ TOGETHER is a network composed of eight European city Partners: Botkyrka-Sweden, Braine L’ Alleud -Belgium, Covilha - Portugal, Debica - Poland, Kavala - Greece, Mulhouse – France, Pergine – Italy, Salaspils – Latvia.

²⁰ Jon Bloomfield , Comparative analysis of the Focus Groups results from all TOGETHER cities

should also take into account the citizens themselves [...] Considering this, a certain number of European cities have developed in the past years, with an impulse from the Council of Europe, the idea of promoting the co-responsibility of actors (public authorities, companies, associations, citizens, etc.) in order to provide the well-being of all and avoid situations of exclusion. In order to achieve this, they use a methodology of building indicators of well-being with the help of the citizens, allowing to define ways of progress towards the well-being of all, to identify the situations of exclusions not only on material criteria, but also immaterial ones, to enlarge the impact of public and private actions considering these criteria and to develop pilot actions of social inclusion around the idea of co-responsibility of the actors themselves”²¹.

The **Local Action Plan** that you are about to read is aiming to explain the aforementioned procedure as it was conceived and implemented in Kavala. Moreover it is aiming to examine the sustainability of the project and the concept of co-responsibility in general, by exploring the capabilities and the potentials of the local network of the actors that were reinforced by the project.

²¹ Together, Application Form.

- Background

Kavala is the second largest city in northern Greece, the most important seaport of eastern Macedonia and the capital of Kavala regional unit. It is situated on the bay of Kavala, facing the island of Thassos, and it is located next to the Egnatia motorway.

The city was founded by settlers from Thassos at the end of the 7th century BC, who called it Neapolis (Νεάπολις; "new city" in Greek). It was one of the colonies that the Thassians founded on the coastline, in order to take advantage of the rich gold and silver mines of the territory, especially those located to the nearby Pangaion Mountain (which were eventually exploited by Phillip the Second of Macedonia).

It became a Roman civitas in 168 BC, and was a base for Brutus and Cassius in 42 BC, before their defeat in the Battle of Philippi. The military Roman road "Via Egnatia" passed through the city and helped commerce to flourish.

In the 6th century Byzantine emperor Justinian I fortified the city in an effort to protect it from barbaric raids. In later Byzantine times the city was called

Christoupolis (Χριστούπολις, "city of Christ") and belonged to the Theme (Byzantine district) of Macedonia.

Kavala was part of the Ottoman Empire from 1387 to 1912. In the middle of the 16th century, Ibrahim Pasha, Grand Vizier of Suleiman the Magnificent, contributed to the prosperity and growth of Kavala.

Kavala was briefly occupied by the Bulgarians who defeated the Ottomans in 1912, but was finally annexed to Greece by the Greek Navy in 1913.

Today, Kavala is known for many different things: the beautiful beaches and the landscape, the fish market, the industry and entrepreneurship, the culture. With a major port and an equally large marina in the city center, plus two more ports in Nea Peramos and Nea Iraklitsa, Kavala is one of the major fishing centers of the country. The city holds one of the largest fish markets in the Mediterranean, where goods are traded on domestic and international markets.

With the majority of residents employed in the tertiary sector, Kavala holds a top spot in the area of rendered services, compared to other Greek cities.

The only oil extraction and desulphurisation plant in Greece is located in Kavala, "KAVALA OIL". Kavala also has the only phosphate fertilizer plant in the country as well as many units for glass and marble processing.

- Administration

The population of Kavala according to the National census of 2011 is 70.360 inhabitants while on the previous National Census of 2001 it was 74.186.

For the moment the results of the National Census 2011 are not fully elaborated so it is not possible to compare data within the last decade. Still even if we did have this data a comparison will not be without a risk due to the fact that the National Census of 2001 took place according to the former administrative status while the National Census of 2011 took place according to the new administrative system, "Programme Kallikratis".

Referring to the "Programme Kallikratis" it is important to explain that this has been a major structural reform of local administration that readjusted the administrative structures of Greece not only geographically but also on a level of responsibilities of Local Authorities.

"Programme Kallikratis" replaced first of all the former system of 13 regions, 54 prefectures and 1033 municipalities and communities with 7 decentralized administrations, 13 regions and 325 municipalities.

Former administrative system Programme "Kallikratis"

Municipalities	Local Authorities of 1st Level	Local Authorities of 1st Level
	In total 910 Municipalities και 124 communities. Division in municipal departments	In total 325 Municipalities through voluntary or obliged mergers. Undertaking of a significant part of the activities that before belong to Regional Authorities. Division in municipal unities.

County - Prefecture	Local Authorities of 2nd Level	Regional units
	In total 50 Prefectures and 19 counties. According to the division of the country in counties and prefectures with the exception of Attiki (Athens) and Eastern Macedonia-Thrace	In total 74. They are not self-administrative institutions. Still in each one of them there is an elected vice-governor who supervises and controls a wide range of activities

“Kallikratis” main conception was the newly created municipalities to be fewer and more powerful than before; also to be capable of responding to contemporary demands and more effective in discharging the assigned duties. With “Kallikratis” the structure of Municipalities changed too. The Municipalities became bigger and many Departments or Public Bodies with the same field of activities were merged or rescinded.

