

by representatives from within the system itself. Utilization of the model described in this study by practitioners in the future can enable the continued relevancy of programs and projects based on the intentions of community representatives.

In addition, data obtained in this study will enable future assistance efforts to be directed toward supporting already existing initiatives, representing a strengths perspective. This approach is in keeping with the social work values of self determination and empowerment and it is also consistent with Carothers' (1996) recommendation encouraging the support of existing reform coming from the people themselves.

Finally, this study may have application to social welfare in the United States as the system moves toward decentralization and privatization and states look toward local capacity and community-based responsibility for the development of services. As resources continue to shrink in the United States, perhaps something can be learned from the application of a model in a country which has never known such abundance.

CHAPTER II

METHODOLOGY

To identify the capacity for institution building within the civil society sector of Romania, a secondary analysis of interview data gathered in June, 1996, was conducted. These data were originally obtained as part of The Listening and Learning

in Romania Project (LRR), of the Mandel School of Applied Social Sciences, Case Western Reserve University, Cleveland, Ohio. Since the current study is based on a secondary analysis of LRR data, the design of the LRR project is described first. The description of the design of the LRR project is followed by a description of the methodology utilized in the present study.

The description of the design of this study begins with a discussion of the strengths and weaknesses of a qualitative methodology. The rationale for the choice of a qualitative research strategy is given. This description and rationale is followed by subsections presenting the process of data organization and management. The results of the data analysis are presented in chapter III.

THE LISTENING AND LEARNING IN ROMANIA PROJECT

The Listening and Learning in Romania Project was a data gathering phase in one of the components of a proposed strategy for the development of an Institute for Civil Society Development at the Mandel School of Applied Social Sciences, Case Western Reserve University, Cleveland, Ohio. The LLR project was designed to serve as a model for community development projects and incorporates the principles recommended for sustainable development. The project reflects a multidisciplinary, social justice approach to planned change based on the principles of community participation and of the assessment of needs and assets obtained from within the

context of change. One proposed outcome of the Listening and Learning in Romania phase was the establishment of regional councils in Romania. These councils were envisioned to serve as "incubators" and "supporters" of local community building efforts.

A Leadership Team from the Mandel School of Applied Social Sciences organized and directed this project. Team members consisted of: Dr. Alice K. Johnson, Associate Professor; Dr. Victor Groza, Associate Professor; Roland F. Smith, Adjunct Instructor and interim Field Education staff person; and Ovidiu Gavrilovici, a Romanian participant of the Cleveland International Program. Professor John Yankey and Zoe Breen Wood of the Center for Public Leadership and Service and affiliated with the Mandel School of Applied Social Sciences also provided consultation and technical assistance.

The purpose of the Listening and Learning Project was: "to work with community members to carry out an assessment of community assets and opportunities," "help community people to ascertain the appropriate form and make-up of the (community) councils," to "identify possibilities for local community-building ventures," and to develop a unifying framework for future projects in Romania (Center for Public Sector Leadership and Service, n.d.).

Data Collection/Interview Teams

Interviews obtained for the LLR were designed to be conducted by teams of three persons: an American social work student, an American social work faculty person or professional from participating American universities and organizations, and a Romanian, bi-lingual, "cultural interpreter." There were 2-3 teams assigned to each region. In addition to these teams, a Leadership Team comprised of four faculty members from participating universities, traveled to each region and interviewed key leaders and provided debriefing for the regional team members.

Team Training

A two day training session was held for the American team members before departure to Romania. The bi-lingual (Romanian) cultural interpreters did not receive training. The training session began with an introductory period in which team members were given the opportunity to examine their motives for participation in the project and to consider what might be their unique contribution. An overview of the Institute for Civil Society Development and its relationship to the LLR project was presented together with the goals and objectives of the LLR Project and the responsibilities of team members.

Special practice sessions were scheduled for role playing the interviewing process. Interviewing guides and data collection forms were provided. Team members were instructed to use the interview guide as a guide only and to modify the questions to fit the person being interviewed and/or the occasion. Teams were provided with packets containing additional materials which included: interview guides, planning sheets, interview consent forms, summary sheets, and debriefing forms along with other necessary materials and supplies (see Appendix A). Team members also participated in an overview/briefing regarding the history, geography, politics and culture of Romania. They were also advised regarding how to speak and act in Romania and how to work with an interpreter.

