



**Social Activities and Practices Institute**

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**SOCIAL ACTIVITIES AND PRACTICES INSTITUTE  
(SAPI)**

**Primary legal registration of the candidate**

**Social Activities and Practices Institute is a non-profit organization registered according to the Bulgarian legislation.**

**Decision 1 /5.03.2001 F.F 11505/2000 SOFIA CITY COURT**

**Pre-registration in public benefit**

**Decision 2 /26.02. 2004 F.F 11505/2000 SOFIA CITY COURT**

**Pre-registration**

**Decision 3 /09.01. 2006 F.F 11505/2000 SOFIA CITY COURT**

**BULSTAT**

**130507277**

**Number of the National Tax Register**

**1221170446**

**Three names and Identity Number of the person representing the candidate**

**NELLY LIUDMILOVA PETROVA – DIMITROVA, Identity Number 5603016470**

**Members of the Management Board of the candidate**

Name	Profession	Function
Nelly Liudmilova Petrova-Dimitrova	PhD in social work Associate Professor in social work	Chairperson of the Management Board
Nadq Ivanova Stoikova	PhD in social pedagogy, Social worker	Executive director
George Bogdanov	Consultant in general social work	Program director
Natalia Hristova	Pedagogue	Program director
Nadejda Deneva	Expert in social work	Program director

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***The goals of the association are:***

1. Development and improvement of the social strategies and practices
2. Increased capacity in terms of professional training, qualification, advanced qualification, and pre-qualification of people from the helping professions;
3. Studying of the policies, strategies and practices of social activities;
4. Optimization and implementation of innovative practices and social activities in Bulgaria;
5. Stimulation of the cooperation and coordination between institutions and organizations in the field of training and practices of social work;

Basic activities related to the accomplishment of the above-mentioned goals:

- Development and implementation of programs for advanced professional training of people from the helping professions in cooperation with universities and other training organizations in the country and abroad;
- Development of projects regarding qualification standards, professional standards and profiles of the helping professions;
- Development and implementation of programs for training trainers in social activities;
- Development, approbation and implementation of social services for individuals, groups and communities; development and introduction of new programs, methods and techniques of social work;
- Development and implementation of projects for creation of local, regional and national networks in the sphere of social work trainings, practices and activities;
- Research and expert assessment of policies, strategies and practices in the sphere of social work trainings, practices and activities; comparative research of policies, strategies and practices in other countries;
- Organization and hosting of topical conferences and seminars; development and dissemination of information and methodical materials; partnership and cooperation in the implementation of projects and programs with other institutions and organizations in the country and abroad; sharing of experience with similar international organizations;

## ANNUAL REPORT

### OF THE ACTIVITIES OF THE ORGANIZATION IN 2007

In 2007 the team of the Social Activities and Practices Institute continued to work and fulfill the goals and the mission of the organization – to contribute to the social inclusion of vulnerable people, groups and communities through improvement of the quality of social work. The contribution of our organization was increased significantly during this fiscal year due to the development of the organization itself, as well as to the change in the conditions of work and the possibilities available to the NGOs in the country. SAPI took the challenge of being one of the leading NGO organizations in a country, which is a member of the European Union. In 2007 SAPI became a member of the National Child Protection Council, a regular member of the European network Eurochild and a member of the Management Board of the National Child Network in Bulgaria. In addition, SAPI became one of the initiators and one of the authors of the first alternative report to the representative report on the headway of our country in the implementation of the United Nations Convention of Children's Rights. Our main priorities over this past year were:

- Deinstitutionalization of the child care in our country. In practice, SAPI participates in this process through its civil position, through researching the problem and through a direct participation in the reformation and restructuring of existing institutions.
- Development of quality services within the community – through assisting the development of qualitative standards for new services and through actual development and implementation of quality services.
- Stabilization of the role and the place of NGO as an equal partner in the provision of social services for children and families at risk in a partnership with the local authorities in Shoumen, Parzardzhik, Razgrad, Sofia, Novi Pazar and Pleven. In addition, we contribute to the work of the above-mentioned networks through supporting various NGO in developing their own capacity as social service providers to children and families.
- Application of a professional approach and competence in the sphere of social work with children and families at risk. The people that work in SAPI are well-qualified European level experts in the sphere of social work and management. There is one associate professor in our team, two PhDs, 12 MAs, more than 60 BAs and specialists in the sphere of social, judicial and economic sciences. In this way we guarantee the quality of our work and compliance with the European standards.
- Application of an innovative approach – we continue to implement new practices and activities. It has become our tradition to implement something new in our work on a regular basis – in terms of trainings, methodology of work, practice and cooperation – programs developing social skills in law offenders. Another new practice that we started over the past year was the hearing of children in court procedures.
- Building partnerships with organizations from other countries members of the European Union and contributing to a more intensive exchange of activities and practices between us. Our organization participates

actively in the activities of the European network SMES, implements successfully an exchange of practices between SAPI and SMES Belgium, cooperates with the Sofia University “St. St. Kliment Ohridski” in the implementation of a project based on the Leonardo Da Vinci program of EU, initiates and participates in various international events in the sphere of social work, social inclusion and social cohesion – joint projects, seminars, round tables, etc.

- Stimulation of changes in the mentality of our society and teaching respect for law and order. We do not perform any corrupt activities; we do not tolerate such activities as well. We apply the lawful rules for competition, selection and negotiation in everything we do.
- Provision of information and alarming of the appropriate institutions in cases of difficulties or stagnation in the handling of criminal offences. We discuss the problems, the way we see them and understand them in the course of our work – important are cases of difficulties in application of the Child Protection Law related to the cooperation between the Child Protection Units and the court and the Child Protection Units and the prosecutor’s office mainly in cases of violence against children; cases of resistance of many institutions and state structures against the deinstitutionalization of the child care; cases of difficulties in the sphere of youth justice and prevention of asocial behavior; cases of abuse of power on the part of various state and local structures, etc.

