

CHAPTER III

RESULTS

This chapter presents the results of the secondary analysis of interview data gathered in five regions of Romania in June, 1996. The purpose of this study is to identify the capacity for institution building within the civil society sector of Romania. The two system's theory concepts of growth and maintenance, both of which are considered essential for the development of any system, are taken together to constitute capacity for institution building for this analysis.

Initially, these two systems concepts are utilized to identify the general capacity for institution building within the civil society sector of Romania. Then these two concepts are utilized along with the institution building concepts of linkage points and prevailing codes to further elaborate the capacity for institution building within Romania in terms of the nature and direction of that capacity.

The findings of this analysis provide a comprehensive description of the social context for institution building within the civil society sector of Romania. They contribute to theory regarding two processes in social systems: the transition process within a social system generally and, more specifically, the process of the development of a specific type of social structural arrangement, civil society, within a former communist country. The findings of this study provide a baseline for future assessment of the process of civil society development in Romania. The specific

areas in which a Capacity for Growth and a Capacity for Maintenance were identified suggest areas which may be targeted for future institution building efforts. Finally, the specific areas of Capacity for Growth and Capacity for Maintenance suggest areas for policy development and implementation.

The question addressed in this study which seeks to identify the capacity for institution building within the civil society sector of Romania, is implicitly oriented toward the identification of an impetus toward growth and innovation inherent within the civil society realm of the social system. This predisposition toward growth is due to the innovative role associated with institution building as a strategy for change in the process of social development. Capacity, as stated previously however, for the purposes of this study, is defined as the identification in the data of either of the two trends necessary for the development of a system: the instrumental, agentic, innovative, growth trend, or the expressive, communal, integrative, maintenance trend. In the approach to the analysis, the question of capacity for institution building is answered first in terms of the general orientation or direction of capacity; whether towards growth, towards maintenance, or of a mixed growth and maintenance orientation. Then the question is answered more specifically in terms of the strength of the orientation of capacity for institution building, whether weak, moderate or strong.

Lastly, the nature and direction of the capacity for institution building is elaborated. This elaboration is based on the systems concepts of growth and maintenance and the institution building concepts of "linkage points" and "prevailing codes." The utilization of these concepts identifies the specific areas in which a Capacity for Growth and a Capacity for Maintenance are found. These more specific areas of Capacity for Growth and Capacity for Maintenance suggest the areas which can serve as a baseline for assessing change in the transition process from the time the data were gathered to the present. They also suggest the areas which can be tapped for optimizing the "fit" of future institution building efforts.

The results of the analysis are presented beginning with the General Orientation of Capacity for Institution Building of the country of Romania. These results are based on the general orientation of the interview documents from the five regions of Romania. Interview documents in which respondents expressed only growth oriented goal statements are identified as Capacity for Growth. Interview documents in which respondents expressed only maintenance oriented goal statements, are identified as Capacity for Maintenance. Interview documents in which respondents expressed both capacity for growth and capacity for maintenance goal statements are identified as Mixed Orientation. The results of this analysis reflect these three possible orientations toward Capacity for Institution Building:

Capacity for Growth, Capacity for Maintenance, and Mixed Growth and Maintenance Capacity.

Following the presentation of the General Orientation toward Capacity for Institution building based on interview documents, the General Orientation of Capacity for Institution Building of the country of Romania, based on individual statements from within the documents from the five regions of Romania is presented.

In this analysis each goal statement from within the interview documents is grouped as Capacity for Growth or Capacity for Maintenance. The results from this analysis represent these two dimensions of Capacity for Institution Building within Romania.

Next, the results of the regional analyses and the regional contributions to the General Capacity for Institution Building of the country of Romania are presented. These findings are followed by the analyses of the capacity for institution building found within the categories of the civil society sector from across Romania and the contributions of these categories to the General Capacity for Institution Building of the country of Romania.

Finally, the specific areas of Capacity for Institution Building in Romania, both in terms of Capacity for Growth and Capacity for Maintenance, are presented. The more specific areas of Capacity for Growth and Capacity for Maintenance are discussed both in terms of commonalities in the data from across all five regions of

Romania and also in terms of specific aspects of capacity which are unique to each region.

CAPACITY FOR INSTITUTION BUILDING WITHIN THE CIVIL
SOCIETY SECTOR OF ROMANIA

General Capacity

The results of the analysis of interview documents drawn from 196 interviews conducted in five regions of the country of Romania, based on the systems concepts of growth and maintenance, identified 110, or 56%, which were growth oriented, 12, or 6% , which were maintenance oriented, and 74, or 38%, which were of a mixed growth and maintenance orientation. There was no evidence in these data of a regressive trend. In other words, there were no statements expressing a desire to maintain the status quo or to return to the past.

There is a total of 864 individual goal statements within the interview documents. The analysis of these individual goal statements, which had been grouped according to Capacity for Growth or Capacity for Maintenance, reveal the following results. There is one statement from a Bucharest respondent which expresses "no hope." This statement reflects an absence of a goal and the absence of a capacity either toward growth or toward maintenance. The remaining 863 individual statements were goal oriented. Of these individual statements, 709, or 82%, are growth oriented, and 154, or 18%, are maintenance oriented.

These numerical results, first based on interview documents, and secondly based on individual statements within interview documents, indicate a primary orientation toward growth in terms of direction of capacity for institution building. This primary orientation of capacity for Growth within the civil society sector appears to be moderate to vigorous in strength.

Regional Capacity

A comparison of the general orientation of Capacity for Institution Building based on interview documents in each of the five regions of Romania is shown in Table 3.1. These data indicate that the Capacity for Growth is most vigorous in the regions of Cluj-Napoca, Oradea, and Timisoara. The Iasi data are slightly oriented toward a Capacity for Growth and the Bucharest data appear to be primarily oriented toward a moderating state, with a preponderance of mixed growth and maintenance oriented interviews.

However, when the individual statements within the interview documents are analyzed, as shown in Table 3.2, the orientation toward Capacity for Growth and Capacity for Maintenance found within the regions appear more consistent across the regions and differences in capacity are less pronounced. For example the range of the

Capacity for Growth orientation is from 79% in Iasi, to 86% in Cluj-Napoca and Timisoara.

When the General Capacity for Institution Building based on the interview results from the five regions is considered, along with the General Capacity based on individual statements from the regions, it can more confidently be said that a Capacity for Growth is the primary trend for institution building within the civil society sector of Romania based on these data. This primary trend appears to be most vigorous in Cluj-Napoca, Oradea, and Timisoara, and more moderated in the areas of Iasi and Bucharest. However, these results must be considered along with the variability in the manner with which the data were obtained within and across regions and in the variability in the number and size of the categories of civil society which are represented within and across the regions.

Category Capacity

The Orientation toward Capacity for Institution Building of the categories of civil society represented in the data for the country of Romania is shown in Table 3.3. Keeping in mind that there is considerable variation in the number of respondents per category, it appears that the categories within civil society which are most disposed toward growth are those of University/Education, Business, and Professional Leaders.

The categories which appeared to be more moderating within the system are those of NGOs, Religion/Church, Public Administration, and Local Media.

Table 3.1

Regional Capacity for Institution Building Based on Interview Documents

<u>Region</u>	<u>Orientation</u>			
	<u>NGrowth</u>	<u>Maintenance</u>	<u>Mixed</u>	
Iasi	44	50%	2%	48%
Cluj-Napoca	39	74%		26%
Oradea	19	68%	11%	21%
Timisoara	42	64%	10%	26%
<u>Bucharest</u>	52	37%	10%	54%

Note. N = the number of interviews in the regional samples. Values are rounded off.

Table 3.2

Regional Capacity for Institution Building Based on Individual Goal Statements

<u>Region</u>	<u>N</u>	<u>Orientation</u>	
		<u>Growth</u>	<u>Maintenance</u>
Iasi	253	79%	21%
Cluj-Napoca	147	86%	14%
Oradea	62	85%	15%
Timisoara	139	86%	14%
Bucharest	262	80%	20%

Note. Percentages are rounded off.

Table 3.3

Orientation toward Capacity for Institution Building of the Categories of
Civil Society in Romania

<u>Categories</u>	<u>Orientation</u>			
	<u>N</u>	<u>Growth</u>	<u>Maintenance</u>	<u>Mixed</u>
University/Education	30	70%	7%	23%
NGOs	39	38%	2%	54%
Religion/Church	13	46%	8%	46%
Local Government	3	100%		
Business	22	77%	5%	18%
Public Administration	15	47%	7%	47%
Students/Young Leaders	14	57%		43%
Ethnic/Cultural Groups	11	55%		36%
Professional Leaders	19	68%		32%
Representatives of International Organizations	10	40%	20%	40%
Local Media	11	45%	9%	45%
<u>Other</u>	<u>9</u>	<u>56%</u>		<u>44%</u>

Note. N= the total number of respondents in each category from all the regions of Romania.