The Sample

The data were obtained from a nonprobability or judgment sample of key informants selected by a combination of purposive and snowball techniques. Key informants are people who can be expected to be especially knowledgeable, often because of their position or status, regarding the area of inquiry (Patton, 1990). A purposive method was chosen for the selection of the sample because of the compatibility of this method with the dual research and practice purposes of the study. A purposive method offers "depth" of information about the area of inquiry, from

"information rich" cases (Patton, 1990, p. 169). The snowball or chain sampling method is a method for gathering information rich cases in which purposively identified subjects are asked to suggest additional subjects considered knowledgeable in the area of inquiry (Patton, 1990).

Access to the key informants was gained by members of the Leadership Team who have had ongoing contact with key people from the universities and the Human Service community in Romania since 1991. Contact persons from each region were selected from this group made up of prior acquaintance. These persons were asked to coordinate the interview project in their respective regions or arrange for another coordinator.

The community contact persons were provided with background materials regarding the project. They were asked to identify key informants from the following categories and arrange for initial interviews: 1) universities, 2) Nongovernmental Organizations, NGOs, 3) religion/church, 4) local government, 5) business, 6) public administration, 7) students and young leaders, 8) ethnic and cultural groups, 9) professional leaders, 10) representatives from International Organizations, 11) local media, 12) any other category not included in the above (Unpublished documents). No further pre-established criteria for the selection of key informants were provided. Once the initial interviews were conducted the respondents were asked to recommend other key leaders to be interviewed.

Protection of Human Subjects

This research was approved by the Protection of Human Subjects Review Committee of Case Western Reserve University, Cleveland, Ohio. It was expected that subjects would not encounter any unusual risks beyond those incurred in daily living due to their participation in the research. A written explanation of the project and a statement of the procedures for safeguarding confidentiality in the use of the data were given to the subjects. They were also asked to sign a written consent form. Both of these documents were translated into Romanian.

The Interview Procedure

Once the initial interviews were set up, the teams conducted the interviews. The format for the interview session included: a period of introductions followed by a description of the purpose of the interview, explaining and signing of the consent form, and then the interview proper. Interview sessions lasted from approximately 30-90 minutes.

In almost all cases the professional or faculty member of the team conducted the interviews and the student member of the team was responsible for the process recording of the interviews. In a small number of cases, after student members had

acquired experience through observation and participation of several interviews, they were allowed to conduct some of the remaining interviews. The interview teams were responsible for writing up the summary results of the interviews, using the summary forms provided in the interview packet.

Initial Data Analysis

Team Members gathered together for a one day debriefing session approximately two months after the data collection period. Team members were asked to bring regional profiles which they had developed utilizing the summary sheets. Data from the summary sheets were compiled into region reports. A final report was completed in December of 1996 as part of a master's student project.

DESIGN OF THIS STUDY

Secondary Analysis

To identify the capacity for institution building within the civil society sector of Romania, a secondary analysis of the data obtained in the LLR project was conducted. A qualitative research strategy was chosen for this analysis. A summary

of the strengths and weaknesses of a qualitative methodology and the rationale for the choice of a qualitative research strategy in the design of this study follows.

Qualitative research methods have a number of strengths. The compatibility of these strengths with the purpose of the research is the primary consideration in choosing such a strategy. In regard to the research purpose, a qualitative methodology provides information about process rather than about causal relationships between or among already identified variables (Denzin & Lincoln, 1994; Patton, 1990).

Qualitative strategies focus on the nature of reality as "socially constructed" (Denzin & Lincoln, 1994, p. 4). The focus of the data gathering, analysis, and interpretation is based on consideration of the subject's frame of reference, the social context, and the research setting (Denzin & Lincoln, 1994; Marshall & Rossman, 1989; Patton, 1990).

Qualitative strategies are oriented to the study of naturally occurring events within a natural rather than an experimental setting (Marshall & Rossman, 1989). They are particularly oriented toward exploration and discovery (Patton, 1990). Consequently, qualitative strategies lend themselves particularly well to research related to unknown societies and system innovations (Marshall & Rossman, 1989). Finally, qualitative research strategies offer depth of understanding in regard to the phenomenon under study and are particularly suited to the examination of complexity and detail (Denzin & Lincoln, 1994; Patton, 1990).

