

# 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 2010, CSD employed a staff of thirty-five of whom twenty-seven in professional and management positions, including part-time consultants, and eight 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 reforms that are being carried out in the country. These principles are implemented by means of:

- publishing annual audit reports since 1992;
- auditing individual projects;
- publishing annual reports since 1994;
- providing regularly information about the activities of CSD on its website;
- providing information to the mass media about on-going projects and their results;
- publishing a wide range of analyses and reports;

The application of good management practices has been critical to the successful work of the Center for the Study of Democracy. In 2010, CSD continued its efforts to adapt its work to the dynamic donor environment and the new EU financial instruments available for the

period 2007-2013: the 7<sup>th</sup> Framework Program, the European Social Fund, the financial instruments in the area of justice and home affairs. Some of the CSD activities were funded through the operational programs administered by the Bulgarian government, as well as the Kingdom of Norway, the Balkan Democracy Trust and the World Bank. Apart from the awarded grants, CSD diversifies its ways of funding by taking part in tender bids announced by the European Commission (through its consulting arm Project One EOOD).

In 2010, CSD proved its reputation as a reliable partner and coordinator of projects encompassing research not only in Bulgaria but in all EU Member States. In partnership with leading European NGOs and academic institutions, CSD took part in the European debate on the assessment and development of policies related to countering organised and conventional crime, the grey economy, corruption, as well as policies with regard to third country nationals and security issues concerning the external borders of the EU.

In 2010, CSD updated its *Administrative and Financial Regulations* aiming to enhance the effectiveness in managing its human and financial resources along with the adoption of the amendments in the Bulgarian labour legislation.

## *Consulting arms of CSD: Vitosha Research and Project One*

Vitosha Research EOOD and Project One EOOD are wholly owned by CSD and form the CSD Group. Vitosha 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 was also charged with the management of CSD investment activities. The General 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 2010, Vitosha Research carried out forty-five social, economic, media and marketing research projects. Forty-two thousand face-to-face and telephone interviews were conducted with citizens, profit and non-profit organizations. Online surveys were also launched, the results of which were consolidated in ten analytical reports.

In 2010, Vitosha Research carried out for the seventh consecutive time the National Crime Survey which reports the victimization rate among the Bulgarian population.

Vitosha Research is the Bulgarian partner in Flash Eurobarometer – a large-scale research project of the European Commission involving the carrying out of regular surveys related to topical issues among the citizens of thirty-four countries, also including some EU member states. In 2010, Vitosha Research conducted twenty surveys for Flash Eurobarometer.

Along with marketing research, in 2010 the agency carried out important surveys in the social and economic areas commissioned by Bulgarian and international institutions:

- the Employment Agency (Survey on the attitude of unemployed people towards starting a private business, conducted by regions);
- the Ministry of Labour and Social Policy (Methodology development and carrying out of a pilot survey to monitor the socio-demographic status and attitudes of third country nationals);
- the Ministry of Agriculture and Foods (Survey on training demand related to the implementation of Measure 111 under the Rural Development Program 2007-2013);
- the King's College, UK (Scientific indicators of trust in the judiciary);
- Public Opinion Research Service, US Department of State (Public opinion survey, Bulgaria 2010);
- Gallup Europe (Mapping of public services in Europe; Survey of European working conditions);
- Gallup Hungary (World-wide survey, Bulgaria 2010).

Project One EOOD continued its efforts to have an office building designed and constructed at 3, Zhendov Str., a site adjacent to the building currently occupied by CSD. The construction design was placed on a list of projects featuring best energy saving practices within the framework of the Sustainable Energy Europe initiative launched by the European Commission. CSD acquired the status of an official partner to the Sustainable Energy Europe Campaign ([www.sustenergy.org](http://www.sustenergy.org)). Through this project CSD contributes to the implementation of the policy on energy efficiency and sustainable socio-economic development.