

PRESENTATION BRIEF



CITIZEN CONFERENCE OF PARTIES

United for good

Towards a methodological consensus for the UN post-2030 agenda.

LUMEN - DIAGNOSTIC-ACTION PROGRAMME

Perception • Coordination • Collective regulation • Operational management • Continuous improvement

September 2026

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01 - AT A GLANCE

The CCOP in 90 seconds

An association, a diagnostic-action programme and an operational management infrastructure.

Statutory purpose - Article 2. The purpose of the CCOP is to contribute to the benevolent, creative and conscientious refoundation and co-construction of the sustainability, prosperity and happiness of humankind, in recognition of and respect for the dignity of living beings.

How the CCOP intends to contribute

By designing, articulating, experimenting with and disseminating integrated tools and methodologies that help collective action better perceive, coordinate and regulate itself within interdependent systems. The CCOP therefore does not seek to become a new permanent steering body: it builds and places shared management capabilities in the commons.

The LUMEN programme

LUMEN is the CCOP diagnostic-action programme. It aims to support collective perception, coordination and regulation through the fog of complexity by linking observation, modelling, decision, action, measurement and learning.

The LUMEN infrastructure

The LUMEN infrastructure is the umbrella conceptual framework for operational management developed within this programme. It combines existing and new tools in a continuous-improvement approach to value creation, preservation and capture, through three non-substitutable strong-sustainability lenses: systemic and biophysical viability, legal and normative coherence, and collective and socio-emotional dynamics.

Why a temporary organisation

Once the concepts, tools and methodologies are sufficiently robust, tested, documented and disseminated as open commons, the CCOP considers its purpose fulfilled. Its dissolution may then be proposed in accordance with its Articles of Association: the aim is to make the management capabilities endure, not the organisation that developed them.

Current status

Current question

After several years of research, the question is now testable: to what extent does the integrated LUMEN infrastructure meet a genuine functional specification built independently of it?

Following diagnosis, research, development and internal pre-validation of LUMEN V0.1, the CCOP is now building an independent functional specification from the official findings of international institutions. This reference framework is intended to stress-test LUMEN, correct its weaknesses and produce a V1 sufficiently robust for national and international experimentation.

Why now?

Our governance and management systems were progressively built in less interconnected societies, where decisions produced slower, more localised and more readily attributable effects. The acceleration of exchanges, technologies and interdependencies has profoundly changed the scale of complexity.

At the same time, our collective power - technological, economic, normative, informational and material - is increasing faster than our capacity to perceive, coordinate and regulate the consequences of our actions. We therefore generate more interactions, indirect effects and feedback loops than we are able to identify and correct: a decision can improve a result locally while degrading elsewhere the conditions for its own success, now or in the future.

The CCOP diagnosis is therefore less a shortage of goals than a deficit of control in complexity: better perceive consequences, connect the relevant levels and dimensions, then continuously correct trajectories to restore closer alignment with reality.

2030 horizon

Turn the results of tests and experiments into functional principles, methodologies and tools robust enough to contribute to the emergence of an international methodological consensus for the UN post-2030 agenda - without imposing LUMEN if other solutions meet the functional specification better. This consensus could then take institutional form through a non-binding technical agreement, an operational annex or another negotiated instrument.

02 - TRAJECTORY

2022-2030: diagnosis, research, development, testing, experimentation

The CCOP applies to its own programme the logic it seeks to generalise: **observe, model, decide, act, measure, learn and adjust.**

2022	Prototype functional specification Articles of Association, creation of the CCOP and Resolution 1: initial formulation of implementation difficulties, the need for multilevel and multidimensional co-steering, and the importance of experimentation.
2022-2026	Diagnosis, research & development Work in systems thinking, law, economics, life sciences, shared governance, cybernetics, behaviour, organisational biomimicry, and the definition and measurement of value. Development and internal pre-validation of LUMEN V0.1.
2026	Independent functional specification Systematic review of official findings from international institutions; translation of these observations into functional requirements without assuming that LUMEN meets them.
2026-2027	Stress test → LUMEN V1 Confront V0.1 with the functional specification; test information quality and robustness; identify gaps; correct and harden the architecture sufficiently for field experimentation.
2027-2028	Experiments Multi-context pilots, cohorts, longitudinal data, measurement of multidimensional benefits and comparison of trajectories.
2028-2030	Results & proposal Independent evaluation, consolidation of a methodological consensus, and preparation of a possible institutional form for the UN post-2030 agenda.

