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# g u i d e l i n e s for a tsr® process

## SHORTCUT



REVES  
European Network of Cities and Regions for Social Economy



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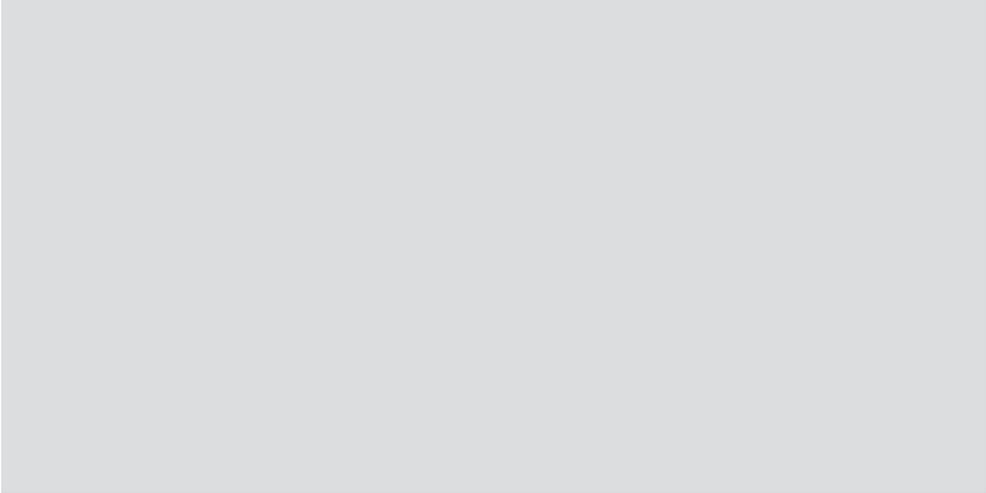
# g u i d e l i n e s for a tsr® process

## SHORTCUT

SUMMARY

7	INTRODUCTION
9	THE TSR® METHODOLOGY
12	THE TSR® PROCEDURE





The concept of TSR® originates from the works carried out by REVES, European Network of Cities and Regions for Social Economy.

## INTRODUCTION

Since its creation, in 1996, REVES has been working at local level on the development of participative democracy and cooperation against a competitive vision of the territory. Its fight for social inclusion, cohesion and quality of life as well as for a more responsible approach for social enterprises brought REVES to the definition of "territorial social responsibility" TSR®.

From 2002 onwards, REVES has developed a methodology for local democracy that conjugates the operational logics of representative systems with the need for community participation, aiming to promote and support processes of changing. These efforts led to the present publication.

REVES involves local authorities and social economy enterprises in research and conception of new methods for local planning, the development of local welfare systems based on good governance, participation and, in particular, building up the sense of a widened social responsibility.

TSR® is a methodology for local planning that integrates social, economic, cultural and environmental dimensions. It is based on a process of participatory governance, which aims for improvement of quality for a whole community on a given territory, through greater social cohesion, sustainable development, economic efficiency and wider democracy.

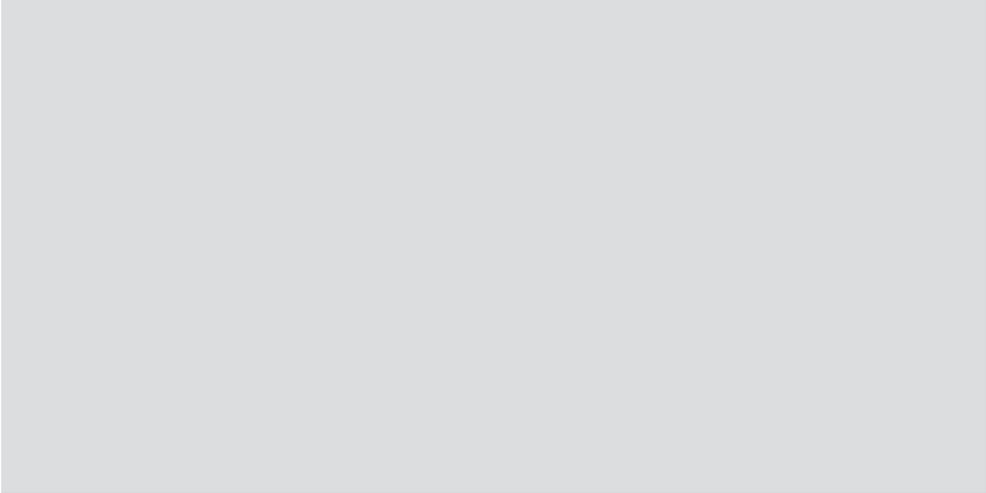
The stakeholders of TSR are local authorities, social economy and other enterprises, civil society and citizens, implicated in an interacting system.

