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Facing Tipping Points through Cooperative Innovation ANALYTICAL REPORT AND TOOLKIT

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of Cooperatives**
Cooperatives Build a Better World



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To all our panelists: this event would not have been possible without you. Your expertise, deep knowledge, and generous time and energy made this edition a real success.

And to you, dear participants, a heartfelt thank you. Without your presence, there would have been no workshops—therefore no report nor shared tools. Your engagement gives full meaning to our collective work.

Joanne Lechasseur

Content generalist, Program Director of GICS, and Secretary General of RICl



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Introduction – Facing Tipping Points through Cooperative Innovation

In Torres Vedras, Portugal, on October 27 and 28, 2025, the third edition of the Global Innovation Coop Summit was held under the theme **“Facing Tipping Points Through Cooperative Innovation.”**

Our world is undergoing profound environmental, social, and economic transformations that are testing our collective resilience. At this critical juncture, cooperative enterprises are emerging as essential actors in driving economic change. Rooted in democratic participation and solidarity, they are uniquely equipped to respond to today’s challenges with creativity, agility, and a commitment to the common good.

As the 2030 deadline for achieving the Sustainable Development Goals (SDGs) approaches, cooperatives occupy a unique position to turn words into action. By fostering innovation, inclusion, and trust, they help build a fairer and more sustainable future for all.

The Global Innovation Coop Summit 2025 brought together leaders and practitioners from around the world to explore how cooperation can address the defining crises of our time. Together, participants centered their reflections around three key pillars:

- **EMPOWERING PEOPLE TO TAKE ACTION**
- **BUILDING TRUST TOGETHER**
- **CO-CREATING INCLUSIVE AND SUSTAINABLE CHANGE**

This report aims to highlight the full scope of discussions and key ideas that emerged from the co-creation activities — including workshops and Innovation Labs — and to shed light on the insights shared by panelists during the plenary sessions. Through dialogue, innovation, and solidarity, the Summit reaffirmed that cooperation is not only a model of resilience: it is a pathway to humanity’s future.

But this document is more than just a report. Drawing on the ideas, recommendations, and suggestions of participants and panelists, it proposes avenues for action and provides simple templates to help cooperatives and mutuals implement concrete initiatives.

How to Read this Report

Purpose. This document is designed for practitioners and leadership teams. It emphasizes *actionable, reusable, and measurable* elements to move from ideas to execution quickly.

Architecture. Each **Pillar** follows the same flow: **Plenary (synthesis) → Innovation Factory → Workshops**. Every workshop presents **Context, Findings, Ideas/Solutions, Recommendations**, and a **“90-Day Jumpstart”** (non-prescriptive) to test a local implementation.

Examples & Annexes. In-text **“Example”** boxes briefly describe a ready-to-use tool. The fully developed, copy-adaptable version is provided in the **Annexes** with explicit cross-references (“See Annex X”).

Measurement. A simple, comparable triad — **Usage, Equity, Sustainability** — helps you define **three indicators** (one-line definition, source, frequency, target at D+90), publish a **mini dashboard**, and run a **D+90 review**.

90-Day Jumpstart. This is an autonomy catalyst inspired by quarterly management cycles and continuous improvement. Choose **three concrete actions** and **three simple indicators**, run a local pilot over **0–90 days**, then decide on extension or adjustment. The format is non-prescriptive to fit your context and capacity.

Navigation. Standardized **“See Annex X”** notes and harmonized recurring labels (e.g., **“One-page Minutes”**) make adoption and comparison easier across cooperatives.

Tip: *For a quick read, start with the “Key takeaways” and “90-Day Jumpstart” boxes, then consult the Annexes for tooling.*

PILLAR 1 — Empowering Action

PILAR 1 — Plenary Session - Empowering Action

Moderated by Jean-Louis Bancel, this opening session brought together panelists Elena Badeanschi, Ana Rita Antunes, Dr. Carlos Zarco, and Constanza Fernández-Grenno. The discussion focused on moving from words to action through shared responsibility, ethical practices, and transparency that strengthens inclusion and resilience. Speakers connected these themes to the SDGs, collective responses to crises, and fair access to services.

Key Insights — What Emerged

The plenary emphasized that moving from intention to action requires shared and measurable responsibility. Cooperatives empower member participation when values translate into procedures, traceable decisions, and publicly accessible indicators.

Three Key Messages

- Make values operational (procedures, roles, measures).
- Publish what matters: decisions, responsible parties, deadlines, results.
- Equip member engagement: spaces for proposals, voting, and follow-up.

What to Remember — Three Points (Plenary)

- Responsibility grows through visible routines (one-page decision summary, dashboard).
- Transparency builds trust when it is regular, understandable, and comparable.
- Alignment between values, governance, and performance becomes a competitive advantage.
- Insight — Health, environment, society: shared responsibility. (Carlos Zarco)

Innovation Factory 1 — Building a Culture of Responsibility

This interactive co-creation session, led by Michel Séguin (UQAM) with contributions from Tom Skinner (Fair Tax Foundation) and Mehdi El Fettami (Impact ON), explored how cooperatives can build a culture of responsibility centered on ethics, responsibility frameworks, and transparency. Ideas were collected in real time and shared back to the full group.

