

PD-ABR-980

**SUPPORT CENTERS INTERNATIONAL**  
**IN COLLABORATION WITH**  
**NATIONAL ASSOCIATION OF SOCIAL WORKERS**

**Project Title Romania Support Project**  
**Cooperative Agreement No EUR 0032 A 00 3041 00**

**Final Evaluation (Revised)**  
**06-13 November 1995**

***"There is an impressive level of sophistication of human resources in Romania."***

**--An American NGO Program Director**

**Evaluation Team Members**  
**William Booth**  
**Rodica Furnica**  
**Gabriela Matei**

## **ACKNOWLEDGEMENTS**

The evaluation team would like to thank Dr Mary Ann Micka and Cynthia Walker of USAID/Bucharest and Mary Lee MacIntyre of A I D Washington for their encouragement and contributions, WACAP for their logistical support, Marilena Iliescu for her insights and services as a translator, Maria Poptean and Cristi Sfirski for their logistic support, the staff and consultants of SCI/NASW for their generous support, Dr William Saur for his time and enthusiasm, Dr Kristine Rogers for her editorial assistance, and to the PVOs, NGOs and donors who made time to share with us their experience and insight into the development of the NGO sector and alternative models of care for child protection and development in Romania

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## Acronyms

A I D	Agency for International Development
ARAS	Romanian Association Against AIDS
ARPAS	Romanian Association for Promoting Social Work
CONSOC	European Consortium for Social Work/Education/Development
DIP	Detailed Implementation Plan
ECPHARE	European Community Program for Eastern Europe
GO	Governmental Organizations
GOR	Government of Romania
Holt	Holt International Children's Services
HRD	Human Resource Development
IFSW	International Federation of Social Workers
INGO	International NGO
NASW	National Association of Social Workers
NGO	Non-Governmental Organization
OA	Opportunity Associates
PCI	Project Concern International
SCA	Support Centers of America
SCI	Support Centers International
SOW	Scope of Work
T/TA	Training and Technical Assistance
TA	Technical Assistance
TOT	Training of Trainers
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
WACAP	World Association for Parents and Children
WLI/DemNet	World Learning International/Democratic Network Project

## EXECUTIVE SUMMARY

The primary purpose of the final evaluation of the SCI/NASW Romania Support Project was to assess the Project's progress since the interim evaluation in April 1995. The following project components and issues were addressed: (1) What impact has SCI training and technical assistance had on organizational development as revealed by a) the statistical base of the SCI component and b) the activities of social workers in the development of the social worker associations/networks to strengthen the profession and its practice models? (2) Was there timely delivery of inputs and did they contribute to achieving the project objectives (outputs)? (3) Has the project responded to the recommendations of the interim evaluation? (4) What has the project done to facilitate continued support of the organizational accomplishments of the child care NGOs and social work associations/networks?

SCI/NASW was the first project to receive funding from USAID to support NGO development rather than delivery of services in Romania. Six months prior to the end of the project, SCI refocused its efforts from service delivery to the development of structures to encourage the growth of the NGO sector in Romania. These efforts have been undertaken in collaboration with donors and PVOs and have laid a foundation upon which training, technical assistance and institutional development will continue to be provided to Romanian NGOs through a number of different programs, projects and funders.

In general, the recommendations of the interim evaluation team regarding training/technical assistance, access to western resources, the promotion of social work, and management were followed. Grant objectives have been met.

Thirty-five percent of the total training participants attended sessions during the last seven months (that is, since the interim evaluation), which period constitutes 30% of the training time allotted. Forty-seven percent of the SCI technical assistance to NGOs was provided in the period after the interim evaluation. There was a major difference, however, in who was providing the TA. Before the interim evaluation, 93% of the TA hours were provided by expatriates and only 7% by Romanians. After the interim evaluation, the hours provided by Romanians increased to 52% and the ex-pat proportion was reduced to 48%.

Many of the Romanian co-trainers who have been prepared by SCI have co-trained with SCI/NASW consultants and in some cases they have been the lead trainers. Continuity in the utilization of national trainers is being provided by SCI in its World Learning T/TA project. Local trainers are gaining needed practical experience and expertise in working with experienced trainers and in delivering specific content in the new WLI DemNet program. With the assistance of Romanian social workers and trainers, SCI has continued to adapt, field test and translate applicable case studies and other training materials.

SCI/NASW efforts to increase access to local and western resources were diverse and included, among other things: 1) participation in the planning of national and international conferences, 2) collaboration in the establishment of information centers and a network of social work practitioners in Romania, 3) sharing of training materials (in particular, with World Learning International to establish the WLI Democratic Network Project), 4) assistance in the placement of volunteer support in local service NGOs, 5) supporting the establishment of "twinning projects" between NASW North Carolina and Romanian social work practitioners, 6) participation in the writing of funding proposals to support Romanian NGOs and the provision of social services.

SCA and SCI made efforts to revise management practices and management systems to alleviate some of the obstacles that had been identified as impeding program development. These modifications, which included increasing the imprest fund by \$800 per month and improving budget information flow to the project, coupled with the relocation of the Project Support Coordinator/Finance and Administrative Manager to Bucharest from Washington helped to improve communications and cooperation between the two offices.

The various PVO and NGO initiatives in contributing to alternative models of care for child protection and community-based social work in Romania have achieved a critical mass. Social work in Romania is regaining the professional capacity and status which it once held. Through the intervention of NASW, in collaboration with IFSW and CONSOC, it is emerging to take its rightful place among the professional associations in the European community of nations. The seeds for pride have been planted among Romanian social workers. For these efforts to mature and succeed, continued donor and international support are required.

## **LESSONS LEARNED**

The following lessons learned evolve from the SCI/NASW experience in Romania but could have application in other projects in other countries where the objective is to develop an indigenous NGO sector

- (1) Projects which include stakeholders in the needs assessments, National staff in project, program and work-plan development and involve local government in project implementation, when possible, appear to be more effective and stand a greater chance of achieving program sustainability during the life of the project
- (2) Modeling is an effective (and necessary) method to present alternative models of care. In Romania, for example, counterparts may have read about these systems, but need to see how they can be implemented because the written word may find no common experiential framework between Romanian readers and Western authors
- (3) Time is a critical factor in implementing changes in attitude and behaviors and reallocating or developing the human and material resources necessary to sustain them after the life of a project
- (4) Success of collaborative projects requires that at the outset partners discuss and clarify roles and responsibilities, the lines of authority and mechanisms for decision-making, establish a structure for communication, and assure the necessary systems (personnel policies, resources and infrastructure) and experience for home-office personnel to support field activities
- (5) Human and material resources provided to projects must continue to respect the culture, history, tradition and language of the people for whom it is intended
- (6) Training is a means to an end and not an end unto itself. Individual learning is only one part of organizational change. To be truly effective, training must be followed up with practical application (i.e. theory should be linked to practice), so that both individuals and organizations benefit from the learning

## PROJECT BACKGROUND

### A HISTORY

In August 1993, Support Centers International (SCI), in collaboration with the National Association for Social Workers (NASW), signed a cooperative agreement with the United States Agency for International Development (USAID) to provide training and technical assistance in management and social work organization development to emerging leaders, managers and social workers working in the non-governmental child welfare and social services sector in Romania. The initial effort was organized in Bucharest and most of the recipient organizations were located in Bucharest.

After the first quarter of operation, it became obvious that to accomplish project goals more effectively, SCI/NASW would need to expand the scope of work to include other parts of the country and to establish an on-site presence to facilitate communication and coordination. Toward these ends, additional resources were requested and approved by USAID. The expanded project became national in scope and services were to be provided to an increased number of NGOs, total USAID funds were \$807,481, with \$266,985 as cost sharing from SCA/NASW.

SCI is an international initiative of Support Centers of America (SCA), which is the oldest and largest network of non-profit management training, consulting and information services in the United States. SCI has two overseas offices: Egypt and Romania. Since January 1990, SCI has assisted indigenous NGOs and regional development agencies to strengthen and increase the effectiveness of NGOs, especially those supporting social services, child welfare and development efforts.

The National Association of Social Workers (NASW) is the world's largest organization of professional social workers, with a membership of 150,000. NASW's purpose is to strengthen the social fabric, both domestically and globally. Its international office, established in 1989, has collaborated in international projects in Eastern/Central Europe and Russia since 1993.

The goal of the project is to ***"strengthen the capacity of Private Voluntary Organizations (PVOs) in Romania to care for at-risk children"***. SCI/NASW developed the following outcome objectives in order to achieve its goal:

## **I IDENTIFY AND SUPPORT THE COLLABORATION OF ROMANIAN NGOs**

An identification of nascent groups and NGOs eligible for training and technical assistance was undertaken by SCI during the first technical assistance visit to Romania in October 1993. A listing of Romanian child care NGOs was obtained from the Romanian Information Clearinghouse (RICH), a governmental unit located within the Ministry of Health. Additional referrals of organizations and agencies potentially suitable for receiving training and technical assistance were obtained from USAID, Chief, Human Resources Development, Director of the School of Social Work, Bucharest University, The Soros Foundation NGO Program Director, UNICEF, Peace Corps, ECPHARE, and other local and international NGOs serving children, such as Holt International, World Vision and Project Concern International. In Timisoara, Iasi and Constanta, referrals were obtained through networks of humanitarian organizations that already existed in those areas.

Selection criteria for inclusion in the program included: a) groups that were already legal entities, b) the ability to provide social services to children, c) a potential for sustaining and expanding services to children, d) an interest in technical support and the ability to benefit from the services to be provided, and e) a commitment to the development of a locally supported sustainable organization.

## **2 PROVIDE THE REQUISITE TRAINING AND TECHNICAL ASSISTANCE TO ESTABLISH AND STRENGTHEN PVOs**

A major aim of providing management training and technical assistance to Romanian NGOs is to develop human resources for the future development and support of child welfare NGOs, within the Romanian context, to ensure their sustainability.

Factors considered in providing training and technical assistance in the various sites across the country have included: ensuring consistency in training and technical assistance in the core series, ensuring that the curriculum and cases reflect Romanian language and culture as much as possible, linking model programs across the country to develop a network of Romanian experts, and ensuring effective coordination of training and technical assistance.

There have been three phases in the development of this model for providing training and technical assistance. In the initial phase, U S -based non-resident consultants were used to provide training and technical assistance in Bucharest. These

consultants were contracted for a period of 5-6 days to provide a 2-3 day training program followed by 2-3 days of technical assistance for participating NGOs. During the second phase, which began about a year into the project, local ex-pats were hired to provide follow-up technical assistance for Bucharest and training and technical assistance for the remaining three training sites.

The third phase integrated Romanian trainers into the training and technical assistance process and was initiated with the Training of Trainers (TOT) workshop in October 1994. Several of the potential trainers were recruited by Opportunities Associates, a Romanian NGO in Bucharest, that has trained Romanians in small-group process skills. Twelve Romanians participated in this workshop to learn methods and develop skills in NGO management topics in which they had experience or interest. Most of the TOT participants have completed all modules of the core training and technical assistance series. As the Romanian trainers gained more experience and competence and as the adaptation of modules continued, the Romanian trainers began providing a major part of the project core training with supervision and technical assistance from the SCI consultants. Several of these Romanian trainers are providing technical assistance to other child welfare NGOs independently and with SCI supervision.

A second TOT workshop trained an additional 10 - 15 Romanians recruited from participants attending SCI's training and technical assistance programs and from appropriate Romanian NGOs and resource agencies.

## **CURRICULUM DEVELOPMENT/ADAPTATION**

An existing management training curriculum developed by SCA was made available to SCI for use in its Romanian project. The core series includes modules which SCI had originally adapted for use in Slovakia NGO training and technical assistance, sponsored through a grant from The Charles Stewart Mott Foundation. This core series includes modules in Project Planning, Proposal Writing, Project Management, Program Evaluation, Financial Management and Fundraising and Resource Development. The Program Evaluation module was adapted and re-created on site in Romania by a locally hired consultant while the Training of Trainers module was created for use in Slovakia and adapted for Romania. Other modules that have been used are Training of Trainers, Board Development and Strategic Planning. These modules and materials were further adapted for use in Romania with the assistance of an advisory committee made up of SCI and Romanian representatives. They were then translated and used in the Bucharest training and technical assistance program. Based on that experience, it became evident that the materials needed further revision or

rewriting to meet participant needs. The addition of Romanian trainers provided a mechanism for further evaluating and adapting the curriculum content and design.

### **3 INCREASE PVO ACCESS TO LOCAL AND WESTERN RESOURCES WHICH WILL ENHANCE PVO EFFECTIVENESS AND SUSTAINABILITY**

The intent of this activity was to identify, link and coordinate NGOs with individuals and groups that can provide resources to support organizational development. This included information about funding and training opportunities. The strategy has been to develop data bases, directories and a resource library, to match NGOs to donors and other organizations that provide resources, to facilitate networking among the NGOs, and to create a national non-governmental information resource center. Project staff encouraged networking among Romanian and foreign specialists working with programs for children-at-risk. They also helped link those being trained in different parts of the country.

In the design of the SCI/NASW project it was intended that another strategy to accomplish the goal of increasing NGO access to local and western resources and enhancing NGO effectiveness and sustainability would be to provide assistance to the Romanian Information Clearinghouse (RICH) to become an indigenous NGO as a means to further the development of an Informational Resources Center for other NGOs. SCI has worked with the government (Ministry of Health) and other NGOs to further develop an existing government-based NGO clearinghouse into an independent national NGO information and resource center. These efforts have not been supported by the government and SCI has been collaborating with other NGOs and donors to find another solution to this need. As a means of furthering the implementation of this objective, SCI, in collaboration with the Romanian-American Strategy Team in Washington, DC, is now initiating and supporting the development of alternative approaches to information collection and dissemination. These include identifying and working with a growing number of individuals, international and grassroots organizations who are developing resources and services in this area.

### **4 SUPPORT THE ESTABLISHMENT OF A ROMANIAN ASSOCIATION OF SOCIAL WORKERS**

Professional social work training was completely eliminated from University offerings in 1969. After the 1989 revolution, the profession of social work and training were re-established. Education is offered in four public and several private universities. On-

the-job training and practicum experience are being provided by many NGOs. The SCI/NASW project believed that support for a national association would promote and further develop the field of social work and social workers in Romania. To this end, NASW began working with the Romanian Association for the Promotion of Social Work (ARPAS) in November 1993 as a means to accomplish this goal. A national Board of Directors, composed mainly of social workers from Bucharest, was elected in 1994. SCI/NASW primarily provided assistance in furthering the development of an effective Board of Directors as the governing body of ARPAS. One Board member participated in SCI's TOT workshop and is now a trainer for the NGO Board development workshops. ARPAS Board members are invited to attend other SCI training and technical assistance workshops.

In order to further long-range support and exchange, ARPAS and the North Carolina chapter of NASW have developed possible alternatives to become linked as part of a NASW "twinning project." SCI has been contacted by other organizations interested in developing professional associations whose purpose is to advocate for the welfare of children and families in Romania. To further the objective of reinforcing the capacity of Romanian NGOs, ARPAS and NASW/SCI are exploring ways to build on their experience to develop or replicate other professional associations in Romania.

The first National Conference of the Association for the Promotion of Social Work (ARPAS) was held in Sinaia, Romania, March 24-27, 1994. Thirty-one Romanians attended, including ARPAS Board members. The workshop was held to clarify ARPAS's mission and objectives and to learn about alternative models for professional social work associations. An Action Planning Workshop was held July 15 - 17, 1994, in Bucharest, with 26 members present. ARPAS developed a work plan for 1994-95, reviewed and suggested changes to a proposed Code of Ethics. Student intern training was held in Bucharest on November 17 - 19, with 7 interns and 6 advisors attending. This meeting was followed by Board Leadership Training with the Board and members from several cities.

## **B INTERIM EVALUATION CONCLUSIONS**

The conclusions of the in-depth interim evaluation of the Romania Support Project, carried out in April 1995, were that Romanian NGOs continued to require management training and technical assistance and that SCI and NASW were well placed to provide the required training. SCI and NASW were universally seen as credible and respected organizations that were providing quality training and technical assistance programs to the emerging and evolving Romanian NGO community. It was in fact the combination

of training and technical assistance, linking cognitive with experiential learning, that made the program so effective. The project was on target and expected to achieve the Life of Project (LOP) objectives. Due to an impasse in the NASW/ARPAS component to support the establishment of a Romanian Association of Social Workers, it was recommended that the two organizations review their agreement to clarify expectations and current activities to ensure a common understanding of goals based on a re-assessment of current needs and to review and revise the status and rights of Chapters to ensure the effective promotion of social work at a national level.

