

## LUMEN TECHNICAL BRIEF 3

# National implementation

*A country-owned route from dashboard to budget, delivery and learning*

**TECHNICAL BRIEF**

Prepared for the United Nations Beyond GDP consultation · 11 pages · English contribution

**EXPLORE THE INTERACTIVE DEMONSTRATORS**

[https://ccop.world/data/files/un/lumen\\_beyondgdp.html](https://ccop.world/data/files/un/lumen_beyondgdp.html)

Live LUMEN minisite: architecture, OBI, NLPI, CEDI and implementation modules.

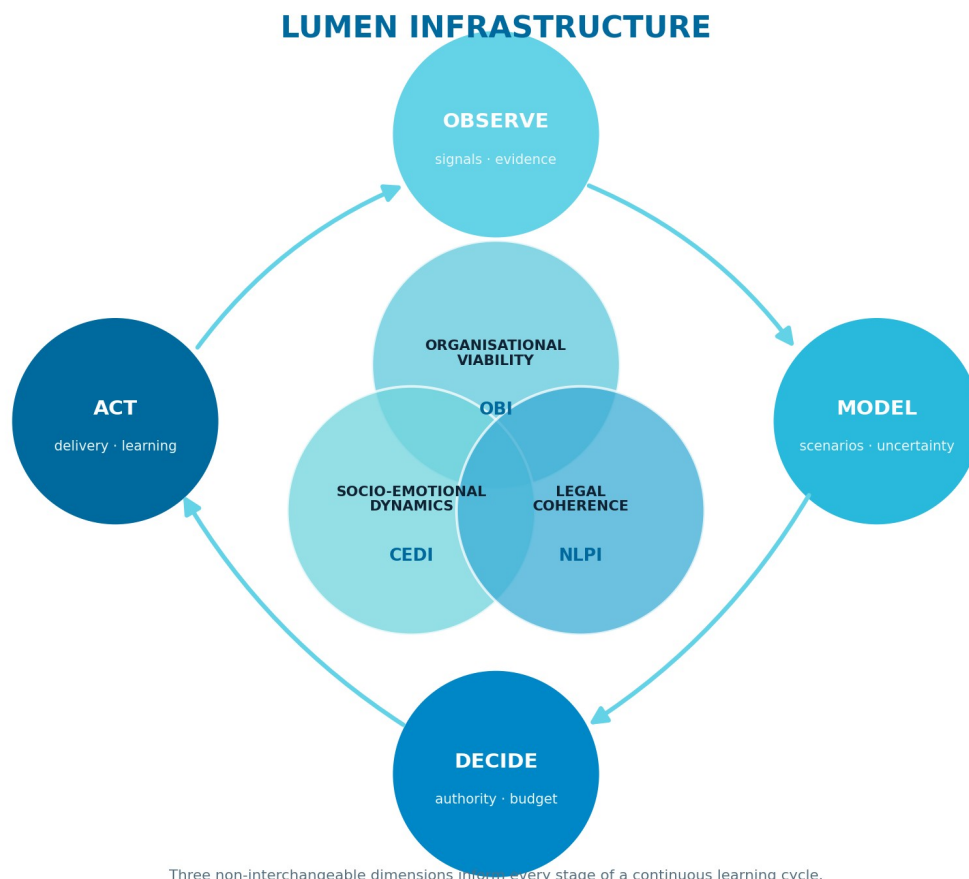
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| PROGRAMME    | LUMEN                                |

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## EXECUTIVE ANSWER

# Implementation is an institutional routine

Countries do not need another parallel strategy. They need a routine that connects existing statistics, legal duties, political priorities and lived experience to planning, budgeting, delivery and evaluation. LUMEN provides that routine through Observe → Model → Decide → Act.



## PILOT PROPOSITION

Select a bounded national policy portfolio; map the existing institutional baseline; run the full cycle for 12–18 months; publish learning and revise.

- Country ownership governs priorities, adaptation and institutional placement.
- National statistical offices steward evidence and interoperability.
- Finance and planning ministries connect evidence to appraisal and budget.
- Delivery actors disclose implementation capacity, costs and observed results.
- Parliaments, audit bodies, courts and citizens protect legitimacy and accountability.