TSR® responds to the needs of local communities, where by this term we mean all the representatives, organised and non-organised groups and stakeholders on a given territory, by seeking to adapt current policies and behaviours in order to improve local quality.

TSR® is a methodology based on a) a holistic nature ( as it incorporates not only social responsibility, but also environmental responsibility, the fight against criminal economies etc...); b) a territorial, participatory and community-oriented nature; c) the possibility of its co-certification and d) efficacy. The TSR® process leads to an improvement in the quality of life of all actors within a territory.

The present guidelines are in continuity with pre-existing instruments (Local Agenda 21, the Global Compact, social accounting, CSR...). It is important to underline the fact that the key distinctive features of the TSR® process are its territoriality, its capacity to integrate all aspects and actors of a territory, the participatory and self-determining dynamic of the community of a territory within the boundaries of international rules, and finally, its measurability and therefore comparability.

The TSR® methodology aims to encourage a process of progress supported and realised by all stakeholders of a given territory.



The TSR® methodology is based on four interacting main components that can be described as follows: a) analysis and elaboration of the contextual framework; b) elaboration and ranking of principles; c) measuring of the actual situation and impact of possible alternative scenarios; d) reprogramming policies and planning.

## THE TSR® METHODOLOGY

A key instrument herein is the participation of the whole community (picture 1).

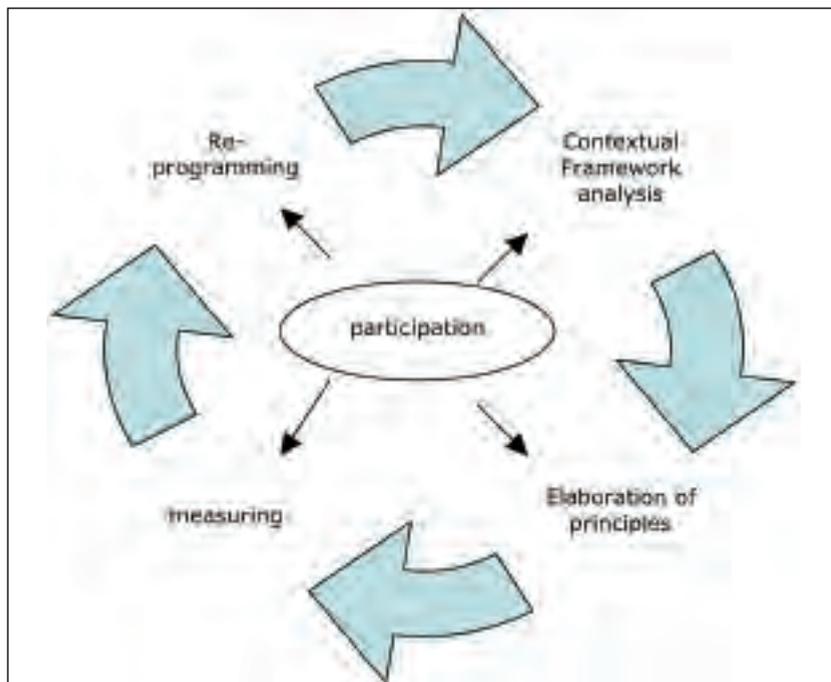
**1.** *The context analysis* leads to the identification of the key elements describing and representing a territory from a demographic, economic, social, cultural, environmental and anthropological point of view. These elements should provide a quantitative and qualitative picture of the territory and the community.

Given the specific character of these elements, TSR® has to make reference to formal and informal data sources.

The output of such an analysis should also consist in stronger inter-relations and interactions between different local stakeholders. In fact, the definition of the contextual framework includes not only the analysis of *existing* data, but also the definition of the local vision through information, feedback and consultation of the local community.

**2.** *The elaboration of principles:* the second key element of the TSR® methodology is the insertion of the defined local values into a scale of co-defined priorities, called principles.

