



KÁROLI GÁSPÁR REFORMÁTUS EGYETEM
ÁLLAM- ÉS JOGTUDOMÁNYI KAR

Intézményi azonosító: FI 44189

Doctoral School of Law

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Institutional characteristics of regional development policy in Germany, conclusion of the German Unity

*Catching up economically underdeveloped regions:
solidarity and regionality in the reunited Germany*

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DOCTORAL THESIS

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Budapest, 2024



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I. Statement and reasons for choosing the topic

This dissertation is a timely and gap-filled summary that provides a current overview of the German regional support structure, operating under federalism, their legal regulations and the channels involved in the implementation. Writing of the doctoral thesis and the timeliness of the review of the topic, the structurally lagging East German regions, is because since January 1, 2020, the German regional aid scheme has been transformed and became uniform thirty years after the creation of a single Germany. All previous forms of support were integrated into a single framework, with effect from December 31, 2019, because the German Parliament abolished the Solidarity Pact and included all German regions uniformly within *the scope of the Community Tasks*¹. The Law on improving the structure of the regional economy (1969/2015/GRW) was amended accordingly. Thanks to more transparent regulation, as of January 1, 2020, businesses, municipalities, and structurally weak regions will be able to apply uniformly for more than 20 federal programmes, regardless of whether they are located in former eastern or old western provinces. Thanks to the 2022 GRW reform, the range of grants has been extended, more transparent, and the old targets have been integrated into the climate policy goals. Consolidating and reforming the regional development programme is a shift towards a single assessment and equal opportunities. Public monitoring of equality of opportunity will provide a more accurate and up-to-date picture of national differences in mid-2024. Although 33 years have passed since the establishment of the German Unity, there is still an East-Western view in mind, even though these roots are no longer relevant to generations of Y and Z who have grown up in the meantime.

The dissertation shows the specific difficulties it had to overcome, the cohesion path of this country, which has been divided for 40 years, and the role of regionality and solidarity in post-reunification Germany. Before the details of the federal funding programmes, the history and the most important stages of the establishment of the German unity will be briefly presented. Next, in the second chapter, the importance of the premiums guaranteeing the cooperation of the Laender will be described. All levels of social stratification, including dialogue at the highest level of the prime ministers of the Bundeslaender, are a key factor in the social and economic development of society. The third chapter summarises the foundations of regional

¹ Gemeinschaftsaufgabe – Verbesserung der regionalen Wirtschaftsstruktur – GRW. Amendment to the Constitution adopted on 6 October 1969 (BGB1 I S. 1861) amended by Decree No 269 of 31 August 2015 (BGB1. I S. 1471). Grundgesetz für die Bundesrepublik Deutschland Art 91a, b [https:// www.gesetze-internet.de/gg/BJNR000010949.html](https://www.gesetze-internet.de/gg/BJNR000010949.html) 10.01.23

policy. Regional policy is the most important instrument for strengthening social, economic and territorial cohesion in the European Union and in its Member States. An effective coordinated and well-targeted regional policy aimed at reducing comparable economic deficits, based on the principle of equal treatment, is a prerequisite for a balanced development of a country. My experience and research results in this field were presented by a complex diagram², in which I summarised my several years of research as PhD student.

More than half of Germany's inhabitants, as explained in Chapter 3 (pages 37 to 38, Figure 5), live in rural areas and rural towns, so rural development policy is therefore very important to them. (IG Metall,³ the strongest German trade union, for example, is specifically fighting to keep schools and hospitals alive in the countryside, which is one of the key factors for keeping the population in the countryside.) At the same time, it is not enough to wait for support from above, we need smart cities, smart communities, who organise their lives in an active way, shape their future and actively develop their living environment in cooperation with local companies and take responsibility for the future of their region. This could be very helpful if EU funds could come directly, complementing national funding opportunities. The bureaucratic nature of national and European Union funding must be eliminated, transparency and the speed of decisions must be increased, and the process should be simplified and synchronised and connected, so that German regions and municipalities can cope with globalisation competition and remain more resilient in global competition, less affected by crises and challenges, that characterise our time (lack of skilled labour, exploitation of new energy sources, economic crisis caused by war, pandemic economic crisis, redesign of supply chains, price increases). Frameworks that enable flexible working, teleworking, infrastructure, support digitalisation and modern forms of financing cooperation can also be used. Corporate social responsibility (CSR) should also be integrated into development policy, for example through targeted support, which could also strengthen regional competition delays and structural policy. To reduce financial abuses, controls need to be made more efficient and quicker, more justifiable, and less bureaucratic.