Former administrative system Programme "Kallikratis"

Public Legal Bodies and Municipal Agencies	About 6000	Cut down to 1.500 (merged)
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This change had a significant impact on the Municipalities' initiatives in the area of Social Provision which used to be an over fragmented sector with innumerable public bodies and municipal agencies, many of them inactive.

In the table below there is a presentation of the Former administration system of the Municipality of Kavala, in comparison to "Kallikratis" with all the sectors related to "Social care" and "Culture-Sports-Youth" topics. One can easily see that the 12 Units of the two Sectors before Kallikratis were cut down to 4 units in the two Sectors.

Former administrative system Programme "Kallikratis"

<p><u>Sector: Social Care</u></p> <ol style="list-style-type: none"> 1. «Municipal Kindergartens» 2. «Open Centers for Elderly People» 3. «Care Centre» 4. «Municipal Kindergartens of Municipality of Philippi» 5. «Open Centers for Elderly People of Municipality of Philippi» <p>»</p> <p><u>Sectors: Culture- Sports & Youth</u></p> <ol style="list-style-type: none"> 1. «Municipal Conservatory» 2. «Municipal Youth Centre» 3. «Municipal gym» 4. «Municipal Library» 5. «Municipal Museum» 6. «Tobacco museum» 7. «Philharmonic of Philippi Municipality » 	<p><u>Sector: Social Care</u></p> <ol style="list-style-type: none"> 1. «Municipal Social Solidarity - Pre-School education» - Target groups Children, Elders – general population.) <p><u>Sectors: Culture- Sports & Youth</u></p> <ol style="list-style-type: none"> 1. «School Units of Primary Education» 2. «School Units of Secondary Education » 3. «Municipal Conservatory»
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The changes that “Kallikratis” brought to Kavala, in terms of limitation of overlapped sectors, is considered as a positive result. The operation of a network is easier when the bodies’ participating are fewer and well-defined because they can be more flexible and effective.

- Democratic practices in each city

The Local Governance in Greece as a reflection of European Governance has been reformed during the last decade. Within a democratic framework, the main aims of Local Authorities, to improve the living standards of the society, to maintain social balance, to achieve social cohesion, to ensure sustainable

development remain the same. Hence in order to facilitate this procedure the model of a centralized system gives its place to a gradually decentralized model of governance. In this procedure the important role of civil society became obvious from an early stage. *“Civil society plays an important role in giving voice to the concerns of citizens and delivering services that meet people’s needs”* underlines the White Paper of European Commission. And adds: *“The Union has encouraged the development of civil society in the applicant countries, as part of their preparation for membership. Nongovernmental organizations play an important role at global level in development policy”²².*

In Greece, civil associations and NGOs as we know them, go back at the early 80s. Although the majority of them are not registered, consequently we cannot tell their exact number, we know that there are some thousands and deal with almost all kind of matters: environment, culture, social prevision, urban mobility, human rights, politics, sports etc.

In Kavala there are a lot of unions, civil associations and NGO’s that have been active in many different sectors. Among them there are:

Blood donors – Organ donors civil association
Volunteers against cancer
Civil Association of young people suffering from diabetes
Regional Civil Association of Blind People of Eastern Macedonia
Local office of Eastern Macedonia for people suffering from multiple sclerosis
Civil association of people with nephropathy
Médecines du Monde
Greek Red Cross
Volunteering body of Good Samaritans, Rescuers and Lifeguards
Care for mentally retarded children “Saint Marina”
Civil association “PNOE” (BREATH) for child

²² European Commission, *White paper*, Brussels 25.7.2001, p. 14

and family
Parents Union of cross-cultural Programme "ARK"
Care for Children
Association of single parents' families "Kyveli"
Charitable sisterhood Kavala's
Union of Social workers of Kavala
Association for ex- convicts «Saint Nestor»
Association of handicap people (AMEA) of Kavala
Emigrants Union
Association of Albanians
Union for families with many children «Saint Paul»
Boys' Scouting

Some of the above mentioned unions and associations are rather active and they have succeeded to mobilize groups of people in Kavala. Still their main problem is that they usually operate as different fragments and not within the framework of a network.

In the beginning of TOGETHER – and before the major economic crises- the "co-responsibility concept" was not easily apprehensible since citizens, in most occasions, were used to demand from the public sector to care for their conditions instead of working together for the solution of their problems and the improvement of their life standards. However that was an expected reaction due to the fact that in Greece there were:

- a) A vast public sector
- b) An activity of little significance among NGO's (lack of networking, lack of systematic activity etc)
- c) A frailty of consulting for citizens on service developments
- d) A poor and unexploited experience stemming from Civil Society

Moreover due to the structure of the state (till recently lack of decentralized services, increased bureaucracy etc) the" welfare state" had significant problems to deal with and a considerable delay in its operations. As a result citizens were rarely involved in the development of services; also they weren't consulted on

policy and service developments. Thus co-responsibility was more an emotional response of individuals than a systematic reaction of a group of people.

Going back to the Local Authorities and their system of governance, in order to take care of the social balance and the social cohesion of vulnerable groups of people and immigrants the Municipality of Kavala had established "*Dimofelia*"- a public benefit organization under the legal status of a Municipal agency- which after "Kallikratis" was partly merged with the «Municipal Social Solidarity», a new formation about Social Provision that came out from three other bodies of social care.

