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Creativa Center



CREATIVA CENTER BUSINESS PLAN

*APEX STRATEGIC AUTHORITY GOVERNING THE CREATIVA UNIVERSE
AND ITS INSTITUTIONAL ARCHITECTURE.*

CREATED BY

EUSL AB

Care to Change the World



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Creativa Center Business Plan

Chapter One — Executive Purpose

Creativa Center AB is constituted as the supreme strategic holding institution of the Creativa Universe, entrusted with the origination, guardianship, and long-term custody of a unified architecture that aligns public purpose with private execution across continents. Its *raison d'être* is constitutional rather than managerial. It exists to define principles, to entrench standards, and to ensure that the Creativa architecture operates as a single, interoperable system capable of delivering social equity at sovereign scale without erosion of legal integrity, fiduciary probity, or institutional intent.

The company deliberately forgoes a chief executive office in favour of a collegiate board governance model that privileges constitutional permanence over operational discretion. By centralising strategy, risk doctrine, and portfolio guardrails at the apex—while delegating execution to top-level organisations—the institution preserves the clarity of purpose necessary for multi-decadal programmes. This structure insulates the Creativa canon from the volatility of market cycles, political rotations, and projectised funding, ensuring that the trajectory of the system is guided by principle rather than by circumstance.

The executive purpose of Creativa Center is therefore threefold. First, to convert the Creativa Mandate into a binding institutional order that is intelligible to sovereign partners, Regional Economic Communities, development finance institutions, corporate allies, and civil society. Second, to maintain coherence across the system by defining boundaries within which diverse entities can act autonomously without fragmenting the whole. Third, to guarantee that equity—conceived as rights-based access, distributive fairness, and intergenerational stewardship—remains the invariable measure of success for every programme and portfolio authorised under its authority.

Chapter Two — Mandate and Scope

The mandate of Creativa Center extends over the entire apex layer of the ecosystem. It constitutes, guides, and integrates eleven top-level organisations and their adjunct portfolios, assigning each a clear mission, decision rights, and accountability mechanisms while reserving to itself the powers necessary to preserve constitutional integrity. Its scope encompasses ownership and oversight, strategic horizon-setting, portfolio design, cross-institutional standards, capital engagement protocols, and diplomatic stewardship with sovereigns, RECs, DFIs, philanthropic actors, and the private sector.

Within this mandate, Creativa Center is empowered to license Legacy Projects and programme families, to approve investment theses and programme entries, and to impose minimum control standards for governance, finance, MEL, and ESG safeguards. It holds the authority to adjudicate mandate conflicts between top-level organisations, to resolve jurisdictional ambiguities, and to sanction deviations from the constitutional order through corrective directives, temporary suspensions, or reassignment of guardianship where necessary to protect the whole.

The scope of Creativa Center is intentionally comprehensive in principle and restrained in execution. Comprehensive, because the institution must remain capable of safeguarding the canon across all operating theatres—Africa, Europe, Asia, and the Americas. Restrained, because execution power is vested in specialised entities designed to carry operational weight without diluting apex neutrality. This balance preserves legitimacy: the apex defines and guards; the network builds and delivers.



Chapter Three — Strategic Role in the Ecosystem

Creativa Center performs the apex governance function that converts long-horizon vision into a disciplined, replicable institutional architecture. Its strategic role is to ensure that normative frameworks, implementation agencies, cooperative-equity structures, research institutions, and development finance instruments operate as a single system rather than as adjacent initiatives. It provides the connective jurisprudence and portfolio logic through which diverse actors can contribute to a unified outcome without undermining coherence, comparability, or accountability.

This role is exercised through several sustained commitments. The first is architectural stewardship: maintaining the target-state design of the Creativa Universe, including the place and purpose of each top-level organisation, the boundaries of their mandates, and the interfaces among them. The second is portfolio doctrine: determining which combinations of Legacy Projects, DESA components, and regional programme suites will be advanced, in what sequence, and under what institutional guardrails, so that the system scales with integrity. The third is constitutional diplomacy: engaging sovereigns, RECs, DFIs, and global partners at the level of principles and powers, thereby protecting equity standards while enabling pragmatic pathways to national adoption and regional harmonisation.

The strategic role further includes the guardianship of learning and legitimacy. Creativa Center binds the ecosystem to a unified MEL canon so that evidence, not assertion, determines continuation, scaling, and course correction. It preserves reputational integrity by ensuring that public claims are supported by verified performance and that failures trigger transparent remedies rather than rhetorical reframing. In doing so, the institution establishes a durable compact with partners and publics: that Creativa's promises are enforceable, its standards are universal, and its ambitions are proportionate to its capacity to deliver.

Chapter Four — Governance Model

Creativa Center AB is governed through a collegiate board system designed to preserve constitutional integrity while enabling decisive, evidence-based direction of a complex, multi-continental institution. The governance model rests on separation of powers, clarity of delegations, and auditable due process. Strategic authority resides with the Board; normative authority is expressed through standards and charters; operational authority is delegated to top-level organisations under instrumented lines of accountability.

The Board issues binding directives within a principles-and-powers architecture. Principles define the outer limits of permissible action; powers confer bounded discretion to top-level organisations to act within those limits. Delegations of Authority are codified, time-bounded where appropriate, and subject to recall where evidence demonstrates material deviation from standards, fiduciary controls, or reputational safeguards. All resolutions record their legal basis, applicable standards cross-references, expected outcomes, and review cadences to ensure that direction is both intelligible and enforceable.

Board committees function as structured centers of diligence rather than advisory appendices. The Strategy Committee curates the portfolio thesis and horizon-scans for risks and opportunities; the Audit and Risk Committee governs fiduciary probity, control effectiveness, and assurance planning; the Nominations and Ethics Committee safeguards independence, competence, and integrity across appointments and conduct; the Institutional Relations Committee manages constitutional diplomacy with sovereigns, RECs, DFIs, and strategic partners, ensuring that external compacts reinforce rather than dilute internal doctrine. Committee outputs are binding once ratified in plenary session, and



minority opinions are recorded to preserve jurisprudential history and protect against cognitive convergence.

The company operates without a chief executive office by design. Secretariat functions are executed by an Office of the Chair and a Group Secretariat that maintain the register of charters, resolutions, standards, and intercompany compacts. The Secretariat ensures procedural discipline, docketing, and publication of instrument versions to a controlled codex, preserving legal certainty and institutional memory. The Secretariat holds no portfolio discretion; it is a custodian of process and record.

An instrument hierarchy governs the enterprise: the Creativa Mandate at the apex, followed by Group Charters and Standards; Board Directives; Inter-Organisational Compacts; Intercompany Service-Level Agreements; and Standard Operating Protocols. Amendments to apex instruments require supermajority thresholds and a public record of rationale linked to evidence; lower-order instruments may be revised under delegated authority but must maintain concordance with higher-order texts. Exceptions to standards are permitted only through recorded decisions demonstrating proportionality, time-boundedness, and compensating controls; all exceptions are notified to GSEA where equity doctrine may be implicated.

Conflicts of interest are managed through pre-appointment vetting, periodic declarations, recusals, and post-service cooling-off provisions for sensitive roles. Whistle-blower protections and grievance channels are embedded and operated independently of management within the compliance function of the Group, with direct reporting privileges to the Audit and Risk Committee. External assurance is commissioned at intervals to validate that internal controls are effective and that governance practice remains aligned with stated doctrine.

To improve transparency without sacrificing narrative coherence, the following table clarifies the locus of decision rights and required safeguards:

Body / Instrument	Decision Rights	Safeguards and Conditions
Board (Plenary)	Portfolio strategy; legacy guardianship; capital engagement guardrails; final dispute resolution	Supermajority for apex instruments; recorded rationale; standards cross-reference; evidence linkage
Strategy Committee	Portfolio thesis; sequencing; target-state architecture updates	Periodic horizon scans; scenario testing; publication of strategy memoranda
Audit & Risk Committee	Risk taxonomy; assurance planning; control effectiveness; incident adjudication	Independence of auditors; closure tracking; sanction protocols
Nominations & Ethics Committee	Appointments; ethics code; disciplinary rulings	Independence criteria; conflict registries; due-process records
Institutional Relations Committee	Sovereign/REC compacts; DFI frameworks; major partner alignments	Legal review; standards attestation; escalation clauses



Group Secretariat	Instrument registry; procedural integrity; publication control	Version control; access logs; no discretionary powers
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This governance model preserves apex neutrality, embeds accountability, and ensures that the Creativa architecture remains coherent across jurisdictions, cycles, and partner constellations.

Chapter Five — Operating Model

Creativa Center’s operating model is portfolio-driven, standards-anchored, and programme-integrated. The apex defines the portfolio architecture, allocates mandates, approves investment theses at the level of programme families, and monitors performance through a unified MEL and fiduciary framework. Execution occurs through top-level organisations and their subsidiaries, coordinated by charters, compacts, and service-level agreements that specify duties, decision rights, escalation mechanics, and evidence requirements.