## **FINAL EVALUATION**

### **(A) PURPOSE OF THE FINAL EVALUATION**

The primary purpose of the final evaluation is (1) to determine if the project's purpose and the objectives were met and if the activities were delivered within the project time-frame, (2) to assess NASW's work progress in relation to the revised work plan, (3) to assess the impact of the project on Romanian NGOs, (4) to follow-up the implementation of recommendations from the interim evaluation, (5) to identify and present lessons learned, (7) to assess the project responses to unexpected events, and (8) assess sustainability of social work associations/organizations assisted by NASW. The project objectives to be measured are those outlined in the updated Detailed Implementation Plan (DIP) dated 30 September 1995.

Results of the final evaluation will be made available for review and utilization by local and foreign NGOs providing similar services in Romania, to help increase effectiveness and promote sustainability of their activity, and by appropriate USAID officers associated with the development of policy and program strategies, to further the creation, growth and sustainability of non-profit, child welfare and social service PVOs in the future.

The evaluation team addressed the following project components and issues, with the overall goal of assessing the project's progress since the interim evaluation.

### **(B) GOALS, PURPOSES AND OBJECTIVES**

1) What impact has the training and technical assistance had on organizational development as revealed by (a) statistical base of SCI component and (b) the activities

of social workers in the development of the social worker associations/alliances strengthening the social work profession and/or social work practice models?

- 2) Was there timely delivery of inputs and did they contribute to achieving the project objectives (outputs)?
- 3) Has the project responded to the recommendations of the interim evaluation?
- 4) What has the project done to facilitate continued support of the organizational accomplishments of the child care NGOs, social work networks and/or social work associations?

### **(C) METHODS AND PROCEDURES**

The evaluation team reviewed the following documents prior to and during the evaluation process the original Romania Support Project proposal, the SCI/NASW updated detailed implementation plan (DIP), workshop evaluation forms, workshop evaluation summary reports, quarterly reports, TA report forms, consultant report summaries, and questionnaires administered to Bucharest and Timisoara participants who have completed or partially completed the core series

Interviews were conducted with SCI and NASW staff and/or consultants, Romanian trainers and technical assistance providers, representatives of client organizations and representatives of USAID Client organizations interviewed reflected a range of NGO-type problems and needs and vary according to geographic locale, length of time established and length of time involved in the project Evaluators were also able to attend an SCI-sponsored training program in NGO Board Development and a national seminar organized by NASW in collaboration with IFSW for Social Assistants Representatives of collaborating organizations and funders were also interviewed A debriefing organized by USAID/Bucharest was held for representatives of donor agencies, PVOs and Romanian NGOs A final debriefing was held with AID representatives in Washington, D C

### **FINDINGS AND RECOMMENDATIONS**

In general, the suggestions of the Interim evaluation team were followed and grant objectives have been met

## **A TRAINING/TECHNICAL ASSISTANCE**

(1) T/TA provided by SCI/NASW has helped to create an awareness among Romanian NGOs of the role of training and information services, it has been a resource for information exchange and a catalyst for networking, it has provided NGOs with a sense of support and encouragement. Volunteer programs are emerging and training is being developed to meet their needs. The Romanian NGO sector has the capacity to become a major provider of career employment opportunities in the future and should be viewed as a means for economic development itself. Ex-pats are assuming appropriate supporting roles in the training of Romanian trainers.

(2) While SCI continued to deliver training and technical assistance to Romanian NGOs, it also invested resources into the ongoing development of a structure to support the continued growth of the Romanian NGO sector. SCI has continued to use its modular training methodology and increased the use of Romanian trainers to conduct training courses and provide TA to other NGOs. While special needs and minority communities were invited to participate in various programs, none of the training focused directly on their specific needs. A Social Work student from the Rom community was engaged as a consultant by NASW. Additional training modules have been translated and case studies developed to better reflect the Romanian context. In Fall 1995, SCI utilized a Romanian co-trainer and lead trainer to adapt and translate a module on Fundraising and Resource Development.

3) As demonstrated in the appendix entitled "SCI's Training Workshops," a substantial amount of human resources (hours) went into T/TA in the last seven months. Thirty-five percent of the total training participants attended sessions in the time since the interim evaluation (during the last seven months). The time frame for training was over 23 months, the last seven months of the project constituted 30% of the training time allotted.

4) According to the appendix entitled "Technical Assistance Delivery," 47% of the SCI technical assistance to NGOs was provided in the period after the interim evaluation. There was a major difference, however, in terms of WHO was providing the TA. Prior to the interim evaluation, 93% of the TA hours were provided by ex-pats and only 7% by Romanians. After the interim evaluation, the hours provided by Romanians increased to 52% and the ex-pat proportion was reduced to 48%.

## **THE WLI DEMOCRATIC NETWORK PROJECT**

The WLI DemNet Project has undertaken an organizational development capacity evaluation of 163 NGOs in two regions (Banat/Oltenia and Dobrogea/Muntenia) of which 32% were Social Safety Net organizations. Based on these evaluations approximately 35% of those NGOs which have been selected to participate in the DemNet Project are from the Social Safety Net sector and will receive training. Only about 10% of these organizations previously received training from the SCI/NASW project.

The SCI/NASW project has provided an entree and resource for the WLI DemNet project. The absence of baseline data for the NGOs involved in SCI T/TA makes it impossible to assess the impact of the project. However, some of the initial assessment of T/TA needs came from a 1992 Soros Foundation assessment of NGOs, which provided the basis for the development of the core training program. According to the WLI assessments, the T/TA provided by SCI meets the knowledge and skills required by NGOs. These studies have identified management training as a continuing need of NGOs and, as a consequence, the SCI modular training and technical assistance approach will be adopted for use in the WLI DemNet project management training program.

Although the WLI DemNet evaluations have identified that NGOs and GOs lack basic skills and attitudes to develop effective dialogue, there are examples of emerging collaboration and cooperation at the local level. Board Development training was included in the Romania Support project, but governance of Romanian NGOs remains weak and requires further development. NGOs are beginning to influence policy development and reform without realizing that they are doing so, but their further efforts are blocked by the lack of understanding and know-how to undertake advocacy, public information and public education, policy development and reform, marketing/message development, volunteer recruitment and management and basic strategic planning.

While there is an "Impressive level of sophistication of human resources in Romania," as was stated by a recently arrived American NGO Program Director, there is a continuing need to further develop leadership and human resources in the NGO sector, and it is necessary to differentiate among training, human resource development, organization development and institutional development.

Regional disparities of culture, tradition, needs and resources require a diversity of approaches to T/TA, and although SCI has adapted, field tested and translated training materials, there is a continuing need to develop applicable case studies. SCI have integrated Romanians into their T/TA who are now providing these services and supervision to other Romanians. However, Romanian Trainers still lack a network through which to collaborate. SCI phase-out activities have focused on creating such a network through the provision of TA to Opportunity Associates and assistance with the marketing of their regional project.

## **B ACCESS TO WESTERN RESOURCES**

SCI/NASW efforts to increase access to local and western resources have included (1) initiated the development of an NGO consortium to develop plans for an international donors forum scheduled for April 1996, (2) provided a copy of its NGO data base to EC PHARE Child Protection Program enabling them to provide information concerning funds for NGO projects to local NGOs, (3) collaborated with and provided training materials to WLI in the establishment of the DemNet project, (4) collaborated and assisted Peace Corps with the placement of Volunteer support in local social service NGOs, (5) collaborated with the IFSW and CONSOC to support and organize a national conference of Social Assistants, activities were identified through which European Social Work groups could provide material support and technical assistance to emerging Social Assistant "chapters", (6) collaborated with and supported the creation of the PHARE- and Soros Foundation-financed NGO Information Center scheduled for opening in 1996, (7) in collaboration with World Vision, Opportunity Associates (Romania) and the Peace Corps wrote funding proposals for ongoing support to NGOs and the provision of social services, (8) continued to build links and establish "twinning projects" between NASW/North Carolina and Romania Social Work Practitioners, (9) in collaboration with World Vision worked to establish a national network for Social Work Practitioners, (10) continued to collaborate with the Romanian-American Task Force to raise Romanian NGO visibility among the PVO community, and (11) collaborated with the Foundation for Civil Society Development, entered into a collaborative agreement with OA concerning the establishment of a project to develop regional T/TA and information services, and established U S -based social work materials resources centers in seven regions of the country.

## **C PROMOTION OF SOCIAL WORK**

For a detailed description of the history of social work in Romania, see the appendix entitled "A Profile of Social Work in Romania Today "

In their efforts to promote a Romanian association of Social Workers, NASW reviewed its agreement with ARPAS to clarify expectations and activities, but when these efforts failed to achieve progress towards future plans, NASW diverted resources into the development of regional "networks" of Social Work Practitioners

## **Networking**

NASW continued to revise its work plan and budget to accommodate changing needs and requests. The NASW consultant offered T/TA to the various networks and ARPAS affiliates in needs assessment, organizing new associations and establishing networks for professional advancement.

The social workers interviewed by the evaluation team believe that a social workers' organization should include both university graduates and practitioners who are without a social work education but who have received on-the-job training which has assisted the development of the profession during the transition from totalitarianism to democracy. These social workers regret that they do not have any contact with ARPAS. The reasons for this lack of contact remain unclear.

Social work students at the University of Bucharest are interested in forming a students' association. Such an organization was initiated two years ago, but the students and recent graduates interviewed do not know what has happened to that project. Romanian students are interested in being linked to the NASW student members.

In the absence of a fully representative and functional national organization, Romanian social work practitioners would prefer a network structure rather than a formal organization, but this preference may be due to the failure of the ARPAS Board to empower its members and be responsive to the regional branches rather than to a lack of commitment to a strong national organization. Although at least one of the local ARPAS groups has been regularly sending the minutes of their monthly meetings to the ARPAS Board, they have received no acknowledgment of receipt and regional branches have no formal relationships with the ARPAS Board in Bucharest. ARPAS Board members have apparently made no effort to include membership representatives from the regions.

This centralized, Bucharest-based model highlights a general sense expressed among NGOs that non-Bucharest NGOs are being excluded from having real input or influence into the development of T/TA services and information resources which have often

been planned in their name with only token input from them. They also see little or no transparency in the planning, management and operations of services originating in Bucharest, where the control is often centered in a distant, unknown Board of Directors.

With the support of NASW technical assistance and outreach, the number of ARPAS members outside of Bucharest increased from 24 to 130 between July 1994 and April 1995. But as regional groups became active and sought to define their roles and responsibilities within the national association, the Bucharest Board of Directors was unresponsive.

At the initiative of a Romanian social worker from World Vision, SCI/NASW and World Vision jointly organized a two-day meeting for social work practitioners in Sinaia, September 24-27, 1995. The objective was to engender collaboration and cooperation among social work practitioners in Romania. Participants appreciated the opportunity to meet with other practitioners, learn about various projects and establish links with other NGOs. One of the outcomes of this meeting is a National Conference of Social Workers scheduled for April 1996, under the sponsorship of World Vision, to continue toward the goals of networking, training and advocacy which were articulated at the Sinaia meeting.

SCI/NASW organized a two-day seminar in Bucharest, November 10 - 11, 1995. NASW funds, originally intended for the ARPAS annual meeting (which was canceled by the ARPAS Board), were redirected to this seminar. The purpose of the meeting was to establish links among the Romanian Social Work Practitioners Network, the International Federation of Social Workers (IFSW - European region) and CONSOC, a Consortium of three European partners in the fields of social work/education/development. During the seminar a committee of Romanian representatives from the regions and Bucharest was appointed to plan ways to unite social work organizations into a national entity. The participants also agreed to promote the legal framework of social work in Romania. The two IFSW representatives who attended this meeting will present the Romanian situation and needs to IFSW/CONSOC with a view to future collaboration on joint projects.

The North Carolina chapter of NASW has begun a twinning partnership with individual social assistants and local groups in Romania to exchange information about policies, procedures, project and professional development. Links have been established based on need and interest and include, among others, social assistants working in the field of HIV/AIDS, oncology, autism and professional social work practice and models.

## **Social Work Training**

The evaluation team noticed significant interdependence and collaborative effort among various T/TA programs. The NASW consultant, in collaboration with a World Vision consultant, has developed two SW training modules for Holt International. Numerous participants in the SCI/NASW training have also received training offered by other PVOs like World Learning, World Vision and Holt International.

Many of the Romanian co-trainers who have been prepared by SCI have co-trained with SCI/NASW consultants and in some cases they have been lead trainers. Continuity in the utilization of national trainers is provided by SCI in its World Learning T/TA project. Local trainers are continuing to gain needed practical experience and expertise in working with experienced trainers and in delivering specific content in the new DemNet program.

Material resource centers consisting of NASW social work books and journals have been set up in seven regions of the country to make the U S experience and approach available to more social workers in the NGO sector.

The quality of SW training provided by PVOs confers high credibility to social work practitioners at the local level. Moreover, the efficiency of such practitioners working for NGOs determines the degree of impact on the system. In the case of Judet Caras-Severin, social workers from NGOs have "proven themselves" and have earned the respect and support of local government. Government and NGOs hold all-systems meetings and case review conferences. The PVOs have facilitated such institution-building and networking among local organizations.

There is a continuing sense of financial, programmatic, and organizational vulnerability among NGOs conducting community-based alternative models of care for child protection and development. Resources are becoming scarce, due to the weak national economy, at a time when local GOs are beginning to accept NGOs as viable and of value to the community.

NASW, through its representative Dr. Rebecca Davis, has high credibility in the Romanian social work community. As one person remarked, "NASW has planted the seed to give Romanian social workers pride and has provided opportunities for Romanian social work to develop."

## **Alternative Models of Care for Child Protection and Development**

Efforts to de-institutionalize children and establish alternative models of care for Child Protection and Development in Romania, including Prevention, Permanency Planning and services to special needs children and their families have reached a critical mass. NGOs working in this area are having such an impact on the entire child placement system at the local level that institutional care is coming to be seen as an alternative to community-based care and not vice-versa. There is an increasing need for enhanced stakeholder participation in these efforts. T/TA modules supported by INGOs and Donors, together with Romanian NGOs and university programs, are creating a human resources base for child protection and development throughout the country. The result is that there is a growing sense of pride among Romanians that they can look after their own children.

## **Recommendations For Social Work Practitioners and Associations**

Develop parent-support groups

Conduct a multi-organizational follow-on study on the current status of cases of reintegration, foster care and domestic adoption

Support the continued cost-benefit analyses to ensure future resources re-allocation

Assist NGOs to develop their capacities for policy reforms and improved legislation

Continue to promote the development of an enabling environment

Continue Donor and internal support (material, technical and moral) to further develop community-based resources

Ensure additional follow-on and support for families in cases of reintegration, foster care and adoption

Further develop community resources (e.g. develop programs to integrate the elderly as a resource) and referral centers

Implement and improve sexual education, family planning and pregnancy planning

Find solutions for the problems of social Assistants' accreditation for those who have been trained by PVOs

Develop regional and national mechanisms for social work

Further develop twinning and linkages with social work groups outside of Romania, especially within the eastern/central European region

### **Recommendations for Social Work Project Development**

Projects proposed during the two-day NASW/IFSW seminar in November 1995 included the following (1) Social Work Dictionary, (2) Legal framework of social work practice in Romania, (3) Social welfare policy, (4) social work employment, and (5) collaboration between NGO and governmental programs

The decision of the approximately 50 Romanian Social Assistants in attendance was to seek the support of and TA from IFSW/CONSOC for the development of a legal framework in social work practice in Romania. However, the other topics discussed are of equal importance to the development of social work and it is recommended that other interested parties target these already identified professional objectives for funding and technical assistance

Efforts to expand and strengthen professional social work and related professions will be critical to enabling social sector NGOs and GOs to deliver quality preventive and interventive services

### **D MANAGEMENT**

Since the interim evaluation, SCA and SCI made efforts to revise management practices and management systems to alleviate some of the obstacles that had been identified as impeding program development. These modifications, which included

increasing the imprest fund by \$800 per month and improved budget information flow to the Project, coupled with the relocation of the Project Support Coordinator to Bucharest from Washington, helped to improve communications and cooperation between the two offices

At the time of the Final Evaluation the SCA Board of Directors reached a decision regarding the future organizational structure of SCA which could enable SCI to redefine their affiliation should they so desire. A redefined structure may allow more management decisions to be made in the field.

The new SCI contract with WLI to undertake training activities within the DemNet Project provides for an 80% advance of anticipated monthly expenses which should greatly enhance budget control and project planning of local expenditures.

Problems identified by project staff which continue to inhibit local functioning include the original project was designed to operate with ex-pats and the budget allocation did not include the hiring of locals nor office rental, the expanded project proposal did not involve Romanian staff in the work plan and as such they did not always understand the reason behind certain decisions, accounting practices and financial reporting in the first half of the project precipitated a cut-back in ex-pat staff and delivery of services was not affected, there was a lack of adequate guidance concerning budget expenditures and controls from the home office.

According to WLI DemNet assessments, not all persons trained in the SCI/NASW project have integrated the new ideas and skills into the development of their organizations and there are reports that some of these individuals have used their training to acquire employment in other sectors, thus possibly creating a leadership vacuum in some organizations.