"*Dimofelia*" and -after 1/4/2011- «Municipal Social Solidarity» are the institutions that – due to their profile and fields of interest- is closer to local NGOs and Associations and have –in many cases- work together. In fact "*Dimofelia*"/"Municipal Social Solidarity and some NGO's formed the spine of the Local Support Group and help in the structure of our homogenous groups.

- Local Support Group

The Municipality of Kavala joined TOGETHER project in its second phase of implementation. The affirmation behind this participation was that as historic welfare state is re-evaluated and traditional services with very little or no

engagement with citizens are under threat, a growing need for new types of services arise.

The main aim and challenge for the Municipality of Kavala was the establishment of a network where members would be the Municipal social services and a selection of the more active local NGOs. The fields of interest were the inclusion and support of the family institutions and the problems of ageing population.

The target groups would be families in need/suffering from poverty/domestic violence, drug addicts, single mothers, elders.

In the beginning a letter was sent to the institutions that deal with the social provision sector and two local meetings were organized one with broader Municipal/public sector institutions and departments of social care and one with NGO's

The two meetings followed a second letter with all the information concerning the project TOGETHER as well as a summary of the methodological tools.

The result was quite satisfactory; the majority of the public sectors institution and some of the NGOs have been motivated and got involved to the project. In that phase the majority of the NGOs didn't show interest to participate although there were previous links between them and the Municipal Authorities. The main reason was the lack of financing and the underestimation of the potentials of such a project.

It is not without a reason that the most common problem in the beginning of TOGETHER in Kavala was to explain the meaning of co-responsibility and the outputs earning by participating in such a project. Some people were uncertain of the effectivity of the project while some others expressed their concerns on how possible will be to motivate groups of people towards co-responsibility.

In the end, the final list of Urban Local Social Group was the following:

- i. Dimofelia- public benefit organization (now Municipal Social Solidarity-Pre- school education)

- ii. The Municipal Kindergartens
- iii. The Municipal Centre for the elderly people
- iv. The KETHEA- Therapy Centre for dependent individuals
- v. Social Welfare- Municipal public organization
- vi. "Pnoe- Organization for the family and children welfare"-local NGO

Although the ULSG covered a sufficiently broad basis of social care fields, still there were some more that haven't been included by then. However as the core interest developed by KAVALA within the Project was FAMILY, ULSG were fairly indicative since it was reflecting a variety of problems and situations usually family members' face. Nevertheless, later on, economic crisis open the channels of collaboration with many more social factors.

During this preparatory phase of the interviews, that should follow according the methodology of well-being given by the project, every member of the ULSG helped in forming and selecting some homogenous groups. This happened mainly because on most cases the homogenous groups were directly related to the ULSG.

Ten focus groups have been formed and interviewed:

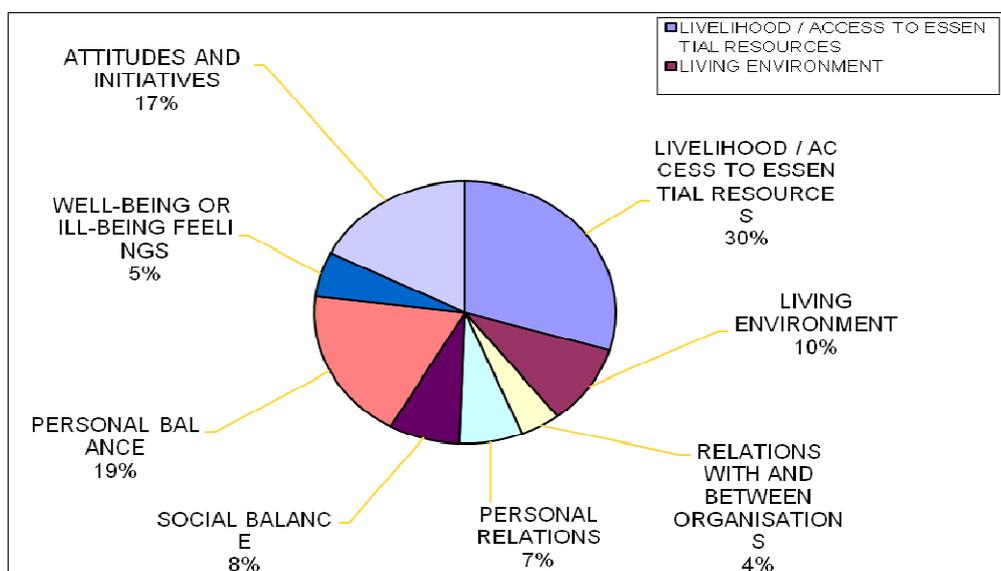
- Team of parents of children taken care in Municipal Kindergarten Units
- Team of parents of children participating in the therapeutic community of rehabilitation from drug-addiction (KETHEA)
- Team of elderly people, members of the "Open Care Center for elderly people"
- Team of elderly people participating in the Programme "At home care provision for elderly people " (1st group)
 - Open unit of social rehabilitation
 - Parents participating to "Pnoe" Association for Child and Family Care
 - Volunteers helping "Pnoe" Association for Child and Family Care

- Personnel of Municipality of Kavala
- Team of elderly people participating in the Programme "At home care provision for elderly people" (2nd group)
- Municipal staff working in Municipal Kindergarten Units

During the interviews the interviewers were asked to reply to the following three questions:

- What is well-being for you?
- What is ill being for you?
- What would you do for the well-being of the future generations?

