



ABSTRACTS

of scientific publications

by **Chief Assist. Prof. Sevdalina Hristova, PhD**

Department of Business, Investments and Real Estate

for participation in a competition for "Associate Professor", in the Area of Higher Education

3. Social, Economic, and Legal Sciences, Professional Field 3.8. Economics, Scientific

Field/Specialty: "Economics and Management (Investments and Public Procurement)",

published in State Gazette, issue 100/ 2024, p. 51

I. Monograph

General number	Group number	Title
9.	1.	Hristova, S. (2023) <i>Effective public procurement, Varna: Science and Economics</i>, 184 p. - (Monographic library Prof. Tsani Kalyandjiev; Book: 88), ISBN 978-954-21-1157-3
<p>The effective use of the limited public funds and a considerable part of those are awarded by means of public procurement is of key importance for the successful implementation of various economic and social policies. In this context the current research studies the effective awarding of public procurement contracts, through which public funds are spent for awarding public contracts for goods, services and works.</p> <p>The effectiveness of public procurement is manifested in the concept of "value for money". Based on the studied literature about its essence, the main factors on which it depends have been derived: the quality of the technical specification, the chosen criterion for evaluating the offers and the level of openness of the procedure. It is proposed that the effectiveness of the public procurement should be judged by the achieved level of competition, which can be assessed through a system of indicators, the main of which is the "number of submitted offers".</p> <p>Some opportunities for improving the public procurement efficiency are revealed. They arise from the correct understanding and application of the main and additional principles of public procurement. The principle of free competition is argued as the leading one for ensuring the efficiency of public procurement. The principle requiring additional clarification in the regulatory framework is the principle of proportionality.</p> <p>The empirical analysis of the state and trends of the public procurement market in Bulgaria focuses on Bulgarian small and medium-sized enterprises (SMEs). The results show a low level of competition and their inadequate performance. There are two obstacles preventing the participation of SMEs on the market of public procurement, namely the high selection requirements and the high value of the contracts.</p> <p>The main instrument that is appropriate to use to overcome these barriers is examined, "dividing the subject of the contract into lots". It is recommended that contracting authorities strengthen its implementation. Its extensive use will provide the possibility for attracting new market participants, including SMEs.</p> <p>The second instrument it is advisable to use actively - mainly for standardized goods and services - is the centralized and joint assignment, under which there may be achieved substantial</p>		



savings of public funds, based on the realized economies of scale.

In view of the effective public procurement, the positive aspects and their shortcomings have been examined for both instruments. It is expected that the more frequent application of awarding contracts with lots and centralized awarding will increase the level of competition in the public procurement market in Bulgaria, which in its turn will have a significant impact the effectiveness of awarding public contracts, hence the increase in the effectiveness of the use of public funds.

II. Other monographs and studies

General number	Group number	Title
10.	1.	Iliev, P., Gospodinova, A., Ivanova, M., Antonova, K., Hristova, S., Raychev, T. (2018) <i>Development of construction in Bulgaria in the context of the new programming period 2014-2020</i>. Varna: Science and Economics 232 p., (Chapter IV. European funding as a tool for increasing the competitiveness of enterprises from the "Construction" sector, pp. 135-177), ISBN 978-954-21-0971-6

The monograph examines the relationship between planning policy and construction, policies and strategies for the development of the construction sector, the application of a sustainable approach to construction development, European funding as a tool for increasing the competitiveness of construction enterprises, and the modeling of indicators for evaluating the proposals of participants in public procurement in construction.

Chapter four is dedicated to European funding as a tool for increasing the competitiveness of enterprises from the "Construction" sector.

The first paragraph of the chapter presents some of the aspects for the 2014-2020 programming period of the reformed Cohesion Policy, which is the main investment tool for achieving the goals of the Europe 2020 Strategy. The focus is on the new principle of thematic concentration – priority investment of the funds from the European funds in a limited number of thematic objectives.

In the second paragraph of the chapter, European funding for Bulgarian small and medium-sized construction enterprises is presented with a view to increasing their competitiveness. Bulgarian enterprises have been identified as potential beneficiaries in three of the eight operational programmes, with OP "Innovations and Competitiveness" presented in more detail. Based on the data from the Information System for the Management and Monitoring of EU Funds in Bulgaria 2020 (ISUN2020), it was concluded that due to the limited financial resources of the program, only 33% of submitted project proposals receive funding. Critical to obtaining funding is the quality of the project proposal. Therefore, the approaches to seeking grants, their positive and negative sides, are examined, some key moments of the process of developing and evaluating project proposals are presented, and some recommendations are made to the enterprises.

In the third paragraph, information is systematized and summarized about the grants received by the enterprises from the Construction sector in Bulgaria under the European Regional Development Fund with a view to their investment activity. Conclusions have been drawn regarding the participation of construction enterprises under the OP "Development of the



competitiveness of the Bulgarian economy" and the importance of the European grants for the investment activity of enterprises from the sector.

