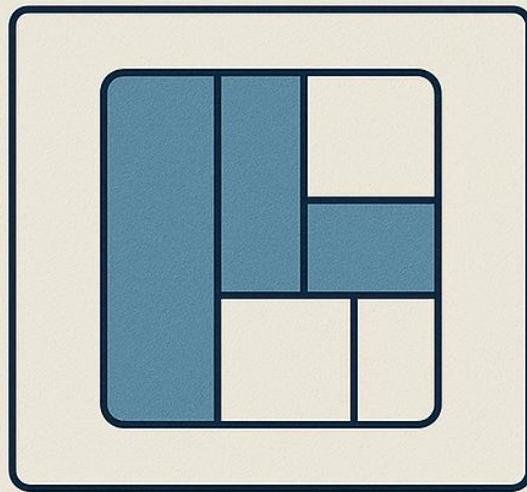


TOGAFrance

Une architecture
pour l'avenir



Préface: Our rule

For far too long, decisions have been piling up.
Laws on top of laws, reforms on top of reforms, measures that contradict each other.
We fix on one side what we break on the other,
without ever asking if the whole thing still stands.

The truth is, France has lost its backbone.
Not because its ideas are dead,
but because its structures no longer know where they're going.

TOGAFrance is a response to this void.
It is not a slogan. It is not a promise.
It is a method.
A clear, stable, and shared transformation rule.

It starts from what the nation wants to become — the Vision —
then flows down, step by step,
to the most concrete gesture: a protocol, a welcome, a local decision.
Every service, every profession, every territory will be rethought based on this rule.

But we will not copy what has failed elsewhere.
We will not go faster than trust.
And above all, we will not pretend to understand on behalf of others.

TOGAFrance provides a framework. A real one. Structured, precise, rigorous.
Like the skeleton of a living body.
But it honors doubt, speech, and listening.
It does not push. It reveals.

Because transforming a country is not about imposing.
It's about enabling each person to find their place in a meaningful whole.

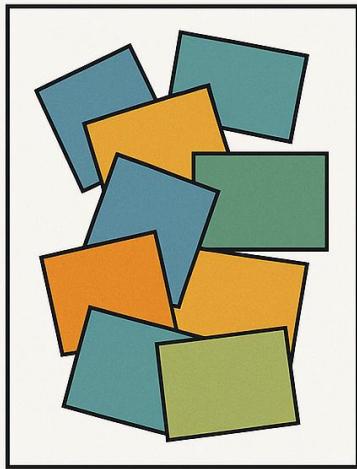
And that's why a 10-year-old child will be able to read this booklet.
Because it does not talk about numbers.
It tells how we can stand up again as a country, without hate, without lies, without running away.

Our rule is simple:
What we do must be fair, readable, and transmissible.

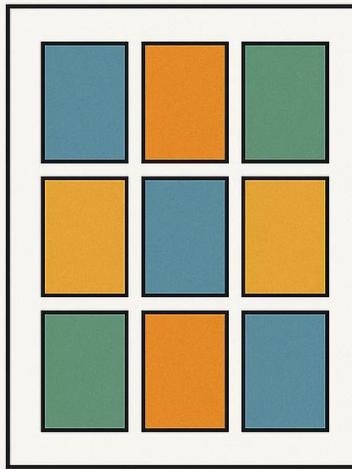
To those who say it's too late, we answer:

No, it is too late to keep lying.

**Architecture
en désordre**



Vision



Chapter 1: TOGAFrance = TOGAF + Ethical Vision + Living Nation

TOGAFrance is based on a founding equation:

- > A proven architectural framework (TOGAF)
- > + An ethical vision rooted in human connection
- > + A conception of the nation as a living organism

This equation gives rise to a systemic transformation method, which seeks neither to dominate nor impose, but to realign.

To ensure this alignment, TOGAFrance relies on what TOGAF calls principles:

- > Simple, structuring, inviolable rules that guide every decision.

1. The TOGAF Framework – The Backbone

TOGAF provides a rigorous method, designed to transform complex systems without disintegration.

It works through iterations, successive layers, and cross-checks.

We adopt it entirely in TOGAFrance — but adapted to a human scale.

Each phase (vision, analysis, transformation, implementation, adaptation) is retained, but translated into a grammar that is understandable, accessible, and transmissible.

2. The Principles – The Inner Rules of the Game

In TOGAFrance, principles are not external obligations.

They are laws of coherence, embedded in every layer of the project.

Examples of TOGAFrance principles:

- Principle of clarity: everything decided must be explainable to a 10-year-old child.
- Principle of reversibility: no reform is final if it betrays meaning or trust.
- Principle of useful silence: what we do not yet understand, we do not modify.
- Principle of transmission: what is transformed must be reusable by others without dependence.
- Principle of real impact: a decision is validated not by compliance, but by what it changes in people's lives.
- Principle of balance of forces: each stakeholder must see what they influence and never lose their place in the loop.