As a result of the unification, the convergence policy has encompassed since 2020 the eastern provinces and the western regions below the German average too. The previous priorities of the Solidarity Pact, the support for border regions, the development of infrastructure and the

² Current version of the figure: The social economic characteristics of German unity and regional convergence have been published in my publication Regionalism, Solidarity and Dialogue. 2023 No. 1 (humanexchange.hu)

³ <https://www.igmetall.de/politik-und-gesellschaft> 17.09.23

establishment of companies, as well as the catch-up of economically weaker East German provinces, have been replaced by new objectives. The focus was on modernising the economic structure of coal mining regions, building green energy sources, digitalisation, and modernisation. The GRW envelope is available annually for projects of EUR 2.5 billion (of which EUR 1.3 billion for underdeveloped regions). The focus of the support programme was the phasing out of coal use, digitalisation and broadband internet deployment, research and development, improvement of infrastructure and public supply, adaptation to demographic change, support for businesses and professional training. When transforming the electricity system, the federal government had previously focused primarily on renewable energy from the wind and the sun, but in July 2023, to make better use of green energy sources, we could embark on a breakthrough towards CO₂-free power plants, the first step of which is the development of a hydrogen⁴ strategy. Alternative heating energy sources⁵ based on earth's thermal energy, the use of which was enacted in the autumn 2023 Act, is another step in the search for alternatives. All these transformations require the joint efforts and understanding of both parts of the country, all lands, and all inhabitants. The parliamentary elections held on September 26, 2021, drew attention to the fact that not only do old and new provinces differ in terms of economic development and job opportunities, but society also remains divided, i.e. there are significant political differences between parts of the country. The latter phenomenon will be explored and detailed in the second half of the paper, during which I present opinion polls and analyse the unpopular steps taken during the privatisation of East Germany and found to be wrong by many. At the very end of my PhD dissertation, I will also address bilateral, Hungarian-German relations, one of the drivers of which is the expansion and reactivation of cooperation with the provinces.

Germany has been united again for 33 years, the motto of the 2022 celebrations was “to grow together”, while in 2023 the focus was on “opening the horizons and conquering the future”⁶. According to the 2023 surveys, people in the eastern provinces still feel second-class German.

⁴ Green hydrogen is a flexible energy source that can be a vital element in the transformation of the energy system and can open new markets for German companies.

https://www.bmbf.de/bmbf/de/forschung/energie-wende-und-nachhaltiges-wirtschaften/nationale-wasserstoffstrategie/nationale-wasserstoffstrategie_node.html 21.09.23

⁵Law on energy saving and the use of renewable energy. Energy for cooling and heating of buildings (Building Energy Act – GEG), as amended on 16 October 2023, effective from 2024. ‘Gebäudeenergiegesetz vom 8. August 2020 (BGBl. I S. 1728), das durch Artikel 1 des Gesetzes vom 16. Oktober 2023 (BGBl. 2023 I Nr. 280) geändert worden ist’.

<https://www.gesetze-im-internet.de/geg/GEG.pdf> 1.10.2023

⁶The surveys are described in detail in Chapter XIII.

Twenty percent of Westerners responded yes to the question that Easterners were treated as second-class.

2023 was an eventful year for regional economic and structural policy in Germany. In the context of a further comprehensive reform of the Single Payment Scheme entitled 'Improving the regional economic structure' (GRW, Community Tasks) in 2022, the Federal Government and the Governments of the Bundeslaender have decided to temporarily expand the GRW based on the reorganisation of the federal regulation of "small subsidies" This means that investments under the GRW can also be initiated to produce equipment or key elements for the transition to climate neutral farming. Further adjustments to the coordination framework, financing requirements and changes resulting from the amendment of the General Block Exemption Regulation, as well as certain provisions for further extension of funding, were planned to enter into force on January 1, 2024, following the approval of the GRW Coordination Committee. The amount allocated to regional policy has not been shortened despite the government's austerity measures (reduction of subsidies). The use of GRW resources of 99.98 % in 2023 shows a strong need for investment support to boost the potential of regions and accelerate local transformation. This rate of almost 100 % also confirms that the measures taken by the governments of the Bundeslaender and the federal government to improve the implementation of the budget have a visible impact.