The interviews of the Focus Groups showed that the most important area for people was Livelihood/access to essential resources. Financial and administrative crises in Greece have created insecurity and frustration to people of all ages, especially to the more sensitive groups as elders and people on the fringe. Healthcare and Medicine as well as Physical Balance and Health, Employment, Healthiness and Pollution are of top concern for all the groups. They also showed that there has been an augmented disappointment among people as they feel their world falling apart, as a result of the harsh financial situation. One positive result was that in such conditions people usually tend to turn from the State to fellow-citizens so TOGETHER was well-timed.



The findings were well appreciated by the ULSG as the general estimation and the subjective aspect of each one were affirmed by the conclusions of the method. More over the method was considered effective in terms of results and decision making: It was not an endless talking about problems. It was a method that gave quantitative results that one could use in order to plan the strategy of the next steps.

- Pilot actions on co-responsibility

According to our interview results, it became more than obvious that health issues concerns our focus groups a lot (Physical balance and health 63, 77 + Health care and Medicine 10, 48) which was more or less expected as financial crisis and the following stress cause apart from insecurity a lot of physical and psychological problems to people.

Consequently HEALTH became the main topic but a new dimension of a "different view of Health during financial crisis" opened. Within that context

the orientation of the pilot actions decided by the ULSG after the elaboration of the results was driven towards Social Solidarity within Community in terms of Health Provision and Care.

In the beginning the ULSG started with a more modest idea of forming an information campaign called "I AM NOT AFRAID OF WINTER. MAKING HEALTHCARE MY RESPONSIBILITY". This would include a handy leaflet -a guide for health care for winter 2012- that would be distributed to the citizens along with a broader campaign with radio spots, posters and stickers that would give instructions to people of the way they could deal with winter and winters' flu.

After further elaboration though and since the economic situation had become much worse and created new conditions our pilot action was transferred onto a broader basis and the name changed to "MAKING HEALTHCARE MY RESPONSIBILITY -Social solidarity in health provision and care".

This initiative was based on a three pillars integrated plan:

- a) Information campaign aiming to change the way that people conceive the idea of personal health (e.g. information campaign focused to categories – new moms, elders, teenager families etc, about the care that people can offer to themselves) and
- b) Provision of Social health on two levels, by
 - the Establishment of a Social Pharmacy and
 - the Operation of a Social medical office

The pilot actions have been developed with the aid of the Municipality (Municipal Social Solidarity-Pre- school education) and the support of the Pharmacists' Union, the Pharmacists' Corporation, the Doctors Union of Kavala,

the Union of Hospital Doctors, NGO's like Medecins du monde, PNOE, KETHEA and volunteers. After the initiatives of the USLG, significant social actors have been motivated to form a network that could and would offer health services to less privileged groups of people.

For the 1st part of the pilot action (Information campaign) there has been a close collaboration between municipal services, Médecins du monde, KETHEA and Pnoe that help in the content development of the leaflets and the events.

For the 2nd part of the pilot action (Creation of a Social Pharmacy – Social medical office) there has been a collaboration between the afore-mentioned actors with the Pharmacists' Union, the Pharmacists' Corporation, the Doctors Union of Kavala, the Union of Hospital Doctors etc that were initiated in the establishing and operation of the SOCIAL PHARMACY-SOCIAL MEDICAL OFFICE.

For the purposes of the information campaign, there were prepared two different leaflets:

- A general one with instructions and useful suggestions on health issues for different target groups
- A leaflet focusing on the SOCIAL PHARMACY-SOCIAL MEDICINE OFFICE, explaining its purpose, asking for support, giving answers to practical matters (who can go to the SOCIAL PHARMACY-SOCIAL MEDICINE OFFICE, what is the procedure when you someone needs to have a medicine or to make an appointment for medical inspection).

Both these leaflets have been widely distributed from many different spots.

The SOCIAL PHARMACY-SOCIAL MEDICAL OFFICE opened its doors to the public on the 16th of March 2012 and the constitution of its operation was voted by the City council and co-signed on the 2nd of April 2012 with the Council resolution no 9. The Steering Committee of the SOCIAL PHARMACY-SOCIAL MEDICAL OFFICE is been comprised by:

- a representative of the Municipality of Kavala
- A representative of the Doctors Union of Kavala
- A representative of the pharmacists association of Kavala
- A representative of the Public Benefit Organization
- A representative of the local NGO's

The Pharmacy store is located at the very centre of Kavala, in a municipal building offered for this use. It is highly accessible to everyone and it is operating during in working hours convenient for the public, on Monday-Tuesday-Thursday from 10.00 to 13.00 and on Tuesday and Thursday from 17.30 to 19.30.

The opening of the SOCIAL PHARMACY was publicized with a press conference that took place on the 16th of March 2012. During this event members of the steering committee (the Pharmacists' Union, the Doctors Union of Kavala, the Municipality explained the necessity, the aims and the objectives of these health units (SOCIAL PHARMACY-SOCIAL MEDICAL OFFICE) and asked for people's help in the collection of non used medicines from houses as well as the support of pharmaceutical companies.