These principles act like living constitutional laws: they ensure the tool does not devour the purpose.

3. The Living Nation – The Anchor

TOGAFrance does not act on abstraction.

It applies to the real France, with its fragilities, delays, and resonances.

A reform will never be viable if it is not felt as legitimate.

That is why each layer of transformation — be it a hospital, a school, or a town hall — adapts to the territory while remaining faithful to the principles.

We don't copy models. We embody a direction.

And we respect the digestion time, doubt, and pace of each cell of the country.

Conclusion

TOGAFrance is a method, but also an ethic.

It reconciles rigor and freedom, structure and adaptation, ambition and doubt.

Because a country is not transformed like an operating system.

It is transformed like a wounded organism we wish to heal — gently, but without giving up.

Chapter 2: The Framework

Why a framework?

Because France does not need more action. It needs more meaning.

TOGAFrance offers a structured, rigorous framework inspired by the TOGAF model, but adapted for a soft, deep, and realistic national transformation.

The founding principle:

Structure does not control; it adjusts. Every reform must remain:

- Coherent with the vision (the program),
- Understandable by its actors,
- Reversible if it betrays its meaning.

Five living control loops:

1. Sense Loop (Vision Check)

Each entity regularly reviews its actions in light of the Vision. If the direction is lost, it is realigned.

> "Does what I do still serve what we wanted to become?"

2. Perception Loop (Stakeholder View Check)

Each stakeholder receives a view adapted to their role, with the possibility to provide feedback or raise alerts.

> "Every actor must understand what concerns them and be heard if they raise an alert."

3. Impact Loop (Ground Check)

We observe real-life effects: fatigue, trust, delays, engagement. No validation without lived experience.

> "What is not lived cannot be validated."

4. Reversibility Loop (Fail-safe Check)

Every reform includes predefined exit thresholds. We can retreat without shame.

> "A good framework knows when to step back."

5. Philosophical Loop (Living Ethics)

Reference members are trained in structured doubt, listening, and critical thinking. No transformation without inner depth.

> "No transformation without interiority."

A neutral citizen organism:

Without executive power, it does not decide — it enlightens.

It produces cross-views: agent, user, citizen, elected official, expert.

It guarantees methodological clarity and protects doubt as a founding value.

Final rule:

What we do must be just, clear, reversible, and transmittable. The framework does not replace the impulse. It makes it last.

Chapter 3 : Documentation: The Key to Trust

A country is not transformed with promises.
It is transformed with proof, traces, and documents.

In TOGAFrance, every commitment, progress, and debate is documented.
Not to create another technocracy, but to guarantee transparency, continuity, and accountability.

1. The rigor of TOGAF, adapted to a nation

The TOGAF method relies on precise deliverables, produced at each stage of a complex transformation.

In TOGAFrance, these documents become shared benchmarks.

Examples:

- A vision document: what we want to change and why.
- A needs map: what the nation demands, heard from the field.
- Target architectures: what each service aims to become (school, hospital, town hall...).
- A clear roadmap: who does what, when, and how we verify.

Each deliverable is public, readable, and reversible.

2. Monitoring: living memory and shared control

Each TOGAFrance document includes:

- A creation date, version, and identified author;
- A change log (what changed and why);
- A citizen consultation space in accessible language.

We do not believe in an opaque State.

We believe in shared memory, where we can go back, correct, adjust — without losing trust.

3. Self-monitoring: control through the framework

TOGAFrance does not delegate monitoring to a higher authority.
It integrates control into its own structure.

Each architecture block — each reform — is validated by:

- Foundational principles (clarity, real impact, reversibility...);
- A cross-impact analysis (ethical, human, economic);
- A citizen or professional review loop;
- Full traceability of choices.

It is robust self-regulation, inspired by living systems: no central control, but distributed coherence.

4. Documentation adapted to each level

We don't treat a prefecture like a school, nor a fire station like a retirement home.

TOGAFrance breaks down its documents by level, like in biology:

- National level: overall vision, principles, priorities.
- Sectoral level: services (health, justice, education...).
- Territorial level: local adaptation, specific pacts.
- Individual level: citizen engagement, "meaning contracts."

Everyone can access what concerns them.

And no one is ever left out.

Conclusion: documentation as a pact

TOGAFrance documentation is not a burden.

