
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 2021, in view of CSD's continued focus and research in energy and climate, CSD's management set up a new Energy and Climate Program comprising 5 established professionals in the relevant field.

During the year, CSD employed a staff of thirty-nine, of whom thirty-one in professional and management positions, including part-time consultants, and eight 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;
- 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 2021, 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 programmes administered by the Bulgarian government, as well as by the Center for International Private Enterprise, the European Climate Foundation, the Central European Initiative, the Network of European Foundations, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, and the National Endowment for Democracy. CSD also took part in tenders through its consulting arms Vitosha Research and Project One.

In 2021, 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.

In 2021, CSD donated books to the South-West University Neofit Rilski, Blagoevgrad.

Communications

Events

The ongoing pandemic in Europe has reiterated the need for finding meeting formats which ensure active engagement of various audiences in multiple domains. Over the year, CSD further strengthened its capacity to organise and host hybrid or entirely virtual roundtables, workshops, and press-conferences. In 2021, CSD hosted 37 events in the online domain that engaged over 800 local and international participants and also held two high-profile in-person events with the active involvement of the Bulgarian president, government representatives, diplomats, key business representatives EU and U. S. partners.

Social media impact

While being online is the norm, impact of online communication is based on proper audience segmentation and innovative engagement. In 2021, CSD further expanded its social media portfolio to various platforms and strengthened its presence on the those already in use. Developing new creative formats and strategically promoting them through the proper SM channels has resulted in almost 90% increase in the network of people CSD managed to engage online in its efforts to share and provide policy insights in real time.

Creative content

Increased impact through data visualisation and storytelling was the focus in content creation throughout 2021. CSD continued to develop formats such as short video and blog posts, which serve to capture the essence of the publications, and make them accessible to a wider audience. In addition to these, CSD introduced reels and animations that help reach wider audiences.

Publishing under the revitalised CSD brand

CSD's brand uplift in 2020 served as a strong foundation for new approaches in the structure and outlook of its publication formats. A new color palette, easy-on-the-eye visualisations and infographics, and updated digitally enabled interactions in the new formats help make CSD's work easy to comprehend and recognise. Over the year, CSD published 27 reports and 9 Policy Briefs under the new brand outlook.

Internship program

The Center for the Study of Democracy provides internship opportunities for outstanding students from across the world. In 2021, with the COVID-19 pandemic still underway, the Center hosted a significant number of interns who worked remotely, but no few on-site internships were also conducted, with small groups of international interns working in an office environment from March until late 2021. The CSD team duly supported their travel and orientation in the local regulatory and health-care milieu and made an extra effort to include the interns in all public and social events held, as well as organise city and country cultural trips for them. Remote interns were made part of the CSD program teams' virtual office modes with CSD experts striving to keep their young colleagues engaged via close and frequent virtual contacts and involvement in webinars and other online event types.

In 2021, the Center hosted 84 students and recent graduates from 28 different countries: Albania, Argentina, Brazil, Bulgaria, Chile, China, Colombia, Denmark, Finland, France, Germany, Greece, India, Italy, Japan, Mexico, the Netherlands, Poland, Portugal, Puerto Rico, Russia, Slovenia, Spain, Sweden, Turkey, Ukraine, the UK, and the USA. Among those who interned on a rolling basis in 2021 there were a number of Princeton undergraduates as well as students from the Blavatnik School of Government at the University of Oxford, the Graduate Institute of International and Development Studies, Geneva, the Hague University and many more.

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 2021, 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 a number of areas.

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, including the shared online platforms it uses. 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.

“Before starting my internship in May at the Court of Justice of the European Union, I had the opportunity to do a three-month internship at the CSD. This experience was enriching in many regards, as I gained hands-on experience in security issues – especially regarding countering radicalisation and violent extremism, while improving my research and analytical skills. This prepared me well for my internship at the CJEU, as I am very proud to say that I came out knowing a lot more than before.

In that respect, I conducted a literature review on how the different stakeholders identify and monitor individuals suspected of being radicalised, which helped for the drafting of a future report on this matter. Plus, I also took part in the preparation of a policy brief for judges, prosecutors, lawyers, law-enforcement officials, and media on the existing official guides and handbooks dealing with the protection of fundamental rights in the context of terrorism, including the procedural rights of persons accused of terrorist activities. Being credited in those documents is a superb opportunity for me, without mentioning that knowing my work has an impact and is recognised could not be more rewarding.