## ENGLISH ACRONYMS USED THROUGHOUT

OBI = Organisational Biomimicry Index · NLPI = Net Legal Production Index · CEDI = Collective Emotional Dynamics Index.

## GUIDING QUESTION 1

# Integrate measures into planning, budgeting, monitoring and evaluation

| Decision stage            | Beyond GDP integration                                                            | Minimum record                                       |
|---------------------------|-----------------------------------------------------------------------------------|------------------------------------------------------|
| <b>Strategic planning</b> | Use dashboard trends, capital stocks, floors and distribution to define outcomes. | Baseline, target rationale and scenario assumptions. |
| <b>Budget preparation</b> | Appraise value, impacts, contribution, capture and implementation cost.           | Multi-horizon budget note and distribution.          |
| <b>Approval</b>           | Publish legal basis, evidence, deliberation and dissent.                          | Decision record and safeguards.                      |
| <b>Delivery</b>           | Use milestones that combine outputs, outcomes, experience and capability.         | Open delivery dashboard and corrective actions.      |
| <b>Evaluation</b>         | Compare expected and observed results; update models and institutions.            | Ex-post report and learning agenda.                  |

National adaptation is achieved through a common process rather than identical indicators. Each country selects a common core and national modules, then documents why each measure is decision-relevant.

## NATIONAL INDICATOR INTAKE

Beyond GDP indicators are ingested through the NLPI evidence registry and connected to the country's own normative profile. This creates a common traceability method while preserving national choices about priorities, additional measures, weights and authorised uses.

## GUIDING QUESTION 2

# Institutional, statistical and governance arrangements

| Function                           | Suggested lead                                              | Checks and balances                                      |
|------------------------------------|-------------------------------------------------------------|----------------------------------------------------------|
| Data stewardship                   | National statistical office                                 | Professional independence, quality protocol and privacy. |
| Scenario and fiscal modelling      | Finance/planning ministry with scientific advice            | Published assumptions, alternatives and uncertainty.     |
| Legal coherence                    | Justice/legal service and competent oversight bodies        | Judicial review and non-derogable rights.                |
| Participation and lived experience | Independent or plural participation function                | Inclusion, consent, representativeness and feedback.     |
| Delivery                           | Sector ministries, local government and partners            | Contracts, milestones, audit and corrective action.      |
| Accountability                     | Parliament, audit institutions, ombuds and public reporting | Transparent rationale and contestation.                  |

## INSTITUTIONAL ECONOMY

Use existing mandates first. Create a new body only where no institution can steward the cross-cutting cycle.

## GUIDING QUESTION 3

## Capacity and international cooperation

Capacity support should address the whole decision chain. Funding data production without supporting legal analysis, participation, modelling and delivery leaves the system incomplete.

| Capacity layer | Priority investment                                                                              |
|----------------|--------------------------------------------------------------------------------------------------|
| Statistical    | Disaggregation, capital accounts, administrative data, citizen-data integration and metadata.    |
| Analytical     | Scenario modelling, distribution, spillovers, uncertainty and causal evaluation.                 |
| Legal          | Norm mapping, regulatory impact, rights screening and cross-border compatibility.                |
| Participatory  | Inclusive design, facilitation, consent, feedback and qualitative analysis.                      |
| Delivery       | Programme management, procurement, local capability, digital public infrastructure and learning. |
| Governance     | Independent audit, parliamentary use, open data and appeal mechanisms.                           |

International cooperation should finance sustained institutional capability, not only time-limited indicator projects. Open methods, peer networks and regional hubs can reduce costs while preserving national ownership.

## GUIDING QUESTION 4

## A cooperation model for statisticians and policymakers

1. Jointly define the decision question before selecting indicators.
2. Map the causal pathway from inputs and activities to outcomes, stocks and spillovers.
3. Agree data sources, quality thresholds, disaggregation and update frequency.
4. Model alternative policies with uncertainty, delivery constraints and distribution.
5. Record the political and legal judgement separately from the technical assessment.
6. Track implementation and compare predicted with observed results.
7. Use the error as learning: revise indicators, models, capacity or policy design.