A major weakness of qualitative methods is related to the issue of generalizability (Denzin & Lincoln, 1994; Marshall & Rossman, 1989; Maxwell, 1996; Patton, 1990). Due to the strengths of qualitative strategies in terms of addressing the particularities of context, setting, and the subject's frame of reference, which offers depth of information rather than breadth, the findings have limited generalizability. This generalizability is referred to as "internal generalizability" (Maxwell, 1996). This means that the findings can only be safely generalized to the group from which they have been drawn or to similar cases. Finally, qualitative methods are not intended to measure or analyze causal relationships between variables (Denzin & Lincoln, 1994).

A qualitative methodology was selected for the present study due to the strengths of this strategy in relation to the purpose of the study. This study is an exploratory and descriptive examination of an hitherto unexamined area: the capacity for institution building within the civil society sector of Romania based on data gathered from five regions of Romania.

These data provide further understanding about two processes: the development of innovation within a system and the development of civil society in a country which is unfamiliar to the West, a country which has not experienced the historical conditions which were present in the development of civil society as it is known in the West.

The data obtained have their basis in the perceptions of key informants within a natural setting. These respondents are closest to the domain of inquiry. Consequently, the data obtained are expected to closely reflect the empirical domain under study (Patton, 1990).

Because this study is based on a secondary analysis of the data, validity may be an issue of concern. This is especially true when there is a question about the appropriateness of the use of data which has been initially collected for one research purpose, but later used for another research purpose. In the case of this study the express purpose of the LLR Project, to "identify possibilities for local community-building ventures," is essentially identical to the purpose of the present study, to identify the capacity for institution building within the civil society sector of Romania. Consequently, concern regarding the validity of the data usage for the purpose of this study is minimal.

There are several factors related to the data gathering and the interpretation of the data which could introduce bias into the data. First, in most cases, the interviews were conducted in Romanian through the use of a cultural interpreter. The presence of this interpreter could have influenced the interview in some way. For example, the presence of this person may have inhibited the expression of certain sorts of statements or facilitated the expression of others for reasons unknown to the researcher. In addition, what was interpreted and how it was interpreted, depended on

this cultural interpreter. It was possible for the interpreter to be selective in the process of interpretation and to interject their own perspective into the process.

Second, the interview notes were taken by American Masters level students. Consequently, what was transcribed was dependent on what the recorder heard and how carefully the recording was done. Third, the analysis was conducted by a person from another culture. In this case, it is possible that nuances of meaning and contextual implications could have been overlooked even though this researcher has had familiarity with the culture.

The Data Analysis

Research Questions. Specific questions considered at the beginning of the analysis were: Is there evidence of a capacity for institution building within the civil society sector of Romania? If so, what is the nature and direction of this capacity?

Approach to the Analysis. The general approach to the data analysis was based on "Grounded" theory. The name is derived from the fact that the findings are "grounded" in, or closely reflect, the context from which they are drawn (Patton, 1990). The term is attributed to Glaser and Strauss and can be found in their 1967

publication (Denzin & Lincoln, 1994; Patton, 1990). The interviews from which the written documents utilized in this study were drawn, were conducted in face to face contact with the interviewees in a naturalistic setting. The respondents were asked to provide their own impressions and perceptions to the interview questions.

The more specific type of analysis chosen for this study has been referred to as an "orientational qualitative inquiry" (Patton, 1990, p. 86). In an orientational, qualitative study the particular theoretical orientation of the study is stated at the beginning of the research process. This theoretical orientation in turn suggests which concepts are most important in the analysis and how the findings will be interpreted (Patton, 1990).

The concepts utilized in the content analysis for this study were the developmental concepts of growth and maintenance drawn from systems theory, and the concepts, "linkage points" and "prevailing codes," drawn from institution building theory.

The two systems concepts of growth and maintenance were taken together to identify the "capacity" for institution building within the civil society sector. This choice was made since both of these trends are considered essential to the development of a system. The growth trend is oriented toward expansion, innovation and instrumental acquisition within the system. This trend provides the momentum for development within the system. The maintenance trend is oriented toward

conservation, integration, cohesion, and unity within the system. This trend is oriented toward the acquisition and preservation of communal elements during the developmental process within the system. The maintenance trend is the momentum within the system oriented toward stability.

