Szent István University
Gödöllő

Management and Business Administration Ph.D. School

STRUCTURAL QUESTIONS OF LOCAL ADMINISTRATION

THESES OF Ph.D. DISSERTATION

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Name of school of doctoral studies:	Management and Business Administration Ph.D. School

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1. INTRODUCTION

1.1. Significance and Topicality of the Subject

In recent years special attention has been devoted to the territorial structural change of public administration and the economic perspectives with respect to such change, whilst economic analyses, confirming the opinions, have not been conducted. When discussing the future of the present Hungarian public administration only the simplified topic of "counties or regions" is often mentioned, however, the special attention and occasionally fierce debates in this field have far deeper and complex reasons.

Under the Hungarian public administration science, applying a negative definition, each administrative sphere is usually considered territorial public administration which does not constitute part of the central (public) administration. Hence, when discussing territorial public administration, all administrative institutions are concerned where scope of authority, public service or regional development tasks are attached to a specific territory (either county or region). This dissertation purports to determine and construe the relevant territorial public administration as for the analysis.

Needs to reform the territorial structure of the public administration newly occurred upon Hungary's accession to the European Union as in connection with the integration process the accession to the so called "Europe of Regions" became actuality which, thus, shall assume the existence of a regional division of the country lacking until that time. The idea of regional division induced debates, since simultaneously the intention to abolish the counties or at least the restriction of their powers was expressed. Nevertheless, the counties have been the sphere of self-governing and social and political public life as well as the public administration's level and framework of utmost importance for centuries, as a

result of which the county is too deep-seated in the system of public administration that it cannot be abolished without difficulties.

1.2. Objectives and Tasks

This dissertation purports to examine how the middle-level administration was developed in our history and what the main efforts of regionalisation were. Valuable conclusions can be drawn for the future as there have been many examples in the history teaching us the lesson that inorganic structures, developed by higher governments cannot be maintained permanently as integrate to the public administration.

The knowledge of the respective EU regulations is indispensable both to determine the directions of public administration in general and specifically the directions of regional development. I am of the view that the present middle-level administration can only be understood by way of comprehensive analysis and based on the analysis create an optimal vision of the future thereafter, which could be the starting point of territorial public administration reforms.

In addition, the actual financing structure of middle-level administration in Hungary is looked at and the local governmental financing structures (distinct models from the Hungarian structure) of two European Union member states are discussed in this paper as well.

Under my hypothesis, the tapering resources result in the growing of importance of increasing self incomes/resources whilst the indebtedness of the county-level local governments is growing.

It is further discussed how an ideal middle-level structure is characterized and what structural and financing changes it needs to imply.

2. MATERIAL AND METHOD: OVERVIEW OF BIBLIOGRAPHY AND METHODOLOGY APPLIED

2.1. Overview of Bibliography

In the course of my research, first I analyzed the structural and constitutional law issues of the subject – during which analysis I looked at the evolution of the territorial public administration from the formation of the state by King Stephen (in Hungarian: *István király*) until the current situation, particularly by way of the evolution of the middle-level (mezzo-level) administration. In such process, I found that the counties continue existing, they are deep-seated, moreover, the system has succeeded to adapt to the requirements of the actual times, and also due to territorial and competence changes it has been capable of renewing in the course of history. From a historical perspective the utmost significance of the "county system" resides in the capacity to form to the altering public law, administrative and political structure and it was geographically built into or onto the counties. Thus, the county have been able be a dominant form in historical-territorial development for centuries.

With respect to the middle-level the approval of the Local Governments Act caused basic changes having also significant effect on current economy as well. The fiercest political debates were induced by the public administration role of the counties, eventually though, their role was decreased to such extent as never before. The act put the counties into a subsidiary role, narrowed their exclusive scope of tasks restricting it to such public services of the "region" which the local municipalities do not want to or are incapable of providing. Tasks to be voluntarily undertaken are confined by the obligatory tasks to which, in principle, state aid should be granted. This aid however is not in a satisfactory amount resulting in that the greatest problem of the county local governments continues to be the lack of resources.

New changes were induced by the change in regional development models and the statutory regulations relating to it. The act on regional development and land management was approved following lengthy preparations. The act, by an EU conform regulation, basically created the basis for designing and programming work and established the institutional frames of regional policy. Independent regional development institutions were establishes in order to implement the regional development tasks, and besides the original public administration bodies were also granted competence. Reviewing the institutional system national, regional and county (micro-region) levels are to be mentioned, that is, the regional level has been added to the already existing levels of administration.