11.	2.	Tonkova, E., <u>Hristova, S.</u>, Petrov, D. (2015) <i>Development of the local potential for socio-economic welfare of the regionse</i>, Varna: STENO, 112 p., (Chapter III. Project funding as a tool for developing the local potential and welfare of Bulgarian municipalities, pp. 48-69 and Appendix 1, pp. 97-108), ISBN 978-954-449-856-6
-----	----	--

The monographic presents the new moments related to the development of the local potential with the inclusion of approaches, models, platforms and modules, the application of which in practice is to push the socio-economic development of the territorial units.

The scope of the research includes modern practices of developing the local potential, the possibilities for their financing and the potential benefits of their introduction for socio-economic development. Special attention is paid to the role of platforms in generating ideas from target audiences and rethinking traditional approaches and means to achieve better urban environments and living conditions.

The research is structured in four chapters.

The first chapter covers the issues of local resources and the competitiveness of territorial units. Contemporary views on the specifics of resources, their identification, registration, capacities and priorities of effective use for the purposes of developing local potential are presented.

The second chapter is dedicated to the possible approaches in developing the local potential, the influence of the environmental conditions and the priority in the process. Special attention is paid to the possibilities of financing projects of high economic and social importance from local budgets.

The third chapter presents current opportunities for project funding in connection with the development of the local potential and development of the municipalities in Bulgaria. Projects oriented to the more efficient use of local resources, the EU financial framework during the programming period 2014-2020, funding opportunities and free support of municipal projects during the specified period are presented. Interesting clarifications have been made that can be useful in applying for and implementing the projects.

The fourth chapter concerns the information provision aspects of the development of local potential. Traditional sources of information are examined with appropriate visualization. Special attention is given to innovative means of generating ideas for socio-economic development of territorial units through the use of platforms for generating ideas with sources - residents, investors, visitors, etc. The essence of the "declaration of user interest" and its role in the development of the territorial unit through the "capacity management" function have been clarified.

12.	3.	Hristova, S. (2022) <i>The impact of the public procurement system reform on Bulgarian small and medium-sized enterprises. Economic Studies [Ikonomicheski Izsledvania]</i>, Sofia : Econ. Research Inst. Bulg. Acad. of Sci., 31(6), pp. 172-184, ISSN 0205-3292
-----	----	--

Public procurement can be used as an instrument for policy-making in different fields – social, environmental, economic, as well as for direct business support. It is well known that the increased participation of small and medium-sized enterprises (SMEs) in the public procurement market leads to significant benefits for both contracting authorities and society. A lot of studies



have found that SMEs are unadequately represented on this market. Therefore, in 2016, the European Union introduced common measures to promote the participation of SMEs in the public procurement market.

The study examines reforms in the public procurement system and their impact on SMEs in Bulgaria. The focus is on the difficulties that bulgarian SMEs encounter when participating in public procurement and the role of these enterprises in the economy. European measures such as simplifying procedures and introducing tools such as the European Single Procurement Document (ESPD) and eCertis are analyzed, as well as their impact on SMEs' access to the market. Although the reforms aim to improve, data shows that SMEs in Bulgaria continue to face challenges related to limited resources, high requirements and distrust in the system. Based on the analysis of the public procurement market in Bulgaria, the measures are assessed as insufficiently effective.

The proposed solutions are in two directions: (1) how to motivate contracting authorities to implement the introduced measures and (2) how to increase the confidence of SMEs in the procurement process in order to encourage them to participate in tender procedures.

III. Scientific articles

General number	Group number	Title
13.	1.	Hristova, S. (2022) Analysis of the public procurement market in Bulgaria. <i>Izvestiya Journal of Varna University of Economics, Varna : Science and Economics</i>, 66(3), pp. 254-267, ISSN(print) 1310-0343, ISSN(online) 2367-6949
<p>A significant part of public expenditure is awarded through public procurement. They are used as a tool for conducting various policies. Public procurement market knowledge is a key factor for the successful implementation of these policies.</p> <p>The article assesses the state of the public procurement market in Bulgaria for the period 2016-2020, analyzing its dynamics, structure and the impact of European funding. Public procurement is defined as an important tool for managing public spending, which affects economic and social life. The analysis shows an increase in both the number and value of awarded contracts. The main driver is European funding. Regardless of these trends, access to public procurement for small and medium-sized enterprises (SMEs) remains limited, which is associated with high requirements and financial barriers. Despite legislative changes aimed at facilitating the participation of SMEs, their inclusion in this market has not increased significantly.</p> <p>More targeted measures are recommended to encourage the participation of SMEs, which would contribute to more efficient spending of public funds and greater competitiveness in the market.</p>		
14.	2.	Hristova, S. (2021) EU funding state for improving the quality of higher education in Bulgaria. <i>SHS Web of Conferences</i>, 120, 04003, pp. 1-8, ISSN(online) 2261-2424
<p>The quality of higher education is one of the critical factors for increasing the competitiveness of the Bulgarian economy and the development of regions. The article examines</p>		



the role of funding from the European Structural and Investment Funds in improving the quality of higher education in Bulgaria. The possibilities for project funding of higher education institutions are examined and guidelines for increasing the effectiveness of these funds are proposed. The analysis shows that despite significant progress in building capacity for project implementation during the previous two programming periods (2007-2013 and 2014-2020), the funding of higher education in the country lags significantly behind developed countries in the EU, which is a key factor for its lower quality.