Evidence of balance between these two trends within the system indicates a relatively stable system. A primary orientation toward the growth trend within the civil sector indicates a capacity toward growth within the dynamic process of development in the system. An extreme predominance in the growth trend in the system could be destructive. A primary orientation toward maintenance within the civil sector, indicates an inhibiting and stabilizing system trend within the system. An extreme orientation toward the maintenance trend in the system could be regressive and ultimately destructive as well.

The systems concepts of growth and maintenance were utilized to answer the question regarding the capacity for institution building within the civil society sector of Romania, both in terms of the direction of the capacity for institution building, whether it was toward growth, toward maintenance, or of a mixed growth and maintenance orientation, and in terms of the nature of that capacity, whether it was strong, moderate or weak.

The question of the nature of the capacity for institution building within the civil society sector of Romania was elaborated further based on the two institution

building concepts of "linkage points" and "prevailing codes." This more thorough analysis enables additional specificity regarding institution building theory. The specific areas mentioned in the data in terms of growth, provide evidence of the current technologies and potentialities existing within the system at the time the data were gathered. These specific areas are those which are likely to show growth and which are likely to be amenable toward future institution building efforts. The specific areas mentioned in terms of maintenance suggest the elements within the system which are stabilizing at the time the data were gathered and which are likely to be amenable to stabilizing the system in future institution building efforts.

According to social work practice theory, expressions of hopes and visions are examples of goal statements which can be expected to reflect the orientation of the respondent toward change (Maple, 1984). Therefore the identification of the capacity for institution building within the civil society sector of Romania is based on evidence of growth and maintenance system trends identified in responses of the interview subjects as recorded in written documents.

Criteria considered indicative of a growth orientation toward system development within the civil society sector of Romania includes statements reflective of the respondent's desire for, or value of, growth, in terms of the acquisition of technology or resources, the manipulation of the environment, or for innovation, expansion, creation, or rationality. The criteria considered as indicative of a

maintenance orientation toward system development within the civil society sector of Romania, is the explicit or implicit expression of the desire for, or value of, concepts such as stability, collaboration, coordination, cooperation, integration, conservation, tension reduction, cohesion, or related concepts, in the statements of the respondents as recorded in written documents.

The Sample

The data sample utilized to identify the capacity for institution building in the civil society sector of Romania consisted of xeroxed copies of written documents generated by the LLR project of the Mandel School of Applied Social Sciences, Case Western Reserve University, Cleveland, Ohio. These written documents include process recording notes obtained in the interview setting and summary sheets containing information drawn from the process recording notes. Two items on the interview guide and recorded on the summary sheets specifically addressed goal statements which are indicative of a maintenance or growth orientation. The first has to do with the respondent's hopes and visions and the second has to do with the suggestions and recommendations of the respondent. The data analysis is confined to these two portions of the interview documents. The final sample consists of written

documents for 196 interviews distributed by region, as follows: 44 from Iasi, 39, Cluj-Napoca, 19, Oradea, 42, Timisoara, and 52 from Bucharest.

The Data Analysis Process

The data analysis process includes the following steps: 1) organizing the data, 2) coding the data 3) conducting a content analysis, 4) developing descriptive results, and 4) analyzing and interpreting the findings. Each of these four areas are presented in turn in the remaining portions of this study.

Organizing the Data. At the beginning of the data analysis process, two notebooks were obtained. One had been used to record the steps used in the process and the other had been used to record thoughts during the process. The documents for analysis had been grouped by city when they were made available to the researcher.

The first step in the data organization process was to review the written documents for completeness and usability. Only those documents with identifiable, legible, explicit, or implicit goal statements in terms of hopes and visions for the future, and recommendations were retained. There were some duplicate copies of documents which were omitted from the sample.

Some variability in the form of the data was discovered during this initial process. This variability included: summary sheets accompanied with copies of the process recording notes of one, two, or three recorders, summary sheets alone, and

process recording notes alone. A regional comparison of the variability found in the form of the data is shown in Table 2.1.