Picture 1

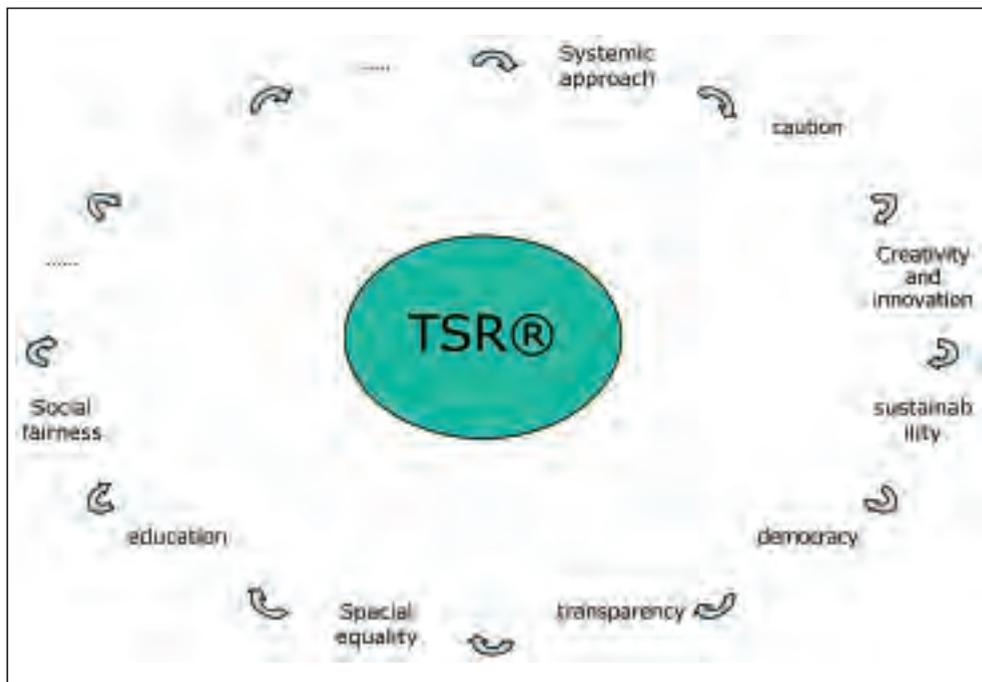


Principles can be: a systemic approach, caution, creativity and innovation, sustainability, democracy, transparency, spatial equality, education and social fairness... (picture 2).

Definition and ranking of the principles for local development can only be achieved through an adapted participatory process involving the whole community.

**3.** *The phase of measuring* is built on elaborated indicators and descriptors that allow for scrutinising policies and practices of local stakeholders in both a static and dynamic manner. Such indicators should be synthetic and represent the relation between policy areas and principles.

**4.** *Re-programming* is the phase of definition of possible scenarios for a change of different policy areas and plans. It includes the possibility to compare the latter through a multicriteria analysis aiming to choose the most coherent developments based on principles and priorities identified by the local TSR® community. To implement re-programming processes, each stakeholder should use the most adapted tool of participation, which could be internal or external to its own structure.



These four components form an iterative and virtuous cycle boosted through various levels of participation of the concerned community. Participation as the key instrument of this process can be applied in different ways. Generally we refer to the classical four levels of : a) information; b) consultation; c) co-programming; d) power and responsibility sharing.

If for contextual analysis information and consultation could be sufficient, a ranking of principles requires a sharing of power and responsibility. The measuring process, in turn, could arrive up to co-programming, while for the reprogramming phase information and consultation must be sufficient.

## THE TSR® PROCEDURE

The different components of the methodology crossed with the above mentioned participatory levels are put in place through a procedure – as a concrete application – at local level.

***Putting the procedure into practice.*** Before analysing the different steps inside the four components of the methodology in detail, a few key remarks with regard to the actor(s) that will implement the process must be made.

First of all it is worth to briefly present the key actors of the TSR® procedure: the local community, the local co-organizer and the TSR® European Agency as an extra-territorial actor.

The term *local community* should be understood in its broadest possible sense to encompass all the subjects, be they institutional or not, that exist on a stable or long-term basis within a territory. The ***mechanisms for participation*** and activation of the local community play a crucial part in the entire process.

The *local co-organiser* is the local body (or group) responsible for initiating the TSR® process, supporting its development as well as providing the interface between the territory and the TSR® Agency. The identification of this co-organiser is a crucial part of the whole procedure. It may be changed or adapted during the process.

In order to be able to take on the functions listed above, the co-organiser must possess some essential qualities such as a) a consensual approval of the other territorial actors; which means being perceived as a<sub>1</sub>) legitimated to carry out this particular role and a<sub>2</sub>) possessing the skills necessary to carry out that role. b) disinterested, in the sense of having no particular vested interests, or being capable to bring its own particular interest in line with the community interest c) being capable of bringing other local actors into the role.

*The TSR® European Agency*<sup>1</sup> (set up by the REVES network) is the driving technical tool as well as the methodological guarantee for any **single** TSR® process. It will a) promote TSR®; b) provide the necessary analytical and methodological tools to implement TSR® on the territories; c) monitor the correct use of the methodology.