Through a specially conducted structured interview with experts, the positive effects of project funding have been identified, such as improving the learning environment, modernizing the infrastructure and promoting scientific research. At the same time, challenges have been outlined, including administrative restrictions, complex procedures and insufficient synchronization between funding programs and the needs of higher education institutions. The results of the study are the basis for the conclusions and recommendations made for improving the quality of education in Bulgaria.

It is recommended that academic staff be encouraged to participate in projects, reduce bureaucratic obstacles, and better manage the processes to absorb funds.

15.	3.	Tonkova, E., Hristova, S., Petrov, D. (2020) Comparative Advantages in Attracting Investments - Contemporary View. <i>Izvestia Journal of the Union of Scientists - Varna. Economic Sciences Series, Varna : Union of Scientists - Varna, 9(3), pp. 12-18, ISSN(print) 1314-7390, ISSN(online) 2603-4085</i>
-----	----	---

Knowledge of the comparative advantages of territorial units and their proper use to attract investments is important for the development of all countries. The specific comparative advantages that underpin investment attraction policies need to be clearly articulated and communicated. Integrated policies at the territorial unit level can be used as a tool in the effort to overcome the territorial and sectoral imbalance of investment activity and socio-economic development.

The article examines the contemporary aspects of comparative advantages in attracting investments at the national and local levels, focusing on the growing competition between territorial units. The importance of factors such as geographical location, infrastructure, education and traditions in production for directing investments is emphasized. Changes in the sectoral and territorial structure of foreign investments in Bulgaria for the period 2014-2018 are studied, revealing significant imbalances. Only one territorial unit is identified that acts as a magnet for investments, while others lag significantly behind. The analysis also includes a survey of local administrations' perceptions of their comparative advantages, highlighting the need to update approaches to attracting investors.

Finally, the need for an integrated national policy for balanced development and investment management, aligned with new economic and technological realities, is emphasized.

16.	4.	Hristova, S., Zhelev, I. (2020) European Funds and Nigher Education Funding in Bulgaria. <i>Strategies for Policy in Science and Education, Sofia : Az-buki, 28(3), pp. 223-236, ISSN(print) 1310-0270, ISSN(online) 1314-8575</i>
-----	----	---

The article examines the financing of higher education in Bulgaria with an emphasis on the possibilities of using European funds and programmes. The analysis is based on data for two programming periods (2007-2013 and 2014-2020). It has been established that the financing for



higher education in Bulgaria is far below the average level for the European Union, and funding through European programmes is a significant, but insufficiently efficiently used source.

During the period 2007-2013, Bulgarian universities implemented 267 projects with a total value of around 109 million BGN, while in 2014-2020 the agreed funds have doubled to 231 million BGN, but the number of beneficiaries and projects has significantly decreased. The analysis shows that the mechanism for the distribution of European funds in the second programming period limits the number of participating universities and increases the budget of individual projects, which creates challenges for institutions with limited capacity.

The study offers recommendations for improving access to European funding, including preserving the competitive principle, removing territorial restrictions and reducing the maximum aid amounts for individual projects. These measures, together with the creation of permanent teams for project activity in universities, could increase the efficiency of the use of European funds and contribute to higher quality higher education and economic growth.

17.	5.	Tonkova, E., Petrov, D., Hristova, S. (2019) Issues with the balancing of direct foreign investments in Bulgaria. <i>Управление и устойчиво развитие. Сер. Общество. Човек. Природа</i> = <i>Management and Sustainable Development. Ser. Society. Man. Nature</i>, Sofia : University of Forestry, 77(4), pp. 37-43, ISSN 1311-4506
-----	----	---

The issue of investment balancing in Bulgaria has been partially studied and analysed. The increased investor interest in Bulgaria over the last few years raises important questions about the investment balance by economic sectors and regions. A universal assessment of the comparative advantages of the country poses the risk of attracting the same type of investors and concentrating investment interests into a single sector.

The article analyses the structure of direct foreign investments at the country level, outlines the problems related to investment balancing and presents possible solutions to the problems that arise from the lack of balance.

The research is based on secondary sources of information and the study of specific investor practices. The analysis of direct foreign investments shows that there is an imbalance in their distribution by regions and sectors. The concentration of investment activity in southern Bulgaria and especially in the capital region is a factor for the significant lagging behind in economic and social development of the regions in northern Bulgaria.

18.	6.	Hristova, S. (2017) Review of the Cohesion Policy Impact on the Investment Activity of Construction Enterprises in Bulgaria. <i>World of Real Estate Journal</i> = <i>Swiat Nieruchomosci</i>, Cracow : Foundation of the Cracow University of Economics, 102(4), pp. 8-12, ISSN(print) 1231-8841, ISSN(online) 2450-534X
-----	----	--

The article analyzes the investment impact of the EU's Cohesion Policy on the activity of construction companies in Bulgaria for the period 2007-2013. Information on the grants received by the enterprises from the sector from the European Regional Development Fund has been systematized and summarized. The analysis is based on data from the Unified Management Information System for Management and Monitoring of the EU Structural Instruments in Bulgaria (<https://umispublic.government.bg/>).