What is still missing despite progress in shared governance

Experiments in shared governance show that many cooperation, facilitation and decision-making tools already exist. The gap identified by the CCOP lies more in a management layer that maintains alignment with reality: continuously linking strategy, value creation and preservation, constraints, observed effects and corrective decisions. Excellent operational management requires an equally rigorous value-creation and value-preservation strategy.

03 - METHOD

From institutional diagnosis to the functional specification

The 2026 functional specification is not designed to make LUMEN succeed. It is built independently from the observed problems and the functional requirements that can be derived from them.

Guiding question

What functions should a governance system bring together to effectively pursue the purposes of the United Nations Charter and the Sustainable Development Goals, as well as the conditions necessary for their achievement that can be established through law, scientific knowledge and observation?

Turning official findings into testable requirements

The work distinguishes three levels: 1) what institutions officially observe as difficulties or shortcomings; 2) the functions a governance system should possess to address them; 3) LUMEN's actual ability to satisfy those functions. This separation helps avoid designing the test around the proposed solution.

Some requirements already integrated into LUMEN

At this stage, LUMEN already incorporates several families of requirements drawn from earlier work. They are not assumed to be sufficient: the independent functional specification will have to confirm, complete, correct or discard these elements:

- applicable law and the hierarchy of norms;
- scientific knowledge and established biophysical constraints;
- the institutional and operational capacities required for implementation;
- systemic interdependencies and feedback loops;
- collective dynamics that condition buy-in and implementation;
- the quality, provenance, uncertainty and reliability of the information used for decision-making.

Stress-test principle

The functional specification must be capable of making LUMEN fail. A missing function, a poorly defined threshold, biased information that propagates without correction, confusion between correlation and causality, poor confidence calibration, or an inability to operate across different contexts must lead to changes in the architecture before experimentation.

04 - LUMEN PROGRAMME

LUMEN: diagnostic-action programme and operational management infrastructure

The LUMEN programme aims to support collective perception, coordination and regulation through the fog of complexity. Its conceptual infrastructure acts as an integration umbrella for operational management tools and methodologies organised around a continuous-improvement loop for value creation and preservation.

OBSERVE

Data quality, provenance, weak signals, real-world effects and gaps.

MODEL

Interdependencies, scenarios, causalities, risks, hidden costs and value pools.

DECIDE

Explicit trade-offs, law, thresholds, responsibilities and legitimacy.

ACT

Implementation, allocation of resources, coordination and execution.

MEASURE

Gaps between expected and observed results; value created, preserved or destroyed.

LEARN

Revision of assumptions, model adaptation and continuous improvement.

Triple strong sustainability: three non-substitutable dimensions

- OBI - Organisational Biomimicry Index: viability, adaptation and organisational principles inspired by living systems.
- NLPI - Net Legal Production Index: normative coherence, effectiveness of law, and net legal value produced or destroyed.
- CEDI - Collective Emotional Dynamics Index: collective dynamics, lived experience, recognition, buy-in and capacity for action.

A shared grammar for value creation, preservation and capture

Each dimension uses a comparable grammar without being reduced to a single monetary unit: baseline, observed gains and losses, value pools, implementation costs, capturable value, capture rate, value actually captured, and feedback effects. This grammar is intended to connect strategy, execution and continuous learning.

Programme status

V0.1 → independent functional specification → stress test → corrections → V1 sufficiently robust for experimentation.

05 - UN POST-2030 AGENDA

2030 horizon: towards a methodological consensus for the UN post-2030 agenda

The programme's institutional objective is to contribute to the emergence of an international methodological consensus on the functions, principles and tools required to implement, evaluate and continuously improve the UN post-2030 agenda.