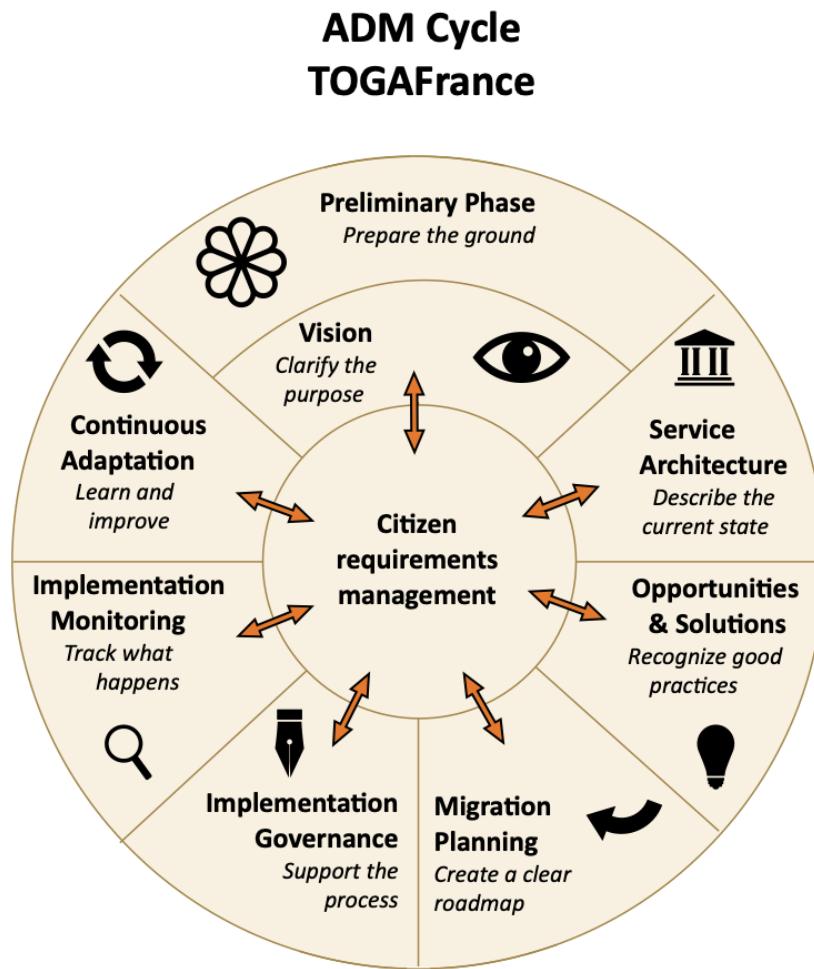
It is a promise kept, visible, and transmissible.

It ensures that what is decided today will not be forgotten tomorrow.

And that no citizen, even silent, will be excluded from the process.

The seriousness of substance is our only response to the people's distrust.

Chapter 4 : The ADM Cycle – A National Breathing



TOGAFrance – Chapter 4: The ADM Cycle – A National Breathing

The heart of the TOGAF method is a process called ADM: Architecture Development Method. It is an 8-phase cycle, designed to evolve a system coherently, progressively, and with control.

In TOGAFrance, this cycle becomes a collective breathing:
a shared rhythm between institutions, citizens, territories, and professions,
so that transformation remains human, reversible, and aligned.

The 8 phases of the ADM cycle, TOGAFrance version:

Preliminary Phase – Preparing the Ground

- Define shared values, guiding principles, and the initial scope.
- Establish a climate of trust: ethics, transparency, the right to doubt.
- Create the first TOGAFrance cells by sector or territory.

> “We do not impose a method. We prepare it like fertile soil.”

Phase A – Vision

- Clarify the purpose of the transformation.
- Translate the national vision into understandable objectives.
- Name expected deliverables and the first reference teams.

> “Why do we want change? And in which direction?”

Phase B – Business Architecture

- Describe the current state of human services (education, health, justice...).
- Identify blockages, redundancies, weaknesses.
- Imagine the future role of each service, in service of human connection.

> “What is this service for in a dignified society?”

Phase C – Information and Memory Architecture

- Identify flows of decision, speech, and data.
- Restore transparency, clarity, and shared access.
- Propose equitable, open knowledge ecosystems.

> “What is known must be said. And what is said must be understandable.”

Phase D – Technical and Modest Architecture

- Identify necessary tools (not necessarily digital).
- Rethink infrastructures for simplicity, accessibility, and durability.
- Prioritize what truly helps: time saved, reduced fatigue, restored connection.

> “Technology must never outpace meaning.”

Phase E – Opportunities and Solutions

- Define pilot projects at a human scale.
- Highlight existing good practices.
- Let ground-level solutions emerge for future scaling.

> “We don’t try to redo everything. We do better, where it’s ready.”

Phase F – Migration Planning

- Establish a realistic, flexible timeline.
- Account for natural resistance.
- Plan by circles of engagement, not by constraint.

> “The right pace is the one that fits both the heart and the long term.”