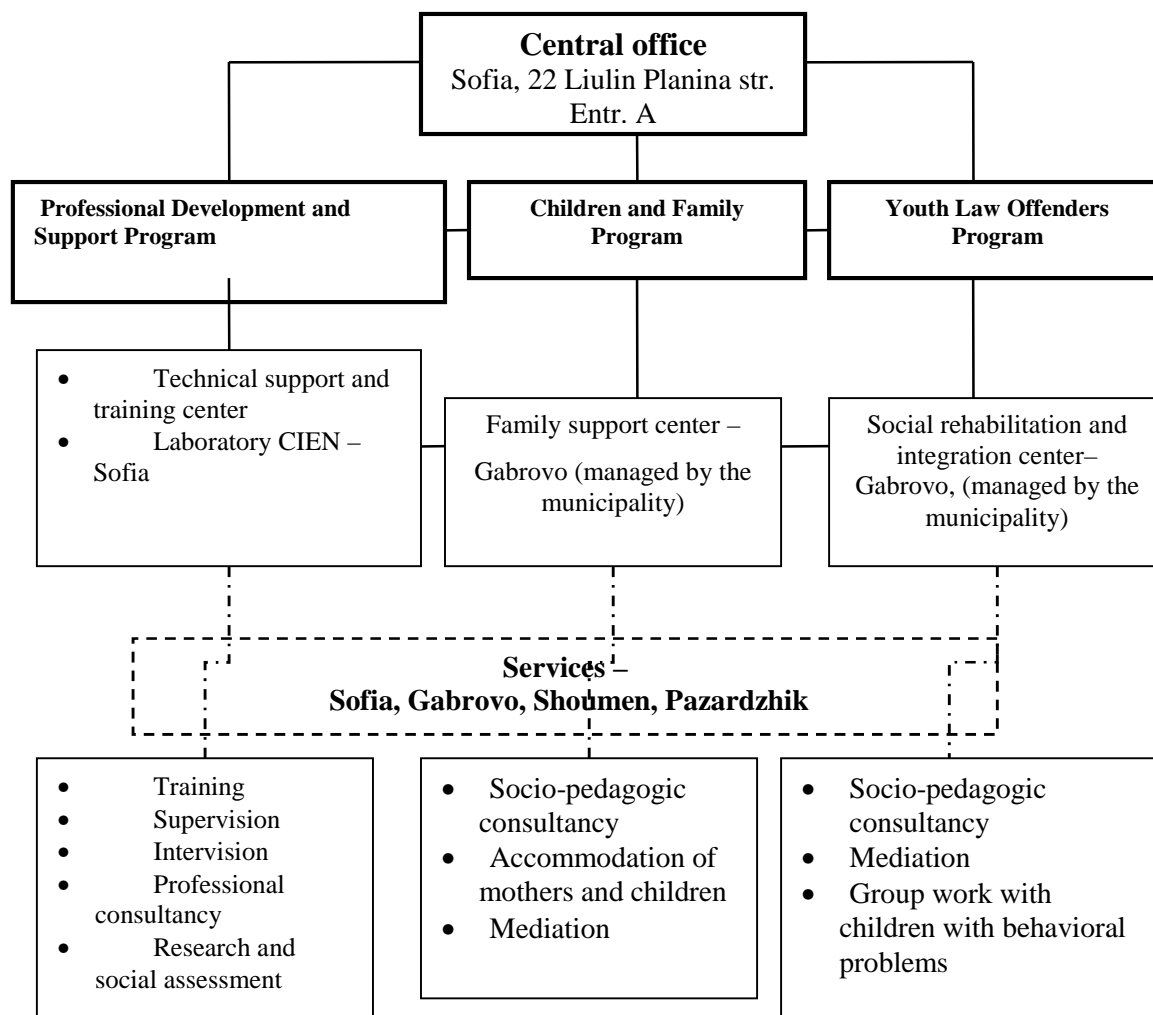
In order to follow all these priorities, SAPI conducted a number of research activities, trainings, supervisions and provision of social services mostly in the sphere of reformation targeting improvement of the well-being of children.

### **Capacity of the organization**

#### **1. Professional team of 109 people working based on labor contracts, over 30 experts and 40 volunteers**

- Full-time project managers
- Full-time project assistants
- Full-time office manager
- Experts working in the central office
- Accountants
- Cashier-hosts in the complexes for social services in Sofia, Shoumen and Pazardzhik
- Psychologists the complexes for social services in Sofia, Shoumen and Pazardzhik
- Social workers in the complexes for social services in Sofia, Shoumen and Pazardzhik
- 40 volunteers in the central office and in the complexes for social services in Sofia, Shoumen and Pazardzhik

## Structure



**Structure of SAPI as follows:**

### **Technical support and professional training center of SAPI**

It was established in 2002. The technical support and training center is in possession of a wide range of methodic materials, training programs for social workers and other specialists working with children and youths. **In 2007 SAPI was granted a license from the National Agency for Professional Education and Training that enabled us to lead professional trainings on the professions social worker and associate trainer.** Our training center offers approved programs teaching basic skills on social work, social work with children, with children with behavioral problems and youth law offenders, socio-pedagogic consultations; interview leading skills; group social work; supervision and intervision. The center is well accommodated with modern equipment for training purposes – training room, video technology, presentation technology.

People that finished trainings based on the programs of the technical support and training center of SAPI are certified professionals because our organizations possesses the above-mentioned license from NAPET for professional training for the profession “social worker” specialized in “social service provision to children and families at risk” and specialized in “social service provision to children and adults with chronic diseases, physical and sensor disabilities” and the profession “associate trainer” – specialized in “associate trainer in the raising and up-bringing of children”.

*The center offers the following services:*

- Continual training on the above-mentioned programs;
- Socio-pedagogic consultation of children and parents;
- Supervision of professionals;
- Consultation of NGO working on projects in the sphere of social work.

*Coordinator: Gergana Georgieva*

**Social rehabilitation and integration center, established in 2004 – Gabrovo (the services were initiated by SAPI and are currently provided by the municipality of Gabrovo with the methodological assistance of SAPI)**

The center offers the following activities and services:

- Assessment of pre-court reports/reports for instructive trials;
- Case leading;
- Specialized programs;
- Socio-instructive services (consultation of children and parents);
- Legal consultation of parents and children;

**Family Support Center – Gabrovo, 2003 (the services were initiated by SAPI and are currently provided by the municipality of Gabrovo with the methodological assistance of SAPI).**

The center offers the following services:

- *Shelter* – opportunities for mothers to live in the center together with their babies and to use the kitchen and the living room of the center. Part of the expenses are covered by the mothers themselves. All mothers can use this service for no more than six months. The conditions under which the mothers live in the center are negotiated between the center and the client and included in a written contract.
- *Provision of information and consultation* – legal, medical, socio-pedagogical, professional and educational. The services are offered by the various members of the team of the center and the multidisciplinary team depending on the assessment of the needs of the clients and their pre-approved individual action plans.
- *Mediation* – family mediation and labor mediation. The service is offered by the members of the team.

- *Social Competence Development Programs* – child raising and upbringing skills; problem solving skills; job seeking skills; communication and relationship skills. The programs are implemented through group work with participants and clients of the center. Team members lead the group work.

*Director: Nadezhda Deneva*

**Laboratory for studying child behavior, “What are the youths called delinquents trying to tell us?”**

The laboratory was started in January 2005. It served as an answer to the needs of deeper examination of the cases with which the four youth probation and supervision centers to SAPI worked. The laboratory was established and developed with the help of Freudian Field, CIEN laboratories, France and the laboratory “Growing up without parents”, Bulgaria. Experts from SAPI working directly with children participated in the laboratory and also participated in the training programs of the institute together with school pedagogues, social workers from the Complexes for Social Services for Children and Families and from the Center for Street Children, from the Probation Directorate, from freedom restrictive institutions, from the Child Protection Departments, psychologists from the SOS Children Villages, psychotherapists and various professionals from the art sphere. Currently the laboratory functions as a group for professional help where cases are studied, concrete topics discussed and theoretical materials are analyzed. French psychologists participate in some of the meetings. The laboratory has helped and presently facilitates the search for superior results from the work with difficult cases of children from Gabrovo, Shoumen, Pazardzhik and Sofia.

