

## О P I N I O N

regarding a dissertation work for the acquisition of an educational and scientific degree "doctor", in professional field: 3.8 "Economics", scientific specialty "Statistics and demography"

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**Topic of the dissertation:** "Improvement of the organizational structure of the NSI - problems and prospects"

**Grounds for preparing the opinion:** Order No. 1320/17.12.2024 on opening a procedure for public defense of a dissertation and approving the composition of the scientific jury and Decision of the scientific jury at the first meeting held on 14.01.2025.

### **I. General presentation of the dissertation work**

The dissertation work is 234 pages long and contains a title page, table of contents, lists of tables and figures, introduction, presentation in three chapters, conclusion, bibliography, appendices and declaration of originality. The main text of the dissertation work consists of 195 pages. The list of used literature lists 135 sources, of which 111 are in Cyrillic and 24 in Latin. The presentation includes 42 tables and 26 figures, formatted according to the requirements of statistical theory.

The introduction presents a justification for the relevance of the chosen topic, clearly and precisely formulates the object, subject, goal and thesis of the study. **The object** of study is the organizational structure of the NSI, and the changes in the structure and provision of the NSI's activities with personnel are defined as **the subject** of study. **The purpose** of the dissertation is to analyze and evaluate the changes in the organizational structure of the NSI, the resource provision of the activities with personnel, establish regularities and reveal structural changes in the personnel by education and age. **The research thesis** expresses the author's position that for the production of high-quality, reliable and credible statistical information, the NSI must maintain an organizational structure that is adequate to the times and adapted to the changes caused by the rapid development of information and communication technologies.

Structurally, the work is well balanced, with the first two chapters being theoretical, revealing the main aspects of the organizational structure of management in the NSI and the changes that occurred in it during the research period. The third chapter is of a practical nature and presents the results of the resource provision of the NSI's activities with personnel through appropriate statistical methods for assessment and analysis.

The researched and cited scientific literature corresponds to the thematic issues of the study. The statistical methods used are presented in detail and correctly in the presentation. An in-depth study of official statistical documents has been carried out - decrees, laws, regulations and other documents, as well as publications dedicated to anniversaries of the establishment of Bulgarian state statistics, development strategies and reports on the implementation of the NSI's activities.

## **II. Assessment of the form and content of the dissertation work**

The relevance of the selected issues is based on the need for a comprehensive study of the state and development of the organizational structure of the NSI in response to the increased needs for accessible statistical information and in accordance with modern standards by introducing the achievements of information and communication technologies, improving the quality of statistical data and user satisfaction.

**The first chapter** examines the essence of the organizational structure as a basic component for successful management. A review of the scientific literature on the organizational structure is made. It is emphasized that the management structure reflects the internal structure of the system and the order in which the elements in it are connected. The main characteristics of the organizational structure are presented, such as hierarchy, functionality of the separate units, synchronization of organizational connections and relationships between the elements of the organizational management structure. The main organizational and structural parameters are clarified. The structural determining factors, the elements of the organizational management structure, organizational activities and organizational principles are examined. A chronological overview of the development of the statistical authority of Bulgaria is presented, and based on the study, a periodization into four stages is proposed: creation and establishment of Bulgarian state statistics; Bulgarian state statistics in the conditions of a centrally planned economy; Bulgarian state statistics in the conditions of a market economy; and Bulgarian state statistics in the conditions of EU membership.

In **the second chapter**, a comparative analysis of the organizational structure of the NSI for the period 2004-2023 is carried out. Projects and strategies for changing the organizational structure of the NSI are presented. The organizational structure of the NSI is the subject of three projects: for reorganization of the NSI, for sustainable development of the National Statistical System and for modernization of the NSI. The current system of indicators for assessing the resource provision of the NSI's activities



and for assessing the effectiveness and efficiency of the current organizational structure is presented. Based on the organizational regulations and reports on the activities of the NSI and the implementation of the National Statistical Program, the changes in the organizational structure of the NSI are tracked and summarized. The changes in the territorial structures of the NSI are clarified, with special emphasis on their reorganization since 2015. An analysis of the administrative capacity of the NSI is carried out in the context of the adopted state standards and requirements for public state bodies.

**The third chapter** is devoted to a statistical analysis of the resource provision of the NSI's activities with personnel. Methods for the analysis of dynamic series and structural changes are used, which are described in detail in the first paragraph. The emphasis is on studying the dynamics of the indicators characterizing the staffing, the changes in the age and educational structure of the NSI employees in general, for the central management of the NSI and the territorial statistical offices. The structure of the staff by age and education is analyzed. Regularities are established and justified conclusions are drawn, emphasizing the reasons that led to these results.

**The conclusion** presents the main conclusions of the dissertation work in a synthesized form.

**The abstract** is 44 pages long, contains all the required elements and presents the content of the dissertation in a synthesized form, precisely and correctly. The abstract focuses attention on the structure and logic of the research, presents the author's decisions and the main scientific and applied results obtained in a sufficiently complete and convincing manner.

### **III. Scientific and applied scientific contributions of the dissertation work**

In the attached report on the contributions to the dissertation work, the doctoral student has correctly and in detail reflected the main scientific and applied scientific contributions in the field of the researched issues. Specifically, these are:

- a justification is presented that the organizational structure of management is of decisive importance for the adequate functioning of the National Statistical Institute;
- based on a thorough chronological review of the development and subordination of the statistical authority of Bulgaria, four main stages have been identified, through which the establishment of national statistics passes;
- a comparative analysis of the organizational structure of the NSI has been carried out, while at the same time the administrative capacity of the NSI has been examined, in accordance with the adopted state standards and requirements for public state bodies, based on a study of the NSI's organizational regulations for the period 2003-2023;
- based on the empirical analysis, objective patterns and trends in key indicators characterizing the staffing of the NSI's activities have been established. An assessment

of the intensity of changes in the educational and age structure of the NSI employees has been carried out and specific conclusions and generalizations have been formulated;

- based on the conducted studies, the recommendation was made that the organizational structure of the NSI should be improved towards digitalization and implementation of the achievements of information and communication technologies by expanding the existing and building new information systems, as well as integrating them with the information systems of other institutions.

#### **IV. Questions about the dissertation**

I have no questions regarding the content of the submitted dissertation.

#### **V. General assessment of the dissertation work and conclusion**

The presented dissertation work on the topic: "Improvement of the organizational structure of the NSI - problems and prospects" is a thorough independent study, contains a clearly expressed author's position, reasoned analyses and summaries with precisely outlined points of contribution.

Summarizing everything said above, I believe that the dissertation work has high theoretical qualities and practical applicability. This gives me the reason to give a positive assessment of the doctorate and to propose to the members of the Scientific Jury to award the educational and scientific degree "doctor" to PhD student Tsvetozaria Dimitrova Gateva.

18/02/2025

Prepared the opinion: .....  
(Assoc. Prof. Dr. Stella Kasabova)