In 2023, progress was also made in the development of the Federal Government's first equivalence report⁷ and the further development of the entire German funding system for structurally weak regions. In particular, the population survey on equivalent living conditions in Germany, carried out by Verian research institute in collaboration with Prognos and the Berlin Institute for Population and Development, was commissioned by the Federal Government. The survey, concluded on December 27, 2023, aims to better understand how people in Germany live and value the daily life of their region, such as job opportunities, transport opportunities, healthcare, or housing. More than 30000 citizens participated in the survey, the results of which, together with several other analyses of the situation of equivalent living conditions in Germany, will be included in the first equivalence report for 2024. Another

⁷ Gleichwertigkeitsbericht. Equal living conditions, services of general interest, structural change (gleichwertige Lebensverhältnisse, Daseinsvorsorge, Strukturwandel) In urban and rural areas, good living conditions are based on effectively active municipalities with a high degree of local freedom of choice, reliable public services, a strong economy, and a committed civil society. It is therefore important that structurally weak regions receive concrete support in the context of an active structural and regional policy and that equal living conditions are created. (Robert Habeck, Minister for Economic Affairs and Climate Protection)

highlight of 2023 was the first annual conference on regional policy development in Rostock, hosted by Mecklenburg-Vorpommern. According to data from the Regional Department of the Federal Ministry of Economic Affairs and Climate Protection (BMWK), feedback from the annual conference shows that about 90 % of survey participants were satisfied with the agenda of the dialogue in the new format, the conference speakers and the selection and visits of businesses active in the region.

“German unity and European unity are two different sides of the same coin. According to former Chancellor Kohl, “German unity must first and foremost realise the freedom of the German people”⁸. Germany’s history is inseparable from the history of a united Europe, and the cohesion of its two parts also symbolises the integration of a divided Europe. the focus is on the Russian-Ukrainian war, the review of supply systems and the structural transformation of the energy sector in the spirit of “New Hope” and “to keep up with time”⁹. However, according to the INSA survey¹⁰ conducted when the 2022 Unity Day, many Germans do not consider the unification process to be successful. Only 44 percent in the West and 33 % on the East mentioned the Unity was successful. But 47 % of West Germans and 56 % of East Germans were dissatisfied. Despite the criticisms made, Germany is still an attractive investor environment, it is not cheap and does not want to be, but rather provides quality background and infrastructure.¹¹ In my thesis, I examine and analyse this thirty-three-year cohesion process, with particular emphasis on the instruments of regional policy and on the support programmes that took place in parallel in Germany, as well as on the institutions guaranteeing regionality, dialogue between the provinces and the foundations of federalism, as well as solidarity.

II. Research methodology

My field of research includes legal regulatory issues, economic guidelines and economic processes, environmental protection and energy law, labour law and socio-legal issues, social policy and all moral and ethical considerations aimed at the fairness and efficiency of distributions of financial resources. In addition to the scientific-descriptive and historical

⁸“Die deutsche Einheit und die europäische Einigung sind zwei Seiten ein und derselben Medaille. “Helmut Kohl, former Chancellor of Germany (03.04.1930- 16.06.2017) <https://www.bundesstiftung-helmut-kohl.de>

⁹“Mit der Zeit gehen” – Robert Habeck, German Federal Minister for Economic Affairs and Climate Protection, Rostock, 13 September 2023, Regional Conference

¹⁰[HTTPS:// www.insa-consulere.de](https://www.insa-consulere.de)03.10. 2023.

¹¹Michael Kellner, Parliamentary State Secretary, German Ministry of Economic Affairs and Climate Protection, Rostock, 2023. 09.13.

method, I examined the processes and the institutional-legal regulation of grants, the division of competence and competences using empirical and comparative methods.

For my research, I prepared a questionnaire survey, which I sent to the representations of the federal states (Bundesländer) in Berlin on 3 October 2021. My aim was to assess the effectiveness of the Solidarity Pact, including questions such as how effective and necessary the Solidarity Pact was considered, what they thought of the pact being lifted and the unification of subsidies, and how the pact improved the chances of the East German regions (Bundesländer). “Are you satisfied with the sometimes slow and over-bureaucratic decentralised distribution that serves subsidiarity and is more appropriate to local specificities, or would central distribution be more effective?” The results of the survey are summarised in Chapter XIII.