*A branch of the laboratory was started in Shoumen in 2006.*

*Directors: Phillip Lacade and Nelly Petrova*

**Complex for Social Services for Children and Families in Shoumen, Social Activities and Practices Institute and Shoumen Municipality, 2006-2011**

**Description of the service:**

The Social Activities and Practices Institute is a provider of social services in the municipality of Shoumen. This activity is long-term and continues for a period of 5 years, state-delegated through the municipality of Shoumen.

**Main goals are:**

- Improvement of the well-being of children in the municipality of Shoumen through introduction of quality services and support in a family or a close-to-family environment corresponding to children’s needs.
- Improvement of the quality and variety of community-based services delivered to children and families at risk and development of their efficiency and availability to people in need.

**Sub-goals are:**

- Designing of a stable working model of inter-institutional cooperation.

- Increase of the capacity and the number of services provided at the Complexes for Social Services to Children and Families in order to further guarantee satisfaction of the needs of the target groups.
- Development of mobile social work and not only of field work – on the streets and in the community, but also in the family and in the home of the users especially when clients are prevented in one way or another from coming to the complexes.
- Increase of client participation in the decision making process concerning the kind of services needed and the appropriate way of providing those services.
- Service modernization according to the dynamics of the needs of the people in the community.
- Development of the capacity of local providers of services to families and children.

The Complex for Social Services to Children and Families continues to work and implement its activities in three basic sectors: 1) Sector “Family Support”; 2) Sector “Services and Support for the Child”; 3) Sector “Community Work”. The sectors include activities regarding the following: prevention, re-integration and direct work with clients; services within the community, as well as empowering and mobilization of the local community for provision of services to children and families. The main goal of the work of the Complex is to contribute to de-institutionalization of the child care through provision of services to children in regular family or close-to family settings.

**The whole methodology of the service provision in CSSCF – Shoumen** is based on the principles of the Bulgarian and international child protection legislation, on the international standards for treating children at risk, as well as on the principles of contemporary social work.

*Director: Veneta Gospodinova*  
*Coordinator: Nadya Stoikova*

### **Charity shop “Dar” in Shoumen**

SAPI opened the first in Bulgaria charity shop in the city of Shoumen. SAPI is a non-government organization that aims at the continual development of social services in the country that are not financed by the state budget. For this reason, the team of SAPI started the implementation of their project for development of a social institution – a charity shop called DAR. We were helped by our English friends who raised the sum of 4000 pounds (12 164,68 BGN) from the organization of a charity bicycle competition in London on the 4<sup>th</sup> of March, 2006. We want to express our gratitude to the organizers of this initiative and especially to our colleague the social worker Gill Timmis who organized everything, as well as to all the others who gave something and helped us to open DAR. The shop was opened with the help of donations.

*Director: George Bogdanov*

### **Complex for Social Services to Children and Families in the municipality of Pazardzhik, Social Activities and Practices Institute Pazardzhik, 2007-2012**

#### **Description of the service:**



The Social Activities and Practices Institute is a provider of social services in the municipality of Pazardzhik. This activity is long-term and continues for a period of 5 years, state-delegated through the municipality of Pazardzhik.

**Main goals are:**

- Improvement of the well-being of children in the municipality of Pazardzhik through introduction of quality services and support in a family or a close-to-family environment corresponding to children's needs.
- Improvement of the quality and variety of community-based services delivered to children and families at risk and development of their efficiency and availability to people in need.

**Sub-goals are:**

- Designing of a stable working model of inter-institutional cooperation.
- Increase of the capacity and the number of services provided at the Complexes for Social Services to Children and Families in order to further guarantee satisfaction of the needs of the target groups.
- Development of mobile social work and not only of field work – on the streets and in the community, but also in the family and in the home of the users especially when clients are prevented in one way or another from coming to the complexes.
- Increase of client participation in the decision making process concerning the kind of services needed and the appropriate way of providing those services.
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The Complex for Social Services to Children and Families continues to work and implement its activities in three basic sectors: 1) Sector “Family Support”; 2) Sector “Services and Support for the Child”; 3) Sector “Community Work”. The sectors include activities regarding the following: prevention, re-integration and direct work with clients; services within the community, as well as empowering and mobilization of the local community for provision of services to children and families. The main goal of the work of the Complex is to contribute to de-institutionalization of the child care through provision of services to children in regular family or close-to family settings.

**The whole methodology of the service provision in CSSCF – Pazardzhik** is based on the principles of the Bulgarian and international child protection legislation, on the international standards for treating children at risk, as well as on the principles of contemporary social work.

*Director: Iana Staneva*

*Coordinator: Zlatka Angelova*

**Center for Communal Support, Sofia, project “A different space for the children in the asylum”, Social Activities and Practices Institute, PHARE Program**

The center provides services organized in two sectors 1) Sector “Support for the family”; 2) Sector “Services and support to the child”; The sectors include activities regarding the following: prevention, re-integration and direct work with clients; services within the community, as well as empowering and mobilization of the local community for provision of services to children and families. The main goal of the work of the Center is to contribute to de-institutionalization of the child care through provision of services to children in regular family or close-to family settings.

**The whole methodology of the service provision in CCS – Sofia** is based on the principles of the Bulgarian and international child protection legislation, on the international standards for treating children at risk, as well as on the principles of contemporary social work.

*Team Director Gergana Kuzmova  
Project Director George Bogdanov*

**Analysis of the activity of SAPI for 2007**

**Activity Management**

The organization is managed by a Management Board that gathers at least once a month. A serious improvement of the administrative activities was achieved in 2007 because the general tendency to increase that started with the very beginning of SAPI as an organization found an outlet over this past year. We were pressed to increase our administrative and management capacity in the course of our work. We can definitely state now that we try to implement a spirit of cooperation and partnership between the Management Board and SAPI's associates throughout the country.

The basic principles that we try to follow in our management are:

- Clear delegation of responsibilities and duties at all levels of work – the director of the organization, the directors of programs and projects, the experts and the activities executors. The financial activity related to the projects is realized and controlled by three cashier-hosts and one senior accountant.
- Mobile teams on projects or activities. A director and an executive team are appointed for each project or research. The project directors are usually appointed from the Management Board of SAPI but this is not obligatory. Other associates can be and are offered such positions. Depending on the amount of work, technical assistants might also be appointed on the projects. Different specialists with different responsibilities participate in the executive teams on the projects depending on the specification of the activities of the project or research.
- Clear management structure in the Complexes for Social Services for Children and Families. The same principle of management is implemented in the structural units in Shoumen and Pazardzhik. They are managed by directors and sector managers. When

this is necessary, mobile teams that work on the fulfillment of a concrete task are gathered and function for different periods of time. The role of the project directors is to ensure the application of the policies and methodology of SAPI as well as to ensure the participation of the teams from the Complexes in the development of these policies and the methodology.

