

Some Regulatory Challenges for Hungarian Local Self-Governments Connected to the Use of Publics: To be Governed by Public or by Private Law?

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Abstract The Porto Metropolitan Area (Área Metropolitana do Porto, AMP) is a framework of cooperation between 17 municipalities and several districts. This metropolitan area has a specific, inter-municipal model of urban governance. In our research, we found that cooperation is significant mainly in sectors where the central legislature has essentially made this mandatory, by designing the AMP and defining its powers. In addition to AMP, only partial cooperation has been established in the field of waste management, and in the field of human public services and in the performance of public authority, there is essentially a set of autonomous organisational solutions. However, despite all this fragmentation, the above system ensures the satisfactory functioning of the metropolitan agglomeration. This also underlines the importance of transport management in urban areas, since this functioning system is based on an integrated and intermodal transport system.

Keywords: • comparative analysis • inter-municipal cooperation • urban governance • municipal law • public services • Portugal

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1 Subject and scope of the research

Since urbanization played a significant part in the transformation of the role of the cities and gave rise to the evolution of agglomerations, it has been crucial for the researchers of both legal and administrative sciences to understand the functioning and coping mechanisms of such establishments. There are various administrative frameworks that may be applied to metropolitan agglomerations, each of them having their own advantages and disadvantages. The research has concentrated on the examination of both the intermunicipal cooperation between 17 municipalities of the Porto Metropolitan Area (*Área Metropolitana do Porto*, hereinafter *AMP*) the general administrative framework thereof, and the metropolitan area of Budapest. The aim of the research was also to examine the possible management solutions regarding the provision of human and economic public services. This article mainly focuses on the administrative model and the major challenges of AMP; however, additional references will be made with regard to the concepts and issues of the Budapest area.

The examination shall be concluded with a short summary, in which - based on the results of the research - the legal construction of the intermunicipal cooperation and the urban governance will be evaluated. The most important question of the examination was whether the construction of AMP could be more likely to be approached as a successful field of cooperation or as a legal necessity.

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2 Methodology

The research – with regard to the subject of the examination and the challenges thereof - is multidisciplinary. One will find its basis on law sciences on one hand, and administrative sciences on the other hand, however, incorporation of the instruments of economics, political science also played a great part in the research.

The research has been carried out by professors, PhD students and MA students of the Department of Administrative Law of Eötvös Loránd University, Budapest. The subjects of the analysis – metropolitan agglomerations of Porto and Budapest were chosen due to their similar social and economic background, while the differences were also considered. The comparison provided an ideal field to evaluate the legal concepts, the practical solutions, and the challenges of the examined areas at the same time.

It also has to be stated that quantitative and qualitative approaches have been both essential and key elements of the research, since the purpose thereof is to acquire a picture as complex as possible regarding the subject of the examination. It is strongly based on qualitative, empirical, comparative, semi-structured interviews and investigations.

The research has been undertaken in four significant local municipalities in Porto, namely in Porto, around which AMP centres in the first place, Vila Nova de Gaia, the biggest local municipality which also seems to grow the most intensively and progressively, Maia, the most important industrial centre, and Valongo, which represents the smaller and less active residential area.

3 Administrative frameworks of the urban governance in the AMP

3.1 Organisational frameworks

The constitutional basis of Portuguese local governance is found in Part III of the Portuguese Constitution. As the Constitution states, ‘local authorities are territorial legal persons, have representative organs and seek to pursue the interests of their populations.’

¹ Although the Constitution sets out the principle of decentralization, Portugal remains one of the most centralized states in Europe.

The Portuguese Constitution sets out three types of local and regional authorities: regions, local governments, and part-local governments.² Therefore, it can be established that Portugal operates a three-tier municipal system in line with the French model (Hoffman, 2017: 252-253).