## Context analysis

A key characteristic of TSR® is that it needs to be complete. Where completion does not take place, or only part of the process has been carried out, or has been done incorrectly, the process inevitably leads to a system that is not TSR® compatible.

We will now examine the steps necessary to make a TSR® process operational.

### **Step 1: Initiating the Process**

Timing	Actor	Action
T0	REVES-TSR agency	Selection of the local co-organiser and analysis of the general context
T1	Local co-organiser	Participatory analysis of the local context

The first step is the start-up phase of the process. At this point the TSR® Agency, at request of one or several actors within the territory and after a moment of verification of the minimum preconditions, initiates the process.

A crucial task is the selection of the local co-organiser, the acid test of the likelihood of success.

Given the characteristics the local co-organiser needs to have, it seems obvious that the Agency has a leading role in this initial phase of analysis and appraisal of the territory, followed by a fairly lengthy period devoted to monitoring the activities of the co-organiser. At the very beginning, such role can be well covered by the actor or group that asked REVES or the TSR® Agency to launch the process. The former acts thus as a quasi-co-organiser until the final choice of local co-organiser.

### **Step 2.**

Once chosen, the co-organiser will have to implement and elaborate the analysis of the territorial context from various standpoints, employing different methodologies. This analysis is in fact intended to prepare the ground for the construction of local principles. It should pool contextual data that will prove useful in identifying, for instance, a) the demographic, economic, social, cultural, environmental and anthropological profile of the area; b) the quality of the social capital within a territory, i.e. already existing and consolidated relationships among the various groups and stakeholders (including the individual citizen) c) the extent of mutual trust and therefore d) the habit/capability of taking part in collective ventures as well as e) the most suitable methods for implementing these participatory ventures.

To this end, the local co-organiser should first identify the formal *places of participation* (municipal meetings, **public arenas**, chambers of commerce, third sector forums etc...) and the informal ones (social centres, parishes, bars etc...).

Only at this stage, and after having taken a joint decision with the TSR® Agency concerning methods and places of participation, it will be possible to proceed further, towards the definition of the principles.

### **Step 3.**

In order to complete the context analysis, different models of participation involving different stakeholders should be chosen.

These methods of participation will allow, on the one hand, to collect informal data and, on the other hand, to inform the community about the starting-up of the TSR® process.

Also, a participatory method will be conceived that aims at knowledge-building for the future. This can be achieved through different modes of exchange of information. It is worth to quote, for instance, the "parish maps", "strollogy", "talkworks", "method épingles" or the "meeting of generations".

These methods, as well as many others, allow to gain a better knowledge of the what and the why of local situations, also for those having difficulties in accessing traditional tools of information.

Concerning consultation, we are confronted with a more sophisticated process, as the citizens are called to play an active role. Among the methods that could be mentioned figure, for instance, "citizens exhibition", "community appraisal", "citizens expertise", "citizens court", "participatory appraisal", "participation theatre".<sup>2</sup>

As in the case of the information process, these methods do not exclude more classic ones such as local conference-tables etc... However, they allow to hear the point of view of those that normally do not take part in consultation processes, but are concerned by them.

As we are in an iterative progressive cycle, the context analysis will be enriched during the process.

## Elaboration of Principles

Timing	Actor	Action
T2	Local co-organiser REVES-TSR agency	Determination of participating groups
T2.1	Local co-organiser	Work groups and participatory pedagogy
T2.2	Work groups	Drawing up TSR-based principles

### Step 4.

The identification of principles involves obviously the preliminary identification of the participating groups, that is to say those stakeholders that must be involved in the definition itself. This process might become complicated, given the multidimensional roles of many local actors (a businessman, for example, is undoubtedly at the same time a citizen, but he may also be the President of an association and an elected member of the Town Council...).

The local co-organiser supports the above mentioned activities; the TSR® Agency contributes methodologically.

The participating groups should involve as many stakeholders and citizens as possible. It remains evident that the representativeness

of the sample has to be taken into due consideration. In other words, the participating groups have to reflect the respective proportions among the different roles and profiles mentioned above.

On the basis of demographic and economic features as well as the different styles of life, it will be possible to identify sub-groups. Each of the subgroups will then profit from adapted participation tools.

Once the characteristics of the participating groups have been identified, the local co-organiser proceeds to single out work groups whose members are representative of the various parts of the groups in question. These working groups have the task of determining and applying the most appropriate **models of participation** for the definition of the principles.

Several levels of participation could be applied at this stage. Among them figures concertation, also intended as collaboration among different stakeholders.

"Action planning" "A.C.E." (act, create, experiment), the "conference of consensus", "community planning" are possible techniques. Such methods go beyond the usual one, where the concertation is left only to well-organised groups of interest.