As further primary and secondary data collection, I conducted interviews with the German Ministry of Foreign Affairs and the competent leaders of the German Federal Ministry of Economic Affairs and Climate Protection (BMWK), experts, experts from Germanwatch e.V., former government officials, the director of the U.S. development agency who arrived at the Rostock conference, attended professional conferences, followed the PHD dissertations, workshop discussions and PHD final debates. BMWK regularly invited to meetings on regional policy, attended by the German Government’s representative for the Eastern Länder, the Minister of Economic Affairs and the relevant State Secretary, Administration, Heads of Department, Representatives of the Bundesländer (Berlin, Rostock). I had conversations and processed the writings and speeches of the eyewitnesses of the time.

Starting from the deductive methodology, I sought to analyse deeper theoretical concepts relevant to the subject, such as solidarity and its levels, subsidiarity, federalism, the legal settlement of the fate of East German state assets, the role of competition policy, including state aid policy, especially the application of these policies during the COVID crisis. From a Hungarian point of view, the study of the fate of East German state assets, the analysis of Hungarian relations with the Bundesländer and the proposals for development can be remarkable.

III. Result of the research - replies to the thesis questions

My first hypothesis was that the federal distribution of funds serves the principle of subsidiarity better than the benefits of central regional aid, federalism, but it is necessary to reduce bureaucracy to be effective. Supporting regions in structural transition should serve the objectives of modernisation and environmental protection. The role of future German regional policy needs to be coordinated with the current global challenges.

In response to the hypothesis, it can be underlined that the benefits of federalism strengthen subsidiarity as a problem-solving level, but often lead to a proliferation of bureaucracy and a duplication of structures. For example, it may be a problem, for example, that the application websites are not yet fully connected, different, the decision-making is slow. At the same time, federalism and its constitutional safeguards are the foundation for effective regional development and effective cooperation between the provinces. Climate protection is the priority of the German medium-term economic and social policy objectives, and in line with this, the legislative steps and the conditions under which regional aid is distributed, as well as digitalisation. To this end, the EU's goals – including the new COVID recovery fund and other sources that complement domestic opportunities – are linked to this.

To eliminate the negative economic effects of the pandemic, the European Commission has provisionally approved state aid for strategic firms, but this option is now over. Each Member State has financed a different type of/background company-project priority, and it is difficult to compare which firms have been more favoured by this. Unfortunately, the subsidies did not affect the healthcare sector in Germany (by the way, for example, nor in Hungary), so we can hear about hospital closures, redundancies, and medical shortages.

My second thesis was that subsidies from own resources are not necessarily more effective than structural support from EU funds. Support for certain regions or cities often does not have a significant impact on the development of the neighbouring region, so cooperation and joint programmes are needed. Support for regional infrastructure investments is important. The importance of cross-border EU programmes (Interreg) should not be overlooked. However, it is not typical for regions or municipalities to apply together. It is therefore regrettable that the Interreg framework has been reduced in the current seven-year EU budget in favour of other Community policies. Although EU projects are financed ex post, there are abuses, not only in

the new Member States, but also in Germany. OLAF is playing an increasingly important role in the Member States, but more effective control of the use of funds is essential.

As a justification for this thesis point, I pointed out that if the direct funding proposal (the idea of Mr Nienass, MEP) finds sufficient support in the European Parliament, the European Commission and the Council, there may be direct funding for certain projects between communities, cities and regions and the EU. It may cause problems and require further development and rethinking, for example, by the expertise staff at lower level, or the establishment of guaranteed insurance options for repayment in case of irregularity. This would also serve effectively to implement the Franco-German proposal to cut red tape, make funding more transparent and speed up administration procedures.

The reports of OLAF investigations are of a recommended nature and Member States must enact their application by law. The role of the recently established European Public Prosecutor's Office in investigating fraud can be highlighted. There is a need to monitor the use of grants, but there is also a need to increase efficiency, transparency and reduce bureaucracy in this area. This process could be helped by the results analyses carried out by the European Court of Auditors.