The representation of the various categories found within the civil society sector of Romania is shown in percentages in Table 3.4. The contributions of these categories of the civil society sector of Romania to the total capacity for institution building within the civil society sector of Romania based on these data, is also shown in Table 3.4.

Given the apparent primary orientation toward growth of some of these categories, such as Business, and the primary orientation toward moderation of some of the categories such as NGOs, the predominance in representation of these categories in the total sample may have skewed the results slightly. Also, the disproportionate representation of Business in Timisoara, and NGOs in Bucharest, may have skewed the results toward growth in Timisoara and toward moderation in Bucharest. The tables which show the Capacity for Institution Building of the categories of civil society from each region of Romania, and the contribution of these categories to the Regional Capacity for institution building are shown in Appendix B.

Areas of Capacity

In order to identify the more specific areas of capacity for institution building, the individual goal statements from the total sample are grouped according to

Table 3.4

Category Contribution to Capacity for Institution Building Within the Civil SocietySector of Romania

<u>Categories</u>	<u>Orientation</u>			
	<u>N</u>	<u>Growth</u>	<u>Maintenance</u>	<u>Mixed</u>
University/Education	15%	11%	1%	4%
NGOs	20%	8%	2%	11%
Religion/Church	7%	3%	---	3%
Local Government	2%	2%		
Business	11%	9%	---	2%
Public Administration	8%	4%	---	4%
Students/Young Leaders	7%	4%		3%
Ethnic/Cultural Groups	6%	3%	---	2%
Professional Leaders	10%	7%		3%
Representatives of International Organizations	5%	2%	1%	2%
Media	6%	3%	---	3%
<u>Other</u>	<u>5%</u>	<u>3%</u>		<u>2%</u>

Note. N= percentage of sector representation in the total sample of Romania.

Percentages are rounded off. Dashes indicate values less than one percentage point.

orientation toward capacity, either as Capacity for Growth or Capacity for Maintenance. These individual statements are then examined more carefully to identify commonalities in the goal statements by utilizing the systems concepts of growth and maintenance and the institution building concepts of linkage points and prevailing codes.

Capacity for Growth oriented statements contain either growth oriented attitudes and values or specific areas in which growth is suggested, or in which an impetus for growth is evident. The Capacity for Maintenance statements contain either attitudes and values which are oriented toward cohesion or integration within the system, or specific areas in which maintenance is suggested.

The Capacity for Growth oriented attitudes and values represent those which are requisite for the innovative dimension of institution building activities within the system. The specific areas in which a Capacity for Growth is identified represent the potentialities and technologies within the system which can serve as linkage points for institution building efforts within the system.

The Capacity for Maintenance oriented statements reflect attitudes and values which are requisite for the integrative dimension of institution building activities within the system. Not all of the specific areas in which a Capacity for Maintenance is identified fit the definition of prevailing codes, in terms of prevailing norms and values. Some of the Capacity for Maintenance oriented attitudes and values appear to

be more "emergent" rather than "prevailing" in nature. For this reason, the findings in the area of Capacity for Maintenance are less discrete.

The content analysis of the 709 individual Capacity for Growth goal statements identify seven major areas representative of linkage points in the system. These areas are: 1) Political Culture, 306 statements; 2) Services, 188 statements; 3) Education, 73 statements; 4) Economic, 73 statements; 5) Business, 55 statements; 6) Religion/Church, 10 statements; and 7) Agriculture/Village Life, 4 statements.

All of the individual Capacity for Maintenance goal statements, with the exception of one, reflect values which are oriented toward conservation, cohesion, integration, collaboration, cooperation, coordination, or related concepts in regard to change, the state, bureaucracy and diversity as broadly defined. Consequently, all but one of these 154 Capacity for Maintenance statements are classified in the area of Political Culture. These 154 Capacity for Maintenance goal statements categorized as Political Culture are then subcategorized into six specific areas of Political Culture. These six areas are: 1) the Transition, 14 statements; 2) the System, 29 statements; 3) the Government, 6 statements; 4) Human Relations, 74 statements; 5) Religion/Church, 4 statements; and 6) External Relations, 26 statements. The remaining maintenance oriented goal statement not categorized as Political Culture is oriented toward the conservation and preservation of the environment.

The specific areas in which a Capacity for Growth is identified and the number of individual responses from each region within these areas are shown in Table 3.5. The specific areas in which a Capacity for Maintenance is identified and the number of individual responses from each region within those areas are found in Table 3.6. Some of the names of the areas have been abbreviated.

A more thorough discussion of the specific areas of Capacity for Growth for institution building and Capacity for Maintenance for institution building within the Civil Society Sector of Romania follows. This more detailed analysis of the data provides further elaboration on the nature of the Capacity for Institution Building within the Civil Society Sector of Romania. It provides a description of the social context for institution building within the civil society sector. It provides a delineation of the growth oriented attitudes and values requisite for innovation within the system, and it describes the specific areas within the system which can serve as linkage points for institution building activities. It provides a delineation of the maintenance oriented attitudes and values within the system requisite for the integration of institution building efforts. Consideration of both of these dimensions of Capacity for Institution Building can optimize the possibility of the "fit" of institution building efforts.

Table 3.5

Areas of Capacity For Growth in the Five Regions of Romania

<u>Areas</u>	<u>Region</u>				
	<u>Iasi</u>	<u>Cluj- Napoca</u>	<u>Oradea</u>	<u>Timisoara</u>	<u>Bucharest</u>
Political Culture	55	66	14	77	94
Services	53	29	25	18	63
Education	28	12	8	2	23
Economic	28	9	6	14	16
Business	25	11		8	11
Rel./Church	8				2
<u>Ag./Village Life</u>	4				
<u>Total Number</u>	<u>201</u>	<u>127</u>	<u>53</u>	<u>119</u>	<u>209</u>

Note. Some of the names of the areas have been abbreviated.

Table 3.6

Areas of Capacity for Maintenance in the Regions

<u>Areas</u>	<u>Region</u>				
	<u>Iasi</u>	<u>Cluj- Napoca</u>	<u>Oradea</u>	<u>Timisoara</u>	<u>Bucharest</u>
Environment	1				
Political Culture:					
Transition	11	1		1	1
System	4	4		3	18
Government	5				1
Human Relations	20	12	9	15	18
Religion/Church				1	3
<u>External Relations</u>	<u>11</u>	<u>3</u>			<u>12</u>
<u>Total Number</u>	<u>52</u>	<u>20</u>	<u>9</u>	<u>20</u>	<u>53</u>

Note. Some of the names of the areas have been abbreviated.

Areas of Capacity for Growth

1. Political Culture. The largest area in which a Capacity for Growth is evident in the individual goal statements of respondents is that of Political Culture. Political culture is defined as the area in which attitudes, norms and values regarding change, the state, bureaucracy, and diversity, are evident (Tismaneanu, 1995). There are 306 individual goal statements, or 35% of all the individual statements in the area of Political Culture. Political Culture is also the largest area in which a capacity for growth is identified in all of the regions of Romania with the exception of Oradea, where it is the second largest area.

Since the focus of this study is on the capacity for institution building within civil society, and since values are the principles which contribute to the organization and structuring of society (Parsons cited in Turner, 1986), the fact that 35% of all the goal statements are in the area of Political Culture is especially significant. The explicit and implicit values expressed in the individual statements in the area of Political Culture, are the values which will contribute to the future organization of the social structure in Romania. The fact that statements in the area of Political Culture take precedence over more tangible and material concerns is noteworthy. The strength of these findings indicates that a substantial value base is present in these

data for supporting institution building initiatives and for the development of civil society.

The Capacity for Growth goal statements in the area of Political Culture are further subdivided into growth oriented attitudes and values specific to four areas of Political Culture. These four subcategories of Political Culture are: the Transition, State and Local Government, Mentality, and Diversity. Each of these subcategories of Political Culture are discussed in turn. Table 3.7 summarizes the themes of these four subcategories and provides examples.

The Transition Process. The first subcategorization of the area of Political Culture to be discussed in this section is that of the Transition Process. Growth oriented goal statements in this subcategory reflected attitudes and values specific to the pace of the Transition Process, or regarding comments and suggestions specific to the Transition, or hoped for outcomes of the Transition Process.