The regional level of local governance has quite a fragmented character, since there are several territorial units which partially overlap each other. These include the regional development and coordination councils (*Comissão de Coordenação e Desenvolvimento Regional*, CCDR), several type of voluntary and compulsory local government associations (*comunidade intermunicipal*) and the metropolitan areas (*áreas metropolitanas*, AM) (Magone, 2011: 404-405 and Teles, 2016: 67-69). The metropolitan areas were established by the parliament in 2015 with the aim of creating a local government unit that is able to provide solutions to the problems and challenges that are generated by the rapid urbanization of the agglomeration of Porto and Lisbon.³ As far as we are concerned, these areas can be best described as compulsory local government associations of the municipalities of Porto, Lisbon and their agglomeration.

The middle level is comprised of the municipalities, which are the most stable and well-established units of the Portuguese local government system. There are altogether 308 municipalities, which have extensive competences regarding the provision of public services (Magone, 211: 390-391 and 395).

Part-local governments embody the third level of local governance in Portugal. These were originally territorial units of the ecclesiastical administration, however nowadays they are considered to be a part of the Portuguese civil local government system, which

have a vital role in providing certain public services to the citizens (Magone, 2011: 390-391).

Our research was aimed specifically at the Metropolitan Area of Porto (*Área Metropolitana do Porto*; AM Porto), therefore it is necessary to examine some aspects of this unit of local governance. This metropolitan area consists of 17 municipalities with a population of 1.7 million citizens, extending over an area of almost 2,040 km².⁴ The AM Porto was established by the parliament in 2013.⁵

3.2 Decision-making in the AMP

The abovementioned act regulates the process of decision-making in the AM Porto as well. The inner administrative structure of the AM Porto can be best classified as a dual-council model. The operative bodies of AM Porto include a decision making council (*conselho metropolitano*) and an executive council (*comissão executiva metropolitana*). The former is responsible for adopting the necessary decisions,⁶ while the latter is tasked with executing those.⁷ It is important to note that although the law provides that the *conselho metropolitano* passes its resolutions with a majority vote, in practice the councillors endeavour to reach a full consensus. Furthermore, the AM Porto has a consultative body as well, which is responsible for urban development (*conselho estratégico para o desenvolvimento metropolitano*). It shall be noted that the municipalities of the AM Porto, as well as the part-local governments that they are comprised of also implement the dual-council system (European Court of Auditors, 2018).

To summarize, it is clear that the municipalities comprise the most important level of local governance in Portugal. However, as the process of urbanization started to get more and more rapid, the municipalities of Porto (and Lisbon for that matter) found that they are in desperate need of cooperating with each other, as well as the municipalities of the agglomeration in order to meet the challenges that faced them as a result of this process. As opposed to Hungary, Portugal concluded that the most effective administrative framework for this cooperation and for providing public services to the citizens of the ever-growing metropolitan areas would be a compulsory local government association. Hungary chose a completely different path, as the Hungarian local government system strictly separates the two-tier local government of Budapest from its agglomeration. It can be concluded that local government associations play a significantly greater role in urban governance in Portugal than in Hungary (Silva, 2017).

4 General aspects in respect of the provision of services

The provision of public services can be structured in numerous different methods, both public and private solutions are available. One of these solutions is the provision of public service through a public authority, by the state acting within its own competence, while another solution is to establish a separate organisation for the performance of its tasks. Other options may be provided by legal entities independent from the public administration, specifically the state may entrust them with the implementation of public services. The latter can be viewed as the real cooperation between the private and public sectors (Kovács, 2017: 78-79).

The cooperation between the public and the private sectors could take several forms, such as usual outsourcing, vouchering or Public-Private Partnership (PPP). PPP – by the definition of literature – is a long-term contract between the state and a private undertaking, where special rules ensure the distribution of liability between the parties. PPP schemes can take numerous forms and have no generally recognised conceptual elements. There are PPP constructions that concentrate on the public sector features of the cooperation, while the private elements dominate in other PPP constructions. As a result of this, the area in which public services are operated shows a very colourful picture, with a number of different solutions. This statement is also true for Porto.