Key Insights from Participants

- Strong consensus on the importance of ethics, but limited willingness to allocate resources.
- Ethical risk is rarely integrated into risk registers; expectations toward teams remain unclear.
- Need to align recognition, evaluation, and promotion with cooperative values.

Promising Practices

- A values statement co-constructed with internal stakeholders and key partners (avoiding an “echo chamber”).
- A misconduct register (behaviors incompatible with values) and systematic responses to deviations.
- Explicit ethical leadership (role modeling, clear expectations, consistent follow-up).
- Alignment of recognition practices (incentives, evaluations, promotions) with cooperative values.
- Communication of integrity practices (accreditation, public commitments).

D 90-Day Start — Non-prescriptive

In the Innovation Factories, the “90-Day Start” turns co-creation into a first prototype: three actions, three indicators, and a shared learning review. It is intentionally non-prescriptive so each cooperative can adapt it to its context.

- Integrate ethical risks into the organizational risk register (monthly review by the Board).
- Adopt a **one-page synthesized decision record** for key decisions (responsible party, deadline, indicators).
- Publish three indicators on a public dashboard (decisions delivered, misconduct handled, member feedback).

Example — Ethical Responsibility Framework

This example proposes an operational framework linking the values statement, integration of ethical risks into the risk register, a misconduct log (with a graded response protocol), well-defined roles (management, HR, ethics committee), and a monthly review cadence at the Board.

It includes three simple indicators (decisions delivered, cases addressed, member feedback), published in a public dashboard to support transparency and continuous improvement.

Note — See Annex 2: One-Page Synthesized Decision Record (Pillar 1 — Workshop 1.2); and Annex 3: Public Dashboard (Pillar 1 — Workshop 1.2).

Workshop 1.1 — Mobilizing Cooperative Human Capital to Stimulate Innovation

This workshop focused on activating skills, experiential knowledge, and shared leadership through peer learning routines and mechanisms of mutual support.

Key Insights from Participants

- High but uneven human potential; limited shared tools to develop it. Cooperatives possess a rich reservoir of skills (technical, managerial, facilitation, digital), but mapping these competencies remains incomplete and varies significantly from one team to another. Knowledge-sharing practices (mentorship, peer learning, communities of practice) do exist, yet they lack a shared framework or simple templates to structure them (objectives, frequency, deliverables). The result: underutilized talent, limited knowledge transferability, and missed opportunities for collaboration across units or partners.
- Time constraints; recognition systems insufficiently aligned with collective contributions. Teams operate under significant time pressure (operations, seasonality, regulatory obligations), which hampers the facilitation of learning rituals and the execution of small cross-functional projects. Moreover, recognition systems (evaluations, incentives, promotions) often remain focused on individual performance rather than collective outcomes (inter-coop projects, continuous improvement, knowledge sharing). The consequence: collective engagement that struggles to translate into measurable acceleration of initiatives.

Ideas / Solutions

- Map skills and interests; create mentorship pairs; develop communities of practice.
- Introduce learning rituals (30-minute reviews, template libraries, peer-to-peer workshops).

Recommendations

- Publish a cooperative competency framework.
- Establish one monthly learning ritual.
- Link recognition to collective contributions.

90-Day Start — Non-prescriptive

- Create one priority community of practice; hold three meetings; produce one shared deliverable.
- Launch one template library; track three indicators (participation, deliverables, satisfaction).

Example — Human Capital Activation Framework (90 days)

his one-page framework activates skills, peer mentorship, and lightweight learning rituals over 90 days, supported by three simple indicators.

Note — See Annex 1: Human Capital Activation Framework (Pillar 1 — Workshop 1.1).

Workshop 1.2 — Aligning Transparency and Governance

This workshop addressed decision traceability and accessible information for members through clear and lightweight reporting formats.

Key Insights from Participants

- Decision traceability is difficult: minutes and internal notes are often long, unclear, and lack clear expectations (responsibilities, deadlines, indicators).
- Comparability issues: activity reports, dashboards, newsletters, and communications use heterogeneous indicators and inconsistent publication frequencies.

Ideas / Solutions

- Produce a one-page synthesized decision record connected to full minutes, plus a public dashboard of 3–5 key indicators.
- Establish a quarterly review calendar with clear publication responsibilities.

Recommendations

- Standardize the one-page decision record and terms of reference for reviews.
- Implement a stable, easy-to-read mini dashboard to strengthen transparency and follow-up.

90-Day Start — Non-prescriptive

A lightweight GICS framework to turn ideas into practical tests: three actions, three indicators.

- Adopt the one-page decision record for the next Board/committee meeting.
- Publish three key indicators.
- Schedule a review at Day 90.

Example — One-Page Synthesized Decision Record

A clear, actionable summary of decisions, responsible parties, deadlines, and indicators enabling rapid, lightweight follow-up.

Note — See Annex 2: One-Page Synthesized Decision Record (Pillar 1 — Workshop 1.2).