The operating cadence follows a disciplined lifecycle. Origination converts strategic intent into investable theses and institutional constructs. Appraisal examines constitutional alignment, financial feasibility, risk posture, safeguards readiness, and MEL adequacy. Authorisation is granted only when the dossier demonstrates conformity with standards and a credible path to outcomes. Mobilisation operationalises Flowhub governance, capital structures, and counterpart compacts. Delivery proceeds through stage gates, each tied to predefined evidence thresholds, control tests, and partner confirmations. Evaluation and learning are not terminal events but continuous functions that inform scaling, remediation, or termination. The lifecycle is designed to prevent activity for its own sake, privileging verifiable progress toward equity outcomes.

Shared services exist to reduce duplication and maintain coherence. Legal and Compliance administer instrument legality and control environments; MEL sets evidence standards and verifies performance claims; Group Communications preserves reputational integrity by aligning public narratives with verified results and approved doctrine; People and Capability curates workforce pipelines and ethics training; Data and Digital Governance enforces DAIP-aligned standards for privacy, security, and AI ethics. These services are delivered under SLAs to top-level organisations, with cost recovery and performance measurement to avoid cross-subsidy distortions and to preserve operational accountability.

Financial governance is exercised through Flowhub, which applies segregation of duties, procurement integrity, sanctions screening, and audit-ready reporting to every programme family authorised under the Group. Ring-fenced vehicles and transparent funding routes protect sovereign partners and financiers against leakage, diversion, or political interference. Financial neutrality at the apex is maintained by design; Creativa Center recycles value into standards maintenance, portfolio risk absorption, and institutional development rather than extracting distributable profit.

Data governance is a central feature of the operating model. Evidence used for decision-making must be reproducible or accompanied by clearly stated inferential limits. Sensitive data handling follows a rights-based approach; algorithmic tools used within programmes are subject to DAIP controls, with ethics reviews, bias testing, and human-in-the-loop accountability wherever decisions bear rights or livelihood implications. Knowledge is preserved in a controlled repository with mandatory metadata, audit trails, and access governance to secure institutional memory across cycles and leadership transitions.



When conflicts arise between performance pressures and doctrinal safeguards, the apex resolves them in favor of standards unless a recorded exception demonstrates that equity, rights, fiduciary probity, and safety remain intact under compensating controls. In this manner the operating model privileges permanence of principle while maintaining operational agility under disciplined, transparent procedures.

Chapter Six — Portfolio Architecture

The Creativa portfolio comprises eleven top-level organisations, each with a distinct mandate, primary performance compass, and defined reporting line to ensure unity of purpose without operational congestion. Guardianship of the Legacy Projects and programme families is assigned through Board resolutions, ensuring that scaling decisions and resource allocations reflect institutional capacity, partner readiness, and evidence of effect rather than momentum.

The following table presents a concise portfolio map to enhance structural clarity:

Top-Level Organisation	Mandate Locus	Primary Performance Compass	Principal Reporting Line
Agenda 74 Agency	Sovereign-scale implementation and programme delivery across continents	Delivery fidelity; stage-gate adherence; outcome verification; safeguards integrity	Board (strategy and performance); GSEA (standards conformity)
ABD Holdings AB	Creative industries, media, design, and cultural interfaces supporting public legitimacy and citizen engagement	Reach, quality, compliance with communications code, financial self-sufficiency of units	Board via Institutional Relations; Communications oversight for alignment
Personal and Strategic Holdings	Strategic private enterprises and assets aligned with long-term institutional interests	Portfolio resilience; governance integrity; risk-adjusted returns in line with ethics code	Board (fiduciary oversight); Audit & Risk for controls
GSDA	Development finance alignment, blended-finance structures, and investor relations	Capital mobilisation ratios; cost of capital; fiduciary control effectiveness	Board (capital guardrails); Audit & Risk for assurance
GSEA	Normative governance, global equity standards, certification, and jurisprudence	Standards issuance; certification validity; MEL-linked compliance outcomes	Board (constitutional concordance)
GSIA	Sovereign and REC membership architecture and diplomatic integration	Membership depth; compact execution;	Board; Institutional Relations Committee



		regional harmonisation effectiveness	
GSCA	Cooperative-equity governance and economic participation systems	Cooperative adoption; equitable distribution metrics; governance compliance	Board; GSEA for equity-standards alignment
Impact Initiative Bureau	Project office services, Ignite platforms, and operational tooling for programmes	Timeliness, service quality, cost-to-delivery, method conformity	Agenda 74 Agency for delivery interface; Board on service KPIs
Stupid Express	Strategic narrative, advocacy craft, and creative messaging within compliance parameters	Message discipline; reputational risk score; verified impact on public understanding	Board via Communications oversight
WOSL Group	Membership-based institutions, education, trade, and public interface entities	Member value; standards compliance; social-equity engagement indices	Board; GSEA for standards concordance
Creativa Consulting AB	Institutional advisory and technical services consistent with Group doctrine	Client satisfaction; adherence to standards; knowledge transfer	Board; Audit & Risk for conflict-of-interest controls

Portfolio synergy is preserved through doctrines that are non-negotiable across entities: Agenda 2074 integration, DESA operationalisation, Flowhub financial governance, cooperative-equity mechanisms where applicable, and a unified MEL architecture. Creativa Center allocates guardianship for Legacy Projects—EUOS, PCGG, PCPP, and PCDE—by matching mandate fit, capacity, and risk posture. Each guardianship decision specifies the standards applicable, the financing architecture, the expected evidence arc, and the escalation pathway to the apex in the event of variance from plan, safeguards, or legitimacy thresholds.

The portfolio architecture is reviewed on a defined cycle to confirm that entities remain fit for purpose as contexts evolve. Where performance or context demands, mandates may be refined, merged, or, in exceptional cases, reassigned. Such changes are executed through recorded resolutions that demonstrate necessity, proportionality, and preservation of institutional intent, thereby ensuring that the Creativa Universe remains coherent, agile, and accountable over decades.

Chapter Seven — Legacy Projects and Flagship Programmes

Creativa Center recognises four Legacy Projects as the primary long-horizon instruments through which the constitutional intent of the Creativa Universe is translated into sovereign-scale outcomes: EUOS, PCGG, PCPP, and PCDE. Each Legacy Project is treated as a programme family with codified building blocks, normative guardrails, and replication protocols designed for multi-jurisdictional deployment. The role of Creativa Center at the apex is to license guardianship, preserve architectural fidelity, and ensure that scale is pursued only where institutional capacity, financing architecture, and equity safeguards are demonstrably sufficient.



EUOS functions as the real-asset and community-infrastructure vector, converting large multi-purpose properties into inclusive, circular societies that integrate education, livelihoods, health, housing, and cultural interfaces. Its legitimacy rests upon adherence to Agenda 2074 standards, integration with DESA components for public-sector modernisation, and a governance design that accommodates both public and cooperative ownership structures under GSCA where appropriate. Scaling EUOS requires guardianship assignments that specify property acquisition protocols, ESG thresholds, tenancy equity safeguards, and MEL baselines that capture distributive effects and resilience.

PCGG constitutes the cooperative-equity economy at scale. It establishes the jurisprudence and operating norms through which worker-owners, employers, and communities participate in value creation with enforceable rights, transparent governance, and fair distribution. PCGG must be protected from dilution by ensuring that cooperative structures are not treated as peripheral pilots but as institutional infrastructure. The apex assigns guardianship with specific conditions on membership eligibility, voting rights, surplus allocation, and auditability of cooperative entities, binding the programme family to GSEA’s equity canon and Agenda 74 Agency’s delivery discipline.

PCPP is the socio-economic activation engine, orchestrating multi-sector programme suites that restructure opportunity pathways for youth, women, and communities through sport, culture, health, and education. Its efficacy is contingent upon inter-ministerial compacts, private-sector participation, and regional coordination under GSIA. Creativa Center preserves PCPP’s coherence by requiring that national implementations proceed through authorised blueprints, that safeguards and grievance mechanisms are embedded ex ante, and that MEL constructs measure not only participation and access but also long-term mobility and resilience.

PCDE anchors the digital-public infrastructure and institutional modernisation mandate, within which DESA and its sub-programmes—most notably DAIP and DEIC—operate as compulsory components. PCDE provides the legal, technical, and organisational framework for secure data, AI ethics, public finance integrity, TVET integration, and climate-aligned systems. The apex licences PCDE deployments only upon confirmation that Flowhub governance is in place, DAIP guardrails are enforceable, and host-country institutions are prepared to internalise DESA methods as standing capabilities rather than temporary technical assistance.