Phase G – Implementation Governance

- Set up listening and feedback loops.
- Ensure reversibility at any time.
- Maintain coherence between services, without rigidity.
-> “We don’t evaluate to punish. We evaluate to stay fair.”

Phase H – Continuous Adaptation

- Integrate field feedback.
- Document successes and failures without fear.
- Improve the framework with each cycle.
-> “Doubt is a motor. Not a flaw.”

Conclusion

The ADM cycle is a fluid framework.
It provides rhythm without confinement.
It allows France to transform without losing itself.

TOGAFrance turns TOGAF into breath:
a slow, precise, shared breath—
that of a nation rising again, consciously.

Chapter 5: The Content Framework – A Common Grammar

Changing a country is not enough. The change must be understood, explained, and passed on.

For this, TOGAFrance uses a clear method to organize its ideas and documents. This is called a common grammar.

In TOGAF, this structure is called the Content Framework.

It ensures things are written the same way every time, so everyone can follow—everywhere.

1. Why a grammar?

Because without simple writing rules, everything becomes blurry.
And when it's blurry, no one can correct, help, or improve.

The TOGAFrance grammar allows us to:

- Know what is being changed
- Understand why it's being done
- And explain it to others

It doesn't complicate. It clarifies.

2. Three simple tools

Each TOGAFrance document may include:



> A clear list.

Example: the services of a hospital, the needs of a municipality.



> A table linking two things.

Example: which actor depends on which service, or which need matches which solution.



> A drawing to explain how something works.

Example: how a decision moves from a citizen to a minister (and back).

These tools are simple. They can be reused across all regions and services.

3. A concrete example

Imagine we want to improve a school.

- Create a catalog of roles: teacher, nurse, supervisor, maintenance worker...
- Build a matrix: who talks to whom? Who helps whom?
- Draw a diagram: how a student is welcomed, followed, supported.

These three documents are enough to understand, discuss, and improve.

4. A rule for every document

Each TOGAFrance deliverable must:

- Have a clear title and date
- Name its author
- Be easy for a citizen to read
- Be reusable elsewhere

And above all, it must never overcomplicate.

If it doesn't help understanding, it's redone.

Conclusion

TOGAFrance is not a stack of papers.

It's a method to speak the same language—everywhere, together.

Because to change a country, we must first understand one another.

Chapter 6: The Enterprise Continuum – From Vision to Action

Transforming a nation doesn't start from scratch.
But we also can't copy what has already failed elsewhere.
We must connect big ideas with real needs.

In TOGAF, this link is called the Enterprise Continuum.
It's a bridge between the general and the local.
In TOGAFrance, this continuum becomes the guiding thread between national vision and field realities.

1. From universal to specific

Every transformation follows a simple logic:

1. The vision: what the nation wants to become.
2. The general framework: shared principles, tools, and methods.
3. Local adaptation: each territory translates this vision according to its needs.
4. Concrete action: solutions, gestures, visible decisions.

This thread—this journey—is the continuum.
It ensures what is done in Metz doesn't contradict what is envisioned in Marseille.

2. A living library

TOGAFrance does not offer one solution for all.
It offers a library of good practices—already tested, documented, and adaptable.
It's a living stock of local intelligence.

Examples:

- A successful free, local canteen in Albi can inspire a town in the Vosges.
- A humane care protocol in Brittany can be reused in Lyon.

It's not copy-paste.
It's copy-meaning, then adapt-from-the-heart.

3. A structure in circles, not in pyramids

In TOGAFrance, the structure is not vertical.

It is built in concentric circles:

- The core: the vision (values, national objectives)
- The circle of coherence: shared principles and tools
- The circle of translation: territories and professions
- The living circle: concrete actions and feedback

Each layer nourishes the next.

And all can be reviewed.

4. The right to invent

Every territory can propose a new solution, a detour, an adaptation.

But it must make its path visible, so others can benefit.

TOGAFrance recognizes the right to error, trial, and experimentation.

But it requires that meaning remains traceable.

“Do it differently, if you wish.

But show us what you’ve learned, so we can grow together.”

Conclusion

The TOGAFrance continuum is the invisible thread linking a political promise to a real gesture.

It prevents betrayal of the idea when taking action.

And keeps us grounded in meaning as we scale back up.

What we do here must align with what we all aspire to.

And what we all aspire to must remain visible in what we do—right here.

Chapter 7: The TOGAFrance Repository – A Living Memory

Nothing solid can be built without memory.

And in a transformation as vast as that of a nation, memory must be shared, accessible, and traceable.

That is the role of the TOGAFrance Repository.

1. What is a repository?

It is a place of memory.

Not a locked cabinet. An open library, where anyone can consult:

- Decisions made,
- Documents produced,
- Feedback and experience,
- The reasons for a success... or a withdrawal.