Example — Public Dashboard

A dashboard of 3–5 defined and stable indicators designed to make progress visible and inform members.

Note — See Annex 3: Public Dashboard (Pillar 1 — Workshop 1.2).

Workshop 1.3 — Enabling Member Initiative: Participatory Budgeting

This workshop focused on implementing a simple mechanism through which members can propose, prioritize, and vote on high-impact local projects.

Key Insights from Participants

- Strong desire to act, but lack of simple and regular mechanisms.
- Risk of participation fatigue when processes are opaque or burdensome.

Ideas / Solutions

- Allocate a budget envelope (e.g., 1% of surplus); create an annual calendar; define eligibility criteria.
- Combine in-person and digital voting; publish results; provide follow-up and closure reports.

Recommendations

- Define voting rules, transparency requirements, and post-vote follow-up (responsibilities, deadlines, indicators).

90-Day Start — Non-prescriptive (Workshop 1.3)

- Define the budget; publish the calendar; open the call for ideas.
- Define three indicators (participation, completion, impact).

Example — Participatory Budgeting

A simple mechanism where members propose, prioritize, and vote on concrete projects, supported by clear criteria and a structured calendar.

Note — See Annex 4: Participatory Budgeting (Pillar 1 — Workshop 1.3).

PILLAR 2 — BUILDING TRUST TOGETHER

Pillar 2 — Plenary Session - Building Trust Together

Moderated by Olivier Clyti, with Giuseppe Guerini, J. Benoit Caron, Osamu Nakano, and Sarah Nicole, this plenary focused on cooperation between cooperatives and on extending impact through shared assets: both physical resources and digital assets such as data, knowledge, and infrastructures.

Key Insights — What Emerged

- The session showed how inter-cooperation is evolving from shared physical resources toward shared digital assets (data, knowledge, infrastructures) in order to respond to interconnected challenges. Three concrete levers emerged:
- data governance (who shares what, under which conditions);
- structured and measurable international alliances;
- shared tooling (platforms, standards, and sharing clauses) to reduce asymmetries and build trust in the digital age.

Three Key Messages

- Trust is built through clear rules: access, uses, protection, reversibility.
- Cooperatives can mutualize digital assets just as they mutualize physical assets.
- Effective partnerships combine strong local anchoring with global interoperability (standards, APIs, governance).

What to Remember — Three Points (Plenary)

- Formalize digital cooperation (sharing agreements, roles and responsibilities, access levels).
- Adopt a cooperative approach to digital sovereignty (hosting, encryption, backups, exit plans).
- Measure impact: active partners, shared datasets, use cases delivered and reused.

Innovation Factory 2 — cooperatives in the Digital Age: Challenges, Opportunities, and Collective Strategies

This interactive innovation session, led by Jacob Matthew Drum with contributions from Violetta Nafpaktiti (DotCoop) and Olivier Clyti, explored responsible digitization, technological sovereignty, data governance, and digital inter-cooperation. Using an online collaborative tool, participants contributed ideas that were synthesized into shared, reusable strategies.

Key Insights from Participants

- Dependence on centralized platforms; fragmented tools; high transition costs.
- Data vulnerabilities (confidentiality, security, portability); lack of common rules.
- Unequal digital inclusion (languages, accessibility, skills).

Ideas / Solutions

- A one-page data-sharing framework: purposes, roles, legal bases, security, duration, reversibility.

- A shared catalog of data and services (APIs); a minimal data dictionary (metadata).
- A digital sovereignty checklist (hosting, encryption, backups, audit, exit plan).
- A capacity-building program in FR/EN/PT/ES: micro-trainings, peer learning, practical guides.

90-Day Start — Non-prescriptive

Reminder — “90-Day Start”: three actions + three indicators, adapted to your context.

- Sign a one-page data- or knowledge-sharing agreement with one partner.
- Publish a minimal data dictionary (5–10 fields) plus one test dataset.
- Put in place encrypted backup and one documented reversibility procedure.

Example — Data-Sharing Agreement

A one-page framework that clarifies purposes, responsibilities, security, duration, and licenses, in order to build trust between partners.

Note — See Annex 5: Data-Sharing Agreement (Pillar 2 — Innovation Factory 2).

Workshop 2.1 — Developing Effective International Partnerships Between Cooperatives

This workshop focused on cross-border inter-cooperation: defining shared foundations for collaboration, governance, and mutual value tracking.

Key Insights from Participants

- Partnerships are often opportunistic, poorly documented, and difficult to transfer or scale.
- Information asymmetries (languages, legal frameworks, expectations) are frequent.
- Shared impact tracking is limited or absent.

Ideas / Solutions

- Common one-page term sheet: objectives, governance, ownership/use, execution plan, indicators.
- Biweekly committee (30 minutes): shared progress dashboard; risk/change management.
- Project portfolio (exploration → pilot → deployment) with clear entry/exit criteria.

Recommendations

- Standardize negotiation (ToR) and periodic review (cadence, metrics).
- Plan for reversibility (clean exit) and transferability (licenses, documentation).