Regarding the pace of the transition, there is general agreement in the data that the transition process was necessarily a lengthy and difficult one. It is the sentiment that it will take at least a generation before the transition will be complete. This will allow time for the maturation of a new generation of young people which will have a different educational background, perspective, and experience in living.

Table 3.7

Summary of Themes of Subcategories of Political Culture

The Transition:

This subcategory contains 80 statements regarding the pace of the transition, suggestions and recommendations specific to the transition, and hoped for outcomes of the transition such as:

Pace

- slow, will take time
- disappointment changes not instituted earlier

Suggestions and recommendations

- start from the inside
- regional models
- follow up
- eliminate corruption
- establish rule of law
- supportive legislation for development, privatization, development of middle class and civil society

Hoped for outcomes

- normal, civilized society
- found a family, have a job
- have an ordered life

State and Local Government:

This subcategory contains 114 statements directed toward changes in the state and local governments. Suggestions for general changes, policy changes and for specific legislative changes are included in this subcategory, such as:

- restructuring and decentralization
- policy changes
- local autonomy
- participatory methods of decision making

(table continues)

The Mentality:

This subcategory contains 76 statements calling for a change in the attitudes acquired during the communist period referred to as the "mentality." Suggestions and recommendations for a "new" mentality are also included in this area. For example:

Mentality characterized by

- lack of conscience
- distrust and suspicion
- dependency and complacency
- lack of a work ethic

Suggested changes

- motivation, initiative and responsibility
- self determination
- trust
- care for others
- civic minded business people
- responsible, trustworthy, civic minded political leaders

Diversity:

This subcategory contains 36 growth oriented goal statements related to social difference and respect for human rights such as:

- general appreciation of difference
- social justice and rights orientation toward women, children, Gypsy population and people with AIDS

There was general frustration and disappointment that changes had not been instituted earlier in the transition process. In the words of one respondent, "Everything was at the beginning for a long time," and "important steps were not made."

More specific attitudes regarding the pace of the transition process varied across the regions. There is general acknowledgement in Iasi and Cluj-Napoca, that patience is required. Responses in Timisoara convey a general attitude of hope and optimism. Expressions in Bucharest are characterized by frustration, disappointment and pessimism. It is speculated that the more negative tone of Bucharest may be due to unmet expectations which could have been unrealistically raised at the beginning of the transition process when a dramatic influx of aid and assistance poured into the capital city.

Regarding the transition process itself; there were several comments and suggestions regarding past assistance efforts and suggestions regarding needs to expedite the process. A Timisoara respondent comments that some of the representatives that had come to Romania with international assistance groups did not have credibility in their own countries, but came with the assumption that "everything from the West" was "good." Suggestions are made for development efforts to "start from the inside," begin in communities, rather than "everywhere in the country," and be based on regional models. There is also a desire for continuity and follow-up for

assistance projects. A respondent in Oradea, quipped, "come back 10 years from today to see how things have progressed."

Several suggestions regarding the Transition are of a general nature and are directed toward the entire system. For example, there is general agreement that elimination of corruption within the system is necessary. Needs are identified within the general system for strategic planning, international assistance, consultation and technical information.

There are also several suggestions regarding the Transition which call for political changes at the national level. Included in these changes are a call for more law and order, for the establishment of a legislative framework which encourages development, privatization, expansion of a middle class, and the development of civil society. Recommendations are made for a truly democratic system with representative political parties, leadership development, and the use of advocacy for changes in policy. The sentiment is expressed that those in power need pressure on them in order for "things to go better."

The last area in which Capacity for Growth oriented goal statements regarding the Transition are identified focuses on hoped for outcomes of the Transition. These Capacity for Growth goal statements reflect hopes in regard to the general society, the various regions of Romania, and personal concerns. Included in the hopes expressed for the general society are the desire that Romania would become more "normal" and

"civilized, that she would become "a country characterized by openness toward the world, ideas, and technology," and become a place characterized by "freedom" "democracy," "health," "happiness," and "prosperity."

A sense of civic pride is evident in the statements of various respondents from different regions across the country. For example, in Capacity for Growth statements found in Cluj-Napoca and Timisoara, respondents hoped that their respective cities would progress to the point where they would be comparable to cities found in the West. In a completely different vein, one respondent felt that art should "be supported by a good society." Examples of hopes regarding the outcome of the Transition which are of a more personal nature and which have a poignant quality are those which express a desire for "a permanent job," to "found a family," and to have an "ordered life."

State and Local Government. The second subcategorization of Capacity for Growth goal statements in the area of Political Culture is made up of comments and suggested changes directed toward the State and Local Governments. General changes, policy changes, and specific legislative changes are called for.

Several comments regarding the State are of a negative and pessimistic nature. The most pessimistic comment regarding the State and change, came from a Cluj-Napoca respondent who made the comment, that "the new communist government"

had been installed. A respondent in Bucharest said that people in Romania, "hate" institutions, and state institutions in particular, adding further, that state institutions had lost their meaning and credibility. Parliament is characterized as "slow," "uninterested," and motivated by self interest. It is pointed out that trust needs to be regained. Recommendations are made for the reorganization, restructuring and decentralization of the government and for the replacement of old officials, who "do not know new ideas," with younger people with training.

A number of broad policy changes are suggested to be instituted by the government. These include recommendations that the government promote a "new image" of Romania abroad; adopt a rational approach to both the state and the economy; and seek means to retain educated Romanians within the country. Policy changes of an economic nature are suggested to encourage foreign investment, private business, and civil society development, and to provide tax incentives for contributions to non-profit organizations.

Policy changes are also suggested in the area of Human Services. For example, for the development of education and research which will be internationally competitive; for the development of family services as an alternative to institutionalization of children; for better pensions for the elderly; for more services to gypsies; and for increased funding for medical professionals and the expansion of

medical benefits to include social needs. There is one suggestion from Cluj-Napoca that the State Government adopt policies to support agriculture and village life.

The Capacity for Growth oriented goal statements in the area of Political Culture and subcategorized into the area of policy changes directed toward the State Government reflect a strong sentiment for the value of a solid legal foundation for the organization of the country and respect for the rule of law. This strong sentiment is most evident in Cluj-Napoca. However, Capacity for Growth oriented attitudes and values which are directed toward legal changes are found in the data from all regions of Romania with the exception of Oradea. Legal changes are specifically recommended to: "allow more freedom of trade and independence;" change the status of state officials from those of political appointees to that of public employees; protect large groups of people such as the handicapped, children at risk, the elderly, and the unemployed, without creating dependency; establish a national agency to, "take care of the work force," made up of representatives of the government, employees, and representatives of industries and trade unions; offer incentives to hire the handicapped; clarify property rights to distinguish between state and local government property, and private, public and group property; establish a bankruptcy law; and laws which offer incentives to nongovernmental organizations to develop group homes.

Changes directed toward Local Governments are characterized by calls for decentralization and local autonomy. All of the regions, with the exception of Oradea,

call for more local autonomy. Changes in tax policy in which more of the taxes collected from the regions would be returned to them for their discretionary use are especially stressed. A respondent from Iasi said, "people paying taxes want to see this money back into the community." In the words of a respondent from Cluj-Napoca, "I want to feel like I work for my community, not Bucuresti." A respondent in Iasi pointed out that taxes returned to the regions can be used punitively when the local administration is of a different party from the state administration.

Local autonomy is also called for in terms of decision-making and participation. For example, a respondent in Cluj-Napoca, suggests that problems should be considered by the majority of the population, rather than by politicians and political leaders. Suggestions for the use of participatory and group process methods of decision making, such as round table discussions, Think Tanks, and local district councils are made by respondents from Timisoara and Bucharest.

The value of positive leadership is stressed. In the words of a Cluj-Napoca respondent, "bad leadership/management" equals "bad results." Qualities associated with positive leadership included: freedom from political and competitive motivation; a sense of civic responsibility rather than of self interest; the ability to analyze a situation, recognize what needs to be done, and to take action; and finally, "a big heart."

Mentality. The third subcategory of the area of Political Culture, in which Capacity for Growth oriented attitude and value goal statements are evident is that of Mentality. There is strong agreement among respondents that the lingering effects of patterns of thinking cultivated under years of communism, referred to as "the mentality," have been a major obstruction to progress in negotiating the transition. Characteristics associated with this old mentality include: lack of a conscience; dependence and complacency; a basic distrust such as interpersonal distrust, distrust of institutions, and distrust and suspicion regarding the motives of assistance providers; suspicion associated with private industry, and profit with unfair and illegal practices; and a diminished work ethic.

