

## Description of the social enterprise – information sheet

### Workshops without Borders (AFF - Ateliere Fara Frontiere) - Work integration social enterprise



| <b>A. Identification data</b>   |   |
|---|---|
| 1. Name of the enterprise   | Workshops without Borders (AFF - Ateliere Fara Frontiere)   |
| 2. Location/Address of the enterprise   | Bucharest, Sos Oltenitei, Nr 105, Sect 4, Romania   |
| 3. Website of the enterprise  | <a href="http://www.atelierefarafrontiere.ro">www.atelierefarafrontiere.ro</a>  |
| 4. Legal organisational form  | Non-profit association  |
| <b>B. Good practice of the social enterprise</b>  |   |
| Aspects that recommend the social enterprise as a good practice in the particular sector.           | <p>AFF is a work integration social enterprise for disadvantaged workers ; our project meets the need of excluded people to reintegrate socially and economically, the need of responsible management of waste and the need for access to NTIC for education and training of disadvantaged or isolated communities.</p> <p>Our added value is that we provide individual holistic support to each of our disadvantaged workers in order to empower them and sustainably build their employability.</p> <p>Our social economy activities that support work integration are circular or green activities useful to community and foster in the same time social, economic and environmental impact.</p> |
| <b>C. Context:</b>  |   |
| 1. Year of Founding   | 2008  |
| 2. Context of start-up – problem that the enterprise was set up to solve, economic social rationale | Very excluded or highly dependent on social minima disadvantaged target groups and very few active inclusion initiatives.   |
| 3. What are the Main Activities of the entity?  | Work integration of disadvantaged groups, collecting, reusing and recycling WEEE and upcycling into bags publicity outdoor waste, collecting food waste and composting, producing organic vegetables and direct distribution to consumers   |
| 4. Who are the Main stakeholders (i.e. members, clients, producers, etc.)?                          | Our main stakeholders are our disadvantaged workers that benefit of a social and professional accompaniment in our work integration social workshops, then our clients for collecting waste services, our beneficiaries of the donation programmes (refurbished computers are donated to schools and NGOs from all over the country) and of course our partners – NGOs that refer the disadvantaged candidates, private companies that financially support our programmes.  |
| 5. Geographic coverage with respect to:   | Local/ regional/national/European   |
| i) to production of services and/or goods and   | AFF has local coverage with respect to production of goods and services, but the market /beneficiaries are  |
| ii) market/consumers or beneficiaries, clients, etc.  | national and sometimes even European.   |

| <b>D. Ownership Structure</b>   |  |
|---|--|
| 1. What is the ownership structure of the entity: i.e., does the entity have shareholders, owners/members, donors, trustees, investors, etc.?                           | AFF is an association of members.  |
| 2. If membership, is membership open or closed? Is exclusivity required?  | Membership is open.  |
| 3. Is a capital contribution required? If so, how much? Is equity capital unallocated or individualised?  | The social capital is unallocated; the contribution required is a membership fee of minimum 5 RON (approx. 1 euro).  |
| 4. Describe in a few words the voting distribution (e.g. one member-one vote; proportional to equity contribution; proportional to use, etc.).                          | One member = one vote, the vote is not related to the capital contribution.  |
| 5. Describe in a few words the main benefits for members or owners.   | The members do not have direct benefits, but they are part of the association governance and they take the strategic decisions of the organisation.  |
| 6. Indicate any <u>main changes</u> in ownership over the lifetime of the entity.   | None. The association does not have private individual ownership, it is a collective ownership.  |
| <b>E. Governance</b>  |  |
| 1. Describe the governance structure of the entity (board, management, committees, etc.), number of members and method of selection (appointed or elected and by whom). | 3 founding members, the members are elected, the membership is open to the employees and stakeholders of the organisation, there are currently 7 members, 5 members of the Board of Directors that have appointed a General manager. |
| 2. Is there an entity or process for oversight of the board?  | The General Assembly.  |
| 3. Are there external independent board members?  | Yes  |
| 4. Are there term limits for board members?   | Yes, they get elected annually.  |