90-Day Start — Non-prescriptive

Reminder — “90-Day Start”: three actions + three indicators, adapted to your context.

- Sign a one-page term sheet with one priority partner.
- Launch one binational pilot with two usage indicators and one impact indicator.
- Publish a “lessons learned” sheet and decide whether to move to deployment

Example International Intercooperation Pact

A cross-border agreement that formalizes objectives, governance, resources, and shared evaluation mechanisms.

Note — See Annex 6: International Intercooperation Pact (Pillar 2 — Workshop 2.1).

Workshop 2.2 — Collaborative Solutions to Global Challenges: Climate, Inequality, Health, and Resources

This workshop addressed joint responses to climate change, inequalities, health challenges, and resource scarcity, based on concrete examples and replicable mechanisms.

Key Insights from Participants

- Ambitious projects, but fragmented funding and difficulty documenting real impact.
- Lack of common tools (indicators, data, evidence).
- Need for pragmatic public–private–cooperative coalitions.

Ideas / Solutions

- Ethical financial instruments (complementary currencies, mutualized funds, skills-based philanthropy).
- Impact data frameworks (definitions, formats, evidence); participatory audits.
- Cross-sector partnerships in health, agriculture, and energy (One Health approaches, mobile services, prevention).

Recommendations

- Select two to three priority use cases and build a portfolio of solutions.
- Publish results as open knowledge (evidence templates, case sheets, reusable formats).

90-Day Start — Non-prescriptive

Reminder — “90-Day Start”: three actions + three indicators, adapted to your context.

- Define one shared impact measurement protocol (three indicators) with two partners.
- Launch one 12-week micro-pilot with monthly public reporting.
- Sign one tripartite letter of intent (cooperative–local authority–NGO or company).

Example — Shared Impact Dashboard

A format for aggregating results (usage, equity, sustainability) that makes it possible to compare, learn from, and communicate impact.

Note — See Annex 7: Shared Impact Dashboard (Pillar 2 — Workshop 2.2).

Workshop 2.3 — Creating a Global Cooperative Network: Leveraging Collective Knowledge in the Age of AI

This workshop focused on sharing knowledge and resources by applying cooperative principles to data governance and AI use.

- **Key Insights from Participants**
- Very limited shared tooling (data, labelling, security); dependence on closed platforms.
- Need for a responsible AI policy (ethics, transparency, explainability, redress mechanisms).
- Lack of concrete, short-term, replicable examples.

Ideas / Solutions

- Data cooperatives (catalog, quality, licenses); a shared AI sandbox.
- A responsible AI charter (bias, explainability, human-in-the-loop, confidentiality).
- Use cases: member services (assistant), logistics or energy optimization, translation.

Recommendations

- Adopt a cooperative AI charter and approval processes for use cases.
- Deploy two “useful and safe” AI pilots (member support and translation) with open evaluation.

90-Day Start — Non-prescriptive

Reminder — “90-Day Start”: three actions + three indicators, adapted to your context.

- Create a data catalog with 10 tables and access rules; launch an AI sandbox.
- Sign a two-page responsible AI charter with two partners.
- Deliver one AI pilot and publish three indicators (benefit, cost, quality).

Example — Data & AI Governance Checklist

A checklist to support data and AI governance, covering roles and responsibilities, data quality and security, fairness, compliance, and performance measurement.

Note — See Annex 8: Data & AI Governance Checklist (Pillar 2 — Workshop 2.3).

PILLAR 3 — CO-CREATING INCLUSIVE AND SUSTAINABLE CHANGE.

Pillar 3 — Plenary Session - Co-creating Inclusive and Sustainable Change

Moderated by Meredith Lobel, with Nikol Ostianová, Thomas Meyer, and Rebecca Savoie, this plenary explored how cooperative entrepreneurship and responsible investment can support ecological and social transitions. Key themes included meaningful work, measurable impact, and the conditions needed to scale solutions (governance, patient capital).

Key Insights — What Emerged

This plenary linked sustainability, cooperative entrepreneurship, and measurable impact. The central message: cooperatives transform sectors when they treat value as something to be created and distributed fairly, and when they have access to investment mechanisms at the right scale.

Case Studies and Perspectives (Highlights)

- **Thomas Meyer (SOCAPS)**: transferring knowledge to local members leads to greater efficiency, resilience in times of crisis, and reduced environmental footprint—provided that scaling can be financed.
- **Nikol Ostianová (Treevaluation / insetting)**: cooperatives can spread practical knowledge in a democratic way, improving decision-making.
- **Rebecca Savoie (NCBA CLUSA)**: in markets where property rights are unclear, there is a need for instruments that secure rights and provide supportive mechanisms.

A shared diagnosis emerged: a crisis of capital—a lack of large-scale cooperative investment vehicles. This is where the idea of a “cooperative BlackRock” comes in: a major investment fund, owned by cooperatives and mutuals, able to invest significantly and over the long term in cooperative solutions aligned with the movement’s values.

