

Administration and Management

Sound Management and Transparency

Sound management and administrative support are key to CSD's excellence in achieving its mission and delivering on its goals in research and program development. The Center strives to constantly build up management techniques and administrative procedures to meet the dynamic changes in the local and international environment. Bulgaria's upcoming EU membership creates vast new opportunities for development, but also requires higher management and administrative standards and a new scope of thinking taking into account the European as well as the national and local aspects. The increase in EU funds availability influences strongly the financial management of the NGO sector in Bulgaria in terms of developing new funding instruments (incl. turning to commercial consulting) and moving to more sophisticated accounting systems.

Accountability and transparency are the leading principles of CSD's financial and administrative management, which it continuously builds upon through a number of channels:

- releasing information on projects and activities in the mass-media;
 - publishing a range of print materials;
 - separating consulting from non-profit activities through establishing separate legal entities;
 - adopting written rules for its grant activities (Governing Board decision from 2002), etc.
- CSD is registered as a public benefit organization with the Central Registry of NGOs at the Ministry of Justice. Public benefit organizations are obliged by law to a number of additional reporting rules and undergo stricter financial and administrative scrutiny.
- In 2004 CSD continued its long-standing commitment to review and update its internal system of rules and regulations, which it applies in administrative and financial management, recruitment, accounting, etc., taking into account new legislative changes in the NGO sector and most recent international experience. The Center has established a number of internal formal and informal staff meeting opportunities to ensure continuous learning and feedback mechanisms.
- Following a process of consultations with employees and partners, in 2004 the Center developed its own Code of Conduct and Code of Ethics. These regulate issues such as appropriate behavior, organizational values and governing principles.
- publishing independent, annual audit reports (since 1992, CSD's financial statements and KPMG audit report for 2004 follow);
 - performing audits of individual projects (since 1992);
 - publishing annual reports (since 1994);
 - uploading detailed information on CSD's activities on its web-site;

Building Capacity in Civil Society

As one of the leading organizations in the NGO sector in Bulgaria CSD represents a model for the development of other non-governmental actors in the country. CSD has consistently transferred its know-how and best practices in administration and management to its partner organizations and the

NGO community at large. Following a 2002 Governing Board decision on the requirements for its grant operations, in 2004 CSD put a special focus into supporting the institutional capacity of the network of its partner non-governmental organizations and grantees. Technical support was provided to NGOs through a number of site visits in Sofia and around the country.

CSD grantees in 2004

Access Foundation, Sofia

Association Elisaveta Klark and Penka Kasabova, Sofia

Association Roditeli, Sofia

Association for Social Studies, Sofia

Board of Trustees of Dobri Chintulov Secondary School, Sliven

Bulgarian Association for Fair Elections and Civil Rights, Razgrad

Bulgarian Youth League Stefan Stambolov, Smolyan

Bulgarian Association for Out-of-court Conflict Resolution, Plovdiv

Center for Comparative Studies, Sofia

Center for Economic Development, Sofia

Center for Social Practices, Sofia

City and Culture Foundation, Varna

Civic Association for Fighting Corruption and Illegal Construction, Sofia

Culture Space Foundation, Sofia

Communities 2002 Foundation, Sofia

Paideia Foundation, Sofia

Future for Everyone Association, Sofia

Institute for Political and Legal Studies, Sofia

Institute for Economy and International Relations, Sofia

NGO Links, Sofia

National Youth Organization for Social and Economic Development,
Stara Zagora

Regional Business Center for Supporting of SMEs, Pernik

Social Dialogue Foundation, Sofia

St. Kliment Ohridski Foundation, Sofia

In 2004, CSD employed 49 staff of which 40 were professional and management, including part-time consultants, and 9 were support personnel. The Center also works with a significant number of external contributors. CSD has been developing and implementing complex projects, which involve participants from the Center and outside experts and partners from the public and private sectors and the NGO community. CSD has been able to continuously streamline its activities and get the most from its donors' funds through a balanced leverage between in-house resources and outside expertise.