I also examined the European Union perspective on the issue, where regional policy formed part of national policy for years until the establishment of a common monetary fund, the European Regional Development Fund (ERFA), which grants aid to production investments, infrastructure development and programmes purporting to enhance inner potentials. The next step in the evolution of regional policy took place in 1988 by the overall reform of the financial resources of regional policy, as the NUTS territorial classification register (Nomenclature of Territorial Units for Statistics) is used in common policy from that time.

Nevertheless the European Union does not have uniformly developed or accepted public administration structure which should be accepted or applied by the member states. The Union left the discretion of the member states in the question as such a normative regulation would materially (adversely) affect the sovereignty of the member states, accordingly the question pertains to the competence of the third pillar, the Justice and Home Affairs. Therefore, no normative applicable regulations exist relating to the levels, name or competence of public administration. Thus, acquis communitaire does not provide solution for the Hungarian dilemma on the middle-level administration, nevertheless on the level of

secondary legislation a new dimension is being evolved whose tendencies undoubtedly form the present public administration structure and functioning and may serve as guidelines for future public administration reforms.

Upon examining the practices of the member states, two major options are found, first, certain states have few (in number), financially strong local governments, disposing of great competence and having large territory, though with a relatively weak middle-level administration ("Northern-model", e.g. Sweden, Denmark). Second, other countries have numerous local governments with a high number of inhabitants, solely capable of providing basic public services, whilst in comparison to the local governments these states have a strong middle-level administration ("Southern-model", e.g. France, Austria etc.).

Subsequently I analyzed the present structure of the Hungarian middle-level public administration, examining the resource management, territorial financing and incomes of the county governments. Besides, two European Union member states' local governmental financing system is further looked at in details (in accordance with the two major tendencies: France and Sweden).

Examinations have been conducted upon my dissertation in the following two research subjects:

2.2. Competitiveness rank of Hungarian counties (external environmental assessment)

2.2.1. Purpose of Research

The research purports to present the economic situation of Hungarian counties by ranking them on the basis of competitiveness. Data collected upon research are the following:

Chart 1: Employment and economic data of Hungarian counties[1]

County	Employed	Unemployed	Economically inactive inhabitants	Employment rate %	Unemployment rate %	Gross Domestic Product (GDP) at purchasers' price	
						billion HUF	Per capita, thousand HUF
	thousand per capita						
Baranya	146,9	12,1	147,9	47,9	7,6	678	1 702
Somogy	112,9	12,9	126,0	44,8	10,3	483	1 469
Tolna	91,6	9,7	85,4	49,1	9,6	385	1 593
Zala	127,9	8,6	92,0	56,0	6,3	552	1 878
Vas	113,4	9,1	81,9	55,5	7,4	615	2 332
Győr-Moson-Sopron	186,7	8,4	145,4	54,8	4,3	1 202	2 719
Fejér	180,7	9,4	137,8	55,1	4,9	982	2 292
Komárom-Esztergom	134,4	10,9	99,2	55,0	7,5	764	2 426
Veszprém	151,3	9,8	120,9	53,7	6,1	624	1 713
Borsod-Abaúj-Zemplén	235,6	32,1	277,1	43,2	12,0	1 129	1 563
Heves	112,3	11,3	122,3	45,7	9,1	520	1 626
Nógrád	74,9	8,9	80,2	45,7	10,6	250	1 169
Bács-Kiskun	196,2	20,4	193,7	47,8	9,4	842	1 567
Békés	130,9	11,1	151,5	44,6	7,8	522	1 359
Csongrád	163,8	10,3	150,5	50,5	5,9	739	1 744
Jász-Nagykun-Szolnok	147	15,7	147,1	47,4	9,6	625	1 542
Hajdú-Bihar	196,4	20,0	197,8	47,4	9,2	928	1 698
Szabolcs-Szatmár-Bereg	186,1	29,4	217,8	42,9	13,6	726	1 257
Pest	491,1	28,9	375,5	54,8	5,6	2 355	2 018
Budapest	750,0	37,8	524,9	57,1	4,8	8 874	5 229

2.2.2. Hypothesis

In the research it was established by the hypothesis that the examined counties can be ranked as to competitiveness by creating a principal component under the three available data (employment rate, unemployment rate, GDP per capita) and thus the significant differences between the economic strength of the counties can be proved.