Three Key Messages

- Turn cooperative values into a competitive advantage (quality jobs, local anchoring, transparency).
- Equip responsible investment through cooperative funds capable of investing at scale.
- Use simple dashboards (for jobs, climate, equity).

What to Remember — Three Points

- Link value creation and fair distribution through entrepreneurial cooperative models.
- Address the lack of patient capital with cross-sector funds and public partnerships.
- Put in place readable impact measurement (3–5 published indicators).

Innovation Factory 3 — Co-creating the Future of Cooperation (Principle 6)

This co-creation experience, led by The Principle 6 Cooperative, invited participants to work in thematic groups (advocacy, inter-enterprise cooperation, enabling solutions) using a Challenge Lab (an application developed by Principle 6) in real time. The goal was to produce project sheets ready to test, and to continue collaboration beyond the Summit through the platform.

Key Insights from Participants

- Promising ideas but scattered; need for a shared space to mature projects.
- Low interoperability and reusability (data, templates, licenses).
- Need for shared tools (charter, project sheets, follow-up, facilitation).

Action Pathways

- Publish a common “Intercooperative Project” reference (one-page sheet: problem, solution, partners, deliverables, indicators).
- Define three “Network Challenges” (quality jobs, local energy, circular economy) and open bundles of micro-projects.
- Use Principle 6 to document, assign, track, and replicate projects (templates, open licenses).

90-Day Start — Non-prescriptive

- Open one “GICS – Common Challenges” group with three channels: advocacy, inter-cooperative business, enabling solutions.
- Publish ten one-page project sheets, each with three indicators.
- ☑ Hold two review sessions (Day 45 and Day 90) to decide which projects to continue, stop, or prioritize.

Example — Intercooperative Project Sheet

This example presents a 1–2 page project sheet for intercooperative initiatives: target problem and audience, proposed solution and deliverables, partners and roles, budget and milestones, three indicators to track results, reuse and licensing parameters, and key risks with mitigation measures—so that implementation is clear, responsible, and replicable.

Note — See Annex 12: Intercooperative Project Sheet (extended version).

Workshop 3.1 — Workshop 3.1 — Ecological Solutions for Cooperatives: From Vision to Action

This workshop focused on integrating ecological solutions into cooperative operations (renewable energy, circularity, resource management).

Key Insights from Participants

- Scattered projects, with complex engineering and financing for smaller organizations.
- Lack of ready-to-deploy portfolios (technical kits + business models).

Ideas / Solutions

- Group purchasing (solar, heat pumps, LED lighting, shared fleets).
- Cooperative ESCOs (third-party financing, performance contracts).
- Mapping resource “deposits” (waste, waste heat, rooftops).

Recommendations

- Create an energy consortium (procurement framework + standard contracts).
- Define a climate trajectory with three milestones and publish a small public dashboard.

90-Day Start — Non-prescriptive

- Carry out a quick audit (building/site) and identify three quick wins (e.g. lighting, control systems).
- Set up one group purchase and one standard contract (maintenance/performance).
-  Publish three indicators: kWh/€ saved and tonnes of CO₂ avoided.

Example — 90-Day Ecological Action Plan

This example presents a mini-roadmap (waste, energy, mobility) with three concrete actions, clear responsibilities, and three indicators to measure impact—designed to get started quickly and decide on scaling at Day 90.

Note — See Annex 9: 90-Day Ecological Action Plan (Pillar 3 — Workshop 3.1).

Workshop 3.2 — AI for the Energy Transition: Optimizing, Repairing, Innovating

This workshop focused on the use of AI to optimize production and consumption, networks, and maintenance, with a “repair-oriented” approach.

Key Insights from Participants

- Heterogeneous or poorly accessible data; risks of bias and dependency.
- Need for a responsible AI framework (transparency, human oversight).

Ideas / Solutions

- Load forecasting and control (buildings, local grids, mobility).
- Predictive maintenance (pumps, compressors, refrigeration).
- Member assistant (eco-actions, tariffs, subsidies).

Recommendations

- Set up an AI sandbox and use explainable models (with logging mechanisms).
- Link AI projects to the data catalog (quality, licenses, security).

90-Day Start — Non-prescriptive

- Choose one use case; define the dataset and KPIs (e.g. MAE, savings, satisfaction).
- Run a 12-week pilot; publish three indicators (benefit, cost, quality).
-  Agree on a two-page responsible AI charter signed by two partners.

Example — Energy AI Use Case Sheet

This example frames an energy-related AI project: data and governance (quality, access, legal basis), models and tools (objectives and metrics), safeguards (fairness, human supervision, logging), and a deployment plan (pilot → scale-up).

Note — See Annex 10: Energy AI Use Case Sheet (Pillar 3 — Workshop 3.2).

Workshop 3.3 From Resilience to Impact: Cooperatives and the Circular Economy

This workshop focused on moving from reactive responses to systemic transformation through circular and regenerative models.

Key Insights from Participants

- Isolated initiatives with no scale and no shared measurement standard.
- Need for flow contracts and market access (local authorities, enterprises).