Another level of participation that could be applied is powersharing which includes co-management and co-responsibility. Some techniques to be indicated are "community organisation", "open space", "future workshop", "planning for real" and "strategic planning".

These are just some of the possible techniques of participation.

The application of these models of participation to the relevant parts of the community leads to a system of basic principles being drawn up.

**Step 5. First control of the Process**

Timing	Actor	Action
T5	REVES – TSR Agency Watch groups	Verification of the participatory drafting process and verification of compliance with minimum international standards

An essential characteristic of the TSR® process: the control system. As the objective of the TSR® is to built a procedure where the risk of failure is minimized, preventative measures are a constitutional

part of the process. They consist in potential alarm bells and a provision for stopping and/or re-routing the process.

There are therefore two elements of this first control mechanism:

1. The actual way in which the participatory process is achieved:  
It seems clear, in fact, that an ineffective or incomplete participatory process will affect the validity of the TSR® itself. What needs to be assessed is not whether the best participatory procedure has been employed, but whether the best participatory procedure *possible in a specific context and under specific pre-conditions* has been employed.
2. The coherence of the principles and their compliance with the international conventions.

It is the TSR® European Agency's responsibility to organise and coordinate this initial two-fold control, which must necessarily rely on a group of observers.

A low level of quality of the participatory process and a lack of coherence with the international conventions might lead to the stopping of the entire process. This goes hand in hand with the necessity to restart the process up from the identification of the local co-organiser.

### Step 6. Codification of the Principles

Timing	Stakeholder	Action
T6	Local Co-organiser TSR® Agency	Codification of principles
T6.1	Local Co-organiser Creation of TSR® Work Groups	Definition of priorities and weight of principles

Codifying the principles serves a twofold purpose: a) a declarative one, in the sense that in this way the territorial actors present the key principles which are relevant for the territory itself and make them known externally; b) an organisational purpose, inasmuch as the codification of the principles will unambiguously define the direction and procedures of the TSR® for the local actors.

The codification of the principles is not a banal process. While some parts of the participating groups will be able to directly express a synthetic principle, a majority of participants will probably indicate elements that still need to be translated into principles.

This work should be carried out by an interdisciplinary team, under the control of the local co-organiser and the TSR® agency.

It is worth drawing the reader's attention once again to the question of weighting these principles. Without going into technical details, it should be emphasised that the same principles can take different values in different territories. It is therefore possible to rank the principles for a specific territory. Such rating has to respond to criteria that need to be univocal and as precise as possible. The ranking of each of the principles is defined according to the degree of consensus the groups attribute to them.

### Measuring

TSR® distinguishes and appreciates the difference between the various local actors, thus enabling each actor to take an active and integral part in the process, which could otherwise prove fatally inadequate.

#### Step 7: Application of the TSR® process – II

Timing	Actor	Action
T7	REVES-TSR® agency	Drafting and provision of principle/fields matrix with territory-related indicators

Indicators are obtained by crossing practices and principles. this way a study area with numerable indicators and descriptors emerges, as shown in the following scheme:

Principles / Field-Practices	Purchase practices	Environmental practices	Economic management	Social and culture	...
Systemic approach	...	...	...	...	...
Caution	...	...	...	$I_p; \dots$	...
Creativity and innovation	...	$I_q; \dots$	...	$I_s \dots$	...
Democracy	...	...	...	...	...
transparency	...	...	...	...	...
spatial equality	...	...	...	...	...
education	...	...	...	...	...
social fairness	...	...	...	...	...
sustainability	...	$I_t; I_a; \dots$	$I_e; I_f; \dots$	$I_g; \dots$	...
...	...	...	...	...	...

The definition of the indicators is done via a descriptive analysis of the different fields of the matrix and a suitable quantification of them. This could lead to simple or complex indicators.

It appears self evident that these indicators will be built in coherence with the context analysis and the type of actor/structure which is being examined. This means that while working with public authorities we will deal with policies and practices, whereas working with private bodies means dealing with practices only.

**Step 8: Second control**

Timing	Actor	Action
T8	TSR® Agency and inter-disciplinary group	Informal gathering of information

As said earlier, the inter-disciplinary group is in a position to trigger the alarm, but not to block the process. The latter, however, can be done by a non-public actor or a group of actors:

**Step 9: Options Open to the stakeholders in TSR® Process - I**

Timing	Actor	Action
T9	Public and private actors	revision of non-priority principles (through TSR® community or local community)

This option means that non-fundamental principles, that is to say those principles that do not relate to fundamental values recognised by international charters, can be subject of revision at request of the public and private actors entering a TSR® process.

