The starting point for the development of the proposals that gave rise to the administrative reform of the city of Lisbon was the vital interconnection between the city-system and the city-governance system.

1. The City-System: Urban Dynamics and Flows; Economy, Inclusion, Sustainability; Perceptions, Practices and Expectations of Quality of Life and Citizenship

2. The Political System of the City: Institutions of administration at different scales of the city; Skills and Resources; Actors, communities, governance networks; Sociocultural capital and citizenship

This vital interconnection between these two systems justified the main methodologies of the studies carried out at the time, as well as the consequent proposals.

Continuing the perspectives of the proposed understanding of the city as an organism - which has a physical, morphological body; a life of flows, networks and exchanges; and a soul, with its values and culture - the city as a collective political organism can also summon us to three elements of a similar order: the city of institutions (the bodies of governance), the city of governance (the life of governance1 ), and the city of socio-cultural capital and cosmopolitanism (the soul of governance).

Administrative Reforms Paths of response to which questions?

❖ The third globalized modernity o Growing complexity, diversity, unpredictability

❖ The crises in periods of major transition o Crisis 1: Economic-financial, bio-technological and socio-political differentials o Crisis 2: the 'double losses'. A past that no longer returns; a future that cannot be foreseen.

❖ Major confluences o The emerging issues of contemporary societies o The technological and digital revolution o The reformulation of the role of the state and the redefinition of public policies o The perceptions of citizens and the new political culture o The enrichment of democracy

❖ The place of the City and Urban Life o The added value of the local and the governance of territories o The relevant territories, the redefinition of policies and political spaces o Portugal, the nation-state and the 'original sin' (J. Mattoso)

It is thus proposed for Lisbon, as a key reform concept for its governance systems, the perspective of developing the individual and collective dynamics of citizenship: Building Community - The Politics of the City as a New Public Space.

According to the proposals in the final report of the 2010 studies, the expansion of Lisbon's democratic and governance system should involve the promotion of three vectors of political action:

1. By creating structures and processes that allow for greater proximity between politics and the city and between the administration and the citizen, towards greater sharing of the collective destinies of the city, the metropolis or large region of which it is part, and each of its neighborhoods.
2. Thus, it will be necessary to be much more strategic, comprehensive and integrating; it will be necessary to better understand the spaces and times that are truly essential for the development and cohesion of the city, providing responsibilities and resources to the most adequate scales and bodies of public action in each dimension; it will be necessary to be much more demanding, much more efficient, much more self-critical and evaluative; it will be necessary to motivate resources and clarify competencies; it will be necessary to provide information and knowledge to the most varied spaces of debate and political decision.
3. For a definitive assumption of Lisbon's specificity in the metropolitan and national panorama.

leads to the conclusion that it is proposed to change the number and boundaries of the Parishes, as one of the central elements to the whole process of reforming Lisbon's governance structures.

The place of the 53 Juntas de Freguesia in the governance of Lisbon (2010 studies)

The role of Lisbon's parishes and JF is extremely unequal.

The role of the Lisbon parish councils is mainly assistential.

Limited relationship between the parish councils.

Conflicting relationship with CML.

▪ Very low levels of capacity and autonomy.

Changing profile of the executives of the JF.

Ambiguous role of JF, for 3 factors combined

a) Paradoxical relationship with the community in the face of political legitimacy. Clear notion of inability to act ('delivery gap').

b) High social perception that quality of life is felt and classified at the most local level.

c) High gap between the capacities and opportunities of administration, and their effective competencies.

that the pursuit of a reform process of the organizational model and local government in Lisbon required strategic, operational and temporal coherence, through three fundamental dimensions:

1. **The transformation of institutional and organizational structures**, very 'classical' and Taylorist in nature, into organizational forms that favor positive interactivity and synergy among a smaller number of organic units, that ensure the consistency of direct, indirect and corporate forms of administration, and that promote a matrix structure of municipal services.
2. **The transformation of the territorial organization of governance**, equally 'classic', institutional and verticalized, excessively distant and closed from the city, but also from the large region of which it is central, into organizational forms that provide an effective application of the principle of subsidiarity; whether in terms of the strengthening of political and programmatic ties on a metropolitan scale; or in terms of the deconcentration of operational municipal services to a reduced number of common territorial units - or 'Management Units'
3. **The transformation of the organizational culture**, mostly reactive, without clear elements of strategic and programmatic linking and objectivation, and with practices of difficult flexibility and innovation, to a posture - increasingly transversal to the municipal universe - that can act and be motivated by objectives/projects combined in a matricial way, by different scales, bodies and programs, and translated into strategic, programmatic and budgetary linkages;

Administrative reforms and municipal decentralization, Main objectives in administrative reform processes in cities:

o Increasing the competencies of the most local levels of public administration;

o Decreasing sectoral segmentation at the most local levels;

o Increasing integrated actions and shared services;

o Greater involvement of urban actors and citizens;

o Increasing socio-cultural recognition of urban policy.