A lengthy list of desirable attributes associated with a changed mentality are offered. Attributes are suggested in regard to individuals, business representatives, citizens, political leaders, and professionals. Several suggestions are also made for helping to change the mentality.

Individualistic as well as communal attitudes and values are evident in the attributes suggested for a new mentality for individuals. Some of these individualistic values are reflected in suggestions for energy, motivation, initiative, self sufficiency, pride, and thinking for oneself. Examples of communal attitudes and values include suggestions that people be more sensitive, polite and respectful. It is hoped that people will care for their surroundings, their homes, yards, schools and communities.

It is hoped that there will be a rediscovery of Romanian values, both personal and collective, and that these values will be incorporated into the lives of all age groups. People are encouraged to develop trust, consider the good of all, and acquire a greater sense of community.

Values which are directed toward citizens, include: that they become responsible voters, responsible workers, and community minded; that they will lobby for policy change and that they will, "follow up initial enthusiasm with action."

Growth oriented attitudes and values expressed in terms of business include the hopes that people will perceive Romania as a resource rather than looking outside for assistance and that they will learn the advantages of an open market and value private initiative and hard work. The value of risk taking, both personally and economically is espoused. The importance of developing trust in business and identifying partners for collaboration is stated. Private business representatives are encouraged to become more involved in social problem solving. Finally, the hope that "honest" and "correct" people could establish "flourishing" businesses is expressed.

Capacity for Growth attitude and value statements are also directed toward political leaders. It is hoped that there will be trustworthy political leaders who will listen to community needs and "act," and that there will be community leadership which will exhibit a civic spirit. The value of professional ethics is also expressed.

For example, the suggestion is made for, a "gatekeeping" system to maintain a "high level" of ethics in the professions such as in education, medicine, and business.

A final value indicative of a new mentality is that for openness in communication. This openness is seen as especially necessary regarding communication about sexuality, prevention of sexually transmitted diseases, and problem pregnancies.

A number of Capacity for Growth oriented attitude and value statements are directed toward remediation of the old mentality. These suggestions especially reflect points within the system which might serve as "linkage points" for institution building. Education regarding civil rights and duties, respect for the law, and in a rational approach toward decision making and problem solving was suggested. A realistic presentation of social needs in the mass media is encouraged. A respondent offered what he considered, "a simple formula," "Raise money, raise culture, raise mentality."

Diversity. The final subcategory in the area of Political Culture in which Capacity for Growth attitude and value statements are identified is that of Diversity. No individual Capacity for Growth statements regarding Diversity are found from the regions of Oradea or Timisoara. The attitude and value statements regarding Diversity show some regional differences in emphasis. Some of the

Capacity for Growth attitude and value statements relative to Diversity are general in nature. Others are specific to particular groups in society. Some offer suggestions in response to issues regarding Diversity. Some offer suggestions for methods of raising public awareness regarding social difference.

General Capacity for Growth statements regarding diversity in the area of Political Culture are exemplified by the desire expressed by a Iasi respondent to "gain broader understanding of other cultures and attitudes." A Cluj-Napoca respondent felt that a "larger vision about social things" is needed. He went on to express the values of tolerance and understanding and affirmed the contribution he felt "diverse feedback" offers to the development of self knowledge. In addition, a Cluj-Napoca respondent encouraged Romanians, to "see the good in man" rather than the negative.

Regional differences are evident in regard to the specific minority groups and the types of concerns which are the focus of diversity oriented statements. For example, in Iasi, the rights of women and children are emphasized. In Cluj-Napoca, respect for the rights of the Gypsy population is a focus. In Bucharest, the rights of women and children and issues related to AIDS and gay rights are mentioned. A desire for "rebirth of the Ukrainian national spirit" and recognition of Ukrainian writers is expressed in Bucharest as well. These differences may be a function, at least in part, of the groups which are represented by the key informants or perhaps by

the special interests of the interviewers. Other interests and concerns might have been identified had key informants from different groups been represented in the data.

Attitudes expressed regarding women in Iasi, include the desire that they "will be taken more seriously, appreciated, and treated equally." The hope is expressed in Bucharest, that women "realize their power" and become "more involved in political life."

Regarding children, in Iasi, it is the hope that children will learn to express themselves. In Bucharest it is a desire that children "learn their rights and duties," and the "rights of their parents and the duties of their teachers."

Representatives of the Gypsy community expressed the desire to obtain all constitutional rights, to receive education and to be offered the means and possibilities necessary for life. There is a desire "not to be taken in the most negative aspects" but rather, to be treated with tolerance and to have the positive aspects of the Rom presented in the media. There is a desire to "try to learn their own problems," and recognition that "when you ask you must give back something."

In Bucharest, there is a desire that the "stigma attached to individuals with AIDS would disappear." The statements made by a gay respondent indicated that an individualistic perspective and preoccupation on "work" and "money" takes precedence over concerns for social justice and individual rights for him personally.

A number of suggestions are offered in response to issues related to Diversity. Included in these suggestions are: the development of policies to protect the rights of women and children; to encourage community leaders to provide financial support to groups who are working to find peaceful solutions to ethnic and cultural differences; to empower people internally to find ways of dealing with ethnic sensitivity and cross-cultural situations without conflict; the organization of advocacy and interest groups; education for parents and teachers regarding the rights and needs of children; parents to serve as role models for their children; the education of people regarding human rights through school conferences, seminars with local authorities and the distribution of brochures; the election of women to "many offices;" and the "participation of men supporting women's organizations."

In summary, a significant Capacity for Growth is evident in the data specific to attitudes and values regarding change, bureaucracy, the state, and diversity, referred to as Political Culture. These are the attitudes and values within the civil society sector which are conducive to institution building. Attitudes and values supportive of institution building within the civil society sector of Romania are especially evident in the areas of the Transition, State and Local Government, the Mentality, and Diversity. The remainder of the areas in which a specific Capacity for Growth is identified, represent points within the civil sector which can serve as "linkage points" for

institution building efforts. A discussion of these more specific areas follows. Table 3.8 shows the contents of the area of services in summary form.

2. Services. The second largest number of individual Capacity for Growth goal statements is identified in the area of Services. Capacity for Growth goal statements related to Services are further subcategorized according to those which are directed toward Services in General, City and Residential Services, Cultural and Leisure Services, Health and Medical Services, Social Services, and toward the Professionalization of service providers.

The statement "if the whole level of knowledge and welfare of the community is raised, then all individuals will benefit," is an apt characterization of the overall tone of the individual Capacity for Growth statements found in the area of Services. Capacity for Growth oriented statements categorized as General Services, include those directed toward improvements in all areas of society from the basic infrastructure, such as for streets, roads, bridges, and utilities, to the environment and the culture. Financial assistance, consultation, technology, training, and materials from external sources are seen as necessary for development in these areas.

City and Residential. Capacity for Growth oriented goal statements subcategorized as city and residential services are especially concerned for the quality of life in the cities of Romania. There is common agreement among respondents that

their particular city be "clean" and "civilized." However, other city services are also desired. For Iasi, the hope is for a system for cleaning the streets, regular garbage

Table 3.8

Summary of Subcategories of the Area of Services

General Services

- improve basic infrastructure
streets, roads, bridges, utilities

City and Residential Services

- civilized clean cities, utilities, adequate housing, police protection, airports, shopping, and parking

Cultural and Leisure

- libraries, sport halls, theaters, parks and clubs for youth

Health and Medical

- modern hospitals, adequate technology, bed space, medicines, social services included and private sector

Social Services

- full range of social services for poor, unemployed, homeless, orphaned, abandoned, abused, handicapped, addicted and elderly
- comprehensive system of social protection
- comprehensive child welfare system
 - based on deinstitutionalization
 - normalization for handicapped

collection, regular access to hot and cold water, water metering, air pollution testing, and sufficient housing for young families.

For the residents of Cluj-Napoca, there is the desire for an International airport and a "good head of police." A Timisoara respondent not only wanted a cleaner town, but also "and soul of people."

There is an especially long list of suggested improvements for the city of Bucharest in addition to the desire for a "cleaner town." Included are: improve the sidewalks, keep the streets clean, fix the water pipes and electrical system, regular garbage collection, renovate store fronts, paint the buildings, keep the grass, and improve the shopping system. There is the desire for a "more involved police force," with a reduction of crime, removal of "hookers at the rail station," fewer street children, fewer beggars, and involvement in situations of abuse. A need for housing is also expressed in Bucharest, and again, especially, housing for young people.