My third hypothesis was that the legislation in force, according to the legislators, prevents rivalry between the assisted areas since the source of the Community Tasks tool applies to underdeveloped Eastern and Western applicants alike. This assumption is correct, as it is important to underline that the abolition of the Solidarity Pact and the unification of support for structurally weak regions were the right decisions and the spectacular catch-up duality has been eliminated. At the same time, priority infrastructure and site reinforcement support for former eastern provinces, possibly a so-called Solidarity Pact III, is still needed. The East German provinces need further special attention because economically strong companies still do not move their headquarters to the eastern regions, with few managers there.

As I wrote earlier, the Solidarity Pact was abolished, and the funds were channelled in a single channel, within the framework of the Community Tasks. The special treatment of the eastern provinces has been completed. The dividing line can be drawn between the urban-rural region rather than the East-West, but the government's decision to deploy 20 outstanding investment projects in the eastern provinces is correct. As a long-term effect of this, my own research base, competent management, and corporate headquarters playing a huge role in regional development can be re-established in the eastern regions as well.

The money from the solidarity contribution is not labelled and can be used for any kind of expenditure, given the war in the Ukraine and the covid regeneration, but in my view, it should be determined what it can be spent on (modernisation, energy efficiency, transport development, digitalisation). The solidarity contribution has still not been abolished in view of the crises, but the revenues received are not earmarked for any purpose and can be used for anything, so the Constitutional Court rejected the claims for use constraints. Given that solidarity has many forms and is currently needed in several areas due to the pandemic and the effects of war and the economic recession, the maintenance of the contribution can be justified. The question is rather how effectively this non-permanent source of revenue is used for future-oriented cohesion purposes.

In the East German privatisation, the main goal was, to close or transform into local subsidiary the companies, not to keep them, the West Germans expanded the market for their products, and the East Germans stayed out of privatisation. East German wealth was sold for pennies, effectively excluding East German citizens from privatisation. It still has effects to this day. One-sided privatisation and its control by politicians were not fortunate, which was indicated by the assassination of one of the manager who carried out the privatisation.

This thesis is justified by the fact that the sale of East German assets led to the closure of large corporations and an increase in unemployment. Now, however, we are also witnessing East German businesses who, with local management and exploiting local opportunities, are considered success stories. At the same time, it will only be possible to answer in the long term whether this can extend to other elements of the economy and institutional system, and how successfully this contributes to the formation of East German elites. The development of an elite at European level and competence in former socialist countries is intrinsically linked to this issue.

Regional aid cannot be standardised, it is necessary to consider the level of development of the regions concerned and to encourage investment where necessary. The elites of the eastern regions should also be involved in decisions. There is a need for development at the national level, because where the infrastructure is excellent, companies are located there. Underdeveloped regions should be preferred when selecting the location of energy producers' investments. A concrete example, Lusatia, formerly a prosperous region, but the cut-off of coal mining and job losses resulted in the migration of young people, and therefore the creation of

alternative jobs and digital and flexible employment opportunities, as well as additional green investment, would be necessary.

In response to this thesis, it can be said that the unification of subsidies was necessary to finally eliminate the distinction between developments in the East and the West. At the same time, it remains important to encourage priority investments and to develop infrastructure in the eastern provinces. A wide-ranging national consultation was launched to co-create regional policy, the first stage of which was the 2023 Regional Conference in Rostock. The government is represented at ministerial level, alternately in an eastern and in a western city, the conferences involve the leaders of municipalities and districts, regional experts, representatives of the Bundesländer and state government officials, leaders of local companies and businesses, researchers from research institutes, and jointly identify opportunities for further progress.

Recommendations on the development of bilateral relations

The Hungarian-German cooperation with the provinces is very unequal geographically – most of the trade is limited to three large western provinces – at the same time it is in the interest of both parties, since the possibilities are endless, and they are certainly recommended for further exploitation.

The Hungarian economic diplomacy must, (inter alia, through the economic diplomacy activities of the Berlin Embassy and the Consulate General of Munich, Stuttgart and Düsseldorf, thanks to the investment framework conditions in Hungary, inter alia, despite some of the controversial situations arising from the system of national cooperation, which have been strongly emphasised in informative relations and in the German media) continue to find common ways forward, explore common project opportunities and take advantage of the German federation system; this promotes the development of bilateral relations between Hungary and the German Bundesländer in parallel with relations with the federal government and as a possible replacement. The 50th anniversary of the establishment of Hungarian-Western German diplomatic relations in December 2023 would have been, and the 25th anniversary of the pan-European picnic in 2024, and the 35th anniversary of the German unity in 2025, would still be an excellent opportunity to develop appropriate initiatives and present them to the partners.