To reinforce clarity without diluting narrative form, the following table summarises the canonical attributes required of each Legacy Project at the point of authorisation:

Legacy Project	Primary Purpose	Designated Implementer	Financing Spine	Safeguards & MEL Baseline	Certification Authority
EUOS	Multi-use societal complexes delivering inclusive services and livelihoods	Agenda 74 Agency with local vehicles	Flowhub ring-fenced vehicles; blended finance via GSDA	ESG thresholds; tenancy equity; resilience and inclusion indicators	GSEA certification against Agenda 2074
PCGG	Cooperative-equity economy and institutional governance	GSCA with programme units	Member capital, concessional leverage,	Cooperative governance audits;	GSEA equity compliance; cooperative standards



			structured facilities	distributional fairness metrics	
PCPP	Socio-economic activation for youth, women, and communities	Agenda 74 Agency with GSIA compacts	Public–private compacts; DFI and donor frameworks	Participation, access, mobility, and rights-based grievance indicators	GSEA conformity; periodic assurance
PCDE (incl. DESA)	Digital-public infrastructure and institutional modernisation	Agenda 74 Agency; DESA units	Sovereign contributions; concessional and commercial stacks via GSDA	DAIP/DEIC compliance; data ethics; PF integrity; learning metrics	GSEA data-ethics and governance standards

Creativa Center retains the power to reassign guardianship where evidence demonstrates material deviation from standards, fiduciary controls, or public legitimacy thresholds. Replication across jurisdictions proceeds only through authorised blueprints and instrumented compacts, thereby ensuring that the Legacy Projects remain a coherent, enforceable architecture rather than a set of brand-adjacent initiatives.

Chapter Eight — Value Proposition

Creativa Center’s value proposition is constitutional in character and practical in consequence. It offers partners a single, apex-level institution that converts a long-horizon equity doctrine into a disciplined, interoperable system spanning normative governance, sovereign implementation, cooperative economics, development finance, research integration, and public legitimacy. This integration reduces transaction costs, accelerates decision cycles, and enables sovereign-scale reforms to proceed with legal certainty, fiduciary integrity, and measurable outcomes.

For sovereigns and Regional Economic Communities, the value of Creativa Center lies in the predictability of a standards-bound pathway from policy aspiration to administered reality. The apex secures architectural coherence across ministries and sectors, clarifies institutional roles through authorised blueprints, and ensures that financing routes are traceable, auditable, and protected against diversion. The consequence is a governable route to scale that survives electoral cycles and fiscal asymmetries.

For development finance institutions, donors, and private capital, Creativa Center provides a risk-managed environment in which capital is matched to capability through Flowhub structures, ring-fenced vehicles, and evidence-linked stage gates. Standards and MEL requirements deliver decision-grade evidence on which continuation, scaling, or termination can be grounded, while grievance and integrity mechanisms preserve reputational trust.

For civil society, academia, and communities, the proposition is that equity becomes enforceable—translated into rights, inclusion, and access that are measured rather than declared. The apex binds narrative to evidence and evidence to decision rights, ensuring that public claims correspond to verifiable outcomes and that corrective actions are transparent. This creates a durable compact between institutions and citizens, substituting continuity and accountability for volatility and rhetoric.



For the constituent organisations of the Creativa Universe, Creativa Center is the guarantor of coherence. It preserves autonomy where it strengthens delivery and restricts discretion where it threatens standards. It codifies interfaces, resolves mandate conflicts, and curates a portfolio logic that matches capacity to ambition. In doing so, the apex secures the legitimacy of the whole and the durability of each part.

Chapter Nine — Financial and Revenue Model (Framework)

Creativa Center maintains financial neutrality at the apex while ensuring institutional continuity, standards maintenance, and portfolio risk absorption. The model is designed to fund constitutional functions without creating incentives that would distort programme selection, compromise safeguards, or induce mission drift. Revenue flows are diversified, predictable, and governed by Flowhub controls to secure traceability, prevent leakage, and maintain audit-readiness across the enterprise.

Primary revenue arises from mandate and guardianship fees linked to portfolio authorisations and oversight functions. These fees compensate for constitutional duties—standards custody, portfolio doctrine, governance assurance, and jurisprudence management—without conferring operational control over programme execution. Intercompany service agreements finance shared services—legal and compliance, MEL, communications, data governance, and capability development—delivered under defined SLAs with transparent cost-allocation to avoid cross-subsidy distortions.

Licensing of standards, blueprints, and methodologies generates additional revenue under an IP and Standards Licensing Policy that protects doctrinal integrity and prohibits sublicensing without explicit authorisation. Strategic advisory retainers may be accepted where they reinforce institutional doctrine and do not compromise independence; such engagements are separated from assurance functions by policy to prevent conflicts of interest. Success-based upside may accrue from programme pipelines in the form of performance-linked incentives or carry-limited returns in ring-fenced vehicles, provided that these instruments are structured to preserve neutrality and conform to sanctions and integrity regimes.

Treasury operations prioritise capital preservation, liquidity, and compliance with sanctions screening and KYC/AML standards. Currency risk is managed through conservative hedging aligned to programme cash-flow profiles and sovereign exposures. Reserves policy provides for standards maintenance, crisis continuity, and adverse-event buffers, with drawdowns authorised only by recorded Board resolutions linked to objective triggers.

To illuminate control logic without undermining narrative flow, the matrix below maps principal revenue sources to their instruments, pricing, control environment, and risk mitigants:

Revenue Source	Instrument	Pricing Basis	Control Environment	Risk Mitigants
Mandate & Guardianship Fees	Board-approved fee schedules tied to portfolio authorisations	Fixed and tiered by complexity and scale	Flowhub invoicing; Board resolutions; audit trails	Independence covenants; periodic fee benchmarking



Intercompany Service Agreements	SLAs for legal/compliance, MEL, data, communications, capability	Cost-plus with efficiency targets	SLA KPIs; cost-allocation policy; internal audit	Transfer-pricing fairness tests; conflict barriers
Standards & Blueprint Licensing	IP licences with usage scope and non-sublicensing clauses	Royalty or subscription, indexed to usage	IP registry; version control; licence audits	Revocation rights; infringement remedies
Strategic Advisory Retainers	Time-bound advisory contracts separated from assurance	Time and materials with cap; or fixed	Engagement acceptance policy; ethics review	Independence screens; engagement rotation
Performance-Linked Upside	Contractual incentives or carry-limited interests in ring-fenced vehicles	Outcome-based triggers; capped	Flowhub fund controls; third-party audits	Cap on upside; segregation from assurance roles
Training and Capability Programs	Curricula and executive education aligned with doctrine	Tuition/fee schedules; scholarships	Academic MoUs; quality assurance	Academic integrity code; scholarship governance

The framework prohibits arrangements that would subordinate standards to revenue, compromise neutrality, or expose the apex to contingent liabilities inconsistent with its constitutional role. Financial statements are prepared to recognised standards and subjected to independent assurance. Any variance with potential to affect solvency, neutrality, or reputational standing is escalated immediately to the Board and notified to GSEA where equity doctrine could be implicated. Through this model, Creativa Center remains financially steady, doctrinally independent, and operationally credible across cycles and geographies.

Chapter Ten — Risk Governance and Compliance

Creativa Center AB maintains a constitutional approach to risk governance, treating risk not as a transactional exposure but as a structural property of a multi-continental, sovereign-scale institution. The risk regime is codified in a Group Risk Charter that establishes definitions, taxonomies, decision rights, assurance modalities, and escalation mechanics. Risk governance is inseparable from standards: no action may be authorised where the risk posture would undermine the Creativa Mandate, erode equity safeguards, or compromise fiduciary integrity.

The apex Board exercises ultimate authority over risk appetite, setting guardrails for strategic, fiduciary, operational, legal, reputational, and geopolitical exposures. The Audit and Risk Committee curates the risk taxonomy, approves the annual assurance plan, and maintains a register of material incidents with documented closure. Independence is preserved through periodic external assurance and the segregation of advisory and assurance functions. Where the Committee determines that a residual risk



exceeds approved tolerances, it recommends remedial actions up to programme suspension, guardianship reassignment, or, in exceptional cases, portfolio re-sequencing.

Compliance is integrated into governance rather than appended to it. A Group Compliance Code binds all top-level organisations to minimum control standards covering anti-corruption, procurement integrity, sanctions screening, privacy and data protection, AI ethics, labour practices, environmental and social safeguards, and conflicts of interest. Each entity maintains a control environment proportionate to its mandate, yet harmonised with Group standards to preserve comparability and auditability. Exceptions to controls are permitted only through recorded Board decisions demonstrating proportionality, time-boundedness, and compensating safeguards; where equity doctrine may be implicated, GSEA is notified for normative review.

Incident management is rules-based and transparent. Material control failures, allegations of misconduct, data breaches, or adverse environmental and social events trigger immediate containment, investigation under due process, documented remediation, and verification to closure. Whistle-blower protections are non-waivable and administered independently of operational management with direct reporting privileges to the Audit and Risk Committee. Lessons learned are codified into standards and operating protocols to ensure recurrence prevention.