Ideas / Solutions

- Repair and reuse cooperatives (warranties, spare parts, mobile workshops).
- Circular hubs (turning waste into materials/energy); local loops (agriculture, wood, construction).
- Take-back contracts with indicators (tonnes recovered, percentage reused).

Recommendations

- Define standard contracts (flows, quality, prices, risk allocation).
- Publish a circular economy dashboard (3–5 indicators) and link it to participatory budgeting.

90-Day Start — Non-prescriptive

- Map two key material flows and sign one take-back contract.
- Launch one repair workshop and/or one pilot circular hub.
- Track three indicators (tonnes reused, jobs created, CO₂ avoided).

Example — Cooperative Circular Economy Dashboard

This example proposes a dashboard focused on material flows, climate impact, financial savings, and social outcomes. Its goal is to provide a common, simple, and comparable view across cooperatives to help prioritize action and report back to members.

Note — See Annex 11: Cooperative Circular Economy Canvas (Pillar 3 — Workshop 3.3) to structure the project; for shared aggregate indicators, see Annex 7: Shared Impact Dashboard.

CONCLUSION

Conclusion — Moving from Words to Action

At Torres Vedras, GICS 2025 confirmed a simple but demanding conviction: cooperation is not only an antidote to crises — it is an operating system. From ethical responsibility to digital sovereignty, and through ecological and social transitions, cooperatives showed that they can align values, governance, and performance when they are equipped with concrete, shared, and measurable tools.

What Emerged Across All Pillars

- **Embodied responsibility** — moving from high-level values to visible routines (one-page minutes, public dashboards, participatory budgeting). Trust is built when decisions are clear, followed up, and explained.
- **Trust through interoperability** — to cooperate today also means to mutualize digital assets (data, templates, knowledge) under simple rules: purposes, roles, security, reversibility.
- **Demonstrable impact** — progress happens when we agree on three to five indicators (usage, equity, climate), measure them together, and publish reusable evidence.
- **Capital at the right scale** — ambition is constrained by a shortage of patient capital. The idea of a “cooperative BlackRock” crystallized a shared aspiration: to invest big and long-term in cooperative solutions.

Urgent Priorities for the Next 12 Months

- **Operational ethics** Integrate ethical risks into the risk register; do not tolerate misconduct; align recognition, evaluation, and promotion with cooperative values.
- **Digital sovereignty** Adopt a one-page data-sharing agreement, a minimal data catalog, and a responsible AI checklist to avoid dependency and document trust.
- **Just and circular transition** Build replicable portfolios (energy, repair, reuse) and publish a common dashboard (materials, climate, social impact, quality).
- **Cooperative patient capital** Structure a multi-cooperative investment vehicle (prototype, governance, investment theses, public partnerships).
- **Inter-cooperation (Principle 6)** Harmonize the one-page intercooperative project sheet, standard contracts, and Day-45 / Day-90 reviews—and, where relevant, ensure interoperability of tools (data sharing, joint monitoring) to accelerate execution.

Three Core Ideas

- **Trust is a system** — it emerges from shared objects (rules, data, metrics) and habits of transparency.
- **Cooperative innovation is cumulative** — each solution becomes a reusable common good (model, annex, license).
- **To measure is to govern** — without public and comparable indicators, there is no robust narrative and no scaling up.

Call to Action — 90 Days to Prove It

The “90-Day Start” proposed in each pillar is not a prescription; it is a catalyst for autonomy. Choose three actions and three indicators, document them, share your results — and use the annexes in this report as a shared toolbox.

From Idea to Project (Inter-cooperation)

To rapidly turn Summit ideas into intercooperative action, use the **Intercooperative Project Sheet (Annex 12)**. In 1–2 pages, it frames the problem, the solution, roles, budget, milestones, and indicators, in order to launch a pilot in 90 days and then decide whether to scale up or adjust.

Note — See Annex 12: Intercooperative Project Sheet (extended version).

The boundaries between issues are fading: environment, economy, and social cohesion are deeply interconnected. Through shared ownership and local anchoring, cooperatives are uniquely positioned to orchestrate systemic, measurable, and reusable responses.

How to Move to Action (Next 90 Days)

- Choose one priority idea from the workshops or Innovation Factories.
- Complete the Intercooperative Project Sheet (Annex 12): roles, budget, milestones, indicators.
- Set three indicators and three milestones; schedule a review at Day 90.
- Launch the pilot (0–90 days), document it, and share results through a public dashboard.

It is up to us to turn a summit into a springboard: **decisions that are legible, data that can be shared, patient investments — and results that are visible.**

Annex — Templates (A1 → A12)

Annex 1 — Human Capital Activation Framework (90 days)

Pillar 1 — Workshop 1.1

Why this template? To activate skills, shared leadership, and peer support within 90 days through simple rituals (reviews, mentoring, peer learning) and minimal, context-adapted progress measurement.