In addition to the three provinces of major importance in Hungarian relations, namely Bavaria, Baden-Württemberg and North Rhine-Westphalia, there is a great opportunity – but not limited to – in Lower Saxony, Hessen, Rhineland-Palatinate, Saxony, and Hamburg, the latter of which maintains an independent representative in Hungary. It is important that cooperation extends to other areas such as progressive economic sectors, digitalisation, improving energy efficiency and the production of renewable energies, and the related innovation, while maintaining the frameworks and forms of road vehicle manufacturing.

Institutions such as the German Chamber of Industry and Commerce (DIHK) and individual regional chamber organisations, as well as the IW Institute for Economic Research in Cologne, which has as partners a wide range of companies, continuously examine the current economic situation and development expectations of certain regions and provinces of Germany and publish their results regularly.

As regards the activities of the annual Hungarian-German Forum, it would be necessary to include certain provinces on their agenda, as well as issues related to the development of German-Hungarian relations with these provinces, local companies, and entrepreneurs. This proposal is particularly relevant in the light of the crucial role played in the activities of the Forum by young, usually tertiary students, who can benefit from the knowledge gained in the long term. Similarly, the inclusion of the results and perspectives of town twinning on the agenda of the forum should be considered.

The cooperation between the German provinces and the counties of Hungary and the twin towns has a lot of potential, we need to look for common interests, create joint projects, exploit opportunities in areas such as renewable energy sources, energy storage, research and development, digitalisation, green fuel car manufacturing, artificial intelligence, environmental protection, which can bring benefits to both parties.

IV. Publications

Regulation of the distribution EU funding programs in Germany

Law and State No. 29 XVI. Professional Meeting of Doctoral Students in Law 2019 ISSN 1787-0607 ISBN 978-615-5961-27-4

https://ajk.kre.hu/images/doc6/PR/Allam_es_Jog_XVI_Doktorandusz_konferencia_kotete.pdf

Growth, restructuring and employment transformation and support of coal regions in Germany

Law and State No. 30 XVII. National Professional Meeting of Doctoral Students of Law 2020 (ISBN 978-615-5961-30-4 ISSN 1787-0607)

https://ajk.kre.hu/images/doc6/kiadvanyok/Allam_es_Jog_XVII_Doktorandusz_konferencia_30.pdf

State aid in the European Union

Studies on the topic of international relations (edited by: Zsolt László Becsey)

ISSN 2560-0974

<https://ajk.kre.hu/index.php/945-karoli-tanulmányok-agazdasag-es-tarsadalomtudományok-korebol-i.html>

Budapest, 2020 Károli Gáspár University of the Reformed Church Faculty of Law

Corporate Social Responsibility – Ethical Marketing Strategy for a Sustainable Economy

Glossa Iuridica Special Issue 2021 Virus and Ethics

[Glossa_iuridica_2021_kulonszam.pdf](#)

Flexible working arrangements in Germany

Labour Review, Munkaügyi Szemle 2020

<http://www.munkaugyiszemle.hu/Flexible-Working-Neetorsa>

The publication was quoted in the HVG issue of 10.9.2020, in the article “Sweet Home” (Gyenis Ágnes)

What the world needs now is solidarity.

Cambridge Open Engage

<https://www.cambridge.org/engage/coe/article-details/5f30f379c67b860019834f8f>

DOI 10.33774/coe-2020-x8442

Human solidarity – the ultimate victory of good-will, understanding, knowledge and peace

Cambridge Open Engage

DOI 10.33774/coe-2021-mp2wd

www.cambridge.org/engage/coe/article-details/6071449c6cbe6f5913e36087

Control complexity: relationship instead of competitiveness

Cambridge Open Engage

www.cambridge.org/engage/coe/article-details/60147de0c26008cf689c824c

DOI 10.33774/coe-2021-h1n2h

The special way of cohesion in Germany

Cambridge Open Engage

www.cambridge.org/engage/coe/article-details/603e04587d53249ffa33f77e

DOI 10.33774/coe-2021-qfbmp-v2

History and characteristics of regional policy – the German Solidarity Pact

Law and State No 32

XIX. Meeting of Doctoral Students of Law 26 March 2021

ajk.kre.hu/images/doc2021/pr/allam_es_jog_xix_doktorandusz_konferencia_34.pdf

Human solidarity – the ultimate victory of good-will, understanding, knowledge and peace.