What a possible institutional form would seek to provide

- a shared grammar for steering, value and feedback;
- principles for traceability of data, assumptions and decisions;
- thresholds and safeguards preventing certain forms of abusive compensation;
- mechanisms for comparison and learning across contexts;
- an articulation between law, scientific knowledge, operational capacities and collective dynamics;
- an architecture interoperable with existing national, local, organisational and international systems while remaining independent of each of them;
- functional compatibility with different institutional and cultural contexts.

What such an institutional form would not be

- a world government;
- a replacement for sovereignty or democratic institutions;
- a single score claiming to summarise all values;
- a new set of goals decided by the CCOP;
- a requirement to use LUMEN if other architectures meet the functional specification better.

Core principle

The UN post-2030 agenda should not only specify what we want to achieve. It can also improve our collective ability to learn how to achieve it.

06 - EXPERIMENTATION

2027-2028: moving from architecture to evidence

Once V1 has been sufficiently hardened through the stress test, LUMEN must be confronted with real situations, different jurisdictions and data that are comparable over time.

A shared experimental framework

- a baseline before or at the start of the transformation;
- longitudinal tracking of decisions, investments, results and indirect effects;
- shared measurement of multidimensional benefits, implementation costs and capture rates;
- comparison across countries, companies, cities and other organisations when data allow;
- publication of methods, assumptions, limitations and results, including negative results.

The 3×3 protocol and a parallel coopetitive pathway

The CCOP is preparing a 3×3 protocol to test the same architecture across several levels: country, multinational company and city, with several comparable teams or approaches. A proposal for international cooperation may be brought to the United Nations; in parallel, an autonomous coopetitive pathway can start earlier to ensure the availability of comparable data and initial results by 2028, even if international institutional processes take longer.

A broader ecosystem of cases and data

Beyond the core pilots, the CCOP seeks to integrate experiments, models and datasets from diverse organisations into a shared observation framework. The aim is not to standardise methods, but to make certain result dimensions comparable: value created or preserved, hidden costs reduced, risks avoided, compliance, ecological and social effects, resilience and learning capacity.

Flagship 2028 study: regenerative vs extractive

Experimental hypothesis

Can a regenerative organisation economically outperform a comparable extractive organisation when hidden costs, revenue leakage, risks, externalities, resilience and avoided costs are properly taken into account?

The aim is not to prejudge the answer, but to build the cohorts and datasets needed in 2026-2027 so the hypothesis can be tested rigorously in 2028.

07 - VALUE & PERFORMANCE

Measuring the value actually created, preserved or destroyed

As soon as the perspective shifts from the immediate accounting result to the full range of consequences, losses, destruction and value leakage become visible that often remain outside the scope of management. LUMEN seeks to make them visible without reducing social, legal or ecological dimensions to a single monetary value.

This shift in perspective immediately raises questions

- What benefits are actually produced, for whom and for how long?
- Which hidden costs and destruction of productive capacities remain within the organisation or are shifted to other actors, territories or generations?
- Which revenue or value leakages prevent the capture of value that has already been created?
- Which risks, dependencies and future commitments remain invisible in traditional accounts?
- What is the theoretical value pool, and what share is actually capturable and then captured?
- What implementation costs are required to turn this potential into results?
- Does an apparent financial improvement conceal a non-substitutable legal, social or biophysical deterioration?

Working hypothesis: rapidly assess the performance gap

By shifting the perspective, hidden costs, destruction of capacities, risks, externalities and value leakage become immediately visible. The CCOP hypothesises that the potential volume of value destroyed, degraded or left uncaptured could reach several tens of trillions of dollars per year worldwide. This order of magnitude is not an established result: it must be assessed.

Hidden costs

Dysfunctions, absenteeism, staff turnover, non-quality, delays, conflicts, inefficiencies and late compliance costs.

Value pools

Potential economic, legal, ecological and social gains identified by the diagnosis.

