
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 2017, CSD continued its efforts to optimise 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 2017, CSD employed a staff of twenty-seven; of whom twenty-two 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:

- 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.

The application of good management practices has been critical to the successful work of CSD. In 2017, the Center continued its efforts to diversify its sources of funding in addition to the traditional EU financial instruments: *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 2017, 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, (de-)radicalisation, and cybercrime.

- annual audit reports published since 1992;
- audits of individual projects;
- CSD *Annual Reports* published since 1994;

Internship program

The Center for the Study of Democracy aims to provide internship opportunities for outstanding students from various universities. In 2017, the Center hosted 22 interns from 9 different countries. In addition to Bulgarian students and recent graduates enrolled by an independent application via the CSD website, the Center accommodated interns from Argentina, Canada, El Salvador, France, Germany, Palestine, Spain, the UK, and the USA. In 2017, CSD also hosted three interns from the Open Society Internship for Rights and Governance (OSIRG) programme, specifically tailored to invest in the next generation of leaders poised to pursue innovative policy ideas that effectively integrate theory and practice to foster and sustain open societies. The program takes a broad definition of human rights and governance that is inclusive of promoting fundamental freedoms, expanding public access to information, challenging inequalities through development and rights and advancing approaches to ensuring transparency and accountability in a global context.

The two master's candidates from Palestine worked on projects that were not directly linked to a particular ongoing study implemented by CSD, but related to key policy priorities such as women's rights or to topics of fundamental interest such as electoral rights. They were beneficial for both the interns and CSD, covering as they did a region and policy context not fully familiar to the CSD research team.

The intern from El Salvador elaborated on her own project about THB policy and legal framework in Salvador which

was linked to an ongoing study implemented by CSD on the financial aspects of trafficking in human beings. She contributed to the latter by drafting a paper with a review of the existing knowledge in the area.

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 attempts to involve interns in producing 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 2017, all CSD programs actively engaged interns in their core activities such as desk research, data collection, literature reviews, and the drafting of reports on policy events. This helped them gain practical skills and in-depth knowledge in areas such as:

- anti-corruption and good governance in Europe; state capture and Russian economic influence in Central and Eastern Europe; the European Energy Union, energy security and energy decarbonisation scenarios; changing energy consumers' behaviours in Europe; hidden economy and undeclared work; international competitiveness;
- integration of migrants and social inclusion of vulnerable groups; orientation courses for beneficiaries of international protection; domestic and gender based violence; preven-

tion of radicalisation leading to terrorism; development of standards for monitoring of forced return; women's political rights; overcoming employment barriers for young European citizens;

- financing of organised crime activities with a focus on THB, countering radicalisation and violent extremism, prevention of radicalisation in prisons, assessing the link between terrorism and crime, human smuggling, organised crime threat assessment, illicit trade of tobacco products via the Balkan route, measuring private corruption, EU border security;
- migration, reception and integration of asylum seekers, social orientation of migrants, legal and social support to victims of human trafficking, EU and international legal framework on protection of personal data, review of ECHR case law in the area of fair trial in cases of organised crime and terrorism, review of promising practices in countering organised crime and terrorism, rights of suspects and accused with psycho-social or intellectual disabilities, anti-Muslim and anti-migrant hatred database.

In 2017, interns also assisted in preparing and conducting face to face interviews, and in transcribing and processing 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.

The Center has a robust, standardised policy for mentoring newly hired interns, which frequently leads to extending offers for permanent positions as researchers and experts at CSD or at other institutions, 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 two-stage selection and are provided with complete information to facilitate their adaptation to the receiving country and the organisation's specificities. In all cases, when interns are hired, CSD uses established 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 organisation.

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 organised by the programs and to familiarise themselves with the ongoing research activities.

“Being an intern at the Center for the Study of Democracy was a very valuable and gratifying experience. During my three months working for the Sociological Program, I performed a varied number of tasks that allowed me to gain a better understanding on the different topics that the department works on. Some of my tasks were searching for information materials aiming at orienting asylum seekers and refugees in host societies, searching for labor market orientation practices for refugees, and searching for methods for measurement of diversity management benefits. Apart from these daily tasks, I had the opportunity to work with a group of remarkable supervisors and colleagues, who were extremely supportive and helpful throughout my whole internship and, most importantly, made me feel welcomed since my very first day. In all, my time at CSD has been an experience that I will always remember and appreciate, and I encourage all prospective interns to apply for an internship position here.”

Alejandro Melita, Argentina/Italy, intern at CSD’s Sociological Program,
1 June 2016 – 31 August 2017

“My internship for the Economic Program was a truly incredible experience that allowed me to learn about the most salient projects the department is working on, while giving me practical involvement and skills within a premier research setting. Among the daily tasks I would work on, I created the monthly newsletter that was distributed to partner organizations, I researched information on anti-corruption initiatives in the Western Balkans, and I expanded the Center’s contact network of relevant stakeholders that may be involved in CSD’s work.

During my time at CSD, I was able to meet and work closely with many motivated staff members who gave me the freedom to work independently, but always made themselves available to answer questions and to give me feedback on working assignments. CSD gave me the opportunity to meet many talented interns who come from various cultural and educational backgrounds, making it possible to learn together and exchange ideas and viewpoints on important topics in international relations. I recommend an internship at CSD for its inclusive and international office environment and for the research skills that one is able to obtain from the knowledge set of the Center and the tools it makes available to interns.”

Sophia Page, USA, intern at CSD’s Economic Program,
1 June – 1 August 2017

“Having the chance of working with the CDS has truly been an amazing opportunity. I was an intern in the Law Program and after two months, not only have I been able to expand my knowledge regarding both European and International Law, but also put my previously acquired legal knowledge to test.

As an intern, I collaborated with many future European projects analyzing cases and data, doing legal researches, writing case briefings, among others, focusing mainly on topics which had a huge impact at a European level. By doing so, not only was I able to see first-hand how a group of professionals in this precise field of study work, but I was also invited to attend the different conferences that were held in the Center, which was a once in a lifetime opportunity.

With that being said, if anybody finds the time to do an internship at CDS, luckily longer than mine, I invite you to do so without hesitation. Every day you will get the chance to analyze new issues and forge opinions, and afterwards you will enjoy everything that Sofia has to offer with the rest of the interns, while having an unbelievable experience throughout your entire stay.”

Victoria de Simon, Spain, intern at CSD’s Law Program,
4 June – 27 July 2017

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 consultan-

cy 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 2017, Vitoshka Research focused its activities on conducting consulting projects, building upon its expertise in quantitative analysis and social research.

List of Staff

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Part Three

Financial Review