- Transparency in the decision making process and team approach in the work of the organization. There is a team division of tasks and responsibilities in our organization. All decisions are made by teams. In addition, we try to make most of the decisions together with the team whose work is directly concerned with the respective decision. This implies many meetings between the teams from various structures and discussion of important problems.
- Career development and support of every member of the SAPI team – the organization takes care of all its members based on the understanding that the success of the organization depends on the quality of our team. We do not exaggerate when we say that all members of the working team of SAPI in 2007 passed a series of trainings related to the specification of their work (the people working in the complexes for social services, the experts from the central office, the financial specialists) and to the necessity of new knowledge and skills as a result of the admission of our country to the European Union – trainings on the Structural Funds of EU, organization and management skills, etc. Financing of these trainings was granted with the help of sources from projects and also provided by the organization itself.
- Expert and quality work approach – this approach guarantees our success as an organization and therefore we stand firmly behind it, regardless of the fact that we are increasing rapidly. This sometimes leads to an overloading of our main expert team and poses the question of its increase as a leading team. A significant part of our efforts in 2007 was directed towards the development of a more precise methodology of services, development of the professional documentation, description of the services, responsibility characteristics, regulations, etc.

In 2007 the organization became a regular member of Eurochild – a European network of organizations and networks for children supported by the European Commission. We are members of the European network “Mental health and social exclusion” with which we implemented joint activities for exchange of good practices. We also take pride in the fact that SAPI became a member of the National Child Protection Council in 2007 presided by the State Agency for Child Protection and in this council we tried to contribute on a national and political level to the development of the reformation of child care in Bulgaria.

Our participation in the national network “Family Social Policies” and the National Children Network is a token of our readiness for partnerships with other organizations in the country in order to achieve even more serious goals.

Students from the University of Bordeaux and from the National School for Social Health in Ren, France came to take internship positions in SAPI in the summer of 2007. Their reports reveal that the students are extremely happy about the results they achieved here and we also had the opportunity of hearing and using their evaluation of the management and of the activities of the organization, as well as their evaluation of one of our leading projects. The organization Nobody’s Children from Poland became a key partner of our organization in the projects and activities related to a new topic – hearing of children during legislative and court procedures. Our partnerships with Freudian Field, France and CIEN Laboratories continued over the past year, as well.

In addition, it is vital to mention our partnerships with:

- The Municipality of Sofia

- The Municipality of Shoumen
- The Municipality of Pzardzhik
- The project “A reform for the improvement of the well-being of children in Bulgaria” of the Ministry of Labor and Social Policy – development of standards for services to children.
- NGO – International Social Services, Bulgarian Association of Adopted and Adopters, ARK, Association Samariani, Step By Step Foundation, Foundation “Partners – Bulgaria”, Child and Space Foundation, Janeta Association – Razgrad, Association “Small Steps – Pleven”, SOS – Children and Women Victims of Violence Association, Novi Pazar.

Our donors in 2007 to whom we want to express our gratitude were:

- UNICEF
- Women’s Club
- European Union Programs, PHARE Program
- OAK Foundation
- State-delegated activity
- Many construction firms whose help enabled us to raise 170 000 BGN and to repair the new CCS in the Home for Children Deprived of Parental Care “Petko Slaveikov”, Sofia.

SAPI worked on three main programs over the last couple of years:

- The program “Increase of the capacity of professionals from the helping professions”
- The program “Development of social services to children and families”
- The program “Improved justice”

#### **. Program “Increase of the capacity of professionals from the helping professions”**

The program is aiming at an ongoing improvement of the helping professions and mainly of the social workers, social pedagogues and psychologists. In 2007 SAPI became a licensed provider of professional training in the sphere of the helping professions and developed its own Professional Training Center. **Moreover, our work on this program was organized at a new level during this past year – implementation of standards for professions and trainings.**

**Standards for the helping professions and for trainings in the sphere of helping professions of the project Rele 2 based on the EU program LEONARDO DA VINCI.** We worked in cooperation with the Sofia University “St. St. Kliment Ohridski” for the development of standards for the helping professions related to the work with children and youths in a situation of abandonment. Also, we worked out, in cooperation with training organizations from France, Romania, Hungary, Denmark and Germany, European requirements for these professions and European requirements for training such specialists. As a result of this project in 2008 we plan to develop and approve European programs for continuing education of specialists from the helping professions for working with children and youths in a situation of abandonment.

**Service standards.** Representatives from the organization participated in work groups on the project “A reform for the improvement of the well-being of children in Bulgaria” in 2007 in order to develop standards for the services “Unit mother and baby”, “Foster Care” and

“Case Management”, which will have a beneficial influence on the reforms concerning child care and families at risk.

Individualization of the work with clients and focusing on their needs and not on the needs of the institutions for social work and social services, which unfortunately is a leading practice in our country;

- De-institutionalization of the care for people at risk and development of the care in normal environments;
- Work in multidisciplinary teams and networking;

The adherence to these guidelines requires the adoption of a new methodology of work. The observation of the criteria and standards for services to children, for instance, which actually turns the methodology of case social work into a standard, continues to be a significant challenge not only for the people working in specialized institutions for children, but also for social workers from the Child Protection Units and for people working with and providing new services that are community-based. In this respect, it can be stated that the needs for training, supervision, methodical consultation and support of social workers are very serious and pressing at the moment.

## **1.Support of professionals through trainings**

As an answer to the identified needs SAPI continued its work on development and improvement of its training programs and implementation of new training programs, which were passed by more than 500 participants in 2007.

We implemented training activities as an answer to the following needs:

- ***1.1 Trainings on the application of the new legislation concerning community social services – 30 participants***
- **Experts from SAPI provided methodical assistance and support** in the association JANETA, Razgrad, the association Novi Pazar, the association Small Steps, Pleven, the Mother and Child Unit in the Complex for Social Services to Children and Families in Tyrgovishte, which are all members of a partnership organization.
- **We received methodical support** in the selection of the staff needed for the local projects in Razgrad and Novi Pazar from the team of the Complex for Social Services to Children and Families in Shoumen.
- Trainings for the providers of social services to children and families.
- Training on provision of social services for five groups of people from the Child Protection Units – 100 people (in partnership)

### ***1.2.Increase of the professional competence of professionals working in the social sphere***

In 2007 the team of SAPI made some serious efforts to disseminate a new approach to the work with traumatized people, the so called Resilience approach. Through our project “Innovative practices in Central and Northern Bulgaria” we tried to build a network of specialists that would later become a main unit for development and dissemination of the Resilience approach among all interested professionals in the country. As a result, the following activities took place in 2007:

- Conclusive training modules on Resilience with the participation of 20 participants and trainers, Stefan Vanistendael and Michel Manciaux. As a result we have at our disposal 12 trained trainers.