This variability in the data by region was as follows: Iasi, 44 interviews in total, 16 with summary sheets and 2 sets of notes, 23 with summary sheets and 1 set of notes, 3 with summary sheets only, and 2 with notes only; Cluj-Napoca, 39 interviews in total, 7 with summary sheets and two sets of notes, 5 with summary sheets and 1 set of notes, 1 with a summary sheet and 3 sets of notes, and 26 with notes only. Of this 26, 14 had explicit goal statements and 12 implicit. The Oradea sample consisted of documents for 19 interviews, 1 had a summary sheet and 2 sets of notes, 12 with summary sheets and 1 set of notes, 1 with a summary sheet only, 2 with no summary sheets and 2 sets of notes, and 3 with 1 set of notes only. In the Timisoara subsample for 42 interviews, 17 had summary sheets and 1 set of notes, 18 summary sheets only and 7 with notes only. Lastly, in the documents for Bucharest representing interviews for 52 respondents, there were 7 with summary sheets and 2 sets of notes, 38 with summary sheets and 1 set of notes, 4 summary sheets only, and 3 with notes only.

There are several possible implications to this variability in the form of the data. In some cases the variability appears to have been due to management of the data after it was obtained. For example, it appears that not all of the interview teams completed summary forms of their process recording notes and therefore only the

notes were available. In other instances, the summary sheets were completed and were separated from the process recording notes.

It also appears that this variability in the form of the materials may reflect variability in the interview process itself. For example, it appears that the professional social worker conducted the interview in most instances; a student recorder may or may not have been present. It also appears that a cultural interpreter was usually present, but, if the interviewee was an English speaker, this may not have been the case. In a few instances the interview was conducted by the student. In several instances more than one interviewee participated in the interview in one setting. In this case the material was considered as representing one respondent. One interview was conducted informally on a bus and another appears to have been a telephone interview.

Once the usable documents were sorted, they were organized by interview team if identifiable. If the interview team or interviewer was not identifiable the documents were designated as interviewer unknown. The decision to organize the documents from each region by interview team was made in order to maximize the systematic and consistent review and analysis of the data and to optimize accuracy in deciphering handwriting style.

There were instances in which the interview guide was not closely followed.

In some of these cases a more clinical model of interviewing was apparent. For example,

Table 2.1

Variability in the Form of the Data Across Regions

<u>Data Form</u>	<u>Region</u>				
	<u>Iasi</u>	<u>Cluj-Napoca</u>	<u>Oradea</u>	<u>Timisoara</u>	<u>Bucharest</u>
Summary sheets only	3		1	19	4
Summary sheets and 3 sets of notes		1			
Summary sheets and 2 sets of notes	16	7	1		7
Summary sheets and 1 set of notes	23	5	12	17	38
2 sets of notes			2		
1 set notes alone	2	26	3	7	3
Total N	44	39	19	42	52

to address the topic of hopes and recommendations for the future, the respondent was apparently asked to project what they would do if by chance a miracle happened and all things were possible. In other instances they were asked, "What could change to make things better?" There were instances of an obstacles solutions interviewing format. There was one instance of a response being suggested to the respondent. In this case, the respondent did not make a response to the suggestion.

In the data analysis process all the documents for all cases were carefully reviewed. However, only those statements which addressed hopes, visions for the future, and recommendations, were chosen for the analysis. Once the written documents had been reviewed and organized by region and interview team, the analysis by region was begun.

Coding the Data. The first step in preparation for analysis was the development of a regional code book. This book contained the designated code for the region, the category of civil society within the region, the respondent's documents in the total from the region, and for the interview teams. It became apparent in the process of coding for sectors that there was some overlapping of categories listed in the LLR Project design, for example: overlapping of NGOs and Representatives of International Organizations, and of Local Government, Public Administration and Professional Leaders. It also became evident that several respondents could logically represent more than one sector: for example, a college professor who also was the

founder of a Nongovernmental Organization, or involved in business. When a respondent could represent more than one category, they were coded according to the category which was represented as their primary role identification. The interviews were only counted in one category. Although elementary and high school teachers could be categorized as Professional Leaders, the University category was expanded to include Education.