To provide clarity without diluting the narrative, the following matrix aligns principal risk domains with baseline controls, assurance modalities, and escalation triggers:

Risk Domain	Baseline Controls	Assurance Modality	Escalation Trigger
Strategic & Geopolitical	Portfolio guardrails; country-entry criteria; scenario and horizon scans	Board reviews; external geopolitical briefings	Material deviation from guardrails or partner compacts
Fiduciary & Procurement	Flowhub segregation of duties; competitive procurement; sanctions/KYC/AML	Internal audit; external financial audit	Spend variance, control failure, or integrity incident
Legal & Compliance	Charter concordance; contract legal reviews; compliance code attestation	Legal opinions; compliance audits	Adverse legal finding or non-compliance with core code
Environmental & Social	ESMS; community engagement; grievance and remedy pathways	Independent ES audits; field verification	Unresolved grievances or significant adverse impact
Data & Digital Ethics	DAIP governance; privacy/security controls; algorithmic accountability	Data quality audits; penetration tests; ethics reviews	Breach, misuse, or algorithmic harm indicators
Operational & Continuity	Stage-gated delivery; redundancy; tested continuity plans	Readiness drills; post-incident reviews	Service disruption beyond defined tolerances



Reputational	Approved communications code; evidence-aligned public claims	Communications oversight; media risk tracking	Sustained public trust erosion or verified misinformation
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Through this regime, Creativa Center ensures that risk is governed as a constitutional constraint on power, that compliance is a precondition of authorisation, and that institutional credibility is preserved across cycles and jurisdictions.

Chapter Eleven — Monitoring, Evaluation, and Learning (MEL)

Monitoring, Evaluation, and Learning at Creativa Center serve as the constitutional conduit between ambition and evidence. MEL is not a reporting ritual; it is a system of truth-testing that binds the entire portfolio to uniform evidence standards and to decision rights that depend on verifiable performance. The MEL Policy establishes indicator hierarchies, data governance protocols, verification methods, evaluation cadences, and the decision thresholds that warrant continuation, scaling, course correction, or termination.

The evidence architecture is tiered to preserve both rigor and relevance. Institutional integrity indicators test governance compliance, control effectiveness, and adherence to standards. Programme performance indicators assess pipeline strength, mobilisation ratios, unit costs, delivery fidelity, and risk posture. Equity outcome indicators measure access, inclusion, distributional fairness, gender and youth participation, climate resilience, and rights realisation. Where frontier contexts preclude gold-standard evaluation designs, proportionate methods are authorised provided that inferential limits are explicitly stated and decisions remain prudent.

Data governance is rights-based and DAIP-aligned. Sensitive data are collected under informed consent, minimised, secured, and processed transparently. Algorithmic tools used within programmes are subject to ethics review, bias testing, and human-in-the-loop controls wherever decisions affect rights, entitlements, or livelihoods. Data lineage, metadata, and audit trails are mandatory to ensure reproducibility and institutional memory.

Verification is layered. First-line attestations originate from implementers; second-line reviews are conducted by Group MEL; third-line independent evaluations are commissioned periodically or when materiality thresholds are crossed. Results are published consistent with confidentiality obligations and used to update standards, blueprints, and curricula, thereby institutionalising learning.

For clarity, the following table links evidence thresholds to decision rights:

Evidence Threshold	Definition	Decision Right
Conformant	Indicators meet/exceed targets; controls effective; no material findings	Continuation or scale-up; reduced audit frequency; knowledge codification
Conformant with Observations	Targets met with minor control or documentation gaps	Conditional continuation; targeted remediation; follow-up verification
At-Risk	Negative trends; partial control failure; emerging compliance risks	Enhanced monitoring; corrective-action plan; interim surveillance



Non-Conformant	Material control failures; adverse outcomes; breach of standards	Suspension or termination; public notice as appropriate; Board-mandated remedy
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MEL outcomes are binding. Portfolio authorisations, mandate renewals, and resource allocations require explicit reference to evidentiary status. Public claims must correspond to verified results; where variance exists, corrective statements are issued and remedial plans implemented. In this way, MEL guarantees that Creativa Center’s legitimacy is grounded not in intent but in demonstrated effect.

Chapter Twelve — Partnership and Diplomacy Framework

Creativa Center AB stewards a diplomacy architecture designed to align sovereign priorities, regional ambitions, development finance, private capital, academic research, and civic legitimacy with the constitutional doctrine of the Creativa Universe. Diplomacy is conducted as constitutional practice: every compact, memorandum, or framework agreement must reinforce standards, protect fiduciary integrity, and preserve public trust.

Partnerships with sovereigns and Regional Economic Communities are structured through Country Compacts and REC Frameworks that specify roles, decision rights, safeguards, financing routes, and dispute-resolution mechanisms. These instruments bind national programmes to the Group’s standards and MEL requirements while respecting sovereignty and domestic legal order. Where constitutional conflicts arise, engagement proceeds only upon adoption of equivalency arrangements that preserve equity outcomes and fiduciary controls.

Development finance institutions, donors, and private investors engage through Flowhub-compatible financing frameworks that define ring-fenced vehicles, procurement integrity requirements, reporting suites, sanctions and KYC/AML protocols, and conditions precedent to disbursement. These frameworks reduce negotiation friction and transaction costs while enabling rapid mobilisation without compromising standards.

Academic and research partnerships with UCE, UACE, and global universities are governed by open-methods protocols, data-ethics covenants, and publication standards that protect participant rights and enable reproducibility. Civil-society partnerships are structured to ensure meaningful participation, accessible grievance mechanisms, and transparent feedback loops that inform programme design and correction.

Communications and public legitimacy are governed by an institutional code that binds narratives to verified evidence and approved doctrine. Advocacy supports institutional goals without entering partisan politics. In moments of crisis or disinformation, a disciplined communications protocol protects the integrity of the Creativa brand and the trust of stakeholders.

To summarise engagement modalities without diminishing narrative coherence, the table below aligns partner families to their primary compacts and mutual obligations:

Partner Family	Primary Instrument	Core Obligations to Creativa	Creativa Obligations to Partner
Sovereigns & RECs	Country Compacts; REC Frameworks	Uphold standards; enable access and coordination; co-finance where agreed	Provide authorised blueprints; Flowhub governance; verified reporting; grievance pathways



DFIs & Donors	Financing Frameworks; Grant/Loan Agreements	Respect fiduciary controls; disclose conditions; align reporting	Ensure audit-ready flows; MEL transparency; safeguards enforcement
Private Capital	Investment Term Sheets; PPP Agreements	Compliance with integrity regimes; performance reporting	Risk-appropriate structures; transparent dashboards; dispute resolution
Academia & Research	MoUs; Methods & Data Covenants	Research integrity; ethical conduct; open methods	Access to codified standards; data governance; publication pathways
Civil Society & Communities	Participation Compacts; Grievance Protocols	Good-faith engagement; rights-respecting conduct	Inclusive consultation; remedy mechanisms; public disclosure of responses

Through this framework, Creativa Center elevates partnership from transactional negotiation to constitutional alignment. It ensures that diplomacy produces governable programmes, that finance follows standards, that research informs doctrine, and that citizens experience equity as an administered reality rather than an aspirational statement.

Chapter Thirteen — Roadmap and Phasing

Creativa Center AB advances a phased roadmap that aligns constitutional permanence with operational realism. The roadmap is structured as an immediate horizon to consolidate the apex architecture, a medium-term horizon to activate continental portfolios through authorised implementers, and a long-term horizon to entrench global equity standards and institutional permanence across generations. Each horizon is gated by evidence, fiduciary readiness, and standards conformity, ensuring that scaling is contingent upon verified capacity rather than aspiration.

The immediate horizon consolidates the apex governance instruments and establishes the operating rhythm of the enterprise. Board committees operationalise their charters; the instrument registry is finalised under version control; Delegations of Authority are issued to top-level organisations; and the Flowhub governance environment is formally adopted across all active portfolios. MEL baselines are established for each entity, and the first portfolio authorisations proceed only upon documentary proof that fiduciary controls, safeguards, and jurisdictional compacts meet minimum standards. The Partner Roundtable is convened to align sovereign, REC, DFI, and private-capital calendars with the Group’s authorisation cycle, thereby shortening negotiation timelines and increasing decision certainty.

The medium-term horizon is characterised by continental activation. Agenda 74 Agency executes multi-country rollouts of Legacy Projects and DESA-anchored modernisation programmes under GSIA compacts, while GSDA mobilises blended-finance stacks that satisfy Flowhub integrity requirements and are compatible with sovereign and REC legal frameworks. GSEA maintains normative concordance through certification cycles and interpretive guidance as evidence from MEL systems reveals friction points or jurisprudential gaps. Portfolio reviews occur at fixed intervals to re-sequence, scale, or terminate programme families based on performance and risk posture. Institutional capacity building proceeds in parallel, with UCE and UACE enlarging research and training pipelines to ensure that competence is endogenous rather than consultant-dependent.