Express Skills Mapping (1 page)

Member	Key Skills	Skills to Develop	Availability	Interest (mentoring/project)

Mentoring / Peer-Support Pairs or Triads

Pair/Triad	Learning Objective	Rhythm (weekly/monthly)	90-Day Deadline	Progress Indicator

Rituals & Reviews

Ritual	Description	Frequency	Lead	Deliverable
Quick Review (15')
Mentoring Meeting
Experience-Sharing Session

Indicators (3)

Indicator	One-Line Definition	Data Source	Frequency	90-Day Target
Member satisfaction (1–5)	Monthly	...
Participation rate in rituals	Monthly	...
Number of mentoring connections	Monthly	...

Sources of inspiration: ICA — Cooperative Principles (participation, mutual support); knowledge-management and peer-mentoring practices.

Annex 2 — One-Page Synthesized Decision Record

Pillar 1 — Workshop 1.2

Why this template?

The one-page summary minutes make decisions readable and actionable (who does what, by when, and how it will be measured). It complements the detailed minutes and accelerates follow-up (Minutes → indicators → Day-90 review).

Meeting: [Board / Committee]

Date: [DD-MM-YYYY]

Chair: [Name]

Secretary: [Name]

Participants: [Names]

Quorum: [Yes / No]

Synthesized Decision Record (1 page)

Decision	Context / Objective	Responsible	Deadline	Indicators (max. 3)	Status

Key Follow-Up Items

Item / Risk / Mitigation

Communication to members (if public)

To be published: what / where / when / by whom

Note — This template is referenced in Pillar 1 — Workshop 1.2 as a practical tool to improve decision traceability and follow-up.

Annex 3 — Public Dashboard

Pillar 1 — Workshop 1.2

Why this template? **3–5 stable, clearly defined indicators** make progress visible, support decision-making, and inform members—without overload.

Scope: **[Governance / Member projects / Local impact]**

Periodicity: **[Monthly / Quarterly]**

Indicator	Definition (1 line)	Target	Source	Frequency	Owner
% decisions delivered on time	Decisions delivered / total decisions	≥ 90%	One-page minutes	Monthly	Name
Corrective actions initiated	Actions opened / closed	Upward trend	Follow-up register	Monthly	Name
Member satisfaction	Score (1–5): information/participation	≥ 4.0	Quick survey	Quarterly	Name

Annex 4 — Participatory Budgeting Framework

Pillar 1 — Workshop 1.3

Why this template? Empowers members to take initiative: propose, prioritize, and vote on concrete projects — a rapid, transparent, and measurable framework.

Parameters

Amount: [€/ \$ total]

Eligibility: [Who can propose / vote]

Timeline: [Opening / Prioritization / Vote / Implementation]

Proposal Form (1 page)

Project Title	Problem / Target Audience	Solution & Deliverables	Budget	Timeline	Leads/Partners

Prioritization Grid (check boxes)

Criterion	Yes/No	Notes
Measurable Impact	<input type="checkbox"/>	...
Feasibility (90 days / 6 months)	<input type="checkbox"/>	...
Contribution to Cooperative Values	<input type="checkbox"/>	...
Cost / Benefit	<input type="checkbox"/>	...
Equity (who benefits?)	<input type="checkbox"/>	...

Sources of Inspiration

- Participatory Budgeting Project
- World Bank — Participatory Budgeting

Annex 5 — Data-Sharing Agreement (1 page)

Pillar 2 — Innovation Factory 2

Objective: Define a clear, one-page agreement for sharing data or knowledge between partners, specifying purposes, responsibilities, legal bases, and safeguards.

Data-Sharing Agreement Template

Clause	Content
Purpose and scope	Describe the objectives and types of data/knowledge shared.
Parties and roles	Identify partners and their responsibilities.
Legal basis	Specify the legal basis or agreements supporting the sharing.
Security and confidentiality	Describe security measures, access control, and confidentiality.
Duration and renewal	Define duration, review, and renewal conditions.
Reversibility	Explain how data can be returned or deleted on request.
Licensing and reuse	Specify licenses and conditions for reuse.

Note — This template is referenced in Pillar 2 — Innovation Factory 2 as a practical example of a one-page data-sharing agreement.

Annex 6 — International Intercooperation Pact

Pillar 2 — Workshop 2.1

Objective: Formalize cross-border cooperation between cooperatives, clarifying objectives, governance, resources, and shared evaluation mechanisms.

International Intercooperation Pact — Structure

Section	Content
Objectives and shared vision	Summarize the common purpose and expected mutual benefits.
Governance and decision-making	Describe bodies, processes, and decision rules.
Scope and activities	List main activities, projects, and geographic scope.
Resources and commitments	Outline financial, human, and technical contributions.
Monitoring and evaluation	Define indicators, reporting frequency, and review mechanisms.
Reversibility and exit	Clarify conditions and procedures for ending the partnership.

Note — This pact structure is referenced in Pillar 2 — Workshop 2.1 as a model for international cooperative agreements.

Annex 7 — Shared Impact Dashboard

Pillar 2 — Workshop 2.2

Why this template? To aggregate results across organizations using simple axes (usage, equity, sustainability) to compare, learn, and communicate impact.