Cultural and Leisure. The desire for a rich and varied cultural life is evident in the Capacity for Growth suggestions offered for leisure and cultural activities. Included in this category are: recommendations for libraries, such as, a public library rich with cultural texts and philosophical texts, in Iasi, and an American library and reading room in Timisoara; increased cultural arts

development using actors and theaters as fundraisers; support for the National theater in Cluj-Napoca; theaters for children; area parks and parks for children; sport halls; clubs for youth, and a Scouting Program.

Health and Medical. Improved health and medical services are of concern to respondents in Iasi, Cluj-Napoca, and Bucharest. In Iasi, there is a desire "to see a beautiful hospital, a civilized hospital," with "adequate" facilities. There also is a desire for "accessible" medical care and a private sector for health. In Cluj-Napoca, the desire is for an expansion of medical services to include social services. Poor patients are kept in the hospital longer than necessary because they are not able to pay the travel expenses necessary for follow-up care. Medication is expensive and difficult to obtain. In Bucharest, funds are needed for more hospitals. There is a need for more bed space, and improved out patient services. The recommendation is made for "free medication for all." Doctors need access to improved medical technology, and the need for social services as an extension to medical services is reiterated in Bucharest.

Social Services. The area of Social Services is by far the largest subcategory evident in the broader category of Services. Taken together, these statements reflect a desire for the full range of social services; for the poor,

unemployed, homeless, orphaned, abandoned, abused, neglected, sick, handicapped, elderly, despondent, addicted and afflicted.

The creation of a comprehensive system of social protection is envisioned as a national project supported by a larger allocation from the state and supplemented by nongovernmental organizations. This vision includes social services in every town and social service centers within sectors of larger cities. These city and sector centers are envisioned to provide professional, comprehensive, multidisciplinary services, such as treatment for alcoholics and support for families, counseling, crisis intervention, conflict resolution, behavior modification, parenting, and teen counseling.

The orientation toward services is decidedly toward deinstitutionalization, especially the deinstitutionalization of children. There is a desire for institutional reform and less state control. In the case of necessary institutions, such as orphanages and homes for the severely handicapped, there is the desire that standards meet those required for European institutions.

Specific recommendations for orphanages include: art therapy, discharge planning for children when they reach the age of maturity so that they do not fall into the ranks of the unemployed and homeless, and a sponsorship program for advanced education for orphans.

In addition, a considerable number of the Capacity for Growth oriented goal statements in the subcategory of Services are directed toward the needs of children. Taken together these statements are directed toward the development of a comprehensive child welfare system. Elements of such a system include: sex education, especially for teens; problem pregnancy counseling; services for families in cases such as poverty, alcoholism, and abuse; recruitment, selection, and training of foster families; recruitment of Romanian adoptive families; and consideration of, and planning for adoption, only as a last resort. Needs are expressed for models for a foster care system, and for information for the training and certification of foster families.

Additional Capacity for Growth oriented goal statements recommend such services as: outreach to poor families and youth; easily accessible daily meals for street children; soup kitchens; a collection system similar to the Salvation Army; shelters for abused women and children; abuse prevention programs; residential facilities for alcoholics; Alcoholic Anonymous programs; telephone hot lines; conflict resolution services; and, specific to Oradea, a non-church affiliated kindergarten available to all children.

Capacity for Growth oriented goal statements are also directed toward Services for special needs children. A Iasi respondent's desire to "create as normal environment as possible" for children with special needs, is reflected in many of

the recommendations made in this area. Recommendations made for special needs children include those for adequate resources, diagnostic procedures and skills for the identification and remediation of mental and physical disabilities; for day care and a weekend home; and for a day school, with comprehensive services, rehabilitation, group therapy, music, play groups, a car, field trips, advocacy groups, parent training and support groups.

More specific Capacity for Growth goal statements are directed to the needs of the deaf in Cluj-Napoca and Timisoara, and to the needs of the blind in Oradea. There is a desire for the establishment of an association for the deaf; for models for a deaf association; and for exchanges of information between countries regarding deaf matters. Other areas in which a Capacity for Growth is evident relative to the needs of the deaf include: legal assistance, interpreters, a universal sign language, expanded work opportunities, and sheltered workshops for the unemployable. A Capacity for Growth in Cluj-Napoca is identified for immediate local access to ear molds so that proper fit could be assured. A Capacity for Growth is also identified for the development of international connections for the blind with other blind, and for the creation of work opportunities for every blind person.

A number of Capacity for Growth goal statements identified in the data are directed toward services related to AIDS in Romania. A Capacity for Growth is

evident for the development of an organization to conduct a national educational campaign regarding AIDS. This organization is also envisioned to provide emergency assistance and support groups for staff. An orientation toward Growth is evident in the suggestion for improved accuracy in epidemiology and reporting of disease in Romania, particularly regarding AIDS. This accuracy is necessary for needs assessment and for obtaining funds for intervention programs. Capacity for Growth goal statements are also directed toward: easier ways of obtaining government stipends for people with AIDS; better and more reliable ways of obtaining medication for children with AIDS; and more group homes for children with AIDS.

A Capacity for Growth also is identified for the creation and provision of services for the elderly. Services recommended for the elderly include: adequate pensions which keep up with inflation, advocacy groups, senior centers, and residential care facilities.

Finally, a number of Capacity for Growth statements are directed toward the professionalization of services. The profession of social work received the most emphasis. A Capacity for Growth is identified for expanded awareness and appreciation of the role of social work in the community and the creation of space in the community for this role. Training for social workers and other helping professionals is recommended. Educational placement in city sectors for practice

with families, family violence, alcoholism, and parenting is included as part of this training. There is the hope that a "strong and healthy" professional social work association will develop and that opportunities for social workers will increase. Licensure for social workers, with periodic renewal, and opportunities for public and private practice are also recommended.

This concludes the second largest area in which a Capacity for Growth is identified, that of Services. There is a strong orientation toward the development of a comprehensive social service system in the country of Romania represented by these key informants. Services and suggestions for development are recommended for the basic infrastructure and in the specific areas of: City and Residential Services, Cultural and Leisure Services, Health and Medical Services, Social Services, and for the Professionalization of services. Social Services and the needs of children are of special concern to these respondents. The specific areas suggested in the category of services can serve as a baseline for assessing development since the time these data were gathered. They also suggest areas within the system in which "linkage points" for institution building are evident. The subcategorization of individual Capacity for Growth statements to be addressed next is that of Education. A summary of the Capacity for Growth in the area of Education is shown in Table 3.9.

3. Education. Education is the third area to be presented in this study. However, the area of Education and the Economic area both contain 73 individual Capacity for Growth oriented statements. Therefore, the area of Education and the

Table 3.9

Summary of the Area of Education

EDUCATION

Education seen as "key" to development in Romania

University:

- modernized and expanded curriculum, teaching methods, and equipment in university education
- more fair admission procedures
- enrichment opportunities for students

Special Education:

- expansion of special education programs
- mainstreaming
- specialized training for teachers
- use of the Hungarian language

Public Education:

- expansion of public and community education

Economic area are ranked together in the third position in terms of the number of individual Capacity for Growth statements. Capacity for Growth oriented goal statements, "linkage points" for institution building in the area of Education, are directed toward the general system, the university system, special education, public education, and private education.

Education is named as a "key" factor in the future development of Romania. Education is seen as a means to improve the quality of life, raise morale, and to elevate moral standards. A Capacity for Growth is identified in Iasi directed toward the establishment of Iasi as an "academic center with an international reputation." A Capacity for Growth is also identified in Iasi for the establishment of a school of philosophy, and for the development of an organization for philosophical research.

A Capacity for Growth in the general system of education of Romania is identified for: the enhancement of education at all levels; enrichment opportunities for intellectuals; provision of funding, technology, computers, materials and equipment; and for the modernization of facilities.

A Capacity for Growth in educational policy is present to: develop higher educational standards; stimulate increased attendance and participation of the Gypsy population in education; include psychology in teacher training;

incorporate art at all levels; and to extend religious education to children in the lower grades.

A Capacity for Growth in the university system is identified for: expansion of program offerings; increased number of skills labs for language training; improvement in social work education with more theoretical framework and practice experience; increased practicums in nursing and psychology; a degreed program in social work in Timisoara; a Master of Social Work Program in Oradea; a pool of Doctor of Philosophy in Social Work graduates for the development of advanced programs in social work; international support for social work education; expanded and expedited international exchanges; and improved training in special education.