The infrastructure must be mentioned first. Water management is purely a municipal task. The municipality of Porto – at its choice – implements its water management responsibilities through a public company. Besides the form of public company, the form of private company also exists, other municipalities use private companies to carry out these tasks. On closer inspection of the private companies in this field, it is also possible to distinguish between the companies according to the structure of their ownership. While some companies are wholly municipality owned, private companies with mixed ownership can also be found. Moreover, it can be observed that in some cities the structure of the system is owned by the municipally, while it is operated by a private company. This scheme could be carried out in the framework of a concession.

As for the waste management, the “LIPOR” waste management association⁸ should be concerned, even though only eight municipalities are involved in the joint operation of the organization.⁹ Other municipalities in the area, which do not participate in the waste management association are, on one hand, engaged in contracts with private bodies and, on the other hand, perform their tasks using merely public solutions.

Regarding the public transport in connection with public-private cooperation, the so called “Andante” should be mentioned, a single ticketing system in a common corporate form. This common entity is made up of STCP, the Transport Company of Porto, but private operators have also been involved.¹⁰ The relationship between private service

providers and this joint entity is established on the basis of a contract or in the framework of a concession. In this context, that is of great importance whether private companies are able to remain independent thanks to the contractual relationship, apart from the single ticketing system.

Finally, it should be noted that PPP schemes are not used in the field of energy and district heating.

In general, it can be concluded that larger municipalities, such as Porto, prioritise solutions under public law. It typically establishes entirely state-owned companies and provides public services through them. Smaller municipalities – e.g. Vila Nova de Gaia or Valongo – prefer to apply concession contracts. Besides the above-mentioned scale, the ideological aspects cannot be neglected. Supporters of left-wing ideologies prefer solutions to public law, such as the independent, green, left-wing mayor of Porto.

The involvement of the private sector in the infrastructure industry has undoubtedly had many benefits in recent decades. PPPs are also a very effective way of overcoming infrastructure deficits in countries where the State does not have enough resources to carry out the necessary construction work. In addition, it can be pointed out that this involvement could also have helped the applying countries to recover from the 2008 economic crisis. Following the crisis, the European Union itself called for the use of this method of organising public services. This claim is particularly true for Portugal. The most significant investments and developments could not have been made under a traditional public procurement procedure.

Although PPPs are an essential element in the financing of infrastructure in Portugal, they also present at least as many risks as advantages, in the long term. To avoid the disadvantages, a professional complex management system must be established in advance. The Portuguese Government, on the other hand, has launched too many PPP projects at once. Both legislative and know-how frameworks have not been able to keep up with the numerous projects. In Portugal, there was no structure for managing all projects coherently.

On the other hand, the execution of Metro do Porto demonstrates that a PPP construction can be fundamentally successful to implement infrastructure developments. For the purpose of carrying out their tasks municipalities should choose either a public or private solution, and it is important to point out that the establishment of an appropriate institutional and legal framework are essential for a successful project (European Court of Auditors, 2018: 11). While applying PPP schemes, due care should be taken with regard to their large volume, value and long-term performance phase (European Court of Auditors, 2018: 10).

5 Regional development

5.1 Regional development in Portugal and the Porto Region

Portugal's regional development is rather specific from a historical perspective: following the accession of Portugal to the European Union in 1986, a highly centralised regional development regime has been established, creating five NUTS II regions (Northern, Central, Lisbon, Alentejo and Algarve regions).¹¹ These were so-called "planning regions" controlled by the Central Administration.¹² The tasks involved were carried out by the so-called Regional Development Agencies (RDAs). The RDAs were considered atypical public administration bodies as they had a unique legal status. At the beginning of the 21st century, the Portuguese system underwent a decentralisation process, in which the RDAs were reorganised in a way that the regional development tasks are performed by unique public administration bodies which are, in nature and status, between atypical public administration bodies and associations of municipalities. It was also during the period of decentralisation that the two metropolitan areas, the "Área Metropolitana", were created in Porto and Lisbon.¹³