In Romania the availability of suitably qualified and experienced people who have come up through a national NGO system has not kept pace with the rapid growth in number and scale of operations of local NGOs, nor did the past political system encourage development of an indigenous voluntary sector. The challenge now is how to stimulate activities which accelerate and lead to a systematic development of a greater number of trained and competent NGO professionals to lead organizations and to develop the NGO sector.

## **GENERAL RECOMMENDATIONS TO DONORS AND PVOS**

Although the SCI/NASW project terminates in December 1995, it is important that the services which they have provided to the Romanian NGO community continue to be furnished as an ongoing need for T/TA has been identified during the recent WLI DemNet assessments. The following recommendations are meant to be of assistance to donors and NGOs interested in supporting the development of the NGO sector in Romania

- (1) Continue to identify and target resources to provide training and technical assistance to the NGO sector. In addition to management training, modules need to be provided for Governance, advocacy, policy development, legislation and administration reform, monitoring and evaluation, stakeholder identification, development and application of information management systems, media relations, public education and information, strategic planning and leadership development
- (2) Continue to provide a modular approach to training and link theoretical training to application through on-going technical assistance to individuals and organizations
- (3) Expand training and technical support to include Human Resource Development, Organizational Development and Institutional Development
- (4) Encourage the development of fora to foster NGO-to-NGO, NGO-to-GO and NGO-to-Private Sector collaboration and cooperation to develop resources, as well as legislation to create an enabling environment and undertake necessary policy reform
- (5) Support the ongoing development of local, regional and national mechanisms through which information can be identified and exchanged and networking facilitated to lessen the feeling of isolation and to reinforce the role of NGOs in the emerging civil society
- (6) Continue to encourage and develop access to western resources
- (7) Develop strategies and programs to increase public awareness, undertake community awareness campaigns and collaborate more effectively with the media, both inside and outside Romania

- (8) Encourage further exchange of information among American PVOs to assure the efficient use and avoid the duplication of services and resources
- (9) Further develop training materials and case-studies relevant to the Romanian context and training needs
- (10) Support, encourage and develop appropriate training programs and materials for the effective utilization of volunteers
- (11) Continue to foster and develop resources for the special needs of ethnic minority communities throughout Romania
- (12) Provide additional resources to strengthen organizations in order to move from project to program sustainability

### **SUSTAINABILITY**

SCI/NASW was the first project to receive funding from USAID to support NGO development rather than delivery of services in Romania. Six months prior to the end of project, SCI refocused its efforts from service delivery to the development of structures which will support the continued development of the NGO sector in Romania. These efforts have been undertaken in collaboration with donors and PVOs and have laid a foundation on which training, technical assistance and institutional development will continue to be provided to Romanian NGOs through a number of different programs, projects and funders. One of these proposals, a collaboration between SCI and OA, is to create a project which would assist the development of four regional networks of NGOs. Other options have been articulated under "Increased Access to Western Resources "

SCI T/TA has provided opportunities for NGOs to gain experience, gain confidence and identify and secure alternative resources. The Romanian Support Project has contributed to the development of a "critical mass" among Romania NGOs involved with alternative models of care for child protection and development. It is increasingly difficult to differentiate among the activities of the various participating organizations and donors. What started out as discrete activities has evolved into a force which is impacting the development of civil society in Romania at the local level through NGO and GO collaboration and cooperation. While alternative models for community-based care for child protection and development have emerged as clear alternatives to the

institutionalization of children and have contributed to reestablishing a sense of pride among Romanians that they can care for their own children, effort is still required in the areas of stakeholder participation, policy reform and resource allocation

NGOs--who have contributed to the credibility of these concepts through their high quality of service delivery and the impact which they are having on local government, officials of line ministries and communities--must continue to deliver these services until such time as they can be adequately integrated into government programs

NGOs are evolving at a quicker pace than the other sectors and much remains to be done to develop stronger relations among the various civil society partners in Romania, to create an effective enabling environment conducive to NGO - private sector collaboration and government support for policy reform, improved legislation and resource allocation NGOs continue to need training and technical assistance to develop their leadership capacity, governance, human resource base, organizational and institutional capacity

Social Work in Romania is regaining the professional capacity and status which it once held and through the intervention of NASW, in collaboration with IFSW and CONSOC, is emerging to take its rightful place among the professional associations in the European community of nations As one Social Worker trained in the 1960's stated, "Rebecca Davis (the NASW consultant in Romania) has planted the seeds for pride among Romanian Social Workers " For these efforts to mature and succeed, continued donor and international support are required for NGO programs and Permanency Planning due to the present weak economic conditions in Romania

## APPENDIX A

## **NGO CAPACITY BUILDING**

### **(1) CURRENT CONTEXT IN ROMANIA**

Within the context of the SCI/NASW evaluation and based on the WLI DemNet assessments, there are distinct indications that PVOs and Romanian NGOs presently working in the field of Child Welfare are contributing to the acceptance of alternative models of care for child protection and development as viable alternatives to the institutionalization of children. In fact, one local government official stated that Romanians are now beginning to view institutional care of children as an alternative to community-based care, whereas previously it had been perceived that community-based care was an alternative to institutional care. NGOs are providing quality service delivery of components of various alternative models (e.g., prevention, domestic adoption, foster care) but require further T/TA to better integrate all concerned stakeholders. The credibility of these NGOs within their respective communities is due to the fact that the local population sees them as separate from government, which makes their continued role (and the services that they provide) essential until such time as GOs can take on the delivery of some of these services in a reliable and effective manner.

According to the WLI DemNet assessments, not all persons trained in the SCI/NASW project have integrated the new ideas and skills into the development of their organizations and there are reports that some of these individuals have used their training to acquire employment in other sectors, thus possibly creating a leadership vacuum in some organizations. In addition to T/TA NGOs require assistance with Human Resource Development, Organizational development and Institutional development.

NGO leadership and governance require ongoing assistance for development since there is no tradition through which an NGO ethos for leadership or Board development could have been created. While the US model for the role of Boards is a useful starting place it is likely that Romanian NGOs will further develop these ideas to better meet the context and conditions in which they operate.

As some NGOs become more experienced, their need for T/TA needs expand. For example, many NGOs are requesting assistance in the areas of policy reform and public education. There is improved resource sharing among NGOs, but information sharing requires further development and resources. (For example, most Romanians

cannot afford the telephone equipment or transportation costs associated with exchanging knowledge and experience ) NGOs are beginning the process of decentralization, providing opportunities for local autonomy and local initiatives and requiring T/TA in strategic planning There continues to be a need for the development of regional and national mechanisms for information sharing and networking

As NGO capacity improves, the sector is beginning to contribute to the development of civil society and more fully participative democratic institutions in Romania There is an increasing awareness among some Romanians of the role of NGOs and their importance as a component in developing and maintaining a civil society, which is contributing to their increased credibility NGOs now see the need for and are initiating change NGOs and parent groups are beginning to influence policy reform and policy development, in one instance, they influenced the development of the Romanian Constitution by lobbying to include special rights for the handicapped

Local media coverage of NGOs and their activities is increasing but remains infrequent at the National level There is a continuing dependency on the part of most NGOs on one major donor for project funding and a general lack of know-how with which to undertake and develop funding proposals and resource development Management and reporting systems most often reflect the needs of donors Examples of limited private sector support in the form of material or in-kind donations are increasing as NGO and Private Sector dialogue improves There is a continuing need for more effective stakeholder involvement in NGO project design, execution and governance

## **(2) TRAINING AS A COMPONENT OF HUMAN RESOURCE, INSTITUTIONAL\* AND ORGANIZATIONAL DEVELOPMENT**

(\* Institutional Development, as it is used in this paper, involves development of a system in which organizations function and should not be confused with a singular institution such as a leagan )

Projects and programs require competent organizations to transform effort and resources into ongoing improvements in people's lives Investment in organizations enables development in other areas Strong organizations are essential for (a) cost-effective change of inputs into outputs, (b) ongoing participation of stakeholders, (c) mobilization and regulation of local resources, (d) resolution and management of conflicts, (e) effective control in the division of benefits, (f) monitoring, evaluation and validation of externally supported change, (g) translation of government policy into practice, and (h) in more recent times, the empowerment of people to assume some

aspects of, and more responsibility for, their development and to foster democratic change

To be effective, institutional development must be defined by practitioners and beneficiaries. Romanian NGOs must come to a mutually shared understanding of what institutional development will mean in their context, who it is to serve and how it can be achieved. It is essential that the context, forces and values in which an NGO community functions be understood to establish institutional development goals and objectives.

Institutional development must also take into account the rapid changes taking place in the socio-political, socio-economic and socio-ecological context. As in many countries, development indicators in Romania are increasingly showing per capita decline with the resulting burden being most heavily felt by the poor. NGOs are increasingly involved in the work of poverty alleviation and called upon to provide services which the government is not able to provide.

The response to the current social and economic needs of the population should be viewed in the context of strategies for long-term sustained material and institutional development in Romania and the region. Such strategies require the involvement and the participation of local organizations. Institutional development must take into account the short-term objective of these organizations to respond to the needs of the local population while assisting their development to address longer-term development and sustainability issues.

Further, institutional development must identify and address concerns and strategies which develop and enhance the capacity of Romanian NGOs to become more viable, autonomous, legitimate and effective. At the same time, they must develop their own values and identity, respond to the pressures of donors and government, expand at an accelerated rate and participate in and have an impact on policy discussions.

Partners in Romania's development must differentiate and identify the following complementary relationship among training, human resource development, organizational development and institutional development in order to achieve their objectives in an effective and sustainable manner.

**TRAINING**, which can be formalized, structured, informal or experiential, seeks to improve an individual's or a group's understanding of problem identification or problem

solving and enhance their ability to respond more effectively through the acquisition of new skills. When taken as one of a number of components of an overall development strategy, training is most effective in improving an organization's functioning. Training can address only a limited number of systems in an organization and depends on the structures and strategies of the organization to facilitate and encourage individuals to utilize this acquired knowledge and skills to bring about change. Individual learning is only one part of organizational change.

**HUMAN RESOURCE DEVELOPMENT (HRD)** involves not only acquiring and applying relevant skills and knowledge, but also appropriate values and proper attitudes. HRD emphasizes effective linking of theory to practice. The effective application of theory is enhanced when guided technical application, which provides follow-on support to individuals and organizations, is included as a component of the design of a training program.

In its simplest form, **INSTITUTIONAL DEVELOPMENT** deals with changes that are meant to occur in social structures, while **ORGANIZATIONAL DEVELOPMENT** deals with changes within the organizations themselves. The former refers to changes intended to occur outside any single organization, that is, in the patterns and arrangements of society, while the latter refers to changes within an organization, even when these changes are meant to help in its own institutionalization. The importance of these distinctions is to make sure that development-oriented NGOs are aware of the distinction between change in social structures (institutions) and change at an organizational level. Institutions transcend individual organizations and require different goals, strategies, time scales and tools to bring about the desired change.

To effect institutional development, it is necessary to view NGOs as a sector expressing values associated with participation, self-help, self-reliance and social justice. This requires a community of viable organizations and a pattern of interactions among NGOs and other development partners, including the state, aid agencies and private sector enterprise. Institutional development involves

- (a) building the foundations of a Romanian NGO sector which advances their role in socio-economic development and ensures accountability and responsibility,
- (b) enhancing collaboration and cooperation through supporting NGO networks, associations and councils to make NGOs a more cohesive force in national, regional and international development and stimulating and institutionalizing an NGO-based perspective in the context of Romania, and
- (c) ensuring involvement of NGOs in national and local policy development

While these activities involve the performance of individual NGOs, institutional development focuses on what they do collectively within the context of civil society in Romania. It strengthens interactions within the NGO community to reinforce their position with other institutional systems.

**The various definitions used to explain organizational development all include the concept that it is an ongoing process that optimizes an organization's performance in relation to its goals, resources and environment.**

Success in poverty alleviation involves concrete improvements in people's lives. Achieving results that are sustainable depends upon the type of participation. Appropriate participation, an important area for organization development, is determined by the way local institutions work. Different types of technical interventions require different skills, divisions of labor, organizational structures and responsibilities. The organizational development approach chosen by an NGO must reflect the objectives and structures of the local associations. Empowerment, which focuses on the creation of awareness based on socio-economic analysis and gender issues, requires organizational development strategies that are not divisive but accommodate the diversity of priorities of group members.

Wherever possible, staff or community training should be included as a component of institutional or organizational development and reflect these objectives within the participants' organizations. Preferences should always be given to organizational development and capacity building rather than to training. Such organizational development should take into account issues of sectoral sustainability, appropriate management and gender equity and empowerment. Assistance should be provided within the context of a strategy aimed at increasing the level of program and organizational autonomy and sustainability, and the methods proposed should be consistent with the organization's aims. If institutional change is the goal, it is necessary to articulate the links between institutional and organizational development. To be most effective, institutional development must reflect an organization's current capacity and should include mechanisms for evaluating outcomes.

In Romania the availability of suitably qualified and experienced people who have come up through a national NGO system has not kept pace with the rapid growth in number and scale of operations of local NGOs, nor did the past political system encourage development of an indigenous voluntary sector. The challenge now is how to stimulate activities which accelerate and lead to a systematic development of a

greater number of trained and competent NGO professionals to lead organizations and to develop the NGO sector

### **(3) INSTITUTIONAL DEVELOPMENT**

An instrument that is useful in assessing Romania NGO capacity will be used by the WLI Democratic Network project. This instrument identifies six components or functional areas of organizational life and the characteristic criteria or indicators of performance in each component. These six functional areas are

- Governance
- Operations and Management Systems
- Human Resources
- Financial Resources
- Service Delivery
- External Relations

Each component is dependent on and shaped by the other components. Interaction among these components, when functioning effectively, affects the sector as a whole and produces the synergy that results in effective institutions.

Each organization exists within and is affected by the environment and larger world that surround it and must adapt to the forces and changes in this environment by changing the structure and processes of its internal components. Differentiation must be made between the institution that formally exists on paper and the informal system, which is what people really do. Neither system is to be preferred because both exist and are necessary.

Institutional development is both a development strategy and an organizational intervention. As a development strategy, institutional development aims to promote and facilitate the establishment of a thriving community of national development institutions. As an organizational development intervention, institutional development assists local institutions to become more effective, viable, autonomous and legitimate. Institutional development is also a participatory process whereby the members and constituents of an organization become committed to improving the functioning of their organization as they identify its needs and determine how they themselves can meet these needs. While training is an important component of organizational development, it does not, of itself, equal organizational development. Organizational development is

an ongoing process that optimizes an organization's performance in relation to its goals, resources and environment

It is important for NGOs to consider financial, programmatic and organizational sustainability as a component of their institutional life

#### **(4) STAKEHOLDERS**

Since the term stakeholder is new to many Romanians and since the involvement of stakeholders is critical to the success and sustainability of a project, it is important to have a common understanding of the term and what it implies

A stakeholder is someone who perceives a stake or interest in a given situation. A stakeholder in social services to children is an individual or a group with a direct interest in the use and management of services and institutions related to child placement

A range of categories or institutions which have the potential to impact social services to children at the community level include the following

##### **Community level stakeholders**

- traditional authority structures
- local governance structures
- party political structures
- self-interest organizations (e.g., parents associations, NGOs, church groups)
- service organizations
- private sector or entrepreneurial actors

##### **External Institutional stakeholders**

- Government or State Political forces
  - regional or sub-regional administration
  - government line ministries
  - agencies/project administration

- Non-governmental Institutional Actors
  - donor/Aid agencies
  - International NGOs
  - National NGOs
  - Universities and Research Organizations
  - National Interest Associations
  - National Service Organizations
  - Private sector Entrepreneurial Groups
  - Community

Communities are not homogenous entities. Within a given community there are conflicting interests among various groupings. The social position of individuals within each group will determine to a large extent the context within which people can or cannot interact with all resources found within the community.

Conflicts within communities can be managed by collective agreement and compliance. One of the great challenges facing those interested in child welfare is to promote consensus among peoples with varying and often conflicting interests within the community and between the community and other social structures. In the case of permanency Planning in the Romanian context this is especially critical. The culture has come to accept institutional placement as being in the best interest of the child, due to the current economic situation in the country, the decentralization process (which is placing more responsibility at the local level without the financial and sometimes organizational means to do so), socio-structural remnants and ethnic groups striving to maintain their identity and functional purpose.

Child Welfare policy and services which will prove socially sustainable require representatives from all stakeholder groups to meet, communicate and ultimately negotiate in good faith. Guaranteeing appropriate representation of politically less powerful stakeholder groups in the planning process (such as the poor or ethnic minorities), promoting their participation and determining the terms and conditions of participation are not easy tasks but are essential to long-term success.