From the first day of the operation of the SOCIAL PHARMACY the volunteers local Pharmacists started collecting the medicines that the citizens were offering. Those medicines cover all kind of diseases including those addresses to chronic illnesses such as cancer, diabetes, thyroiditis etc.

The pharmacy apart from the medicines that the locals are offering is also accepting money offers by the city's institutions that the pharmacists use it to buy medicines that are in short at the social pharmacy.

The people that are eligible to get this allowance to free medicines are:

- Those of annual family income below 5.000 euros
- Immigrants
- Employees without insurance coverage
- Homeless
- Handicaps without family or other support

The beneficiaries are submitting their applications stating that they do not benefit from any kind of health insurance and attaching also their tax declaration and every 10 days those applications are evaluated by the administrative committee that provide the allowance respectively.

The SOCIAL MEDICINE OFFICE has been located in a separate hall in the back of the Social Pharmacy. There, 8 state doctors are providing their services during the same working hours of the SOCIAL PHARMACY. Moreover 23 private practicing doctors are offering free examinations at their offices according to their schedule.

The duties & roles of the members of the organizing committee are very distinct. Their duty is:

- To examine the applications
- Provide medicines allowances
- To make sure that the beneficiaries that ignore the rules of the operation will comply or expel to the ones creating problems at the operation of the SOCIAL PHARMACY - SOCIAL MEDICINE OFFICE

Their roles are, for the Municipality of Kavala to provide the social pharmacy office through its Public Benefit Organization, for the Doctors' and Pharmacists'

associations to operate the institution, for the volunteers to support the operation of the institution (essentially, financially etc).

The operation of the SOCIAL PHARMACY and the SOCIAL MEDICINE OFFICE in numbers is as follows:

- › 153 volunteers (work in the pharmacy?)
- › 31 Doctors
- › 55 free visits
- › 22 beneficiaries so far
- › 20.000 leaflets

The SOCIAL PHARMACY has managed to preserve the adequate medicines availability. Thanks to that the Social Pharmacy has so far offered medicines to support Uganda, assisting the mission of our church there. Moreover it offered to the city's state health care system medicines for neoplastic diseases that they were in short and very expensive for the patients to buy on their own.

The operation of SOCIAL PHARMACY and the SOCIAL MEDICINE OFFICE offers important help by providing free medicines and medical examinations to people that due to the current financial situation live on the fringe. Moreover gives a valuable lesson to the community that even during hard times people can be efficient, productive and useful if they work together in a co-responsible way. The seed of voluntarism does not need much to flourish: only a starting motivation and working together is a co-responsible way.

TOGETHER taught Kavala what the actual co-responsibility is: A way to deal with problems, a new behavior of individuals and society, a new policy that changes what we knew so far about administration with the collaboration of public sector, civil society and individuals

- Spreading the co-responsibility approach

The target of the Municipality of Kavala according to its Business Plan is *"the governing of local affairs and the provision of public goods and services for the cover of the needs of the inhabitants and of the local institutions, aiming above all, to a viable social and financial growth of the area through an applicable policy of sustainable development and social tranquility"*²³.

²³ Business Plan of Kavala,

In the same document we can also see the vision of the Municipality:

"Kavala, beautiful and creative, modern and human; enters the spin of a viable development and becomes a city that offers competitive economy, jobs and quality of life to its citizens, while at the same time remains open to "kosmos" (world) and to new ideas; a city for the citizens and their participation".

The fulfillment of this vision will make the Municipality the steering wheel of the local society towards financial growth in respect to the following objectives:

- Exploitation of the geographic position and of the city and of the natural beauty of the landscape.
- Extroversion(word?)targeting the Balkan center. (do not understand)
- Sustainable development and protection of natural environment
- Social balance and social cohesion of vulnerable groups of people and immigrants.
- Innovation/ use of new technologies
- Secure of well-being for citizens
- Transparency and efficacy of the Municipal Services for the citizens
- Improvement of cultural, entertaining and sport events

The expected results of the afore mentioned policy are:

- Improvement of living standards and reduce of unemployment
- Holding in and attraction of new habitants
- Rise of city population
- Melioration(word?) of the opinion of citizens for the city and its abilities.

As we see from the above mentioned paragraphs of its Business plan the Municipality of Kavala expresses a great interest in avoiding social exclusion of vulnerable groups of people and immigrants and securing the well-being of everybody. Also it targets towards the direction of improving the living standards of the citizens while at the same time is strengthening its efforts to ameliorate the opinion of citizens for their city and its abilities. And since city **is** people and

the prosperity of people **is** the development of their capabilities, the Municipality intends to involve citizens in a co-responsible way in order to improve the well being of the society.

TOGETHER and the hard financial situation created the environment that motivate people in acting drastically, in offering help and means, in putting themselves in the shoes of the others.

The SOCIAL PHARMACY and the SOCIAL MEDICINE OFFICE was the first step. The next step in spreading co-responsibility is the operation of a SOCIAL GROCERY and a series of other activities mentioned below:

1. THE SOCIAL GROCERY

The aims of the operation of the SOCIAL GROCERY are to promote social cohesion, to fight against poverty and social exclusion and to sensitize and motivate individuals, associations and enterprises to support their fellow citizens within the context of volunteering. Besides, the topic of HEALTH, that was at top priority according to the results of the interviews of the homogenous groups, includes the parameter of nutrition so one can easily understand the connection of the SOCIAL PHARMACY and the SOCIAL MEDICINE OFFICE with the SOCIAL GROCERY.