There are five regions of Romania represented in the sample: Iasi, Cluj-Napoca, Oradea, Timisoara, and Bucharest. There were 12 categories from within the civil society sector represented in the total sample. These categories were: 1) universities/education, 2) Nongovernmental Organizations, NGOs, 3) religion/church, 4) local government, 5) business, 6) public administration, 7) students and young leaders, 8) ethnic and cultural groups, 9) professional leaders, 10) representatives from International Organizations, 11) local media, and 12) any other category not included in the above.

Respondents are not found in all the categories in all the regions, and the number of respondents within categories varies within and across regions. Table. 2.2 shows the number of respondents within each of the 12 categories found within the five regions of Romania.

Table 2.2

Respondents Represented in Categories of Regions in Romania

<u>Categories</u>	<u>Region</u>				
	<u>Iasi</u>	<u>Cluj- Napoca</u>	<u>Oradea</u>	<u>Timisoara</u>	<u>Bucharest</u>
University/Ed	4	7	5	7	7
NGOs	5	6	4	8	16
Rg/Church	6	3	2	1	1
Local Gov.		2		1	
Business	5	4		10	3
Public Ad.	1	4	3	4	3
Students/Young Leaders	6	2		2	4
Ethnic/Cultural	4	3		1	3
Prof. Leaders	4	6	3	2	4
Representatives of Intl. Orgs.	1	1	1	2	5
Media	4		1	4	2
<u>Other</u>	<u>4</u>	<u>1</u>			<u>4</u>

Note. Lengthy category titles have been abbreviated.

Finally, codes are given for 14 identifiable interview teams, including the leadership team, with an additional code designated for documents without identifiable interviewers.

Content Analysis. The content analysis was first conducted within regions in the following order: Iasi, Cluj-Napoca, Oradea, Timisoara and Bucharest. The regional analyses were followed by regional and category comparisons and analysis of the total sample. The first step in the regional analysis process was the generation of a document for the content analysis. As each interview represented by the associated written documents was coded into the code book, the identification code was typed into the computer. The identification code was then followed with each statement made by that respondent which was related to the hopes and vision, and suggestions and recommendations portions of the interview. Once the document for the content analysis was completed the content analysis was begun.

Capacity for Growth Oriented Statements. The goal statements related to the hopes, vision, suggestions and/or recommendations of each respondent were examined. Statements which either explicitly or implicitly expressed a desire for, or the value of, the acquisition of technology and resources, the manipulation of the

environment, innovation, expansion, creation, growth or rationality, or related concepts, were coded as growth oriented.

Capacity for Maintenance Oriented Statements. Statements which either explicitly or implicitly expressed a desire for, or the value of, stability, collaboration, coordination, cooperation, integration, conservation, tension reduction or cohesion, or related concepts, were coded as maintenance oriented.

The materials representing each respondent were then coded as: growth oriented, maintenance oriented, or mixed, containing both growth and maintenance oriented responses. This coding indicated the identified general orientation or capacity of that respondent toward institution building as a Capacity for Growth, containing only growth oriented goal statements, or Capacity for Maintenance, containing only maintenance oriented statements, or of a Mixed Orientation, containing both growth oriented and maintenance oriented statements.

This initial coding and analysis was completed in one month's time from the day it was begun. The 44 interviews from the region of Iasi which had been coded first were reread and recoded to check reader reliability. During this second reading two of the 44 interview documents were coded differently from the initial reading, yielding a coefficient of stability of 95%.

After the general orientation of the Capacity for Institution Building of the regional sample was identified, the interviews were grouped by the category from

within the civil sector which they represented, for example: University/Education, NGOs, Business, etc. Then analyses were conducted to identify the orientation of the Capacity for Institution Building found within each category of civil society from the region: whether Growth Oriented, Maintenance Oriented, or of a Mixed Orientation.

After the Capacity for Institution Building for the categories of the civil society sectors from within the region had been identified, the contribution of the respective categories from the civil society sector to the general orientation of the capacity for institution building of the regional sample was identified. In other words, the percentage of contribution, represented by the specific categories of civil society found within the region are identified in relationship to the general regional capacity.

The implications of the results of the analysis of the category contributions to the general capacity for institution building of the region are highly speculative. This is due to the range of variability found in the number of respondents per category of civil society within the regions. Cross category comparison within regions and category comparisons across regions are also highly speculative because of this variability in the number of respondents represented within the categories and in the number of categories within the regions. Consequently these results are considered only in very general and tentative terms and are displayed in Appendix B.