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| 5. What is the gender composition of the board?  | 4 women and 1 man   |
| 6. Describe management and board salary/ compensation policies and how they are decided/determined?  | The members of the Board are volunteers, only the Managing General Director is salaried.  |
| <b>F. Profit/ benefits/ surplus distribution policies</b>  |   |
| 1. Describe briefly the distribution policies and procedures for profits / benefits / surplus  | No distribution, everything is reinvested 100%.   |
| 2. Are members/owners liable for losses of entity? Describe how liability is shared.   | All the members of the General Assembly share equal liability for losses of the entity.   |
| <b>G. Strategy: highlight approaches adopted to address the identified challenges</b>  |   |
| 1. Describe briefly the business strategy looking at aspects like: main products/services, market niche, market share, quality and pricing/costs and <u>main changes</u> occurred in time. | <p>Ateliere Fara Frontiere (AFF-Workshops without borders) is a Romanian non-profit NGO: we are work integration social enterprise for very disadvantaged and excluded people. We collect, reuse and recycle WEEE waste, and we donate refurbished IT equipment to schools and charities all over Romania. We also collect advertising waste and transform it into useful bags and workplaces for very excluded persons.</p> <p>Starting with 2015, we grow solidarity for a sustainable development!<br/>                 We are currently preparing 2 new social economy enterprises:</p> <ul style="list-style-type: none"> <li>• an enterprise of collection, sorting and composting organic waste from Bucharest's biggest retail companies and restaurants</li> <li>• a 4 ha work integration organic farm providing workplaces for very disadvantaged persons from Bucharest and neighbourhood, but also involving the local community</li> </ul> <p>Expected results:</p> <ul style="list-style-type: none"> <li>• 20 workplaces for disadvantaged persons a certified organic farm of at least 4ha</li> <li>• 4000 m2 of greenhouse for 52 weeks / year production</li> <li>• at least 80 varieties of vegetables</li> <li>• 160 consumers-members</li> <li>• 1500 tones of organic waste collected and composted a pedagogic farm a program of accessible quality food for poor people</li> </ul> |



|  |  |
|--|--|
| <p>2. Describe briefly the relation between the business strategy and the social mission of the enterprise.</p>  | <p>The economic model is a support for work integration for extremely disadvantaged people; the economic activities were chosen to provide a good support for the social and professional integration of low skilled people from vulnerable groups with a long distance to the labour market.<br/>                 Whenever it is possible, the stakeholders – all the employees, the partners, clients, providers are consulted on the business strategy; the business model is based on a complex partnership with NGOs, social /medical/psychological /education / training providers, and on a participatory approach.</p>   |
| <p>3. Please describe briefly the strategic partners or alliances that the enterprise has.</p>   | <p>The enterprise is a member of the RISE Romania – the Romanian Network of Social Integration Enterprises, which is a member of ENSIE – The European Network of Social Integration Enterprises, which is a member of Social Economy Europe, Social Platform, RIPESS; Ateliere Fara Frontiere is also a member of RREUSE – the European Network of Social Enterprises that are active in reusing and recycling activities. Ateliere Fara Frontiere is also a member of the NGO Coalition for Structural Funds and of the Romanian Coalition for Environment. Together with CSDF, several NGOs, the Federation of Credit Unions and the Cooperative Federation, AFF as RISE Romania member is also actively involved in the Romanian Social Economy Coalition.</p>  |
| <p>4. Please describe briefly the methods and practices of communication/relationships with Stakeholders (members, community, donors, NGOs, etc.),</p> | <p>We offer to each insertion employee, besides the individual work contract, personalised social and professional counselling, using a professional job coaching methodology applied by a team of experts including psychologist, social worker, assisted employment expert. We involve the employees in the operational decision making process through monthly meetings. The insertion employees are evaluated at each professional milestone (a total of 7 milestones that can take 2-4 years), but they are also evaluating themselves and evaluate the quality of social counselling and the involvement of the management team.<br/>                 We publish online and distribute offline an annual activity report that contains moral and financial information about the activities and the projects of our organisation. AFF regards as critically important ensuring the transparency and keeping a close relationship with our partners, funders, sponsors as well as with our clients and suppliers.</p> |