In that way the Municipality of Kavala provides the establishemen of a series of SOCIAL STORES, which is considered to be an intergaded action that aim to help the everyday life of people that suffer from poverty.

The operation of the SOCIAL GROCERY will be completed in two phases:

During phase one the SOCIAL GROCERY will provide to the beneficiaries mainly grocery products (flour, sugar, oil, milk, rice, pasta) and some second hand products that have been well conserved (books, clothes, children toys etc).

During the second phase of operation the SOCIAL GROCERY will provide also detergents and basic care products for babies (diapers, wet-hankies etc).

The store will not provide cigarettes and alcohol drinks.

The beneficiaries of the SOCIAL GROCERY have to be citizens of the Municipality of Kavala and will be selected after a submission of application to the Municipality according to their annual income and family situation.

The Municipality will provide the beneficiaries with a card on which there will be marked an upper limit of points per month.

The financial resources of the SOCIAL GROCERY will be a) direct financing by the Municipality b) donations of people in goods or money c) donations of enterprises in goods or money.

The premises will be offered by the Municipality of Kavala at a central spot of Kavala's market (old warehouse) and it will be also accessible to handicapped people. Volunteers and the LSG groups will help in the collection and distribution of products, and in the promotion and the operation of the store (storing, inventory, recording etc).

Another issue that Kavala's Municipality was interested to deal with –its intention was declared at an early stage of joining the TOGETHER Project, long before the bursting of the economic crises that changed radically the priorities of the local society- was violence against women²⁴. This problem was never before confronted systematically and since but it seems to be augmented by the financial crisis so the need for an active involvement appears now more necessary than ever . For that reason the Municipality of Kavala decided to establish a Consulting Center for Women victims of Violence.

2. THE COUNSELING CENTER FOR WOMEN VICTIMS OF VIOLENCE

The Municipality of Kavala will be in charge of the realization of a Counseling Center for women victims of violence in the area of the Municipality.

²⁴ At the leaflet issued for TOGETEHR Project in the chapter of Kavala is stated: "..."

The aims of the Counseling Center are the following:

- Integrated support for women victims of domestic violence, trafficking and other forms of violence as well as their children
- Inform the local society of Kavala on the subject in order to sensitize them and this way help prevent all types of violence against women
- Increase the involvement of local authorities in activities aiming to fight violence against women. Enhance the role of the Municipal Committee for Gender Equality and promote direct collaboration with the corresponding committee of the Regional Authority of Eastern Macedonia and Thrace.
- Provide counseling services for women victims of violence in order to support them and inform them about their options, their legal and other rights

The Counseling Center will be housed in a building of the Municipality of Kavala that is located in an area that is easily accessible through means of public transportation.

The Counseling Center will be open eight (8) hours per day six days a week, Monday to Saturday throughout the year.

In accordance to the Call of the General Secretariat for Gender Equality, the area where the Counseling Center will operate will be accessible for the disabled, will have an emergency exit, security doors and fire extinguishing system.

The equipment will also include furniture, desks, bookshelves, chairs, computers and telecommunication equipment, internet connection, security system and direct line with the Police.

The Counseling Center will open on the 10th of September 2012. Staffing will have been completed before that date. (date is subject to change)

The Counseling Center will redirect women victims of violence to hosting centers or other appropriate facilities.

Staff

One sociologist specialized in networking

One psychologist specialized in issues of violence or support of women victims of violence

One social worker specialized in issues of violence or support of women victims of violence

One lawyer experienced in the field of gender issues or human rights

The staff will be hired by the Municipality of Kavala via ASEP (national open procurement), and they will sign year-long contracts that may be renewed on a yearly basis.

As part of the "Integrated Action Plan for Countering Violence" the General Secretariat for Gender Equality will arrange for the training and supervision of the specialized staff that will work in the Counseling Center of the Municipality of Kavala, as well as the required actions for the sensitizing and information of the beneficiaries.

The LSG and the network of TOGETHER will contribute in the operation and promotion of the services of the center. Especially NGOs that mainly are active in the field of women rights, women emancipation, family care and provision – like PNOE- could offer a great help to the center with their former experience in similar cases.

Last but not least in the LAP the Municipality of Kavala would like to include its intention to take part to an initiative of another public body, the National Hospital of Kavala - Department of Mental Health. The idea of this department is

to operate a Social Cooperation Ltd for the patients with the participation of a variety of social actors.

3. THE SOCIAL COOPERATION LTD FOR MENTAL HEALTH

A Social Cooperation Ltd belongs to the wide family of Cooperations. They are cooperative enterprises like the common ones but they have one thing that defines them from the cooperations of trade: their target is to fulfil a social purpose. On this occasion the aim of the *Social Cooperation Ltd for the mental health* is the social inclusion of people with mental/psychological problems.

Both the operation and the objectives of the Social Cooperations are based in empirical researches which indicates that work helps mentally ill people in their recovery and facilitates their social inclusion. Still this is not easy as most employers are not trained neither familiar with the idea of hiring people in such a condition. As a consequence professional opportunities for people with mental problems are rare and coincidental and the only chance those people have to work is if they can create the profile and the environment of their own profession.