Enterprises in the construction sector have absorbed a small share of the funds under the OP "Development of the Competitiveness of the Bulgarian Economy". Only 3.3% of the contracts under the programme are with a beneficiary construction company. A significant part of the



European funds in construction are absorbed indirectly through public procurement for infrastructure projects. A review of the public contracts awarded in Bulgaria with the subject of construction was made and it was found that they constitute about 18% of the revenues of the construction companies.

It is concluded that the impact of the Cohesion Policy on the construction sector is moderate. Some possibilities are outlined for better use of European funds by the enterprises of the sector in the future with a view to reducing your investment activity.

19.	7.	Tonkova, E., Hristova, S., Petrov, D. (2017) Marketing Approaches to Attract Investments in Municipalities. <i>Journal of Emerging Trends in Marketing and Management</i>, The Bucharest University of Economic Studies, 1(1), pp. 222-229, ISSN 2537-5865
-----	----	---

In recent decades there has been an increase in competition between municipalities, including among the towns themselves. The free movement of people, goods and capital within the EU and the liberalization of regulations affecting global investment have contributed to the strengthening of investor interest and its territorial deconcentration. Efforts to attract investments are made not only on national but also on local level. The activity of municipalities in this sphere is an important step towards ensuring sustainability in the development of the territory. The attraction of investments that correspond to resources, capacity and demand at municipal / municipal group level will be a top priority over the coming decades.

The paper examines modern marketing approaches and means of attracting investments and embracing them within the integrated marketing of territories. Emphasis is placed on the possibility of using high technology in marketing to attract investors.

The results of a survey of the practices for attracting investments, which are implemented by the municipalities in Bulgaria, are presented and guidance is given for their improvement, with a view of their more precise targeting, selection and balancing.

20.	8.	Hristova, S., Zhelev, I. (2017) Possibilities for risk reduction of European projects for increasing the energy efficiency of buildings. <i>Izvestiya Journal of Varna University of Economics, Science and Economics</i>, 61(1-2), pp. 35-51, ISSN(print) 1310-0343, ISSN(online) 2367-6949
-----	----	---

The risk of European energy efficiency projects is inherent and the role of management is to implement measures to eliminate, reduce or accept the risk.

The article aims to provide theoretical and practical solutions for effective risk management, which is essential to achieve sustainable results in energy efficiency projects.

The paper outlines the essential of projects for increasing the energy efficiency of buildings and the nature of their risk. They are specific investment projects requiring significant financial resources and compliance with regulatory frameworks. Their implementation is often associated with various risks, such as financial constraints, lack of qualified personnel and changes in the regulatory framework. Possibilities for reducing internal and external risks in the implementation of projects funded by EU programmes are proposed.



21.	9.	Hristova, S. (2015) Possibilities to Develop Local Tourism Potential by European Regional Development Fund (the Case of Burgas Municipality). <i>International Journal VALLIS AUREA</i>, 1(1), pp. 97-106, ISSN(print) 2412-5210, ISSN(online) 1849-8485
<p>This article provides a comparative overview of the funding opportunities for projects in Bulgarian municipalities from the European Regional Development Fund (ERDF) under the Operational programme „Regional Development” 2007-2013 and Operational programme „Regions in Growth” 2014-2020 in the context of the development of the local tourism potential.</p> <p>Besides being presented opportunities for supporting the development of local tourism potential by ERDF at national level, this work is focused on the possibilities to develop local tourism potential by EU.</p> <p>A review of the implemented projects, funded under operational programmes, of the Burgas Municipality during the programming period 2007-2013 has been carried out. The ERDF co-funded projects concerning the development of tourism are classified into several groups.</p> <p>Opportunities for EU funding projects in the programming period 2014-2020 are revealed in the context of the development of alternative forms of tourism. This paper introduces also the possibilities to develop local tourism potential by EU funding following the example of the Burgas Municipality.</p>		
22.	10.	Hristova, S. (2013) Problem Areas in the Management of Public Contracts and Implementation of Municipal Projects. <i>Izvestiya Journal of Varna University of Economics, Science and Economics</i>, 3, pp. 54-64, , ISSN(print) 1310-0343, ISSN(online) 2367-6949
<p>The article examines the problems of public procurement management in the context of implementing municipal projects financed by European funds. The main emphasis is placed on the phases of the public procurement management cycle, emphasizing their importance for the effective utilization of funds. Common mistakes in the awarding of contracts are analyzed, with the most frequent omissions observed in the preparation, conduct of procedures and execution of contracts.</p> <p>It has been established that a significant part of the violations are the result of a lack of capacity and insufficient knowledge of the regulatory framework on the part of the beneficiaries, which leads to financial corrections and loss of resources. Recommendations are proposed to improve the administrative capacity of municipalities, including training of employees, development of standardized rules for procurement management and dissemination of good practices. It is concluded that increasing the competence of the administration and improving the internal control mechanisms will contribute to the more efficient and lawful spending of public funds.</p>		
23.	11.	Tonkova, E., <u>Hristova, S.</u>, Kalinova, N., Krалеva, V., Ignatova, I. (2012) Possibilities for improving the qualification and career development of the lecturers at University of economics – Varna. <i>Izvestiya Journal of Varna University of Economics, Varna : Science and Economics</i>, 4, pp. 48-64, ISSN(print) 1310-0343
<p>The aim of the study is to identify the specific areas in which it is necessary to conduct training in order to improve the qualification and stimulate the career development of the lecturers at University of Economics – Varna.</p> <p>Based on the results of the study there has been developed a project proposal with planned</p>		



training sessions for raising the language competencies of the lecturers, work with information and communication technology (ICT) in the educational process and work in e-environment, acquisition of the methodology of academic instruction and research.

