
Part Two

Administration and Management

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Institutional Development

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

In 2016, CSD continued its efforts to optimize its internal administrative and financial reporting systems. The new remuneration procedures, introduced in 2014, were further streamlined in line with the requirements from various financing institutions, and the need to comply with national labour regulations.

In 2016, CSD employed a staff of thirty-one; of whom twenty-five in professional and management positions, including part-time consultants; and six 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:

- annual audit reports published since 1992;
- audits of individual projects;
- CSD *Annual Reports* published since 1994;
- regular updates about CSD's activities on its website;
- press-releases about on-going projects and their results;
- publications of a wide range of analyses and reports.

In 2015 and 2016 CSD was ranked among the top ten highly transparent non-profit organisations in the EU, according to the ranking of [Transparify](#). CSD was awarded five stars as an organization publishing on its website the names of its donors and information on the amounts given by each donor. [Transparify](#), a non-profit initiative, provides the first-ever global rating of the financial transparency of 200 major think tanks in 47 countries.

The application of good management practices has been critical to the successful work of CSD. In 2016, the Center continued its efforts to diversify its sources of funding in addition to traditional EU financial instruments, such as *Horizon 2020*, the European Social Fund, and the financial instruments in the area of justice and home affairs. Some of CSD's activities were funded through the operational programs administered by the Bulgarian government, as well as the Open Society Institute and the U.S. Department of State. Apart from the awarded grants, CSD took part in tenders through its subsidiaries Vitosha Research and Project One.

In 2016, 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 organised crime, the integration of victims of trafficking and other vulnerable groups, public confidence in justice, countering radicalization and cybercrime.

Ranking of the Think Tanks in the European Union, excluding the UK, Transparify, 2016

Organization	Country	Trend	Score	
Bruegel	Belgium		*****	Highly transparent
International Crisis Group	Belgium	+1	*****	
Transparency International EU	Belgium	new	*****	
Center for the Study of Democracy	Bulgaria		*****	
Stiftung Wissenschaft und Politik	Germany		*****	
Eötvös Károly Institute	Hungary	+4	*****	
European Centre for Devp & Policy Managmnt (ECDPM)	Netherlands		*****	
Norwegian Institute for International Affairs	Norway		*****	
Stockholm Environment Institute	Sweden		*****	
Stockholm International Peace Research Institute	Sweden		*****	
Policy Association for an Open Society (PASOS)	Czech	-1	*****	Broadly transparent
German Council on Foreign Relations (DGAP)	Germany		*****	
Centre for European Policy Studies	Belgium		***	Highly opaque
Institut für Weltwirtschaft	Germany	+2	***	
CASE	Poland		***	
FRIDE	Spain		***	
Centre for Liberal Strategies	Bulgaria		**	
Institute for Market Economics	Bulgaria		**	
DIW Berlin – Deutsches Institut für Wirtschaftsforschung	Germany		**	
European Stability Initiative	Germany		**	
German Development Institute (DIE)	Germany	-1	**	
Budapest Institute for Policy Analysis	Hungary		**	
Political Capital	Hungary	+2	**	
Basel Institute on Governance	Switzerland		**	
World Economic Forum	Switzerland		**	
Hayek Institute	Austria	-2	*	
Clingendael	Netherlands		*	

Internship program

The Center for the Study of Democracy aims to provide internship opportunities for outstanding students from various universities. In 2016, the Center hosted 26 interns from 12 different countries. In addition to Bulgarian students and recent graduates who had been enrolled by an independent application via the CSD website, the Center accommodated interns from Canada, the Czech Republic, Cyprus, Georgia, Germany, Italy, the Republic of Macedonia, Tajikistan, the UK, and the USA. CSD also hosted a PhD researcher from Italy working on illicit trafficking of cultural goods.

The Center has a robust, well-defined, standardized policy for mentoring newly hired interns, which frequently leads to extending offers for permanent positions as researchers and experts at CSD or other institutions, to offers of admission to elite graduate schools, or to funding schemes for additional employment and/or education. Interns, who are employed for a period of up to six months, undergo a careful two-stage selection and are provided with complete information to facilitate their adaptation to the receiving country and the organization's specificities. In all cases, when interns are hired, CSD uses standardized templates and procedures for developing intern action plans as well as mentorship plans to guide the intern's supervisor(s), while clearly identifying the expected timeline(s) and performance indicators that would determine the successful completion of the internship. The action and mentorship plans provide initial assessment of the strengths and opportunities of the internship for both the intern and the organization.

CSD always attempts to match interns' professional aspirations to their assignments. Having developed over the past two decades into a major think tank with expertise in a number of diverse fields, CSD is able to attract diverse talent. As a minimum, the Center guarantees interns the ability to produce policy briefs (with supervision and feedback where needed) or policy notes on a topic relevant to the intern's educational background and/or future professional goals.