[1] Source: KSH and MTA database, 2006.

2.2.3. Methodology

The data collected upon research is fully available, hence the scope of data collection can be considered complete, that is, the statistically true and accurate data could be processed by the SPSS (Statistical Package for the Social Sciences) software. On processing SPSS created one principal component under the three variables.

2.3. Analysis of economic management of the county local governments

2.3.1. Purpose of Research

The present research conducted on the subject purported to acquire knowledge on the income-expenditure resource structure of the present middle-level local governmental system, and to reveal tendencies in the changes of the amount of annual income and expenditure and the level of unemployment in the area. Special attention was devoted to the changes in principal resources in the analyzed term such as operational incomes, dues income, personal income tax incomes, aggregate and capital incomes, normative state aids and incomes arising from credits, securities and loans.

2.3.2. Hypotheses

In the research it was established by the hypothesis that the resources of middle-level counties are decreasing simultaneously with the entire local governmental system and the middle-level counties dispose of continuously decreasing money to mange economically, thus, in my view, the increase of own incomes/resources have a greater importance which may result in to be the breaking point of the consolidation of the currently weak middle-level administration. As further hypothesis it was established that as a consequence of the above the indebtedness of the majority of the county-level governments is increasing.

2.3.3. Methodology

In the course of my research I carried out a data collection by way of questionnaires with respect to all the county-level governments. Save the credit portfolio data the questionnaire was fully replied by the governments, that is, data collection can be considered complete, thus, no sample analysis was necessary to be conducted. The data are the property of the county-level governments providing the information; the data was collected by means of the Békés County Government (in Hungarian: *Békés Megyei Önkormányzat*).

3. RESULTS

3.1. Competitiveness rank of Hungarian counties (external environmental assessment)

By the application of SPSS a one dimension system was created from a three dimension system (employment rate, unemployment rate, GDP per capita) upon which the counties rank of competitiveness can be illustrated.

3.1.1. Basic Model (Version 1)

Deviation assessment was carried out as first step which resulted in that the deviation is lower than the average regarding all counties. It can be concluded therefore, that the data set homogeneous and no subsamples exist.

Chart 2: Result of deviation assessment (Version 1, source: self evaluation)

	Mean (average)	Std. Deviation (deviation)	Analysis N
Employment rate %	49,950	4,8180	20
Unemployment rate %	8,080	2,5135	20
GDP / capita	1944,80	871,531	20

The significances created by random variables in the correlation matrix have in all respect a rate lower than 0,05.

Chart 3: Correlation Matrix (a) (Version 1, source: self evaluation)

		Employment rate %	Unemployment rate %	GDP / capita
Correlation	Employment rate %	1,000	-,854	,671
	Unemployment rate %	-,854	1,000	-,595
	GDP / capita	,671	-,595	1,000
Sig. (1-tailed)	Employment rat%		,000	,001
	Unemployment rate %	,000		,003
	GDP / capita	,001	,003	

The data is capable of creating a principal component under the 0,676 result of the Kaiser-Meyer-Olkin test. The hypothesis of the independence of variables can be rejected regarding all levels of significance on the basis of the Chi-Square test under Bartlett. No principal component could be created below 0,5 significance level.

Chart 4: KMO and Bartlett's Test (Version 1, source: self evaluation)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,676
Bartlett's Test of Sphericity	Approx. Chi-Square	32,759
	df	3
	Sig.	,000

On the basis of communalities assessment (showing the extract proportion of the entire variance) all the three rates exceed 0,25 which represents that all rates are covered by the principal component (e.g. employment rate is 89,1% covered by the model, that is, information between 89,1% and 100% is lost).

Chart 5: Communalities (Version 1, source: self evaluation)

	Initial	Extraction
Employment rate %	1,000	,891
Unemployment rate %	1,000	,839
GDP / capita	1,000	,689

The explained variances show that one principal component has a higher value than one. This principal component has the 80,643% of all the variance squares, preserving thus 80,643% of the original information.

Chart 6: Total Variance Explained (Version 1, source: self evaluation)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2,419	80,643	80,643	2,419	80,643	80,643
2	,442	14,733	95,376			
3	,139	4,624	100,000			

Extraction Method: Principal Component Analysis.

The component matrix explains how the variables correlate with the component. In the present case the rate is sufficiently high.