Revenue leakage

Value created but not captured: lost opportunities, coordination failures, reputation, dependencies, financing or innovation.

Net capture

Value actually captured after implementation costs, indirect effects and compliance with non-substitutable thresholds.

Why this assessment is urgent

If the potential performance gap is larger than the financing gap, part of our investment continuously degrades our own productive capacities and the social, institutional and environmental conditions of present and future returns. This gap therefore needs to be measured quickly so corrective action can be taken: reduce destruction and leakage, better orient investment, and capture value pools. The 2028 study will notably test whether regenerative trajectories improve this net performance compared with extractive trajectories.

08 - OPENNESS & INDEPENDENCE

An infrastructure designed as a commons

Openness is not a communications feature: it is part of the project architecture.

Commitments

- content, methodological frameworks and published work under a CC BY-SA licence;
- source code published under an open-source licence where applicable;
- tools and methods intended to remain freely accessible;
- publication of activity and progress reports;
- traceability of funding use and publication of major partnerships;
- no influence by funders or partners over methodological conclusions.

Transparency by default

Most stabilised work, demonstrators and methodological documents are already publicly available on ccop.world. Elements still under development are published progressively once they reach a sufficient level of maturity for useful discussion.

A deliberately temporary association

The CCOP is not intended to become a permanent institution built around its own tools. Once the concepts, methodologies and tools are sufficiently robust, tested, disseminated and taken up as management commons, its mission is considered complete. Dissolution may then be proposed in accordance with the Articles of Association. The aim is for the capabilities to outlive the structure that helped bring them into being.

Why this architecture?

Methods intended to support an international consensus and be used across very different contexts must be auditable, open to discussion, adaptable and improvable without proprietary dependency. Any future institutional form must preserve this openness. Openness also facilitates reproducibility of experiments and comparison of results.

09 - PROGRESS TO DATE

Where does the CCOP stand in September 2026?

The research and development phase enabled an internal pre-validation of LUMEN V0.1. The current stage is to build the independent functional specification that will allow it to be tested rigorously.

Already public

- “Governing in Complexity” teaching module;
- first systemic public-management patch for France: executive-governance methodological commitment framework, parliamentary fact-finding missions, Net Legal Production and proposals to improve electoral information;
- work on value and living systems: “What is Public Value?” note and “Governing with the Living World” working note;
- cases and inter-programme dialogues: LUMEN × SPES, Orange case study and associated demonstrators;
- LUMEN foundations: executive summary, systemic foundations, “Civilisational Cybernetics” and presentation of the management infrastructure;
- contribution to the United Nations Beyond GDP process, LUMEN Beyond GDP architecture and France Country / Government / Parliament demonstrator;
- institutional foundations: Articles of Association, Resolution 1 “United for GOOD” and 2022-2025 activity summary report.

In progress

- systematic integration of findings from international institutions into an independent functional specification;
- LUMEN V0.1 stress-test protocol and hardening towards V1;
- improvement of the OBI, NLPI and CEDI indicators and their shared value grammar;
- dynamic information reliability protocol;
- preparation of the 2027 experiments, the 3×3 protocol and the comparative 2028 study;
- search for technical partners, pilot settings, data and funding.

Caution: the demonstrators use fictional or illustrative data where indicated. They make the architecture testable and open to challenge; they do not yet constitute empirical validation.

10 - COOPERATE

What the CCOP is looking for now

Moving from V0.1 to the stress test and then to experimentation requires actors able to test, challenge, fund and document the framework.

Institutions & territories

Test the steering layer in public policies, administrations and real-world environments.

Researchers & experts

Contribute to critique of the functional specification, protocols and independent evaluation.

Funders & philanthropy

Fund pilots, data collection, independent evaluation and evidence production.

Companies & organisations

Experiment on measurable decisions, operations and transformations.

Data & infrastructure

Document trajectories, build cohorts and ensure reproducibility.

Critical challengers

Identify fragile assumptions, blind spots, biases and failure conditions.

Positioning

The priority is not to secure agreement in principle with LUMEN, but to create the conditions for a serious test.