The main pillar of our study is the partnership agreement named "Europe 2020 – Portugal 2020", as the purpose of the agreement is to focus on the economic, social, environmental and territorial development policies for the period 2014–2020. The programming and implementation of "Portugal 2020" were organised in four thematic areas: competitiveness and internationalization; social inclusion and employment; human capital; sustainability and efficiency in the use of resources. In order to achieve the expected results, Portugal has received €25 billion by 2020.¹⁴ The regions benefiting from the development are as follows:

- Less developed regions where the GDP per capita of the region is less than 75% of the average GDP per capita of the Union. These include the North and Central region, Alentejo and the Azores.¹⁵
- Transitional regions where the GDP per capita of the region is more than 75%, but less than 90% of the average GDP per capita of the Union. Portugal's sole transitional region is Algarve.¹⁶
- The third category consists of the more developed regions where the GDP per capita of the region is more than 90% of the average GDP per capita of the Union. More developed regions are Lisbon and Madeira.¹⁷

Portugal 2020 is implemented through 16 Operational Programs and Territorial Cooperation Programs. Of the 16 operational programs, we would like to focus exclusively on the ones running in the Northern Region (in particular, North 2020), as we conducted our empirical research in Porto, the centre of the region. The budget allocated to North 2020 (Norte 2020) for the 2014–2020 period is €3.4 billion. Portugal 2020 has set up four Thematic Operational Programs in addition to the Territorial Opportunity

Programs, which are in line with the objectives set out in the Partnership Agreement. These thematic operational programs can be found in varying proportions, but in each of the five regions.¹⁸

The Northern Region is one of the less developed ones, so North 2020 is primarily aimed at eliminating inequalities through creating jobs and increasing competitiveness. In the period 2000–2014, the population of the region has migrated to or near the AMP area, thus aging, job shortages and a sharp decline in the proportion of students enrolled in public and higher education are characteristics of the inner areas close to the border in this particular region.

Cooperation between municipalities is of particular importance in this region, as one of the central metropolitan agglomerations of the country, Porto, is located here. With this in mind, the Union financially encourages AMP member municipalities, such as Vila Nova de Gaia, Maia, Porto and Valongo – in the areas in which our research was conducted – to cooperate, especially in the performance of tasks that are in the common interest of the municipalities.¹⁹

In addition to thematic operational programs in the region, ‘integrated territorial approaches’ have also been introduced. Integrated territorial approaches are models used in the design and implementation of North 2020 that take into account the unique characteristics of the region’s territories and involve actors in the management of public policies.²⁰ The most dominant model of the different integrated territorial approaches is the so-called “PROVERE” approach, which is an economic appraisal program for endogenous resources and aims to advance less developed areas of the northern territories.

In the northern region, four PROVERE collective efficiency strategies are officially recognised:

- “Minho Innovation” – targeting Alto Minho, Ave and Cávado with a thematic focus on tourism.²¹
- “Aquanatur” – targeting Alto Tâmega and focusing on the water.²²
- “Douro” – which aims to provide a multi-sectoral economic assessment of the Douro Valley based on identity, cultural heritage and creativity.²³
- “Terras de Trás-os-Montes” – aimed at promoting tourism in Terras de Trás-os-Montes.²⁴

These approaches are aimed at eliminating territorial inequalities and developing the eight sub-regions by focusing on only one area, such as tourism or even water quality.