Special attention is paid to the justification of the need for training in the use of specialized software for statistical processing and analysis of data, the use of other specialized software, the acquisition of approaches to writing research papers and the methods and means for developing educational material in accordance with the European Credit Transfer System (ECTS).

IV. Scientific papers

General number	Group number	Title
24.	1.	Hristova, S. (2021) Development of the public procurement market in Bulgaria for the period 2016-2020. <i>Construction Entrepreneurship and Real Property</i> : Proceeding of 36th International Scientific and Practical Conference - November 2021, Varna : Science and Economics, pp. 104-109, ISSN(online) 2683-0280
<p>The study analyzes the development of the public procurement market in Bulgaria for the period 2016-2020, with the main emphasis placed on the number and value of awarded contracts. Indicators such as the total number and value of contracts, as well as those with European funding, are used for evaluation. During the period under review, a significant increase in both the number of awarded contracts and their average value is noted, with European funding emerging as a key factor in this growth.</p> <p>The paper shows that the largest share of contracts are for supplies, while the share of service and construction contracts is smaller. Despite efforts to increase the participation of small and medium-sized enterprises (SMEs) in public procurement, the data show that the new legal framework has not achieved this effect, on the contrary, the share of SMEs in this market has decreased.</p> <p>In conclusion, the report highlights the need for additional measures to facilitate the participation of SMEs in public procurement, which will contribute to greater diversity and sustainability in the market.</p>		
25.	2.	Tonkova, E., Petrov, D., <u>Hristova, S.</u> (2019) Investment in High Technologies and Its Role for Enhancing the Competitiveness of the National Economy. <i>New Challenges of Economic and Business Development - 2019: Incentives for Sustainable Economic Growth</i> : 11th International Scientific Conference : Proceedings, May 16-18, 2019, Riga, University of Latvia, Riga : University of Latvia, pp. 873-882, ISBN 978-9934-18-428-4
<p>The purpose of the paper is to determine the impact of high technology investments on the competitiveness of the economy in general, and, in particular that of Bulgaria and, on this basis, to draw recommendations for improving the promotion policy toolkit to attract high-tech investments. The research is based on a literature review of post-2000 publications, secondary data research methods applied to high-tech investments in Bulgaria and expert interviews within the framework of a qualitative survey on the basis of which the results of the implementation of high technology investments at local and national level are identified and evaluated.</p>		



Research results show that high technology investments lead to positive "direct" economic effects and "transfer" effects, which have a more pronounced social character. Direct effects include reducing operating costs, speeding up turnover through automation of core activities and the payment process, increasing profitability of production/logistics and return on investment, transfer of know-how, etc. The transfer effects concern predominantly the income levels, improving the environment, the image of the territorial unit, etc. The results of the analysis of investment practices in Bulgaria show a favorable impact of investments in high technologies on the competitiveness of the local and national economy.

26.	3.	Tonkova, E., Petrov, D., Hristova, S. (2018) The Need for Regional Balancing of Investments. <i>New Challenges of Economic and Business Development - 2018 : Productivity and Economic Growth</i> : 10th International Scientific Conference : Proceedings, May 10-12, 2018, Riga, University of Latvia, Riga : University of Latvia, pp. 747-756, ISBN 978-9934-18-344-7
-----	----	--

The need for regional balancing of investments has been partially researched and analyzed. The increased investment activity of companies over the last few years poses important questions about their balancing by economic activities. The comparative advantages of the regions as a prerequisite for attracting investors can lead to the concentration of investment interests in the same sphere. This could be a problem for the future socio-economic development of the regions in several important aspects.

The purpose is to analyze the structure of investments in Bulgaria and to make specific recommendations to overcome the established forms of imbalance. The study is based on secondary data from official information sources and covers the period 2012-2016.

Different forms of investment imbalance can be critical to the return on investments and their cost-effectiveness. Research interest is focused on the need to balance the investments and benefits for the target audiences: businesses, consumers, residents, visitors and society as a whole. The efforts of country and municipalities to create a favorable investment environment will continue to be an important incentive to attract the right investors. Coordination, synchronization and alignment of investment intentions and processes will contribute to the sustainable development of regions and the efficient use and reproduction of resources.

27.	4.	Hristova, S. (2018) European Funding for Bulgarian SMEs in the Period 2014-2020. <i>Teaching, Learning and E-learning (IAC-TLEI 2018) and Management, Economics and Marketing (IAC-MEM 2018) and Engineering, Transport, IT and Artificial Intelligence (IAC-ETITAI 2018)</i> : Proceedings of IAC 2018 in Vienna, Vienna, Austria, July 6-7, 2018, Prague : Czech Technical University in Prague, pp. 342-349, ISBN 978-80-88203-06-3
-----	----	---

The paper examines the possibilities for financing small and medium-sized enterprises (SMEs) in Bulgaria for the period 2014-2020 within the EU Cohesion Policy. The opportunities for access to European funds for Bulgarian SMEs, especially those in the construction sector, are being analysed.