**APPENDIX B**

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# **A PROFILE OF SOCIAL WORK IN ROMANIA TODAY**

## ***BACKGROUND AND INTRODUCTION***

Social work in Romania today is in a critical stage of development. In 1969, social work as a profession was abolished in Romania, as it was in other Communist countries. After the fall of the Ceaucescu government in 1989, social work was reintroduced in 1991 at the state universities, although not recognized in other government agencies as a job classification. Since then, the sense of individual and community responsibility for vulnerable individuals in their community has been growing. In a country in which "child protection" has been "institutional care" for 20 years they are sensitive about the "world view" of Romania.

Social work is beginning to be practiced in Romania today. Both as individuals and organizations, Romanians are making a start in championing the rights of individuals and providing care to vulnerable people. Contributing to this movement are the many foreigners practicing social work in Romania. Romanian social workers are attempting to reunite children living in the "orphanages" with their families, providing services to children and adults in their communities, counseling young mothers at risk of placing their infants in institutions, providing support services to children and their families with cancer and AIDS/HIV infection, educating the community about domestic violence, and organizing campaigns to collect money, clothes, and food for poor families. Some participate in these efforts as part of their regular jobs, but many do it as volunteers to improve the condition of their fellow Romanians. Often, however, these social services are not provided by individuals called "social workers" since the profession is not yet fully established.

The individuals working in these programs describe themselves as pioneers with needs for personal and organizational support and leadership. There is no infrastructure of social work services or an effective association of social workers.

In 1993, the National Association of Social Workers and Support Centers of America, International Division, received a grant from the United States Agency for International Development (USAID) for dual purposes: to assist in the organization of the social work profession in order to promote the use of professional social work services for children which, in turn, would help ameliorate conditions in the institutions, and to increase the sustainability of non-governmental organizations (NGOs) working in the area of child welfare.

This project, completed in December, 1995, occurred simultaneously with a number of other social sector projects funded by foreign organizations. Some of these projects have focused on the development of social work education in Romania, including the development of field practice as an integral part of university social work programs. Other projects, both foreign and Romanian, have focused on the development of the role and status of social workers in governmental and non-governmental organizations. These projects include social work and management training, as well as technical assistance programs for Romanians in a variety of practice settings.

This document is an attempt to describe the current social work situation and the efforts of the many dedicated Romanians whose spirit and good will have and will continue to foster the vision that reflects basic social work values shared by social workers worldwide. It is the culmination of a collaboration between Romania's pre-1969 social work graduates, current students and recent graduates. It has involved individuals from related disciplines in the public and private sectors, as well as social workers and advocates from other traditions around the world.

The focus of this monograph is on social work practice in Romania as it is today although the many efforts in social work education and social welfare development that are closely linked are also described as they relate to social work development.

## CHAPTER 1

### THE CULTURAL AND HISTORICAL TRADITIONS OF ROMANIA

#### A BRIEF DESCRIPTION

Romania is one of the Balkan countries bordered by Hungary and Serbia on the East, Bulgaria to the south, the Ukraine and Moldova to the north, and the Black Sea to the East. It is larger than Hungary and Bulgaria combined. The Danube River runs through Romania and empties into the Black Sea at the Danube Delta. The train trip from Bucharest to Timisoara, near the Hungarian border in Transylvania, runs along the Danube, with Serbia on the other side of the river.

From the Black Sea on the eastern coast to the mountains in the north, Romania is rich in natural resources, history and culture. There are health spas with salt mines, natural springs, and mud baths to treat all kinds of physical ailments. There are exotic Orthodox monasteries, music, dance, theater, and art. Constanta, a large port city, is heavy with both ancient Roman and Turkish influences, and Western Romania (Timisoara, Oradea, and Cluj-Napoca) were once part of the Austro-Hungarian Empire and still reflect Hungarian heritage.

A country of 23 million people, 2.3 million live in Bucharest, the capital and the largest city. The main university cities are Bucharest, Iasi, Cluj-Napoca, and Timisoara. Other large cities are Brasov, a ski resort, and Constanta, the largest port on the Black Sea lying half-way between Istanbul, Turkey and Odessa in the Ukraine.

Romanians are proud of their Latin heritage. Originally a Roman outpost, it remained a Latin country when the surrounding areas fell to Huns, Goths and other "barbarians". Today Romania is surrounded by Germanic and Slavic neighbors, but the Romanian language is reputedly closer to Latin than any other Romance language and is very close to both Italian and Spanish. It is estimated that about 80% of the population belongs to the Romanian Orthodox Church with the remainder being Roman Catholic, Protestant, Muslim and Jewish.

Under the 25 year Communist regime of Dictator Nicolae Ceausescu and his wife Elena, Romania's foreign policy was to export large quantities of food, goods and energy supplies to pay off the foreign debt in order to become independent of foreign influences. This resulted in shortages for Romanians. Many Romanians say "Under

Communism we had money but nothing to buy, now we have things to buy but no money " The economy was centrally planned, heavy industry was promoted, and collective farming instituted. As a result, small family farms were eradicated and, in order to house the displaced rural populace moving to the cities, large numbers of homes were destroyed to make way for endless complexes of 10-story cement block apartments.

Ceausescu's family policies banned all birth control and abortion and supported large families. Women with large families received a monetary bonus but those with less than five children were taxed. Ceausescu's policy was to produce workers; therefore, although the number of children was important, their healthy social development was not. If parents could not provide care for all their children, institutions supported by the state readily accepted them which resulted in large numbers of children being placed in child care institutions mistakenly termed "orphanages."

Today, Romania has the features of a developing country. There is much economic hardship and transition to a market economy is slow. Jobs are scarce and poorly paid, housing difficult to obtain and most young people return to their parent's home or community to live after completing university or college courses. They may return to take care of family members, or to have a place to live. This often means two or three generations living together in small 1-2 bedroom apartments that may be 700 square feet in a large 10-story concrete apartment block.

Although by American standards Romania is a fairly safe place, Romanians worry about the increase in crime. Theft is a frequent occurrence but violent crimes are less common and there are few handguns and weapons.

In general, Romanians are friendly to foreigners. Under Ceausescu they had been insulated from the rest of the world: no "foreign" literature, art, films, news was allowed, and travel to or from Romania was firmly discouraged. Today, people generally travel to Romania for business or professional reasons and only rarely as tourists. That was not always the case since prior to World War II, Romania was a vacation spot for many Western Europeans, with its skiing resorts, health spas, and sea coast. Although for Romanians it is now very expensive to travel in their own country, it remains reasonable for Westerners.

## CHAPTER 2

### ECONOMIC AND SOCIAL CONDITIONS

It is estimated that in Romania today, 65.5% of the children and 47.8% of the adults live below the poverty level. In 1993 the inflation rate was over 300%. In 1994, it had dropped to 67% and seems to be slowing down. The average monthly wage is the equivalent of \$US50-100. Unemployment, estimated to be 10.2%, is a new phenomenon for Romanians since under Communism it was non-existent. This estimation may be misleading because of the difficulty in collecting data.

Romanians retire early: women retire at age 55 and men at age 60. They often find employment to supplement pensions which are inadequate. It is not unusual to find one young adult working in the family and providing supplemental income for the parents' pensions. This occurs for people across all social and economic levels because salaries remain constant for persons in different professions and occupations: doctors, university professors, teachers, economists, store clerks, construction workers, garbage collectors - all earn the same salaries. Until recently all these persons worked for the government, as "retail" shops, including groceries, were government-run. Today, those working in the non-governmental sector, a small but increasing number as shops and other merchandizing become privatized, generally earn 50-100% per month more than those still working for the government.

#### ***Education***

On the whole, Romanians are literate and well read. The literacy rate is estimated to be about 95% although it is lower among some of the minority populations. A favorite past-time of persons waiting in lines or riding on trains, busses, and subways, is doing crossword puzzles or reading. Romanians were educated primarily as engineers, economists, and physicians. As these jobs are becoming less available, it is not uncommon to find a person educated as an engineer filling the position of director and social worker in a child welfare non-profit or other non-governmental, non-profit organization.

After the 1989 revolution, more and more young people left home to go to the universities. Courses and majors in the social sciences have become increasingly popular as they have become available. At the present time, in each of the state universities, the number of students that must be housed and also receive monthly

scholarships (based on their grade or "mark") has increased to the point that it has strained the physical and human resources of the universities

Education is available for all, although children with special needs have difficulty accessing the public education system. At all levels of the social/economic structure parents value education. They often await their children at the school on the days they are taking their exams for entrance into the next level of education, eager to see "how it went."

### ***Child Welfare***

Regretably, since 1990, Romania has achieved world attention for the plight of children in the "orphanages." The term "orphanage" used to describe the children's institutions, is a misnomer. Ninety to ninety-five percent of the children living within institutional settings have one or both parents living in Romania, often within the same city or in a nearby village. Placement was often made because of severe economic hardships where families literally could not feed and clothe their children, coupled with the socialized expectation that "the state will care for the children." In many cases mothers abandon newborn babies in the hospital and "disappear."

Although parents may have tended to think that placement was voluntary and temporary, it usually lasts for years, sometimes until the child reaches 18 years. Parental visitation and involvement has generally been discouraged. Parents do not usually question their rights and tend to regard the state's rights over the child as primary. As a result, there are innumerable children who at age 18 are discharged from the institutions, with no roots, no known family, few marketable skills and with an institutional background, and few social skills.

Immediately following the 1989 revolution, the numbers of children living in institutions decreased, but have been gradually increasing since then. A number of factors contribute to this: the lack of adequate birth control information as well as its cost, the increasing number of teenage girls, many of minority groups, having children with no means of support, unemployment and economic hardships.

At the end of 1993, it was estimated that 54,700 children were institutionalized. This represents almost 4% of the children under 18 years of age in Romania. This is, by far, the highest rate of institutionalized children in Eastern Europe. In addition, there were 93,000 children assisted by some type state social welfare assistance.

A child abandonment law passed in 1993 established standards for declaring children abandoned, who therefore could be free for alternative forms of care, such as adoption. This was partially in response to the number of Romanian children being adopted by

Western families There is also a modest allowance for normal and handicapped children, and various options for day care are provided and subsidized by the state

Economic hardships, decreasing state subsidies, an attitude that the state has primary responsibility for children - all contribute to the increasing number of children in institutions Coupled with the fact that institutions' discourage family visitations, this translates to children being increasingly distanced from their primary family relationships

As Romania attempts to continue its difficult transition to a free market economy, increased demands are placed on the social welfare system There is increased unemployment, homelessness among youth and adults, domestic abuse, alcoholism, and AIDS Romanians are more and more exposed to the outside world and can see their situation as it compares to Western Europe and the U S , and they are eager to improve their standard of living

## CHAPTER 3

### SOCIAL WORK TRAINING AND EDUCATION

#### ***Background***

Professional social work education was first established at the university (4 year) level in 1929. In 1952, the programs were revised and social work education was limited to three years at post secondary schools and colleges that had a technical and vocational orientation. In 1969 the social work schools and all social work positions were abolished. The rationale was that there was no need for social work since problems could be solved by bureaucratic and political measures. Furthermore, under Communism it was believed that by definition there were no social problems, and therefore no need for social work. After 1969, some social work courses with a health focus were moved into the medical school for a few years, but these were subsequently abolished.

Social work education was re-established in the state universities in 1990 as a three-year post-secondary program at the leading universities - Bucharest, Iasi, Cluj-Napoca, and Timisoara. A few years later these programs were changed to a 4-year university degree program, still at the undergraduate level. They currently exist as "departments" within the university "faculties" of sociology rather than as separate schools. Loosely translated, a Romanian "faculty" is equivalent to a university department in the United States. Some of the schools have now added a 5th year graduate program. Each of these post-graduate offerings has a different focus. For example, at the University of Bucharest there is one in Management and one in Social Policy. In Cluj-Napoca, only a post-graduate course in Management is offered.

Several of the theology institutes in Romania include a social work track as part of their curriculum. Students in these programs graduate with a double major in theology and social work. In Bucharest, students from the Romanian Orthodox Institute and the Baptist Theology Institute participate in the lectures with the University of Bucharest social work students, all taught by University of Bucharest social work faculty.

In Oradea, there are three social work programs, one is in the Hungarian Reform Church college (where Hungarian is the primary language), another is in the Romanian Orthodox Institute, the third is within the Emmanuel Baptist Institute. This latter Institute and its students are sponsored financially by a Baptist Church donor in the

United States The Institute has an extensive modern library that is open 7 days a week, with holdings being in Romanian, English, and other languages Many of the faculty are Westerners

### ***Curriculum And Faculty***

In general, the social work curriculum is organized around social problems or special populations Examples are Social Work with the Unemployed, Social Work with Minorities, Family Planning, or Social Work with Single Parents The curriculum is heavily weighted with theories of sociology, education, social psychology, and psychology A course called "informatics" translates mostly to statistics Some of the departments have computer labs There are few courses comparable with what in the United States are termed "methods" courses Each course is 4 hours per week, comprising a 2-hour lecture, and 2-hour seminar There is a field practicum one-day per week, and 2-3 weeks in the summer, depending on the year of study This practicum is different from that found in the United States in that the students essentially make visits of observation to a variety of agencies and do not do "hands on" work

Social work faculty generally are from the disciplines of sociology, psychology, social psychology, economics, medicine and law since there are no recent social work graduates with teaching experience The weekly two-hour lectures are usually taught by university faculty, and in some of the programs, the weekly two-hour seminar is taught by a community practitioner Faculty with formal social work training and experience are usually foreign - visiting professors sponsored by international programs, such as the Fulbright

Students are generally in school 30-35 hours per week Each is assigned to a group of 20-25 students that attend all classes together, for all 4 years The teaching method is mostly lecture Since students have little access to text books, both because of the scarcity of relevant ones as well as their cost, they get much of their information through lecture Much of the professional literature available is in English, and not all students are sufficiently fluent in this language to benefit fully from access to this body of literature Many of the foreign educators, and Romanians that have had other experiences, introduce experiential learning methods Many of the visiting professors, however, do not have fluency in Romanian, and their lectures and discussion must be interpreted This is both time-consuming, and loses much by translation since the interpreters are usually not familiar with the nuances of the English usage

## ***Student Learning Experiences And Practicum***

Students enjoy learning through role-play, small group activity, games, and student presentations. There is much interest in literature that reflects modern theory and practice techniques and in western social welfare models.

Social work students are quick to identify direct practice as their primary motivation for entering social work. They are eager to "get into the field" and "learn by experience." They want to make home visits, go into the children's institutions. They want to learn about non-governmental programs and see them as less bureaucratically rigid than the government programs.

A primary resource for students are the many developing non-governmental organizations that are providing alternative services to institutionalization of children. Students who obtain part-time employment in these agencies not only have important adjunct learning opportunities, but are also able to provide a cultural context to the projects which are often foreign-funded and foreign-staffed.

Other students are able to find volunteer situations to augment their practice knowledge. For example, one student was active in the development of a Meals on Wheels Program for frail elderly within one of the high rise apartment building or "blocks." Another student worked in an innovative program—a Supported Employment Program for mentally retarded and mentally ill young men who were moved from the institution for "irrecuperables" to a Transitional Living Center. Another student, a gypsy minority, is working with an organization that is providing training and technical assistance to Romanian non-profit organizations. She does the assessments of these organizations and assists in selecting them for the training programs.

In the United States, social work exists within the framework of a system of social services delivered by professional social work practitioners. Romania is currently challenged with the simultaneous development of the social work curriculum, the social welfare system, and the professional base of social work. There are few trained Romanian social workers to provide structure and supervision of field work practice, and many of the programs do not reflect current social work practice standards, including skills, knowledge, and value base.

For these reasons, foreign assistance for social work education has tended to focus on practice. Case Western Reserve (in Cleveland, Ohio), TEMPUS (an educational exchange program of the European Union), and the Social Work Program at Hogeschool Sittard (the Netherlands), have provided assistance through exchange programs for students and faculty, visiting professors in social work practice, financial support for faculty and educational equipment, models in teaching methodology and structure of field work and educational literature.

The United States Peace Corps has started a program to support field work within the University setting. It recruits, orients and places professional social workers within the university field work programs for a period of two years. The first group of social workers was placed in September, 1993. In 1995, there were five social workers placed at universities in Cluj, Timisoara, and Bucharest. These Peace Corps volunteers provide supervision for the social work students, consultation for those supervising the students in a practicum, and interpretation of social work functioning to potential employers and student placement opportunities. The Peace Corps volunteers are in one place for two years.

Although the student practicum placements are not work placements, it is interesting to note some of their comments after their first "placement" in response to the question "What did you learn about yourself or about social work?" Their responses are similar to what one would expect from American students.