Within that context the main aim of the S.C.O.M.H. is the professional and social reintegration of people who suffer from psychological disorders and have become alienated from their working fields because of it.

The philosophy of S.C.O.M.H is twofold: healthy, profit-driven enterprises that at the same time give jobs to those suffering from psychological disorders. The aim is to create job opportunities for groups of people who would have difficulties finding a job otherwise. Still, those enterprises will create real products under real working conditions, and sell them into the real market. The crucial difference from typical businesses is that the whole production process is based on the specific skills of the people, not the other way round.

Members of the association who are incapable to work can still benefit from the association given the attempt to engage in activities that will be as profitable as possible.

The abovementioned actions are to bring profit and establish trusting customer relationships both with other institutions of the county and the people of the area.

The goods and services created are not going to be innovative by themselves. It is the organization of the whole procedure of production and distribution of the goods and services that is novel and innovative.

The staff will be specialized. There will be mental health professionals each supervising a group of employees-patients. Regular meetings will happen where the experience of each employee-patient in their working space will be discussed; issues and difficulties will be addressed etc. Apart from those, there are also going to be a number of business executives that will be organizing the activities.

The local economy and development rate will also benefit from those business practices that Koispe aims to establish. New jobs will be created not only for members of the association-patients but also for people from a number of disciplines such as business executives, marketers, mental health professionals, agriculturists, farmers etc. Those businesses will also have to be, because of their special nature, in close association and collaboration with lots of specialists and professionals of the area. These business associations are also expected to help local economy.

The sectors that the S.C.O.M.H will spread its activities will be the following:

- Greenhouse – vegetable garden
- Store of hand-made School staff (notebooks, sketch books etc) and childrens' toys

- Operation of Parking
- Cleaning agency
- Small food processing unit ()
- Book stictching
- Production of traditional hand-made products (jams, hand-made sweets)
- Organization of celebrational events.

The Cooperation will be housed in a building offered by the Municipality of Kavala and supervised by Mental Health Department (Psychiatric clinic) of National Hospital of Kavala. The first partners of the Cooperation will be the Municipality of Kavala, the Municipality of Pierewn, the Center for Psychologic Health (decantrilized unit of the National Hospital of Kavala-Department of Mental Health) and the former DEMOFELIA current «Municipal Social Solidarity». Contacts have also been made with a variety of associations such as the "Care Center for retarded children "Saint Marina", the Care Centre for chronic diseases etc. Members of the cooperation will be, apart of the patients, professionals in the field of Mental Health (occupational therapy, trainers, psychiatrists, psychologists etc) and various social actors, Hospitals, Health Units, the Archdiocese of Kavala and several NGOs (in no more that 20% of the total of members). Exactly that element, the Cooperation/co existence of different parts is the innovative element of this project.

A bussines plan for the *Social Cooperation Ltd for the mental health* has been prepared and the first steps of recruiting potential partners have been done.

4. THE "YPOSTIRIZO: PROGRAMME

A proposal prepared and submitted by the network for central co financing for the creation of a framework of structures and institutions operating on a co-

responsible base. In the Programme YPOSTIRIZO ("I support") the network created within the context of TOGETHER submitted a proposal that includes the establishment of:

- Daily center for homeless people
- Dormitory for homeless people
- Distribution of meals to homeless and people in need
- Municipal vegetable-garden
- Time-bank
- Office of intermediation

This proposal was originally not approved for financing due to population criteria but it is re-evaluated as the amount for financing was not fully covered after the first evaluation of projects.

- Linking with other methods

An active and robust network can't be but a valuable asset for the society and the local authorities. It can be flexible, creative, prompt and efficient especially in places and times where the "official state" is inflexible and bureaucratic. The network will not substitute the public authorities or the central State but working along with them may prove to be the key element for the "democratic renewal" of public services and at the same time a useful mean that can significantly contribute in dealing successfully with the financial crisis.

In order to have this achieved it is needed the establishment of a dialogue among partners on an equal base. The dialogue will improve the quantity and quality of co-responsible collaboration and will help in increasing the matureness of all partners. The dialogue will also help in building the capacity of community

involvement, coordinating local partners, securing a variety of participation method as well as in enabling the local authorities, public servers and municipal staff, to transform their role and discover new aspects and new potentials.

The conditions change rapidly and ask for alertness and quick responses. The classic model of public administration where the diagnostic of a problem, the decision making, the planning and the implementation of an action -along with its financing- belonged to the local authorities or the central state gradually change. Civil society and social partners not only participate -initiated by the public administration- in the aforementioned procedure of studying and dealing with a problem, and as a result we have mixed forms of management, but also vice versa, it can be them that will assign to the public sector part of the implementation of an activity being them the financiers.

Of course there is still a long way to go in order to have these new procedures fully absorbed in a creative way but the signs are already here and we have but to follow them.

- The future role of the Local Support Group

The main concern that comes with spontaneous reactions of social groups that take action under a certain condition, therefore they are self-motivated, is how can be avoided or treated the decline of their alertness due to fatigue, lack of purpose and lack of interest gradually developed, especially among those groups that are not getting back some positive feedback.

