
Part Two

Administration and Management

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Institutional Development

CSD is a not-for-profit organisation acting for the public benefit. Up to 2017, CSD was registered at the Sofia City Court and the *Central Register of Not-for-Profit Legal Entities* at the Bulgarian Ministry of Justice. In 2018, following amendments to the relevant national legislation, CSD was re-registered in the public *Commercial Register and Register of Not-for-Profit Legal Entities* at the Registry Agency under the Minister of Justice. Not-for-profit legal entities acting for the public benefit are obliged by law to conform to a number of additional rules, *inter alia*, to draw up and submit annually an activity report and financial statements for entry in the public Register.

In 2019, CSD continued its efforts to optimise its internal administrative and financial reporting systems. The remuneration procedures were further streamlined in line with the requirements from various financing institutions, and the need to comply with national labour regulations.

In 2019, CSD employed a staff of thirty-seven, of whom thirty in professional and management positions, including part-time consultants, and seven employees in administrative positions.

Accountability and transparency are guiding principles in the operation of the Center for the Study of Democracy. 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.

The application of good management practices has been critical to the successful work of CSD. In 2019, 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 by the Open Society Institute, the Center for International Private Enterprise, the European Climate Foundation, the Network of European Foundations, and the National Endowment for Democracy. CSD also took part in tenders through its consulting arms Vitosha Research and Project One.

In 2019, CSD reconfirmed 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.

Internship program

The Center for the Study of Democracy aims to provide internship opportunities for outstanding students from various universities. In 2019, the Center hosted 33 interns from 15 different countries. In addition to Bulgarian students and recent graduates, the Center accommodated interns from Denmark, Finland, Germany, Greece, Hong Kong, Ireland, Italy, Japan, Nigeria, Russia, Spain, Switzerland, the USA, and Venezuela. Among the students who interned on a rolling basis in 2019 there were four interns hired under the European Universities for the EU program (EU4EU) which facilitates the transition between university education and access to employment through professional internships with a focus on EU-funded projects at organisations based in the EU, as well as graduates and undergraduates from the Blavatnik School of Government at the University of Oxford, the University of Cambridge and Princeton University.

CSD attempts to match interns' professional aspirations to their assignments. As a minimum, the Center attempts to involve interns in contributing to reports and other outputs (with supervision and feedback where needed) on a topic relevant to the intern's educational background and/or future professional goals.

In 2019, all CSD programs actively engaged interns in their core activities such as desk research, data collection, literature reviews, collection and review of information and good practices and drafting parts of research and policy papers. 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, political and media influence in Central and Eastern Europe; energy security and transition to a low-carbon future; hidden economy and undeclared work; international competitiveness;
- integration of migrants and social inclusion of vulnerable groups, youth employment and education policy for ethnic minorities; prevention of radicalisation leading to terrorism; governance of religious diversity; gender-based violence; overcoming employment barriers for young European citizens;
- countering radicalisation and violent extremism, prevention of radicalisation in prisons, countering drug trafficking, organised crime threat assessment;
- rights of suspects and accused; migration, reception, integration and social orientation of migrants; legal and social support to victims of crime; diversity charters throughout the EU; business and human rights; role of perceptions in shaping migration narratives.

In 2019, interns also assisted in the preparation and conducting of face-to-face interviews, and 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. They also provided invaluable support in the organisation of CSD's public policy events.

The Center has a robust, standardised policy for mentoring newly hired in-

terns, 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.

"Working at CSD has been an informative and enjoyable experience. I interned at CSD's Security Program, working on a range of projects, such as the European Union's 2016–2020 Drug Strategy Assessment; an assessment of illegal logging in Bulgaria (the first of its kind); far-right action readiness in Bulgaria; independent research on the Turkish purchase of the S-400 air defense system, etc.

I chose to intern at the Center in order to gain insight on how think-tanks work and the environment inside of one. My experience at the Center has provided a broad range of perspectives on issues facing Bulgarian and European security as a whole.

CSD's staff and management are highly competent, motivated individuals who will do everything in their power to ensure the timely completion of their respective projects.

I would like to thank the incredible individuals at CSD for this opportunity, my fellow interns for sharing this unique experience, and I would encourage anyone interested in public policy or international relations to apply for an internship at the Center."

Kristian Hristov, USA/Bulgaria, intern at CSD's Security Program,
5 June – 31 July 2019

"I had the opportunity to work at the Security Program at CSD for three months. During my time at the Centre, I was able to work on different projects. I found this to be a major advantage, since I was able to deepen my knowledge on several topics as well as apply what I already knew. My tasks included doing qualitative and quantitative table-top research on various topics, such as the EU drug strategy, oil trade in Bulgaria and alternative-/counter-narratives in the field of anti-radicalisation. I was able to develop my research and analytical abilities. These practical skills are my biggest take-away from my time as an intern at the Centre. The opportunity to get first-hand experience in think-tank work and policy development was great. I very much enjoyed the responsibility and flexibility I was granted by my supervisors, with the ability to work from home occasionally. It truly was a positive learning experience.

As a work environment CSD was outstanding. My supervisors were available and ready to help me anytime I needed advice. The intern-team was amazing. There were people from many different places around the world, which allowed for stimulating conversation and different viewpoints being offered. It was the other interns that really made my experience as good as it was.

I warmly recommend an internship at CSD for its international and extremely friendly working environment together with the professional guidance from all the supervisors. The advanced research skills one will be able to develop during their time at CSD are a great attribute for the future."

Tiia Lakkamäki, Finland, intern at CSD's Security Program,
13 May – 16 August 2019

"I spent the summer before the final year of my undergraduate with CSD. This was an incredible experience, which allowed me to improve my research abilities working on interesting projects of varying topics, from anti-corruption efforts to energy policy.

Furthermore, the people I have met at CSD, be they fellow interns or seniors, have all been very welcoming and have fervently shared their personal experiences and areas of expertise which has been invaluable. I hope to continue to stay in contact with as many of these individuals as possible.

What has stood out to me at CSD, has been how much I have been able to shape my internship and deal with topics that I find interesting, working with supervisors that I have developed a personal connection with. I have also acquired data and material for my dissertation at CSD, which I plan on taking back to Cambridge and hopefully performing well with.

Overall, my stay in Sofia has provided irreplaceable experiences and memories, as well as unmeasurable additions to my research skillset. I would recommend CSD in a heartbeat to anyone looking for experience in a regional leading think-tank or policy institute, where I can guarantee you will not be stuck taking meaningless minutes and making coffee for months."

Jonas Wilcks, Denmark, intern at CSD's Economic Program,
1 July – 21 September 2019

Donation of books and other publications

In 2019, CSD donated books and educational materials to the following institutions: University of National and World Economy, Sofia University, New

Bulgarian University, and the European Higher School of Economics and Management in Plovdiv.

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 compa-

ny KPMG in order to enable CSD's participation in tenders and consultancy projects. 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.

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