#### **1 Social Worker as a Helper**

"People actually believed I could help them and that scares me "

"People have so many needs but we can't know everything, I was left with a hopeless and helpless feeling "

"Social workers are not well understood by others "

"It's hard to know how not to give false hope "

#### **2 Ethical Practice**

"Social workers have much power and must be clear about what they can do "

#### **3 Policy**

"I need to know more about how to use laws to advocate for clients "

#### **4 Relationship with Other Professionals**

"I was impressed by the personal work of the Romanian Adoption Committee, they are good professionals. I now understand the obstacles people have who work there "

"I need to know how to influence other professionals "

## **5 Value Base**

"Street children are not 'bad' children "

"Working with prisoners tested my understanding for somebody who needs help, with some of the prisoners it was hard to think of them as human beings when you read their past record, they minimize guilt "

"I was told these children (in the orphanages) couldn't be adopted, I am determined to do something about it "

"I have a tendency to put labels on people, to put people in categories "

## **6 Knowledge Base**

"With certain types of interventions, children (growing up in orphanages) can be like other children "

"It is traumatic for children to be moved from one place to another "

"I was impressed by the living conditions--the very poor and simple people took pride in their homes

"Families have a great deal of strength "

"I want to know more about families who bond and those that don't "

" Some of the elderly enjoyed life, they wanted to talk and tell their story "

## **7 Skills**

"The first contact with the client or clients is the most important "

"I can work to help people trust me "

"In order to understand people, I must be empathic "

"I must be impartial, the street children are very wise and will try to win you to their side against something or somebody else "

"There must be some element of trust in order to help I remembered the stages of interview-building TRUST first "

### ***Non-University Social Work Training***

- A variety of organizations now provide some on-the-job social work training for individuals who are working in social work jobs who do not have formal social work education or who were trained as social workers prior to 1969. Often they will include recent social work graduates or social work students employed in a non-profit program. This training generally consists of basic foundations of social work practice and methodology. Teaching is a mixture of lecture and experiential learning such as role play, case study, small group activities, demonstrations with practice, etc. Training events often will include individuals in social work positions in the governmental and non-governmental sector within a given community.

Holt International Children's Services has provided a modular training program in Basic Foundations of Social Work Practice, Child Welfare and Family-Centered Practice. Social workers from other non-governmental and governmental agencies (primarily the Tutelary Authority which is the Romanian social services agency) were invited to participate at no charge. UNICEF's social work training has been primarily offered to government social workers, managers, and administrators within the Tutelary Authority. For some of this training, participation from the non-profit sector was invited. UNICEF has provided social work training for the Romanian Adoption Committee, Commission on the Protection of Minors, and Directors of the Tutelary Authorities. The American Association of University Affiliated Programs (AAUAP) has a collaborative arrangement with World Vision to provide training programs to interdisciplinary groups (physicians, nurses, educators, social workers, physiotherapists, etc.) on working with children with special needs (in Romanian they are termed "handicapped children").

## CHAPTER 4

### SOCIAL WORK AND SOCIAL WELFARE ASSOCIATIONS

The promotion of social work and the promotion of quality social services are the focus of several Romanian associations. They are often termed organizations to promote social work since, as mentioned previously, there are so few qualified social workers that an organization of social workers would have few members and would exclude many dedicated to working to develop a viable social work profession. Some are national organizations, and some are regional entities. During the last few months of 1995, a network of social work practitioners has emerged who are trying to unify and organize on a national level.

As of December, 1995, there is not one unified group in Romania that represents social workers. Social work practitioners and advocates acknowledge the need to develop a unified voice and presence in order to have any substantial influence. There is a recognition that a national voice is needed in order to make substantive changes and also to have representation to the International Federation of Social Workers which represents professional social workers worldwide. Romanians have limited experience with models of organizational change and development or with democratic decision-making.

There is general consensus that there is a need to advocate for improving the status of social work and also a need to develop standards for practice. These efforts are in general coming from the non-profit sector since the role of the government in the development of the social work profession in Romania is in question.

The concept of a professional association as an organization to represent and promote professional interests is a recent and still evolving phenomenon. The development of social work associations as a method for increasing the recognition and improving the status of social work is in its infancy. Some of the groups that have formed tend to represent the special interests of the people forming the groups, rather than a vision for the profession and its development.

Since 1990, six social work associations have organized. Three of these consider themselves national and three are regionally based.

### ***National Associations***

The **Romanian Association for the Promotion of Social Work (ARPAS)** was formed in 1992 following a meeting that brought together social work educators and practitioners. The primary focus is to promote the profession of social work and influence legislation related to social welfare services. With a membership in 1995 of approximately 130 individuals, ARPAS includes faculty members from each of the university social work programs in Romania, as well as individuals from a variety of professions and some pre-1969 graduates. Recently ARPAS has indicated a shift in its functioning to focus on social service projects.

In the Fall of 1993, ARPAS elected a Board of Directors and officers and requested assistance from the National Association of Social Workers (NASW). Under its USAID grant, NASW agreed to work with ARPAS to assist it to become a self-sustaining non-governmental organization. Assistance was provided in teaching the development of the basic structure and function of a professional association, how to set a fee structure and develop budget and fiscal stability, how to recruit and keep members, how to develop and implement program plans, and how to develop a strategy for regional involvement of social workers around the country. Although it is considered a national organization, the ARPAS board is Bucharest-based and had some difficulty in seeing itself as representing the other regions of the country.

The **Romanian Association of Social Workers** has a membership of approximately 200 people. Membership consists primarily of the pre-1969 graduates of social work. There is considerable overlap in membership between ARPAS and the Romanian Association of Social Workers, which is also considered to be national in scope.

The **National Association of Social Workers** was organized by a small committee of individuals interested in promoting social work. Their goal is to have a national base and to provide education and training in social work as a way of advancing the profession. Presently, they see themselves as very informal. They primarily consist of faculty of the Orthodox Institute.

### ***Regional Associations***

**ARC** was founded by dr. Prof. Mihaela Ianası, a professor of social work at Al. I. Cuza University, Iasi. ARC's primary goal is to promote quality/innovative social work programs. It currently provides coordination for some training programs in social work and social services. Members of ARC have also been active in the promotion of ARPAS.

**Humanitaria** describes itself as a "non-profit professional organization who's members are social work graduates and students of Al Ioan Cuza University, IASI " The initiative for this organization belongs to the first graduates of the social work department in Iasi. The goals are "promotion of the social work profession and professional ethics " It has an elected board and 24 official members and it is primarily an advocacy group, trying to educate the general public and public officials about professional social work. Plans include developing a national organization with membership limited to graduates of social work programs.

**Romanian Association of Social Workers - West Banat Region** is based in Timisoara, a large city near the Hungarian border, closer to Budapest than to Bucharest. The organization was stimulated by a social work training program provided by Bethany Social Services, a social services organization based in the United States. Membership was limited to social work graduates, pre-1969 graduates, social work students, and faculty. This organization suspended its operations after ARPAS organized as it felt it was important to support one national association rather than a regional initiative. Since ARPAS has changed its focus to social services projects, this group has decided to try to reorganize.

Also in Timisoara is a "**Social Work Club**" that meets informally once a month to provide mutual support. Begun by one of the Peace Corps social workers, it is open to all interested. They focus on case material, exchange resource information, and sometimes even favorite recipes.

## CHAPTER 5

### PRACTITIONER COALITIONS AND NETWORKS

World Vision International sponsored a seminar for Romanian social work practitioners in September, 1995, designed to develop a plan to influence social policy in child welfare. It was attended by 25 Romanian social workers working in child welfare programs in the non-governmental sector. The initial objective included a plan to organize another association, but this was shelved. The group, however, decided to continue as a network of social work advocates without a formal organizational structure. Its focus is on advocating for alternative models of care for children in Romania, developing models of social work practice based on professional social work values and functions. Network members want to increase recognition of social workers in services to children and families, to influence legislation and laws for protecting children and families, and to promote funding and financial support of alternative programs for children and families. They represent recent graduates of the social work schools, individuals trained in other professions such as engineering, economics, medicine, law, and sociology, and several individuals who were educated in the social work schools prior to 1969.

This network represents a cross-section of practitioners throughout Romania who are members of the various national and regional social work associations that are formally registered. Many of them have been involved in the Support Centers International NGO Management Training Series, and have developed an understanding of the importance of organizing to advocate for changes.

UNICEF recently sponsored a seminar of practitioners for the purpose of defining the nature of social work practice in Romania. A booklet will be published as the outcome of that meeting.

The development of these new networks and coalitions has resulted from several phenomena. Since 1993, the social work schools have graduated one or two groups of students (depending on the university), some of whom have now been practicing for over one year either in the non-governmental or governmental sectors, primarily in child welfare programs and projects. Many of these graduates have been given leadership positions, and are initiating efforts to organize to improve the status of social work within the social welfare system and develop standards for social welfare programs and social work practice.

### ***Linkage With The International Federation Of Social Workers***

Several different organizations have explored the development of a formal linkage with the International Federation of Social Workers (IFSW). Two associations, the Romanian Association for the Promotion of Social Work (ARPAS) and the Romanian Association of Social Workers applied for membership in 1994. Since IFSW policy is to have one membership for each country, membership was granted to Romania contingent on the development of a coordinating body to represent both associations in Romania. The coordinating body has not yet been formed so formal IFSW membership has not been granted.

Representatives from the International Federation of Social Workers met in November, 1995, to explore a collaborative relationship between the European Region of IFSW and Romanian social work practitioners. Andrew Mouravieff Apostol, former Secretary General of IFSW, and Runa Reimavuo of the Finnish Social Work Association, participated in a two-day work session to identify a common project and options for continued support for the development of the professional associations. The network of social service practitioners that had developed from the seminar in September participated in this meeting.

IFSW has an initiative to support the development of social sector (non-governmental, non-business) projects in Central and Eastern Europe. Called CONSOC, it represents the International Federation of Social Workers-European Region, the International Council on Social Welfare-European Region, and the European Association of Schools of Social Work. The Romanian social work practitioner network has proposed a project entitled "A Study of the Legal Framework and Employment of Social Workers in Romania" to be submitted to CONSOC for funding.

Romanian social workers have clearly articulated their need for an organized study of social work employment and its legal status. They want to describe practice skills in social work, compare practice and employment of social workers in governmental and non-governmental settings, describe the existing legal framework and propose an alternative, and describe the positive outcomes of social work interventions.

IFSW-European Region will explore ways in which it can provide both organizational support for membership in IFSW and assistance in clarifying the current status of social work employment in Romania.

## CHAPTER 6

### SOCIAL WORK LITERATURE IN ROMANIA

There is a lack of professional social work and social welfare literature written by Romanians and published in the Romanian language. There are social work books and journals in English that are available, depending on location and personal contacts. Most of the literature has been provided for the educational institutions rather than for practitioners. There has been some support for the translation of social work literature from English into Romanian. UNICEF has provided significant funding for these translations and continues to be a source for future funding.

Books that have already been translated have generally focused on social problems and reflect programs, services, laws, policies, and history of America or the United Kingdom. Many of these are not applicable to Romanian practice, particularly in this stage of the development of the profession and practice. The most requested books seem to be the *Social Work Dictionary* (NASW) and the *Encyclopedia of Social Work* (NASW). Romanian social workers often express their frustrations at not having a shared understanding of social work concepts and often cite the need to develop a Romanian social work dictionary. This reflects the fact that there is no shared social work language in the country, or even a widely understood meaning of concepts, such as "foster care" or "case management."

In the Forward of The Social Work Dictionary (Barker, 1987) published by the National Association of Social Workers, the professional organization of social work in the USA, Harris and Battle state

"One of the characteristics of a profession is that it develops its own distinctive vocabulary. In describing their activities, members of a profession coin new words and develop new meanings for existing terms. The extensive history of the social work profession and the variety of approaches used by its practitioners indicated a compelling need for a comprehensive dictionary of social work terms."

Social workers need to clearly communicate goals and plans for clients and express themselves effectively to their colleagues and members of other professions (Barker, 1987, p. ix). Romanian social service personnel clearly and acutely feel the lack of this "distinctive vocabulary."

There is a need to begin to develop a body of social work and social welfare literature that is specific to Romanian services and programs, values, practices, laws, policies, minority groups, and history. Many Romanian social work educators and practitioners express the need for the development of an understanding of the words that are used. Translations need to take into account the different meanings for the Romanian language. There is not even yet any agreement on how to translate "social work." Sometimes it translates as "social assistant" and sometimes as "social workers." But because there is no defined profession nor any agreement as to what a social worker does, the use of any term for "social worker" will be shrouded in ambiguity.

The term "child welfare" is most often translated as "child protection" since aside from subsidized day care, institutionalization is the only form of child welfare in Romania at the moment. Foster care has a very different history and meaning in Romania than in the U.S. The English word "advocate," an important role for social workers, is translated into Romanian as "avocat," which means lawyer. There is no Romanian word which conveys the concept of advocating on behalf of a client or community for special consideration or services.

Therefore it is clear that some terms are not translatable. Other examples are counseling, case management, feedback, and permanency planning, to name a few. Often the English word is used in Romanian with an attempt to define its meaning. For example, "case management" was taught as an English word, but discussed and defined in Romanian. Sometimes there can be no definition since the services are unknown or totally foreign to Romania.

The North Carolina Chapter of the National Association of Social Workers is developing a "Twinning Partnership" for the purpose of information exchange with Romanian social workers. This project will provide some Romanians who have a working knowledge of English with a way of communicating, via FAX and E-mail, with a North Carolina social work practitioner who has an interest and expertise in a specific subject. For example, some Romanians have requested assistance in developing position descriptions for social workers who work with children with cancer, program descriptions for intervening in domestic violence cases, psycho-social assessment tools, and descriptions of community social work programs for persons with HIV/AIDS.

## CHAPTER 7

### ROLE OF THE PRIVATE VOLUNTARY (PVO) SECTOR IN THE DEVELOPMENT OF SOCIAL WORK

The private voluntary sector (PVO) has been the driving force behind the demonstration of community-based models of social work intervention. The PVO provides local citizens with the opportunity to advocate for change in the structure of social welfare services. Membership within a PVO provides a vehicle for individuals to make their voices known through an organizational structure. Romanian PVO's reflect a grassroots movement. Many of the initiators are individuals who see an opportunity to influence public policy and institute democratic principles.

The PVO's are primarily funded by foreign resources. Since the issue of "sustainability" has become a major concern of Romanian PVO's, their leaders are continuously concerned about the lack of support from Romanian sources. The economic situation creates realistic concerns about the long-term funding sources for the PVO sector.

By 1993, USAID had awarded over 30 grants to various private voluntary agencies based in the United States to assist Romanians in developing community-based models of child welfare services that could serve as alternatives to institutionalization. The projects also served as a demonstration of the important role of local, community-based groups in building a democracy. In October, 1995, USAID sponsored a meeting of all the Romanians working in these projects to discuss sustainability of the innovative projects that have been successful. The question now is: How can Romanians achieve structural changes within the Romanian social welfare system so that the functions of these projects can become institutionalized? The answer: Only through slow and laborious case by case example. Widespread national change is unlikely in the foreseeable future.

There is a general lack of recognition and understanding about the key role of government in the development of the Romanian social work profession. The vast majority of social work positions in working with children are still within the realm of government agencies. Only very gradually are social work positions being classified as such, so that although social work is recognized by virtue of the university-based courses, it is not a government-wide recognition. Therefore, the graduates of the social work programs may obtain a government position, but they will not be called social workers and the expectation is often that they will be doing clerical or "social assistant"

work. In order to move the profession ahead on a large, national scale, therefore, government leaders in a large number of administrative units need to be involved. On the other hand, there are those in the PVO sector who are concerned that too much emphasis is being placed on governmental involvement. The PVO's will need to become more accepted and stable before they are able to influence the government and, in the meantime, recognition and acceptance of social work as a profession is contingent on governmental action (or inaction).

### ***Demonstration Models Of Community-Based Social Welfare Projects***

#### **Service Delivery Programs**

**World Vision International** funds a project to improve the quality of care of children in institutions by working to reintegrate children with their families. This project is similar to a number of other PVO's in which the project is incorporated within a governmental institution or program. The World Vision International project has three components: establishing a low ratio of children to caregiver (4:1), continuity of caregiver, and integration of physical care with the psycho-social and educational care. All three components are innovative in that the ratio of children to caregiver is, in governmental institutions, inordinately high, caregivers are reallocated continuously so that children do not have one person to whom they can relate, or bond, and their medical/physical care was provided with no relation to any social or psychological factors in the child's development. The program is designed to demonstrate the positive effect of these components on children's development and to show that the negative effects of institutionalization can be minimized with appropriate interventions. While this program provides a demonstration of a standard of care model, it has not yet been adopted within any part of the official social welfare system.

The social work component of the project is a family reintegration project. The social workers provide services to parents of children in the institution with the goal of returning the child to the family. Services include "social inquiry" or assessment, parent education, crisis intervention, counseling, and case management which largely consists of linking the family with financial resources. If reintegration is not possible, the social worker explores alternatives such as small group homes, foster care, or adoption. This component has resulted in an increased number of children living with their families.

**Centrul D'Abilitare** is a project for institutionalized children with handicapping conditions. It aims to reintegrate the children into their families and the public school system. In Romania, the term "handicapped child" relates to a broad range of conditions such as developmental delays, mild to severe mental retardation,

mental illness, physical handicaps, or AIDS. There are few options for developmentally delayed children in Romania and many are placed in institutions because of a lack of understanding that they can be maintained at home, and a lack of community resources to support this option. Most often, children with special needs do not attend school.