It goes without saying that the actor’s request must be well-motivated.

**Step 10: Verification of the TSR® Matrix**

Timing	Actor	Action
T10	REVES-TSR® agency Local co-organiser	Weighted analysis of the actor’s matrix
T10.1	REVES-TSR® agency Local co-organiser	Possible request for further information – drafting of final report

The Agency and the local co-organiser will report the results of the

assessment back to the actor concerned. In the event of its discovering any incongruities between the principles, the indicators and his own structural and functional characteristics, he may re-activate option 9.

## Re-programming

### Step 11: building the TSR® Matrix

Timing	Actor	Action
T11	Public and private actors	Reprogramming policies and practices in the light of the report by the REVES-TSR® agency
T11.1	Public and private actors – REVES-TSR® agency	Weighted evaluation of reprogramming scenarios through a multicriteria method

Starting from the analysis of the ranking and of possible reprogramming scenarios proposed by the evaluated actor, it is necessary to draft a matrix for each possible scenario. This is an adaptation of the previously described matrix. Indicators are in part the same and in part substituted by indicators quantifying inter-relations between the different areas of analysis. They will mathematically be calculated through partial derived.

Indeed, from a TSR point of view, not the absolute value of the indica-

principles / Field-Practices	Purchase practices	Environmental practices	Economic management	Social and culture	...
systemic approach	...	...	...	...	...
caution	...	...	...	$I_p$ ; ...	...
creativity and innovation	...	$I_q$ ; ...	...	$I_s$ ; ...	...
democracy	...	...	...	...	...
transparency	...	...	...	...	...
spatial equality . . .	...	...	...	...	...
education	...	...	...	...	...
social fairness	...	...	...	...	...
sustainability	...	$\%I_e / \%I_f$	$I_e$ ; $I_f$ ; ...	$\%I_e / \%I_f$ ; ...	...
...	...	...	...	...	...

tors, but their relative one is relevant. Example: The measurement of profit as such, for instance, is not the objective. It is rather important to discover how profit influences social cohesion, environment etc...

The analysis of the different TSR® matrices by the Agency is carried out according to a multicriteria method. The aim is to support the choice of the most TSR®-compatible scenario among the different scenarios possible, and to start a labelling process. Thanks to its multidimensionality, this process allows thus taking into consideration different scenarios at the same time.

The evaluation of the scenarios is carried out according to different criteria (the TSR® principles), based on the expressed points of view of the community and determined by the ranking of the TSR® principles. The decision-maker has to stick to these criteria.

The basic elements of a multicriteria analysis are:

- the decision-makers
- the alternative scenarios, that is to say the objects of evaluation and choice
- criteria and principles
- weighting and preferences

The different scenarios on a territory, that are not infinite in their number, will then be illustrated through a limited list of complex indicators synthesizing the relation to each TSR® principle.

For each scenario, each synthesis indicator ( $si_m$ ) summarizes all the descriptors developed in the TSR® matrix.

The *impact and reprogramming* matrix (IRM) is built as follows: ([vedi tab pagina seguente](#))

The numeric algorithm that will be used to apply the multicriteria analysis is Electre III.

Drawing on the IRM as well as on weighting and preferences, a software (system) will provide a well-ordered list of possible re-programming scenarios from the most to the less TSR® compatible, as determined by the local community.

It is clear that these are just tools of support for the decision-making process. They are one of the basic elements of a participatory reprogramming process. Thereby, it seems self-evident that the rules for decision-making inside a public body are different from those of a non-public body.

In fact, public administrations are complex systems which, although they have to achieve objectives of an institutional nature, carry out actions that are not dissimilar to the actions of purely private subjects.