5.2 Portugal 2020 and Széchenyi 2020? Differences between the Portuguese and Hungarian Partnership Agreements, 2014-2020

The first „element” of the comparison is the amount of money that can be spent until 2020, as defined in the Partnership Agreement. Interestingly, both countries (Portugal and Hungary) received € 25 billion to spend on their thematic objectives. In 2014, Hungary adopted five national development priorities, which – like the Portuguese system – are accompanied by thematic objectives. national development (support) priorities, which cover the whole of development policy, including rural development objectives and contributions.²⁵

The 5 main priorities are as follows:

- Improving the competitiveness of economic actors and increasing their international role ,
- Increasing employment (through economic development, employment, education, social inclusion policies, taking into account territorial differences),
- Increasing energy and resource efficiency,
- Increasing social inclusion and addressing population challenges,
- Implementing local and regional developments that support economic growth.²⁶

The target system relied on Hungary's comprehensive national development plan document, the National Development and Spatial Development Concept (OTFK), and its highly system-oriented target system, which also integrates social and environmental aspects. The objectives of the EU development policies for 2014–2020 were important factors in the development of the OTFK target system, which was also transposed into the Partnership Agreement. It is not surprising, therefore, that each of the main national development priorities supports the Europe 2020 strategy and together encompasses the 11 thematic objectives proposed for support by the European Union, which have also appeared in Portugal.²⁷

6 Public transportation – a successful field of the cooperation

AMP evidently has great population and geographic area. It is one of the most industrially developed areas in Portugal, therefore it attracts both capital and workforce. As the population is growing dynamically and as people are moving to cheaper, more affordable outer municipalities in the Porto area, the economic and social needs for a more effective public transportation system have grown largely. The main actors in the area of public transportation are Metro do Porto, the STCP company and the Trains of Portugal (CP) complemented with the private bus operators.

Metro do Porto has begun to operate in 2002, and its lines – 6 lines are in operation at the moment - cover the area of seven municipalities. MP is a public limited company, in

which the main shareholders are the Portuguese state and the AMP, besides the STCP, the CP and the municipalities hold shares in the company.²⁸ Regarding the metro lines, the legal construction of concession is used for the service provision.

The STCP is a state-owned public limited company, which operates three tram lines in Porto and buses in altogether six municipalities. The Portuguese state has delegated the operative management of the STCP and transferred the operation thereof to the AMP for 7 years.²⁹ The Trains of Portugal (CP) is also a state-owned company, operating its lines in the whole country. The CP Urban Services connects four nearby cities with the AMP.³⁰

It has to be emphasized that one of the most important fields of the cooperation between the municipalities of the AMP is public transport, which may also be considered the most successful one. The municipalities and decision-makers hereof have decided that a collective, integrated ticket system shall be introduced, one that not only provides easy accessibility to the services to the residents and visitors of the area, but also offers affordable prices, while promoting the concept of intermodal transportation. Soon enough, on the 20 December 2002, Metro do Porto, STCP and CP created a new entity, Intermodal Transport of Porto (TIP).³¹ TIP has been established in a company form called a complementary grouping of companies (CGC), which legal entity has a separated legal personality that enables the company to acquire rights and receivables as well as property, and which is responsible for the operation of the ticket system.³² The integrated ticket and fare system operates under the name 'Andante'. It is present in all municipalities of AMP, taking into consideration that the municipalities with no access to the network of MP, STCP and CP, may also connect to the ticket system through concession contracts.³³ These contracts are signed between privately held bus companies and the legal entity of TIP. As it can be seen, this form of cooperation is in conformance with the previous expectations that were articulated during the negotiations before the establishment of Andante, regarding the integrated ticket system and the concept of intermodal transportation.