The European Union supports SMEs through its funds and programmes. In the period 2014-2020, measures are implemented under operational programmes with a total budget of 700 million euros to improve the competitiveness of Bulgarian SMEs and to promote entrepreneurship.



The paper examines the Innovation and Competitiveness and Human Resource Development programmes, under which SMEs can be supported for investment in production, technological development and improvement of working conditions. High interest from the SMEs side in these programmes is noted, but also limited resources directed at the needs.

It is recommended to improve the administrative capacity of the SMEs and more efficient allocation of funds by optimizing the evaluation criteria and strengthening the requirements for the projects.

28.	5.	Hristova, S. (2015) Grant funding of municipal projects under European programmes outside the Cohesion policy. <i>Construction Entrepreneurship and Real Property : Proceedings of 30th International Scientific and Practical Conference - November 2015, Varna : Science and Economics</i>, pp. 428-437, ISSN(print) 1313-2369, ISSN(online) 2683-0280
-----	----	--

During the programming period 2007-2013 Bulgarian municipalities accumulate significant experience in the implementation of projects funded under operational programmes. At the same time, their experience is relatively small of EU funds and programmes outside the Cohesion policy.

The paper focuses on two main categories of the EU budget: "Competitiveness for growth and employment" and "Sustainable growth, including natural resources". The first category includes programmes such as COSME, Erasmus+, EaSI and Horizon 2020, which promote entrepreneurship, social innovation and research. The second category includes programmes such as Rural Development Programme, Maritime and Fisheries Programme and LIFE aimed at the development of rural areas, fisheries and environmental protection.

The paper concludes that despite the availability of European funds outside the operational programmes, the municipalities do not actively use them. It is recommended that local authorities explore all funding opportunities and combine resources from different programmes for maximum impact and sustainable development.

29.	6.	Hristova, S. (2015) Funding Possibilities for Municipal Development Projects in the Programming Period 2014-2020. [Ucuncu] 3. <i>Uluslararası Bolgesel Kalkınma Konferansı : Konferans Bildirileri, 15 - 16 Ekim 2015, Bingöl = [Third] 3rd International Regional Development Conference : Conference Proceedings, 15-16 Oct. 2015, Bingöl : FIRAT Kalkınma Ajansı ve Bingöl Üniversitesi</i>, pp. 731-739
-----	----	--

Local authorities are called upon to decide many issues of local importance all of which require huge financial resources. European programmes and funds are one of the opportunities for municipalities to supplement their budgets in solving local problems and developing local potential. Bulgarian municipalities are the main beneficiaries in four of seven operational programmes during the programming period 2014-2020. Besides the operational programmes, Bulgarian municipalities can seek financial support for their projects through European competitiveness programmes for growth and employment and Action programmes in the EU for the achievement of sustainable growth.

The paper provides information on funding opportunities for municipal projects in the period 2014-2020, so that, based on this research, municipalities can focus on those European funds and programmes outside the Cohesion Policy, through which they can successfully develop their local potential.



30.	7.	Hristova, S. (2014) Development of the Local Tourism Potential in Bulgaria by EU Funding. 4th International Conference "Vallis Aurea" Focus on : Regional & Innovation Development : Proceedings, 18th - 20th Sept. 2014, Pozega : Polytechnic in Pozega, Croatia & DAAAM International Vienna, Austria, pp. 0207-0213, ISSN(print) 1847-8204, ISBN(online) 978-3-902734-02-0
<p>The paper analyzes the possibilities for developing the local tourism potential in Bulgaria with the help of European funding. Tourism is an important sector of the country's economy, but the potential of many regions remains unused, especially outside the mass sea and winter destinations. The possibilities for financing projects for the development of tourism and preservation of the cultural-historical heritage and cultural infrastructure under the Operational Programme "Regional Development" 2007-2013 and the Programme "Regions in Growth" 2014-2020 are presented. In the context of the development of the local tourist potential in the Bulgarian regions and municipalities, the programmes from the two programming periods are considered in a comparative plan.</p> <p>In conclusion, the need for sustainable tourism infrastructure and the promotion of alternative forms of tourism, which can contribute to economic growth and job creation in the regions, is emphasized.</p>		
31.	8.	Hristova, S. (2013) Funding options for business projects with European structural funds. Construction Entrepreneurship and Real Property : Proceedings of 28th International Scientific and Practical Conference, November 2013, Varna : Science and Economics, pp. 478-486, ISSN 1313-2369
<p>The paper analyzes the possibilities for financing business projects with EU structural funds in Bulgaria. The main funds and programmes from which Bulgarian business organizations can apply for funding are reviewed. The emphasis is on the phases of the project cycle: identification, formulation, evaluation, implementation and monitoring.</p> <p>Particular attention is paid to the evaluation phase, where the eligibility and quality of project proposals are evaluated according to previously published criteria. Based on this, the steps that business organizations should follow in seeking and securing grants for their projects are outlined. Some recommendations are given for successful access to financing, such as knowledge of EU programmes and strengthening the administrative capacity of business organizations.</p>		
32.	9.	Zhelev, I., Hristova, S. (2012) Possibilities to reduce the risk in the implementation of European projects for university library modernization. Information literacy – training models and best practices: Proceeding of Scientific Seminar with international participation, 18-19 October 2012, Sofia : Za bukvite-O pismenah, pp. 88-98, ISBN 978-954-2946-30-4
<p>Projects co-funded by the EU are affected by a wide variety of risks. The report examines the possibilities of reducing the risk in the implementation of European projects for the modernization of university libraries. The reasons for the risky nature of these projects are explored, including the uncertainty and dependence on financing from European funds, which implies various risks related to contractors, regulatory requirements and external factors.</p>		