Chart 7: Component Matrix(a) (Version 1, source: self evaluation)

	Component 1
Employment rate %	,944
Unemployment rate %	-,916
GDP / capita	,830

The following figure of conjugate correlations shows the extremes deviating from the average (multitude) which extremes can be undoubtedly identified as the data of Budapest.
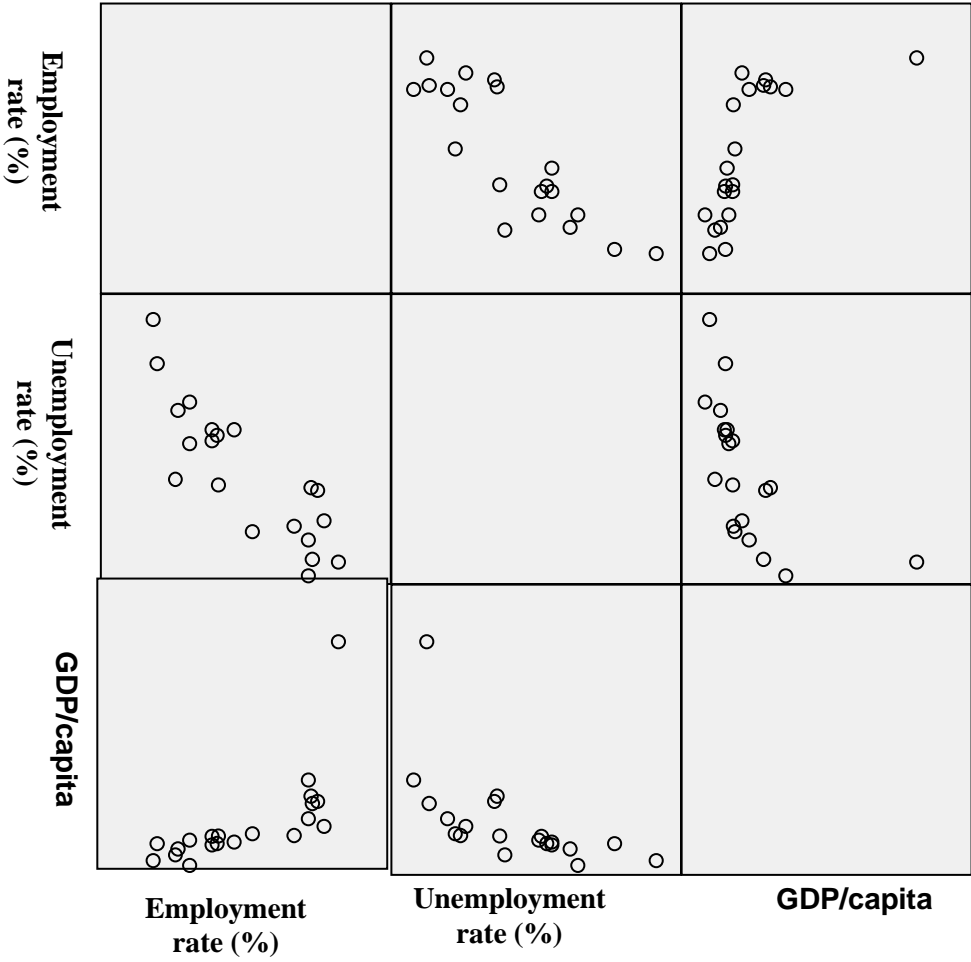

Figure 1: Conjugate correlations (source: self evaluation)

3.1.2. Enhancement of the model (Version 2)

In order to enhance the original model, by choosing its logarithm instead of the GDP per capita I obtained a better model compared to the earlier. In comparison with the earlier examination higher correlations and better significance levels were attained as a result of the change. The Kaiser-Meyer-Olkin measure has further improved as well. Altogether the variance being explained has improved almost 5%.

3.1.3. Further enhancement of the model (Version 3)

In the course of the further amendments of the model I excluded Budapest from the examinations of its extreme nature and as a result I was able to achieve further improvements. To demonstrate this I present the Kaiser-Meyer-Olkin measure and the variance being explained below.