| 5. Innovation and key performance factors   | KPF   | Description  | Target 2015 |
|---|---|--|-------------|
|   | No. of insertion employees                    | Numarul total de angajati in insertie  | 30          |
|   | Rate of insertion employees / total employees | Rate of insertion employees in the total number of employees   | 62.50%      |
|   | Rate of insertion                             | Rate of positive emergence to the conventional labour market at the exit from the insertion workshops  | 40.00%      |
|   | Rate of insertion 1                           | Rate of insertion after 1 year   | 20.00%      |
|   | Rate of insertion 3                           | Rate of insertion after 3 years  | 15.00%      |
|   | Rate of insertion 5                           | Rate of insertion after 5 years  | 10.00%      |
| 6. Human resources - personnel<br>- No. of employees<br>- No. of volunteers<br>- No. of members | 37<br>6<br>7                                  | 6.1. For Work Integration social enterprise - vulnerable employees if the case (i.e.), work integration plan/programmed used and management structure<br>Ateliere Fara Frontiere works with various target groups in order not to get to the problems and difficulties and to segregate vulnerable groups.<br>Ateliere Fara Frontiere suggests to each person a personalized gradual insertion plan.<br><b>The individual is the centre of our projects:</b> we don't see the individual through his weaknesses and problems, like a burden with no solution in the society, but we look at his qualities, competences, abilities and we use those to build the future.<br>Recruitment criteria:<br><ul style="list-style-type: none"> <li>✿ The motivation to work and the will to ameliorate his social and professional status</li> <li>✿ Physical and psychical capability to work, regardless the difficulties (disabilities, addiction, criminal record, illiteracy)</li> </ul> By this, we offer to individuals in need a payed work place and social and professional counselling. The counselling process, designed as a preparation phase and a launching platform, aims:<br><ul style="list-style-type: none"> <li>✿ (re)constructing self-confidence and confidence in others</li> <li>✿ (re)gaining autonomy</li> </ul> |             |

- ✿ (re)constructing durable employability
  - ✿ (re)constituting and consolidating social and family connections
  - ✿ (re)integration on the labour market and in society as a citizen with full rights
- We offer on the job training to our insertion employees, to help them acquire transversal professional competencies, internal soft skills trainings and external accredited trainings/qualifications/specializations in several jobs required in the conventional labour market.
- The economic activities in the workshops are a support for social and professional insertion, but the professional path is built together with the person, based on his/her experience, competencies and availability.



#### H. Outcomes: results achieved and lessons learned

- Yearly social and economic results – every 5 years since start-up, and/or the last 3 years
- Assets (raw numbers)
- Capital (raw numbers)
- Production
- Turnover /sales
- Profit/loss
- 40% of the WEEE collected prepared for reuse
- 550 tons of WEEE collected
- 30 jobs for disadvantaged workers created
- over 150 disadvantaged persons hired over the last 5 years
- 40 people integrated on the competitive labour market
- 50 tons of publicity waste collected
- more than 12000 *remesh* products sold

- Social benefits - describe the benefit to members (membership), indicators used to evaluate the enterprise.
- 6500 IT equipment donated to more than 1500 schools and NGOs for their education and inclusion programmes
- more than 150000 children and young people were given access to education, training and ICT

|                       | 2009   | 2010   | 2011   | 2012   | 2013   | 2014   |
|-----------------------|--------|--------|--------|--------|--------|--------|
| Assets (raw numbers)  | 163273 | 534616 | 552581 | 550332 | 652636 | 654075 |
| Capital (raw numbers) | 141025 | 464651 | 549306 | 550332 | 586510 | 589845 |
| Turnover /sales       | 4123   | 108000 | 296454 | 407237 | 597887 | 595266 |
| Profit/loss           | 99863  | 140029 | 463651 | 548307 | 549331 | 585510 |

- I. Describe in a few words the broader social / environmental impact in your community – spill-over effects, in the last 3-5 years.**
- The creation of a complex partnership between institutions and NGOs that provide social services;
  - The establishment of a national network of work integration social enterprises and the participation in different coalitions and national and European networks of social, solidary and circular economy.
  - The initiation and participation to different lobby and advocacy campaigns aiming to enhance public policies and changes in legislation.

**J. Discussion Points: questions readers may want to consider and to discuss about it**

We are rather oriented into the exchange of good practices and expertize, transfer of tools and knowhow and replicabilities, than oriented into scale changes (scaling up) through adopting economic and decisional models from the conventional economy. Work integration social enterprises are rather adapted to answer to local needs and are designed at human level, and cumulated impact of these initiatives generates big scale changes and not the “corporate” social economy initiatives. We do not sustain the concepts of social entrepreneurship and social innovation to the extent that these concepts describe initiatives that put in the centre a heroic individual around which people and activities gravitate, leaving behind the collective, participative and democratic dimensions of the social economy, as one of the domain’s main trait.

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