- The joint work on the preparation of a manual on Resilience was ended with the help of outside experts - Stefan Vanistendael and Michel Manciaux. The manual was published and was a part of the training program as well. Our organization will continue to work for the dissemination of the Resilience approach in the future together with foreign experts.

### ***13. Methodology of social services to children and families in the community – 300 participants***

Over this past year the training was held not only as a result of the needs of the people working in SAPI, but also as a result of the interest of other NGO and municipal representatives. Within the framework of this project SAPI applied in practice its approved training programs on:

- Introduction to social work (the team of CCS Sofia, HCDPC Petko Slaveikov, HCDPC Detelina, the teams from the organizations of NGO from Dupnica and Vratza, the newly-hired staff people in CSSCF Shoumen and Pazardzhik, the teams providing social services in the municipality of Razgrad) about 75 people;
- Case Social Work (the team of CCS Sofia, HCDPC Petko Slaveikov, HCDPC Detelina, the teams from the organizations of NGO from Dupnica and Vratza, the newly-hired staff people in CSSCF Shoumen and Pazardzhik, the teams providing social services in the municipality of Razgrad) about 75 people;
- Social work with children with behavioral problems (the team of CCS Sofia, HCDPC Petko Slaveikov, HCDPC Detelina, the teams from the organizations of NGO from Dupnica and Vratza, the newly-hired staff people in CSSCF Shoumen) about 20 people;
- 13 specialized trainings of the teams from Pleven, Novi Pazar and Razgrad (a total of 30 participants);
- Specialized training on foster care in two modules – the team of YMKA, Gabrovo – 15 people, five groups from the Child Protection Units throughout the country – 100 people (in partnership);

#### ***1.4. Training on introductory supervision and intervision – about 20 participants - for the teams providing social services in the municipality of Razgrad.***

The supervision training is based on a twenty-hour training program of two ten-hour training modules (for each participant), homework between the two modules and two hours of supervision for each participant.

## **2. Increase of the capacity of professionals through provision of supervision – more than 1000 hours of individual and group supervision.**

**Over the past year SAPI gained a reputation of one of the main providers of supervision in the sphere of the helping professions and probably of the main provider of supervision to social workers in the sphere of working with children.**

### ***2.1. Supervision of social workers from the Complexes for Social Services to Children and Families in the country.***

Most supervision was provided for the new alternative services – CSSCF Shoumen – about 300 hours of individual and 20 hours of group supervision, CSSCF Stara Zagora – 250 hours of individual supervision and 20 hours of group supervision, CCS Sofia – 50 hours. The supervision aimed at assisting social workers and psychologists and at practical implementation of the new methodology of work introduced by the series of trainings.

- *The social workers and the psychologists in the complexes are now proficient in case assessment and case planning of their work.* The difficulties that they meet are mostly related to a clear differentiation of the case work with other partners mainly from the Child Protection Departments. The direct assistance in every case facilitates their work and reveals the needs for continual training and methodical consultation.
- *The social workers and psychologists from the Child Protection Units continue to have serious difficulties with case management.* The lack of clear standards for case management, for the role of various partners and for cooperation mechanisms leads to huge contradictions in the expectations from this cooperation and in difficulties in the actual case work. As a result of the supervision, social workers' experiences are better understood, but the solving of the problem is beyond the competence of only this particular practice.
- *The serious discrepancy in the preparation of the social workers from the CSSCF and CPU continues and gets more and more intensified, which causes a lot of difficulties in the case work.* Due to the fluctuations in the CPU the percentage of those who passed specialized training within the framework of the project "Reform for the improvement of the well-being of the children in Bulgaria" decreased significantly. These fluctuations and the lack of qualified personal are serious problems which put the work on many cases in a critical situation and depreciate the quality of this work. The lack of enough methodical assistance and well-developed professional documentation leads to formalism in the assessments and action plans of the social workers from CPU, which on its turn is a prerequisite for the inadequacy of the guidelines for the services in the CSSCF.
- *In 2007 serious difficulties for the people working in CSSCF and CCS were caused by the work with the children from HCDPC.* The difficulties in the case work exceeded the competence of social work and posed poignantly the question of lack of services to children and youths in the sphere of mental health and also the lapses in the sphere of the education system.

#### **2.4. Laboratory for studying child behavior, "What are the youths called delinquents trying to tell us?"**

The idea behind this laboratory is to function as an instrument for professional assistance to specialists working with children and youths with behavioral problems. Most of the time it functions as an intervision group of social workers, social pedagogues, psychologists, trainers from various countries and NGO organizations in Sofia – from the prison in Sofia, the Probation Directorate, from the Center for work with Street Children, pedagogical counselors from schools, from CPU, etc. The members of the group are volunteers that gather once a month, every first Monday of the month. There are 17 participants in the group. It was gathered as a result of the need for a more profound studying of the cases with which the people from the four centers for youth probation and supervision to SAPI work. The laboratory was started with the cooperation of Freudian Field, CIEN Laboratories, France and the laboratory "To grow up without parents", Bulgaria. In practice, the laboratory contributed significantly to the successful beginning of the work of CSSCF Shoumen. The work of the laboratory facilitated the work of CSSCF Shoumen over the past year not only with the assistance of the Bulgarian experts, but also with the participation of Phillipe Lacade and Daniel Lacade in the discussion of some exceptionally hard cases. In 2007 the work of the laboratory aimed mainly at the assistance of the young team of CCS Sofia, although some cases from CSSCF Pazardzhik were also discussed and studied. Joint meetings with Association Animus and other partners were also held.

## 2.5. Research and publications of SAPI in 2007.

- Sensitivity of the system for identification, registration and reporting of cases of violence against children in Bulgaria – international comparative research ordered by UNICEF;
- Decentralization of the homes for children deprived of parental care – challenges and opportunities, national representative research ordered by UNICEF;
- Report on a Preparatory Project for Teaching Life Skills to Children from HCDPC in Bulgaria implemented by the Ministry of Education and Science and financed by UNICEF with an executor CARE Bulgaria in the period from 1<sup>st</sup> Aug., 2005 to 30<sup>th</sup> June, 2006;
- Report-evaluation of the second cycle of the program “The Child and the Child’s Symptoms” for “Doctors of the World”, France and Freudian Field, France;
- Corrective program for teaching communication and social skills to law offenders ordered by the Ministry of Law;
- Resilience – let us discover it;
- Contribution of the independent report of the NGOs in Bulgaria as an annex to the report of the Bulgarian government on the headway of the country in the application of the Convention for Protection of Children’s Rights prepared for the Children’s Rights Committee in the United Nations Organization.