The medium-term shift from a distance and fragmentation paradigm to a proximity and multi-scale governance paradigm requires:

o Dedicated management of the process

o Guarantees in the integrity of standards, platforms and information

o The positioning of a set of principles, regulations and administrative instruments of cross-cutting character.

This territorialized model:

- Comprises differentiated modalities of concretization. Namely, the deconcentration, delegation and decentralization of competencies

- It must be developed in conjunction with a corresponding allocation/strengthening of resources (political, human, financial, technical) truly adequate to the best performance of competencies for each scale and in each organ;

- Corresponds to differentiated territorial levels, whose principles identify:

- On the one hand, the devolution of operational and front office competences to Management Units or territorialized municipal bodies.

- On the other hand, a decisive and clear delegation and de-concentration of competencies, also of an operational nature, of local management and front-office, to the Parish Councils;

- Demanding, finally, as a requirement of efficiency and effectiveness, the continuity of the centralized exercise of the components and processes of the respective competencies and integrating base functions, especially those related to the normative regulation, the establishment of objectives and goals and the respective monitoring

the scales of proximity must be attended to for a decisive reformulation of their institutional and administrative spaces. processes of de-concentration of operational and front-office competencies to Management Units (territorialized municipal bodies, grouping complete territories of parishes); and on the other hand, the delegation and decentralization of competencies, also operational of local management and front-office, to the Parish Councils

the reform processes must contemplate a clear reinforcement of the competencies and resources of the Parish Councils, via delegation and de-concentration processes of operational competencies, directing responsibilities to those who have greater local knowledge, including the action and support networks themselves, and for the development of Municipal Executive Operational Competencies of Local Management - Deconcentrated Performance Transversal Competencies and Integrated Management Competencies - Centralized Performance of policies of greater proximity, with what these imply of greater attention, accountability and more permanent evaluation.

This reinforcement of the responsibilities of the Councils should, at the same time, enhance greater collaboration with Civil Society and reduce the strong perception of remoteness felt by the citizenry, capturing and enhancing synergies of collective action, even allowing the consolidation of innovative instruments such as Participatory Budgets, Local Agenda XXI, Neighborhood or Parish Councils.

**As seguintes direcções de transformação da cultura organizacional das estruturas municipais de Lisboa:**

1. Lisbon's municipal administration structures, and their rationalization, resource distribution and evaluation logics, should be actively linked to the city's strategic objectives and each of its dimensions, to be built and made clear.
2. Simultaneously with the assumption of management by objectives, an increasingly greater flexibility should be allowed, in the sense of a more programmatic management and open to the agreement of solutions and the construction of partnerships with the most varied actors of the city.
3. A qualification strategy for municipal human resources must therefore be developed;
4. This perspective may even suggest the opening of competitions for the most varied management positions.
5. presupposes the institution of transparency, monitoring, and performance evaluation guidelines - in essence, guidelines for the effective accountability of public action.
6. Participation and full civic engagement should be strived for.
7. Leveraging participation tools via the Internet and corresponding e-citizenship processes and instruments - developing truly open, friendly, and appealing communication platforms.
8. A training structure - from basic to advanced training - should be developed around the theme of the city, of Lisbon in particular, and its multiple dimensions.

Lisbon's administrative reform process The reports prepared by the scientific team were presented and publicly discussed in November 2010, in a session organized and promoted by the Municipal Assembly.

which raised great interest among the citizens, who were invited to comment on the three central themes: the new competencies, the new city map, and the names of the future parishes.

The new political-administrative map of the city of Lisbon was stabilized on the assumption that the reinforcement of the parish councils' own competencies necessarily required a smaller relative imbalance in the territorial and population size of the parishes, as well as parishes with a larger size, for a more adequate capacity to administratively exercise the future competencies, both their own and delegated.

After approval by a majority in the Municipal Assembly, the city submitted the proposal for administrative reform to the Assembly of the Republic, **aiming at the expansion of the competencies and responsibilities of the Parish Councils; the increase of their financial, human and instrumental resources (mainly through municipal transfers); the reconfiguration of the administrative design of the parishes, bringing them closer to the contemporary identity configurations of the city, to the number of inhabitants, and to a scale of critical mass more equitable and in line with the needs of empowerment of efficient and effective proximity urban government - the number of parishes was reduced from 53 to 24.**

Following these processes, in November 2012 the Assembly of the Republic would approve Law no. 56/2012, which enshrined the new administrative map of Lisbon, the new framework of competencies proper of the new Lisbon Parish Councils, and the respective financial means.

These moves were based on the principles of proximity, universality, equity and subsidiarity.