Every reform, every TOGAFrance project leaves a trace in this repository.

If it is public, readable, and dated, then power belongs to all.

2. A shared memory in everyone's hands

The repository is organized so everyone can find what concerns them—without drowning in complexity.

For example:

- A citizen can check the status of a project in their town.
- A teacher can read how another academy adapted the curriculum.
- A mayor can download a contract model already used elsewhere.

And each document includes:

- A date,
- An author or responsible party,
- A change history,
- A linked experience report.

3. What the repository contains

- 📁 The vision: general direction, principles, ethical rules.
- 📁 The deliverables: all documents produced at each stage (catalogs, matrices, roadmaps...).
- 📁 The experiments: pilot projects, assessments, acknowledged failures.
- 📁 The shared solutions: what has worked, ready to be adapted elsewhere.
- 📁 Alerts and objections: every citizen signal is recorded, read, and visible.

Nothing is thrown away. Everything is documented. Even failures.

Because trust feeds on clarity—not perfection.

4. Who has access? Everyone.

But not in the same way.

TOGAFrance provides views tailored to each actor:

- A simple interface for citizens,
- Advanced tools for coordinators,
- Clear dashboards for elected officials,
- Analysis grids for researchers.

Everyone sees what they need to see—and can propose additions.

Conclusion

The TOGAFrance Repository is the living memory of a country in transformation.

It protects coherence, prevents repeating past mistakes, and allows everyone to understand their place in the shared story.

What we have done is documented.

What we haven't yet achieved is explained.

And what we have learned is passed on.

Chapter 8: TOGAFrance Roles – A Nation of Many Voices

A framework only lives if women and men make it their own.
And in TOGAFrance, everyone has a place.
Not necessarily the same one, but always useful, visible, and heard.

This is what TOGAF calls the Capability Framework: who does what, with what skills.
In TOGAFrance, we speak of voices that are heard, roles that are respected.

1. A human-faced project

Transforming a country doesn't mean appointing chiefs.
It means recognizing complementary roles, everywhere, at every level.

TOGAFrance roles are simple:

- Passers: they translate vision into action.
- Listeners: they gather needs, pain, intuitions.
- Guardians: they uphold ethics and principles.
- Builders: they implement, with people, on the ground.
- Weavers: they connect territories, professions, and services.

Each territory can name its own.
And every role can be held by a citizen, an agent, an elected official, a young person.

2. The citizen's role

In TOGAFrance, a citizen is not a client of public service.
They are an actor, a watcher, a contributor.

They can:

- Consult repository documents,
- Propose an idea or improvement,
- Alert about an inconsistency or danger,
- Join a local feedback loop.

Even without a degree. Even without a title.
Because living in a country is already being part of it.

3. The public agent's role

The agent is not a silent cog.

They are the living guarantor of the link between State and people.

They can:

- Explain a reform in their own words,
- Propose concrete adjustments,
- Refuse actions that contradict TOGAFrance ethics,
- Be trained to become a relay, mentor, or guide.

4. The elected official's role

The elected is not a commander.

They are a bridge between top-down needs and ground realities.

They can:

- Carry the vision in their territory,
- Listen without interrupting,
- Lead a local initiative,
- Alert the central structure if danger or deviation arises.

5. A role is never fixed

In TOGAFrance, one can change roles depending on the step, energy, or situation.

A parent can become a weaver. A youth can be a passer. A senior can return as a builder.

These are not titles. They are active postures.

Conclusion

TOGAFrance is not a project reserved for specialists.

It's a nation speaking, reorganizing, recognizing itself.

And that recognition begins when we say to each person:
“You don’t have to do everything. But you can do your part.”

Chapter 9: Foundational Principles – The Ethical Compass

A method, no matter how solid, is not enough.

Without clear and shared principles, everything can be diverted, frozen, or betrayed.

That is why TOGAFrance relies on simple rules, called principles in TOGAF.

They form our ethical compass.

They define what must never be sacrificed — even if the context shifts or pressure rises.

1. Why principles?

Because laws can change.

Leaders can change.

But structuring values must remain.

Without them, a reform becomes a trend.

With them, it becomes a lasting transformation.

2. The 12 TOGAFrance Principles

1. Clarity

> Everything must be understandable to a 10-year-old.

> If not, explain better. Or start again.

2. Reversibility

> A reform can be stopped if it betrays its purpose.

> Nothing is final if the human bond is broken.

3. Transmission

> Everything created must be reusable, understandable, and improvable.

> We don't build for us, but for those who come after.

4. Real impact

> A decision is judged by what it changes in people's lives.

> Not by what it promises on paper.

5. Useful silence

> What we don't yet understand, we don't touch.

> We listen first. Then we act.