A Capacity for Growth is evident in the university admission process for the development of a more "credible" process which is consistent with an applicant's academic abilities, and for the provision of volunteer tutors to assist students in preparation for university entrance exams. Capacity for Growth goal statements are directed toward improvement of student life through: the creation of enrichment opportunities; the development of student organizations and through activities which promote dignity, provide stimulation, and enable practical experience in democratic processes.

A Capacity for Growth in special education is evident in the hopes for: the successful mainstreaming of handicapped children; expansion of the deaf education program; special education in the Hungarian language; specialized training for teachers in deaf education; development of a universal sign language; the use of videos to assist in universalizing sign language across Romania; and practical education for "real" jobs for deaf children.

A Capacity for Growth is identified in public education and community education through the use of mass media to educate the public and raise awareness regarding topics such as special needs children and the transmission of AIDS. Opportunity for growth also is evident in the area of educational programming for television and radio. A Capacity for Growth in private education is identified in Bucharest for assistance in the establishment of a Baptist University and for the development of Ukrainian schools.

Proactive Capacity for Growth statements are contributed by a teacher in Oradea who wants to set up a "pen-pal" program for her children and an English teacher in Bucharest who is actively trying to "treat her students with respect" and serve as a "role model" for them.

In summary, a Capacity for Growth, "linkage points" for institution building, are identified in all areas of education in Romania: in the general system, the university system, special education, public and community education, and in

private education. Capacity for Growth in the Economic area will be considered next. A summary for the Capacity for Growth in the Economic and Business areas is shown in Table 3.10.

Table 3.10

Summary of the Economic and Business Areas

ECONOMIC

Economic situation seen as root cause for many of the country's social ills and as a hinderance to democracy development. Suggestions include:

- restructuring agriculture, tourism and industry
- development of free trade
- privatization,
- foreign investment
- lower interest rates
- reduced rents
- promotion of travel and work opportunities outside Romania
- limitation of rate of inflation
- close of unprofitable state enterprises

BUSINESS

Suggestions:

- elimination of corruption
- legal framework favorable to foreign investment
- international partnerships, consultation,

Needs:

- information, computers, technology training in leadership, management, needs assessment, budgeting, investment, personnel management, grant writing

Opportunities:

- for business development in
 - tourism
 - bakery
 - food processing

4. Economic. The Economic area is ranked third for Capacity for Growth in Romania, along with the area of Education. Both of these areas contain 73 individual statements. There is considerable consistency in the statements identified as Capacity for Growth in the Economic area. This consistency contributes greater weight to these findings and may indicate a greater Capacity for Growth in terms of urgency than that reflected in the areas which contain a larger number of individual statements but which represent a more diverse number of concerns.

A significant number of The Capacity for Growth statements in the Economic area simply state the need for, "more money." The gravity of the economic situation in Romania is seen to be the root cause of many of the country's social ills and a hinderance to serious consideration of democracy. There is a strong impetus for an overall change and improvement in the economic system for the benefit of all and a vigorous orientation toward Capacity for Growth in the Economic system for the development of a middle class and civil society.

A Capacity for Growth specific to Economic policy is evident for: a plan such as the Marshall Plan; restructuring the economy through agriculture, tourism and industry; strong financial support for agriculture; continued privatization; the promotion of travel and work opportunities outside Romania; free trade with

Moldavia; foreign investment, especially in the area of textiles; lower interest rates; limitation of the rate of inflation; and for the close of unprofitable state businesses and hospitals.

Additional areas in which a Capacity for Growth is identified are: job creation; job opportunities for young people, unskilled laborers, actors, technicians, and degreed professionals; increase in the number of workers; reduced rents; tourism; handicapped accessible facilities; an American sister city program; and foreign investors and specialists who understand the structure and are not taken in by the "big sharks, and who can help people understand the benefits of a free market economy.

There are several Capacity for Growth statements in the Economic area identified in Timisoara which indicate an optimistic and proactive stance. One respondent says that he has "great hope for economic opportunity in Timisoara." Another also expresses optimism and a third espouses the value of staying optimistic. Finally, a respondent states, "my place in the future is to create more job opportunities so Timis can grow."

In summary, based on the consistency of the data identified as indicative of an orientation of Capacity for Growth in the Economic area, there is a pressing need for growth in this area. Economic growth is seen as necessary for the alleviation of economically based social problems and for serious consideration of

democracy. There is need for overall economic development, expansion of a middle class and development of civil society. Foreign investment and technology are especially needed.

5. Business. There are 55 individual Capacity for Growth statements in the area of Business. This area is fourth in rank of the areas in which a Capacity for Growth is identified. It is the fifth area in which specific results are presented. Considerable consistency is also found in these data. Foreign investment, consultation, and international collaboration and partnerships are seen as especially important for the development of business in Romania. The elimination of corruption and the negative image associated with business in Romania, and the development of a legal framework for secure foreign business involvement are seen as necessary. Attitudes identified for growth in business include motivation and the desire to "make something." A Capacity for Growth exists for the development of a civic sense within the business community which recognizes the importance of civil society and contributes to the needs of the community.

Specific areas in Business in which a Capacity for Growth, or "linkage points" for institution building, are identified include: information, computers and technology to increase efficiency and quality; mechanisms for the development of international business contacts and partnerships; training in leadership,

management, needs assessment, market analysis, prioritization, budgeting, investment planning, personnel management and grant writing.

A Capacity for Growth in Business and "linkage points" for institution building are identified for the development of very specific businesses in different regions of the country. For example, in Iasi, opportunities are identified for the development of an organized system of tourism with a transportation system and "service friendly personnel," for a vegetarian restaurant, and for a bakery specializing in whole grain breads. In Cluj-Napoca there is an impetus for the development of a food processing industry through the Reformed Church. Finally, there is interest in Bucharest for the expansion of tourism and the establishment of a private art museum.

6. Religion/Church. The area of Religion/Church is the sixth area to be discussed in which a Capacity for Growth and "linkage points" for institution building, are identified. See Table 3.11 for a summary of the Capacity for Growth in the areas of Religion/Church and Agriculture/Village Life. Capacity for Growth statements in the area of Religion and Church are limited to the Orthodox and Jewish faiths. There are 10 individual statements in this area with 8 of these coming from Iasi, and 2 from Bucharest.

In Iasi, a Capacity for Growth and "linkage points" for institution building in the Orthodox church are identified for the development of "credible, ethical and

relevant" church leadership, and for the development of church programs to "reach out" and "assist people" in their daily needs. There also is an impetus for open mindedness toward priests from non-Orthodox countries who can serve as examples of the "Christian way of life" to traditional Orthodox. In Bucharest, a Capacity for Growth in the Orthodox Church is directed toward the development of more "trained" and "motivated" personnel.

A Capacity for Growth is evident in the Jewish community of Iasi where there is a desire for the community to "come alive and begin to grow." Development opportunities in the Jewish community include instruction in the Torah and in ways of passing on the Jewish religious and cultural heritage to future generations. There is concern in the Jewish Community of Bucharest that without change, in 15 years, it "will not exist."

7. Agriculture/Village Life. The final area in which a Capacity for Growth and "linkage points" for institution building is identified is that of Agriculture and Village Life found in the Iasi data. Agriculture and the village are seen as the traditional economic and cultural bases of Romanian society. A Capacity for Growth is identified for the modernization of agriculture through the addition of resources and technology, especially irrigation technology, and for the renewal of village life so that hope can be restored. This concludes the discussion of the specific areas identified in the data in which a Capacity for Growth is

found. The first area to be discussed and the largest area in terms of number of individual Capacity for Growth statements, is that of Political Culture. This area consists of Capacity for Growth goal statements

Table 3.11

Summary of the Religion/Church and Agriculture/Village Life Areas

RELIGION/CHURCH

Specific to the Orthodox and Jewish faiths

Orthodox:

- more credible, responsible, relevant and ethical leadership
- openness toward foreign clergy
- church programs to meet people's needs

Jewish:

- instruction in the Torah
- means of passing on religious and cultural heritage

AGRICULTURE/VILLAGE LIFE

- modernization of agriculture
- need resources, technology
irrigation technology

which reflect values and attitudes regarding change, the state, bureaucracy, and diversity. The attitudes and values identified in the area of Political Culture are those which are requisite to institution building within the civil society sector of Romania. Growth oriented attitudes and values are identified in regard to the Transition process, the State and Local Governments, the Mentality, and Diversity.

