



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 2022, in view of CSD's continued focus and research in energy and climate, CSD management set up a new Energy and Climate Program.

During the year, CSD employed a staff of forty-four, of whom thirty-six 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.

In March 2022, CSD adopted a *Gender Equality Plan 2022–2024* (GEP). The GEP was developed in continuation to and in compliance with CSD's Code of Ethics and Code of Conduct. The Plan is built upon five pillars of equality: achieving pan-organisational gender balance; promoting gender equality in recruitment and career progression; optimising work–life balance; integrating a gender dimension in research, as well as preventing harassment and bias.

To monitor and evaluate the Plan, a six-member Gender Equality Team (GET) of diverse representation was appointed, led by a Gender Equality Officer. The Team promoted the Plan, presenting it to all CSD staff, and undertaking training workshops on gender aspects in research in the summer of 2022. Further training resources such as online courses, and educational videos were made available to all employees.

Women make up 50% of all employees, and 50% of researchers. Female employees with a PhD constitute 40% of all employees with a doctoral qualification. Women are well represented and recognised as senior and top-level researchers. Women led various research endeavors in 2022, and numerous initiatives contained a substantive gender element, including gender impact assessments. Female employees took part in public dissemination events, such as international conferences, media appearances, policy roundtables, and expert workshops.

The organisation continued implementing its fair recruitment policy, welcoming candidates from various backgrounds and of diverse traits. A fair and inclusive parental leave policy operates in the organisation, offering a standard

of protection and benefit to all employees on an equal basis and in compliance with national legislation. Accommodating the needs of the staff remained a priority for CSD, realised through a flexible working policy.

Communications

Events

Throughout the year CSD was host to 30 in-person conferences and international roundtables across the EU. The utilisation of streaming platforms and virtual conferencing tools allowed for the successful engagement of over a thousand experts and policy-makers at all levels in the course of these events.

Social media impact

Broadening the social and policy impact of CSD work through strategic online communication has been among the priorities for CSD's communications team. In 2022, CSD consolidated its social media portfolio across various platforms, expanding deployment and visibility of research and key policy recommendations. Developing new creative formats and strategically promoting them across

channels has resulted in over 160% increase in CSD's digital audience.

Creative content

CSD continued to develop formats such as interactive reports, short documentaries, explainer videos and blog posts, which serve to capture the essence of research and make key policy recommendations accessible to a wider audience. Utilising formats such as reels and short animations helped for reaching out to wider online audiences and providing policy insights in real time.

In addition, over the year, CSD published 11 reports and 13 policy briefs under its updated brand outlook. The brand uplift, executed during the pandemic, is already bearing results, contributing to an improved, well recognisable social presence.

Internship program

The Center for the Study of Democracy provides internship opportunities for outstanding students from across the world, who, especially in recent years, have

worked both remotely and on-site. In 2022, the CSD team supported in-person interns' logistically, familiarised them with the local milieu, involved them in

all public and social events held, and organised city and country trips for them. Remote interns were made part of the CSD program teams' virtual office modes, striving to keep them engaged via frequent virtual contacts and involvement in webinars and other online events.

In 2022, the Center hosted 63 students and recent graduates from 19 countries: Australia, Brazil, Bulgaria, China, Colombia, Denmark, France, Germany, Greece, India, Italy, Norway, Pakistan, Portugal, Russia, Spain, Ukraine, the UK, and the USA. Among those who interned on a rolling basis in 2022, there were four Princeton undergraduates as well as students from Columbia University, the Blavatnik School of Government at Oxford University, the Graduate Institute of International and Development Studies, Geneva, Gronin-

gen University, the Hague University and many more.

In 2022, 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 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.

"I had the great opportunity of interning remotely for roughly five months at CSD in the Security Program. Although the internship was conducted online, I could participate in a variety of projects. My tasks ranged from assistance in reports of public policies to research about measures taken on radicalisation and violent extremism. I gained a grip on matters that I did not have a deep knowledge of before and could learn and discover new interests I have in the field.

Everybody at CSD was receptive, and I could work directly with researchers that shared observations and followed up on the activities I was executing. At the same time that I had the autonomy to conduct research, I also received constant feedback. From now on, I am more excited not only to explore the new themes that came across during my time at CSD but also to carry perspectives that boost my career plans. I would recommend the internship program to anyone interested in the work made at the institute, especially in the field of radicalisation."

Milene Meneghetti Bruhn,
Brazil, online intern at CSD's Security Program,
November 1 – April 1, 2022

“This summer, I had an opportunity to complete a hybrid internship with the CSD Law Program where I wrote policy briefs as part of the PERCEPTIONS Project to the European Council and the governments of many Member states on issues concerning migrant welfare. With my interest in multilateral diplomacy and refugee advocacy, I was able to explore the impacts of the EU-Turkey Statement on Syrian refugees and also discuss how the poor, unsafe realities of migrant housing in Europe challenge migrant perceptions of the continent as a beacon of safety, prosperity, and comfort.

Throughout my internship, Maria Stoyanova and Maria Yordanova offered me an unparalleled level of guidance and support, allowing me to further deepen my understanding of the struggles migrants face in their arrival and inclusion in Europe and better recognise the complex network of policies necessitating migrant advocacy. With their mentorship, interning with CSD allowed me to develop insights that not only complemented my personal interest in legal advocacy, but also had a pivotal impact on my consideration of a prospective career field. I am certain that the lessons I carry from this internship will be integral to my future academic and professional pursuits.”

Hassan Javed,
Pakistan, on-site intern at CSD’s Law Program,
June 6 – August 17, 2022

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

Daniela Mineva, Senior Analyst

Vanya Petrova, PhD, Senior Analyst

Petar Terziev, Analyst

Boryana Velcheva, Analyst

Goran Georgiev, Analyst

Kristina Tsabala, Analyst

Connor O'Kelley, Analyst

Nicola Yankov, Senior Associate Fellow

Todor Yalamov, PhD, Associate Fellow

Energy and Climate Program

Martin Vladimirov, Director, Energy and Climate Program

Radostina Primova, PhD, Senior Analyst

Kostantsa Rangelova, Senior Analyst

Mariya Trifonova, PhD, Research Fellow

Marius Koeppen, Analyst

Remina Alexieva, Analyst

Boyko Nitzov, PhD, Senior Associate Fellow

Law Program

Dimitar Markov, Director

Maria Yordanova, PhD, Senior Fellow

Tatyana Novosiolova, PhD, Research Fellow

Maria Doichinova, Analyst

Maria Stoyanova, Analyst

Iliana Boycheva, Analyst

Sociological Program

Alexander Gerganov, PhD, Director

Gergana Tzvetkova, PhD, Research Fellow

Lilia Yakova, PhD, Research Fellow

Rosalina Todorova, Analyst

Victoria Bogdanova, Analyst

Leda Kuneva, Analyst, Gender Equality Officer

Mila Mancheva, PhD, Associate Fellow

Security Program

Atanas Rusev, PhD, Director
Chavdar Chervenkov, Lieut. Gen. (ret.), Senior Fellow
Emil Tsenkov, PhD, Senior Fellow
Mois Faion, PhD, Senior Fellow
Tihomir Bezlov, Senior Fellow
Stefan Ralchev, Research Fellow
Mariyan Sabev, Analyst
Tommaso Comunale, PhD, Analyst
Nadya Stoynova, Analyst
Vladislav Krastev, Analyst
Darina Sarafova, Analyst
Rositsa Dzhekova, Associate Fellow

Communications

Mariyan Sabev, Communications Coordinator
Galina Sapundzhieva, Communications Officer/Content Coordinator
Gloria Trifonova, 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