The long-term horizon codifies and internationalises standards while insulating the system from political, market, and funding volatility. GSEA’s equity canon matures into a recognised global reference; DESA methodologies become standing capabilities within public institutions; cooperative-equity mechanisms under GSCA are normalised in sector governance; and Creativa’s jurisprudence is preserved through a digital codex with defensible succession and continuity protocols. Resilience is institutionalised through reserves policy, diversified revenue at the apex, and crisis-response playbooks that enable lawful, ethical re-sequencing without loss of safeguards or data integrity. The long-term objective is institutional normality: equity administered as routine governance rather than exceptional intervention.

To clarify sequencing without diluting the narrative, the table below summarises the three horizons and their gating conditions.

Horizon	Primary Focus	Essential Gate Conditions
Immediate	Consolidate apex instruments; adopt Flowhub; establish MEL baselines; issue Delegations of Authority	Standards registry live; fiduciary controls tested; MEL baselines approved; Partner Roundtable constituted
Medium-Term	Continental activation via A74 Agency and GSIA; GSDA mobilisation; certification and portfolio reviews	Country/REC compacts executed; vehicles ring-fenced; first-cycle evidence conformant or remediated; safeguards verifiably operational
Long-Term	Codification and international recognition; institutional permanence and resilience	Supermajority-entrenched charters; diversified apex revenues; continuity protocols validated; jurisprudence codex maintained

Chapter Fourteen — Key Performance Indicators (Illustrative Set)

Creativa Center AB employs a unified KPI canon that binds entities and portfolios to comparable evidence standards and decision rights. KPIs are not descriptive ornamentation; they are jurisdiction-agnostic decision instruments that determine authorisation, scaling, remediation, or termination. Indicators are organised into domains reflecting institutional integrity, programme performance, financial mobilisation, equity outcomes, partner legitimacy, risk and compliance, and learning. Each KPI carries a definition, method of verification, reporting cadence, and a pre-agreed decision threshold to prevent discretionary drift.

Institutional integrity KPIs test whether governance operates as constituted. Board cycle effectiveness, committee throughput against docket, instrument timeliness in the registry, conflict-of-interest attestations, and closure rates for audit findings establish whether the apex and its entities act within chartered powers and controls. Programme performance KPIs measure pipeline value, mobilisation ratios, time-to-deploy, delivery fidelity against blueprints, cost-to-outcome curves, and stage-gate adherence, thereby enabling portfolio management that privileges verified progress over activity counts.



Financial mobilisation KPIs examine capital commitments converted to disbursements within Flowhub vehicles, cost of capital achieved relative to benchmarks, leverage ratios attained without erosion of safeguards, and predictability of cash flows against programme calendars. Equity outcome KPIs measure access and inclusion differentials, distributional fairness indices, gender and youth participation, climate-resilience indicators, and rights realisation, with disaggregation sufficient to detect exclusionary effects masked by averages. Partner legitimacy KPIs assess sovereign and REC satisfaction, compact compliance, timeliness of counterpart contributions, and grievance-response performance. Risk and compliance KPIs track sanctions screening effectiveness, procurement integrity scores, incident containment times, and data-ethics conformance. Learning KPIs evaluate the conversion of evidence into standards updates, blueprint revisions, curricula changes, and replication quality.

To present an illustrative but decision-useful synthesis, the table below aligns KPI domains with sample indicators and the corresponding decision rights.

Domain	Illustrative Indicators	Primary Decision Rights
Institutional Integrity	Board resolution timeliness; audit finding closure; conflict-of-interest attestations current	Renewal of delegations; escalation to Audit & Risk; corrective directives
Programme Performance	Time-to-deploy vs plan; delivery fidelity; cost-to-outcome; stage-gate pass rates	Scale, hold, or terminate; blueprint revision; partner re-compacting
Financial Mobilisation	Commitments→disbursement ratio; leverage achieved; cost of capital vs benchmark	Capital re-allocation; vehicle restructuring; pacing adjustments
Equity Outcomes	Access/inclusion differential; distributional fairness index; gender/youth participation; resilience score	Programme continuation; safeguard enhancement; redesign of targeting
Partner Legitimacy	Compact compliance; counterpart funding timeliness; grievance closure times	Diplomatic escalation via GSIA; compact amendment; conditionality triggers
Risk & Compliance	Sanctions/KYC hits resolved; procurement integrity score; incident containment	Procurement redesign; suspension; independent investigation
Learning & Research	Standards updated from evaluations; blueprint versioning; replication quality	Knowledge codification; curriculum refresh; methodological adjustments

These indicators, adapted to context but bound to common definitions and methods, ensure that decisions at the apex are based on verifiable truth and that public claims are proportionate to demonstrated effect.



Chapter Fifteen — Operating Policies and Charters

Creativa Center AB maintains an instrumented policy stack that translates constitutional doctrine into enforceable operational practice. Instruments are hierarchically ordered to preserve legal certainty: the Creativa Mandate as constitutional apex; Group Charters and Standards as normative corpus; Board Directives as strategic execution orders; Inter-Organisational Compacts and Service-Level Agreements as binding interfaces; and Standard Operating Protocols as method-level guidance. Amendment thresholds are commensurate with instrument gravity to prevent casual alteration of foundational texts.

The Creativa Mandate codifies purpose, powers, and principles, including the supremacy of equity standards, fiduciary integrity, MEL truth-testing, and non-derogable safeguards. The Portfolio Governance Charter defines portfolio doctrine, guardianship assignment logic, authorisation gates, and re-sequencing criteria. The Risk and Compliance Charter sets the taxonomy of risk, control obligations, assurance cycles, and escalation mechanics. The MEL Policy stipulates indicator hierarchies, verification methods, publication rules, and decision thresholds linked to evidence. The Partnership and Diplomacy Protocol governs sovereign, REC, DFI, private-capital, academic, and civil-society compacts, embedding dispute-resolution and withdrawal clauses that protect standards and fiduciary probity. The Data and AI Ethics Policy (including DAIP alignment) prescribes privacy, security, bias testing, auditability, and human-in-the-loop requirements wherever algorithmic or data-driven tools bear on rights or livelihoods. The Communications and Reputation Code binds public narratives to verified evidence and approved doctrine, with crisis-response protocols to counter misinformation. The IP and Standards Licensing Policy protects doctrinal integrity while permitting controlled adoption of blueprints and methods.

To consolidate comprehension without fragmenting narrative, the matrix below maps primary instruments to their purpose, scope, amendment threshold, and custodial owner.

Instrument	Purpose & Scope	Amendment Threshold	Custodial Owner
Creativa Mandate	Constitutional purpose, powers, principles; supremacy of equity and safeguards	Supermajority of Board; public rationale linked to evidence	Board (Plenary); Group Secretariat as registrar
Portfolio Governance Charter	Portfolio doctrine; guardianship logic; authorisation gates; re-sequencing criteria	Board majority; cross-reference to Mandate and Standards	Strategy Committee; Board ratification
Risk & Compliance Charter	Risk taxonomy; controls; assurance planning; escalation mechanics	Board majority; Audit & Risk concurrence	Audit & Risk Committee



MEL Policy	Indicator hierarchy; verification; evaluation cadence; decision thresholds	Board majority; method registry update	MEL Function; Board oversight
Partnership & Diplomacy Protocol	Sovereign/REC/DFI/private/academic/civil-society compacts; dispute clauses	Board majority; legal concurrence	Institutional Relations Committee
Data & AI Ethics Policy (DAIP)	Privacy, security, bias testing, auditability, human oversight	Board majority; ethics clearance	Data Governance; Nominations & Ethics Committee
Communications & Reputation Code	Evidence-aligned narratives; crisis protocols; message discipline	Board majority	Communications Function; Board oversight
IP & Standards Licensing Policy	Controlled dissemination of standards and blueprints; non-sublicensing	Board majority; IP registry update	Legal & Compliance; Group Secretariat

All policies are version-controlled, publicly indexed where appropriate, and auditable. Exceptions are time-bounded, proportionate, and accompanied by compensating controls, with mandatory notification to GSEA when equity doctrine may be implicated. In this manner, Creativa Center ensures that its principles are not merely asserted but administered through a durable, enforceable, and transparent policy order.

Chapter Sixteen — Implementation Plan (90-Day Initiation)

The initiation period is designed to convert constitutional intent into an administrable operating reality within ninety days. It functions as a controlled transition from architectural design to governed execution, during which the apex instruments are finalised, delegations are issued, assurance baselines are established, and the first portfolio entries are authorised under Flowhub. The plan is sequenced to ensure that no activity proceeds without documentary proof of standards conformity, fiduciary readiness, and MEL operability.