The second area in which Capacity for Growth oriented goals are identified is that of Services. Growth oriented statements in this area indicate specific "linkage points" for institution building within the area of Service. Overall, a significant desire for improvement in the general welfare of the people of Romania is evident in these data. A Capacity for Growth is specifically identified in the areas of City and Residential Services, Cultural and Leisure Services, Health and Medical Services, Social Services, and Professionalization of services.

Education and the Economic area, are ranked together in the third position based on number of individual Capacity for Growth statements. Education is valued in Romania. It is considered to be a key element in future development. Capacity for Growth goals in Education are directed toward the general system, the university system, student life, special education, public education, and private education.

There is considerable consistency in the Capacity for Growth goal statements in the Economic area. Although the Economic area is equal in size to the Education area, this consistency adds weight to the findings. There is a dire need in Romania for economic resources and economic development. Capacity for Growth goal statements in the Economic area are directed toward Economic policies which support a free market, privatization, and the development of a middle class. Specific suggestions for growth were offered.

Business is the fifth area in which a Capacity for Growth is presented. Individual statements in this area also show considerable consistency. Capacity for Growth goals are directed toward the creation of a legal and social framework which is conducive to Business development. Investment, consultation, and training are needed in the Business community.

Capacity for Growth Goals are also identified in the area of Religion/Church and Agriculture/Village Life. Capacity for Growth goals in the area of Religion and Church are limited to the Orthodox and Jewish faiths. Capacity for Growth goals directed toward the Orthodox Church are specific to openness, and to leadership and program development. Capacity for Growth goals in the Jewish community are oriented toward renewal and growth.

Agriculture and village life are seen as the traditional economic and social bases of Romanian cultural life. There is a dire need for modernization and renewal in this area.

The specific areas in which individual Capacity for Maintenance goal statements are directed are discussed next.

Areas of Capacity for Maintenance

There are 154 individual Capacity for Maintenance goal statements identified in the data. All of these Capacity for Maintenance statements, with the exception of one, reflect values oriented toward conservation, cohesion, integration, collaboration, cooperation, coordination, or related concepts in regard to change, bureaucracy, the state or diversity (Tismaneanu, 1995). Consequently, these statements are broadly categorized into the area of Political Culture. They are then subcategorized into six specific areas of Political Culture: the Transition, the System, the Government, Human Relations, Religion/Church, and External Relations. The remaining Capacity for Maintenance statement is related to the Environment.

The findings identified as Capacity for Maintenance reflect the values and points within the system which are oriented toward maintenance. They offer a base line for assessment of stabilizing factors found within the system during the process of social change. They suggest the values that are likely to be

contributing to the shape of civil society development in Romania. They suggest the points within the civil society sector, "prevailing codes," which may be tapped for the integration of institution building efforts. See Table 3.12 for a summary of the areas in which a Capacity for Maintenance is identified.

Table 3.12

Areas of Capacity for Maintenance

154 Individual Statements

One encouraging young people to recognize their unity with the environment

Remaining 153 in the area of Political Culture

Reflect conserving, integrative statements regarding change, the state, bureaucracy, and diversity

THE TRANSITION

14 individual statements

most reflective of prevailing codes

Suggest:

- basic level of political and economic safety and security necessary to negotiate transition successfully
- natural rather than "forced" or "coerced" process
- preservation of the culture
- organized but not secularized
- integration of moral and spiritual values
- linkage of material and spiritual dimensions
- parallel economic and cultural development
- freedom and responsibility

(table

continues)

SYSTEM CHANGE

29 individual statements

Maintenance oriented values for mutual understanding, social concern, openness in communication, inclusivity, trust, participation, collaboration, cooperation directed toward the general system

GOVERNMENT

6 individual statements suggesting:

- establish trust for government officials
- continuity in laws
- moderation in political parties
- development of NGO sector for balance in system

HUMAN RELATIONS

74 individual statements

most reflective of "emerging codes"

directed toward more egalitarian, collaborative, cooperative, and facilitative relationships between and among levels of society, sectors of society, and groups, organizations and statuses within society such as:.

- Government and NGOS and Business
- NGO & NGOs
- businesses with each other
- representatives of NGOs
- state and local government leaders
- teachers with parents and students
- parents and children
- neighbors

(table

continues)

RELIGION/CHURCH

4 individual statements

- rediscover, reintroduce and foster Christian values into society, such as honesty, industry, and motivation.
- assistance providers support the history of country by restoration and rebuilding old and vulnerable churches.

EXTERNAL RELATIONS

26 individual statements

Oriented toward preservation of what is unique to Romania while establishing and maintaining relationships external to Romania such as:

- fair image in international media
- fair document for entrance into EU
- free communication with Moldavia

bulk of statements in regard to foreign assistance providers directed toward ethnocentric and paternalistic approaches such as:

- recognize and value what Romania has to offer
- collaboration and consultation as important as
- strategies should be tailored to Romanian views
- providers should not be in the way
- should not take money out of the country

money

1. Political Culture and The Transition. The Capacity for Maintenance statements which addressed the Transition process reflect a maintenance approach toward the process of change and toward means of accomplishing the transition. These maintenance oriented values, or "prevailing codes," identified in the data regarding the approach to the transition process, stress the need for a basic level of political and economic safety and stability in order to successfully negotiate the Transition Process. There is a desire that the process be "natural" rather than "coerced" or "forced." There is a desire that the process be as uniform across the country as possible.

Maintenance oriented values, or "prevailing codes," which reflect suggested means of negotiating the transition, include those for: preservation of the culture; organization but not secularization; integration of moral and spiritual values; linkage of the material and spiritual dimensions of life; parallel economic and cultural development; individual freedom coupled with community responsibility; development of local links rather than of international links; community participation and cultural investment by foreign investors; cultural development which is accessible to all; and an expanded world view about "cultural techniques" which are utilized to enrich already existing traditions.

2. Political Culture and System Change. Capacity for

Maintenance goal statements are identified which are directed toward the broad societal and community levels of the General System. Capacity for Maintenance goals, "linkage points," specific to the broad societal system include: to strengthen the good state sectors and consolidate the general economy for the good of all; that "social practice" and "acts of mercy" reflect faith rather than become a substitute; that the Romanian people not forget where they are coming from; and that "everyone is able to maintain their own values" and "way of being," and at the same time "respect others."

There is considerable consistency in the Capacity for Maintenance goal statements found in the data which are directed toward the establishment of community which is felt to have been destroyed under communism. These Capacity for Maintenance oriented statements identify the values of, mutual understanding, social concern, inclusivity, participation, open communication, trust, collaboration, and cooperation, as key to the establishment of community within the general system.

Specific suggestions directed toward the creation of community include: emergence of a transcendent unifying factor; development of more efficient means of interpersonal communication; and development of informal relationships in which people can trust each other, discuss issues, communicate freely without

fear, network, collaborate and "get things done." In the words of one respondent, under the old system "we were just 'fools,'" community was not encouraged, "it was dangerous."

3. Political Culture and Government. Stabilizing and integrative values are not only expressed in terms of the Transition process and the System in general, but are also extended to the government. There is a general desire for more positive government interaction. Additional maintenance oriented values related to the government are: that the President and members of the government could be trusted; that there be clarity and continuity in laws from one administration to the next; that there be moderation rather than polar extremes in political parties; and that democratic development proceed peacefully and that difference be integrated into society without violence. Lastly, the development of the NGO sector as a balance in the system, and governmental support for, and consultation with this sector, are encouraged.

4. Political Culture and Human Relations. The largest number of individual Capacity for Maintenance goal statements identified in the data reflect cohesive and integrative values directed toward relationships. These maintenance oriented goals are directed toward the establishment and maintenance of more

egalitarian and mutual relationships between and among different levels and sectors of society, across sectors, among and between groups and organizations, and across statuses. The development of interpersonal skills and relationships at the individual and family levels are also encouraged. The maintenance oriented statements in this area appear to more accurately reflect "emerging codes," rather than "prevailing codes," since they represent suggestions for restructuring the nature of relationships in a manner opposed to traditional social arrangements.

Regarding the government, there is an impetus to find ways to work cooperatively and peacefully with governmental structures. There is a desire for institutional clarity regarding the status of NGOs and for governmental recognition and support for NGOs. More equality in relations between the government and NGOs, and education for the development of positive relations are suggested. Exchanges of information and joint ventures are called for between the government at all levels, and NGOS, schools, and businesses.