Overall, I gained autonomy and improved my ability to sort information to perform qualitative and quantitative research. My internship also allowed me to work in an environment entirely in English, even if I did it remotely due to the pandemic.

Lastly, I greatly appreciated the kindness and comprehension of the persons I had the pleasure to talk with. Especially, I would like to thank Ms. Tatyana Novossiolova for her supervision when I was conducting the various tasks. Her remarks allowed me to improve my work according to certain expectations, therefore being able to provide high-quality work for the great public policy institute that the CSD is!”

Lèna Degobert,
France, intern at CSD’s Law Program,
February 1 – April 30, 2021

“My experience at CSD has been invaluable to my career development. After a year of studying Public Policy, I was able to apply my knowledge and further develop my research skills. I investigated from different perspectives (economics, politics, energy, soft power) how great powers can influence and what their usual tools are.

The internship also gave me the opportunity to get to know Bulgaria and the Balkan region. To be honest, I did not know much about it, but after my stay at CSD I believe that the Balkan region is of great importance to understand the current geopolitical competition taking place in the world.

Finally, during my time at CSD I also helped the Communications team develop their new Twitter account and assist in organising events. The experience was very fruitful and I definitely recommend it.”

Javier Borrás i Arumi,
Spain, intern at CSD’s Communications Team,
July 1 – September 30, 2021

Consulting arms of CSD: Vitoshia Research and Project One

Vitoshia Research EOOD and Project One EOOD are wholly owned by CSD and form the CSD Group. Vitoshia 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.

Project One EOOD was founded after consultations with the auditing company 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.

List of staff

Governing Board

Ognian Shentov, PhD, Chairman

Vladimir Yordanov, Executive Director

Ruslan Stefanov, Program Director, Chief Economist

Economic Program

Ruslan Stefanov, Program Director, Chief Economist

Todor Galev, PhD, Director of Research

Alexander Stoyanov, PhD, Senior Fellow

Martin Vladimirov, Director, Energy and Climate Program

Alexander Gerganov, PhD, Senior Analyst

Radostina Primova, PhD, Senior Analyst

Daniela Mineva, Senior Analyst

Kostantsa Rangelova, Senior Analyst

Mariya Trifonova, PhD, Research Fellow

Todor Yalamov, PhD, Associate Fellow

Petar Terziev, Analyst

Boryana Velcheva, Analyst

Goran Georgiev, Analyst

Kristina Tsabala, Analyst

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Maria Yordanova, PhD, Senior Fellow

Tatyana Novosiolova, PhD, Research Fellow

Maria Doichinova, Analyst

Maria Stoyanova, Program Assistant

Sociological Program

Gergana Tzvetkova, PhD, Director

Lilia Yakova, PhD, Research Fellow

Mila Mancheva, PhD, Associate Fellow

Rosalina Todorova, Analyst

Victoria Bogdanova, Analyst

Leda Kuneva, Program Assistant

Security Program

Atanas Rusev, PhD, Director

Chavdar Chervenkov, Lieut. Gen. (ret.), Senior Fellow

Emil Tsenkov, PhD, Senior Fellow

Rositsa Dzhekova, Associate Fellow

Mois Faion, PhD, Senior Fellow

Tihomir Bezlov, Senior Fellow

Stefan Ralchev, Research Fellow

Mariyan Sabev, Analyst and Communications Coordinator
Tommaso Comunale, PhD, Analyst
Nadya Stoynova, Analyst

Communications

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Marieta Ivanova, Communications Officer
Penu Kiratzov, Communications Officer/Graphic Designer

Administration

Mariana Yankova, Administrative Secretary
Milena Yordanova, Executive/Research Assistant
Dimitar Stamenov, IT and Data Officer

Financial Department

Milena Momchilova-Boyadzhieva, Financial Director
Petar Lozanov, Financial/Project Officer
Tsvetomir Avramov, Financial/Project Officer

Technical Support

Boyko Tasev