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## **Part Two**

# **Administration and Management**



## 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 2015, 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 2015, CSD employed a staff of thirty-four; of whom twenty-nine 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;
  - publication of a wide range of analyses and reports.
- The application of good management practices has been critical to the successful work of CSD. In 2015, 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 World Bank and the Open Society Institute. Apart from the awarded grants, CSD took part in tenders through its consulting arms, Vitosha Research and Project One EOOD.
- In 2015, 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-)radicalization, 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. Following a several-year-old tradition, in 2015 the Center hosted 33 interns from 13 different countries. In addition to Bulgarian students and recent graduates who enrolled by an independent application via the CSD website, the Center accommodated interns from Australia, the Czech Republic, Cyprus, France, Georgia, Germany, Italy, Morocco, Russia, Spain, the UK, Ukraine, and the USA.

The Center has a robust, well-defined, standardized policy for welcoming and 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 variously 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 an 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.

During the year, CSD's internship program received high credit in a key 2015 publication in the US. The Results for Development Institute published a tome entitled *Improving Think Tank Management* where CSD's intern selection, management and work interaction system is described as a most relevant case study in the section on organizing staff development.

In 2015, 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, competitiveness, and innovation;
- migration and integration, social inclusion of Roma, trafficking in human beings, and inclusion of other vulnerable groups;
- financing of organized crime activities, countering radicalisation, assessing the effectiveness of anti-corruption policies, countering ex-

tortion and racketeering in the EU, and mapping the private security sector in Bulgaria;

- countering cybercrime and cyberterrorism, domestic abuse in Europe, treatment and rehabilitation of drug users in prison, human rights, position of vulnerable groups in society and best practices in providing services to vulnerable groups.

In 2015, interns also assisted in preparing and conducting face to face interviews, 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.

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 had a great time interning at the Law Program during these three months. The topics I had to deal with were varied and interesting, ranging from counter-terrorism online, to domestic abuse in Europe, to the treatment and rehabilitation of drug users in prison. My tasks included research and sources-gathering, case studies of individual countries and editing a proposal. The work was exactly in line with my abilities and should fit anyone studying or looking to work in the field of international relations. I must also compliment the warm atmosphere of the place, and the great flexibility that was given to us interns. I can only recommend this experience."*

**Linh Tran Huy**, France, intern at CSD's Law Program,  
June – September 2015

*"I did a three-month internship at the Sociological Program and it was a very rewarding experience. I had the opportunity to work on subjects such as the monitoring of forced returns of irregular migrants, Roma community issues and domestic and gender based violence. My team was very understanding and always helpful. The work environment was pleasant, very welcoming and supportive, and I had the chance to meet other international interns like me. Thank you so much for giving me the chance to live this unforgettable experience, which will definitely turn out to be useful for my future projects, and to discover this beautiful country."*

**Nissrine Hamama**, Morocco, intern at CSD's Sociological Program,  
May 2015 – July 2015

*"I carried out a 2-month summer internship at the Sociological Program of CSD. As an intern, I not only provided different kind of assistance, but also gained valuable experience that dovetails in my academic background and personal interests.*

*It was my first experience of cooperation with a think-tank and it fully met my expectations. Being a part of the Sociological Program I was involved in projects dedicated to Roma capacity building, EU policy on Roma, domestic and gender-based violence, as well as migration in the Western Balkans. Among my job responsibilities it is worth mentioning the writing of literature reviews and summaries, editing reports, monitoring and gathering information, searching for potential project partners.*

*This internship helped to improve my analytical and writing skills, as well as to deepen my knowledge of the Western Balkans. It was interesting to work in a multicultural environment with interns from other countries and to become familiar with the functional peculiarities of working in Bulgarian think-tank. Thank you for this unique possibility."*

**Olga Gryb**, Ukraine, intern at CSD's Sociological Program,  
July 2015 – September 2015

*"I have been honored with the opportunity of carrying out an internship with the Security Program at CSD for the past three months. At the forefront of the reform agenda not only in Bulgaria, but in the entire Eastern European region – and even the whole of Europe, I was able to participate in and contribute to projects that I knew were making a difference in a meaningful and fulfilling way. This internship has granted me the ability not only to gain insight into the workings of a prominent think tank and policy institution, but also supported me in my own research interests and ideas. A few of my favorite projects have been on topics such as Anti-Corruption and the measurement of Anti-Corruption policies, the illicit trafficking of firearms in the Balkans, and more recent undertakings in Radicalisation and Terrorism. I was also given the opportunity to attend and participate in important meetings, roundtables, and conferences with prominent international organisations and actors.*

*Part of what has made my time at CSD so enjoyable and memorable are the people with whom I have been able to meet and work. I cannot say enough about how wonderful everyone at CSD has been – whether it was a smile to greet me, a word to encourage me, or a direction to help me, I really felt a part of the team.*

*I have learned so much over the past three months, about myself and about international security. My time at CSD has been an experience I will always remember and appreciate. I would highly recommend an internship with CSD to anyone interested. Thank you all for making this experience so truly incredible!"*

**Sarah Casey**, USA, intern at CSD's Security Program,  
October 2015 – December 2015

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## Donation of books and other publications

In 2015, CSD donated books and educational materials to the following institutions: Bourgas Free University, Ministry of Interior Academy, Supreme Bar Council, Attorneys' School, University of National and World Economy, Sofia

University, University of Library Studies and Information Technologies, European Polytechnical University, International Business School, Hristo Smirnenki 1928 Community Center.

## Consulting arms 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 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 2015, Vitoshka Research refocused its activities from data collection surveys to 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. In 2015, Vitoshka Research and Project One EOOD hosted a round table and three seminars of BAPE.

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

### Governing Board

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Vladimir Yordanov, Executive Director  
Alexander Stoyanov, Ph.D., Director of Research

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Rositsa Dzhekova, Coordinator, Security Program

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Todor Yalamov, PhD, Senior Analyst  
Todor Galev, PhD, Senior Analyst  
Daniela Mineva, Research Fellow  
Martin Vladimirov, Analyst  
Nadejda Gantcheva, Analyst  
Stefan Karaboev, Analyst

### Law Program

Maria Yordanova, PhD, Director  
Dimitar Markov, Senior Analyst and Project Director  
Miriana Ilcheva, Research Fellow  
Galina Sapundjieva, Program Assistant  
Maria Doichinova, Program Assistant  
Lyubomira Derelieva, Analyst

### Sociological Program

Andrey Nonchev, PhD, Director  
Mila Mancheva, PhD, Senior Analyst  
Slavyanka Ivanova, Senior Analyst  
Yva Alexandrova, Senior Analyst  
Gergana Karjilova, Program Assistant  
Liliya Dragoeva, Program Assistant

### Security Program

Rositsa Dzhekova, Coordinator  
Chavdar Chervenkov, Lieut. Gen. (ret.), Senior Fellow  
Emil Tsenkov, PhD, Senior Fellow  
Mois Faion, PhD, Senior Fellow  
Tihomir Bezlov, Senior Fellow  
Atanas Rusev, PhD, Senior Analyst



Maria Karayotova, Analyst  
Anton Kojouharov, Analyst  
Nadya Stoynova, Analyst

Administration

Mariana Yankova, Administrative Secretary  
Milena Yordanova, Executive Assistant  
Dimitar Stamenov, System Administrator

Financial Department

Ivan Pekov, Financial Manager  
Petar Lozanov, Financial Officer

Technical Support

Boyko Tassev