## 2.6. Conclusions about the development of the program in 2007.

- **The program is successful in its development. The greatest achievement was the license that we received and the legalization of our Professional Training Center.**
- **We have gathered a serious training team working on all programs of the center as a result of the specialization of trainers from CSSCF Shoumen and Pazardzhik.**
- **The program needs to be stable and independent in its development. Its excessive binding to the sphere of social services has its advantages but it is also high time that the program started to function independently and contribute to the development of the whole organization.**



## **. The program “Development of social services to children and families”**

The development of social services to children and families continued to be a central activity of SAPI in 2007. This policy was adopted as a result of an internal organizational analysis that suggested two directions of development:

- Piloting and improvement of the methodology of new alternative services for children and families that would later turn into resource centers for trainings, internships and pre-qualification of professionals working in the sphere of the helping professions.
- Application of a quality approach in the provision of services and in the activities and working towards their standardization.
- Approbation and standardization of a management model for complexes providing polyvalent services.

As part of the main organizational directions we started and continued the following projects:

- Development of social services to children and families in Shoumen
- Development of social services to children and families in Pazardzhik
- Development of social services to children and families in Sofia
- Support for development of social services for families and children in Pleven, Razgrad, Novi Pazar.

### **• 2.1. Development of social services to children and families in the CSSCF in Shoumen**

SAPI won a competition organized by the municipality of Shoumen for a service provider and we signed a contract for a period of five years for the implementation of services for children and families in Shoumen.

The Complex for social services in Shoumen implemented activities that fall under three basic sectors: 1) Sector „Family support”; 2) Sector „Services and support to the child”; Sector „Community work”. The sectors include activities related to: prevention, reintegration, and direct work with clients, community services, empowering and mobilization of local communities in the provision of services to children and families.

**A total of 230 clients of the Complex passed group work programs in 2007. For the whole year we worked on:**

- ☞ **181 orders of the CPU;**
- ☞ **Volunteer petitions of clients – 20;**
- ☞ **Judicial and psychological consultation of clients – to over 120 families.**

We implemented two projects in cooperation with the Red Cross and “Caritas Amroziana”, Italy: “Hot Lunch” and “Summer Camp” for the children.

**Our priorities were focused on:**

- ☞ *Improvement of the quality of work in compliance with the criteria and standards for provision of social services to children in the community;*
- ☞ *Continuing education and specialization of the team and increase of their qualification as a step towards accomplishment of our main goals;*
- ☞ *Extension of the partner networks and inter-institutional cooperation;*
- ☞ *Extension of the direct social work with children and parents through group and mobile social work;*
- ☞ *Extension of the service “Foster Care”;*

**The sector “Family Support” worked at full capacity in 2007 on the provision of the following services:**

- Prevention of child placement in specialized institutions;
- Family support and consultation on problems related to the raising and upbringing of their children;
- Reintegration;
- Foster care;

*Family Support and consultation* - this service is provided to almost all parents and children that were sent with an order by CPU. The service includes assistance and attention provided by the professional from the helping professions to the parent.

*Unit “Mother and Baby” – provision of shelter, consultation and mediation between institutions.*

*Reintegration – work with parents whose children have been placed in institutions.*

There were groups for self-help composed of future mothers that were active during the whole project period /School for pregnant/. Two more groups for self-help started in May:

- Composed of adoption parent applicants – adoption parents and adopted persons.
- Composed of family and relatives to children that were placed in institutions based on article 4, paragraph. 1, item. 2 of the Child Protection Law;

**The sector “Child Development”**

All services in the sector “Child Development” are the main services that we provide. There were also some requests for provision of the following services to clients:

- “Child Support and Consultation”
- “Daily Center for Street Children”
- “School Support and Assistance
- “Emergency shelter”

The service “Protected Home” was financed by the state and subcontracted to an external provider. The competition was won by SAPI. The apartment provided by the municipality of Shoumen was repaired and fully furnished.

Family group conferences were held on three of the cases and plans were prepared on the part of the families.

*The daily center* works at full capacity. Care and protected space is provided for 13 children that used to beg and live on the streets. Each child has an individual weekly plan in compliance with his/her needs. The childcare in the Daily Center is a whole-day care starting from 9 to 17:30. The children eat three times a day. They prepare their own sandwiches and tea and develop independent life skills in this way.

The work of the children in the interests clubs continues.

The team from the emergency shelter works actively on cases of sexually abused children on calls from CPU in the whole district. We also provide shelter to mothers and children victims of home violence.

A member of the team of the Complex participates in a work group discussing children victims of violence and children with suicidal attempts. This work group also includes members from Local Commission for Combating Antisocial Acts of Minors and Adolescents, CPD, Juvenile Police Unit, General Hospital, Regional Health and Environment Protection Inspectorate.

**The sector “Community Work”**

All the activities that were planned in the technical assignment and that belong to the sector “Community Work” were implemented. The main accent in 2007 was placed on the training of foster parents. Five foster parents were approved in August and children were placed in their families. This was accomplished as a result of the work of the team on selection,

training and assessment of the candidates. Community and media campaigns were organized for the presentation of the self-help group composed of candidate foster parents, adoptive parents and adopted persons.

## **2.2. Development of social services for children and families through reformation and restructuring of the Home for Children Deprived of Parental Care “Detelina” in Shoumen.**

The homes for children deprived of parental care were decentralized in 2007 and the municipality of Shoumen announced a competition for a subcontractor to be appointed to manage “Detelina”. SAPI signed up for the competition and won with a clearly defined program for five years.

**Global objective of the program** – Improvement of the quality of life of the children placed in Detelina and provision of care in a family or close-to-family environment for them through the development of alternative social services for children.

**Concrete objective of the program** – Reformation and restructuring of HCDPC “Detelina” with the idea of individual child care services provided for the children in Detelina and their families.

Improvement of the organization of life and activities focused on the needs of the children; overcoming of the existing education model; structuring of the groups according to the leading constant service and organization of the activities according to life in a family environment.

Introduction of a new methodology of work based on individualization and variety of services, team work and network, all focused on respectful and dignified attitude towards the children and their families; on partnership with them and on stabilization of their resources; on introduction of contemporary socio-pedagogic approach.