The Center has an interdisciplinary staff including a psychologist, speech therapist, physical therapist, pediatrician, dentist, and social workers. The social workers help parents to work with children to develop some physical independence, provide counseling and help with behavior management. They work with the teachers and parents of other children in the classroom. This model has been effective in demonstrating that children can be effectively integrated into families and the public school system.

**Trebuie** (means "must" in Romanian) is an organization of parents of mentally handicapped children. Their focus is on advocacy, education, and demonstrations of family-based models of care. They now have a project to demonstrate a group home model for teenagers with special needs. Trebuie has a Board of Directors that includes parents and social workers. It is developing chapters and a national presence in Romania.

**Fundatia Copiilor Nostrii** (Foundation for Our Children) is a Romanian non-profit organization that describes its mission as "to help children in poor and one-parent families through providing a variety of alternative solutions aimed at family preservation." The work of Copiilor Nostrii has demonstrated that, with adequate support, poor and one-parent families can keep their children at home in spite of poverty and other problems. All services have been provided by volunteers since the organization began in 1992.

Martha Iliescu, the director and founder of the organization, is an economist whose son is physically handicapped, and who knows the challenges of maintaining family unity in the face of the lack of community support services.

Copii Nostrii currently has a project to support preschool children in programs in which the child lives in the facility Monday to Friday, and goes home on weekends. The state provides support for these programs, but the families must pay a minimum amount. If the family cannot afford their copayment, the child must be excluded. This means that if the family cannot afford to keep the child at home, then the child most likely will end up in a full-time state-supported institution.

A Copii Nostrii volunteer identifies these at-risk families through an assessment and plans support and interventions to keep these families together and the child at the weekly creche.

The organization is directed by a volunteer board, some the members of which also serve as the directors of the institutions in which the foundation is working

Copiii Nostrii has received some funding from UNICEF which, along with other foreign funding, will enable it to develop a Child Care Resource Center, a community-based project focused on parent education, support and empowerment. The project is a collaborative arrangement with the School of the Inspectorate (Local School Authority) in one of the sectors in Bucharest. Social work services will include assessment, case management, crisis intervention, parent education about legal rights and child development, and educational material.

**Aslepyos (Cluj-Napoca) and ARAC (Oradea)** are Romanian non-profit family-based programs that use a sponsorship model to provide medical and material support for poor families. This involves individual sponsors in England and/or the U.S. who commit to providing a modest sum of money, on a monthly basis, to help a particular family or child. The model has shown that with basic economic support, institutionalization of children can often be prevented. Trained social workers provide assessment and intervention for these families and the projects are planning to provide increased social work interventions, especially counseling.

**Christiana** is a Romanian non-profit organization that provides medical and social intervention for the frail elderly. All staff are volunteers and represent a multidisciplinary group of physician, social worker, dentist, and accountant. The director is a physician who has a fulltime position in a government medical clinic. The social worker was trained prior to 1969, and works for the government in a financial benefits program in Timisoara. The project is supported by the Church of Sweden which sends two Swedish social workers to spend up to 4 months at the Center each year. Social Work students are placed there from the University of Timisoara and Tibiscus (the private university in Timisoara).

**The Romanian Hospital Association** sponsors a program for elderly in hospitals, those living in a large block of flats, and those attending a community day care center. It provides training for home health aides who provide support and intervention in the psychosocial areas.

### ***Public/Private Partnerships***

The PVO sector has developed a number of public/private partnership arrangements. Most are "in-kind" contributions of space, buildings, equipment, and shared professional resources. Centrul D'Abilitare has its project in a government building. Some of the professional staff are government workers that provide services there on a

parttime basis Copiii Nostru has an office in an elementary school The social work association that is trying to organize in Constanta hopes to have a room provided by the mayor's office Trebuie has an office in the governmental Institute for Mother and Child in Bucharest There are occasional examples of governmental ministries that contract with a PVO to provide services for a specific population group Although not the norm nor the standard, these relationships are providing some beginnings in public/private collaboration

### ***Leadership in Social Work Practice in PVO's***

Leadership in the development of community-based programs that serve as alternatives to institutional care for children come from persons who represent a variety of professions Ana is a psychologist who, after the revolution, decided to develop a program for children with developmental disabilities She initiated her program with the help of some of the parents and other professionals She has been an advocate for the inclusion of social work and a family-based practice model

These organizations are trying to hire people who have professional social work training but, when they are not available, additional on-the-job training is provided Some of these organizations also provide foreign social workers This is very different from the government which provides no training and in general does not officially recognize social work as a profession Since non-governmental organizations offer higher salaries, they can usually hire better qualified workers They tend to recruit professionals, offer continuing education, and supervision In addition, they tend to encourage the staff to advocate for their clients, whereas in the government this role is positively discouraged if not forbidden

## CHAPTER 8

### CURRENT ISSUES IN THE DEVELOPMENT OF THE SOCIAL WORK PROFESSION IN ROMANIA

There are some primary issues related to the development of social work and social welfare programs in Romania

#### ***Knowledge Base***

In general there is a lack of knowledge and understanding of the psychosocial development of individuals, children and families and what factors contribute to healthy development. There are child care workers as well as parents who do not know the effects of the separation of children and parents. Some believe that institutionalization is not only physically, but psychologically healthy for the children and families. There is limited knowledge and understanding about alternative models of substitute child care. There are no standardized assessment methods to evaluate child development. Methods to reduce the noxious effects of institutionalization and separation of the child from the family are just now being demonstrated.

#### ***Legal/Policy***

There are no adequate legal frameworks for protecting children and their rights, particularly within the family system. There are no procedures for advocating for the protection of child/family rights. There are no procedures in place to guard against personal rights' violations. A few laws exist, but there is no implementation procedure. Civil rights and social justice are still in an emerging stage.

#### ***Economic***

There are limited financial resources at both the family and institutional level. Widespread poverty among families is a factor contributing to the continuation of the present child protection system focused on institutional care. Both the Romanian government and the non-governmental sector need to find the economic resources to institute changes. Many of the alternative programs can be shown to be cost effective over time, and also improve quality of life. But, initiating these changes requires

increased financial investment in the short run, which involves a change in thinking and a commitment to the future

### ***Status Of Professionals***

Social welfare professionals do not have status and authority to create effective change and their decision-making power is limited. There is also a lack of standards of care in all settings, and of an organizational structure of services that could serve to support and facilitate professional practice standards. There are many professionals who have good knowledge and skills but who have limited ability to implement these qualities. Professional staff often feel powerless and unprotected in their attempts to effect change. Strong professional associations could provide support as advocates for change.

### ***Attitudes***

One of the most mentioned issues, often translated as "mentality," indicates a lack of knowledge, a fear of change, or accepted social stereotypes. The general social response to vulnerable populations tends to be callous, unfeeling, and rejecting, while racial and ethnic bias and discrimination are rampant. Professionals are not immune to such social stereotyping and although helping professionals can provide models that reflect compassion and care for all groups of people, these need to be stimulated on individual, governmental and societal levels.

### ***Organizational/Community Models For Change***

Change now occurs primarily based on informal relationships rather than through a formal structure. There is a need to work to develop a "community of advocates" who share common goals and values and are formally organized to effect changes at the institutional level. There are many ways to promulgate the need for change that are available: media (radio, newspapers, TV), influential people, and professional and public volunteers. Under Communism, repression of thought and action was the norm, unquestioning acceptance of what the government provided was mandatory. Therefore, recognizing the need for services, organizing to advocate for them, having the skill to implement changes and have them be effective is a process that will be slow and painstaking as people gradually begin to trust that they will not be punished for individual differences and community action.

## ***Issues In Social Work Practice***

**Human Rights and Diversity** There is theoretical recognition of the importance of human diversity and rights but little understanding of how this is to be implemented in practice and the legal structure that is needed to support the concepts in practice. There is general discrimination against all minorities. Social workers are not immune to this and it is not uncommon to hear discriminatory statements about minorities such as "gypsies," Hungarians, homosexuals, street children, or Protestants. There are some groups and individuals that have begun to be interested in women's issues.

**Social Justice** Questions remain about society's responsibility to the individual, and the individual's responsibility to society. Models for social justice do not exist within the practice setting. The role of social work as facilitating the transition from a totalitarian society to a democracy is sometimes addressed on a case-by-case basis but not on a systematic basis. The profession is developing at the same time that democratic systems are developing. The ability to monitor and mold changes is limited since the profession is itself in the early stages of development. For example, the social worker must negotiate with each principal every time a special needs child applies for admission to a school. Social justice depends on the good will of a person and not upon an accepted set of basic rights. No grievance or appeals procedures exist for clients who are unjustly denied services.

**Confidentiality** In general, confidentiality is not understood. Information about clients is freely shared since it is not seen as particularly important nor is it protected. This is closely related to the issues of bias, lack of social justice and discriminatory attitudes. There are no systems to protect information about clients and professional interventions. Foreign social workers concerned with confidentiality attempt to provide a model that could be used for future development, but this is often met with puzzlement. Other professionals also lack norms for confidentiality of information.

There are logistical issues that social workers describe which affect both the possibility of confidentiality as well as the sense of professionalism. They usually share offices, telephones and desks, many do not have an office but merely a shared desk in a large crowded open area since space is a precious commodity.

**Ethics** A number of groups have attempted to develop a social work code of ethics. Some of the educational institutions and associations have translated the NASW Code of Ethics and others have adopted the IFSW Code of Ethics. In general, there is agreement about the importance of having a code of ethics. There is interest in ethics, as a philosophical and debatable issue, but no translation of this into social work professional behavior. There is a lack of understanding that a social worker could be held accountable for unethical conduct. Therefore, there is no method for implementation of an ethical code nor any adjudication procedures. With no official

recognition of the social work profession, with no strong national association to set standards for practice, accountability for ethical behavior is not likely to occur in the foreseeable future

### ***Knowledge Base Of Social Work In Romania***

**Human Development and Human Behavior** There is greater knowledge among social work practitioners about theories of human development than knowledge of human behavior. There is an underestimation of the importance of the family in the development and well-being of children and adults. Models of differential diagnosis and methods of differential treatment do not exist. People are often judged as inadequate based on personal characteristics and personal circumstances. Given their recent political and social history, it is not surprising that Romanian social workers are more attuned to the importance of the social rather than the psychological environment. They grasp the person-in-environment focus once it is described to them, although the resultant behavior is more difficult for them to identify. Social workers are keenly aware of the economic factors that result in family break-down.

**Social Problems** When asked about current social problems, Romanian social workers quickly identify such areas as street children, institutionalized children, HIV-infected children, and poverty/unemployment. There seems to be an underestimation of the problems related to alcoholism, problems of aging, health-related problems, environmental issues and domestic violence. Although there is a system of child care in terms of kindergartens, "free" health care, and pensions for the retired, these resources, inadequate to begin with, are becoming more stretched for families and communities. For example, although there is free and universal health care, as a matter of fact if the individual cannot pay the doctor or nurse "under the table," health care is delayed, minimal or often not forthcoming at all.

**Policy and Programs** Social policies are generally inadequate and outdated. Many were designed under the Communist ideology that the individual's general welfare was taken care of by bureaucratic means. There was, then, no unemployment, no homelessness, no street children. Family policy today in Romania is described under Law Number 3 which was passed in 1953 under a totalitarian regime. Governmental programs are distributed in peculiar ways among the various ministries. The Minister of Health has responsibility for the institutions for children under school age. The Minister of Education has responsibility for children over age seven. The Commission on the Protection of Minors, which is part of the Ministry of Labor and Social Protection, has the final decision about placement of children. The ability to coordinate decisions about programs and services is a problem when authority and responsibility are dispersed in such a way. As a result, for example, children are in one institution from birth to three years, then moved to another from three to six years old, and to another

from seven to eighteen years of age when they are discharged from the system. The Tutelary Authority which has responsibility for all government protection programs (children, elderly, adults) is also seriously understaffed.

### ***Social Work Methods***

**Direct Practice with Individuals, Families and Groups** Although practice with individuals and families is more developed than practice with groups, counseling and casework (as it is known in the United States) is almost non-existent. Social work practice in Romania tends to be family-centered where people are generally family-oriented. Social workers usually include the family in discussions and see the need for a community-based practice model where development of group models is occurring. ARAS is using support groups of parents with HIV/AIDS children. Leukemia Aid Foundation will be developing a social work intervention group model for children with cancer and their families.

Lacking understanding and skill in counseling and empowerment, social workers tend to give more advice than facilitate problem-solving.

**Direct Practice with Communities** Models for community practice (community organization) are not operational at this point. There are groups that are beginning to collaborate within a specific community. Outside of Bucharest, PVOs work closely together and some are beginning to identify social problems. There are an increasing number of examples of groups of individuals who share a common concern and common goal and are working together to initiate changes. Trebuie is developing a "community of parents" of children with special needs. Thus there are different meanings ascribed to the word "community" which can mean either a geographic locale or a special population.

Social workers are attempting to organize themselves and initiate change models. Humanitaria wrote a letter to the "main central authorities which have responsibilities in the social assistance domain" (nine ministries or committees) to indicate its concerns for "Ordinance 315/19 October, 1994, through which the duties and responsibilities regarding the activity and professional attitude of a social assistant are" described (Letter sent by Humanitaria in September, 1995). It challenges the limits of the practice of social work and asks for changes in the social policy to increase professionalization. It requests special educational and financial management services for families who benefit from social assistance. It asks for social work to be included within the interdisciplinary team of human services professionals and that jobs for social workers be included in kindergartens, nurseries, normal and special schools, orphanages, hospitals, inspectorates, secretariates, commissions, offices for minors placement, offices for family planning and counseling, and prisons.

This is a beginning attempt to effect major changes in governmental policies and which can serve as an important model for other action

**System Linkage Methods (Case Management, Mediation, Brokerage, Case Advocacy, Information/Referral)** A case management model is developing within many of the community-based programs. Clients need to be aware of their legal rights and also to be aware of available services. Social workers are increasingly serving as mediators and brokers between clients and government agencies. Telephone service is poor, travel between cities is difficult. This makes the social worker's role as intermediary even more vital. Advocacy is occurring on the case level usually related to a social worker trying to assist a client or family in accessing a services or finding a service provider to meet a specific need. Social workers are asking for more information on how to organize and plan advocacy campaigns.

**Supervision** In Romania, the word "supervisor" conjures up meanings of the "securitate" or security police, or of repression, or dictatorship. Thus, supervision has the connotation of "control" rather than teaching, enhancing skills, supporting morale, assigning cases to the most appropriate workers. In Romania, Government programs have supervisors called "inspectorate" (inspectors). This is primarily administrative control supervision. Clinical supervision is almost unknown except for those working with foreign social workers. One of the main problems, of course, is not only a lack of understanding of the term but that there are few trained social workers that can provide Western style supervision.

### ***New Developments In Social Work In Romania***

Maria Mirciu is an "asistentă socială," Romanian for social assistant and the most commonly used word for "social worker" in Romania. She works in Romania's second largest city, Constanta, in the Community Care Project with ARAS (Asociația Română Anti-SIDA), a Romanian non-profit organization that provides AIDS prevention education and services to children and adults and their families with AIDS/HIV infection. Pediatric AIDS is a major problem in Romania, and according to the USAID, Romania has 50% of all the pediatric AIDS cases in Europe with 20% found in Constanta, a large port city on the Black Sea. It is not certain why this is, but it is probable that the multiple causes include the fact that in Romania it has been a practice to give weak-appearing neonates blood transfusions and, until recently, the blood was not tested for HIV. It is also customary to give children frequent (sometimes daily) injections of such things as vitamins, antibiotics and other medication. Disposable syringes are a rarity and as a result contaminated blood via contaminated needles results in AIDS transmission. This "horizontal" transmission is

coupled with high mother-child (vertical) transmission due to the transient sailor and high prostitution population in this city

Maria is a counselor, case manager, group worker, advocate, and mediator. She works to keep these HIV infected children and children and adults with AIDS living with their families in their own communities. Financial assistance from the state and private organizations, medical care, counseling, and community education are some of the intervention strategies.

Maria graduated in 1968 from the social work school at the University of Bucharest. Proud of her official status with the government, that all changed in 1969 when social work practice and education was abolished. Social workers were stripped of their responsibility and authority and Maria's position was relegated to administrative and clerical duties.

Today, Maria is working in a job that she finds satisfying and challenging and heart-wrenching. But it is clearly social work. She describes many gaps in available services and in her knowledge of how to deal with presenting problems. She particularly wants information on community organization models. She has no access to a library or professional literature. Although Maria does not speak English, she is able to read a modest amount and has colleagues who speak English who help her.

Maria participated in the social work training through Holt International Children's Services, a family reunification project, which she found extremely helpful. The training on social work values, functions, and roles, crisis intervention, and grief counseling renewed old information, gave her new information, and presented her with new methods.