Axis	Indicator	Definition	Source	Frequency	Target
Usage	Number of beneficiaries served	Unique beneficiaries (per period)	System X	Monthly	↑
Equity	% vulnerable beneficiaries	Share of priority/vulnerable beneficiaries (defined)	Registry	Quarterly	≥ threshold
Sustainability	tCO ₂ e avoided / renewable kWh	Simplified estimation method	Energy data	Quarterly	↑

Sources of inspiration

- GRI Standards
- Impact Management Project — 5 Dimensions
- GHG Protocol

Annex 8 — Data & AI Governance Checklist

Pillar 2 — Workshop 2.3

Objective: Provide a checklist for cooperative, responsible use of data and AI, covering governance, quality, security, fairness, compliance, and performance.

Data & AI Governance Checklist

Dimension	Guiding Questions	Status (Yes/No/In Progress)	Evidence / Comments
Governance and roles	Are roles and responsibilities clearly defined?		
Data quality and lineage	Is data quality monitored and documented?		
Security and confidentiality	Are security and privacy safeguards in place?		
Fairness and bias	Have potential biases and impacts been assessed?		
Human oversight	Is there a human-in-the-loop with the right authority?		
Compliance	Does the system comply with laws and cooperative standards?		
Performance and monitoring	Are indicators tracked and reviewed regularly?		

Note — This checklist is referenced in Pillar 2 — Workshop 2.3 as a tool for responsible data and AI governance.

Annex 9 — 90-Day Ecological Action Plan

Pillar 3 — Workshop 3.1

Why this template? To test small-scale ecological actions (waste/energy/mobility) with three simple indicators, minimal budget, and clear responsibilities.

Priorities (select 1–3)

Theme	Objective (1 line)	Baseline	90-Day Target
Waste
Energy
Mobility

Concrete Actions (3)

Action	Responsible	Deadline	Resources	Risks & Mitigations
Action 1	...	DD-MM
Action 2	...	DD-MM
Action 3	...	DD-MM

Indicators (3)

Indicator	Definition (1 line)	Data Source	Frequency	90-Day Target
KPI 1	Monthly	...
KPI 2	Monthly	...
KPI 3	Monthly	...

Budget & Milestones

Expense Item	Amount	Milestone	Date
...	DD-MM
...	DD-MM
...	DD-MM

Responsibilities

Role	Name	Responsibilities	Contact
Lead
Data/Measurement
Logistics/Procurement

Sources of Inspiration

- GHG Protocol — Corporate Standard
- ISO 14001
- ISO 50001
- Ellen MacArthur Foundation — Circular Guides
- EU Circular Economy Action Plan
- GRI 302/305/306

Note — This plan is referenced in Pillar 3 — Workshop 3.1 as a starting point for ecological initiatives.

Annex 10 — Energy AI Use Case Sheet

Pillar 3 — Workshop 3.2

Why this template? To structure an AI energy project: data & governance, model, safeguards, impact metrics, and careful deployment (pilot → extension → generalization).

Problem / Objective

Problem (1–2 sentences)	Measurable Objective (SMART)

Required Data & Governance

Datasets	Origin / Quality	Legal Framework	Access & Security	Duration / Portability

Model / Tool

Model / Tool Type	Inputs	Outputs	Performance (metrics)

Risks & Safeguards

Risk	Impact	Probability	Safeguard	Fallback Plan

Impact Metrics

Indicator	Definition	Source	Frequency	Target

Deployment Plan

Phase	Deliverable	Role	Deadline
Pilot (0–90 days)
Extension (3–6 months)
Generalization (6–12 months)

Annex 11 — Circular Economy Canvas (Cooperative)

(Pillar 3 — Workshop 3.3)

Why this template? To visualize incoming/outgoing flows, reuse/repair loops, partners, and the economic model; and to support a regenerative pilot plan.

Incoming / Outgoing Flows

Flow	Description	Quantity	Frequency	Costs/Revenues
Incoming
Outgoing

Reuse / Repair Loop

Action	Partners	Infrastructure	Indicators (circular)
Reuse
Repair
Remanufacturing
Recycling

Partners

Type	Name	Role	Commitment
Local coops
Local governments
Suppliers
Clients/communities

Economic Model

Value Source	Costs	Revenues	Investments
...

Circular Indicators

Indicator	Definition	Source	Frequency	Target
...
...
...

Pilot Plan (90 days)

Task	Responsible	Milestone	Date
...

Sources of inspiration:

- Ellen MacArthur Foundation
- ISO 59004/59010
- GRI 301/306
- GHG Protocol

Annex 12 — Intercooperative Project Sheet

Why this template? A detailed 1–2 page model to frame a shared initiative: problem, solution, roles, budget, indicators, and risks; align partners quickly and facilitate reuse.

Section	Content (to be completed)
Problem & Target Group	...
Proposed Solution & Deliverables	...
Partners & Roles	...
Budget & Milestones	...
Indicators (3)	...
Licenses & Reuse	...
Risks & Mitigations	...
Governance & Decision-Making	...
Communication Plan	...

Sources of inspiration:

- Lean Canvas (1-page adapted version)
- Project sheet best practices