At the local level, a recommendation is made for collaborative problem solving between government officials, labor, and employers, regarding problems of unemployment. The desire is expressed that there be more "cooperation between the powers" that "rule the community." Cooperative and collaborative working relationships are recommended between regional leaders and the local authority, and between mayors and county councils, and mayors and NGOS. The

recommendation is made that NGOs "present programs," and consult with the mayor on "a regular basis." In Iasi, the recommendation is specifically made for a "strong collaboration between the church and the mayor through Metropolitan Daniel."

Regarding relations among sectors, there is a desire for a sharing of information and education among the administration, business, NGOs, media and political sectors. Finally, cooperation between the Social Democrats, Christian Democrats, Liberals and Ecologists is called for.

Various specific suggestions are oriented toward the establishment and maintenance of community. For example, the suggestion is made to create and encourage interest in coordination between the cultural and economic communities. The creation of community with "neighbor helping neighbor" without expecting "anything in return," is encouraged. Citizens working together on concrete community projects, such as recycling, and planning for the future are suggested as means of creating community.

Maintenance oriented goals are directed toward the development of partnerships, coalitions, networks and collaborations between and among different agencies and organizations. These relations are encouraged to be conducted in an atmosphere of trust and mutual respect. Maintenance oriented suggestions are directed toward interagency cooperation both within regions and across the

country. Mutual relationships are encouraged for sharing information, raising funds, and helping others. Partnerships based on similar interests are also recommended for the lower industries such as business with business, hospital with hospital, and school with school.

There are maintenance oriented goals directed toward networking and collaborative relationships between institutions; for interfacing between institutions and private groups; and for open relationships between children's institutions and the community. There are maintenance oriented goals for more openness in the university system between Deans and professors and linkages between NGOs and educational programs. Connections between families and schools, and improved student/professor, and teacher/pupil relations, are encouraged.

Capacity for Maintenance goal statements are directed toward the establishment and improvement of relations between different groups. Networking and relationships of mutual understanding are encouraged between rural and urban residents for their mutual help; between older "established professionals" and younger "motivated" people; and between the Orthodox and neoprotestant. There is an impetus toward reduction of problems between religious groups and toward the development of the Christian church as a "living community" of "love in action."

At the interpersonal and family levels, Capacity for Maintenance goal statements are oriented toward the development of communication skills and improved communication within families and between families, and toward the establishment of connectedness in communities. Informal social events are encouraged as a means of fostering interpersonal relationships and establishing social contacts. Development of friendship groups in an atmosphere of mutual caring, "like family," where people "work together," and help each other without expecting anything in return, is encouraged.

A number of Capacity for Maintenance statements are directed toward the integration into society, of stigmatized, marginalized, and disadvantaged groups such as the elderly, disabled adults and children, children with AIDS and cancer, people of different ethnic and religious backgrounds, orphans, and children from institutions. The general attitude conveyed in these Capacity for Maintenance statements is exemplified in the sentiment of one respondent who said she, "dreams of a community which is inclusive of all." The hope is expressed that community education will reduce the stigma associated with AIDS, and encourage people to practice compassion.

Finally, a gay respondent espouses remaining "closeted" for the sake of participation in the larger society, because, from his point of view sexual orientation is a private matter.

5. Political Culture and Religion/Church. The area of Religion/Church is also an area in which Capacity for Maintenance statements are evident. There are three statements which call for the "rediscovery," "reintroduction," and fostering of Christian values such as honesty, industry and motivation. Of a more concrete nature, the suggestion is made that, an "honorable" way of providing assistance, would be to invest in the history of the country by rebuilding and restoring old and vulnerable churches.

6. Political Culture and External Relations. A number of Capacity for Maintenance oriented statements are identified in the area of External Relations. These maintenance oriented goal statements, or "prevailing codes," are directed toward the preservation of the unique aspects of Romania while establishing and maintaining relations external to the Romanian border.

Among these externally oriented Capacity for Maintenance goal statements are those directed toward the presentation of an accurate image of Romania in the international media and of the "struggles" and "successes" which have been experienced during the transition. There is a desire for a "fair" document for Romania's entrance into the European Union.

A spirit of unity is reflected by one respondent in Cluj-Napoca who expresses the "hope" and certainty that the "whole world will be like one nation."

Consistent with the desire for closer ties with the larger world community, several goal statements are directed toward the facilitation of international collaboration and exchanges for "common people," and for exchanges of information among professionals.

Capacity for Maintenance oriented goals specific to Iasi, include those directed toward free communication with Moldavia, and advocacy for maintenance of minority rights of Romanians in other countries.

However, the bulk of the goal statements in this subcategory are directed toward relations with foreign assistance providers. These maintenance oriented goals are directed toward: fostering foreign relationships which recognize and value what Romania has to offer; those who are "prepared" to do the job; and those who recognize that consultation and collaboration are as important as money and goods. The statement is made that the Romanian people are a "very proud people." Assistance providers are cautioned not to come in and "do it the American way." Projects need to be tailored to Romanian views and to the different regions. In addition, providers are advised "not to demand a present in order to receive money," and not to come in and "take money back to America." It is stated that, what is needed is more "elaborate collaboration," with "honest

people," who will not "be in the way." And finally, "not to be let down by people who have come before and don't come back."

Environment. There is one statement which implies the value of maintenance of the environment. This Capacity for Maintenance statement from Iasi, is directed toward encouraging the young in understanding that, "there is one nature and one environment." Although one statement from one region does not represent a "theme," this statement is included as representative of a Maintenance oriented goal statement from a theory and practice perspective. It suggests one point within the system where a potential for institution building might be present. It also represents the end range from most to least in terms of the areas which are represented in the data. From this perspective, this statement gives some indication of the range of priorities represented within the data.

In summary, all of the individual Capacity for Maintenance goal statements, with the exception of one, are categorized in the general area of Political Culture and subcategorized into areas regarding the Transition, the general System, the Government, Human Relations, Religion/Church, and External Relations. A lone Capacity for Maintenance statement is related to the Environment. Values and attitudes, and specific suggestions oriented toward maintenance in these areas were presented.

This concludes the presentation of the results of a secondary analysis of written documents obtained from 196 interviews conducted in Romania in June, 1996. These results are presented in answer to the research question regarding the capacity for institution building found within the civil society sector of Romania. An elaboration of the nature and direction of that capacity was also provided.

The General Orientation of Capacity for Institution Building of the country of Romania, based on interview documents from the five regions of Romania was presented first. Then the General Orientation of Capacity for Institution Building based on individual statements from within the documents was presented. Next, the results of the regional analyses and the regional contributions to the General Capacity for Institution Building was presented. This was followed by the analyses of the Capacity for Institution Building found within the categories of the civil society sector from across Romania and the category contributions to the General Capacity for Institution Building. Finally, the specific areas of Capacity for Institution Building in Romania, both in terms of Capacity for Growth, and Capacity for Maintenance, were presented, based on commonalities in the data from across all five regions, and also in terms of aspects which were specific to the regions of Romania.

A Capacity for Growth in Institution Building is identified within the civil society sector of Romania. This Capacity for Growth is moderate to vigorous in

strength. There is some regional variation in strength of the Capacity for Institution Building. A strong Capacity for Institution Building is identified in the regions of Cluj-Napoca, Oradea, and Timisoara. A more modest orientation toward growth is identified in Iasi. The primary trend in the Bucharest interview data is of a mixed maintenance and growth orientation. When an analysis of individual statements within the interviews is conducted, these regional differences tend to lessen.

A Capacity for Growth is specifically identified in seven areas. These areas are: the Political Culture, Services, Education, Economic, Business, Religion/Church, and Agriculture/Village Life. These are the areas which can serve as a base line for assessing change in the transition and in the Capacity for Institution Building since the time these data were gathered. The area of Political Culture is made up of the growth oriented attitudes and values which are requisite for institution building within the civil society sector of Romania. The remaining six areas, are those in which more specific "linkage points" for institution building are identified.

All of the Capacity for Maintenance statements, with the exception of one, which is in regard to the environment, are categorized as Political Culture. These statements reflect attitudes and values which refer to change, the state, bureaucracy, and diversity as broadly defined (Tismaneanu, 1995). The specific

areas of the Political Culture in which a Capacity for Maintenance is identified are those of the Transition, the System, Government, Human Relations, Religion/Church, and External Relations.

These areas, along with the statement regarding the Environment, represent the areas which can serve as a base line in assessing change since the data were gathered. They indicate areas in which "prevailing codes," and "emerging codes," are likely to be operative. These areas are the areas which can be tapped for integrating institution building initiatives.

A summary discussion of these results, and conclusions and recommendations are presented in the following chapter.