Issues regarding system of Andante or the public transport fall under different competences of different bodies in financial aspects and decision-making. The decisive competences of the seventeen municipalities – as it has been elaborated previously -are held by the metropolitan council of AMP. This legal solution provides that regarding political, social, economic and operative issues, the decisions may be made by the body being most familiar with the needs of the area and its residents.³⁴ On the other hand, municipalities lack resources that would possibly allow the responsible and effective operation of a well-structured, extensive, and costly public transport system. Therefore, beside the co-financed projects governed by European Union, it is the Portuguese state that is responsible for the financial aspects of the operation of the public transport system,

even though representatives of the central government only take part in the decision-making process through exercising their consulting rights.³⁵

The members of the metropolitan council are *de iure* not obliged to reach full consent during the decision-making process, the tendency of the past years provides otherwise in terms of the issues related to public transport or any other financial aspect in connection with AMP.³⁶ De facto, consensus is a great mean of prevention regarding the distraction of resources given to the AMP, which may be carried out through the extensive financial support of the TIP.

7 Housing and social security

In Portugal, the issue of social security is evidently emphasized and taken great care of both in respect of the legal regulation and in practice (OECD, 2020). Social security and the questions of housing have a strong constitutional basis, since the right to housing is explicitly set out in the Constitution as a fundamental right, rather than a constitutional state aim, as it can be observed in Hungary.³⁷ The welfare system of Portugal is highly centralised, therefore the local municipalities contribute to social spending less intensely. In order to understand the mechanisms of the Portuguese social security system, it has to be emphasized that self-care of smaller communities such as families, traditional civil communities and church organizations has great relevance, therefore the provision of personal services – carried out very heterogeneously - falls into the competence of the local municipalities, while the central government remained the provider of the cash benefits that have the greatest significance among all social benefits.

Although the social spending of the Portuguese state are significantly higher than the OECD average, it cannot be forgotten that housing poverty is a serious issue in Portugal as well, taking into consideration that 5.8% of the population may have difficulties paying out a home loan, renting or paying overheads. Regardless, there is no cooperation between the local municipalities of AMP in respect of housing issues. Porto puts great emphasis on housing matters, which can be observed through the examination of the housing stock, 13% of which is owned by the municipality, serving 30,000 inhabitants. The examination of the city budget also provides that – despite central cash benefits and the importance thereof – Porto approaches the maintenance of the municipal housing system as an issue of the social welfare system with great significance.³⁸ It is however evident that the Porto municipality itself is not able to operate the whole housing stock, therefore a public company – Domus Social – is entitled and obliged to do so. In Maia, the similar method is applied, the public company, Espaço Municipal shoulders the same tasks as Domus Social does. According to the interviews, Maia has been carrying out investments regarding the municipal housing stock, due to which a great percentage of the social expenditure consists of the repayment of loans. It is also quite clear that social security

and housing is possibly the most controversial field between the municipalities of AMP, burdened by various conflicts of interest on a daily basis that are not easy to mediate.

8 Conclusions

The framework of the cooperation may be outlined as follows: strong, partial and weak cooperation can concurrently be obtained during the examination of AMP. The cooperation is significant mainly in sectors where the central legislature has essentially made this mandatory, due to which the most successful field of the cooperation is public transportation. Only partial cooperation has been established in the field of waste management (LIPOR), and in the field of human public services. Local municipalities established separated constructions and found separated solutions regarding housing. The results of the examination provided that the system of the intermunicipal cooperation - despite all fragmentations - ensures the satisfactory functioning of the metropolitan agglomeration. Integrated solutions undeniably play a crucial part in the economic and social growth of the area – as the example of the public transportation provides, but traditional coping mechanisms and possible differences regarding ideas and perspectives may hinder the engagement in establishing mutual solutions.

Notes:

¹ Constitution of the Portuguese Republic, Art. 235.

² Constitution of the Portuguese Republic, Art. 236.

³ Act 75. of 2015.

⁴ Retrieved April 29, 2021, from <http://portal.amp.pt/pt/>.

⁵ Act 7. of 2013.

⁶ Act 7. of 2013, Art. 69, 71.

⁷ Act 7. of 2013, Art. 73-74, 76.

⁸ Serviço Intermunicipalizado de Gestão de Resíduos do Grande Porto, <https://lipor.pt/pt/>.