In 2016, all CSD programs actively engaged interns in their core activities such as desk research, data collection, literature reviews, and drafting of reports on policy events. This helped them gain practical skills and in-depth knowledge in areas such as:

- anti-corruption, good governance in the energy sector, hidden economy, public procurement, competitiveness and innovation;
- domestic and gender based violence, integration of migrants and social inclusion of vulnerable groups, counter trafficking in human beings, prevention of radicalisation leading to terrorism, monitoring of forced return operations, and rendering advice and expertise to key governmental stakeholders;
- financing of organized crime activities, countering radicalisation, assessing the effectiveness of anti-corruption policies, countering extortion and racketeering in the EU, mapping the private security sector in Bulgaria, EU external border management; mapping mobile criminality in the EU;

- legislative and institutional framework of the right to free movement and migration, reception and integration of asylum seekers, migration detention of children and adults, social orientation of migrants, the migration situation, promising practices in the area of fundamental rights, the rights of victims of cyber violence, de-institutionalization and independent living of persons with disabilities, threats and hate speech to media and internet bloggers, radicalisation in prisons, detention conditions and prisoners' rights, prevention of drug use in prisons, corruption practices and anti-corruption measures in education, legal regulation and operation of OLAF.

In 2016, interns also assisted in the preparation and conduction of face-to-

face interviews, the transcribing and processing of collected qualitative data. Notably, they were involved in the project preparation process, gaining valuable experience in developing grant and tender proposals and assisting the process with technical tasks.

As in previous years, the diversity of the educational backgrounds of the interns provided the programs' teams with a variety of perspectives on their respective fields of research. The interns, on the other hand, had the opportunity to find out about policy and program evaluation, to learn from leading researchers, policy analysts, investigative journalists, and advocacy leaders, and, depending on their interests and background, to participate in events organized by the programs and to familiarize themselves with the ongoing research activities.

"I undertook a 3-month internship at the Sociological Program of CSD. My primary responsibilities were related to conducting research and making reviews on topics such as right-wing radicalisation in European countries, migration and refugees in Bulgaria, registration system of NGOs in several member states of the EU. During the internship, I had a chance to meet people from several countries, engage in a truly intercultural dialogue, share new ideas and learn and discuss various issues. Given my future plans, this internship at CSD was particularly interesting to me and I would greatly appreciate an opportunity to work with true professionals with whom I have been working for the last three months. This will definitely help me to progress in my personal and career growth. I think this is the best position from where anyone can contribute, learn, and grow as a young professional. Carrying out an internship at CSD represents a valuable opportunity for anyone to gain experience and upgrade their skills and knowledge. Thus, I highly recommended the internship program at CSD."

Dimitri Kaulashvili, Georgia, intern at CSD's Sociological Program,
November 2015 – February 2016

"I undertook a challenging and very fulfilling three-month internship with the Law Program at CSD. My main tasks were researching, making summaries and reviews on contemporary topics which were relevant to my interests. I had the opportunity to assist with research on radicalisation and terrorism, migrant integration, rights of victims of cybercrime and other very fascinating areas. I was also able to attend conferences organised by CSD, or in collaboration with the Center, where other European and international organisations took part. It was a pleasure working with people from diverse cultural and educational backgrounds who were always willing to help and give me guidance. This internship is a very good start for my future career and will be the stepping stone for my further development as a young professional, and I would definitely recommend it to anyone interested."

Nicolina Isaia, Cyprus, intern at CSD's Law Program,
November 2015 – March 2016

"I had a great time here. I joined the Security Program and I worked on several projects on organized crime, terrorism, and corruption in Europe. I supported the team in a project on counter-extortion racketeering in Europe. I also carried out some research on measuring the corruption and international terrorism. The team has also been useful helping me with my personal research on confiscated assets from organized crime activities. It was a pleasure interning at CSD for six months. I acquired new skills and knowledge about crime issues which my professional career will benefit from. If you are a student or a young professional, this is the right place to test your skills and preparation, you will find good mentors."

Antonio Iafano, Italy, intern at CSD's Security Program,
January – June 2016

"I feel extremely fortunate to have had the opportunity for an internship with the CSD. I was a part of the Economic Program, and aided with a number of projects with regards to my specialisation in anti-corruption. The team here was very supportive and communicated effectively with me in order to give me projects in-line with my research interests, which greatly contributed to my professional development here. I provided updates for data and the SELDI newsletter, as well as conducted research and provided support on topics such as anti-corruption in the education sector, corruption in the energy sector, and the impact of EU conditionality on anti-corruption in Bulgaria. The highly-connected nature of CSD to other CSOs in the region working in anti-corruption, especially through SELDI, also contributed to my wider knowledge and understanding. The knowledge and experience I gained through my work here has proven to be indispensable, as helping with such relevant and challenging projects gave me a lot of inspiration for my upcoming master's dissertation."

Anika Heinmaa, Canada, intern at CSD's Economic Program,
May – August 2016

Donation of books and other publications

In 2016, CSD donated books and educational materials to the following institutions: Bourgas Free University, Ministry of Interior Academy, University of

National and World Economy, International Business School, Commission for Protection against Discrimination.

Subsidiaries 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 and social 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 organisations share 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 2016, Vitoshka Research focused its activities on conducting consulting projects, building upon its expertise in quantitative analysis and social research.

Vitoshka Research and Project One EOOD are among the founding members of the Bulgarian Association for Policy Evaluation (BAPE). The mission of BAPE is to establish the evaluation of public policies as a tool for good governance in Bulgaria, to develop policy evaluation capacities, and to promote the best practices of monitoring of public policies at the local, regional, and national levels.

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.

List of Staff

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