- Increase of the capacity of the staff for successful introduction of new functions of the institution as a social organization.
- Reformation of the space arrangement in the home aiming at the introduction of new services, separated rooms and a close-to-family environment. Accommodation of a daily center, of premises for extra curricular activities, of offices for group and individual work, etc.
- Development of partnerships with other institutions in the city, especially with CSSCF; engagement of the public attention and of local stakeholders in the reformation of the home through the establishment of effective work relationships and increase of the sensitivity of the local society in regards to the problems of the children.
- Engagement of the staff and the professional community in Shoumen in the implementation of the project.**
  - Work meetings with the participation of the staff and representatives from the institutions engaged in the work with children;
  - Project Support Council – representatives from institutions and organizations from Shoumen and non-profit organizations providers of social services;
  - Work meetings with CPU /procedure and case work/;
  - **Analysis of the accommodation of the children and planning of the provision of new social services;**

- Identification of the cases and current situation of the overall case work related to the children in the home;
- Development of the service Protected Space for youths between 16 and 18 years of age;
- Planning of the service Daily Center for accommodated children;

### **What did we achieve in the Home for Children Deprived of Parental Care Detelina in 2007;**

#### **■ Improvement of the standard of living of the children;**

- In search of solutions for improvement of the living standard – food, repair, furniture, etc;
- Implementation of a holiday program for the children;
- Preparation of workshops for the children's free time based on their interests;
- Campaign-raised jackets, clothes, and shoes costing 6000 BGN;
- Improvement of the conditions of the Protected Space, bedrooms, living rooms, etc;
- Establishment of a Users' Council – by children over 14 years of age living in the home;

#### **■ Preparation of the staff for changes in the organization and method of work;**

- Additional staff people – director of specialized social services; 1 trainer and 4 social workers /Labor office/;
- Methodic assistance of the staff in case work related to the new children coming into the home;
- Starting of an introductory training of the staff;
- Selection of four additional social workers;
- Analysis of work schedules and procedures and planning of measures for compliance with the child care needs of the children from the home;

### **Challenges:**

#### **■ Limitations of the budget funds for food, heating and furniture;**

#### **■ Delay in the establishment of new labor-legal relationships /municipality – provider – staff/;**

#### **■ Delay in the hiring of new specialized staff people;**

#### **■ Current approach of the staff giving priority to the provision of education services;**

#### **■ Lacking or only formally modernized plans for child care;**

### **Basic difficulties in the work of HCDPC Detelina**

1. Difficulties in the performance of the employer's functions as these are questioned by the staff of the home and supported by the decision of the Labor Inspection in Shoumen. The Ministry of Labor and Social Policy and the Main Labor Inspection decided in December 2007 and January 2008 respectively that our organization is an employer.

- In the introduction of a new work duties schedule corresponding to the new status of HCDPC according to the changes in the National Education Law the work schedule designed by us and approved by the governor of the Shumen municipality on 01.10.2007

is no longer valid as it was questioned with a decision of the Labor Inspection of Shoumen, by a refusal on the part of the staff to sign the annexes and by the following disagreements and arguments. This situation obstructs us in the process of hiring additional staff/social workers/ as is prescribed in the guidelines for homes for children deprived of parental care. **We believe that it is necessary to approve a new work duty schedule, which will provide an opportunity for development and provision of new services in HCDPC Detelina.**

- It is necessary to approve rules for internal work order, which is a duty of the employer, as well as to ensure a new organization of work. Such rules were not suggested to us when we signed the contract for implementation of social services. The lack of such rules causes significant difficulties and infringements in our relationship with the director of HCDPC Detelina. Actually, he refuses to follow any kind of orders, both written and oral, when they oppose his own decisions and views. The organization of work in Detelina does not facilitate the individualization of the childcare to the extent needed, although this is a main requirement for institutional care in our country. The work schedules of the staff are prepared by the team leaders and approved by the director and their analysis shows that they are arranged according to the personal availability of the trainers and not according to the needs of the children. We think that there are infringements of the rules as it happens often that the same staff person is on duty several nights one after the other, which is in contradiction with basic labor rules and requirements.
- We are disturbed by the fact that the director of HCDPC Detelina does not observe the labor codex. In addition, it is very difficult to find him as he is often out of his office in the HCDPC and does not answer his cellular phone. We petitioned the Regional Labor Inspection in Shoumen in November 2007 with a request to check the hospital list of the director for the period 04.10.07 - 08.10.07 because we had information that the director was abroad during this period. The answer that we received was that such a check could only be requested by his direct employer – the governor of the Shoumen municipality.
- Lack of support on the part of the municipality. As a result of the local elections and the change of the political party governing the municipality in the period from the end of October to the end of the year (actually until the end of March 2008) we did not receive any support from the municipality and we were not able to overcome the difficulties. Moreover, we did not receive any kind of answer to our attempts, which were more than 15, to find support or to arrange a meeting. We should also note that the lack of an answer to our petitions was accepted as a silent sign of approval and support by the staff of the home and the director.
- We take as extremely disturbing the fact that the children were involved in the conflict which is not only an attest for a lack of professionalism, but is also very dangerous for the children themselves.

### **2.3. Development of social services to children and families in the CSSCF in Pazardzhik**

- Signed contract for provision of social services in the CSSCF in the municipality of Pazardzhik.
- Training and seminars – over 180 hours for the team.
- Consultation and information for mothers in the Maternity Hospital to General Hospital - Pazardzhik – 35 consultations and five successful preventions at a maternity home level;
- Mobile social work – 81 clients;

- Group work in the two sectors – 10 groups; 1 discussion club composed of contemporary parents; 11 extra curricular clubs; 5 “school support” groups – 324 clients;
- Total number of clients directed by CPU:
  - 93 parents/adoptive parents;
  - 158 children;
- Total number of people who looked for help from CSSCF:
  - 8 parents/adoptive parents;
  - 8 children;

*During the past period we trained the team from the complex on the following:*

#### **2.4. Development of social services in Sofia, the project “Another space for the children at the home” PAHRE “Deinstitutionalization of the child care in Bulgaria”**

- Daily center for the children from the home;
- 2 furnished premises for rest and extracurricular activities;
- 2 offices for individual work;
- 2 offices for group work;
- A hall for team meetings and seminars;
- A kitchen box and a living room for the group preparing for independent living;
- Foster care premises, abandonment prevention premises, premises for working on reintegration, premises for working on preparation for independent living, premises for working with children with behavioral problems;
- The repair of the building and the premises was possible as a result of donations from private firms and persons that amounted to the sum of 170 000 BGN;
  
- 12 specialists were hired for the project – 2 psychologists and 10 social workers;
- Hired personal as part of the National Employment Encouragement Program – 2 persons;
- Specification of the team in the provision of services falling under two sectors “Services and Support to the Child” and “Services and Support to the Family”;
- The team has passed 11 specialized trainings so far – over 180 training hours;
- The work is performed by multidisciplinary teams working on 60 cases of children from the home;
- The children from the home currently attend 8 extra curricular clubs based on their interests;
- A foster care campaign is currently starting;

#### **2.5. Development of social services for children and families in Pleven, Razgrad and Novi Pazar**

The development of community based social services for children and families in Central and Northern Bulgaria is very limited. A big portion of the specialists responsible for the development of the social policy on a local level do not have a clear vision about the development of these services, while at the same time there are many signals from the CPU about violence, negligence and infringement of children’s rights. The other local institutions from Central and Northern Bulgaria such as the court, the prosecutor’s office, the police departments, the schools, etc. either do not recognize the traces of violence or when they do they do not possess the necessary instruments to influence the concrete situations and cannot provide shelter and social work with the family, the victim or the violator. In addition, there

is a lack of a public debate on the issue and lack of information which aggravates the situation. In this respect, SAPI designed a three-year project aiming at the increase of the capacity of some of the big municipalities (district centers) for development of social services. The project Innovative Practices for Development of Social Services for Children and Families was financed by OAK Foundation in November 2005 as in the last couple of months of 2005 the project was still in its preparatory phase, while the overall implementation of the activities took place in 2006. The project work focuses on the establishment of social services for children and families as an accent is placed on the development of services for children victims of violence and programs for people who have abused and are abusing children. The planned activities are aiming at a complex analysis of social services and violence in the context of the whole support system of social services. The project includes work with children between 0 and 18 years of age as well as work with their families and surroundings. The project plans two major areas of influence:

- **Targetwise influence** over areas of undeveloped social services such as the district cities **Lovech, Pleven** and **Razgrad** where services for children and families are almost missing. Moreover, the public potential there is also very limited; there is no financial aid available for social work from the government, as well as no external donor programs. We will design a local vision in these three districts regarding the development of social services as well as the starting of new services for children and families by independent providers.
- **Resource influence over districts such as Shoumen, Gabrovo, Tyrgovishte and Veliko Tyrnovo** where the process of development of social services has already started. We will struggle for turning these cities into resource centers for support of professionals from the social sphere. Projects will be developed in Shoumen, Tyrgovishte and Gabrovo and they will be financed by the local authorities, the World Bank and the Bulgarian Government.

*Development of social services for children and families in the cities of targetwise influence using the experience of the social services in the cities with resource influence*

- 3 specialized trainings
- Successful starting of services as state delegated activity in Razgrad and Novi Pazar in 2008
- Two buildings repaired
- Consultations and supervisions
- Internships
- Preparation of a new project as a resource center for Resilience
- Preparation of four projects by on-site organizations for development of services

## **2.6. Conclusions about the development of the program in 2007**

- **The program was successfully implemented mostly because all the services that were provided the previous years are still provided; the general provision of services is extended to new places and territories such as the homes.**
- **Essential is the development of standards for the services and clear description of all procedures concerning the services.**
- **There is still a need to improve the quality of services. The organization feels that there is a lack of enough supervisors to supervise all social workers.**

- **The most serious problem is the lack of a significant influence of the development of alternative services aiming at the deinstitutionalization of the childcare.**

### **. Improved Justice Program**

The main objective of this program is to speed up and facilitate the reform in the sphere of youth justice. This goal is achieved through the implementation of actual activities directed towards assistance of professionals working in this sphere, as well as support for change and social inclusion of young law offenders and children in conflict with the law through development and provision of social services for them. In 2007 we extended our work which primarily targeted improved justice and more precisely, participation of children in justice procedures. This accounted for a change in the name of the program into “Social work with law offenders”.

In 2007 the implementation of the program was affected by the following:

**3.1. Focus on prevention of youth crime““ and services supporting children and youths with asocial behavior.** This activity was implemented largely through the realization of the program “Provision of services to children and families at risk”. The experience and the expert point of view of SAPI in the sphere of work with young law offenders turned out very useful and allowed the application of high quality work and provision of services.

**3.2. Activities that are part of the project “Hear the Child”, financed by OAK Foundation.** The goal of this project is to contribute to the increase of child participation into court procedures through guaranteeing their rights and improving the conditions and methods of court hearings in order to avoid repetitive traumatizing experiences for victims of violence. So far we have accomplished the following:

- **Initiation of a dialogue regarding the problem between institutions on a local level (court, prosecutor’s office, investigation offices, police, children’s pedagogic room, social assistance directorates, child protection departments, and municipal authorities);**
- **Acceptance of the problem and reaching a consensus on its significance;**
- **Analysis of the local practice of work with children victims of violence;**
- **Beginning of a cooperation on an executive level – exchange of methodology and experience, discussion of cases;**
- **Summary of the work in the three cities and deduction of common recommendations about change of practice and eventual legislative changes;**
- **Work visit in Poland and introduction to the polish experience;**

**3.3. Application of Family Group Conferences as forms of restorative justice for youths – this service is offered in CSSCF and the Center for Community Support in Sofia.** SAPI abides by its duties to CPU when it organizes free Family Group Conferences.



### **3.4. Implementation of project proposals for development of specialized programs for work with law offenders placed on probation**

In 2006 the Main Directorate for Punishment Implementation, sector “Probation” announced a competition for designing development programs for public influence. SAPI worked out a proposal for the development of the following programs: *Development program for law offenders*; *Corrective program for improvement of communication skills and skills for dealing with conflict situations*; and finally, *Corrective program for anger control*. In 2007 SAPI implemented the *Corrective program for improvement of communication skills and skills for dealing with conflict situations*. The program was piloted and presented to the probation departments in the country.

#### **Conclusions:**

- **So far the program is successful. The development of specialized services is useful as well. However, there is a need for development of alternative approaches in cases of children with asocial behavior.**
- **It is necessary that the accent of work next year be placed on designing specialized programs for services for social inclusion of children and youths leaving the corrective institutions (Socio-Pedagogic Institutions, Training School Boarding-House , and Corrective Homes).**

## **V. Conclusions and Recommendations**

- 1. The organization develops successfully and has a leading place in the list of all NGOs working with children and families at risk. The main challenge for us in 2007 was to improve the quality of work and still keep up with the constant and rapid expansion of the organization. In this respect:**
  - **We started an internal quality control system;**
  - **We made a thorough description of all services that we provide;**
  - **We established a new laboratory;**
- 2. We were successful in everything that we considered a priority and that we worked on – researches, trainings and service delivery. In addition, we plan to train and prepare more supervisors.**
- 3. We have set up sustainable activities of our organization – our contracts are for two, three or five years, which allows us to develop administrative capacity and to be able to accept short-term contracts as well.**
- 4. Our economic activity is still limited, although it could contribute to a greater autonomy of our organization. The license for professional training that we currently possess is still not put into full exploitation and this is very important for the overall development of SAPI as an independent organization.**
- 5. In 2007 SAPI confirmed its position as a leading organization in the sphere of methodology of social work with children and families and in general, in the sphere of social work with children and families in Bulgaria. In this sense, it is necessary for us to reconsider our role and to define it even more precisely with the help of our own bulletins and annual reports.**
- 6. SAPI develops the potential of the specialists working in the organization, which is a direct consequence of the persistent development policy of the team and not of the wide-spread policy of hiring external consultants. In 2007 our team was**

**increased by new people and was enriched through the improvement and specialization of social workers and psychologists from the teams from Shoumen and Pazardzhik.**

- 7. It is vital to continue the efforts for advancement of the organization and good work management in the conditions of constant increase of the number of our activities.**
- 8. Essential is the approval of a new strategic plan for the organization.**

**The Management Board of SAPI wants to express their gratitude to all members of the Institute, to all members of the team and the organization working in all its structures, to all partners and friends for the successful cooperation in 2007.**

**Sofia, February 2008**