The inception arc begins with institutional anchoring. The Board completes adoption of the Creativa Mandate, the Portfolio Governance Charter, the Risk and Compliance Charter, the MEL Policy, the Partnership and Diplomacy Protocol, the Data and AI Ethics Policy (including DAIP alignment), the Communications and Reputation Code, and the IP and Standards Licensing Policy. Each instrument is registered under version control in the Group codex, with explicit cross-references and amendment thresholds recorded to guarantee legal certainty and interpretability.

Concurrently, the Board issues Delegations of Authority to each top-level organisation, specifying decision rights, boundaries, escalation duties, and evidence obligations. These delegations are time-bounded for initial review, ensuring that early practice can be adjusted without eroding



constitutional permanence. The Group Secretariat completes the instrument registry, establishes docket discipline, and initiates publication protocols for all non-confidential instruments to ensure transparency and predictability for partners.

Fiduciary and MEL baselines are then established. Flowhub controls are configured and tested in pre-production and production environments, segregation of duties is enforced, sanctions and KYC/AML screening is validated, and procurement integrity checkpoints are activated. The MEL function sets indicator baselines for each entity and portfolio candidate, confirms data lineage requirements, and issues verification calendars. No initial authorisation is granted absent a demonstrable ability to produce decision-grade evidence.

Diplomatic and partner alignment follows. The Partner Roundtable convenes sovereigns, RECs, DFIs, philanthropic capital, strategic corporates, and academic alliances to synchronise calendars, clarify instrument requirements, and confirm compacting pathways. Country and REC framework negotiations proceed under the Partnership and Diplomacy Protocol, ensuring that compacts embed dispute-resolution clauses, Flowhub compatibility, and safeguards prerequisites.

Upon completion of these foundations, the first portfolio entries are authorised through recorded Board resolutions that cite their legal basis, standards cross-reference, fiduciary configuration, MEL readiness, and escalation pathways. The authorisations are accompanied by communications prepared under the Communications and Reputation Code to protect narrative discipline and public trust.

For clarity without diminishing narrative coherence, the following table enumerates the 90-day phases, their core actions, the evidentiary deliverables required, and accountable owners.

Phase (Days)	Core Actions	Evidence / Deliverables	Accountable Owner
0–30	Adopt apex instruments; complete registry; issue initial Delegations of Authority	Mandate and charters lodged; version-controlled codex live; DoA letters issued	Board; Group Secretariat
31–60	Configure Flowhub; establish MEL baselines; initiate partner Roundtable and compact drafting	Control test reports; sanctions/KYC validations; MEL baseline memos; Roundtable minutes; draft compacts	Audit & Risk; MEL; Institutional Relations
61–90	Authorise first portfolio entries; publish conformity statements; activate assurance calendars	Board resolutions with standards cross-reference; public conformity notes; evaluation and audit schedules	Board; GSEA notified; MEL and Compliance

The initiation phase closes with a formal review that verifies instrument completeness, control effectiveness, MEL operability, partner alignment, and the legal sufficiency of the first authorisations. Any deficiencies are remedied through documented corrective actions with defined owners and deadlines, preserving continuity while enforcing constitutional discipline.



Chapter Seventeen — Annex: Top-Level Organisations (Cross-Reference)

This annex constitutes the authoritative register of the eleven top-level organisations within the Creativa Universe, recording mandate synopses, governance contacts, primary KPIs, and critical linkages. It is a living instrument maintained by the Group Secretariat and reviewed quarterly for accuracy, mandate fit, and portfolio alignment.

Organisation	Mandate Synopsis	Governance Contact	Primary KPI Locus	Key Linkages
Agenda 74 Agency	Sovereign-scale implementation and programme delivery across continents, executing Agenda 2074 under GSEA standards	Office of the Executive Director (Apex reporting to Board)	Delivery fidelity; stage-gate pass rates; safeguards integrity; outcome verification	GSEA (standards); GSIA (compacts); GSDA (finance); DESA; Legacy Projects
ABD Holdings AB	Creative industries, media, design, and cultural interfaces supporting public legitimacy and citizen engagement	Managing Director, ABD Holdings	Audience reach and quality; compliance with communications code; unit self-sufficiency	WOSL Group; Communications; Institutional Relations
Personal and Strategic Holdings	Strategic private assets aligned with long-term institutional interests and resilience	Portfolio Steward (Board-appointed)	Governance integrity; risk-adjusted returns; ethics compliance	Audit & Risk; GSDA
GSDA	Development finance alignment, blended-finance structuring, investor relations	Director, Capital Structuring	Capital mobilisation; cost of capital; leverage achieved; control effectiveness	Agenda 74 Agency; Flowhub; DFIs and investors
GSEA	Normative governance, global equity standards, certification, and jurisprudence management	Secretary-General, GSEA	Standards issuance; certification validity; MEL-linked compliance	All entities; jurisprudence codex
GSIA	Sovereign and REC membership	Secretary, GSIA Council	Membership depth; compact execution;	Agenda 74 Agency; Institutional Relations



	architecture and diplomatic integration		harmonisation effectiveness	
GSCA	Cooperative-equity governance and participation systems	GSCA Executive Secretariat	Cooperative adoption; distributional fairness; governance audits	PCGG; Agenda 74 Agency; GSEA
Impact Initiative Bureau	Project office services, Ignite platforms, operational tooling, and delivery enablement	Director, Impact Platforms	Timeliness; service quality; method conformity; cost-to-delivery	Agenda 74 Agency; DESA
Stupid Express	Strategic narrative and advocacy craft within compliance parameters	Creative Director (Board-mandated code adherence)	Message discipline; reputational risk score; verified impact	Communications; ABD; WOSL Group
WOSL Group	Membership-based institutions (education, trade, social platforms) and public interface entities	WOSL Group Secretariat	Member value; standards compliance; social-equity engagement indices	ABD; Agenda 74 Agency; GSEA
Creativa Consulting AB	Institutional advisory and technical services consistent with Group doctrine	Managing Partner	Client satisfaction; standards adherence; knowledge transfer	All entities; Legal & Compliance

This register forms the cross-reference backbone for portfolio governance, ensuring that mandates remain distinct yet interoperable, that accountability is traceable, and that the Creativa Universe persists as a single constitutional system rather than a loose confederation of projects.

Final Word

Creativa Center AB is the constitutional apex of a complex, multi-continental enterprise dedicated to administering equity as a normal condition of governance. The chapters that precede this closing statement do not merely describe an organisation; they establish a legal-institutional order in which principles are binding, instruments are enforceable, evidence determines decisions, and legitimacy is preserved through disciplined practice.

By separating doctrine from delivery and assigning each to institutions of equal stature and mutual accountability, Creativa Center guarantees that ambition is matched by capacity, that capital is governed by safeguards, and that public claims correspond to verifiable results. The absence of a chief executive is not a deficit but a deliberate constitutional choice: power is exercised through collegial



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judgment, recorded instruments, and due process, so that no single hand can redirect the trajectory of the system away from its mandate.

The value of this apex entity lies in permanence of purpose, clarity of boundary, and fidelity to truth as established by evidence. In a world of episodic initiatives and shifting incentives, Creativa Center offers constancy: standards that endure, institutions that coordinate, programmes that deliver, and rights that are protected not by rhetoric but by administered fact. It preserves the coherence of the whole, safeguards the integrity of each part, and ensures that the work of equity—global, generational, and exacting—remains continuous, disciplined, and real.



Annex I — Creativa Consulting AB (Group Shared Services & Member Services)

Purpose and Institutional Fit

Creativa Consulting AB is constituted as the centralised shared-services provider of the Creativa Center Universe. Its purpose is to aggregate common corporate functions that benefit from scale and standardisation—accounting and treasury support, human resources, payroll, legal and company secretariat support, procurement enablement, IT and security operations, facilities and travel, communications production services, and data/MEL operations—thereby lowering operating costs, advancing compliance maturity, and ensuring consistent execution quality across all top organisations. A **separate, commercially ring-fenced division—EUSL Consulting—**is authorised to deliver *the same service catalogue* to EUSL SME members, on market terms and under strict independence and confidentiality protocols.

Mandate and Boundaries

Creativa Consulting’s mandate is twofold.

1. **Group Shared Services (G-SSO).**

Deliver internal services to all top-level organisations and their subsidiaries under Service-Level Agreements (SLAs) and Intercompany Service Agreements (ISAs) approved by the Board. The G-SSO does not set strategy for the entities it serves; it executes and standardises support functions under Group policies and charters.

2. **EUSL Consulting (Member Services Division).**

Provide *optional* shared-service packages to EUSL SME members on commercial terms, using standardised SLAs and strict ring-fencing from Group-internal work. Where a potential conflict of interest or independence risk arises (e.g., when GSEA assurance or Agenda 74 Agency oversight is involved), EUSL Consulting must either:

- a) decline the engagement; or
- b) proceed only under recorded exceptions with compensating controls and information barriers.