Chart 8: KMO and Bartlett's Test (Version 3, source: self evaluation)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,737
Bartlett's Test of Sphericity	Approx. Chi-Square	40,529
	df	3
	Sig.	,000

Chart 9: Total Variance Explained (Version 3, source: self evaluation)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2,628	87,606	87,606	2,628	87,606	87,606
2	,245	8,181	95,788			
3	,126	4,212	100,000			

The *competitiveness ranking* derived from the principal component prepared by the SPSS model analysis is as follows:

Chart 10: Competitiveness ranking of Hungarian counties (result of principal component analysis)

Rank	County	Employment rate (%)	Unemployment rate (%)	GDP per capita	component -score
1	Szabolcs-Szatmár-Bereg	42,9	13,6	1 257	-2,77
2	Borsod-Abaúj-Zemplém	43,2	12	1 563	-2
3	Nógrád	45,7	10,6	1 169	-1,86
4	Somogy	44,8	10,3	1 469	-1,52
5	Békés	44,6	7,8	1 359	-1,1
6	Heves	45,7	9,1	1 626	-0,96
7	Jász-Nagykun-Szolnok	47,4	9,6	1 542	-0,95
8	Bács-Kiskun	47,8	9,4	1 567	-0,83
9	Hajdú-Bihar	47,4	9,2	1 698	-0,7
10	Tolna	49,1	9,6	1 593	-0,69
11	Baranya	47,9	7,6	1 702	-0,26
12	Csongrád	50,5	5,9	1 744	0,49
13	Veszprém	53,7	6,1	1 713	0,81
14	Zala	56	6,3	1 878	1,2
15	Komárom-Esztergom	55	7,5	2 426	1,24
16	Vas	55,5	7,4	2 332	1,26
17	Pest	54,8	5,6	2 018	1,34
18	Fejér	55,1	4,9	2 292	1,75
19	Győr-Moson-Sopron	54,8	4,3	2 719	2,14
20	Budapest	57,1	4,8	5 229	3,42

3.2. Examination of the management of the county-level governments

While processing the data I present below the summary chart that holds the aggregated data collected in relation to all municipalities.

Chart 11: Development of the expenses and revenues of county municipalities (data in thousand HUF)

Title	2005.	2006.	2007.
Personal income tax	43 164 553	48 139 759	31 542 193
Accumulated and capital income	4 462 331	10 458 030	8 299 186
State subsidy of municipalities			
- Normative state contribution	61 820 823	55 671 282	61 595 830
- Normative, fixed use subsidies	3 475 213	2 162 247	2 277 718
- Central subsidy of theatre	1 319 676	1 293 300	1 281 300
- Centralized provision	2 361 934	1 985 227	900 127
- Other central subsidy	1 308 533	1 593 623	744 921
- Development purpose subsidies	15 628 144	15 008 784	16 592 080
Funds taken over			
- Funds taken over from OEP	168 301 722	173 027 798	164 564 033
- Funds taken over for accumulation purposes	5 978 147	8 742 072	7 368 714
- Funds taken over for operation purposes	8 239 710	9 946 085	6 707 061
Supplements, refunds	2 222 311	1 412 964	346 656
Total revenues without money flow,	22 915 928	18 894 166	20 122 584
Total budget revenues	*426 569 966*	*439 595 128*	*402 030 780*
Incomes of credits, loans, securities	5 958 230	12 195 114	31 546 112
Compensation, contingent, run-through revenues	-1 426 510	1 536 222	0
TOTAL REVENUES:	**431 101 686**	**453 326 464**	**433 576 892**
EXPENSES			
Personal expenses	174 655 822	180 756 879	176 839 800
Employer's contributions	56 499 791	56 852 814	56 033 482
Material expenditure	133 030 603	138 180 916	127 563 090
Handover of funds			
- For accumulation purposes	939 897	1 491 311	1 567 146
- Operation purposes	7 125 066	7 435 746	7 433 597
- Previous year purported residue	699 968	1 558 490	1 827 891
Persons awarded money	4 433 775	4 711 509	4 633 317
Renovation expenses	3 435 090	3 845 011	4 131 618
Accumulation expenses	29 564 928	34 185 107	37 600 682
Expenses without money flow	158 108	1 030 550	8 679 409
Total budget expenses	*410 543 048*	*430 048 333*	*426 310 032*
Expenses of credits, loans and securities	3 291 242	4 587 045	7 266 860
Compensation, contingent, run-through expenses	8 082	-878 237	0
TOTAL EXPENSES:	**413 842 372**	**433 757 141**	**433 576 892**

The following data resulted from the processing of the questionnaires; the income side of all county municipalities together decreased by approximately 4,4 % compared to the previous year in nominal value in 2007, following the growth in 2006 (in real value the degree of fall is even higher), which may mostly be ascribed to the diminishing of the central fund.