⁹ Espinho, Gondomar, Maia, Matosinhos, Porto, Póvoa de Varzim, Valongo és Vila do Conde

¹⁰ See: <http://autoridade.amp.pt/pt-pt/home/transporte-na-amp/transportes/>.

¹¹ CEC [1989]: Quadro Comunitário de Apoio – 1989-1993 para o desenvolvimento e o ajustamento estrutural das regiões menos desenvolvidas (objectivo nº1) Portugal

¹² <https://www.oecd-ilibrary.org/sites/fea62108-en/index.html?itemId=/content/publication/fea62108-en>.

¹³ <https://www.oecd-ilibrary.org/sites/fea62108-en/index.html?itemId=/content/publication/fea62108-en>.

¹⁴ https://www.pt-2020.pt/wp-content/uploads/partnership-agreement-portugal-summary_en.pdf.

¹⁵ <https://poseur.portugal2020.pt/en/portugal-2020/>.

¹⁶ <https://poseur.portugal2020.pt/en/portugal-2020/>.

¹⁷ <https://poseur.portugal2020.pt/en/portugal-2020/>.

¹⁸ <https://poseur.portugal2020.pt/en/portugal-2020/>.

¹⁹ <https://poseur.portugal2020.pt/en/portugal-2020/>.

- ²⁰ https://norte2020.pt/sites/default/files/public/uploads/programa/CCDR-N_brochura_Ingles_FINAL_NOVO.pdf.
- ²¹ https://norte2020.pt/sites/default/files/public/uploads/programa/CCDR-N_brochura_Ingles_FINAL_NOVO.pdf.
- ²² https://norte2020.pt/sites/default/files/public/uploads/programa/CCDR-N_brochura_Ingles_FINAL_NOVO.pdf.
- ²³ https://norte2020.pt/sites/default/files/public/uploads/programa/CCDR-N_brochura_Ingles_FINAL_NOVO.pdf.
- ²⁴ https://norte2020.pt/sites/default/files/public/uploads/programa/CCDR-N_brochura_Ingles_FINAL_NOVO.pdf.
- ²⁵ https://ec.europa.eu/info/publications/partnership-agreement-hungary-2014-20_en - Partnerségi Megállapodás - Magyarország – 2014-2020.
- ²⁶ The 5 priorities are available at the link below:
<https://www.palyazat.gov.hu/download.php?objectId=52032>.
- ²⁷ <https://www.palyazat.gov.hu/download.php?objectId=52032>.
- ²⁸ <https://www.metrodoporto.pt/pages/320> (accessed: 2021.05.01.).
- ²⁹ STCP Annual Report (2018) Page 26.
(https://www.stcp.pt/fotos/editor2/Relat%C3%B3rios%20e%20Contas/relatoriocontasstcp_19_en_v5s.pdf).
- ³⁰ CP Annual Report.
(https://www.cp.pt/StaticFiles/Institucional/1_a_empresa/3_Relatorio_Contas/2018/relatorio-contas-2018.pdf).
- ³¹ <https://www.linhandante.com/quemosomos.asp> (accessed: 2021.05.01).
- ³² Further see: <https://www.linhandante.com/SAMA.asp> (accessed: 2021.05.01.).
- ³³ <https://www.linhandante.com/noticias-det.asp?noticiaid=150> (accessed: 2021. 05. 01).
- ³⁴ Lei n.º 75/2013 Article 69.
- ³⁵ https://www.compete2020.gov.pt/admin/fileman/Uploads/20200109_Lista%20de%20Aprovados%20C2020_31DEZ2019_site_1.pdf (accessed: 2021.05.01.).
- ³⁶ Lei n.º 75/2013.
- ³⁷ Article 65 of the Constitution of the Portuguese Republic (Constituição da República Portuguesa)
- ³⁸ Câmara Municipal do Porto, Orçamento para o ano 2020 – Porto Annual Budget for Year 2020.

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