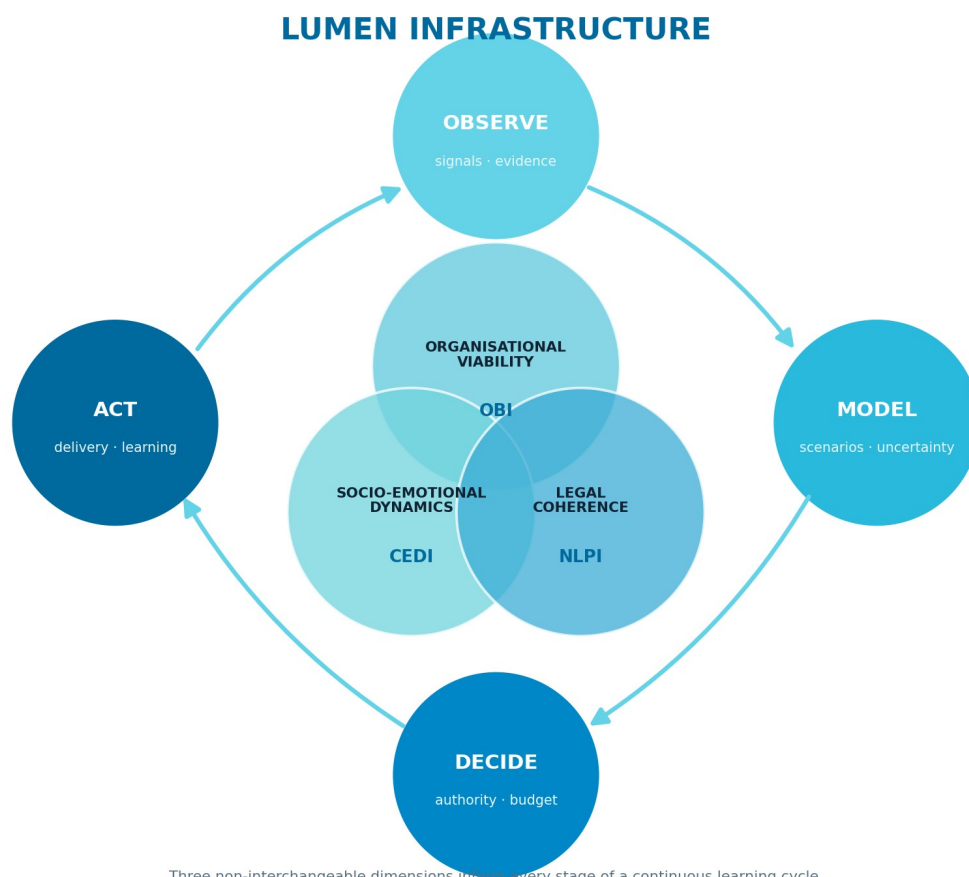
**BOUNDARY OBJECT**

A shared scenario ledger — rather than a single score — becomes the working interface between statisticians, finance officials, delivery teams and decision-makers.

National statistical offices should not be made responsible for policy choices. Their role is to protect evidence quality, transparency and comparability while helping users understand limitations.

## THE NATIONAL LUMEN LOOP

# From theoretical architecture to time-bound operations



Three non-interchangeable dimensions inform every stage of a continuous learning cycle.

| Mode                             | Purpose                                                             | Time horizon                                    |
|----------------------------------|---------------------------------------------------------------------|-------------------------------------------------|
| <b>Theoretical OBI/NLPI/CEDI</b> | Define concepts, dimensions, indicators and governance rules.       | Stable reference, periodically reviewed.        |
| <b>Operational OBI/NLPI/CEDI</b> | Use a selected subset for a policy portfolio and decision cycle.    | Quarterly to annual, depending on the decision. |
| <b>Observed result</b>           | Replace assumptions with delivery evidence and reported experience. | At milestones and ex-post review.               |

Separating theoretical and operational instruments prevents two errors: demanding all possible data before acting, and mistaking an expedient pilot metric for a permanent standard.