6. Balance of power

- > No one decides alone.
- > Each actor must see the impact of their voice and actions.

7. Dignity of every life

- > Every reform must first protect the most fragile.
- > If it doesn't, it is suspended.

8. Shared memory

- > What we do is documented, archived, accessible.
- > We do not repeat past mistakes.

9. Technical modesty

- > We only use as many tools as needed.
- > Progress is worthless if it erases human connection.

10. Territorial adaptability

- > Every place may adjust, translate, or slow down—if it keeps the spirit of the direction.

11. Active listening

- > Even the softest voice is considered.
- > Even silence is a signal.

12. Gentle justice

- > We repair before punishing.
- > And when we sanction, it's to help grow—not crush.

Conclusion

These principles are our safeguards.
They exist so that power does not deviate.
So that action does not lose its meaning.
And so that the country is never reduced to an organizational chart.

TOGAFrance is not a cold project.
It is a compass, a promise, a shared breath.

Chapter 10: Stakeholders – Listening to Build

A country is not a government.

It's not an administration. Nor is it a disorganized crowd.

A country is a weaving of voices, roles, needs, and wills.

TOGAF calls them stakeholders.

In TOGAFrance, we call them the hearts that matter.

Because nothing just can be built without listening to those who live with the consequences.

1. What is a stakeholder?

Anyone or group concerned by a decision, reform, or change.

Not just “those who decide”:

But also those who live, endure, support, or resist it.

Examples:

- A nurse in a nursing home
- An unemployed youth
- A village mayor
- A teachers' union
- A public service user
- A silent citizen

2. The major families of TOGAFrance stakeholders

To ensure no one is forgotten, TOGAFrance classifies voices into major groups:

- Citizens (active, inactive, young, retired)
- Frontline professionals (teachers, healthcare workers, municipal agents, etc.)
- Elected officials (mayors, MPs, councillors...)
- Experts (scientists, sociologists, economists...)
- Intermediary bodies (unions, collectives, associations)
- The invisible (those we never hear: isolated, vulnerable, disconnected...)

Everyone has a legitimate place in the transformation loop.

But each enters it at their own pace.

3. How does TOGAFrance listen to them?

Through simple yet powerful channels:

- Clear consultations (on paper, online, in town halls, on the street)
- Free expression spaces, without jargon
- Feedback loops: showing what was done with what was heard
- Mixed roundtables: citizens + agents + elected officials + youth
- Access to the repository with commenting rights

Listening is not enough. We must show what we've done with what we heard.

4. How TOGAFrance prevents misuse

A louder voice does not carry more weight.

A media-amplified opinion is not worth more than a whisper on a bench.

To ensure this:

- Every contribution is documented
- Conflicts of interest are declared
- Final decisions are justified
- Disagreements are archived and visible

Conclusion

TOGAFrance is a serious method—but not a cold one.

It is a structure that lets every voice enter the decision-making, without chaos.

True change begins when those we never hear become the guardians of reality.

Chapter 11: The Governance System – Maintaining Clarity Over Time

Transforming a country is not about launching a trend.
It's about holding steady over time, without getting lost, betraying, or drifting.

That's why TOGAFrance is not based on speeches.
It relies on readable, shared, and living governance.

1. Why clear governance?

Because even with good ideas, without a monitoring framework, everything fades.
Because real change requires benchmarks, responsibilities, and safeguards.

And above all, because we want neither an almighty leader nor a disembodied power.

TOGAFrance sets a simple rule:
No one is above the method.
And everyone is responsible for it—at their level.

2. Three levels of governance

TOGAFrance is organized around three circles—connected but independent:

⌚ The Circle of Principles

- Ensures the foundational values are respected.
- Can suspend a reform that violates ethics.
- Made up of citizens, elders, and representatives of France's diversity.

🛠 The Coordination Circle

- Orchestrates the method (calendars, deliverables, training).
- Does not decide alone. Serves as a relay, support, resource.
- Made up of professionals from all territories.

👁 The Vigilance Circle

- Monitors real-world implementation.
- Gathers alerts, feedback, and resistance.
- Publishes public, unfiltered reports.

3. How are decisions made?

- By consensus when possible
- Through double-reading when tensions arise
- Through temporary suspension if ethics are in doubt
- With systematic publication of arguments in case of disagreement

The goal is not perfection.

But to remain readable, fair, and capable of self-correction.

4. And the role of the people?

The people don't validate every step.

But they always stay in the loop.

- They can consult all documents.
- They can trigger ethical concerns.
- They can form local monitoring circles.

And above all: they can ask the hard question.

And get an answer.

Conclusion

TOGAFrance governance is not an administrative castle.

It's a safety net, a collective breath, a method to stay true to ourselves.

Because power isn't what you take.