Maria works with Roxana Girip. Roxana and Maria describe each other as professional colleagues, supporters, and friends. They represent two different generations of social workers in Romania - as Roxana was among the first social work graduates in Romania in 25 years. After completing her studies at the University of Bucharest in 1994, she returned to her hometown of Constanta and started working with ARAS. She describes "being prepared theoretically, but not prepared emotionally" to deal with the personal losses of sick and dying children and adults.

Roxana and Maria represent the "former" and the "new" in social work in Romania. Maria is like a "supervisor" to Roxana although this model does not formally exist. Maria has experience and practice knowledge from the past and the present, Roxana knows current professional concepts and practice models but has little practice experience. Roxana and Maria want to expand the community practice model of service where they have innovated a support group of parents of children with AIDS. This group consists of mothers (the fathers have yet to participate) who were unaware of each other, who felt isolated, shamed, depressed, hopeless. The 10 - 12 mothers who meet monthly with the social workers, are aware of their need for understanding.

how to be skillful in managing this group. Jointly, they authored a training manual for social workers working with persons with AIDS/HIV. They hope to get it published with the help of UNICEF.

## SUMMARY

The development of professional social work in Romania is actively occurring in the private, voluntary (PVO) sector (called the non-governmental (NGO) sector Romania) Funding is primarily from foreign - private and governmental - organizations Some are managed by Westerners and some programs are totally Romanian Many are a combination

Education is developing, although many of the students are those who failed admission to schools with more prestige than social work Although most faculty are not social workers, as social workers graduate, work in the field and move to teaching, this will inevitably change

Professional literature is primarily English and American, but this, too, will change as Romanian social work evolves in its own unique fashion and communicates its knowledge

As the field evolves and develops, so too will a comprehensive professional association - based on the needs of the field for a unified voice and standard setter

Change is occurring slowly at the institutional level and more rapidly at the grassroots level The emerging network of social work practitioners from all of the major communities in Romania that share the common vision for the development of the profession will increasingly articulate their concerns to the local and national governmental leaders As they link with others in the region to improve the quality and status of professional practice, they will be heard

As Romania evolves as a political entity, so too will social programs and policies designed to meet the unique Romanian situation It is useful for them to have models from other countries, but few of these are directly translatable into Romanian - either literally or figuratively - and inevitably their own models will evolve with social workers as an integral component

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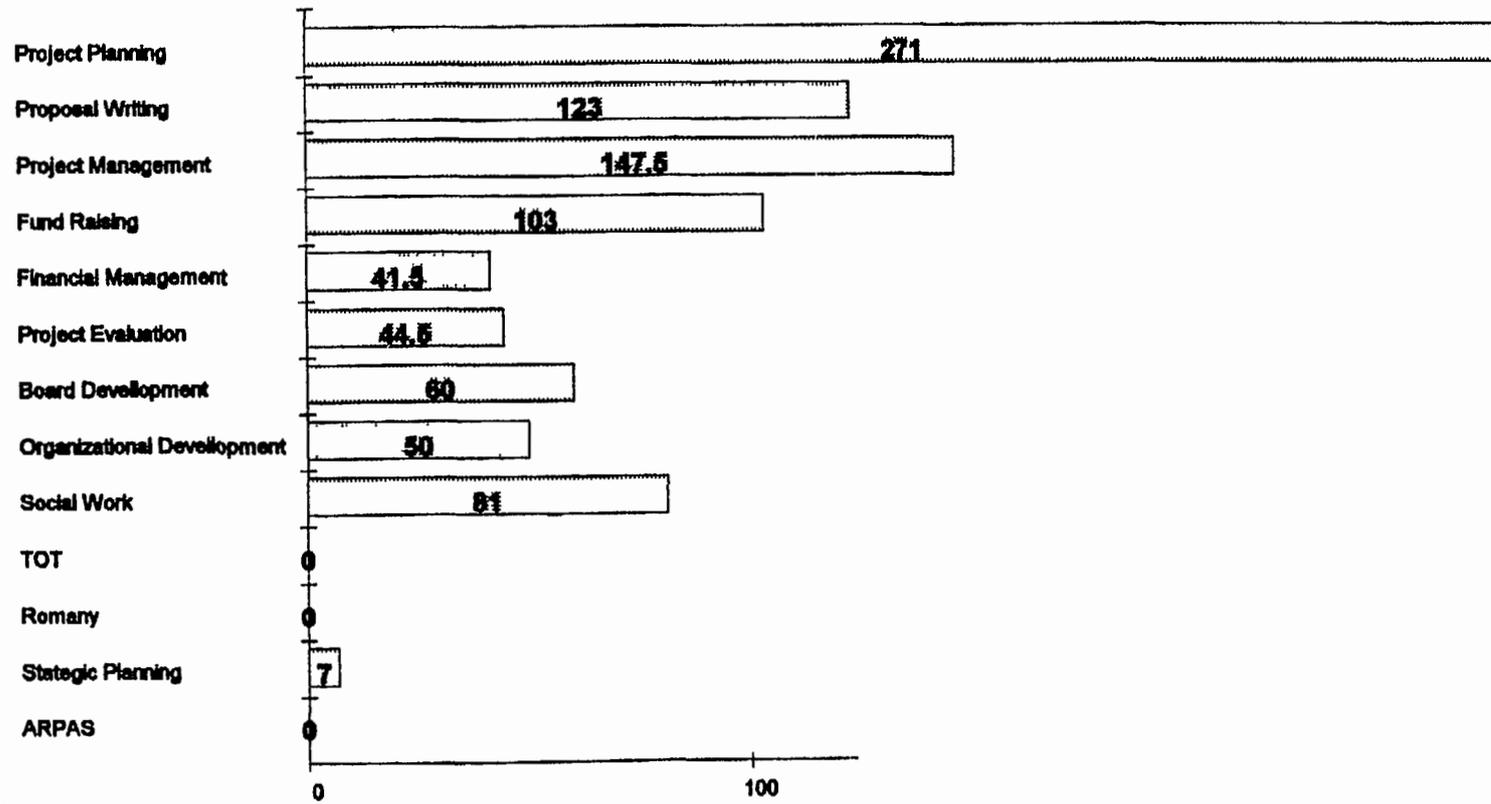
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**APPENDIX C**

**TECHNICAL ASSISTANCE DELIVERY**  
 by Support Center International and NASW, March 1995 - 30 September 1995

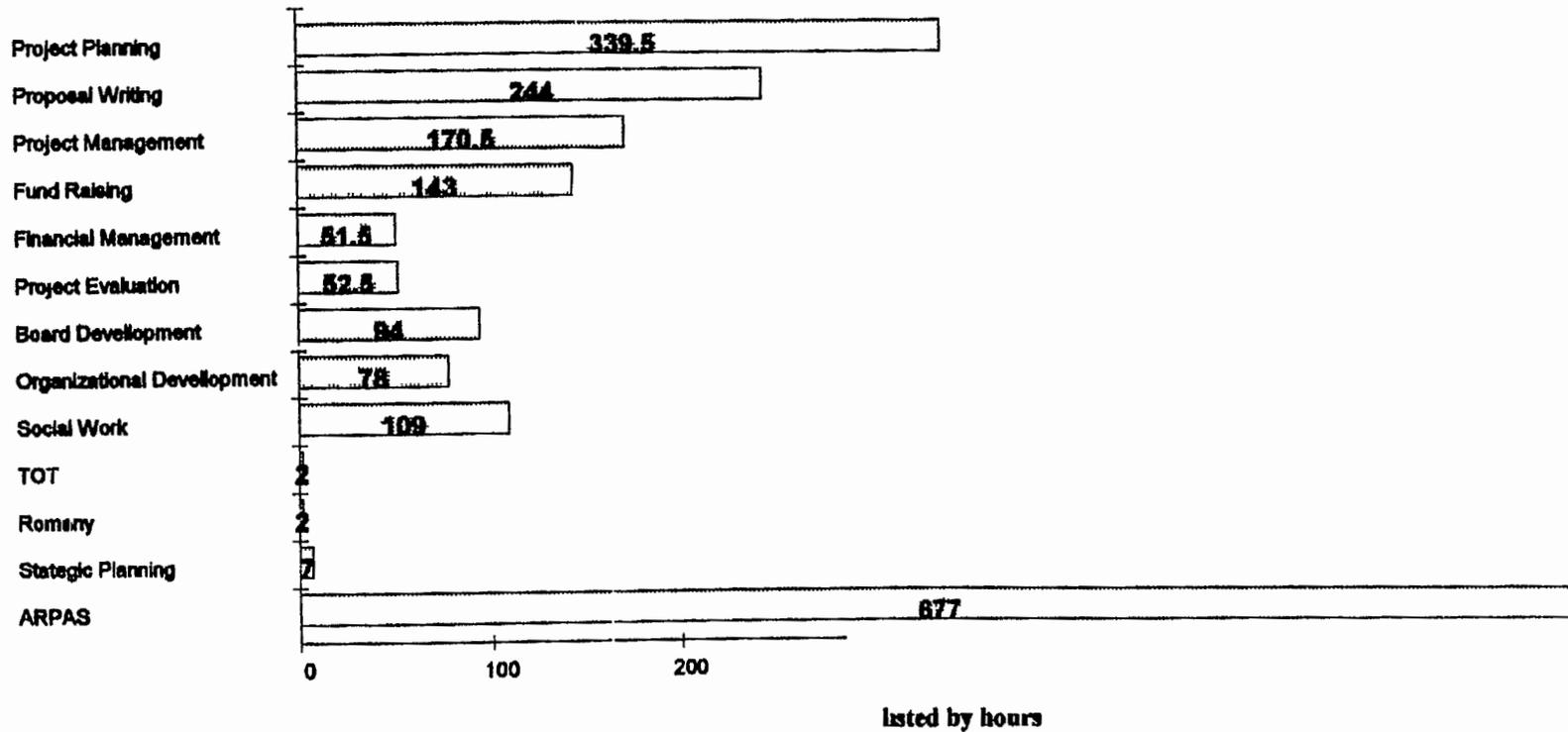


listed by hours

Total TA provided by Romanians 478 hrs  
 Total TA provided by Expats 450.5 hrs  
 Direct assistance to a total of 98 NGOs

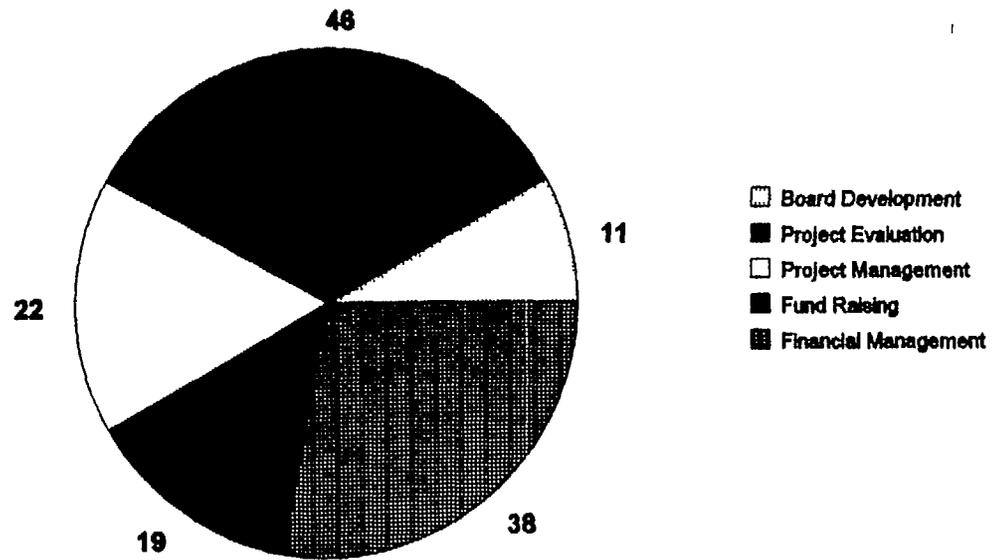
26

**TECHNICAL ASSISTANCE DELIVERY**  
 by Support Center International and NASW, December 1993 - 30 September, 1995

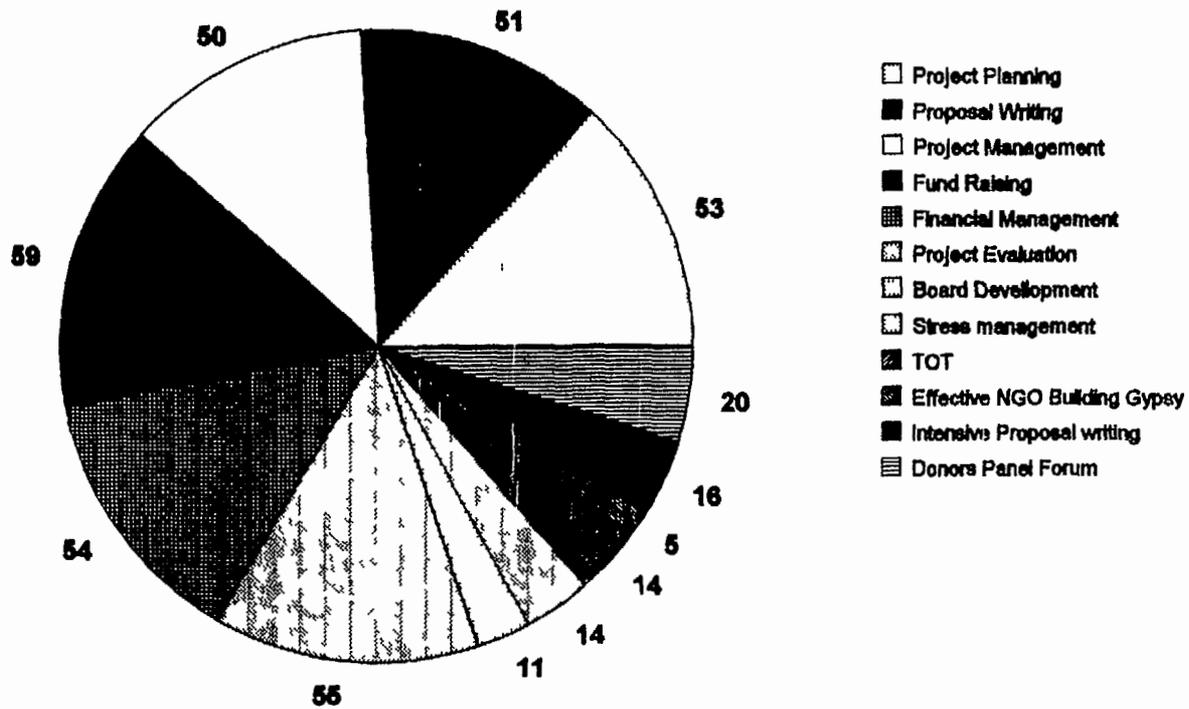


Total TA provided by Romanians 550  
 Total TA provided by expats 1420  
 Direct assistance to a total of 98 NGOs

**NGOs Participating in SCI and NASW Training  
April 1995 - November 1995  
On Topics**



**NGOs Participating in SCI and NASW Training  
August 1993 - November 1995  
On Topics**



7

**SCI Training workshop  
August 1993 - December 1995**

<b>Target City</b>	<b>Topics</b>	<b>Date</b>	<b>NGOs</b>	<b>Participants</b>
Bucharest	Fund Raising & Donors Forum	Dec 17-18, 1993	13	21
Bucharest	Project Planning	Mar 3-5, 1994	13	21
Bucharest	Proposal Writing	Mar 17-19, 1994	13	21
Bucharest	Project Management	May 6-7, 1993	13	19
Bucharest	Financial Management	Jun 9-10, 1994	16	25
Bucharest	Board Development	Jul 9, 1994	16	25
Bucharest	Intensive Proposal Writing	Jul 11, 1994	16	25
Bucharest	Program Evaluation	Oct 11-12, 1994	9	12
Bucharest	Effective NGO Building in the Rom Community	Mar 31-Apr 2, 1995	5	20
Bucharest	Donor's Forum for USIS Democracy Grants	March 21, 1995	30	34
Valea cu Pesti	Train the Trainer	Oct 26-30, 1994	9	11
Timisoara	Project Planning	Sep 22-24, 1994	11	16
Timisoara	Proposal Writing	Sep 29-31, 1994	15	21
Timisoara	Project Management	Oct 20-21, 1994	15	21
Timisoara	Stress Management	Nov 4, 1994	14	17
Timisoara	Donors Panel Forum	Nov 16, 1994	20	24