		Scenarios			
		Scenario 1	Scenario 2	Scenario 3	...
Principles	systemic approach	Synthetic indicator row 1 TSR matrix relating to first changing scenario	Synthetic indicator row 1 TSR matrix relating to second changing scenario	Synthetic indicator row 1 TSR matrix relating to third changing scenario	...
	Caution	Synthetic indicator row 2 TSR matrix relating to first changing scenario	Synthetic indicator row 2 TSR matrix relating to second changing scenario	Synthetic indicator row 2 TSR matrix relating to third changing scenario	...
	creativity and innovation	Synthetic indicator row 3 TSR matrix relating to first changing scenario	Synthetic indicator row 3 TSR matrix relating to second changing scenario	Synthetic indicator row 3 TSR matrix relating to third changing scenario	...
	Democracy	Synthetic indicator row 4 TSR matrix relating to first changing scenario	Synthetic indicator row 4 TSR matrix relating to second changing scenario	Synthetic indicator row 4 TSR matrix relating to third changing scenario	...
	Transparency	Synthetic indicator row 5 TSR matrix relating to first changing scenario	Synthetic indicator row 5 TSR matrix relating to second changing scenario	Synthetic indicator row 5 TSR matrix relating to third changing scenario	...
	spatial equality	Synthetic indicator row 6 TSR matrix relating to first changing scenario	Synthetic indicator row 6 TSR matrix relating to second changing scenario	Synthetic indicator row 6 TSR matrix relating to third changing scenario	...
	education	Synthetic indicator row 7 TSR matrix relating to first changing scenario	Synthetic indicator row 7 TSR matrix relating to second changing scenario	Synthetic indicator row 7 TSR matrix relating to third changing scenario	...
	social fairness	Synthetic indicator row 8 TSR matrix relating to first changing scenario	Synthetic indicator row 8 TSR matrix relating to second changing scenario	Synthetic indicator row 8 TSR matrix relating to third changing scenario	...
	Sustainability	Synthetic indicator row 9 TSR matrix relating to first changing scenario	Synthetic indicator row 9 TSR matrix relating to second changing scenario	Synthetic indicator row 9 TSR matrix relating to third changing scenario	...
	...	...	...	...	...

It is therefore worth to make a distinction between purely political activities, which involve decision-making and enforcement, and activities of a more functional nature. The former are related to the ways of generating and executing decisions of a politico-institutional nature; the latter are inherent to the practices of management and technical running of an institutional organism.

With regard to the first type of activity (politico-institutional), there exists nowadays a whole range of instruments for participatory re-programming that have already been tried and tested.

One could mention, for instance, Local Agenda 21, as well as instruments such as participatory budgets or strategic conferences, but also consultations in all their various forms, which support municipal or regional councils in political decision-making through the expression of requirements, preventative consultation, co-programming and shared assessment.

Compared to these techniques, TSR® figures high up on the list. In fact, political decision-making in a TSR® must, out of necessity, take into consideration the principles expressed through the participatory mechanisms employed during the initial phase of the process.

Taking of decisions of a political nature can therefore be summarised as in the diagram below:

Local Authority	Verification of existing policies with respect to local TSR principles
Local Authority and TSR® Agency	Launching a process for drafting political decisions
Local Authority	Verification of the possibility to change policies with respect to the law
Local Authority and TSR® Agency	Analysis of the consequences of alterations to existing policies and drafting of a public report
Local Authority and Local Co-organiser	Activation of participatory instruments with a view to validating new policies based on TSR®
Local Authority	Initiation of a process leading to policy changes
Watch Groups	Monitoring of the participatory process
TSR® Work Groups	Monitoring of cohesion with TSR® principles

At this point, a local authority is capable of reviewing its own political agenda.

The operational activities of public institutions are another matter. They include all the practices linked to industrial relations, purchase, environmental practices, provision of services etc...

These practices, although legally bound to abide by more stringent criteria than equivalent business procedures, are basically the same as business practices. However, the latter have less external ties, even though they should also be integrated in a participatory process of change.

In fact, many public administration practices do not derive from the direct choices of the administration concerned, but respond to legal impositions. For example, purchasing practices are determined by a series of regulations that originate from the application of national and supranational laws over which the local authority has a limited power of decision.

The following steps must, therefore, be included:

Local Authority	Analysis of opportunities and restrictions defined by European and national law.
Local Authority	Definition of an instrument for evaluating possible restrictions that may emerge during the implementation phase of the TSR®
Local Authority and TSR® Agency	Elaboration of a detailed public report on restrictions
TSR® Agency	Definition of an intervention strategy regarding national and supranational laws which are non-cohesive or restrictive as regards the local TSR®

The process described so far leads to the definition of the conditions for changing a territory through ethical and responsible actions of various actors. It should, however, be emphasised that these ethical and responsible actions must be capable of bringing about changes in the general context - changes that need to be understood and translated into practice.

## OUTCOMES

### Iteration of Principles

Timing	Actor	Action
LT1	REVES-TSR® agency	Verification of coherence of TSR® principles (based on experiences)
LT2	REVES-TSR® agency	Reactivation of TSR® process in case of inconsistency

In fact, the implementation of re-defined policies and practices could trigger a situation whereby the TSR® principles defined at the beginning of the process prove to be in-cohesive or inadequate. Nevertheless, this lack of cohesion might be desirable, as it represents a gauge of the progressiveness of the TSR® and the cyclic character of the process.

In this case, without impinging on the permanence of the label, it is up to the TSR® European Agency to reactivate the process of verifi-

cation, definition and weighting of the principles. This stage of the process will naturally be much speedier than the initial phase, since it will be able to draw on practices and procedures that have already been consolidated.