Creativa Consulting does **not**:

- exercise operational control over programmes (this belongs to Agenda 74 Agency and designated units);
- perform certification, adjudication, or assurance reserved to **GSEA**;
- act as a contracting authority or funds manager for sovereigns/RECs (this belongs to authorised vehicles and Flowhub-governed entities).

Governance and Ring-Fencing

Creativa Consulting operates under the Creativa Center Board with a Shared Services Charter and Pricing & Transfer-Pricing Policy. To preserve neutrality and prevent cross-subsidy:

- **Separate P&Ls** are maintained for the **G-SSO** and **EUSL Consulting** divisions.
- **Cost-plus** pricing applies to internal ISAs; **market-rate** pricing applies to EUSL Consulting.



- **Information barriers** and **access controls** protect confidential data of each top organisation and each external client.
- **Conflict-of-interest registers** and **engagement acceptance screens** are mandatory, with **cooling-off** or **rotation** where Creativa Consulting personnel move between sensitive internal and external assignments.
- **Quality assurance** and **controls testing** are performed by an internal compliance function reporting to the Creativa Audit & Risk Committee.

Service Catalogue and Canonical Artifacts

Service Line	Scope of Service	Representative Artifacts / Outputs	Default SLA Anchors
Accounting & Treasury Support	GL, AP/AR, payroll interface, consolidation packs, treasury ops support	Period close packs; intercompany reconciliations; cash-flow dashboards	Close cycle ≤ T+5; reconciliation completion ≤ T+7; on-time payments ≥ 99%
HR & People Operations	Recruitment support, onboarding/offboarding, payroll coordination, benefits admin, training logistics	Role profiles; onboarding kits; training calendars; HR compliance checklists	Hiring SLAs (calendar-day targets by grade); onboarding completed by Day 5
Legal & Secretariat Support	Entity administration, board packs, minutes, contracts admin, IP registry	Board minute books; ISA/SLA templates; IP filings register	Board packs issued ≥ 5 business days pre-meeting; contract TAT thresholds
Procurement Enablement	Panel/vendor management, RFP/RFQ runs, framework agreements	Vendor due-diligence files; framework contracts; spend analytics	Competitive cycle-time targets; integrity checkpoints and audit trails
IT & Security Operations	End-user support, device mgmt, identity & access, collaboration tools, endpoint protection	Asset register; access logs; incident reports; patch baselines	Service desk response/resolution targets; patch cadence standards
Data, Reporting & MEL Ops	Data pipelines, dashboarding, KPI reporting, survey ops	KPI dashboards; data dictionaries; survey instruments; audit trails	Reporting cadence (M/Q); data quality thresholds; lineage documentation



Communications Production	Brand-compliant asset production, copy-editing, event logistics	Media kits; web assets; briefing packs; event run-books	Brand compliance checks; release calendars; review turnarounds
Facilities & Travel Services	Office services, travel bookings, expense workflows	Space plans; travel itineraries; expense policy packs	Travel TATs; preferred-supplier adherence; cost benchmarks

Note: For EUSL Consulting, the same catalogue applies, packaged as modular “SME Bundles” (Starter, Growth, Enterprise) with price cards and optional add-ons.

Operating Model

- **Intake & Triage.** All requests enter via a **single service portal**, classified by service line, priority, and sensitivity.
- **Execution.** Delivery squads operate against **playbooks** and **standard work**, with workload visibility and aging controls.
- **Quality & Controls.** Checklists for each artifact; four-eyes review for high-risk items (e.g., legal instruments, payroll, treasury).
- **Measurement.** SLA dashboards track timeliness, right-first-time, rework, and client satisfaction; quarterly service reviews with each top organisation and a separate review cycle for EUSL Consulting clients.
- **Continuous Improvement.** Backlog of improvements is maintained; standard work is version-controlled; lessons learned roll into playbooks.

Independence, Confidentiality, and Data Handling

- **Ring-fencing** between G-SSO and EUSL Consulting is mandatory for all client data and systems access.
- **Need-to-know** and **role-based access** apply to all engagements; sensitive identities are pseudonymised where operationally feasible.
- **Incident response** protocols address data loss, unauthorised access, or fraud suspicions, with escalation to the Audit & Risk Committee and notification to affected entities pursuant to Group policies.
- Where engagements relate to **rights-bearing data** (e.g., HR records, SME financials), **privacy, confidentiality, and security** requirements are enforced through contract clauses, access logging, and evidence of compliance.

Pricing and Intercompany Mechanics

- **Internal ISAs (G-SSO):** cost-plus with efficiency targets, reviewed annually; transparent allocation keys (e.g., headcount, ticket volumes, transaction counts).
- **EUSL Consulting:** market-rate **SLA-based bundles** with defined inclusions/exclusions, capped T&Ms for out-of-scope work, and clear termination and transition-assistance clauses.



- **No cross-subsidy.** Internal and external margins are tracked separately; any exceptions require Board resolution.

Interfaces and Escalation

- **Top Organisations:** SLA owners on each side; quarterly **Service Review Boards** address performance, risks, and continuous improvement.
- **GSEA:** notified where group-wide standards or confidentiality boundaries might be implicated by a proposed service design; **no certification or assurance** is performed by Creativa Consulting.
- **Agenda 74 Agency & GSIA/GSDA/GSCA:** interfaces limited to shared-service delivery; no programme governance delegated to Creativa Consulting.
- **Escalation:** critical service failures or control breaches escalate to the Creativa Board (via Audit & Risk) with time-bound remediation plans.

KPIs and Review Cadence

- **Service KPIs:** on-time delivery, right-first-time, rework rate, turnaround times, client satisfaction scores, incident counts and closure times.
- **Control KPIs:** access reviews completed, exceptions closed on schedule, vendor due-diligence currency, segregation-of-duties compliance.
- **Commercial KPIs (EUSL Consulting):** on-time invoicing, DSO, bundle renewal/expansion rates, churn.
- **Quarterly reviews** with each internal entity; **bi-annual** productisation and price-card review for SME bundles.

EUSL Consulting — SME Bundles (Illustrative)

- **Starter:** bookkeeping, payroll coordination, compliance calendar, standard HR docs, helpdesk (business hours), branded templates.
- **Growth:** Starter + monthly management accounts, procurement light (preferred panels), IT device mgmt, website and comms pack, KPI dashboards.
- **Enterprise:** Growth + treasury advisory light, HR recruiting support, vendor RFPs, advanced dashboards, quarterly board packs.

Each bundle includes **defined SLA targets**, **service credits** for persistent misses, and **upgrade/downgrade** provisions. Sensitive or regulated services (e.g., licensed audit, legal advice in regulated jurisdictions) are **explicitly excluded** or delivered through **approved third-party panels** under Creativa's vendor-management protocols.

Transition Plan

1. **Day 0–30:** Confirm Shared Services Charter; approve service catalogue, SLAs/ISAs, and pricing policies; appoint SLA owners; stand up the single service portal.
2. **Day 31–90:** Migrate priority workloads (accounting, HR ops, service desk) from top organisations into G-SSO; activate KPI dashboards and quarterly review cadence.



3. **Day 91–180:** Soft-launch **EUSL Consulting** with Starter and Growth bundles in a limited SME cohort; validate ring-fencing and billing workflows; expand panels.
4. **After 6 months:** Portfolio review; adjust price cards; formal public launch to the broader EUSL SME base.

PESTEL Analysis — Creativa Consulting AB (Shared Services & EUSL Consulting Division) *A formal, strategic, and governance-aligned assessment*

Political Factors

The political environment across sovereign and REC jurisdictions increasingly favours transparent governance, compliance maturity, and accountable service delivery. Shared-service models reduce political exposure by standardising controls, ensuring that top-level organisations comply with regulatory expectations consistently.

Political drivers include:

- Heightened public-sector expectations on transparency, stakeholder engagement and grievance mechanisms, as codified in the World Bank Environmental and Social Framework (ESF), which mandates consultative processes, non-discrimination, and accountability across institutional operations.
- Strengthening of cooperative governance and participation models across development institutions, which makes organisational standardisation increasingly essential for legitimacy and acceptance—especially where partners rely on frameworks like IFC’s Performance Standards to “identify and manage risks and impacts” and ensure sustainable operations.
- National governments’ growing insistence on due diligence, compliance traceability, and risk-managed procurement, aligning tightly with shared-services structures that centralise competence and controls.

Implication:

A strong, centralised Creativa Consulting function aligns Creativa Center with political expectations for transparent, auditable, and compliant operations, strengthening the legitimacy of top organisations across international jurisdictions.

Economic Factors

The economics of multi-entity groups strongly favour shared services. Consolidating HR, accounting, procurement, IT, MEL, and administrative functions produces economies of scale and reduces duplicate cost structures that otherwise erode financial stability and investor confidence.

Economic pressures include:

- Cost efficiency and risk reduction, key objectives of ISO 20700’s guidance for consultancy services, which emphasises value creation and reduced risk through structured and outcome-based service delivery.
- Increasing demand for standardised, predictable cost models among DFIs, donors, and private capital partners, who rely on governance frameworks such as the IFC Performance Standards to ensure sound financial controls and mitigate investment risk.