KAROLI MUNDUS (2786-2127): 1 1 pp 299-329 (2021)

ajk.kre.hu/images/doc2021/karoli_mundus/Karoli_Mundus_I.pdf

Aviation industry – Airbus S.E. versus Boeing Company

Human Innovation Exchange

https://humanexchange.hu/site/uploads/file/HISZ_2021_1.pdf

Our common future is international responsibility and generational dialogue

Environmental Ethics

Ethic volume (Editor: Oh, habil. Dr. Nándor Birher)

It appeared as a department note: September 2022

Sustainability is not just environmental protection

In: Chillik, Peter; Ando, Éva; Kovacs, Róbert (eds.)

One Million Characters on Sustainability

Budapest, Hungary: Károli Gáspár University of the Reformed Church, Faculty of Economics, Health Sciences and Social Sciences (2023) 459 p. 111-140, 30 p.

Corporate Social Responsibility

ACTA Caroliensia Conventorum Scientiarum Iuridico-Politicarum XXXIV.

Budapest, 2021 Károli Gáspár University of the Reformed Church Faculty of Law,

Patrocinium Publisher

ISSN 2063-4757 ISBN 978-615-5961-54-0

dns.kre.hu/images/doc2021/pr/oktatok_es_hallgatok_kozos_tanulmanykotete34.pdf

The characteristics of the aviation industry

Cambridge Open Engage

The Cambridge Open Engage Team

www.cambridge.org/engage/coe/article-details/613f813242198e4dd6754490

Development history of economic crimes based on examples in Hungary, Germany and the European Union

Criminal Review

ujbtk.hu/knoll-csete-edit-dr-varga-norbert-olvado-jegmezok-terjeszkedo-sivatagok-gazdasagi-jellegu-buncselekmenyek-valtozasai-magyar-nemetszagi-es-europai-unios-peldak-alapjan

The characteristics of German regional policy, its institutional background, the lessons of German unity

Human Innovation Review

humanexchange.hu/site/uploads/file/HISZ_2021_2.pdf

The background of the future oriented German regional policy beyond German unity
Cambridge Open Engage

www.cambridge.org/engage/api-gateway/coe/assets/orp/resource/item/62ca720b244ce0ae3742f117/original/the-background-of-the-future-oriented-german-regional-policy-beyond-german-unity.pdf
DOI: 10.33774/coe-2022-d0b21

Dismantling of all East German people's assets – from planned economy to market economy.

Human Innovation Review
2022_2 (humanexchange.hu)

Energy management and new paradigm

Cambridge Open Engage
www.cambridge.org/engage/coe/article-details/63c108bc1f125852219c39cf

New elements in the regional policy corporate social responsibility and flexible work options

Cambridge Open Engage
www.cambridge.org/engage/coe/article-details/63e8deb21d2d18406359157b

History of an assassination, the specific circumstances of the privatization of East German state assets

(MJ, 4/2023, pp. 249 to 253) szakcikkadatbazis.hu/doc/5383867
Hungarian Law 2023. No. 4

Social economic characteristics of German unity and regional convergence

Regionalism, Solidarity and Dialogue
Human Innovation Review (ppke.hu)
Apr. 14 No.1 (2023)

Current challenges of reproductive health tourism – German legislation on artificial insemination

www.researchgate.net/publication/349376705_A_reprodukcios_egeszsegturizmus_aktualis_kihivasai_-_a_mesterseges_megtermekenyitessel_kapcsolatos_nemet_jogszabalyok

The role and importance of the German Bundeslaender in Hungarian-German economic relations

Növekedes.hu
<https://novekedes.hu/mag/a-nemet-tartomanyokhoz-fuzodo-magyar-gazdasagi-kapcsolatokban-sok-meg-a-tartalek>

Hungary and the German Bundeslaender

Cooperation in the past, opportunities for development in the future
Citizens' Review, Polgári Szemle 2023. december, 19. évf. 4–6. szám
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