

CASE STUDY TITLE: DEVELOPMENT AGENCY OF KARDITSA (ANKA S.A.)

AUTHOR: UOM

THEME: CIRCULAR ECONOMY

Case study description:

ANKA is a Limited Liability Company which is located in the city of Karditsa in the region of Thessaly and acts in the public interest by cooperating with other regional and local authorities. Since its establishment in 1989, ANKA has been aiming in the enhancement of local development through the coordination of initiatives, the provision of technical support to local authorities and businesses and the implementation of projects on the basis of cooperation and autonomy.

ANKA covers the gap of networking and the lack of extension services by contributing to the confrontation of the difficulties and challenges farmers and rural entrepreneurs face, by promoting the adoption of collective structures based on the model of autonomous, self-controlled, and benefited business organization.

Consequently, ANKA is a similar organization like MDT focusing on the area of Central Greece. Moreover, ANKA's projects are more focused on the national environment and the assistance of agricultural initiatives (which is one of the main characteristics of the area). Similar to MDT (case study 1), the organization attempts to exploit better the funds that are available for the municipalities and prefectures in Thessaly (Central Greece) by assisting with technical and financial consulting in development projects that would benefit the cities, in relation to conservation of the natural resources, the environment and the improvement of agriculture in general.

Consequently, the organization's actions have effects in various aspects:

Environmental and/or social effects:

- To assist in the development, management, maintenance, protection and utilization of good advantage of natural resources
- Introduce innovation and entrepreneurship in the productive system
- Promote and increase the use of renewable energy sources
- Provide support for the development of new collective structures,
- Contribute to social development and the general development of the region of Karditsa

The following factors constitute important environmental and social effects for ANKA S.A. :

- all members belong to a system and know the rest of the members and their activities
- common services aiming to the members' improvement
- Awareness raising initiatives

The organization is a private company of "special purpose" according to Greek Law, which means that the shareholders are municipalities in Central Greece (Thessaly). However, contrary to typical companies, the aim is not to maximize profits for the shareholders but to help distribute the available funds for the benefit of citizens without of course incurring losses. This type of company is not typical in general in Greece, nonetheless it is one that is being used by municipalities in order to have dedicated people that could assist in utilizing



EU and national funds for the benefit of citizens. The difference of ANKA with other organizations of the same kind is the extensive collaboration with research institutes and universities especially in the organization’s area of action.

Regarding metrics that the organization uses, the main source of revenue is by funds. (either european or national) while the main costs are from personnel and expenses related to the various projects. Finally, the main metric of success of the company is twofold: 1) The incurrance of no losses for any given year with 2) the concurrent maximization of benefit for the maximum number of citizens

Closure, with focus questions arising from the case / problem:

The presence and the engagement of a flexible, highly qualified team of experienced and specialized staff with international experience in management and funding of EU programmes and knowledge of legislation, business development and entrepreneurship, working together as a whole and offering integrated solutions and advisory services to the public, social and private sectors is vital for success stories. Furthermore, collaboration with Research Institutes, Universities and other development agencies in Greece and Europe is considered significant as it provides high levels of efficiency, transfer of know-how and exploitation of recent research results and developments in general. However, questions of financing are always present and it is the availability of funding that is the important factor of whether the initiatives will succeed or fail.

STAKEHOLDERS: (1) ANKA S.A., (2) MUNICIPALITY OF KARDITSA (3) LOCAL BUSINESS OWNERS

ETHICAL ISSUES (**POSITIVE**, NEGATIVE) IN RELATION TO THE SCENARIO: (1) AWARENESS RAISING ON SUSTAINABILITY AND CIRCULAR ECONOMY, (2) FUNDING DICTATES INITIATIVES (3) SUSTAINABILITY AND CONTINUITY OF PROJECTS MIGHT NOT BE GUARANTEED – EFFECT: DESPITE THE RELIANCE ON EXTERNAL FUNDING THE OVERALL IMPACT OF THE ORGANIZATION CAN BE CONSIDERED POSITIVE AS IT ATTEMPTS TO MAXIMIZE BENEFITS FOR CITIZENS

GREEN SKILLS ADDRESSED: (KEEP RELEVANT ONES FROM THE LIST): LEADERSHIP SKILLS, MANAGEMENT SKILLS, CITY PLANNING SKILLS, FINANCIAL SKILLS, PROCUREMENT SKILLS, COMMUNICATION SKILLS

SDGS ADDRESSED: GOAL 5: GENDER EQUALITY, GOAL 9: INDUSTRY, INNOVATION AND INFRASTRUCTURE, SUSTAINABLE CITIES AND COMMUNITIES, GOAL 17: PARTNERSHIPS FOR THE GOALS