It's what you make readable, shareable, and reversible.

Chapter 12: Territories – Adapting Without Betraying

A nation is not governed like a company.
And above all, it cannot be transformed from a single desk in Paris.
France is made up of villages, cities, islands, neighborhoods, and mountains.

TOGAFrance acknowledges this richness.
It proposes a flexible, local model of transformation, faithful to a common spirit.

1. One rule: everything can be adapted, nothing can be betrayed

Each territory can:
- Move at its own pace
- Translate the method in its own words
- Propose variations, trials, adjustments

But it must:
- Respect the founding principles
- Share what it learns
- Document its choices so others can benefit

TOGAFrance does not impose copying.
It proposes a direction — and each territory becomes its navigator.

2. Local Transformation Pacts

Each municipality, department, region, or network can sign a Local TOGAFrance Pact.

This pact includes:
- A local roadmap (objectives, timeline, resources)
- A map of engaged stakeholders
- A documentation plan (how to make change visible)
- A link to national governance circles

This pact is public, reversible, and renewable.

3. The right to take a detour

A territory can try a different path.

A different tool. A slower rhythm. A more poetic format.

But it must:

- Say what it's trying
- Explain why
- Show the results, whether positive or not

A detour is not a fault.

It's a sign of life — if it stays true to the intent.

4. A networked France, not a layered one

TOGAFrance doesn't divide the country into silos.

It connects territories through affinities, needs, and know-how.

- A rural town can learn from an urban neighborhood.
- A hospital in Brittany can speak with a health center in Corsica.
- An alternative school can inspire the national education system.

The network is alive.

And anyone can offer a solution, share a failure, inspire another.

Conclusion

Territories are the lungs of TOGAFrance.

It is where the program becomes action, and vision becomes voice.

A nation cannot be decreed.

It must be recognized — territory by territory, link by link.

Chapter 13: Lexicon – Words to Understand Each Other

A united country is not one where everyone thinks the same.
It's a country where people can talk to each other without getting lost.

TOGAFrance uses precise words.
Not to exclude, but to save time, bring clarity, and build connection.

This chapter is a lexicon: a small dictionary of terms used in TOGAFrance.
Each is explained in simple language, so no one is left behind.

TOGAFrance Lexicon (alphabetical order)

ADM (Architecture Development Method)

→ The cycle that guides every TOGAFrance project. It moves step by step, like a spiral:
vision, diagnosis, action, adjustment.

Catalog

→ A simple, clear list (of services, actors, needs...). Helps to clarify things.

Diagram

→ A drawing that shows how things work (a service, a flow, a journey).

Deliverable document

→ A document summarizing a step or action. Each deliverable has a date, name, and objective.

Enterprise Continuum

→ The red thread linking national ideas to local actions. Helps prevent contradictions between territories.

Common grammar

→ A shared way of writing, drawing, and presenting. Enables territories to understand each other.

Deliverable

→ A clear, tangible result of a TOGAFrance phase: a table, a plan, a decision, feedback.

Matrix

→ A table showing links between two elements (e.g., who depends on what, or who impacts

what).

Stakeholders

→ All those affected by a project. Not just decision-makers, but also those who experience the consequences.

TOGAFrance Principles

→ The core ethical rules guiding everything. For example: everything must be understandable, reversible, and transferable.

Repository

→ The place where documents, decisions, and feedback are stored. It is the living memory of a transforming nation.

Role

→ A useful function in the project. One can be a passer, a weaver, a guardian, a builder, a watcher... The role depends on desire and timing.

Territory

→ A town, a region, a hospital, a neighborhood... A real-life place where the TOGAFrance method takes root.

Conclusion

Words are like tools:

They shouldn't complicate. They should help build better—together.

This lexicon can evolve.

Anyone can suggest an addition, a reformulation, or a clearer image.

Because TOGAFrance is not jargon.

It's a language of reconstruction.

Chapter 14: Conditions for Success – What It Takes to Make It Last

A plan without soul changes nothing.

A method without commitment transforms nothing.

And a project without conditions for success becomes a fading intention.

TOGAFrance is not a guarantee.

It is a possibility, a promise, a direction.

But for this direction to hold in reality, more than documents are needed.

It requires posture, rigor, and shared commitment.

1. Condition 1: The courage to start small

France will not be transformed by decree.

We must dare to start with the modest, the concrete, the gradual.

- A middle school can change before a ministry.
- A mayor can adopt the method before a prefect.
- An agent can improve a service without waiting for a mandate.

It's not size that matters.

It's fidelity to meaning.

2. Condition 2: The engagement of the invisible

Big reforms often fail because they forget the unseen:

- Exhausted caregivers
- Disillusioned teachers
- Isolated mothers
- Voiceless youth

TOGAFrance can only succeed if the forgotten become the forerunners.