### Iteration of the Context

Timing	Actor	Action
LT1	REVES-TSR® agency REVES	Verification of consistency of legislation
LT2	REVES	In case of inconsistency. => activation of reforms

A similar verification process should also be launched with regard to the legal framework, which might not always prove cohesive. A striking example: a TSR® principle might lead to the definition of a preference for low environmental impact enterprises or a type of enterprise of extremely high ethical quality when it comes to awarding public procurement contracts. However, this principle might be incoherent with national or European law in this field. It is therefore up to the political body of TSR®, in other words the REVES network, to activate all the processes required to bring about a cohesive change in the legal framework.

Finally, a distinguishing element of the TSR® is global or partial labelling, depending on the participation of all or part of the stakeholders.

### Label Attribution

Timing	Actor	Action
T6	REVES-TSR® agency	Reversible awarding of specific label in relation to typology (capital-based, human based, social enterprises, non profit) or on general basis

It is important to underline some of the essential characteristics of this label: First of all, it is a label that can be a) specific, i.e. related to a typology, or b) general, i.e. in case a subject responds to the TSR® characteristics in their broadest possible sense.

It is worth underlining this particular facet of the TSR® model. The principles in the model are defined territorially and apply to both public and non-public actors. Indicators unquestionably differ according to the various actors concerned, particularly between public and non-public actors as well as among the non-public actors themselves, depending upon their structural and functional characteristics. They will thus be different and apply in a different way to capital-based enterprises, work-based enterprises, social enterprises, associations etc.

Of course, this division is not set in stone, nor is it insurmountable: It is left up to the actor intending to embark on a TSR® process whether to opt for a partial assessment, related to its own structural and functional characteristics, or to stick to a general assessment, which may, however, prove to be more stringent.

In the latter case, the labelling will be *territorial* TSR®; whereas in the former, it will be a question of TSR®-profit enterprise, TSR®-non-profit enterprise, TSR®-association and so on.

### Permanency of Label

Timing	Actor	Action
T7	REVES-TSR® agency Enterprises, system of enterprises	Drafting of a dynamic verification model (Multicriteria)

As mentioned above, certification is reversible. The Agency, in agreement with the non-public actors group, has to draw up a dynamic monitoring model to verify the persistence of the conditions on the basis of which the label was awarded. Basically, this model should be able to verify at least a) that the enterprise actually followed the programme for the reorganisation of policies and practices and b) the enterprise's capability of adapting to any changes in the local TSR® context. As has been underlined several times, TSR® is a model that by its very nature changes and evolves with time. In any case, an actor to which a label has been awarded takes an active part in determining such changes. The dynamic verification model should therefore be used at two levels: by the actor itself, internally, and by the TSR® European Agency, externally. In addition to these two verifications, verification by informal actors (as mentioned above) may also be carried out, the latter being responsible for verifying whether or not the change has effectively been perceived by the local community. As stressed beforehand, remarks of such actors cannot, however, revoke the

label *sic et simpliciter*; simply so that a phase of in-depth analysis can be set up.

At this point, the process of territorial certification TSR® can be considered to be concluded. Actors that have taken part in the process will find that their ethical quality has been recognised through attributing the label. Moreover, they might benefit from a community pay-back system.

It is, indeed, obvious that a TSR® actor puts a series of actions into practice so as to reduce the costs to the community in which it is involved. These costs may be manifold and are of course linked to the type of principles defined for the territory. To give a simple example: If one of the principles is environmental quality, another cleanliness and another beauty, an actor responding to these principles will probably have its own procedures for reducing, treating and storing its own waste, and will therefore have less negative impact on public costs. Clearly then, an actor such as this should be awarded a reduction in waste taxes. The same would apply to architectural quality, or various other examples alike.

It appears now evident that this approach is a holistic one taking into account all fields of possible change for a territory and concerning all stakeholders. It is based on a mechanism of participation and participatory ranking of possible choices.

Such a method could prove to be effective in many fields that are not just internal to the territory, but determine also relationships among territories and, more widely, decentralised cooperation.

The TSR® process and its experimentation could lead to the creation of an international TSR® community able to work as a support mechanism in areas such as common or shared branding, scale economies, integration of systems etc...

This paper anticipates a more complete publication in which all the different elements and possible developments will be detailed.

From what has been described beforehand, it follows that TSR can be considered a tool for sustainable and highly qualitative societies. Being entirely coherent with the long-term objectives of REVES, it clearly represents a major step forward regarding the quality of decision-making processes, based on a genuine participatory approach.