Numerous additional analyses of the data were conducted. For example, regional case reports were written for each region in which the same process of

analysis was conducted as was used for the country. Comparisons between and among categories from within the regions and the specific areas of capacity for growth and capacity for maintenance were conducted. However, due to the variability in the numbers of categories of civil society found within the regions and also the variability in the number of respondents within the categories, these analyses were not found to be very fruitful. When it was discovered that the results were quite homogeneous across the regions, it was decided to combine the data for the entire country and only highlight the regional differences.

After the capacity for institution building within the categories of civil society from within the regions had been analyzed, the general capacity for institution building of the categories within the total sample for the country of Romania was analyzed. Finally, the individual growth and maintenance oriented goal statements from within the written documents were grouped as Capacity for Growth statements and Capacity for Maintenance statements. These broad categories were then subcategorized into specific areas of Capacity for Growth and Capacity for Maintenance in institution building.

This further subcategorization was based on commonalities found in the content in terms of the focus of the goal statements. For example, if the statement was a suggestion for pensions for the elderly which keep up with inflation and for residential homes, this statement was categorized as Capacity for Growth and

subcategorized in the area of Services. If the statement said that the government should provide pensions for the elderly which keep up with inflation, the statement was categorized as Capacity for Growth in the area of Political Culture and, further, as government policy regarding services to the elderly. Table 2.3 provides definitions of the key concepts used in this orientational analysis and examples of the utilization of these concepts.

This method of subcategorization allowed for further elaboration on the nature of the capacity for institution building in the civil society sector. The growth oriented attitudes and values and the specific areas of growth suggest elements existent within the system which can serve as a base line and which are likely supportive of institution building efforts. The maintenance oriented attitudes and values indicate the areas which are likely providing stability to the system during the transition process. These are areas which can be tapped for the integration of institution building efforts.

This concludes the methodology portion of this study. This section began with a description of the design for LLR Project. Then the design utilized in the secondary analysis of the data for this study was described. This description included a discussion of the strengths and weaknesses of a qualitative methodology and the rationale for the selection of a qualitative strategy for this study. The approach to the analysis of the data was presented and the steps taken in the organization, coding and

analysis of the data were described. The following section presents the research results.

Table 2.3

Key Concepts for An Orientational Inquiry With Examples

Growth Trend:

The system trend oriented toward expansion, innovation and instrumental acquisition. This trend provides the momentum for development within the system.

Capacity for Growth:

For the purposes of this study, a Capacity for Growth is defined as evidence identified in the goal statements of respondent's of the desire for, or value of, the manipulation of the environment, or innovation, expansion, creation, rationality or related concepts. The statement, "need to develop the infrastructure," is an example of a Capacity for Growth goal statement.

Maintenance Trend:

The system trend oriented toward conservation, integration, cohesion, and unity. This trend is oriented toward the acquisition and preservation of communal elements within the system during the developmental process. The maintenance trend is the momentum within the system which is oriented toward stability.

Capacity for Maintenance:

For the purposes of this study, a Capacity for Maintenance is defined as evidence identified in the goal statements of respondent's of the desire for, or the value of, concepts such as stability, collaboration, coordination, cooperation, integration, conservation, tension reduction, cohesion or related concepts. The statement, "(A) unifying factor to create community," is an example of a Capacity for Maintenance goal statement.

Linkage Points:

The concept of linkage points, drawn from institution building theory, refers to technologies and potentialities within the system which are compatible with a proposed change (Landau in Eaton, 1972). For the purposes of this study, linkage points are the more specific values and areas in which a Capacity for Growth was expressed. For example, the statement, "need to develop the infrastructure," is a Capacity for Growth goal statement further subcategorized and representative of a linkage point in the area of Services and more specifically, to that of basic services.

(table continues)

Prevailing Codes:

The concept of prevailing codes, drawn from institution building theory, refers to the accepted ways of behaving and making sense of the world evident in the values, norms and customs of society (Landau in Eaton, 1972). An example is the statement, "unifying factor to create community," which is categorized as a Capacity for Maintenance goal statement. Utilizing the concept of prevailing codes, this statement is subcategorized in the area of Political Culture as representative of a value oriented toward the maintenance of the general system.