Risk management measures are indicated with a view to carrying out certain actions to neutralize them and reduce their negative impact, such as the use of qualified specialists, adaptive management techniques and support from the top management. The conclusion emphasizes the need for systematic risk management for successful project implementation.

33.	10.	Zhelev, I., Hristova, S. (2012) Issues in selection and relationships with contractors of activities under European projects for university library modernization. <i>Information literacy – training models and best practices</i> : Proceeding of Scientific Seminar with international participation, 18-19 October 2012, Sofia : Za bukvite-O pismenah, pp. 99-107, ISBN 978-954-2946-30-4
-----	-----	---

The focus of the paper is on the most common problems in the selection, awarding and relationships with contractors for the modernization of university libraries, accompanying the main stages of public procurement: development of documentation for participation; carrying out procedures for the selection of contractors; conclusion of contracts; execution and accounting of the execution of contracts.

The paper states that the lack of qualification and managerial experience leads to frequent mistakes and irregularity of the legally regulated rules. The main recommendations are to improve the administrative capacity, and to develop clear instructions and methodological guidelines to be followed by all awarding authorities (beneficiaries) in the selection of contractors. The introduction of such measures will reduce irregularities and avoid errors.

34.	11.	Hristova, S. (2012) Gaps in rural municipalities as beneficiaries in the implementation of EU projects. <i>Development of agribusiness and rural areas in Bulgaria and the EU - perspectives 2020</i> : Proceeding of scientific-practical electronic conference with international participation, 25-26 October 2012, Varna : IK Gea-Print, pp. 383-392, ISBN 978-954-9430-92-9
-----	-----	---

The paper examines the challenges faced by rural municipalities in Bulgaria in the implementation of projects with European funding. The main emphasis is on the administrative capacity of the municipalities, the public procurement procedures and their control. It has been reported that due to the insufficient qualifications of the employees, mistakes are often made, especially in the so-called small public procurement.

Any established irregularity in the awarding of public contracts by the beneficiaries - rural municipalities in the implementation of projects that received European funding leads to the imposition of financial corrections, correspondingly reducing the benefits of grant funding. To improve the situation, it is recommended to increase the competence of municipal employees and create mechanisms for the exchange of good practices.

35.	12.	Hristova, S. (2010) Development of rural municipalities through the EU structural funds. <i>Challenges for agribusiness and rural areas</i>: Anniversary scientific-practical conference with international participation, Varna: IK Gea-Print, pp. 334-339, ISBN 978-954-9430-59-2
-----	-----	--

The paper examines the development of rural areas in Bulgaria through financial support from the EU Structural Funds, available after the country's accession to the EU in 2007. The main focus is on improving the educational infrastructure in rural municipalities through the



European Regional Development Fund, within the framework of Operational Program "Regional Development" for the period 2007-2013.

Many educational institutions' buildings in rural areas have not been renovated for more than 10 years. Therefore, one of the first open schemes under the OPRD 2007-2013, with a budget of BGN 48.8 million, supports projects to ensure appropriate and cost-effective educational infrastructure. Data shows only 53 rural municipalities out of all 178 eligible applicants receive grants for the repair, reconstruction and renovation of municipal educational infrastructure.

The in-depth analysis of the information on the funded projects under the considered scheme gives grounds to draw two main conclusions: the available financial resources are insufficient in relation to the interest of the community, and the funded projects are not evenly distributed in the country.

V. Textbooks

General number	Group number	Title
36.	1.	Hristova, S. (2019) <i>Local self-government and government : case studies, practical tasks and quizzes</i> : Book for students of UE - Varna : [Electronic source]. Varna : Knowledge and Business, 73 p., ISBN(online) 978-619-210-046-9
<p>The purpose of the book is to promote the assimilation of specific knowledge and skills in the field of administrative-territorial organization and administrative-territorial division of Bulgaria, local self-government, local self-government authorities, tools and local policies to promote and support business.</p> <p>A focus is placed on practical economic, administrative and management aspects of local self-government, basic approaches and methods for making local management decisions.</p> <p>The book contains numerous case studies and practical tasks for individuals or teamwork, which are systematized into four parts. Each part begins with a short theoretical overview to guide those interested in the issues that are addressed in the presented case studies and tasks. To solve some of them, it is necessary to use texts from the Law on Administrative-Territorial Organization of the Republic of Bulgaria and the Law on Local Self-Government and Local Administration.</p> <p>There is a separate section with quiz questions, the main purpose of which is to assess how successfully the theoretical material has been mastered and what is the level of acquired knowledge by solving them.</p>		
37.	2.	Zelev, I., Ivanova, M., Hristova, S. (2016) <i>Investment process management</i>. Varna : Science and Economics, 375 p., ISBN 978-954-21-0893-1
<p>The textbook examines the nature, characteristics and management of the investment process, providing a comprehensive theoretical and practical framework for understanding investment and its role in economic development.</p> <p>Despite the great variety of investment projects, they all use the same technology. The studies, design, implementation of construction and installation works, delivery and installation</p>		