- The institution operation revenues declined by 5,5% within a year, but compared to 2005 they still have grown by 4,1%.
- The duty revenues diminished by 19,8% while the personal income tax, even more significantly, dropped by 34,5%, which two incomes amount to 15,7% (earlier 20,7%) of the total revenues.
- The accumulation and capital revenues have fallen by 20,6% in 2007 compared to the previous year, which may be explained by the substantial growth of the last year (134,4%); the 2007 fund is 86,0% higher than that of 2005.
- Compared to the previous years the most significant change (growth) occurred in the section of credit, loan and securities revenues, since in 2007, within one year, this fund has produced a growth of 158,7%, while within two years this fund has increased 429,5%.

The expenses side in 2007 shows an almost identical figure as in the previous year, that is, there is no significant change as of the previous year. The degree of growth within two years (compared to 2005) is 4,8%.

- On the expenses side the most significant item (40,8%) is the personal expenses, which has reduced by 2,2% within a year (a 1,3% growth may be observed within two years).
- The employer's contributions, similarly to the personal expenses, have fallen by 1,4% within a year.

- The amount of material expenditures has decreased by 7,7% within a year, thus the proportion of these expenses has fallen from the 2005 level of 32,1% to 29,4% in 2007.
- In parallel with the growth of the revenues from credits, loans and securities the expenses pertaining to such have, even though at a more inferior rate, also grown; these expenses have risen by 120,8% in 2007 compared to the expenses in 2005.

Taking all of the above into consideration it may be laid down as a fact that the financing of the municipalities has narrowed in the examined period (2005-2007), only a small part of which has been able to be compensated for by the increase of the own revenues, and thus the amount that may be allocated for the purpose of management has decreased, which firstly means that less funds may be assigned to cover material expenditures (partly since the volume of most personal expenses is fixed by law), and secondly that in the examined period the indebtedness of the municipalities has grown substantially.

4. CONCLUSIONS

The primary characteristic of the present Hungarian local governmental system is that the mid-level local government, the county municipality is relatively powerless. The traditionally strong county level administration has become in the new local governmental system the institution maintainer, and as a unit operating with a delegated body and without own taxation rights, as I have analyzed earlier, it did not even correspond with the European Charter of Local Self-Government of the Council of Europe.

Although this situation has improved to some extent, only the establishment of a local government which is stronger than that of the present and that is vested with a scope of duties and resources that harmonize with the territorial social-economical real processes would have proven as a true breakthrough. However, the parliamentary majority required for such could not have been provided, and the problem, after 18 years, is still yet to be resolved. That is to say, in a system composed of a high number of scarcely populated local municipalities there is an increased need for strong territorial local governments. This is required by the reasonable decomposition of the central authority and the vindication of the principle of decentralization. At the same time, because of our scattered town structure for some towns, provision of even the high-quality basic services pose a problem (this may not be substituted by the county municipalities, for they are too far away), and on the other hand for substantial decentralization larger territorial units are required because that is what the service of the town-development functions and the provision of some particular important public services (e.g. transportation, professional education) demand. It needs to be stated that without town-development functions strong territorial local governments are inconceivable; for this, the augmentation of institution maintenance is insufficient. These are the self-strengthening arguments that support the transformation and reinforcement of the present middle level.

I believe that on the contrary to the opinion of the majority of the special literature there is no need for the establishment of an elected political region; in my opinion through the appropriate reinforcement of the present county-system the perceivable void can be filled. The scope of duties and authorities to be allocated to this level of local governmental administration need to be defined in the Local Governments Act. This is why it is of particular importance to record and settle the methodical principles of territorial authority-allocation, and to designate the most fundamental groups, directions and frames of the scope of authorities that are of vital importance regarding the operation of county municipalities.

Within the methodical principles the way of development may lie in the allocation of the scope of duties and authorities to be fulfilled and exercised on a county scale to county-level local governmental administration. To this end the category of "local public affairs" needs to be defined in the Local Governments Act so as to be applicable on the county scale. Hence all duties not being able to be fulfilled expediently and economically on the lower local governmental level need to be, as a rule of thumb, carried out and fulfilled by the county-level local governments.

The present Hungarian public administration, with special regard to the future reform of the public finance structure, is on the verge of numerous changes. However, in my opinion these changes shall not aim the discontinuation or complete atrophy of the county-system, that is, I believe the creation of political regions is not adequately reasoned.