Target City	Topics	Date	NGOs	Participants
Timisoara	Introduction in Fund Raising and Board Development	Dec 9, 1994	8	11
Timisoara	Proposal Writing	Jan 20, 1995	4	10
Timisoara	Fund Raising	Feb 10-11, 1995	19	27
Timisoara	Program Evaluation	Apr 7-8, 1995	16	25
Timisoara	Financial Management	Jun 27-29, 1995	13	20
Iasi	Project Planning	Feb 15-17, 1995	16	26
Iasi	Proposal Writing	Mar 16-18, 1995	10	17
Iasi	Project Management	Jun 2-3, 1995	8	15
Iasi	Fund Raising	Jun 23-24, 1995	9	13
Iasi	Financial Management	Sep 28-30, 1995	15	24
Iasi	Program Evaluation	Oct 13-14, 1995	16	31
Constanta	Project Planning	Mar 23-25, 1995	13	17
Constanta	Proposal Writing	Apr 6-8, 1995	9	11
Constanta	Project Management	May 5-6, 1995	14	16
Constanta	Fund Raising	Jun 7-8, 1995	10	13
Constanta	Financial Management	Sep 21-23, 1995	10	16
Constanta	Program Evaluation	Oct 6-7, 1995	14	20
Constanta	Board Building	Nov 7, 1995	11	17

Total of 628 participants

**SCI Training workshops  
since Interim Evaluation  
April - November 1995**

<b>Target City</b>	<b>Topics</b>	<b>Date</b>	<b>NGOs</b>	<b>Participants</b>
Timisoara	Program Evaluation	Apr 7-8, 1995	16	25
Timisoara	Financial Management	Jun 27-29, 1995	13	20
Iasi	Project Management	Jun 2-3, 1995	8	15
Iasi	Fund Raising	Jun 23-24, 1995	9	13
Iasi	Financial Management	Sep 28-30, 1995	15	24
Iasi	Program Evaluation	Oct 13-14, 1995	16	31
Constanta	Proposal Writing	Apr 6-8, 1995	9	11
Constanta	Project Management	May 5-6, 1995	14	16
Constanta	Fund Raising	Jun 7-8, 1995	10	13
Constanta	Financial Management	Sep 21-23, 1995	10	16
Constanta	Program Evaluation	Oct 6-7, 1995	14	20
Constanta	Board Building	Nov 7, 1995	11	17

Total of 221 participants

81

**Technical Assistance Delivery  
Support Centers International  
for the  
Romanian Support Project  
August 15, 1993 - September 30, 1995**

**All TA listed in hours**

<b>Technical Assistance Provided</b>	<b>Post Interim</b>	<b>Prior to Interim Eval</b>	<b>Total Hours</b>
<b>In Bucharest</b>			
Project Planning	50 5	32 5	83
Proposal Writing	31 5	39	70 5
Project Management	13	9	22
Fund Raising	23	15	38
Financial Management	9	0	9
Project Evaluation	2	4	6
Board Development	9 5	16	25 5
Organizational Devt	20	12	32
Social Work		16	16
Romany		2	2
TOT		2	2
<b>Total Bucharest Hrs</b>	<b>158 5</b>	<b>147 5</b>	<b>306</b>
<b>In Timisoara</b>			
Project Planning	28	32	60
Proposal Writing	25	69	94
Project Management	73	8	81
Fund Raising	30 5	9	39 5
Financial Management	20 5	10	30 5
Project Evaluation	30 5	4	34 5
Board Development	38 5	14	52 5
Social Work		6	6
Organizational Devt		10	10
<b>Total Timisoara Hrs</b>	<b>246</b>	<b>162</b>	<b>408</b>

<b>Technical Assistance Provided</b>	<b>Post Interim</b>	<b>Prior to Interim Eval</b>	<b>Total Hours</b>
<b>In Constanta</b>			
Project Planning	127	4	131
Proposal Writing	53 5	7	60 5
Project Management	38 5		38 5
Fund Raising	43	6	49
Financial Management	12		12
Project Evaluation	12		12
Board Development	2		2
Organizational Devt	9	2	11
<b>Total Constanta Hrs</b>	<b>297</b>	<b>19</b>	<b>316</b>
<b>In Iasi</b>			
Project Planning	65 5		65 5
Proposal Writing	10	6	16
Project Management	23	6	29
Fund Raising	6 5	10	16 5
Board Development	1		1
Organizational Devt	21	4	25
Social Work		6	6
<b>Total Iasi Hrs</b>	<b>127</b>	<b>32</b>	<b>159</b>
<b>Other</b>			
Board Development	9	4	13
Proposal Writing	3		3
Social work	81		81
Strategic Planning	7		7
ARPAS		677	677
<b>Total Other Hrs</b>	<b>100</b>	<b>681</b>	<b>781</b>

<b>Technical Assistance Provided</b>	<b>Post Interim</b>	<b>Prior to Interim Eval</b>	<b>Total Hours</b>
<b>Grand totals of TA by subject</b>			
Project Planning	271	68 5	339 5
Proposal Writing	123	121	244
Project Management	147 5	23	170 5
Fund Raising	103	40	143
Financial Management	41 5	10	51 5
Project Evaluation	44 5	8	52 5
Board Development	60	34	94
Organizational Devt	50	28	78
Social Work	81	28	109
Strategic Planning	7		7
Romany		2	2
TOT		2	2
ARPAS		677	677
<b>Grand total TA</b>	<b>928 5</b>	<b>1041 5</b>	<b>1970</b>
<b>Total TA provided by Romanians</b>	<b>478</b>	<b>72</b>	<b>550</b>
<b>Total TA Provided by ex-pats</b>	<b>450 5</b>	<b>969 5</b>	<b>1420</b>

Direct Assistance to a total of 98 NGOs

104

**APPENDIX D**

5.

**LISTING OF ORGANIZATIONS WHICH HAVE COLLABORATED  
WITH THE SCI/NASW ROMANIA SUPPORT PROJECT**

<b>COLLABORATING ORGANIZATION</b>	<b>TYPE OF COLLABORATION</b>
<b>INTERNATIONAL/REGIONAL NGOs</b>	
International Federation of Social Workers, Oslo, Norway	T/TA
Foundation Center, Washington, DC	Information
European Foundation Center, Brussels	Information
UNICEF (Romania)	Information & RD
Soros Foundation (Romania)	Donor (In-Kind)
Open Society Institute, Budapest, Hungary	Materials Translation
CEENGO Central Eastern Europe NGO, Bratislava,	Information & RD
Project Concern International	Information Systems
Holt International	Information Exchange
International Foundation for Electoral Systems	Information Exchange
East Life Water, Timisoara	Information Exchange
Regional Environmental Center for CEE	Information
Cooperative Housing Foundation	Information, Romanian Committee
International Federation of Social Workers - European Region	TA
CONSOC European Region	TA
Hungarian Association of Nonprofits Organizations	Information/TA
International Women Association	Information/TA
Canadian Embassy Romania	Information/TA
<b>PVOs IN THE U S A</b>	
National Center for Non Profit Boards, Washington, DC	Information, TA
NASW North Carolina Chapter, Raleigh	T/TA
North Carolina Society for Clinical Social Work,	Information & RD
Romanian American Strategy Team, Washington, D C	Donor, Information & RD
Education for Democracy, Mobile,Alabama	Information & Resource Exchange
VOICE International	Information, T/TA
Global Bridges, Washington, DC	Information & RD
Forum For a Responsible Media, CT	Management, T/TA
PACT, Washington, DC	Information
	Information, T/TA, RD
	Information, TA, RD

Nonprofit Management Resource Center, CA  
AIDS Minority Council, U S A  
Whitman/Walker Clinic, Washington, DC  
Alliance of Information & Referral Systems  
Washington, DC  
American Association of University Affiliated  
Programs, Washington, DC  
World Vision International, CA  
Child Welfare League, Washington, DC  
National Center for NonProfits Raleigh, NC  
Feed the Children, Washington, DC

Information  
Information  
Information, T/TA  
Information, T/TA  
  
Information, T/TA  
  
Information & RD  
Information & RD  
Information/TA/Materials  
Information & RD

### ROMANIAN NGOS

Timisoara '89  
Centrul de Abilitare, Timisoara  
Carmen Sylva, Constanta  
Opportunities Associates  
ARAS Constanta  
ARAS Iasi  
ARC Iasi  
Center for NGO Development  
World Vision Romania

Training Room  
Training Room  
Training Room  
Information Exchange, Romania  
Committee Development  
Training Room  
Training Room Coordination  
Information  
TA/Information

### INDIVIDUALS/VOLUNTEERS/DONORS

Oranell (Charlie) Brasel, retired Educator, KY  
Dr Neal Thompson  
Dr Rebecca Davis  
Dr William Sauer  
Dr Judith Nydon  
Dr Olimpia Macovei  
Norwood Thompson, President  
Triangle Environmental

Donor, TA  
Donor (In-kind), T/TA  
T/TA (In-kind, July 1994)  
T/TA, Donor (In-kind)  
TA  
TA  
T/TA (In-kind)

### MATERIALS ADAPTATION COMMITTEE

Ancuta Vamesu  
Maria Georgescu  
Tom Ritter, Peace Corps  
Ovidiu Oancea  
Cape Fear Medical Center, NC  
Ethyl Simpson  
Dr Karla Schweitzer  
Mr Viorel Micescu  
Mr Alex Drehsler

Review and Adaptation of SCI's  
English Language NGO  
Management Training Modules

Donor (In-kind)  
Donor (In-kind)  
T/TA  
Information, Donor (in-kind)  
Donor (In-Kind)

**Matt Nash, Peace Corps volunteer  
Soros Foundation Romania**

**Romania Committee Development  
Donor (In-kind), module  
translation & printing, e-mail  
connection**

**UNIVERSITIES**

**Case Western University School of Social Work  
American University in Cairo, Management Center  
Bucharest University School of Social Work  
Ion Cuza University, Iasi  
University of North Carolina, Chapel Hill  
University of Cluj  
University of Oradea  
Tibiscus University, Timisoara  
University of Timisoara  
Reformant University, Oradea  
Emmanuel Baptist Institute, Oradea  
Orthodox University, Oradea  
ARAC, Oradea**

**Information  
Information  
Information  
Training Space TA  
Information & RD  
Information/TA  
Information/TA  
ARPAS Office, Information/TA  
Information/TA  
Information/TA  
Information/TA  
Information/TA  
Information/TA**

**U S FOUNDATIONS**

**Charles Stewart Mott Foundation  
  
Soros Foundation (U S )  
  
Rockefeller Brothers Foundation**

**Past grant to adapt SCA training  
modules for Slovakia/CEE  
Past grant for CEE and Romania  
T/TA  
Information on CEE Roma  
assistance programs**

**GOVERNMENTAL AGENCIES**

**United States Peace Corps  
Art Flannigan, Director  
United States Information Service  
Romanian Government, Constanta Town Hall  
PHARE Childhood Protection Program**

**Training Room, Information  
Materials  
Information  
Space for the Forum  
Information & RD**

**Key**

**T/TA Training/Technical Assistance (persons or materials)  
RD Resource Development**

## APPENDIX E

## Romania's sponsorship law "a mess"

Corporate executives and leaders of nongovernmental organisations (NGOs) agree that Romania's current sponsorship law is 'practically a mess' and must be improved by increasing tax benefits to companies who contribute to charities. Their conclusion came at the end of a recent conference in Bucharest on 'Resourcing the NGO Sector: Advantages and Disadvantages of Current Fiscal Regulations'. The event was organised by the Centre for the Development of Nongovernmental Organisations with funding from the Soros Foundation for an Open Society and the support of the PHARE programme of the European Union.

The purpose of the conference, according to organiser Lonia Constantinescu, was to develop a climate in which representatives of the social and economic sectors could identify opportunities for cooperation. The programme included case studies on corporate sponsorship of NGOs, presentations by representatives of UNITER, Save the Children, the Ratiu Foundation, the Black Sea University and the National Travel Club for Youth. Among the topics discussed were 'Cooperation between the World Bank and NGOs', 'International Trends in Corporate Giving' and 'Regulations for Sponsoring Charities'.

Opening the session was American billionaire philanthropist George Soros, who told the more than 100 corporate and NGO participants that it is extremely important that people who care about society should find a way of working for society. And especially in a market economy, it is important that there should be support for such activities because

the market alone cannot meet all the social needs."

Participants included representatives of the Soros Foundation, the Phare Programme, numerous NGOs, several Romanian banks, the US Agency for International Development, the British Council, the Estaur Foundation, the Placement Consulting Centre, the International Centre for Non Profit Law, and dozens of commercial companies with Romanian and mixed capital.

Various solutions were proposed for improving Romania's sponsorship law. The most popular involved significantly increasing the 5% tax exemption given to companies who make charitable contributions.

*Romanian Business Journal, November 1995*

**APPENDIX F**

## **PERSONS CONSULTED BY THE EVALUATION TEAM**

- 1 Sorina Oanta, Social Worker with World Vision
- 2 Luminita Marcu, Chair Public Relations Committee, ARPAS National Board
- 3 Cynthia Walker, Project Consultant, USAID
- 4 Mariana Bota, ARPAS Intern, Oradea
- 5 Margaret Samuels, Social Worker, Peace Corps Volunteer
- 6 Ihrig Eileen, Social Worker, Peace Corps Volunteer
- 7 Simona Farcas, Social Worker student
- 8 Luminita Tatu, Social Worker, World Learning T/TA Coordinator
- 9 William Saur, Trainer and Social Work Consultant
- 10 Luana Teofanescu, Social Worker with Copiii Nostru
- 11 Elizabeth Ratiu, Board Chair, Ratiu Foundation -Romanian Leukemia Aid
- 12 Anca Dantes, Executive Director, Ratiu Foundation -Romanian Leukemia Aid
- 13 Carol Carp, Director of PCI Romania
- 14 Sorin Dumitru, Project Coordinator, PCI Romania
- 15 Rick Estridge, SCI Consultant, Trainer/TA Provider
- 16 Marta Iliescu, Director Copiii Nostru
- 17 Mark Parkison, Chief of Party World Learning Democracy Network Program
- 18 Tania Goldner, Associate Director, Holt International for Romania, Bucharest
- 19 Glen Noteboom, Interim Project Director, Holt International for Romania, Bucharest
- 20 Kelley McCreery, Project Director Holt International for Romania, Bucharest
- 21 Lorita Constantinescu, Program Coordinator, SOROS Foundation, Center for NGO Development
- 22 Livia Popescu, TA provider in Cluj
- 23 Dana Nicolescu, Director, Opportunities Associates, Romania
- 24 Stijn Kleipool, Director ECPHARE Child Protection Program
- 25 Dr Rebecca Davis, SCI & NASW Consultant, Trainer/TA Provider
- 26 Runa Reimavuo, IFSW-European Representative
- 27 Laurie Carter, Project Support Coordinator, SCI Bucharest
- 28 Maria Poptean, Cashier/Local NGO TA Consultant, SCI Bucharest
- 29 Marilena Iliescu, Local NGO T/TA Consultant, SCI Bucharest
- 30 Thomas McClure, Romania Project Manager and Director of SCI
- 31 Rodica Mitulescu, Child Protection Program, EC PHARE
- 32 Livia Vasile, Social Worker with ARAS, Constanta
- 33 Liliana Miron, Social Worker with Holt, Constanta

- 34 Maria Mirciu, Social Worker with ARAS, Constanta
- 35 Matt Nash, Peace Corps volunteer with ARAS, Constanta
- 36 Dr Elena Popescu Mirceni, Directia Sanitara, Constanta
- 37 Dr Rodica Matusa, Director Speranta Association
- 38 Venera Botescu, Speranta Association, Constanta
- 39 Mihai Goldner, ARAS Constanta
- 40 Elena Sandu, ARAS Constanta
- 41 Sanda Ungureanu, Handicapped Association "Tomis", Constanta
- 42 Marolen Mollinex, Star Cross and Casa Speranta, Constanta
- 43 Luiza Rozentzveig, Caritatea Association, Constanta
- 44 Milica Nagat, Caritatea Association, Constanta
- 45 Lia Porfir, Phonix Carita Association, Constanta
- 46 Dan Angiu, Children in Distress, Constanta
- 47 Lynda Hall, Children in Distress, Constanta
- 48 Mihaela Popescu, Carmen Sylva Association, Constanta
- 49 Adela Burnea, Carmen Sylva Association, Constanta
- 50 Georgeta Mekenici, Asociatia de Sprijin a Copiilor Handicapati Fizic Romania
- 51 Mirela Balogh, Social Worker, Labor Department, Oradea
- 52 Daniela Bara, Social Worker, Directia Sanitara Oradea
- 53 Olimpia Timis, Social Worker, Primaria Oradea
- 54 Sorin Timis, Social Worker, ARAC Oradea
- 55 Valentin Sabau, Social Worker, World Vision Cluj
- 56 Adrian Munteanu, Social Worker, World Vision Cluj
- 57 Andrew Mouravieff Apostol, Honorary President of IFSW
- 58 Mary Lee MacIntyre, Project Officer AID Washington, D C
- 59 Eileen Kelly, Director of Peace and International Affairs, NASW and NASW  
Coordinator of Romania Support Project, Washington D C
- 60 Barbara Knowles, Project Officer, WACAP

## APPENDIX G

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