## VALUE CAPTURE AND FIRMS

# Make private capability serve public outcomes

Companies can reveal costs, dependencies, risks, innovation potential and delivery constraints that public accounts alone cannot see. Participation should therefore be structured through sector protocols, procurement, regulated reporting and outcome-based partnerships.

## CAPTURABLE VALUE

$\sum_i [(V_i - I_i + C_i) \times P_i \times \tau_i(T) - M_i(T)]$ .  $V_i$  is gross value produced or protected;  $I_i$  is negative impacts, hidden costs, externalities and risks;  $C_i$  is positive contribution beyond direct output;  $P_i$  is the transparent normative factor;  $\tau_i(T)$  is the realistic capture rate; and  $M_i(T)$  is implementation and transition cost. The subscript  $i$  identifies each evaluated action, policy, impact or unit;  $\sum_i$  sums those units; and  $T$  is the stated horizon.  $\tau_i(T)$  prevents theoretical benefit from being booked as an observed result.

| Public concern  | Enterprise contribution                                     | Safeguard                                                    |
|-----------------|-------------------------------------------------------------|--------------------------------------------------------------|
| Revenue leakage | Operational data and corrective implementation.             | Independent verification and no self-certified public value. |
| Hidden costs    | Incident, workforce, supply-chain and externality evidence. | Confidentiality rules with public aggregate accountability.  |
| Innovation      | Technical options, investment and delivery capability.      | Open competition and conflict-of-interest control.           |
| Benefit sharing | Jobs, skills, tax, services and local value chains.         | Distributional commitments and observed results.             |

## FISCAL AND TIME HORIZONS

# Prioritise without sacrificing the future

| Horizon                    | Illustrative capture sources                                                           | Decision discipline                                                              |
|----------------------------|----------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|
| <b>Short · 0–12 months</b> | Fraud/leakage control, compliance, prevention, procurement and operational efficiency. | Use quick gains to finance transition capacity; do not count avoided cost twice. |
| <b>Medium · 1–3 years</b>  | Service redesign, workforce investment, circularity, digital public infrastructure.    | Link multi-year appropriations to milestones and distribution.                   |
| <b>Long · 3+ years</b>     | Climate adaptation, ecosystem restoration, health, education and institutional trust.  | Use capital and fiscal-risk statements; protect intergenerational value.         |

A portfolio should be ranked only after floor tests. High short-term revenue cannot compensate for a rights breach or an irreversible ecological loss. Within the eligible portfolio, countries can balance liquidity, implementation capacity and long-term transformation.

## FISCAL REALISM

Beyond GDP measures become credible when they improve choices under constraint, reveal avoidable losses and protect assets that GDP records only after damage occurs.

## PILOT DESIGN

## A 12–18 month national pathway

| Phase                      | Months | Output                                                                       |
|----------------------------|--------|------------------------------------------------------------------------------|
| Mandate and baseline       | 0–2    | Political mandate, institutional map, portfolio, common core and safeguards. |
| Observation                | 2–5    | OBI/NLPI/CEDI baseline, data gaps, distribution and uncertainty.             |
| Modelling and deliberation | 4–7    | Scenarios, floor tests, value capture and citizen/stakeholder review.        |
| Budget and delivery        | 7–15   | Funded decisions, contracts, milestones and public reporting.                |
| Independent review         | 12–18  | Observed results, cost, legitimacy, model error and scale decision.          |

- Select contrasting policy areas so the method is stress-tested.
- Include local and intermediary bodies in observation and delivery.
- Fund participation and data stewardship as core infrastructure.
- Pre-register learning questions and evaluation criteria.
- Publish negative findings and failed assumptions.

## RECOMMENDATIONS AND SOURCES

# National implementation compact

8. Embed Beyond GDP in existing planning and budget calendars.
9. Give national statistical offices stewardship, not policy authority.
10. Use a public scenario ledger across evidence, law, budget and delivery.
11. Distinguish potential, capturable and observed value at each horizon.
12. Bring firms and intermediary bodies into delivery under transparent safeguards.
13. Evaluate the full institutional routine before scaling any index.

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