of the machines and equipment, and many other issues of the investment process management are essentially the same for different investment projects.

With this in mind, the textbook presents basic issues of investment process management such as investment management, investment activity, project team management, scope, time, cost, risk, quality, etc.

The authors' purpose is to assist students in acquiring special knowledge about the basic concepts, principles, and methods of managing investment projects and the current legislation in the investment field. A number of topics in the textbook can be useful for economists, engineers, project managers, experts in project teams, and other specialists in the field of investment activities.

When considering the individual issues of managing the investment process, the current legal acts as of October 31, 2015, are reflected.

The textbook provides tools and approaches for effective management of investment projects, targeting both students and practitioners. It examines the importance of strategic planning and the role of public and private entities in making investments. The textbook is a comprehensive guide to understanding and managing investments, emphasizing their importance for the sustainable development of the economy and society.

The parts developed by Chief Assist. Prof. Sevdalina Hristova, PhD are: Chapter III. Investment activity management (pp. 86-115).

38.	3.	Zelev, I., Hristova, S. (2015) <u>European funds and projects</u>. Varna : Science and Economics, 252 p., ISBN 978-954-21-0845-0
------------	-----------	---

The exercise book aims to support students in acquiring the special knowledge of the basic concepts, principles and methods for developing project proposals and managing projects financed by European funds, as well as to prepare them for the implementation of diverse tasks related to grant funding. Its publication is connected with the desire of its authors to create an aid for students that will facilitate their preparation in the subject "European Funds and Projects", included in the curriculum of the "Construction Business and Entrepreneurship" major.

The exercise book is structured in separate chapters, by the topics of the curriculum of the discipline of the same name and applications. The included topics allow it to be used by students and other majors and practitioners.

Each chapter contains a short theoretical overview, tests, practical problems and case studies. The theoretical questions in each chapter are intended to help students systematize the lecture material. The practical tasks and case studies are intended to create problem-solving skills of the students, through the tests, the level of acquired knowledge is checked periodically. Real examples and practical tasks are used to improve analytical thinking and acquire real project management skills.

The exercise book is a useful resource for both students and practitioners, providing guidance for successful project planning, management and evaluation.

The parts developed by Chief Assist. Prof. Sevdalina Hristova, PhD are: Chapter I. Introduction to project management, Chapter II. The cohesion policy of the European Union. National Cohesion Policy Framework, Chapter III. Identifying needs and selecting project ideas, Chapter IV. Project logical framework (pp. 12-82), paragraphs 5.2, 5.3, 5.5 and 5.6 of Chapter V. Project action plan and budget, Chapter VII. Methodology for evaluating project proposals



(pp. 106-125), Chapter IX. Contracting between beneficiaries and external contractors, Chapter X. Monitoring and reporting of funded projects, Appendices (pp. 173-248).

39.	4.	Stanimirova, M., Hristova, S. (2014) <i>Management of land resources</i>. Varna : Science and Economics, 348 p., ISBN 978-954-21-0764-4
------------	-----------	--

The textbook examines the management of land resources, emphasizing their role in the agricultural sector. The importance of land as a production factor, economic asset and natural resource is discussed, as well as the main stages and methods of land use management.

The main emphasis is placed on (1) land as a resource - the functions and characteristics of land, its role in the development of agriculture and the factors affecting its value are clarified; (2) land resource management: the principles of sustainable management are described, including land planning, classification and assessment; (3) the economic and legal aspects: regulations related to land use, property rights and the influence of the agricultural land market are considered; (4) valuation approaches and methods: ways of valuing land are analysed, including pooling, solvency and market approaches.

The textbook is intended for students at the University of Economics - Varna, majoring in "Agricultural business", who are studying the discipline "Management of land resources". The individual topics in the textbook are in accordance with the approved programme of the University of economics - Varna in the relevant discipline.

The textbook may also be useful to students of other majors studying disciplines related to real estate management, as well as to practitioners.

The parts developed by Chief Assist. Prof. Sevdalina Hristova, PhD are: Paragraph 8.2 Tax assessment of land (under the Local Taxes and Fees Act) (pp. 194-204), Chapter X. Revenue approach to the assessment of agricultural land (pp. 219-237), Chapter XI. Valuation of permanent crops (pp. 238-272), Chapter XII. Earth Information Systems (pp. 290-307), Appendices 11, 12, 13 and 14 (pp. 331-335).