My belief is that the county needs to continue to be the mid-level unit of public administration, whereas the regions would be institutions serving the facilitation of regional development. I think that the objectives of regional development, the tender applications, the coordination and supervision of investments would not have high demands of human resources on the level of regions, therefore the production of unreasonable bureaucratic institutions could be avoided and a lean but at the same time more efficient organization could serve the needs of regional development.

5. NEW AND NOVEL SCIENTIFIC RESULTS

1. Researches proved that the foremost significance, from a spatial history point of view, of the county-system lies in that it has always been able to assume the shape of and mould itself to the ever-changing public law, administrative and political structure, and in space everything integrated into or was based on the county. This way the county could have been the relevant frame of historical-spatial processes for centuries whilst during its history it only has been an exclusive and universal territorial entity for a short period of time. Attempts of regionalization may be observed continuously, but regions, as political regions have never been established.

2. The comparative analysis unambiguously verifies that there is no imperative norm in the European Union regarding the layout and arrangement of regional public administration; virtually all countries have different structures of middle-level public administration. The two typical models are the groups of the "northern" and "southern" countries, but within these types many differences may be inspected as well (that is, these are not homogenous groups).

3. It has been verified during the examinations concerning the competitiveness of the Hungarian counties that there are substantial differences between the economic strength of the particular counties, and, as in the presently narrowing finance options own funds play (or more precisely would play) an ever-important role, this fact should be duly considered during the creation of the finance norms as well. The mid-level local government, the county municipality is relatively powerless, and this level is in obvious need of reinforcement.

4. The hypothesis set up during the examination of the management of the county municipalities proved to be true, according to which in parallel with the reduction of the central funds, the role of extraneous, foreign (typically credit, bonds) funds grows uninterrupted in local governmental financing, and thus the debt stock of local governments is widening dynamically on the middle-level (as well).

6. CURRICULUM VITAE

PERSONAL DATA

Name:	dr. Mihály Kovács
Place and date of birth	Békéscsaba, 3 October 1976.
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STUDIES

1995-2000	University of Economic Sciences of Budapest, Budapest Faculty of Management – Accountancy, Economic Policy specialization Certified economist
2001-2006	Pázmány Péter Catholic University, Faculty of Legal and Political Sciences, Budapest lawyer
2003-2006	Hungarian Chamber of Accountants, Budapest Qualified auditor
2006-	Szent István University, Gödöllő, Management and Business Administration Ph.D. School

EDUCATIONAL, SCIENTIFIC ACTIVITIES

2004-	Szent István University Faculty of Management (priorly TSF GFK), Békéscsaba college adjunct – corporate finances, budgetary finances
2002-2004	Perfekt Economic Technical School, Békéscsaba teacher – finance, corporate management
2007-2009	Research at enterprises of Békés county carried out in the cooperation of the Development Council of Békés County and the TSF GFK

PROFESSIONAL EXPERIENCE

2007-	Réthy Pál Hospital-Ambulatory Clinic, Békéscsaba Financial director
2002-2007	Móra Kiadó Zrt, Budapest Financial director
2000-2002	OTP Bank Strategic and Business policy department, Budapest Strategic analyst

OTHER ABILITIES

Languages	Intermediate language exam including English and German special economic material
Computer knowledge	Word, Excel, PowerPoint, Access
Driver's licence	B,C category
Interests	Squash, riding, theatre

7. LIST OF PUBLICATIONS

Scientific review:

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- The Situation of the Local Government in Hungary from the Aspect of the European Integration (Annals of the University of Craiova, 2007. XXXV. évf. 35. szám, román nyelven: 1366-1370 old., angolul: 1371-1376 old.) ISSN-szám: 1843-3723

- Efficiency Questions of the Local Administration (Vasile Goldis University, Arad, 2007. 17.szám: 171-178. old) ISSN-szám: 158-2339

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- Dr. Kovács Mihály – Nyári Csaba – Dr. Túróczi Imre: Vállalati pénzügyek példatár Tessedik Sámuel Főiskola, Gazdasági Főiskolai Kar, Békéscsaba, 2007. (II., III., X., XII. fejezet, 19-39, 116-128, 138-146 oldal)

- Bujáki Gábor (szerk.): Vállalkozásfejlesztés (dr. Kovács Mihály: Közbeszerzés fejezet, 138-167. old) ISBN: 978-963-269-082-7, 2009.

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