The Municipality of Kavala wishes to maintain the LSG and intends to do so by keeping the network alive through the activities afore mentioned (Social Pharmacy – Social Medical Office - Social Grocery, Consulting Center for Women victims of Violence, Social Cooperation LTD for the mentally sick persons) plus others that will come in time.

So far within the framework of TOGETHER it is proved that the operation of the network has been more than a valuable helping-hand; the network is a resource and an asset of the society, an equal participant in the administration procedure. Moreover is a new way of practicing politics.

Greek politics for long, since the build of the State in the early 19th century²⁵, were pretty much related to clientelism. The establishment of the centralized state and the expansion of social services formed and preserved for those 150 years clientage relations in the public administration in national and local level.

Co-responsibility can negate clientelism as it introduces a new way of performing politics. It can move beyond the stereotypes and nourish a new generation of politicians and citizens: politicians that can express freely their opinion without facing the fear of suffer a political cost since the responsibility and the participation between authorities and society is shared, and citizens that claim an active role in decision making, policy producing and delivery of services.

²⁵ CONSTANTINE TSOUCALAS **On the Problem of Political Clientelism In Greece in the Nineteenth Century**

Conclusions

We are living in rapidly changing world. We have moved on from the era of heavy industries and large factories to new models of social development and personal prosperity. Moreover we are facing a tremendous financial crisis that may last for many years. We must find the most efficient way to deal with those two, the changing world and the crisis, and focus on their common demand of changing the way the public administration operate. We are half way there since the Authorities already seek to adopt new ways of engaging with citizens. We read in the Council of Europe's Methodological Guide: *Involving Citizens and Communities in Securing Societal Progress for the Well-being of All:*" The involvement of and reflection with communities and citizens (..is seen..) as key ways of offering a vision of the future..which reflects on the multidimensional

nature of well-being for all and highlights the key significance of intangible and environmental resources”.

We can evaluate the citizens’ participation with a 7th grade scale²⁶ that presents the quantity and the quality of their involvement in public administration at a local level:

1. Minimal engagement

The Municipality consults citizens or voluntary organisations on a few topics or in an occasional survey, but appears to take little notice of the results. This is pejoratively known as tokenism.

2. Formal partnership

A formal relationship with a number of organisations outside of the municipality is established. These partners sit around the table but the local authority or the government agency chairs the meeting and takes all the key decisions

3. An engaged partnership

This has the feel of a much more equal arrangement with the partners/voluntary organisations having some real influence on agenda and decision-making. However, ultimately the Municipality retains the decisive influence

4. Co-governance

Here there is the strategic planning of a service or a project or a programme. Actors from different organisation and sectors determine shared policy priorities and may translate these into strategic plans.

5. Co-management.

This refers to a situation where different organisations work alongside each other to co-ordinate the delivery of a service or project. Actors from different

²⁶ Jon Bloomfield, Results on TOGETHER project.

sectors and organisations use their respective resources to contribute directly in practical ways to the delivery of a specific project or service.

6. Co-production.

This refers to an arrangement where citizens produce, at least in part, the services they use themselves..

7. Co-responsibility.

This is where the elements outlined in points 4-6 are combined across a whole sector, for example within the education system in a city, or its economic regeneration. The ultimate goal would be to achieve this across an entire territory, in other words across all the services within a neighbourhood or district.

It is quite obvious that the stages of Co-governance, Co-management, Co-production and Co-responsibility initiate a participial form of public administration. In order to achieve reaching the very last stage, the stage of co-responsibility, it is needed to be introduced procedures and democratic practices that will help in the matureness of this attempt.

In that process TOGETHER was the tool and the method which enabled the council of Kavala to engage with citizens and voluntary groups from the beginning and to engage with them on an equal basis.

In a context where co-responsibility and voluntarism was merely a moral suggestion to a specific part of the community, the wealthy and strong ones, with beneficiaries a certain target group of citizens less privileged, undereducated, on the social fringe, TOGETHER taught the opposite: Voluntarism and co responsible behavior is not a class brand is an everyday behavior; it derives from anybody and addresses to everybody.

Within that framework TOGETHER has stimulated a partners' network –partly prompted by the crisis- involving a range of actors that are moving to another kind of welfare provision; not the classic way of formation that goes only from the state to the beneficiary, but also the opposite.

Last but not least TOGETHER succeeded to some point to alter the political un-co responsible notion according to which the citizens should stay passive while waiting to have all their needs covered by the central State. Within that context TOGETHER has shown the value of a co-responsibility approach: a new way to deal with problems that entail a new behaviour between individuals and society, a new policy that change the relationship between the administration, civil society and citizens.

In Kavala, the Social Pharmacy – Social Medical Office proved a useful initiative not only in terms of offering help to sensitive parts of the local population but it also served as a test-bed. In the future those activities can initiate others, and a broader context can be created. Co-responsibility is a quite new experience but is can flourish; it can provide solutions to problems and become the base of a more humanistic society. When Cicero “revealed” humanisme it was but a “shared knowledge among friends”. Nowadays this concept has to be something more: a helping hand to people unknown through a proccedure of undertaking responsibilities..

“Love responsibility. Say: "It is my duty, and mine alone, to save the earth. If it is not saved, then I alone am to blame.”

Nikos Kazantzakis

Askitiki