- SME markets served through EUSL Consulting require affordable shared solutions for accounting, HR, IT and compliance services—areas where independent consulting often exceeds SME budgets. Shared services make Creativa’s service offering commercially viable.

Implication:

Centralised shared services both lower internal operating costs and create a sustainable business line (EUSL Consulting) that strengthens the broader economic foundation of the Creativa ecosystem.

Social Factors

Societal expectations are shifting toward organisations that demonstrate equity, fairness, transparency, and ethical governance in their internal and external operations.

Key social drivers:

- Normative emphasis on inclusion, human rights, and equity, as reflected in the OECD’s revised evaluation criteria, which emphasise *equity, coherence, and sustainability* in institutional practice. [\[iso.org\]](https://www.iso.org)
- Citizens, workers, and SME members expect professionalised, high-quality services that are accessible, rights-respecting, and safe. Shared services strengthen this by ensuring consistent HR, grievance, data-protection, and communication standards.
- Internal organisational cohesion is strengthened when staff across top entities experience uniform onboarding, HR practices, IT support, and professional development, reducing fragmentation and reinforcing a unified institutional culture.

Implication:

A consolidated Creativa Consulting function reinforces equity, transparency, and trust—core to Creativa’s social mission and brand identity.

Technological Factors

Digitalisation, cybersecurity, and AI governance are now core requirements for any institution. Shared-services models provide structural advantages: centralised security, economies of scale in technology investment, and uniform application of safety standards.

Relevant technological pressures include:

- The global requirement for structured information-security management, as prescribed by ISO/IEC 27001:2022, which demands comprehensive organisational controls, risk management, and continuous monitoring.
- The rise of privacy and data governance obligations, especially where personal or sensitive data intersect with advisory and operational services. The updated ISO/IEC 27701 standard (2025 edition) provides requirements for privacy information management—underscoring the need for a centralised privacy governance function.
- Increasing reliance on AI and data-driven decision systems, which require ethical oversight, auditability, and human governance (DAIP alignment), all of which are more effectively implemented from a unified shared-services centre.



Implication:

Creativa Consulting, as a centralised IT, data, and security hub, ensures compliance, reduces cyber risk, consolidates infrastructure, and supports DAIP-aligned digital capability across all entities.

Environmental Factors

Although Creativa Consulting is not an environmental services provider, external expectations for ESG compliance, environmental reporting, and sustainable procurement directly impact its mandate.

External environmental requirements include:

- The World Bank ESF's explicit obligations related to resource efficiency, pollution prevention, labor conditions, and community safety, placing pressure on organisations to maintain structured ESG-aligned procurement and supply-chain practices.
- IFC Performance Standards, which reinforce organisational requirements for environmental and social risk management in operations, including intermediaries and advisory clients.

Shared services act as a mechanism for embedding sustainable procurement, reporting, and environmental risk checks into all top organisations and SME services.

Implication:

Centralised protocols ensure ESG compliance becomes normalised across the Creativa Universe, strengthening credibility with DFIs, sovereigns, and private capital.

Legal Factors

Legal and regulatory frameworks are tightening across all areas affecting shared services: labour, data privacy, anti-corruption, procurement integrity, and corporate governance.

Key legal pressures include:

- GDPR (Regulation (EU) 2016/679) creates strict obligations for data processing, rights management, consent, security, and lawful basis requirements for any entity handling personal data.
- DFIs and public-sector partners expect compliance with international fiduciary and integrity norms embedded in World Bank ESF, IFC Performance Standards, and similar instruments.
- ISO 20700 emphasises transparency, clarity of roles, and risk reduction in consultancy engagements—relevant when providing services to external SME members.
- Increasing anti-corruption and procurement-integrity expectations across development partners and sovereign regimes, requiring centralised vendor management, due diligence, and contract oversight.

Implication:

A highly structured Creativa Consulting function ensures compliance across the Creativa Universe, protects partner trust, and shields the top-level institutions from fragmented, inconsistent, or non-compliant practices.



Annex II — OCaY (One Call and You) Service Doctrine

OCaY constitutes a binding service doctrine for Creativa Consulting AB. It establishes the principle that the first responder holds end-to-end ownership for each inbound contact until verified resolution and documented closure. OCaY is designed to eliminate hand-offs, reduce customer effort, and create a culture of accountability, learning, and human-centred service. It applies equally to internal stakeholders of the Creativa Universe and to external SME members served by EUSL Consulting. The doctrine is managerial in nature and operational in effect: it converts courtesy into duty, and duty into measurable performance.

OCaY rests on four pillars. The first is ownership. The individual who answers first becomes the permanent owner of the case, with a positive obligation to diagnose, coordinate expert support, keep the customer informed, and deliver closure. The second is continuity. Escalation brings expertise to the owner; it does not transfer the responsibility to another person. The third is promise discipline. Time-bound updates and realistic commitments are mandatory, and the keeping of promises is measured. The fourth is just culture. The institution distinguishes human error from negligence or misconduct, favouring coaching and system improvement over blame, while never compromising integrity.

Scope of Applicability. OCaY governs every inbound channel operated by Creativa Consulting, including telephony, email, service portals, and instant messaging. It covers service lines in accounting and treasury support, human resources and payroll coordination, legal and secretariat support, procurement enablement, IT and security operations, data and MEL operations, communications production, facilities and travel services, and all packaged SME bundles delivered by EUSL Consulting. Where regulated activities or third-party panels are involved, the doctrine still applies to first-contact ownership of the customer relationship, even if the substantive work is performed by a licensed provider.

Duty of Care and Process. Upon first contact, the responder records an OCaY Intake capturing the identity of the requestor, the issue summary, the time of first response, the promised next-update time, the anticipated closure criteria, and any immediate safeguarding concerns. The owner performs initial triage and, where necessary, invites subject-matter specialists to collaborate. Collaboration is coordination-in under the owner's stewardship; it is not a hand-off. The owner communicates progress according to the promised cadence and remains responsible for obtaining an explicit closure confirmation from the customer. If the owner becomes unavailable due to absence or exit, a named deputy is appointed, the customer is notified, and continuity is preserved. This deputy appointment is the only permitted exception to the "no transfer" rule and must be recorded contemporaneously.

Service-Level Integration. OCaY is instrumented through explicit service-level indicators. The First-Contact Ownership Rate measures the proportion of cases held by the original responder until closure. The Promise-Kept Index measures on-time updates relative to promised times. Right-First-Time and Rework are tracked to ensure quality is not sacrificed to speed. For service lines where single-touch resolution is feasible, the Single-Touch Rate is used to monitor and scale best practice. These indicators are reported per service line, per top-organisation, and per SME bundle and are subject to quarterly review at service and portfolio level.

Systems and Evidence. The service platform enforces named ownership, mandatory next-update promises, deputy designation for exceptions, and immutable audit trails for all changes in status. Knowledge is curated through an OCaY-tagged knowledge base to reduce time-to-resolution and to



institutionalise learning. Artifacts include the OCaY Intake, the Update Log, the Closure Confirmation, and the Post-Resolution Note with learning tags, each version-controlled and time-stamped. Evidence generated by OCaY forms part of the common MEL canon, enabling independent verification and decision-grade reporting to the Board and to counterpart entities.

Workforce and Culture. OCaY requires cross-training for first responders, clear competency frameworks, and scheduled coaching. A just-culture review process distinguishes between error, at-risk behaviour, and reckless conduct; it prescribes coaching, system redesign, or disciplinary measures proportionately. Weekly calibrations assess tone, completeness, and commitment language and ensure that the duty to keep promises is realised in practice.

Governance and Remedies. Breaches of OCaY—such as unapproved transfers, missed promised updates without mitigation, or failure to record closure—are treated as control exceptions and remediated through time-bound corrective actions. Repeated or material breaches trigger managerial reviews and may result in service credits where applicable to external SME contracts. OCaY performance is included in monthly dashboards to the Audit and Risk Committee and to the Strategy Committee for workforce and tooling implications. The doctrine is embedded in Delegations of Authority: no local practice may derogate from OCaY without a recorded decision demonstrating necessity, proportionality, and compensating controls.

Compatibility and Boundaries. OCaY does not override legal, regulatory, or safety imperatives. In emergencies or safeguarding events, safety triage and mandatory reporting prevail, with subsequent OCaY documentation to ensure continuity and learning. In licensed or regulated work performed by external panels, OCaY governs the relationship ownership and the obligation to steward the customer through to verified closure, while the licensed body remains responsible for the regulated deliverable.

Outcome. The doctrine reduces customer effort, collapses dwell times caused by hand-offs, and stabilises the service experience across entities and markets. By converting first contact into formal ownership, Creativa Consulting creates a predictable and humane service environment consistent with the institution's constitutional commitment to equity, dignity, and accountability.