
Part Two
Administration and Management

Institutional Development

CSD is registered as a public benefit organization with the *Central Registry of NGOs* at the Bulgarian Ministry of Justice. Public benefit organizations are obliged by law to conform to a number of additional financial reporting rules and to submit annual activity reports.

In 2013 CSD continued its efforts to streamline its internal administrative regulations and procedures. After audits conducted by the European Commission a review of the time management and reporting system was launched. A number of consultations with legal and financial experts were held, and a preparation to transition to an automated, computerized payment system was initiated. Due to the multitude of requirements from various financing institutions, and the need to comply with national labour legislation, the development of the system will continue in 2014.

In 2013, CSD employed a staff of thirty-one of whom twenty-six in professional and management positions, including part-time consultants, and five employees in administrative positions.

Accountability and transparency are guiding principles in the operation of the Center for the Study of Democracy. They are intrinsic to CSD activity and are related to the critical analysis of social processes and trends in Bulgaria and in the EU. These principles are implemented by means of:

- CSD annual reports publishing since 1994;
- regular updates about CSD's activities on its website;
- press-releases about on-going projects and their results;
- publication of a wide range of analyses and reports.

The application of good management practices has been critical to the successful work of CSD. In 2013, the Center continued its efforts to diversify its sources of funding in addition to the traditional EU financial instruments available for the period 2007 – 2013: the 7th Framework Program, the European Social Fund, the financial instruments in the area of justice and home affairs. Some of CSD activities were funded through the operational programs administered by the Bulgarian government, as well as the World Bank and the Open Society Institute. Apart from the awarded grants, CSD took part in tenders through its consulting arm Project One EOOD.

In 2013, CSD proved its reputation as a reliable partner and coordinator of EU-wide projects encompassing research in the legal, security and social policy areas. In partnership with leading European think tanks and academic institutions, CSD took part in the European debate on the assessment and development of policies related to the fight against organized crime, the integration of victims of trafficking and other vulnerable groups, public confidence in justice, and cybercrime.

- annual audit reports published since 1992;
- audits of individual projects;

Internship program

The Center for the Study of Democracy actively involves interns in all of its core activities. In 2013, CSD streamlined its interns hiring, monitoring and reporting practices by adopting a number of formal procedures, such as preparation of mentorship plans, internship action plans and mentor's progress reviews. During the year, 21 students and young graduates from 7 countries (Bulgaria, Italy, Germany, Canada, Iran, UK and the Netherlands) interned at CSD with internship terms between one and sixth months. CSD interns possess diverse educational background (including po-

litical and social sciences, law, history, international relations, economics, etc.) and get engaged in activities such as desk research, literature reviews, assisting the preparation and conducting of face-to-face interviews, transcription and processing of collected qualitative data, and drafting of policy evaluations and impact assessments. In addition, interns get an in-depth knowledge and practical experience by helping prepare and develop grant and tender proposals and assisting the whole project preparation and management process.

Donation of books and other publications

In 2013, CSD donated books and educational materials to the following institutions: Association of Prosecutors in Bulgaria, Bourgas Free University, Ministry of Interior Academy, National Legal Aid Bureau, National Institute of

Justice, National Revenue Agency, New Bulgarian University, Plovdiv Economic Library, Supreme Bar Council, Supreme Judicial Council, University of National and World Economy.

Consulting arms of CSD: Vitoshka Research and Project One

Vitoshka Research EOOD and Project One EOOD are wholly owned by CSD and form the CSD Group. Vitoshka Research EOOD had started as one of the programs of CSD dealing with sociological issues and in 2000 was set up as a separate commercial company aiming to support the long term financial sustainability of CSD through involvement in marketing research. The General Manager of the company is the Director of Research of CSD.

Project One EOOD was founded after consultations with the auditing company KPMG in order to enable CSD's participation in tenders and consultancy projects on the territory of Bulgaria and the EU. Project One is also in charge of the management of CSD investment activities. The Manager of Project One EOOD is the Executive Director of CSD. The three organizations use interchangeably their facilities, human and financial resources in order to better achieve their goals, while observing distinct separation of CSD Group's commercial and non-commercial activities.

In 2013, Vitoshka Research carried out twenty social, economic, and marketing research projects. More than fifteen thousand face-to-face, telephone and online interviews were conducted with population, businesses and non-profit organizations, as well as over 20 focus-group discussions.

As part of CSD's annual monitoring of the grey economy and corruption in Bulgaria, Vitoshka Research conducted national representative surveys of the population and of businesses. It also conducted the annual National Crime Survey. Other social and economic surveys, commissioned by Bulgarian and international organizations in 2013, include:

- Gallup Europe: World Poll Survey – Bulgaria
- BBC: UK Migration Attitudes among Bulgarian Citizens
- World Bank: Qualitative Assessment: Household Impacts and Acceptability of Energy Reforms in Bulgaria
- Bulgarian Ministry of Labour and Social Policy: Ex-post evaluation of the effect of active policies on the labour market
- Bulgarian Academy of Sciences: Young people in Bulgaria: transition from education to employment

Project One EOOD continued its efforts to secure funding for an office building to be constructed at 3, Zhendov Str., a site adjacent to the building currently occupied by CSD. The office building is designed in full compliance with the standards of the Bulgarian Green Building Council. Through this project CSD will contribute to the implementation of best energy saving practices.

List of Staff

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Economic Program

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