Not as symbols, but as real agents of transformation.

3. Condition 3: Rejecting the spectacle

No slogans.

No theater-like meetings.

No screens hiding the void.

TOGAFrance doesn't aim to convince through image.

It seeks to build connection through clarity, repetition of meaning, and truth in facts.

4. Condition 4: Active patience

The method takes time.

It requires back-and-forth, trials, and doubts.

But slowness doesn't mean weakness.

It's a patience filled with actions, corrections, and dialogue.

5. Condition 5: Ongoing transparency

- What is done is visible.
- What fails is named.
- What works is passed on.
- What is unclear is clarified.

Without this constant light, the entire project risks being co-opted or hollowed out.

Conclusion

TOGAFrance is a living structure.

Not a magic tool.

Not a closed manual.

It can fail.

But it will not betray, as long as those who carry it remember why they started.

And if a country transforms, it won't be because of a plan.
But because thousands of people dared to believe again.

Chapter 15: A Commune's Story – When Connection Becomes Service Again

Once upon a time, there was a commune of 4,200 residents. A village turned small town, with a town hall, a school, a medical center, a part-time post office—and a lot of habits.

The mayor, 62 years old, had heard about TOGAFrance from a local elected official. He didn't understand it all. But he sensed one thing:
“This isn't just another plan. It's a method to take back control. In our own way.”

1. First step: daring to ask the question

Instead of launching an audit, the mayor held a meeting. Not a “classic” one. Just a room, some chairs, a whiteboard. And one question in the middle: “What public service do you miss? And why don't you talk about it anymore?”

A nurse raised her hand. Then a farmer. Then a teenage girl from the local school. They talked about transport, lost paperwork, the shame of not understanding welfare forms.

Someone took notes. Not to write a report. To understand what silence had frozen.

2. Setting up the “small local TOGAFrance”

The commune signed a Local TOGAFrance Pact. Not to revolutionize the world. Just to modernize its services while keeping people in the loop.

They:

- Made a catalog of actual services provided by the town hall.
- Created a matrix to see who depended on what.
- Drew a diagram of a citizen's journey to renew an ID card (with two kids, no car, and a broken phone).

The shock was simple: elected officials saw what no one had dared say.

3. Small changes, big effects

They:

- Set up a mobile help desk on Thursdays at the market.
- Created a “solidarity window,” staffed by two retired volunteers trained in digital tools.
- Printed documents in easy-to-read language, color-coded by theme.
- Dropped the all-digital approach, keeping the right to paper, everywhere.

A regional social service came to visit.

And asked, “Who advised you on this?”

The mayor smiled.

“No one. We just listened to people. And followed the method.”

4. One year later

- Staff are less stressed—they understand the purpose of their actions.
- Citizens feel safe returning—they understand the processes.
- The town hall saves time and money—fewer incomplete applications.
- The commune inspired two neighboring villages. They adopted the same tools. Adapted.

And one local teenager said:

“It’s funny... The town hall doesn’t feel like an office anymore. It feels like a home.”

Conclusion

TOGAFrance is not a theory.

It’s a tool to give each place its capacity to listen, act, and transform.

And sometimes, all it takes is one well-asked question, one respected silence, and one clear diagram...

For a village to become a service again.

And for a citizen to become an actor again.

Conclusion: A Method to Take Back Control

In every city, there comes a time when sidewalks are damaged, traffic lights fail, schools lack staff, and public services lose coherence.

So what do we do?

Do we pass another law?

Sign a contract with a consulting firm?

Or do we take back control — methodically, humanely, sustainably?

TOGAFrance is a method.

Not a dream, not an ideology.

It is a tool:

- To plan, distribute, and document complex transformations
- To connect people, not just services
- To rebuild the link between decision-makers and those who live with the consequences

Imagine a city that wants to transform.

It doesn't start with construction.

It starts with a living diagnosis.

It listens to its people, maps the services, identifies the knots.

Then it defines a clear, human, verifiable local vision.

And finally, it plans the work —

not by the availability of contractors,

but by the order of meaning, urgency, and coherence.

Each renovated service is documented, shared, and transmissible.

Mistakes are not hidden — they are analyzed.

Successes are not hoarded — they are shared with others.

That is TOGAFrance:

- A rigorous method, yet understandable
- A clear structure, yet flexible
- A bold ambition, yet deeply human

⌚ In summary

We will not change France with slogans.

But we can heal it, repair it, make it breathe again — with gestures that are just, coordinated, and visible.

TOGAFrance is not reserved for technicians.

It is meant for citizens, elected officials, youth, caregivers, teachers, and builders.

It is a gentle method of reconstruction —

but relentless in its rigor,

and irreversible in its impact.