11 - SHORT QUESTIONS

FAQ

Is the CCOP a political party?

No. The CCOP is an independent French non-profit association governed by the Law of 1 July 1901. Its purpose is set out in its Articles of Association; its way of contributing is through the design, articulation, experimentation and dissemination of integrated governance and management tools and methodologies.

Has LUMEN already been validated?

No. V0.1 has undergone sufficient internal pre-validation to justify a more demanding test. The independent functional specification, stress test and subsequent experiments are intended to determine what holds up, what needs to be corrected and what should be abandoned.

Why build the functional specification after LUMEN V0.1?

The first research and development phase reached a sufficient level of maturity to ask a more demanding question. The functional specification is now being built independently of the solution, from official findings and functional requirements, in order to avoid a self-referential test.

Is the CCOP seeking to replace existing institutions?

No. The programme aims to improve articulation, coherence, traceability and learning within existing frameworks.

Why seek a methodological consensus for the UN post-2030 agenda?

The objective is to bring about a shared foundation for implementation, evaluation and learning, not a new set of goals. Depending on the results of the stress test and experiments, this consensus could then take the form of a non-binding technical agreement, an operational annex or another negotiated instrument.

Will the tools be proprietary?

No. Content and methods are designed under CC BY-SA, source code is open where applicable, and the tools are intended to remain free to use.

What requirements does LUMEN already incorporate?

Before the independent functional specification is finalised, LUMEN already incorporates several requirements from earlier work: applicable law and the hierarchy of norms, scientific knowledge and biophysical constraints, implementation capacities, interdependencies and feedback loops, collective dynamics, and the quality, provenance and reliability of information. The stress test will assess whether this set is sufficient and coherent.

How is the CCOP currently funded?

The work is currently carried out independently and on a voluntary basis. The CCOP is seeking funding and partnerships governed by principles of transparency and methodological independence.

12 - DOCUMENTATION & RESOURCES

Links and resources

The links below lead to official pages and documents published by the Citizen Conference Of Parties. They support verification and consultation.

CONTACT / PARTNERSHIPS
contact@ccop.world • ccop.world

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MAIN PAGES

CCOP [Website](#) • [Mission](#) • [LUMEN](#) • [Governance](#) • [Resources](#) • [Support](#)

LUMEN - CONCEPTS, ARCHITECTURE & CASES

What is Public Value? - concept note [FR](#) • [EN](#)

Governing with the Living World - working note [EN](#)

Inter-programme dialogue - LUMEN x SPES [Note EN](#) • [Demonstrator EN](#)

Case study - Orange [Pre-report FR](#) • [Demonstrator FR](#)

Presentation of the LUMEN management infrastructure [FR](#) • [EN](#)

Civilisational Cybernetics [FR](#) • [EN](#)

Systemic Foundations of the LUMEN Programme [FR](#) • [EN](#)

Executive Summary of the LUMEN Programme [FR](#) • [EN](#)

Activity Summary Report 2022-2025 [FR](#) • [EN](#)

UNITED NATIONS - BEYOND GDP

CCOP contribution and LUMEN demonstrators [Contribution page EN](#) • [Complete ZIP EN](#)

FRANCE - PUBLIC MANAGEMENT & DEMONSTRATORS

Governing in Complexity - teaching module [PDF FR](#)

Methodological Commitment Framework for Executive Governance [Note](#) • [Pact](#) • [Guide](#)

Parliamentary fact-finding missions [Summary](#) • [Public finances](#) • [Legal Affairs Committee](#) • [Finance Committee](#)

Net Legal Production - national pilot programme [Note FR](#) • [Demonstrator](#)

Electoral information - common legislative dossier [PDF FR](#) • [DOCX FR](#)

France LUMEN demonstrator - Country / Government / Parliament [EN](#)

INSTITUTIONAL FOUNDATIONS

Resolution 1 "United for GOOD" - 2022 [FR](#) • [EN](#)

CCOP Articles of Association - V1, 2022 [FR](#) • [EN](#)